

**EXECUTIVE POSITION DESCRIPTION  
TRUTH AND RECONCILIATION CANADA**

**POSITION TITLE:** Director, Statement Gathering and National Research Centre  
**CLASSIFICATION:** Proposed EX 01  
**SUPERVISOR:** Executive Director  
**LOCATION:** Winnipeg, Manitoba

**GENERAL ACCOUNTABILITY**

The Director, Statement Gathering and National Research Centre is accountable to: develop, recommend and direct the implementation of a national strategy, integrated methodology, policies and operational framework across the regions to provide an holistic, culturally appropriate and safe setting for former students, their families and communities to share their experiences with the Commission; establish methodology and procedure for proper and consistent conduct of gathering statements/experiences; develop, recommend and direct the implementation of an integrated methodology and policy framework for the establishment of a national research centre that will be a lasting resource and archives for the IRS legacy; staff and supervise the TRC's Regional Liaison positions, provide functional guidance, advice and recommendations to Regional Liaisons, provide briefings and advice to the Executive Director and Chairperson. The Director is responsible for identifying different models, options, institutions and locations where the National Research Centre could be located; for identifying information technology systems necessary for a future National Research Centre, and for making recommendations on these matters to the Commissioners. The Director is responsible for implementing the decisions of the Commissioners with respect to the establishment of the National Research Centre. The Director is a member of the TRC Executive Management Committee; works closely with the Survivor's Committee and establishes networks with Church organizations, the Survivor's Committee and other stakeholders.

**ORGANIZATION STRUCTURE**

The position is one of eight (8) positions reporting to the Executive Director TRC. The other seven (7) positions are: Director, Research, Historical Record and Report Preparation, Director, Events Planning, Director, Communications and Community Liaison; Director Inuit Sub-Commission, Director Corporate Services, Commission Counsel and Legal Counsel/Special Advisor.

The following positions report to the Director, Statement Gathering and National Research Centre:

**TRC Statements Collection and National Research Centre:** (2 FTE's) responsible to plan, organize and manage the operations of the TRC Documentation Centre in Winnipeg, especially as it relates to statements gathered about the IRS experience and legacy, which is mandated to organize and make accessible to TRC internal clients and the public, documents, reports and archives from survivors, church organizations and residential schools and other issues/documents relevant to the IRS legacy. Also directs the development of a national document collection in each regional centre and provides functional direction to the regions in their collection and storage of the information.

**Manager, Statement Gathering** (9 FTE's): responsible: to develop operational policy, procedures and processes for the TRC's voluntary statement gathering initiative; work with regional liaison officers and provide mechanisms, directives and guidelines that will serve to ensure the consistent and uniform administration and management of the statements gathered.

**NATURE AND SCOPE**

Truth and Reconciliation Canada is an integral component of the Indian Residential Schools

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Settlement Agreement and is a unique institution in Canada; combining a Court-ordered mandate for witnessing and reconciling the Indian Residential School System with an autonomous governmental department established under the *Financial Administration Act*. This approach to achieving the independence and impartiality of the Commission in managing a legacy of acknowledged governmental discrimination against the main population of Aboriginal peoples of Canada merits special consideration, and presents special challenges. The primary goals of the commission are;

- to acknowledge the Indian Residential School (IRS) experience, impacts and consequences;
- provide a holistic, culturally appropriate and safe setting for former students, their families and communities as they come forward to the Commission;
- witness, support, promote and facilitate truth and reconciliation events at both the national and community levels;
- promote awareness and public education of Canadians about the IRS system and its impacts;
- identify sources and create as complete an historic record as possible of the IRS system and legacy, to be preserved and made accessible to the public for future study and use;
- produce and submit to the Parties a report including recommendations to the Government of Canada concerning the IRS system and experience; and
- to support commemoration initiatives for former IRS students and their families in accordance with the Commemoration Policy Directive (set out at Schedule "J" of the Settlement Agreement).

Within this context, the Director leads the innovative development work required to support and enhance the capacity of the TRC to work with former students, their families and communities who wish to come forward and share their experience in a holistic, culturally appropriate and safe environment. The Director is accountable for providing leadership and direction in the development and implementation of operational strategies and administrative processes for the processing of and documenting of experiences under the Settlement Agreement, establishing a process to assist former students and their families with documenting their experiences and for providing the appropriate tools/facilities. The Director is not only supporting the statement gathering process but also the reconciliation aspect and historical record keeping by ensuring that the students and families and the statements gathered are moved through the entire TRC process. He/she ensures that TRC statement gathering operations are run in accordance with the principles of administrative law and will ensure that the former students are treated with respect and understanding during their voluntary statement sharing with the Commission.

The Director establishes the operational and administrative framework including operational policies, guidelines and procedures for the collection of documented experiences including organizing and directing the TRC's activities to ensure effective management of the information, monitoring and reviewing processes and recommending solutions to make certain that the processes are consistent with and adhere to the Settlement Agreement and related legislation, the rules of procedure of the Survivor's Committee and ethical standards to guarantee unbiased administrative processes, security and procedural fairness and equity.

The Director is also responsible for developing and implementing a strategy that will ensure as many as possible of the 85,000 surviving students are directly contacted by the TRC and invited to give statements; to ensure that the TRC is staffed with appropriately trained statement takers in all parts of Canada; to ensure that the TRC makes available a trained statement taker to any surviving student or family member who wishes to give a statement and that every statement is preceded by an informed consent and is recorded in a manner that will meet archival standards for transfer to the future National Research Centre.

The Director, Statement Gathering and National Research Centre facilitates and strengthens the TRC research influence and capacity to facilitate the transfer and archiving of knowledge for the broader public and within this role, the incumbent represents the organization as an advocate,

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negotiator and representative in advancing the TRC's perspective, ensuring that the TRC's research, records and documents are accessible to the public through the development of a National Research Centre encompassing the establishment and content building of intranet, extranet and internet sites; working with senior management and the Commissioners to resolve issues concerning the availability and management of information. The Director is responsible for identifying different models, options, institutions and locations where the National Research Centre could be located; for identifying information technology systems necessary for a future National Research Centre, and for making recommendations on these matters to the Commissioners. The Director is responsible for implementing the decisions of the Commissioners with respect to the establishment of the National Research Centre. as well as the development of appropriate data and information system links dedicated to influencing a strategic and cohesive approach to the access and delivery of and ongoing transfer of information/records from and to the Research Centre and the broader public in a multi-stakeholder and multi-jurisdictional arena and successful management of IT and information resources.

The Director is accountable for professional leadership in the development of IM solutions for the collection and archiving of documentation and records for implementation in the Research Centre including developing the conceptual and designing innovative approaches to meet the overall goals of the TRC. This responsibility requires the incumbent to direct the development and implementation of the approaches, tools, procedures and processes to develop and deliver vital information through consistency across Canada in data collection and management policies, standards and methodologies and the development, implementation, and maintenance of a number of information and data management programs and tools that bring together a strategic alliance of regional information technology professionals working collaboratively to build an integrated suite of computer and database tools specifically for use by the Research Centre and stakeholders.

The Director will conduct focused operational business planning and reporting activities; including an overall strategy that will identify the principles and supporting policies by which the TRC will communicate, collect and archive the records and documents and thus ensure historical knowledge transfer; a publishing policy that will govern the TRC's publishing practice, including its IM/IT strategies and development, web presence and e-publishing activities; and a specific communication plan for each individual research initiative/program that will identify the activities and methods for collecting, archiving and disseminating research results.

The Director is responsible for staffing and supervising the TRC's Regional Liaison positions, and for providing functional guidance, advice and recommendations. The harmonization and balancing of the priorities and perspectives between decision makers and the regional liaisons is a key undertaking for the Director and he/she must clearly delineate the priorities, service delivery policies, plans, and procedures as well as accountabilities and line of authorities to avoid confusion and delays that may otherwise arise from loose connections with decision makers.

The Director provides professional support and advice regarding the collection and management of information to the regional liaison officers and the Survivors committee as to process and methodology. The Director ensures that members are kept informed of issues and are provided with briefings and advice on practice and procedure as necessary. The provision of accurate, timely information plays a critical role in clarifying issues, avoiding or resolving misunderstandings and facilitating the expeditious progress of voluntary experience telling. The Director must have specialized knowledge of security of information management to anticipate the legal implications of, and to suggest, advise on and introduce changes to core services to support voluntary experience telling as necessary (e.g. the use of electronic media for filing statements has implications for establishing the authenticity of documents, controlling document security, avoiding tampering, etc.).

The Director also provides leadership for the development of networks and consultation strategies with regional liaisons, former students and their families, stakeholders and Church organizations. and must ensure full consultation with the Executive Director, Chairperson and Survivor's

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Committee to optimize the regional liaison's statement gathering support services (e.g., holistic settings, research and information, IM and administrative services) and achieve seamless service delivery that best supports the objectives of TRC. The breaking down of barriers between the regional liaisons and the decision-makers and the formulation of positive and proactive synergies to enhance the overall statement gathering processes must be largely driven, and then maintained by the Director, regional liaisons and support staff. There is a need to build and promote closer relationships among staff, management and decision makers to ensure processes and statement gathering strategies are developed with collaborative input from all.

The Director is accountable for the overall management of statement gathering facilities, including related health and safety issues. In addition, security issues and concerns, including the security of information and assets, and the development of business continuity plans are key areas of attention for this position. The management of the health and safety function requires that all areas of TRC, including public waiting rooms or statement gathering facilities, be equipped with the right security features to ensure the protection of all participants. The fact that these facilities will operate from a number of sites across Canada entails the deployment of complex logistics. The Director may be required to travel to other Canadian locales/cities and inspect possible facilities to make sure they meet the requirements. The Director must also negotiate agreements for facilities with other government departments and municipalities, which may result in contracting issues.

The Director is expected to provide functional leadership in developing, implementing and promoting overall co-ordination and an integrated lateral perspective within the TRC and across the Regions, providing a conduit for information and voluntary statement collection; developing horizontal strategies and developing a cohesive broad operational framework that responds to emerging issues, former student and family priorities, statement taking review processes and to the various positions and program responsibilities of the stakeholders, while at the same time tailored to the terms of the Settlement Agreement.

The Director is also accountable for providing support and advice to the regional liaisons and the Survivor's Committee as to process for collection of statements; for the provision of professional support regarding the provision of an holistic, culturally appropriate and safe setting for former students, their families and communities in which to share their experiences with the Commission; and for explaining the possible alternatives the former students can employ for sharing their stories; i.e. providing a written or recorded statement, in a private one-on-one interview or through a public discussion. The responsibilities of regional liaisons demand a high level of professionalism and service at all times. The Director ensures that they are kept informed and are provided with briefings and advice on practice and procedure as necessary. The provision of accurate, timely information plays a critical role in clarifying issues, avoiding or resolving misunderstandings and facilitating the expeditious progress of statement gathering.

A sound knowledge and understanding of the unique attributes and purposes of the Indian Residential Schools Agreement and commitments of the Truth and Reconciliation Commission are essential to the position. Sound judgment is also required to manage the secure handling of statements that may include sensitive information and of transcripts or other records. The long-term success of the TRC depends on a non-adversarial, responsible and respectful process, always respecting the legal rights of the parties, in hopes that the statement gathering/truth sharing guides and inspires First Nations, Inuit, and Métis peoples and Canadians in a process of truth and healing leading toward reconciliation and renewed relationships based on mutual understanding and respect.

To ensure ready access to information on the IRS legacy, the Director is responsible to lead directly the work of the National Research Centre and to provide functional direction to Regional Liaison Officers in the regions. The objectives are consistency in product service and delivery, and adherence to professional standards and are accomplished through the development and monitoring of operational policies and guidelines; the initiation and maintenance of a national consultation process to ensure regional concerns, opinions and initiatives are expressed in the

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development of national policies and operating systems; the review and approval of acquisitions and the control and allocation of financial resources to allow for the development of relevant and internationally representative information collection.

With respect to overall management responsibilities, the Director serves as a member of TRC's Senior Management Committee; plans, anticipates, develops and implements strategies to deal with emerging issues and ensures that the Executive Director and Commissioner are alerted and briefed on issues requiring their direct intervention. The incumbent is responsible for the establishment of goals and objectives designed to support the collection and archiving of documents and records and strategic direction of the National Research Centre and for the establishment of goals and objectives designed to support the gathering of voluntary statements from former students, their families and communities and strategic direction of the Statement Gathering and National Research Centre. The Director collaborates with other members of the Senior Management Committee in identifying and resolving organizational issues. The Director develops and maintains a number of management instruments (including policies, guidelines, frameworks, instructions) that impact on the structure and operations of the TRC and the regional offices. The Director is responsible for resource planning and budgeting, and human resource management for the Division and for managing assigned human and financial resources.

**DIMENSIONS (2009-2010)**

FTEs:	11
Salary:	\$ .7M
O&M:	\$ .4M
Contracts	<u>\$ 2M</u>
<u>TOTAL</u>	<u>\$ 3.1M</u>

**SPECIFIC ACCOUNTABILITIES**

1. Develops, recommends and directs the implementation of a national strategy, integrated methodology, policies and operational framework across the regions to provide an holistic, culturally appropriate and safe setting for former students, their families and communities to share their experiences with the Commission;
2. Identifies different models, options, institutions and locations where the National Research Centre could be located; and identifies information technology systems necessary for managing the information; monitoring and reviewing processes and recommending solutions.
3. Is accountable for the overall management of statement gathering facilities, including related health and safety issues and negotiating agreements for facilities with other government departments and municipalities.
4. Develops and implements a strategy that will ensure as many as possible of the 85,000 surviving students are directly contacted by the TRC and invited to give statements; and is responsible for staffing, supervising and providing functional guidance to the TRC's Regional Liaison positions.
5. Provides recommendations to the Commissioners regarding the staffing of the Regional Liaison positions as well as implementing the decisions of the Commissioners with respect to the establishment of the National Research Centre.

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6. Serves as a member of TRC's Senior Management Committee; plans, anticipates, develops and implements strategies to deal with emerging issues and ensures that the Executive Director and Chairperson are alerted and briefed on issues requiring their direct intervention.
  
7. Plans, organizes and directs the activities and resource of the Statement Gathering and National Research Centre Directorate, and provides advice, recommendations and functional direction to the regional liaison officers.

## **Statement of Merit Criteria & Conditions of Employment**

**Selection Process: Number:**

**Position Title:** Director, Statement Gathering and National Research Centre

**Classification:** EX - 01

**Federal Organization:** Truth and Reconciliation Canada (TRC)

**Location:** Winnipeg - Manitoba

**Essential Qualifications:**

**EDUCATION:**

Graduation with a degree from a recognized university in Aboriginal Studies, Law, Human Rights or other relevant field, or an acceptable equivalent

**EXPERIENCE:**

Experience in directing decentralized survivor/witness voluntary statement gathering processes involving highly charged issues of high public profile

Experience in developing and overseeing the implementation of policies, processes, codes and practices to govern national or regional voluntary statement gathering processes

Experience in developing strategies to engage affected individuals and communities in participating in voluntary statement gathering processes

Experience in creating comprehensive information holdings and permanent electronic data bases to create a viable record of historic fact

**KNOWLEDGE:**

Knowledge of the Indian Residential School (IRS) Agreement pertaining to TRC

Knowledge of ethics, natural justice and administrative law principles and practices applying to voluntary statement gathering processes

Knowledge of information management, security, privacy, archival and administrative principles and practices relating to the development of a research/data centre

**KEY LEADERSHIP COMPETENCIES:**

Values and Ethics (Integrity and Respect)

Strategic Thinking (Analysis and Ideas)

Engagement (Mobilizing people, organizations and partners)

Management Excellence: (Action Management, People Management and Financial Management)

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**Official Language Proficiency:** Bilingual Imperative - Level: **CBC / CBC to be confirmed**

**Asset Qualifications:**

THE FOLLOWING QUALIFICATIONS MAY BE USED. PLEASE DEMONSTRATE THE EDUCATION AND EXPERIENCE QUALIFICATIONS THAT YOU BELIEVE YOU MEET:

**EDUCATION**

A Masters or PhD in Aboriginal History or other relevant field

**EXPERIENCE**

Experience in managing decentralized statement gathering processes involving staff and volunteer workers

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Experience in negotiating leases and security, safety and health features for facilities to serve as statement gathering centres

THE FOLLOWING QUALIFICATIONS MAY BE ASSESSED.

**KNOWLEDGE:**

Knowledge of the historical context leading to the creation of the TRC

Knowledge of Aboriginal cultures, demographics, histories and research protocols to provide a culturally appropriate setting for participants

Knowledge of government legislation and policies governing the TRC's mandate, roles and responsibilities, the delivery of administrative statement gathering processes and the operation of a research/data holding centre.

**Operational Requirements:**

Occasional to frequent domestic travel

**Organizational Needs:**

Preference will be given to persons who have self-identified as Aboriginal  
Able and willing to work overtime

**Conditions of Employment:**

**Reliability and Security:** Secret