Cover letter  
Selection Process Number: 14-BAL-IA-4249  
Position: Manager, Web and Social Media  
Organization: Library and Archives Canada  
Candidate: Jonathan Ward, 028-374-711

To Whom It May Concern:

It is with great enthusiasm that I apply for the role of Manager, Web and Social Media with Library and Archives Canada. I am an engaged, innovative, motivated and hard-working individual who understands and appreciates the role LAC plays in preserving Canada’s documentary heritage, serving as the memory of the GC and acting as a source of accessible knowledge to all Canadians. I have extensive experience in web, social media, creative services and communications - both traditional and digital – and I firmly believe I am ready to make the step to an IS-6. Below I will outline how I meet each of the essential and asset qualifications outlined in the job posting.

**A university degree from a recognized university in an acceptable specialization in communications, public relations, journalism, computer science or related field relevant to the position**

I hold an Honours Bachelor of Journalism from Carleton University in Ottawa, with a minor in Economics. Aside from journalism, the program focused strongly on web and communications.

**\*Recent experience in leading project teams**

I possess over four years’ experience (within the last five) in this area.

One of the biggest projects underway at CIPO is web renewal, to support GC external communications priorities and to comply with TBS standards on web usability, accessibility, interoperability and mobile devices. In my current role as Head, Digital Strategy and as the project manager for web renewal, I manage the project team – including HR components (staff, hiring, consultants and committees) and the accompanying project timeline, budget, deliverables and reporting - all of which I do through an overarching action plan which includes a project charter, a Gantt chart in MS Project and a project team governance framework that lays out roles, responsibilities, accountabilities, permissions and approvals.

This rigorous management of the project team ensures that CIPO is fully compliant with TBS standards (we were 100% WCAG compliant ahead of schedule, for example), which allows my project team to focus on implementing the usability standard – user-centric design, task-centric design, ROT reduction, etc. By creating a more usable website that lets customers more easily understand and leverage IP to grow their businesses, I am aligning CIPO’s web renewal with the broader GC external priority of fostering innovation and growth.

**Recent and \*\*significant experience in providing strategic advice to \*\*\*senior management on multimedia and Web management**  
I possess over three years’ experience (within the last five) in this area.

As Head, Digital Strategy at CIPO, I participate regularly in the senior executive (DG- and ADM-level) meeting. There, I provide advice, recommendations, key messages and briefings on communications, multimedia and web management issues – specifically relating to GC web renewal, social media, IT and all things digital. On these subjects, for my CEO and his executive team, I prepare speeches, briefing notes, presentations and Memoranda to Cabinet. I also provide one-on-one training and strategic advice to my CEO and our eight DGs on IT systems, mobile web applications, social media platforms (Twitter, LinkedIn and Facebook) as well as guidance on proper use and interpretation of the Communications Policy of the GC, the Federal Identity Program, the Guideline for the External use of Web 2.0 (for social media) as well as other rules, guidelines and procedures related to multimedia, communications and web issues.

I also provide regular updates to my senior executive team on the Canada.ca consolidation initiative and how that will impact CIPO’s website and IT systems. For example, I have recently provided a high-level overview about the centralization of a GC CMS, a social media account management tool, the GC-wide search solution being procured and the various options being considered for how content will be posted to Canada.ca in the future. I also keep senior management abreast of any developments in TBS web standards, various video and multimedia developments across the GC and a host of other multimedia and web management issues.

**Recent and significant experience in planning, developing and implementing e-communications programs and products**

I possess over four years’ experience (within the last five) in this area.

I have significant experience in planning, developing and implementing a wide array of e-communications programs and products, through the management of a diverse and cross-functional e-communications team.

CIPO is currently executing a $50 million IT Modernization program that will replace and consolidate all our internal and external IT systems. To help successfully execute this major program, I have been tasked to lead two project teams that use e-communications programs and products to drive engagement and consultation from internal and external audiences. To accomplish this, my team has developed and led several large consultation and engagement activities using a wide variety of e-communication methods. Internally, employees were consulted using e-surveys, internal videos, podcasts and blog posts from senior management (all with feedback/commenting functionality). Externally, we hosted a series of roundtables around the country with innovative businesses interested in IP. To engage with them, we connected with them electronically via email, social media, listserv messages and short video clips. Then, once the roundtables were completed, we communicated the results using the same modern e-communication vehicles.

Aside from these two major initiatives, my regular duties involve developing innovative e-communication methods to successfully engage with internal and external audiences. I have directed programs to solicit feedback for our web and intranet renewal using online focus groups, heat-mapping and other online feedback mechanisms. I have also managed the delivery of corporate information (Business Strategy, Annual Reports, notices, alerts, news stories, etc.) across online channels such as social media, our website, GCpedia and GCconnex, among others.

**Recent and significant experience in managing financial and human resources**

I possess over three years’ experience (within the last five) in this area.

Financial resources: In addition to my regular A-base budget for travel, stationary, equipment and training, I am responsible for a $10-million budget for a five-year, large-scale IT project. I am intimately familiar not only with the day-to-day work tools used throughout the public service such as SAP and IFMS, but also the reporting requirements (such as actuals and accruals) and the process by which they flow from my desk all the way up to the Minister’s and to Parliament. I am also experienced with Sections 32, 33 and 34 of the Financial Administration Act and their impact on procurement, spending and financial authorizations.

Human resources: I have directly supervised eight FTEs concurrently, including approving hours and leave, conducing performance evaluations and approving learning plans and training activities. I also indirectly supervise an additional five employees who formally report to other managers but informally work in my team. I have created positions from the ground up (i.e. drafted the work description, SOMC, evaluation materials, etc.), run numerous competitions, hired temporary help resources and hired contractors and consultants through PWGSC (which has also given me excellent experience with contracting and procurement).

**Recent and significant experience in planning, developing and implementing Web and social media strategies and operations**

I possess four years’ experience (within the last five) in this area.

Web: As the project manager for CIPO web renewal, I am responsible for the entirety of the project – from its conception to implementation and delivery. The scope of managing this project involves both high level strategic considerations and operational ones. Strategically, I need to ensure the project aligns with broad GC web goals (steamlining of content, centralization, user- and task-based content, Canada.ca supersite, single sign-on and identity management, etc.) as well as CIPO’s organizational goals, laid out in our Business Strategy and IC’s RPP. Operationally, I am responsible for developing timelines, managing budgets, supervising staff, completing deliverables and reporting on progress. - all of which I do through an overarching action plan which includes a project charter, a Gantt chart in MS Project and a governance framework that lays out roles, responsibilities, accountabilities, permissions and approvals.

As I also mentioned earlier, I developed our entire web renewal strategy, aligning it with GC priorities (centralization, streamlining of content, targeting information to appropriate audiences, user-centric design, etc.) as well as the priorities of IC and CIPO, as laid out in our Business Strategy.

Social media: At CIPO, I was responsible for conceptualizing, developing and delivering our entire social media initiative from the ground up. This involved everything from conception, to planning, to creating a new social media team, to governance/approvals, to SWOT analyses, to marketing, design, implementation, execution and finally reporting and analysis. Additionally, in my current role, I supervise all staff members who work in social media and have access to our accounts. When I arrived at CIPO, social media was on senior management’s radar, but risk aversion was very strong. Convincing them of social media’s importance and launching our accounts were very long and complex tasks. Detailed risk mitigation, implementation, approval, response and marketing plans were developed not only to satisfy PCO and TBS requirements, but to provide reassurance to senior management that we were prepared for launch. Part of obtaining their permission involved ensuring tweets strongly supported the organization’s mandate (as well as that of IC and the GC) and followed stringent pre-approved key messages. While the seamless launch of our accounts has given us more flexibility in what we tweet about, my team always ensures that our social media content supports our customers and their desire to leverage IP to grow their businesses. This ties in strongly to the broader GC goals of fostering economic growth and innovation. CIPO now has a robust social media presence – one this is continually improving and growing.

At NRC, I helped launch our Twitter accounts and was responsible for drafting content and preparing responses to questions/comments – ensuring they aligned with our organizational goals/mandate and followed pre-approved key messages. I therefore have experience not only creating and managing a social media initiative, but I have operational level experience from my more junior roles. This gives me credibility with my social media team, who realize that I understand and can relate to the work they do.

**Recent and significant experience in participating in interdepartmental Web-related committees and/or working groups**

I possess three years’ experience (within the last five) in this area.

I participate in several management and director-level committees related to the GC Web Renewal Action Plan. As CIPO’s lead on web renewal, I work closely with representatives from other departments (IC, TC and DFO, for example) and central agencies to manage the transition to Canada.ca. The work with other departments is largely for sharing best practices in web renewal and web management work, while the work with central agencies has mainly to do with following procedures, rules and standards.

Specifically, the interdepartmental committees I participate in are:  
  
- a web managers steering committee for the Canada.ca supersite  
- the Web Interoperability Working Group  
- the Web Search Working Group  
  
Additionally, within Industry Canada (of which CIPO is a part), I participate on several web-related committees:   
  
- a director-level Web Renewal and Accessibility Steering Committee that is tasked with guiding the direction of IC’s web presence, implementing TBS web standards and then reporting to both TBS and PCO;  
- a governance committee that is piloting the new GC single sign-on initiative, where users and businesses can log in through a portal to access a host of GC services online;   
- the IC Managers’ Community (as the web representative), which liaises with the National Managers Community to promote the needs and interests of managers and to foster communities of practice.

In addition to these interdepartmental working groups, I have extensive experience liaising with central agencies such as Treasury Board Secretariat (TBS), Shared Services Canada (SSC), Public Works and Government Services Canada (PWGSC) and the Privy Council Office (PCO).

TBS: I participate in a TBS web renewal steering committee that allows me to stay updated with everything related to the canada.gc.ca consolidation initiative. Also, one of my employees was recruited to work in a small, elite team to develop the new canada.gc.ca supersite. He works at TBS once per week, so my level of collaboration with TBS is very high.

SSC: I liaise with Shared Services regularly due to my management of a major IT project within CIPO’s IT Modernization program. SSC’s collaboration, approvals and expertise are needed at many stages of this multi-year project. This requires that I communicate with them by phone, email and in person on at least a weekly basis.

PWGSC: I have developed and executed a number of different contracts through vehicles such as TBIPS and PS Online. I have experience using PWGSC systems and determining the appropriate channels required to move ahead with projects. I also worked closely with PWGSC when launching our social media accounts.

PCO: I have worked with PCO on social media, web renewal and media relations activities such as news releases. In this current era of centralization, maintaining a good working relationship with key contacts at PCO is necessary for obtaining efficient authorization to move ahead with projects.

**Experience in developing and implementing Web and social media strategies**

Note: this asset qualification is almost identical to the following essential qualification: (Recent and significant experience in planning, developing and implementing Web and social media strategies and operations). Therefore, I have included the same information.  
  
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**Experience in drafting briefing notes related to Web and/or social media initiatives**

For my CEO and senior management team, I have drafted dozens of briefing notes related to several web and social media activities. For example, I prepared numerous briefing notes when CIPO was transitioning from our CLF 2.0 website to the new WET usability template. These briefing notes covered subjects such as ROT reduction, content migration, usability principles, user- and task-centric design, TBS web standards (accessibility, usability, interoperability, mobile devices) and how different content types (static content vs. dynamic applications) had to be transitioned differently.

For social media, at CIPO I was responsible for conceptualizing, developing and delivering our entire social media initiative from the ground up. This involved everything from conception, to planning, to creating a new social media team, to governance/approvals, to SWOT analyses, to marketing, design, implementation, execution and finally reporting and analysis. When I arrived at CIPO, social media was on senior management’s radar, but risk aversion was very strong. Convincing them of social media’s importance and launching our accounts were very long and complex tasks. Detailed risk mitigation, implementation, approval, response and marketing plans were developed not only to satisfy PCO and TBS requirements, but to provide reassurance to senior management that we were prepared for launch. All these steps involved preparing numerous briefing notes not only to my CEO and senior executive team, but also to the communications branch at Industry Canada and the Minister’s Office, where approval was sought.

In summary, I firmly believe that my experience, knowledge, skills, strategic thinking, energy, engagement and passion for public service render me a choice candidate for this Manager, Web and Social Media role at Library and Archives Canada. I would welcome the opportunity to move forward in this process.

Many thanks for your time and consideration,

Jonathan Ward