

Documents in support of Testimony of Ms. Sheila Powell and Mr. Donald Smith

SHEILA POWELL AND DONALD SMITH

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Tab	Document
1.	November 9, 2007 4:41 p.m. Email from Media Centre to several individuals, cc: Myriam Massabki and Mistu Mukherjee. Subject: "PM Stephen Harper, on NSW and CTV-N."
2.	AGC00580. November 10, 2007 6:04 p.m. Email from Sheila Powell to Angele Delisle, Yvan Roy, Margaret Bloodworth, Sandra Buckler, Jodi Redmond and Ian Brodie, cc: Jodi Redmond. Subject: "FW: Corresp process – Schreiber specifics."
3.	AGC00586. November 10, 2007 8:06 p.m. Email from Sheila Powell to Marilyn MacPherson. Subject: "FW: Corresp process – Schreiber specifics."
4.	AGC00589. November 11, 2007 3:55 p.m. Email from Myriam Massabki to Sheila Powell, Jodi Redmond, Jasmine Panthaky, and Jacques Fauteux, cc: Marilyn MacPherson and Donald Smith. Subject: "Re: FW: Media call Schreiber's letter."
5.	AGC00592. November 12, 2007 5:48 p.m. Email from Sheila Powell to drsmith@pco-bcp.gc.ca . Subject: "FW: KHS."
6.	AGC00591. November 12, 2007 5:58 p.m. Email from Sheila Powell to drsmith@pco-bcp.gc.ca . Subject: "FW: Media Call."
7.	AGC00833. November 12, 2007 6:47 p.m. Email from Jodi Redmond to Margaret Bloodworth and Sheila Powell. Subject: "FW: Spam: Top bureaucrats decided Schreiber letter unworthy for Harper's eyes ..."
8.	AGC00834. November 14, 2007 1:51 p.m. Email from Myriam Massabki to Sheila Powell. Subject: "RE: Media call. Schreiber's letters."
9.	AGC00601. November 15, 2007 4:54 p.m. Email from Sheila Powell to Donald Smith. Subject: "RE: Letters to the PM don't go missing; Chretien's former <FONT color= ..."

10.	AGC00602. November 16, 2007 4:14 p.m. Email from Myriam Massabki to Marilyn MacPherson, cc: Myriam Massabki and Sheila Powell. Subject: "Letter to the editor."
11.	AGC00609. November 23, 2007 8:47 a.m. Email from Sheila Powell to Donald Smith. Subject: "RE: Qs and As."
12.	AGC00618. November 28, 2007 12:23 p.m. Email from Sheila Powell to Donald Smith. Subject: "RE: Q&A on March 29 letter."
13.	AGC00622. December 3, 2007 11:41 a.m. Email from Genevieve Allard to Sheila Powell and Mark Levene. Subject: "RE: Disposition of PM general correspondence."
14.	AGC00631. December 10, 2007 10:51 a.m. Email from Donald Smith to Marilyn MacPherson, cc: Sheila Powell. Subject: "standard replies versus customized replies prepared by ECU."
15.	AGC00621. Undated. Draft Report: "General Information on PCO Executive Correspondence Procedures and Specific Information on the Handling of the Letters from Karlheinz Schreiber to the Prime Minister."
16.	AGC00831. Undated. Report: "PCO's Handling of Correspondence from Karlheinz Schreiber to the Prime Minister."
17.	AGC00557. Undated. Report: "June 16, 2006 letter from Karlheinz Schreiber to the Right Honourable Stephen Harper."
18.	AGC00566. Undated. Report: "August 23, 2006 letter from Karlheinz Schreiber to the Right Honourable Stephen Harper."
19.	AGC00578. Undated. Report: "May 3, 2007 letter from Karlheinz Schreiber to the Right Honourable Stephen Harper."
20.	AGC00579. Undated. Report: "September 26 2007 letter from Karlheinz Schreiber to the Right Honourable Stephen Harper."
21.	AGC00438. (date difficult to read). List. Subject: "Hank's List."
22.	AGC00844. Undated. Memorandum. Subject: "Memorandum for Isabelle Mondou. Handling of Correspondence by Executive Correspondence Services of PCO."
23.	AGC00841. Undated. Memorandum. Subject:

	“Memorandum for the Prime Minister. Handling of the Letters from Karlheinz Schreiber to the Prime Minister.”
24.	November 10, 2003. Article by William Kaplan. Globe and Mail: “Schreiber hired Mulroney.”
25.	January 22, 2009. Document entitled: “Analyst Quicklist Reference.”
26.	January 26, 2009. Document entitled: “Analysts Standards Pick List.”
27.	Undated. Document entitled: “ CISD Service Standards. ”
28.	June 13, 2008. Document entitled: “Procedures for Mail Processing Unit. Executive Correspondence Unit.”
29.	March 1996. Document entitled: “Prolifics.”
30.	January 5, 2001. Document entitled: “Training Manual for the Executive Correspondence Unit Analyst Section.”
31.	Undated. Document entitled: “Work Description PCO-13386 Correspondence Analyst- AS-01.”

Ferguson, Adelle

From: Media Centre, Centre des medias
Sent: Friday, November 09, 2007 4:41 PM
To: Aubie, Michael; Beardsley, Keith; Beckett, Paige; Bonneau, Sébastien; Boyer, Nicolas; Brisebois, Charles; Brown, Debora; Buckler, Sandra; Bunner, Paul; Coleman, Ralph; Collins, Gemma; Croy, Vanessa; Csversko, Christine; Delisle, Angele; Desjardins, Geneviève; Di Francesco, Lydia; Doiron, Danielle; Donovan, John; Ferguson, Adelle; Gaudette, Anne; Labbé, Marie; Laporte, Johanna; Lavergne, France; Leroux, Karine; Levesque-Labonté, Michael; Lindia, Giulia; Lynch, Kevin; Martel, Ginette; Matthews, Dennis; McDonald, Meredith; McKenna, Ian; Muttart, Patrick; Novak, Ray; Olson, Kathleen; Pereira, Eric; Plotz, Jason; Rea, Stephanie; Redmond, Jodi; Salewski, Shawn; Soudas, Dimitri; Olsen, Carolyn; Thompson, Rebecca
Cc: Massabki, Myriam; Mukherjee, Mistu
Subject: PM Stephen Harper, on NSW and CTV-N

Date / Date : November 9, 2007

Time / Heure : 16h05

Network / Chaîne : NSW

Subject / Sujet : PM Stephen Harper, Richard Brennan (National Press Gallery president)

Topics Discussed / Sujets discutés : ~~Former PM Brian Mulroney~~

Richard Brennan (National Press Gallery president and Moderator): I'm the president of the gallery. I'd like to thank the prime minister stephen harper for coming to the national press theatre today. He will be making an opening statement in french and in english and take about 26 minutes' worth of questions. Prime minister?

PM Stephen Harper: Great. Thank you very much. As richard said, i will make a brief statement, and we have a few minutes for questions. (Speaking french)

PM Stephen Harper: (voice of translator): ~~The federal legal counsels have looked at karlhein schreiber's statement before and after the mandate. The new allegations contained in this affidavit concern private lawsuit that is currently before the courts and does not concern the federal government. Even if these new allegations are neither proven or being challenged before a court, they will lead to a great deal of debate and interest. However, there are two questions with respect to the privacy of the parties in this lawsuit. First of all, some of these new allegations concern the former prime minister while he was in power, and, secondly, if they are grounded, will have repercussions on the regulation which came forward in 2007. Under these circumstances, i am announcing today that i will be appointing an independent third party and an impartial third party who will review these new allegations made under oath by mr. Schreiber. In the affidavit examined by the government, i was surprised to learn that my own name was mentioned. In the affidavit, mr. Schreiber claims that he gave mr. Mulroney a letter that i was supposed to be given in 2006 in lake harrington. My family and i received the former prime minister and his family in lake harrington in august of 2006, and it was at our invitation. We did not talk about the relationship of mr. Mulroney and mr. Schreiber, and mr. Mulroney did not give me any letter from mr. Schreiber. Indeed, mr. Mulroney never talked to me about mr. Schreiber, and he never gave me mr. Schreiber's documents. I can assure you that we will be following up on this matter. We will begin by appointing an independent third party as early as next week. (End of translation)~~

PM Stephen Harper: once again, the federal lawyers have been reviewing the new affidavit sworn by karlhein schreiber related to his dealings with brian mulroney before, during, and after his time in office. The new allegations in the affidavit stem from a private lawsuit currently before the courts and do not involve the federal government. Although these new allegations are unproven and untested in a court of law, they will be the subject of much public discussion and interest. There are, however, two issues which go beyond the private

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interests of the parties in the lawsuit. First, some of these new allegations touch on the former prime minister's time in office, and, second, whether these allegations, if true, have any bearing on the settlement reached in January 1997. Under these circumstances, I am announcing today that I will be appointing an independent and impartial third party to review what course of actions may be appropriate given Mr. Schreiber's new sworn allegations. In the government's review of the affidavit, I was also surprised to learn that my own name was mentioned. In the affidavit, Mr. Schreiber alleges he gave a letter to Mr. Mulroney which was intended to be shown to me at a meeting at Harrington Lake in July 2006. Let me just say my family and I did host the former prime minister and his family for a social occasion at Harrington Lake in August 2006 at our invitation. We did not discuss Mr. Mulroney's dealings with Mr. Schreiber during that visit, nor did Mr. Mulroney present a letter from Mr. Schreiber. In fact, Mr. Mulroney has never spoken to me on behalf of Mr. Schreiber nor has he ever presented me with any documents from Mr. Schreiber. I can assure you we will move quickly on this matter. We will begin by naming the independent third party as early as next week.

Moderator: Thank you, Prime Minister. Bruce Cheadle, Canadian Press.

Question: Prime Minister, without knowing what you were coming here for, that was precisely the question I was going to ask you about, having just read Mr. Schreiber's affidavit. You made it clear that you did not discuss this with Mr. Mulroney. Can you tell us whether you asked for or received a briefing from justice officials on the Airbus settlement?

PM Stephen Harper: I can tell you that when I took office, I believe this had been briefly in the news, and I did ask at the time to the clerk whether there were any files in this or any other matters that were still open, and they said no.

Question: That's the extent?

PM Stephen Harper: Yeah.

Moderator: Tva.

Question: (Voice of translator): The fact that Mr. Schreiber is affirming that these events occurred when Mr. Mulroney was prime minister, is this the type of information that could undermine the confidence of the public in the duties of the job obviously?

PM Stephen Harper: (voice of translator): I am taking action today in order to reassure the prime minister's office's position. It is very important that we have the facts. Mr. Schreiber has made allegations with respect to Mr. Mulroney when, in fact, he was in office, and I think that it is important to see how we should react. I'm not sure... We have only allegations, Mr. Schreiber's allegations before us in a private lawsuit, a private lawsuit between two parties. That's our only evidence. That's why I intend to consult a third party in order to get an opinion as to how we should continue. I'm not sure how we should follow up on these allegations, but I am certain that the government has to take action, and the government cannot decide on its own.

Moderator: James Cudmore, CBC.

Question: Thank you, Prime Minister. Just regarding the third party, I'm wondering if you could go in to a little bit more detail about who and how that might work. There have been calls in the past from various people, including I believe at one point your current defence minister for a public inquiry in to this series of events. Is now not perhaps the time to proceed with that kind of a fulsome look at these allegations?

PM Stephen Harper: Well, the honest answer is I don't know. As I just said in French, we have serious allegations. I do think we have to put this in context. I don't have anything other than these allegations, and the allegations do stem from, let's say, a nasty litigation between Mr. Mulroney and Mr. Schreiber, but, nevertheless, they do impinge upon the office of prime minister. I'm not sure how to proceed with them given that things are already before the courts. I'm not sure how or if these impact in any way upon a settlement between Mr. Mulroney and the previous government. That's why I think the appropriate thing to do is we've had our lawyers in the last few hours looking over these. I think they would tell you that they're not sure they can give me advice because, after all, the government of Canada, Department of Justice was a party to the

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previous settlement. So, you know, for that reason, i think we do have to get an independent, impartial view on how to proceed. And i'm just not sure what that is. I know that i don't feel qualified to make that judgment myself. We need to find someone i think preferably quickly. We need to find someone who has expertise, who would be impartial, and whose opinion would be respected, and that's what we'll be looking to do as quickly as we can.

Question: Just if you could expand a little bit on the mechanism of that process, what kind of person would that be and how would they do that rerue? View?

PM Stephen Harper: I think i've said all i can say. The person would have to be and be seen as impartial and obviously have the expertise to look at the various legal documents that are before us.

Moderator: Madelaine blaine morin.

Question: (Voice of translator): We have the opposition parties have been asking for an independent inquiry further to these allegations. The fact that you have now been named personally in mr. Schreiber's letter, has that influenced your decision to follow up on this request?

PM Stephen Harper: I can tell you that given these new allegations, we have real allegations now that have been made under oath. That's a new development. And i think that we have to respond to this development. I'm not certain about the existence of this allegation in the lawsuit and that it would necessarily require an inquiry. That's why i am looking for an impartial third party to give us his opinion on this option or on other options.

Question: (Voice of translator): But the fact that you've been named...

PM Stephen Harper: (Voice of translator): And i must mention that these are before the courts now.

Question: (Voice of translator): And the fact that you've been named, did that influence your decision?

PM Stephen Harper: (Voice of translator): No. I think it's interesting that mr. Schreiber has talked about a meeting where he was not in attendance. I answered that, but i don't think it's really important.

Moderator: Tonda mccharles, "toronto star."

Question: Prime minister, can i understand, have you then -- are you restricting to a certain extent what this third party person can look at given that you've mentioned earlier your statement that you don't see this as touching or involving federal government activities per se, but it seems -- could you amplify what you mean there.

PM Stephen Harper: If i could be clear, what i said is that the case that is now before the courts, the private lawsuits between mr. Mulroney and mr. Schreiber that have given rise to these allegations do not involve the federal government. The federal government is not a party one way or another to any of those lawsuits. But, as i said, since the new allegation under oath does touch upon mr. Mulroney's term in office, i think it gives rise to something we have to respond to. I'm not sure how. I'm quite convinced that this government should not make that decision. That's why we've got to find somebody impartial to give us advice on how we should respond.

Question: Could you clarify then is this third party person to give you a recommendation on the process to follow ahead and you are not ruling out a public inquiry at this stage or is this person going to actually investigate the facts?

PM Stephen Harper: No, the former was correct. The person will be asked to give us a recommendation on how to proceed, what the most appropriate venue and the most appropriate process is to proceed after reviewing all the documents, all the documents that are available, and these are the documents that are available to us as a government.

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Question: You haven't ruled then a public inquiry.

PM Stephen Harper: No, no.

Moderator: Will "le devoir".

Question: (Voice of translator): Mr. Prime minister, mr. The people who are in your party who are organizing a meeting with doug finlay to talk about shady financial dealings during the last election, i would like to know what will mr. Doug finlay tell the journalists that you can't tell us right now with respect to this so-called in-and-out campaign, and, secondly, why has your party chosen journalists who are entitled to participate in this information session and those who are not allowed to?

PM Stephen Harper: (Voice of translator): This was a decision made by mr. Finlay. He is the one who is responsible for the party's election activities. As you know, my position has been very clear. Our practices are in keeping with the law. We have always followed the law, and we will continue to follow the law.

Question: (Voice of translator): But can you explain why some journalists are not entitled to participate to this session?

PM Stephen Harper: (Voice of translator): That's not my press conference.

Moderator: Robert fife, ctv.

Question: Prime minister, can you narrow down the allegation that concerns the government? Is it the allegation which has been confirmed that mr. Mulroney met with karlheinz schreiber while he was prime minister at harrington lake, and is it the second allegation as well that he was asked by duceppe to transfer money to what he claims was mr. Mulroney's lawyer in geneva? Are these two the things that concern you?

PM Stephen Harper: Bob, i'm not sure that i'm in a position to be the interpreter of the affidavits. I think you've obviously touched upon some things that are mentioned in the affidavit. I would simply urge you to read that thoroughly, and i think you will see that the allegations do touch upon mr. Mulroney's term of office, which is why we believe that we have to -- we can't ignore the allegation from the perspective that i think we always must protect the office of the prime minister.

Question: Can i ask you what effect will this have, having an independent investigator, what effect will it have on mr. Schreiber's extradition hearing that's next thursday he could be removed from the country? If you're going to have this independent inquiry, would that mean that you would allow mr. Schreiber to remain in the country so that he can provide testimony or whatever to whoever may be doing this inquiry?

PM Stephen Harper: Well, the government has no intention of intervening in that case. I simply will be asking an independent third party to give us advice as to how we as a government should proceed in dealing with these particular allegations, and, you know, as i do have to say, put the allegations in context, they are allegations coming out of a private lawsuit between two individuals. That is the full extent of them.

Moderator: Hugo de grandpre, "la presse".

Question: (Voice of translator): Prime minister, you have a lot of government lawyers. Why are you turning to a third party to do this inquiry and what will this person have to do exactly?

PM Stephen Harper: (Voice of translator): This individual will review the documents, the allegations, will look at any implications with respect to the law. That fact that there is a lawsuit that is under way and this individual will give us an opinion as to the best way to proceed.

Question: (Voice of translator): Why not ask an in-house lawyer to look in to this?

PM Stephen Harper: (Voice of translator): As i said earlier, one of the considerations is that the former government of canada, the department of justice, was part of the settlement that occurred in january 1997,

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and, therefore, it's not up to me or up to them to issue an impartial opinion with respect to this affair, and that is why we need the opinion -- an independent opinion.

Moderator: Yes, could I get Peter Harris, please, global.

Question: Wondering how the recent developments, just today's developments in Pakistan, do they change the government's position on what's happening over there? Do they change what you plan to do?

PM Stephen Harper: Well, I think, as you know, if anything, they've caused to be more concerned. Minister Bernier has just issued a call for the Commonwealth to take action on Pakistan. As you know, we're coming up to Commonwealth head of governments meeting. Everything I think that Mr. Bernier said and that I have said in the past week is still true and even more true. We obviously continue to call upon the Pakistani government to restore the rule of law, to end the provisional constitutional orders, and to release all political prisoners.

Question: Does that include Benazir Bhutto?

PM Stephen Harper: Obviously.

Moderator: Mark Garbeau, Radio Canada TV, please.

Question: (Voice of translator): Mr. Harper, the dollar is at \$1.06 right now. What do you intend to do with Mr. Charest's request yesterday and given the current circumstances, should the Bank of Canada intervene, send a signal out, and is your government prepared to help the manufacturing sector which has sounded an alarm bell?

PM Stephen Harper: (Voice of translator): As I just said -- as I said earlier this week, the monetary policy is the responsibility of the Bank of Canada. That's clear. We do understand the difficulties that occur when the dollar rises so quickly. We understand the problems that causes for certain sectors. This government has taken action, significant action in the budget, in the last budget to help the manufacturing sector. We indicated in the speech from the throne that we still intend to take further action to help this sector. As for the premiers' meeting, because of the spring election and for all kinds of other reasons, I wasn't able to get all the premiers together for a meeting. I told Mr. Graham, who is the president of the federation, that after the fall elections, the government would be prepared to hold a meeting with the premiers in order to discuss the future of Canada's economy, and I'm hoping that we will have an opportunity to do that before January.

Question: (Voice of translator): But in the short term, is your government going to help the manufacturing sector?

PM Stephen Harper: (Voice of translator): In the short term, this government has already taken action for this sector. We already announced incentives to encourage investment in this sector. And that's the -- this was a budgetary measure that was greeted favourably by this sector.

Moderator: Keith Boag, CBC.

Question: Prime Minister, have you had a conversation with Mr. Mulroney about what you've decided to do, and, if so -- you haven't. I just want to be clear, I know you've been asked this a couple of times already about the authority of the third party is. Will he have any special hours? Will he be able to compel people to bring forward documents? Will he be able to compel people to submit to interviews with him, or will he be confined to only looking at documents which are within the government's control already?

PM Stephen Harper: This third party will be able to look at documents that are available. I presume that the individual may attempt to talk to certain individuals. I don't know. But it's simply to give a recommendation to a government. This is not an investigator. It will simply give us a recommendation on how to proceed, whether to have an investigation or not and, if so, what kind of investigation.

Question: No special power to compel for any reason?

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PM Stephen Harper: No, no. It's not an investigation. It's simply a person to give a government a recommendation based on the facts. Obviously, as you know, this series of incidents, this affair has been the subject of all kinds of rumours and innuendo over the years, you know, and i think for that reason it's impossible frankly for the government to make an impartial judgment on how to proceed. I think equally impossible for our opposition to make that judgment so that's why we're going to ask someone else to make a judgment on how to proceed. There are complications, as i said, because this does flow from an existing court case, and the matters here are before the courts. If i can elaborate, keith, on your question, no, i've not discussed this course of action with mr. Mulroney. And i think it will be incumbent upon myself and also upon members of the government not to have dealings with mr. Mulroney until this issue is resolved.

Moderator: Karen fortin, "la presse" canadian.

Question: (Voice of translator): Mr. Harper, you said that you would like to invite the premiers, but what about getting together informally to discuss the economy of the country?

PM Stephen Harper: (Voice of translator): I'm convinced that the most productive meetings are informal. But my first challenge, my big challenge is to ensure that all the premiers can attend in one room, and up until now, this has not been possible. The premiers have their own agendas, their own elections to think of, particularly this year, but i'm hoping that we will have a meeting soon because, regardless of how the dollar's pegged, they are partners in our federation, and we must discuss together how we can work together to ensure the prosperity and competitiveness of canadians in the long term.

Question: (Voice of translator): But there's a document that came out with respect to mr. Schreiber. The department of justice says that it hasn't seen this document. Did you see the document?

PM Stephen Harper: (Voice of translator): No, i didn't see such a document.

Moderator: Jim bronsgill, canadian press.

Question: Prime minister, the justice department did briefly examine the possibility of reopening the settlement with mr. Mulroney. Was that ever brought to the attention of your officials or others in the government after that time?

PM Stephen Harper: It was not brought to my attention.

Question: Is that a possibility that could flow from this...

PM Stephen Harper: As i said, i think there are two... I think there are two questions involved in these allegations. One is obviously to make an assessment of the seriousness of the allegation as it impinges upon mr. Mulroney's time in office. As you know, most of the dispute, in fact, concerns events after that. But to the extent it concerns the time in office to obviously arrive at some kind of assessment of that, and then the second would be whether, if any of these allegations were true, they would or would not have any impact upon that settlement. So i think those are things on which a third party could give us an opinion as to how we should proceed.

Moderator: Graham filion, tva.

Question: (Voice of translator): Mr. Harper, there is a millennium summit that's taking place in montreal this morning, and mia farrow, an american actress, accused canada of abandoning children, the children in darfur, and that canada has remained silent with respect to this genocide. How do you respond to that allegation?

PM Stephen Harper: (Voice of translator): That's completely false. Obviously this government has expressed its concerns with respect to darfur for a long time, ever since this government has been in office and in previous governments as well. And our government has done so. We are one of the largest donors of financial assistance to darfur. We provide technical assistance to the american mission, and recently i discussed the need to have a mixed u.N.-Afghan force in darfur. I discussed this with the secretary general. That's a big concern.

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Question: (Voice of translator): Do you think Canada is doing everything it can?

PM Stephen Harper: (Voice of translator): In all honesty, is the world doing everything it can? I'm not sure about that. But we are working with our allies in order to help the people and to improve the situation. But obviously this is not a situation that is easy. It causes problems even for allies, allies that are a lot more powerful than we are. But we are working with the international community in order to improve the situation, and it's a very serious crisis.

Moderator: One quick question, Juliet O'Neil, Carwest.

Question: Sir, is this in part designed to head off a parliamentary committee inquiry in to those dealings? It has been suggested that the ethics committee tackle the issue.

PM Stephen Harper: You know, I think in a minority parliament, a committee will study whatever it wants to study. What I can tell the committee is that the individual who we appoint who will give us their analysis and their advice, that we will make that person available to any parliamentary committee that happens to be looking in to this matter.

Question: Can I ask one quick follow-up to clarify. A potential ultimate outcome of what you're doing is that Mr. Mulroney may be asked to repay the settlement?

PM Stephen Harper: What the outcome of this particular step will be will be to give the government advice on how best to proceed with dealing with these allegations, whether an inquiry is needed or is required or is the best route or a feasible route forward, and, if so, what kind of inquiry. I think it would be very, very premature to jump to conclusions about what such an individual would recommend.

Moderator: Thank you, Prime Minister.

PM Stephen Harper: Great. Thank you very much, everyone.

David (NSW anchor): You have been listening live to a surprise and surprising news conference by Prime Minister Stephen Harper live from Ottawa and the press gallery there. This was given on short notice. The Prime Minister announcing that -- and this comes as a surprise -- that he has asked an independent third party to look in to Mr. Mulroney's dealings with Karlheinz Schreiber. Now, that, of course, is private lawsuit that, in the words of the Prime Minister, does not concern the federal government. However, Mr. Harper has been mentioned in court papers that were filed on Thursday. Schreiber drawing Harper in to the fray for the first time claiming that former Prime Minister Brian Mulroney was to meet with the Prime Minister last summer to discuss the matter. As we heard there, Prime Minister Harper flatly denying that claim. This is, to a certain degree, a reverse in his position. He has been saying, well, as recently as last week that any kind of inquiry, government inquiry would be politically driven and dangerous and not a route he would want to go down. Now he's opening the door to the possibility of that happening by appointing an independent third party. We still don't know who that is or what exactly the powers will be. We did hear a little bit as to what they would have the opportunity to do. What the Prime Minister is asking for in essence is a recommendation on how to proceed, and he has not ruled out a public inquiry.

*This service is to provide a "heads-up" on information and events related to the Government of Canada as reported by the electronic media.
Ce service consiste à fournir un aperçu de la couverture des médias électroniques sur les dossiers et les événements qui intéressent le gouvernement du Canada.*

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Foubert, Jeannette

From: Powell, Sheila
Sent: Saturday, November 10, 2007 6:04 PM
To: Delisle, Angele; Roy, Yvan; Bloodworth, Margaret; Buckler, Sandra; Redmond, Jodi; Brodie, Ian
Cc: Redmond, Jodi
Subject: Fw: Corresp process- Schreiber specifics

A package of copies of Schreiber correspondence to the Prime Minister has been left for you at the main commissionaires desk in Langevin. Pls note that this package does not include the 4 letters from Schreiber that were forwarded to PMO for their info/consideration. Below is a chronology of the letters that were processed by PCO executive Correspondence Services. If you have any questions pls contact me.

Sent from Wireless Network / Envoyé du réseau sans fil.

-----Original Message-----

From: Powell, Sheila
To: Redmond, Jodi; Delisle, Angele
CC: Smith, Donald; Stepanian, Salpic
Sent: Sat Nov 10 17:20:52 2007
Subject: Corresp process- Schreiber specifics

Letters processed by PCO ECS:

General comment: PCO ECS practice in general is not to reply to letters dealing with issues before the courts, which is the case with Schreiber, who was engaged a lawsuit against Allan Rock, and was the subject of an extradition request from Germany.

For the KS correspondence, ECS chose between 4 approaches:

- no reply, file the correspondence
- forward it to DOJ
- send acknowledgement to KS, but don't forward to DOJ
- forward all to PMO

The decision was that the correspondence involved a private legal matter before the courts (both lawsuit and extradition), and that it was therefore not appropriate to reply (however, PCO ECS did send one acknowledgement and forwarded one letter, apparently in error - see Jan. 16, 2007 letter below).

The correspondence is voluminous, and we have not attempted to analyse the contents in any detail, but we saw nothing that could be considered as "new" allegations that would relate to Prime Minister Harper or raise any flags for PCO, nor were any other flags relating to Mr. Schreiber raised with PCO ECS.

July 31, 2006

- KS sent copies of letters he sent to Hon Peter MacKay on July 25, 2006, and to Kevin Sorenson, MP, July 25, 2006

- also includes copies of correspondence between DOJ and Schreiber's legal counsel, and copies of other docs

- also includes copy of KS letter to the PM dated June 15, 2006, which had been sent by ECS to PMO

- Action taken by PCO ECS: no reply, because matter before the courts

August 4, 2006

- purpose of letter is to forward copies of 5 letters to or from his legal counsel and one affidavit

- some of the copies duplicate the enclosures in the July 31, 2006 letter

- Action taken by PCO ECS: same as above, plus the correspondence consisted only of copies of correspondence

August 23, 2006

- he provides an attachment that he forgot to send with his letter of August 23, 2006, which ECS transferred to PMO Correspondence. The attachment was also forwarded to PMO.

- Action taken by PCO ECS: Attachment forwarded to PMO, no reply by PCO.

Sept. 26, 2006

- he sends copies of letters he sent to Stockwell Day and Gilles Duceppe

- Action taken by PCO ECS: action before the courts, and correspondence consisted only of copies of correspondence to the above, no reply necessary

Oct. 27, 2006

- he sends copy of a letter he sent to Justice Minister Vic Toews on Oct. 25, 2006, which included many attachments (over an inch thick)

- Action by PCO ECS: matter before the courts, and just copies of letter to Min Toews, no reply necessary

Nov. 10, 2006

- he sends copies of 2 letters to KS from DOJ

- Action by PCO ECS: Sent to Clerk's Office, because it related to his surrender for extradition. Paul Shuttle, Counsel, determined no reply necessary. ECS sent it to the Clerk's Office to for advice as to whether it continued to be necessary not to reply to the Schreiber correspondence.

Dec. 13, 2006

- sends copies of 2 letters, correspondence between his lawyer and DOJ

Action by PCO ECS: no reply, matter before the courts

Jan. 16, 2007

- Copy of letter from Min of Justice Vic Toews to KS lawyer Edward Greenspan denying request to halt the surrender for extradition

- Action by PCO ECS: A copy of the letter and enclosure was forwarded to DOJ, and an acknowledgement sent to KS. In retrospect, this was unnecessary.

Jan. 24, 2007

- copies of letters from KS to Stockwell Day and Robert Nicholson, Minister of Justice, which have attachments

- Action by PCO ECS: no reply, just copies of letters referring to KS' ongoing legal case

March 29, 2007

- he encloses a copy of KS's letter to Brian Mulroney, dated Jan. 29, 2007

- also encloses copy of 1997 Toronto Star article and info from RCMP web site

- Action by PCO ECS: no reply necessary, as the bulk of this correspondence is a letter to Mulroney, and matter before the courts

April 10, 2007

- letter relates to his views on the war in Afghanistan, but also encloses a separate letter to the PM dated April 8, 2007 on his extradition

- Action by PCO ECS: no reply, matter before the courts

In addition to the above, KS sent 4 other letters that were sent by PCO ECS to PMO Correspondence. These were dated June 16, 2006; August 23, 2006; May 3, 2007; and Sept. 26, 2007. PCO ECS does not keep copies of correspondence sent to PMO for action. They were sent to PMO in order to inform PMO that KS was continuing to write to the PM, and because the tone of the letters was becoming more desperate as the extradition date approached. This was to give PMO the opportunity to determine whether PMO wanted any action taken on the correspondence at all, given that they other correspondence was not replied to. This is the normal approach for ensuring the ECS is continuing to take the appropriate course of action.

Powell, Sheila

From: Powell, Sheila
Sent: Saturday, November 10, 2007 6:06 PM
To: MacPherson, Marilyn
Subject: Fw: Corresp process- Schreiber specifics

Don Smith put together a package of the 15 ltrs sent by Schreiber, and we put together a chronology of the items and how they were handled -- all but one were not replied to, because they involved issues that were before the courts (lawsuit against Allan Rock and his extradition) and because most were just copies of ltrs he had sent to others. Four other letters were forwarded to PMO. I am satisfied that ECS handled all the correspondence properly. Schreiber was a frequent, & increasingly hysterical correspondent, and there was no indication that the corresp should have been handled in any other way, including no flags from either PMO or Clerks office. I will forward another msg to Jodi which outlined correspondence procedures in general.

Sent from Wireless Network / Envoyé du réseau sans fil.

-----Original Message-----

From: Powell, Sheila
To: Delisle, Angela; Roy, Yvan; Bloodworth, Margaret; Buckler, Sandra; Redmond, Jodi; Brodie, Ian
CC: Redmond, Jodi
Sent: Sat Nov 10 18:03:51 2007
Subject: Fw: Corresp process- Schreiber specifics

A package of copies of Schreiber correspondence to the Prime Minister has been left for you at the main commissioners desk in Langorin. Pls note that this package does not include the 2 letters from Schreiber that were forwarded to PMO for their info/consideration. Below is a chronology of the letters that were processed by PCO executive Correspondence Services. If you have any questions pls contact me.

Sent from Wireless Network / Envoyé du réseau sans fil.

-----Original Message-----

From: Powell, Sheila
To: Redmond, Jodi; Delisle, Angela
CC: Smith, Donald; Stepanian, Salpie
Sent: Sat Nov 10 17:20:52 2007
Subject: Corresp process- Schreiber specifics

Letters processed by PCO ECS:

General comment: PCO ECS practice in general is not to reply to letters dealing with issues before the courts, which is the case with Schreiber, who was engaged a lawsuit against Allan Rock, and was the subject of an extradition request from Germany.

For the KS correspondence, ECS chose between 4 approaches:

- no reply, file the correspondence
- forward it to DOJ
- send acknowledgement to KS, but don't forward to DOJ
- forward all to PMO

The decision was that the correspondence involved a private legal matter before the courts (both lawsuit and extradition), and that it was therefore not appropriate to reply (however, PCO ECS did send one acknowledgement and forwarded one letter, apparently in error - see Jan. 16, 2007 letter below).

The correspondence is voluminous, and we have not attempted to analyse the contents in any detail, but we saw nothing that could be considered as "new" allegations that would relate to Prime Minister Harper or raise any flags for PCO, nor were any other flags relating to Mr. Schreiber raised with PCO ECS.

July 31, 2006

- KS sent copies of letters he sent to Hon Peter Mackay on July 25, 2006, and to Kevin Sorenson, MP, July 25, 2006

- also includes copies of correspondence between DOJ and Schreiber's legal counsel, and copies of other docs

- also includes copy of KS letter to the PM dated June 16, 2006, which had been sent by ECS to PMO

- Action taken by PCO ECS: no reply, because matter before the courts

August 4, 2006

- purpose of letter is to forward copies of 3 letters to or from his legal counsel and one affidavit

- some of the copies duplicate the enclosures in the July 31, 2006 letter

- Action taken by PCO ECS: same as above, plus the correspondence consisted only of copies of correspondence

August 30, 2006

- he provides an attachment that he forgot to send with his letter of August 23, 2006, which ECS transferred to PMO Correspondence. The attachment was also forwarded to PMO.

- Action taken by PCO ECS: Attachment forwarded to PMO, no reply by PCO.

Sept. 26, 2006

- he sends copies of letters he sent to Stockwell Day and Gilles Duceppe

- Action taken by PCO ECS: action before the courts, and correspondence consisted only of copies of correspondence to the above, no reply necessary

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- he sends copy of a letter he sent to Justice Minister Vic Toews on Oct. 25, 2006, which included many attachments (over an inch thick)

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- sends copies of 2 letters, correspondence between his lawyer and DOJ

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April 10, 2007

-letter relates to his views on the war in Afghanistan, but also encloses a separate letter to the PM dated April 8, 2007 on his extradition

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In addition to the above, KS sent 4 other letters that were sent by PCO ECS to PMO Correspondence. These were dated June 16, 2006; August 23, 2006; May 3, 2007; and Sept.

26, 2007. POC ECS does not keep copies of correspondence sent to FMO for action. They were sent to FMO in order to inform FMO that KS was continuing to write to the PM, and because the tone of the letters was becoming more desperate as the extradition date approached. This was to give FMO the opportunity to determine whether FMO wanted any action taken on the correspondence at all, given that they other correspondence was not replied to. This is the normal approach for ensuring the SCS is continuing to take the appropriate course of action.

Powell, Sheila

From: Massabki, Myriam [mmassabki@bnet.pco-bcp.gc.ca]
Sent: November 11, 2007 3:55 PM
To: Powell, Sheila; Redmond, Jodi; Panthaky, Jasmine; Fauloux, Jacques
Cc: MacPherson, Marilyn; Smith, Donald
Subject: Re: Fw: Media call Schreiber's letter

Many thanks Sheila.
Jacques, your approval please.

Sent from Wireless Network / Envoyé du réseau sans fil.

-----Original Message-----

From: Powell, Sheila
To: Massabki, Myriam; Redmond, Jodi; Panthaky, Jasmine; Fauteux, Jacques
CC: MacPherson, Marilyn; 'dsmith@pco-bcp.gc.ca' <dsmith@pco-bcp.gc.ca>
Sent: Sun Nov 11 15:52:54 2007
Subject: Fw: Media call Schreiber's letter

Myriam, here are answers and some additional info on a couple of them. It may be more info than is needed, or more appropriate to provide.

Sent from Wireless Network / Envoyé du réseau sans fil.

-----Original Message-----

From: Sheila Powell <sheila.powell@rogers.com>
To: Powell, Sheila
Sent: Sun Nov 11 15:49:59 2007
Subject: Media call Schreiber's letter

Question 1

The reason the PCO did not forward the Schreiber letter to the PM is that the matter was considered part of a civil law suit between two individuals and thus inappropriate for the PM. Is that correct?

Answer 1

Yes it is correct. The March 29, 2007 was deemed by pco as not requiring a reply as the bulk of this correspondence is a letter to Mulroney, and the subject matter was before the courts.

Myriam, this is some further information on why that and other letters from Schreiber were not sent to PMO: PCO Executive Correspondence Services had provided 2 previous letters from Schreiber to PMO, and one previous letter to the Clerk's Office, in order to ensure officials were aware of the correspondence and to give them the opportunity to indicate what action should be taken on it. Neither PMO nor the Clerk's Office indicated to PCO ECS that the Schreiber correspondence should be handled differently than it was, that is, not replied to on behalf of the PM.

2008-07-03

Question 2:

Sandra Buckler's e-mail Friday evening to the Globe and to others Saturday said even if the PCO had forwarded the letter to the PMO, Mr. Harper would not have seen it. I am wondering why not?

Answer 2 (PMO)

Questions from Steve Chase Globe and Mail. (613 566 3612)

Question 3:

Who in government handles correspondence to him? The PCO? What part of the PCO (what division or office?)

Executive Correspondence Services (ECS) processes incoming correspondence addressed to the Prime Minister, including both paper mail and electronic mail. ECS sends any mail that is political in nature (e.g., relating to the Conservative Party of Canada) to the Prime Minister's Office. Mail that is from prominent individuals or organizations, such as the head of state of another country or the premier of a Canadian province, is sent to the Office of the Clerk of the Privy Council, which will determine which part of PCO will prepare a response for the PM's signature. The decision on routing frequently involves consultation with the Prime Minister's Office and the Clerk's Office. The remaining correspondence is responded to by Executive Correspondence Services, or is acknowledged and forwarded to the appropriate federal government department for action.

Question 4

I guess what I am wondering is does a Saskatchewan farmer get the same treatment as Mr. Schreiber's letter.

Each item of correspondence is read and a decision is made as to how to handle it based on the subject matter of the correspondence.

Question 5

Who is employed to handle this? How many people are involved in handling correspondence to the Prime Minister,

PMO will need to provide information on how many people it employs on PM correspondence.

PCO's Executive Correspondence Services employs 35 people, who process and respond to a wide variety of types of correspondence. The group reads all correspondence addressed to the PM in order to determine how it should be routed. It manages the PM's e-mail account. It takes telephone calls from Canadians who wish to express their opinions to the PM on a range of issues. On request, it also issues congratulatory certificates to Canadians celebrating milestone birthdays and anniversaries, and prepares special messages from the Prime Minister. In 2005-06, ECS processed over one million incoming items of postal mail, and over one million e-mails.

Question 6

Was PCO receiving the KHS letter and retaining the KHS letter rather than passing it on to the PMO part of the normal process?

Answer 6

2008-07-03

Yes. The March 29, 2007 was deemed by pco as not requiring a reply as the bulk of this correspondence is a letter to Mulrony, and the subject matter was before the court.

Question 7

Which official in the PCO a) read the letter and b) made the decision not to pass the letter on to the PM and c) made the decision not to pass on details verbally to PMO officials.

Answer 7

Officials that are in the Correspondance unit in PCO.88

2008-07-03

Powell, Sheila

From: Powell, Sheila
Sent: Monday, November 12, 2007 5:48 PM
To: 'drsmith@pco-bcp.gc.ca'
Subject: Fw: KHS

-----Original Message-----

To: J.Redmond RIM
Sent: Nov 12, 2007 5:47 PM
Subject: Re: KHS

The reason the 4 letters were sent to PMO is same as outlined in my long msg Saturday (the chronology of the letters) -- to ensure PMO was informed that Schreiber was writing to the PM. The June 16 2006 letter was the first received, and since it dealt with allegations of political scandal, it was sent to PMO. This was to give them the opportunity to flag this as an issue they wanted to handle. They did not inform ECS that they wanted to be sent its from Schreiber. The other 3 ltrs were sent for the same reason, as a check-in with PMO to find out if they wanted to handle the corrsps themselves -- in none of the cases did they flag the ltrs as an issue they wanted to handle. PCO ECS has no access to the ltrs once they are forwarded to PMO so we can't look at them to determine if there was anything specific that made us send them over, but Don Smith, the a/mgr recalls that they were of the same nature, and they were sent as a check-in on how PMO wanted them handled. The one exception is the first ltr of June 16 2006 because KS sent a copy of it with his next ltr dated July 31 2006, in which he recounts the "Political Justice Scandal" over the 4 pages.

-----Original Message-----

From: J.Redmond RIM
To: S.Powell RIM
Sent: Nov 12, 2007 3:34 PM
Subject: KHS

Hi Sheila. Can you give me a bit more detail on the 4 letters sent to pmo - especially the first 2 - why wd we have sent them? I am trying to prepare a backgrounder + fill in a few blanks. Any insight you have wd be great..thanks.

Sent from Wireless Network / Envoyé du réseau sans fil.

Powell, Sheila

From: Powell, Sheila
Sent: Monday, November 12, 2007 5:58 PM
To: 'drsmith@pco-bcp.gc.ca'
Subject: Fw: Media Call.

-----Original Message-----

To: M.Masabki RIM
Cc: K.MacPherson RIM
Sent: Nov 12, 2007 5:57 PM
Subject: Re: Media Call.

Q1 The reasons why the March 29 2007 letter was not sent to PMO have been reviewed by PCO staff responsible for correspondence over the last 3 days. Employees acted in good faith according to established procedures. A review of these procedures is underway to ensure that all correspondence is handled properly.

Q2 All correspondence is scanned into an electronic database, including the Schreiber correspondence. It has not been disposed of, and is still in the possession of PCO. All correspondence is retained and disposed of in accordance with the records disposition authorities of Library and Archives Canada.
Myriam: all correspondence is kept electronically, and some is kept in hard copy. We won't know til tomorrow if we have the original hard copy of the March 29 ltr, but Don will verify.

-----Original Message-----

From: K.Masabki RIM
To: S.Powell RIM
Sent: Nov 12, 2007 4:29 PM
Subject: Media Call.

Good afternoon Sheila,
Can you please provide answers ? Let me know if there is no answer to provide today.
Thanks.

ALEXANDER PANETTA
POLITICAL REPORTER | JOURNALISTE POLITIQUE

OFFICE/BUREAU: 613.231.8510
FAX: 613.238.4452
alexander.panetta@thecanadianpress.com
alexander.panetta@lapressecanadienne.com

Q 1) Given the political sensitivity and implications of the contents of that letter, is the person who decided not to transmit it facing any questions from supervisors/possible disciplinary measures for keeping it under wraps?

Q 2) What does PCO do with old correspondence, and what did it do with this letter? i.e.: Has it been disposed of, or is it still in the government's possession and, if so, where?

Sent from Wireless Network / Envoyé du réseau sans fil.

Foubert, Jeannette

From: Redmond, Jodi
Sent: Monday, November 12, 2007 8:47 PM
To: Bloodworth, Margaret; Powell, Sheila
Subject: Fw: Spam: Top bureaucrats decided Schreiber letter unworthy for Harper's eyes...

This isnt going away (dion + schreiber are on as it happens + await transcripts)...

One problem is that so far the media only know about 2 letters + I have been discussing with Sandra about how to get the story out.

So our answer that sheila has provided about a signals check with pmo in mar 06 upon receipt of the first letter + then periodically after that, is not useable yet...

Sent from Wireless Network / Envoyé du réseau sans fil.

-----Original Message-----

From: CP Command News <fp.NEWS.JREDMONDS@commandnews.com>
To: Redmond, Jodi
Sent: Mon Nov 12 18:28:59 2007
Subject: Spam: Top bureaucrats decided Schreiber letter unworthy for Harper's eyes...

Profile: JREDMOND / My Drawer / Privy Council - Clip 21 (limit 200) Nov 12 2007 18:28:00
Source: CP [The Canadian Press]

Top bureaucrats decided Schreiber letter unworthy for Harper's eyes (BC-Harper-Mulroney)
By Alexander Panetta

THE CANADIAN PRESS

OTTAWA _ Top bureaucrats say a letter about Brian Mulroney's business dealings was not considered important enough seven months ago to share with Prime Minister Stephen Harper.

The allegations contained in that letter are now taken so seriously that Harper has launched a review of his Conservative predecessor's relationship with the letter's author _ Karlheinz Schreiber.

But when the correspondence arrived seven months ago, civil servants in the **>Privy Council<** Office never transferred it to their political bosses.

A **>Privy Council<** spokeswoman says the prime minister receives over one million letters a year, and over one million e-mails _ all of it screened by a group of 35 people.

Someone within that group, called the Executive Correspondence Services, decided not to pass along the correspondence from March 29, 2007.

In that package of material, Schreiber said he entered into an agreement with Mulroney, while he was still prime minister in June 1993, to provide him with cash payments in exchange for services.

Harper launched a review last week when the same information was included in an Ontario court affidavit, and he instructed members of his government to cut off contact with Mulroney.

That didn't go far enough for opposition critics, who are demanding an immediate, full-fledged public inquiry into the affair.

The liberals, who have been on the defensive for months as their popularity plummeted in opinion polls, are poised to seize on the Mulroney-Schreiber file in an effort to recoup lost ground when Parliament resumes Tuesday following a week-long break.

It's all a far cry from civil servants' reaction seven months ago.

1

"(The correspondence) was deemed by PCO as not requiring a reply," said Myriam Massabki, a spokeswoman at the "Privy Council" Office.

"The bulk of this correspondence contained letters to Mr. Mulroney, and the subject matter was part of a private lawsuit which was before the courts and did not involve the federal government."

Schreiber has described meeting with Mulroney on several occasions and transferring \$100,000 in cash to the former prime minister _ and he now alleges that Mulroney did not earn the money.

A spokeswoman for Harper was adamant that he only learned of the allegation last week.

"The prime minister has not seen any letter," said Sandra Buckler. "He also does not wish to become a pen pal with Mr. Schreiber."

A very well-placed source familiar with the operations of the "Privy Council" said civil servants would not lie to protect the prime minister. PCO is the bureaucratic arm of the Prime Minister's Office and also acts as a link between the prime minister and the federal departments.

While the source believes bureaucrats didn't pass on Schreiber's letter to Harper, he says it's hard to understand why.

"I can't for the life of me imagine why it wasn't forwarded, even if it's only with a recommendation for no action."

He said senior bureaucrats do sometimes withhold information if they think it's best to "insulate" their political masters from some particularly dangerous or controversial files.

But in this case, the source said, that wouldn't have made sense since Schreiber was apt to eventually reveal he'd written to the PM.

It's more likely, the source speculated, that officials simply didn't take Schreiber's letter seriously.

"There was a kind of general perception (that) it would be a huge mistake to believe anything he says."

Since Schreiber had launched a lawsuit against Mulroney, the source said, officials may also have decided it would be best to let the courts sort out the details and take action later if necessary.

Another expert on the workings of government says it's easy to understand why the letter was never forwarded to Mulroney.

Political scientist Donald Savoie says the prime minister of Canada receives about 20 per cent more correspondence than his British counterpart _ this despite the fact that Britain has more than double the population.

He said only the most pressing matters end up on the prime minister's desk.

And while recent revelations have propelled Mulroney's business dealings to the front pages of the country's newspapers, he noted that there was far less interest last March.

"What happened seven months ago? Schreiber wasn't in the news, and there was some debate whether what he was saying was accurate," Savoie said.

"But if that letter were to arrive today, yes, it would go to the prime minister. . . ."

"I'm not surprised that it didn't go _ and if Harper says he didn't see it, frankly, I take his word for it."

Massabki explained that any mail considered political in nature _ like something related

to the Conservative party _ would go straight to the Prime Minister's Office.

Anything from a prominent individual, like a foreign leader or a provincial premier, would go to the Clerk of the **>Privy Council<**, the country's top bureaucrat.

The Executive Correspondence Services examines the rest.

INDEX: BUSINESS INTERNATIONAL JUSTICE POLITICS CP Command News is one of many services from The Canadian Press, Canada's No. 1 Source for News.



Powell, Sheila

From: Massabki, Myriam
Sent: Wednesday, November 14, 2007 1:51 PM
To: Powell, Sheila
Subject: RE: Media call, Schreiber's letters

Very clear for me... Will see with pmo....
Thanks again.

-----Message d'origine-----

De : Powell, Sheila
Envoyé : mercredi 14 novembre 2007 13:48 Å : Massabki, Myriam
Objet : Re: Media call, Schreiber's letters

Hope this is clear and not too wordy:

We were receiving regular items of correspondence from Mr Schreiber since June 2006, and we periodically sent them to PMO to make sure we were handling them appropriately, that is, not replying due to their relationship to litigation and extradition. We didn't forward the March 2006 ltr because we had not received any indication from PMO that there should be a change in our treatment. The 2 most recent ones were sent in order to do another check-in on our handling of them.

Sent from Wireless Network / Envoyé du réseau sans fil.

-----Original Message-----

From: Massabki, Myriam
To: Powell, Sheila
Sent: Wed Nov 14 13:40:35 2007
Subject: RE: Media call, Schreiber's letters

Also, the next question that this answer will raise is: "So why those letters were sent to PMO and not the one from March?"

-----Message d'origine-----

De : Powell, Sheila
Envoyé : mercredi 14 novembre 2007 13:37 Å : Massabki, Myriam
Objet : Re: Media call, Schreiber's letters

This is fine -- you could take out the comma after "in order" in the first sentence.

Sent from Wireless Network / Envoyé du réseau sans fil.

-----Original Message-----

From: Massabki, Myriam
To: Powell, Sheila
CC: Massabki, Myriam
Sent: Wed Nov 14 13:02:09 2007
Subject: RE: Media call, Schreiber's letters

Please discard the last e-Mail... it's confusing.

What I need from you, please, is to approve this answer:

Answer:

We did send the last 2 letters we received to PMO.

This was done in order, to inform PMO that correspondence was being received and to give PMO the opportunity to determine if the correspondence should continue to be handled in the manner it had been since June 2006.

Also, the next question that this answer will raise is: "So why those letters were sent to PMO and not the one from March?"

-----Message d'origine-----

De : Massabki, Myriam

Envoyé : mercredi 14 novembre 2007 12:54 À : Powell, Sheila
Objet : RE: Media call. Schreiber's letters

We did send the last 2 ltrs we received to PMO. This was done in order, due to the ongoing receipt of correspondence from Mr Schreiber, to inform PMO that correspondence was being received and to give PMO the opportunity to determine if the correspondence should continue to be handled in the manner it had been since June 2006.

Sent from Wireless Network / Envoyé du réseau sans fil.

-----Original Message-----

From: Massabki, Myriam

To: Powell, Sheila

Sent: Wed Nov 14 12:13:24 2007

Subject: Media call. Schreiber's letters

Hi Sheila,

Sheila,

Here is the proposed answer. Can you approve?

Also, the next question that this answer will raise is: "So why those letters were sent to PMO and not the one from March?"

Hill Times. Simon Doyle.

Question:

Did PCO pass the most recent Schreiber letters onto the PMO staff?
Why was this decision taken?

Answer:

We did send the last 2 letters we received to PMO.

This was done in order, to inform PMO that correspondence was being received and to give PMO the opportunity to determine if the correspondence should continue to be handled in the manner it had been since June 2006.

Smith, Donald

From: Powell, Sheila
Sent: Thursday, November 15, 2007 4:54 PM
To: Smith, Donald
Subject: RE: Letters to the PM don't go missing; Chretien's former <FONT color=...

I can't believe whoever this is said (insists) "all correspondence addressed to the prime minister is routinely forwarded to his office unless the sender falls into the "frequent wingnut" category." At least Martin describes the correspondence as weird and eye-rolling. I am glad that PCO comms would not agree to a request for an interview -- let's hope this dies a quick death.

-----Original Message-----

From: drsmith@pco-bcp.gc.ca [mailto:drsmith@pco-bcp.gc.ca]
Sent: November 15, 2007 2:38 PM
To: Powell, Sheila
Subject: Letters to the PM don't go missing; Chretien's former <FONT color=...

You should read this. I think the person in question must have supervised the PM's Unit. I know the three male supervisors during the Chretien years. They are all now public servants. Seems like a bad career move to me. ECU has only ever been helmed by a woman since 1993. Some of it is exculpatory and some of it is inaccurate (we don't have six digits in an accession number, we have eight; the form that gets ticked off (a t-form) is only for priority mail. KH was coded general. Plus a t-form often will only go to a writer, if it is something we should handle. DonDon

National Post	Nov 15, 2007	Edition: National Section: Canada Page
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Letters to the PM don't go missing; Chretien's former mailman explains how it works

Don Martin

Black & White Photo: / Karlheinz Schreiber. ; Black & White Photo: Chris Watic, Reuters / Every piece of mail addressed to the Prime Minister generates... ; Black & White Photo: / ... a form with a reference number. ;

OTTAWA -The first stop for all correspondence addressed to Prime Minister Stephen Harper is a plant far from Parliament Hill where letters are sniffed for toxic substances and parcels tested for explosives.

When Karlheinz Schreiber's early warnings to the Prime Minister arrived for inspection last March, somebody should've detected a stink bomb.

But for reasons that defy logic and established process, the Prime Minister's Office insists the incarcerated lobbyist's rant against former prime minister Brian Mulroney never reached Mr.

2008-07-07

Harper's intensely inquisitive staff.

This just doesn't pass the smell test given the procedural checks in a system that handles roughly a million pieces of mail per year, which must surely represent the only million letter writers left in a nation of e-mailers.

The Liberals allege this suggests a seven-month cover up. Given it's about the only tenuous link between Mr. Harper and the nuclear fallout from the Mulroney bombshells, it's no surprise they were hammering the theme again yesterday.

To be clear, nobody suggests the Prime Minister is lying when he says a letter written "for his eyes only" never reached his desk. Even the Liberals now claim Mr. Harper only "demanded to be kept in the dark" along with his justice ministers, who deliberately refused to read briefing papers on the Mulroney controversy, according to the Canadian Press.

Besides, the March 29 Schreiber letter is hardly a smoking gun that proves Mr. Harper's team spent the summer trying to sweep the scandal under a Centre Block rug. It's mostly a garbled rant written in a weird, eye-rolling style of random bold lettering, underlined sentences and subheadings that proclaim his story to be the "biggest political justice scandal in the history of Canada."

That's probably why New Democrats chucked the grammatically flawed missive in the trash and Liberals decided not to press ahead on the concerns raised in the package after it fell into their hands a few weeks ago.

But a publicity-shy Liberal mailbag man, who at one point supervised the prime minister's correspondence unit during the party's 13-year reign, sat down with me yesterday to argue it would be inconceivable for Mr. Harper's senior staff to remain ignorant of the Schreiber letter.

There are only two explanations: Either somebody dropped the ball in the bureaucracy or Mr. Harper's office is fibbing when they say Mr. Schreiber's package failed to reach even one of the 82 people listed in the PMO directory.

The standard correspondence form generates a six-digit reference number for every letter that arrives, and scans them into a database for instant retrieval. Bureaucrats can check off one of two options, to forward either the original or copies to one of seven sections in the PMO.

This once-senior official insists all correspondence addressed to the prime minister is routinely forwarded to his office unless the sender falls into the "frequent wingnut" category.

While some may argue that shoe fits Mr. Schreiber, keep in mind most correspondence staff have been there since Jean Chretien was prime minister, and that unique name would still set off a rocket's red glare for special attention.

"There's institutional memory in the unit for this particular file," the Liberal said. "A clerk would not be qualified to take responsibility for that sort of correspondence by themselves. They would need guidance from the PMO."

It probably doesn't matter that Mr. Harper didn't see the letter personally. But there's either a troubling failure to communicate between the two senior levels of government or a deliberate

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miscommunication with the public.

Most of my media colleagues would side with the dishonest declaration view. PMO flaks have a well-deserved reputation for non-communication when they're not spinning exaggeration or fabrication.

The level of media distrust in getting the true goods on any issue from Mr. Harper's team is lower than any communications shop I've encountered in almost 30 years of covering politics.

But a proof that would be a decent proof is having someone in the bureaucracy produce the transmittal form for the Schreiber letter, showing the precise route it took after landing in Mr. Harper's post office box.

The Privy Council Office did not respond to requests for an interview to discuss this possibility, even though they were asked to call by the Prime Minister's tight-lipped communications director.

Gosh, that's a first -- a secretive bureaucracy refusing to talk despite the urgings of a non-communicative PMO. Hmmm. Perhaps the truth in this matter got lost in the mail.

dmartin@nationalpost.com

2008-07-07

Powell, Sheila

From: Massabki, Myriam
Sent: Friday, November 16, 2007 4:14 PM
To: MacPherson, Marilyn
Cc: Massabki, Myriam; Powell, Sheila
Subject: Letter to the editor

Marilyn,

For your information and record, below is the letter to the editor, sent to the National Post.

~~~~~  
I am writing to clarify several issues relating to a column written by Don Martin and published in your newspaper on November 15, 2007. Firstly, the headline of the column is wrong - no letter went missing. All correspondence processed by PCO is kept on file for the prescribed period of time.

The statements attributed to a former supervisor in the correspondence unit of another government, "that all correspondence addressed to the Prime Minister is routinely forwarded to his office" is not accurate either. Due to the volume and nature of correspondence, in fact the vast majority of it is not forwarded to the correspondence unit in the Prime Minister's Office, but is processed by the Privy Council Office correspondence unit.

As we have stated with other media representatives, the Privy Council Office processes all incoming correspondence to the Prime Minister. In the case of correspondence from Mr. Schreiber, it was decided that replying would be inappropriate as a result of the author being the subject of an extradition hearing, as well as his involvement in other litigation.

Finally, I want to reconfirm here for your readers the accuracy of statements made by the Prime Minister's Office, that PCO did not forward the March 29, 2007 letter to the prime minister's correspondence unit.

Marilyn MacPherson  
Assistant Deputy Minister  
Corporate Services  
Privy Council Office

2008-07-04





**Smith, Donald**

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**From:** Powell, Sheila  
**Sent:** Friday, November 23, 2007 8:47 AM  
**To:** Smith, Donald  
**Subject:** RE: Qs and As

Thanks Don. Could you pls provide the responses where they are blank?

-----Original Message-----

**From:** Smith, Donald  
**Sent:** November 22, 2007 6:08 PM  
**To:** Powell, Sheila  
**Subject:** RE: Qs and As

I'll look at this in more detail tomorrow. I rephrased one of the answers, as follows

- Q. Did PCO correspondence officials decide on their own to shield the Prime Minister from the letters from Schreiber?
- A. Staff of PCO Executive Correspondence Services followed established procedures in the handling of the correspondence and in making decisions as to which items would be transferred to PM Correspondence. No correspondence was hidden. It was entered into the database, where it remains to this day.

*Donald R. G. Smith*

A/Coordinator  
Coordonnateur par intérim  
Executive Correspondence  
Correspondance de la haute gestion  
PCO-BCP  
(613) 941-6872  
[dsmith@pco-bcp.gc.ca](mailto:dsmith@pco-bcp.gc.ca)

-----Original Message-----

**From:** Powell, Sheila  
**Sent:** Thursday, November 22, 2007 6:01 PM  
**To:** Smith, Donald  
**Subject:** Qs and As

Don, this is my first attempt at the Qs and As, could you pls let me know if anything is incorrect or incomplete, and also if you can think of more nasty questions.

Thanks!

2008-07-07



**Smith, Donald**

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**From:** Powell, Sheila  
**Sent:** Wednesday, November 28, 2007 12:23 PM  
**To:** Smith, Donald  
**Subject:** RE: Q&A on March 29 letter

Thanks!

-----Original Message-----

**From:** Smith, Donald  
**Sent:** November 28, 2007 12:22 PM  
**To:** Powell, Sheila  
**Subject:** RE: Q&A on March 29 letter

*Donald R G Smith*

A/Coordinator  
Coordonnateur par intérim  
Executive Correspondence  
Correspondance de la haute gestion  
PCO-BCP  
(613) 941-6872  
[dramith@pco-bcp.gc.ca](mailto:dramith@pco-bcp.gc.ca)

-----Original Message-----

**From:** Powell, Sheila  
**Sent:** Wednesday, November 28, 2007 12:05 PM  
**To:** Smith, Donald  
**Subject:** Q&A on March 29 letter  
**Importance:** High

Further to my voice mail, would you pls look at this response and revise as necessary:

**Q. When PCO staff read the serious allegations in the March 29 letter, why did they decide not to send it to PMO?**

- PCO Executive Correspondence Services did not send the March 29 letter to PM Correspondence because, as far as they could tell, it was not significantly different from the previous letters that had been received. The allegations contained in the copy of the letter to Brian Mulroney were not sufficiently explicit for it raise any red flags at the time among ECS staff, who had not received any direction from PM Correspondence regarding the handling of mail from Mr. Schreiber (i.e. transfer to PMC, reply, or file without reply, which was the course of action taken).

2008-07-07



**Powell, Sheila**

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**From:** Allard Genevieve [Genevieve.Allard@lac-bac.gc.ca]  
**Sent:** December 3, 2007 11:41 AM  
**To:** Powell, Sheila; Levens Mark  
**Subject:** RE: Disposition of PM general correspondence

Hi Sheila,

Sorry it took me so long to reply to you - I have been away sick for the last few days. Mark and I are very comfortable with your Qs and As below as they are consistent with LAC's interpretation of the appropriate record disposition authorities.

Thank you!

Genevieve

**Genevieve Allard**

Directrice, Opérations archivistiques/Director, Archival Operations

Bibliothèque et Archives Canada/Library and Archives Canada  
550 boul. de la Cité, pièce 702  
Gatineau, Québec, K1A 0N4  
Tel.: 819-934-7412  
genevieve.allard@lac-bac.gc.ca

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**From:** Powell, Sheila [mailto:Sheila.Powell@pco-bcp.gc.ca]  
**Sent:** November 28, 2007 1:23 PM  
**To:** Allard Genevieve; Levens Mark  
**Subject:** Disposition of PM general correspondence

Genevieve and Mark, here is the wording on disposition from my Qs and As. Thanks again for your support on this issue.

Sheila

**Q. Have the originals of the correspondence been destroyed?**

- All letters received by PCO Executive Correspondence Services are scanned into a database, the Correspondence Information Management System (CIMS). All scanned images from 1998 to the present day remain in the system.
- The length of time hard copy original letters are retained depends on the category of the

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mail. Priority mail (mail from prominent individuals, such as Heads of State, Premiers, and Ministers) is transferred to the Office of the Clerk of the Privy Council for the preparation of responses for the signature of the Prime Minister. This correspondence, along with the replies and any unscanned enclosures (if any) is filed by PCO's Records Services, and is retained for 30 years by PCO, then transferred to Library and Archives Canada. Mail that is considered Priority mail, but that is from less prominent individuals, is retained by Executive Correspondence Services for five years. Hard copy General mail (mail from the general public) is retained for six months.

- Enclosures and attachments to letters are also scanned in and retained in the system if they are not extensive and if their physical form permits scanning. Enclosures and attachments that are extensive or in a format that does not permit scanning are retained in their original format. Enclosures to letters transferred to the Clerk's Office are governed by the same retention and disposal criteria as the accompanying letter (see above). Hard copy Priority mail enclosures to correspondence held by ECS are kept for five years and hard copy General mail enclosures are kept for two years.
- All disposal of correspondence is handled by PCO's Records Retention and Disposition Unit.
- No record of the government of Canada may be disposed of without the authority of the Librarian and Archivist of Canada. The disposal of correspondence is governed by Library and Archives Canada Records Disposition Authority Number 96/021, which covers Institutional Records in the Office of a Minister. This authority states that all records in all media "under the control of an institution in the Office of a Minister are of historic or archival importance and are required to be transferred to the care and control of [Library and Archives of Canada] . . . with the exception of 'general correspondence' series, including enquiries from the public or mass writing campaigns lobbying for or against an issue, and pro forma responses to same, wherever said collections might be housed." PCO has been advised by Library and Archives Canada that all the correspondence retained within Executive Correspondence Services falls under the definition of "general correspondence" and is therefore not required to be transferred to Library and Archives, and may be disposed of by PCO according to PCO's retention periods.

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**Powell, Sheila**

**From:** Smith, Donald  
**Sent:** December 10, 2007 10:51 AM  
**To:** MacPherson, Marilyn  
**Cc:** Powell, Sheila  
**Subject:** standard replies versus customized replies prepared by ECU

Marilyn:

To follow up on our conversation from this morning, the bulk of ECS replies consist of forwards to line departments. We tend to act as a clearinghouse since PMO/PCO do not provide any programs. Therefore, most of our standards tend to be simple forwards and are prepared and approved internally by the Editors. Once they are in the electronic library of standards, the Correspondence Analyst can issue them without the input of the ECS Writer. If the letter covers multiple topics, is obscure or a sensitive case, then the analyst would assign it to a writer for reply. A writer's reply will also tend to be very generic. Their creative side tends to be reflected in the Special Messages.

- A substantive standard is rare, but it may occur when the Prime Minister particularly wishes to be identified with an issue (e.g. Canada's mission in Afghanistan). In these cases, the text is prepared by PMC and we are instructed to use it. In this case, we would probably not consult a secretariat. At times we are also given a PMC standard text on an ever-changing issue (e.g. climate change) and once we have cleaned up any partisan references, we will use that.
- Most "customized" replies prepared by ECU would fall into the category of Special Messages or children's mail. These are usually "feel good events" and approval of the Editor is all that is required. When the group is unknown, or there could be a potential embarrassment to the PM, we would get the requester and the content of the message approved by a secretariat and PCO Security. We might also inform PMC.
- Replies to priority mail that are responded to by an ECU writer (a "lesser VIP") are technically customized (i.e. not generated from our standards library), but they follow the form and content of our standard acknowledgement/forward letters, which do not require any approvals beyond the Editor.
- A customized reply to a member of the general public that touches on substantive policy issues may occasionally be prepared by the writer in consultation with contacts in the line department and/or a PCO secretariat. This would not occur frequently, however, and only on a non-controversial issue. The Editor would have final approval.

I have sent you, via Marina, hard copies of a special message approval form, and several ECS standard approval forms. Much communication between PMC and ECS goes on by e-mail and phone, and is not always reflected on paper. I have also attached an electronic copy of our routing guidelines for priority mail.

I hope this is not too much information!

*Donald R G Smith*  
 A/Coordinator  
 Coordonnateur par intérim  
 Exécutive Correspondence  
 Correspondance de la haute gestion  
 PCO-BCP

2008-07-03

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2008-07-03



0703

**GENERAL INFORMATION ON  
PCO EXECUTIVE CORRESPONDENCE PROCEDURES  
AND  
SPECIFIC INFORMATION ON THE HANDLING  
OF THE LETTERS FROM  
KARLHEINZ SCHREIBER TO THE PRIME MINISTER**

**Background**

- The Privy Council Office dedicates 35 FTEs in Executive Correspondence Services (ECS) to the management of correspondence to the Prime Minister. A separate small unit in the Prime Minister's Office, Prime Minister's Correspondence (PMC) manages correspondence that is political or personal in nature, or is correspondence that PMC wishes to handle itself, either because the Prime Minister knows the individual who has written or the issue is of particular concern to the Prime Minister or his staff (more information is provided below under *Procedures for Handling Category One: Political or Personal Mail*).
- ECS manages an enormous volume of correspondence. In 2006-07, the last full year for which statistics are available, ECS handled 1,701,846 items of correspondence. *Correspondence* is defined as letters (including any enclosures or attachments), electronic mail messages, post cards, petitions, birthday and anniversary greetings requests, and telephone calls that are addressed to the Prime Minister.
- Procedures are in place to guide the handling of correspondence and automated systems are used to manage and track the items.

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Document

Name:Handling\_of\_Correspondence\_to\_the\_PM\_by\_ECS\_and\_handling\_of\_letters\_from\_Karlheinz\_Schreiber\_to\_the\_PM.DOC

Document #: 288948 Version:v2

Author\_Id: S\_POWELL

The automated system used to track correspondence is the Correspondence Information Management System (CIMS).

### **Process for Postal Mail**

#### **Sorting of Letters by ECS**

- Letters are sorted by ECS Mailroom and Production Unit Clerks into the following categories:
  1. Political and personal mail: detailed description below;
  2. Priority mail (mail from VIPs): detailed description below;
  3. General mail (mail from the public): detailed description below;
  4. Requests for special messages from the Prime Minister (such as messages to participants in conferences that appear in conference programs);
  5. Requests for greetings for significant wedding anniversaries, significant birthdays, and military retirements;
  6. Write-in campaigns on specific issues (post cards, form letters, and petitions).

#### **Procedures for Handling Category One: Political or Personal Mail**

- Personal or political mail is defined as mail that relates to:
  - the Prime Minister's constituency business and role as a Member of Parliament;
  - party political matters (such as party leadership, party organization, and caucus affairs);
  - the private life and personal interests of the Prime Minister.
- In addition, PM Correspondence (PMC) in the Prime Minister's Office may wish to single out particular issues for handling by their unit, either because the Prime Minister knows the individual or the issue is of particular concern to the Prime Minister or his staff. PMC determines on an ongoing basis which issues are of concern, and informs PCO ECS.

- From time to time, ECS sends correspondence to PMC to give them the opportunity to determine if they wish to reply to correspondence on a subject where no specific instructions have been received by ECS from PMC. This could be done, for example, if a specific issue were receiving increased media coverage, or if an item of correspondence was received that had a bearing on an upcoming special event that the Prime Minister was going to attend. ECS would initiate the transfer of correspondence by contacting PMC by telephone or e-mail, or by transferring the correspondence file to them.
- Personal or political mail is given an accession number by ECS Mailroom and Production Unit Clerks and forwarded to the Correspondence Analysts for data entry (name and address of correspondent, date of letter, etc.) and scanning into CIMS. The originals are forwarded to PMC. No copies are kept by ECS and the permissions for viewing the scanned letter are switched by PMC to "PMC eyes only". No keywords are entered in CIMS.

#### **Procedures for Handling Category Two: Priority Mail**

- Letters from prominent individuals such as Heads of State, Premiers and Ministers are treated as priority mail and may receive a reply signed by the Prime Minister. They are brought to the Mailroom and Production Unit Coordinator, who prepares a paper routing form (called a "T-form"). This contains the name of the correspondent, the accession number, the date of the letter and the date received, as well as boxes for check-off for action and for information copies.
- Priority mail is forwarded to the English or French Senior Editor for routing. The Senior Editor will first decide whether it truly is priority mail or should be downgraded to general or "urgent general" (treated as general mail, but with a shorter reply deadline). The Senior Editor will check off the boxes for action or information and assign a distribution list.
- Letters from Heads of State and Government, Premiers, and Cabinet Ministers are normally assigned to the Office of the Clerk of the Privy Council for consideration and/or reply. Replies are prepared by PCO secretariats. Upon signature by the Prime Minister, copies of replies are returned to ECS for scanning into CIMS.

- Letters from important but less prominent individuals, such as heads of non-government organizations, will generally be replied to by ECS, with the Senior Editor assigning the replies to writers according to their respective portfolios. These will either receive a simple acknowledgement, a letter of thanks (in the case of a gift), or be forwarded to the appropriate line department.

#### **Procedures for Handling Category Three: General Mail**

- General mail is mail from the public and is normally handled by ECS staff only. In many cases, the issues raised in general mail fall under the mandate of a particular department, and the majority of mail that receives a reply is forwarded to line departments for information and action.
- Upon receipt, general mail is forwarded by the ECS Mailroom and Production Unit to the Correspondence and Greeting Analyst Unit for data entry and scanning into CIMS. General mail never receives a paper routing form (r-form) and goes straight to the Correspondence Analysts for reply or for directing to file when a reply is not required or appropriate.
- If the letter can receive a standard reply, then the Correspondence Analyst will choose one from the standard's library. CIMS produces a paper reply which is signed by the Coordinator of the Correspondence and Greeting Analyst Unit. If the correspondence is being forwarded for information or consideration to another department, copies of the incoming and outgoing correspondence are e-mailed from CIMS to the department.
- Not all letters receive replies. Letters that are unsigned, abusive, obscure, concerns a matter before the courts, or are from a prolific writer (having written 10 times or more per year) are generally directed to file without a reply. A detailed list of the reasons for filing correspondence is provided as Tab B. General mail is directed to file without reply by the writer, in consultation with the Correspondence Analyst and/or the Senior Editor.

#### **Process for Electronic Mail**

- E-mails to the Prime Minister are sent either via his Web site ([pm@pm.gc.ca](mailto:pm@pm.gc.ca)) or through his Parliament Hill Office, in which case they are transferred to the Prime Minister's e-mail account, which is accessed by ECS.
- E-mails are first sorted by the Coordinator of the Correspondence and Greeting Analyst Unit and any junk e-mails or copies are deleted. General e-mails that require a reply may receive a standard reply from the library of e-mail standards. In cases where a standard is inappropriate, they are assigned to a writer, and treated the same as general postal mail.
- Priority e-mails are printed, given an accession number, and then scanned into CIMS and treated like postal mail.
- Political and personal e-mails are transferred electronically to the PM Correspondence folder in CIMS, an automatic acknowledgement is generated, and then the e-mail is automatically deleted from the PCO e-mail system.

**Handling of Letters from Karlheinz Schreiber to the Prime Minister,  
June 2006 to September 2007**

- A total of sixteen (16) letters from Karlheinz Schreiber to the Prime Minister were received by Executive Correspondence Services of PCO dating from June 16, 2006 to September 26, 2007.
- Mr. Schreiber's mailings each consisted of a letter from Mr. Schreiber to the Prime Minister, along with various enclosures (copies of letters to and from other individuals, printouts of web sites, copies of articles, etc.).
- The sixteen letters from Mr. Schreiber were received and registered by Executive Correspondence Services as **fifteen (15) mailings**. One mailing contained **two** letters from Mr. Schreiber to the Prime Minister (the letters of April 8, 2007 and April 10, 2007). These two letters were sent by Mr. Schreiber in one package, along with a number of enclosures. PCO Executive Correspondence Services registered this mailing as one correspondence item: the letter to the Prime Minister of April 8, 2007 was treated as an enclosure to the April 10, 2007 letter.



- Four letters (June 16, 2006; August 23, 2006; May 3, 2007; September 26, 2007) were sent by ECS to Prime Minister's Correspondence (PMC). This was to give Prime Minister's Correspondence the opportunity to comment on the way the correspondence was being handled by ECS, to raise concerns, or to indicate that the correspondence should be handled by PMC. PMC did not provide ECS with any direction on how the correspondence should be handled. ECS did not retain copies of the correspondence transferred to PMC.
- The first letter of June 16, 2006 was sent in order to give PM Correspondence the opportunity to comment on the way the correspondence was being handled by ECS, to raise concerns, or to indicate that the correspondence should be handled by PMC. Over the following fifteen months, three other items were transferred in order to inform PM Correspondence that Mr. Schreiber was continuing to write to the Prime Minister, and in order to give PM Correspondence the opportunity to comment on the way the correspondence was being handled by ECS, to raise concerns, or to indicate that the correspondence should be handled by PMC.
- Twelve (12) letters were handled within PCO Executive Correspondence Services (July 31, 2006; August 4, 2006; August 30, 2006; September 26, 2006; October 27, 2006; November 30, 2006; December 13, 2006; January 16, 2007; January 24, 2007; March 29, 2007; April 8, 2007; and April 10, 2007).
- Of the twelve letters handled by ECS, ten were directed to file without response, for the following reasons:
  - the matters described therein were before the courts in relation to Mr. Schreiber's extradition case and his lawsuit against Allan Rock, and the Department of Justice was fully apprised of these matters -- it is standard ECS practice not to reply to correspondence about active litigation, and to direct these items to file without response;
  - all ten letters were forwarding copies of letters between Mr. Schreiber and other individuals -- ECS practice is not to reply to mailings that consist of copies of letters.

- The remaining two letters of the twelve handled by ECS were handled as follows:
  - The letter of January 16, 2007 was acknowledged by ECS and forwarded to the Department of Justice for information.
  - The letter of November 30, 2006 was sent to the Clerk's Office in order to give PCO the opportunity to determine how the ongoing correspondence from Mr. Schreiber should be handled. The Clerk's Office advised that no reply was necessary and the letter was filed.
- A seventeenth letter from Mr. Schreiber to the Prime Minister, dated November 25, 2007, was received by ECS. This letter is six pages long, with 14 enclosures totalling approximately 200 pages. It has been forwarded to the Department of Justice for information and any necessary action.



**PCO's Handling of Correspondence from  
Karlheinz Schreiber to the Prime Minister**

**Questions and Answers**

**NOTE:** *General information on the management of correspondence to the Prime Minister has been prepared for inclusion in the binders of Schreiber correspondence that will be provided to members of the House of Commons Committee on Access to Information, Privacy and Ethics. Please refer to that information in addition to the Questions and Answers below.*

**Handling of the Letters from Karlheinz Schreiber**

**Q. Why did PCO send only four letters to PM Correspondence, and not all twelve letters that Mr. Schreiber sent?**

- PCO Executive Correspondence Services sent four letters from Mr. Schreiber to PM Correspondence in order to give PM Correspondence the opportunity to comment on the way the correspondence was being handled by ECS, to raise concerns, or to indicate that the correspondence should be handled by PMC.

**Q. What was it about the four letters sent to PM Correspondence that led to the decision to transfer them out of PCO for handling?**

- The first letter of June 16, 2006 referred to a political scandal under the Liberal government, and was categorized as personal and political mail and transferred to PM Correspondence. Over the following 15 months, three other items were transferred in order to inform PM Correspondence that Mr. Schreiber was continuing to write to the Prime Minister, and in order to give PM Correspondence the opportunity to comment on the way the correspondence was being handled by ECS, to raise concerns, or to indicate that the correspondence should be handled by PMC. There was nothing substantially different about the four letters as compared to the other 12.

**Q. Have any other letters been sent to the Prime Minister by Mr. Schreiber after the Prime Minister announced that there would be a public inquiry?**

- Mr. Schreiber sent a letter to the Prime Minister dated November 25, 2007. This letter has been forwarded to the Department of Justice for information and any appropriate action. This letter is similar to the others, in that it refers to political scandal and Mr. Schreiber's extradition case and

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Document Name: \_Questions\_and\_Answers.DOC

Document #: 287468 Version:v3

Author\_Id: S\_POWELL

includes many copies of correspondence with other individuals and copies of documents.

**Q. The letters from Mr. Schreiber stated "Personal / For His Eyes Only." Why didn't PCO send those letters directly to the Prime Minister's attention, or at least to their correspondence counterparts in PMO?**

- Letters addressed to the Prime Minister are handled according to established procedures, regardless of whether they are marked Personal or for the Prime Minister's attention only.

**Q. Does PCO Executive Correspondence Services take direction from PMO on how to handle correspondence?**

- From time to time, PM Correspondence identifies particular issues for handling by their unit, either because the Prime Minister knows the individual, the issue is one with which the Prime Minister wishes to be identified, or the issue is of particular interest to the Prime Minister or his staff (for instance if the PM is attending an upcoming event or meeting personally with someone). In these cases, the matter will be flagged by PM Correspondence and the correspondence transferred there after being registered in the correspondence system, or re-assigned to PMC if it is something that had previously been assigned to PCO ECS.

**Q. Did PMO instruct PCO not to send any letters from Schreiber to PM Correspondence?**

- PCO Executive Correspondence Services did not receive any instructions or directions from PM Correspondence or any other official in PMO as to how correspondence from Mr. Schreiber should be handled or routed.

**Q. Did PCO correspondence officials decide on their own to shield the Prime Minister from the letters from Schreiber or to conceal the correspondence in any way?**

- Staff of PCO Executive Correspondence Services followed established procedures in the handling of the correspondence and in making decisions as to which items would be transferred to PM Correspondence. No correspondence was hidden. It was entered into the database, where it remains to this day. With the exception of the letter of November 30, 2006, which was sent to the Clerk's office and copied to the Chief of Staff's Office and Issues Management, none of the Prime Minister's senior officials was copied on any of the letters retained by PCO ECS. Neither would it be true to say that PMO was "prevented" from seeing these letters. They were simply filed without further action or follow-up.

**Q. Both Sheila Copps and a former head of correspondence in Mr. Chrétien's PMO have stated that all correspondence is sent to PMO and that advice is sought on the handling of all correspondence. Now you are telling us that this is not true – who are we to believe?**

- Only a small portion of letters sent to the Prime Minister is forwarded to PM Correspondence in the PMO. In 2006-07, 3,224 letters and 19,803 e-mail messages were forwarded to PM Correspondence. In the same year, PCO Executive Correspondence handled 35,564 letters and 1,044,652 email messages.
- PCO Executive Correspondence Services does not seek advice from PM Correspondence on all correspondence received – that would be an overwhelming task due to the huge volumes. PCO ECS works according to established practices, and seeks direction from PM Correspondence from time to time as to how specific items of correspondence should be handled.

**Q. When PCO staff read the serious allegations in the March 29 letter, why did they decide not to send it to PMO?**

- PCO Executive Correspondence Services did not send the March 29 letter to PM Correspondence because, as far as they could tell, it was not significantly different from the previous letters that had been received. The allegations contained in the copy of the letter to Brian Mulroney were not sufficiently explicit for it raise any red flags at the time among ECS staff, who had not received any direction from PM Correspondence regarding the handling of mail from Mr. Schreiber (e.g., transfer to PMC, reply, or file without reply, which was the course of action taken).

**Q. Does PCO handle correspondence differently under Prime Minister Harper than it did under Prime Ministers Chrétien and Martin?**

- There are no significant differences in how correspondence is handled on behalf of Prime Minister Harper.

**Q. What kind of ongoing relationship is there between PMC and PCO Executive Correspondence?**

- PMC Manager and the PCO ECS Manager interact on a semi-daily basis. The PMC Manager identifies trends, provides particular instructions in how PMC wants individual letters or specific topics treated, or verifies if PCO ECS has received a particular letter.

**Q. Does PCO ECS prepare any reports on correspondence?**

- Daily, weekly and monthly statistical reports are created. These give the volume of different types of mail received. Additionally, the volume of mass mailing campaigns and the topics covered are prepared. The reports are not broken down by sender.

**Q. Has PCO launched an internal investigation or review of the manner in which this correspondence was handled?**

- As soon as questions were raised about the handling of correspondence from Mr. Schreiber, managers responsible for PCO Executive Correspondence Services reviewed all actions taken to ascertain that the correspondence was handled according to established procedures. PCO senior management believes that the correspondence was handled appropriately.

**Q. Have the individuals responsible for the handling and routing of this correspondence been disciplined?**

- PCO senior management believes that the correspondence from Mr. Schreiber to the Prime Minister was handled appropriately. No disciplinary action is necessary.

#### **PCO Correspondence Employees**

**Q. What kind of training do staff in PCO Executive Correspondence receive in order to ensure they route correspondence correctly?**

- All staff involved in routing general mail (Correspondence Analysts and Mailroom and Production Unit Clerks) receive initial training on sorting and routing correspondence according to established procedures. Regular bi-weekly staff meetings are held to discuss emerging issues and modifications to procedures. Internal e-mails and an office white board are also used to note changes to procedures.
- Staff involved in routing priority mail (the English and French Senior Editors), work with existing guidelines for assignment of priority mail. Changes to procedures are discussed on an ad hoc basis with other groups involved in handling priority mail (such as PM Correspondence and the Clerk's Office).

**Q. What level are the staff who handle the correspondence?**

- The Manager is at the AS 07 level. The two Senior Editors (one English, one French) are at the IS 04 level. Writers are at the IS 03 level.

Correspondence Analysts are at the AS 01 level, and Mail Room and Production Clerks are at the CR 04 level.

**Q. Don't you believe that PCO employees were incompetent in not forwarding all of the letters from Mr. Schreiber to the PMO?**

- PCO senior management believes that the correspondence from Mr. Schreiber to the Prime Minister was handled appropriately.

**Q. Do the correspondence staff in PCO have political connections to the Conservative Party of Canada?**

- The employees of PCO Executive Correspondence Services are public servants.

#### Access to and Disposal of Correspondence and Data

**Q. Has any correspondence from Mr. Schreiber to the Prime Minister been concealed or destroyed before it could be released to this committee?**

- PCO Executive Correspondence and PM Correspondence have disclosed all the correspondence sent to the Prime Minister by Mr. Schreiber. All correspondence items from Mr. Schreiber that were received by PCO are still in the custody of PCO Executive Correspondence or PM Correspondence.

**Q. Have the originals of the correspondence been destroyed?**

- The disposal of correspondence is governed by Library and Archives Canada Records Disposition Authorities. According to these authorities, correspondence from the general public may be destroyed at the end of its retention period. Priority correspondence, which is replied to by the Prime Minister with responses coordinated by the Office of the Clerk of the Privy Council and prepared within PCO, is transferred to Library and Archives Canada at the end of its retention period.
- All letters received by PCO Executive Correspondence Services are scanned into a database, the Correspondence Information Management System (CIMS). All scanned images from 1998 to the present day remain in the system.

**Q. How long does PCO keep correspondence before it is destroyed or transferred to Library and Archives Canada?**

- The length of time hard copy original letters are retained depends on the category of the mail. Priority mail (mail from prominent individuals, such as



Heads of State, Premiers, and Ministers) is transferred to the Office of the Clerk of the Privy Council for the preparation of responses for the signature of the Prime Minister. This correspondence, along with the replies and unscanned enclosures (if any) is filed by PCO's Records Services, and is retained for 30 years by PCO, then transferred to Library and Archives Canada. Mail that is considered Priority mail, but that is from less prominent individuals, is retained by Executive Correspondence Services for five years. Hard copy General mail (mail from the general public) is retained for six months.

- Enclosures and attachments to letters are also scanned in and retained in the system if they are not extensive and if their physical format permits scanning. Enclosures and attachments that are extensive or in a format that does not permit scanning (e.g., physical objects) are retained in their original format. Enclosures to letters transferred to the Clerk's Office are governed by the same retention and disposal criteria as the accompanying letter (see above). Hard copy Priority mail enclosures to correspondence held by ECS are kept for five years and hard copy General mail enclosures are kept for two years.

**Q. How do we know that no scanned records from Schreiber in the database have been deleted or altered?**

- PCO ECS does not delete records once entered into the system. The only exceptions are where a duplicate record has mistakenly been entered. In that case, the duplicate would either be deleted, or a notation made in the notes to cross-reference the file with its duplicate.

**Q. Who has the right to delete records?**

- Permissions to view, delete, create a record in CIMS, etc., are by user group, and not by individual. All user groups have the right to delete a record, because employees need to be able to correct mistakes they have made (see above).

**Q. But if someone did delete a record, would it leave a trace?**

- There is no audit capability in the current version of CIMS. Back-up tapes are kept for one month, and a comparison can be made of the database as it was at the date of the earliest tape and the database as it exists now. PCO ECS has looked at the tape and no records from Mr. Schreiber have been deleted. The comparison also shows that no scanned attachments have been deleted.

**Q. You say that no records of Schreiber have been deleted. Have any been altered?**

- Images scanned by ECS are never altered, unless it is to rescan the originals for a clearer image. This would be done at the time of the original data entry. Tracking information may get modified in the normal working life of a document. For instance, the person tasked with replying to a letter may change and a new reply task assigned to a different person. Additional assignments for information may be added later, or a letter that had been closed without reply may be re-opened if a decision to reply has been made. Assignments that are no longer valid are closed rather than deleted, so there is a trail of the actions performed on the file. The last person to modify the file is recorded in the "modified by" field along with the date. There is no record of what the modification was: it could be a keyword added; a notation added in the "notes" field; a closed file re-opened; or an assignment added.

**Q. Who uses the CIMS database besides PCO ECS?**

- Prime Minister's correspondence also uses the database, as well as PCO Secretariats, PCO Ministers Offices, the Clerk's Office, the PM's Hill Office, etc. In all, there are 55 user groups, but this number includes individual writers, which inflates the total.

**Q. Can anyone access the letters scanned in CIMS by PCO ECS?**

- Anyone with CIMS installed on their desktop can access documents scanned into the system by PCO ECS.



**1. June 16, 2006 letter from Kariheinz Schreiber to the Right Honourable Stephen Harper**

**Action by PCO ECS**

- **Sent to Prime Minister's Correspondence. No record kept at ECS. This was to give Prime Minister's Correspondence the opportunity to comment or raise concerns.**
- **Database notations:**

**Classification: PMC-general: record held by PMO. The classification of political and personal mail is first entered as ECU-Political and then switched by PMC to PMC-general or PMC-priority. PMO normally restricts rights to view the attachments so that PCO ECS can no longer view them.**

**Mail type: priority: a routing slip was filled out, with the distribution list \*PMC (This is the only one of the 4 letters transferred to PMC that has a routing slip.)**

**Created by: name of ECS analyst (16-06-2006)**

**Modified by: name of PMC analyst (28-06-2006)**

**Date due: never. PMC does not put in due dates.**

**Date closed (date the entire folder was closed by PMC): n/a (still open)**

- **Tasks assigned: Action as appropriate: assigned to PMC staffer (28-06-2006) by PMC analyst. (This occurred after transferring the document from PCO ECS to PMC). The task is still open.**
- **The following two tasks are automatically generated by the database when the \*PMC distribution list is picked. (They show up as the second and third actions, but one can see by the date the preceding action by PMC came after the ECS actions.) PMC did not enter a work sequence.**

**Original to PMC, assigned to ECS Mail and Production Unit (MPU) (26-6-2006) by ECS analyst. MPU sent originals to PMC. No copies were kept by ECS. This task was closed by ECS the same day it was assigned.**

Action as appropriate - PMC Group by (name of ECS analyst).  
This task was closed (26-06-2006) by PMC before action was  
assigned to PMC staffer

- The file remains open.



**2. August 23, 2006 letter from Karlheinz Schreiber to the Right Honourable Stephen Harper**

**Action by PCO ECS**

- **Sent to Prime Minister's Correspondence. No record kept at ECS. This was to give Prime Minister's Correspondence the opportunity to comment or raise concerns.**
- **Database notations:**

**Classification: PMC-general: record held by PMO. The classification of political or personal mail is first entered as ECU-Political and then switched by PMC to PMC-general or PMC-priority. PMO is also supposed to restrict rights to view the attachments so that PCO ECS can no longer view them.**

**Notes: NR (no reply) on Nov. 16**

**Mail type: letter (general)**

**Created by: name of ECS analyst (01-09-2006)**

**Modified by: name of PMC analyst (16-11-2006)**

**Date due: never. PMC does not put in due dates.**

**Date closed (date the entire folder was closed by PMC):  
(16-11-2006)**

- **Tasks assigned: Action as appropriate: assigned to PMC staffer (11-09-2006) by PMC analyst. (This occurred after transferring the document from PCO ECS to PMC).**

**Original to PMC, assigned to ECS Mail and Production Unit (MPU) (01-09-2006) by ECS analyst. MPU sent originals to PMC. No copies were kept by ECS. This task was closed by ECS (01-09-2006) when the originals were sent to PMC.**

**Action as appropriate - PMC Group by (name of ECS analyst). Task closed when folder closed by PMC.**

- **The file was closed by PM Correspondence (16-11-2006).**





3. May 3, 2007 letter from Karlheinz Schreiber to the Right Honourable Stephen Harper

Action by PCO ECS

- Sent to Prime Minister's Correspondence. No record kept at ECS. This was to give Prime Minister's Correspondence the opportunity to comment or raise concerns.
- Database notations:

**Classification: PMC-general: record held by PMO. The classification of political and personal mail is first entered as ECU-Political and then switched by PMC to PMC-general or PMC-priority. PMO normally restricts rights to view the attachments so that PCO ECS can no longer view them.**

**Keywords: "personal and political" – CON (tone) (entered by PMC. PCO ECS does not enter keywords in records held by PMC.**

**Notes: NR (no reply) as per (name of PMO staffer) (entered by PMC. PCO ECS does not enter notes in records held by PMC)**

**Mail type: letter (general)**

**Created by: name of ECS analyst (17-05-2007)**

**Modified by: name of PMC analyst (13-06-2007)**

**Date due: never. PMC does not put in due dates.**

**Date closed (date the entire folder was closed by PMC): (13-06-2007)**

- **Tasks assigned:**

**Reply task assigned (17-05-2007) to (name of ECS writer) by ECS analyst. Task closed without reply (01-06-2007).**

**Original to PMC, assigned to ECS Mail and Production Unit (MPU) (01-06-2007) by ECS analyst. MPU sent originals to PMC. No copies were kept by ECS. This task was closed by ECS when the originals were sent to PMC. This task was closed by ECS (04-06-2007).**

4/20/07

Action as appropriate – assigned to PMC Group by ECS analyst (01-06-2007). Task closed when folder closed by PMC.

This file was evidently transferred from an ECS writer to PMC, to give them an opportunity to reply or suggest different handling of the correspondent's increasingly distraught letter(s). This was likely done on the initiative of the ECS writer, in consultation with the Editor.



4. September 26, 2007 letter from Karlheinz Schreiber to the Right Honourable Stephen Harper

Action by PCO ECS

- Sent to Prime Minister's Correspondence. No record kept at ECS. This was to give Prime Minister's Correspondence the opportunity to comment or raise concerns.
- Database notations:

**Classification:** PMC-general: record held by PMO. The classification of political and personal mail is first entered as ECU-Political and then switched by PMC to PMC-general or PMC-priority. PMO is also supposed to restrict rights to view the attachments so that PCO ECS can no longer view them.

**Keywords:** "personal and political" – neutral (tone) (entered by PMC). PCO ECS does not enter keywords in records held by PMC.

**Notes:** NR (no reply) (entered by PMC). ECS does not enter notes in records held by PMC

**Mail type:** letter (general)

**Created by:** name of ECS analyst (02-10-2007)

**Modified by:** name of ECS Editor. (File was accidentally re-opened (16-11-2007 during the search for records). The modification was the re-opening itself.

**Date due:** never. PMC does not put in due dates.

**Date closed:** File was accidentally re-opened but has been previously closed without reply (see note)

- **Tasks assigned:**

Original to PMC, assigned to ECS Mail and Production Unit (MPU) (02-10-2007) by ECS analyst. MPU sent originals to PMC. No copies were kept by ECS. This task was closed by ECS when the originals were sent to PMC. This task was closed by ECS (03-10-2007).

Action as appropriate -- assigned to PMC Group by ECS analyst on (02-10-2007). Task closed (09-10-2007).



Hank's List ca - Nov 2007 - 1

| Item                                                                                                                                                                                                                                                  | ATI Comment                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <b>1. Letter dated June 16, 2006 from Karlheinz Schreiber to the Right Honourable Stephen Harper</b>                                                                                                                                                  |                                                                               |
| <b>Action taken by PCO ECS: letter sent to PMO</b>                                                                                                                                                                                                    |                                                                               |
| <b>2. July 31, 2006 from Karlheinz Schreiber to the Right Honourable Stephen Harper - one page cover letter with 15 enclosures:</b>                                                                                                                   | <b>ATIP has these records in a different order - this needs to be checked</b> |
| 2A. Letter dated July 31, 2006 from Christine Ashcroft, Counsel, Department of Justice, Edmonton Regional Office to Hladun and Company, Barristers and Solicitors, Edmonton, re Schreiber v. The Attorney General of Canada                           |                                                                               |
| 2B. Letter dated July 25, 2006 (2 copies) from Hladun and Company, Barristers and Solicitors, Edmonton, to Christine Ashcroft, Counsel, Department of Justice, Edmonton Regional Office re Schreiber v. The Attorney General of Canada                |                                                                               |
| 2C. Letter dated June 22, 2006 (2 copies) from Hladun and Company, Barristers and Solicitors, Edmonton, to Christine Ashcroft, Counsel, Department of Justice, Edmonton Regional Office re Schreiber v. The Attorney General of Canada                |                                                                               |
| 2D. Letter dated June 5, 2006 (2 copies) from Christine Ashcroft, Counsel, Department of Justice, Edmonton Regional Office to Robert Hladun, Hladun and Company, Barristers and Solicitors, Edmonton, re Schreiber v. The Attorney General of Canada. |                                                                               |
| 2E. Affidavit dated June 2, 2006, sworn by Melissa Smith, legal assistant with Hladun and Company, Barristers and Solicitors, Edmonton, re Schreiber v. The Attorney General of Canada                                                                |                                                                               |
| 2F. Letter dated March 1, 2006 from Hladun and Company, Barristers and Solicitors, Edmonton, to James Shaw, Department of Justice, Edmonton Regional Office                                                                                           |                                                                               |
| 2G. Letter dated July 25, 2006 from Karlheinz Schreiber to Hon. Peter Mackay, Minister of Foreign Affairs.                                                                                                                                            |                                                                               |
| 2H. Copies of online Hansard, dated May 27, 1998; February 17, 1998                                                                                                                                                                                   |                                                                               |
| 2I. Letter dated August 2, 1995 from Augsburg City Tax Office to Office of Public Prosecutor, Augsburg State Court (Germany)                                                                                                                          |                                                                               |
| 2K. Letter dated May 17, 2006 from Edward Greenspan, Greenspan, White Barristers, Toronto, to Hon. Vic Toews, Minister of Justice and Attorney General of Canada                                                                                      | <b>Should note the translation? My page number is page 10</b>                 |
| 2L. Letter dated June 16, 2006, from Karlheinz Schreiber to the Right Hon. Stephen Harper, PM.                                                                                                                                                        |                                                                               |
| 2M. Letter dated January 20, 1997, from Karlheinz Schreiber to Hon Allan Rock, Minister of Justice and Attorney General of Canada and Philip Murray,                                                                                                  |                                                                               |

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| <p>Commissioner, RCMP</p> <p>2N. Letter dated July 25, 2006 from Karlheinz Schreiber to Kevin Sorenson, MP</p> <p>2O. Three pages of content from web site of Conservative Party of Canada, Crowfoot Electoral District Association, Address by Kevin Sorenson to House of Commons, October 23, 2001.</p> <p><b>Action taken by PCO ECS: no reply, because matter before the courts</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| <p><b>3. August 4, 2006 from Karlheinz Schreiber to the Right Honourable Stephen Harper</b></p> <p>On page cover letter listing the following six enclosures, all of which are duplicates of enclosures sent with the July 31, 2006 letter.</p> <p>3A. Letter dated July 31, 2006 from Christine Ashcroft, Counsel, Department of Justice, Edmonton Regional Office to Hladun and Company, Barristers and Solicitors, Edmonton, re Schreiber v. The Attorney General of Canada (duplicate of 2A)</p> <p>3B. Letter dated July 25, 2006 (2 copies) from Hladun and Company, Barristers and Solicitors, Edmonton, to Christine Ashcroft, Counsel, Department of Justice, Edmonton Regional Office re Schreiber v. The Attorney General of Canada (duplicate of 2B)</p> <p>3C. Letter dated June 22, 2006 (2 copies) from Hladun and Company, Barristers and Solicitors, Edmonton, to Christine Ashcroft, Counsel, Department of Justice, Edmonton Regional Office re Schreiber v. The Attorney General of Canada (duplicate of 2C)</p> <p>3D. Letter dated June 5, 2006 (2 copies) from Christine Ashcroft, Counsel, Department of Justice, Edmonton Regional Office to Robert Hladun, Hladun and Company, Barristers and Solicitors, Edmonton, re Schreiber v. The Attorney General of Canada. (duplicate of 2D)</p> <p>3E. Affidavit dated June 2, 2006, sworn by Melissa Smith, legal assistant with Hladun and Company, Barristers and Solicitors, Edmonton, re Schreiber v. The Attorney General of Canada (duplicate of 2E)</p> <p>3F. Letter dated March 1, 2006 from Hladun and Company, Barristers and</p> |  |



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| <p>Solicitors, Edmonton, to James Shaw, Department of Justice, Edmonton Regional Office (duplicate of 2F)</p> <p>Action taken by PCO ECS: same as above (no reply, because matter before the courts) plus the correspondence consisted only of copies of correspondence</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                              |
| <p>4. August 23, 2006 from Karlheinz Schreiber to the Right Honourable Stephen Harper</p> <p>Action taken by PCO ECS: letter sent to PMO</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                              |
| <p>5. August 30, 2006 from Karlheinz Schreiber to the Right Honourable Stephen Harper</p> <p>Two page letter provides attachments that Mr. Schreiber forgot to send with his letter of August 23, 2006, which ECS transferred to PMO Correspondence. The attachments were forwarded to PMO.</p> <p>Action taken by PCO ECS: Attachment forwarded to PMO, no reply by PCO. No copies of the attachments were retained by PCO.</p>                                                                                                                                                                                                                                                                                                                                                                                        | <p>This doesn't agree with my information, ATI has had these records for quite some time</p> |
| <p>6. Sept. 26, 2006 from Karlheinz Schreiber to the Right Honourable Stephen Harper</p> <p>One page cover letter with the following enclosures:</p> <p>6A. Letter dated September 24, 2006 from Karlheinz Schreiber to Gilles Duceppe, Chef du Bloc Québécois</p> <p>6B. Letter dated September 25, 2006 from Karlheinz Schreiber to Hon. Stockwell Burt Day, Minister of Public Safety</p> <p>6C. "Political Justice Scandal" International Case and the "Airbus" Affair, Case Report, Ottawa, September 27, 2006 (13 pages)</p> <p>6D. "Political Justice Scandal" International Case, The "Airbus" Affair – Allen Rock &amp; William Corbett (4 pages)</p> <p>Action taken by PCO ECS: action before the courts, and correspondence consisted only of copies of correspondence to the above, no reply necessary</p> |                                                                                              |
| <p>7. October 27, 2006 from Karlheinz Schreiber to the Right Honourable Stephen Harper - one page letter with 5 enclosures</p> <p>7A. Letter dated October 26, 2006 from Karlheinz Schreiber to the Honourable Vic Toews, Minister of Justice and Attorney General of Canada (13 pages with the following enclosures)</p> <p>7B. Various correspondence and documents of legal nature originating with Department of Justice, Hladun and Company Barristers and Solicitors, Greenspan, White Barristers, 2006</p>                                                                                                                                                                                                                                                                                                       | <p>13 pages, not 11</p> <p>it would have been preferable to list all these</p>               |

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| <p>7C. Copies of pages from various web sites</p> <p>7D. "Political Justice Scandal" International Case and the 'Airbus' Affair, Case Report, Ottawa, September 27, 2006 (13 pages) (also enclosed with September 26, 2006 letter)</p> <p>7E. "Political Justice Scandal" International Case, The "Airbus" Affair – Allan Rock &amp; William Corbett (4 pages) (also enclosed with September 26, 2006 letter)</p> <p><b>Action by PCO ECS: matter before the courts, and just copies of letter to Min Toews, no reply necessary</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>documents?</p> <p><b>Items 7B-7E were all contained in a binder</b></p> |
| <p><b>8. November 30, 2006 from Karlheinz Schreiber to the Right Honourable Stephen Harper – one page cover letter with 4 enclosures.</b></p> <p>8A. Faxed letter dated November 16, 2006 from Jacqueline Palumbo, Counsel, International Assistance Group, Federal Prosecution Service, Department of Justice, to Karlheinz Schreiber (including fax cover sheet), enclosing copy of memorandum dated November 16, 2006 from Palumbo to Minister of Justice on the subject of Germany v. Karlheinz Schreiber, Extradition from Canada to Germany</p> <p>8B. Faxed letter dated November 14, 2006 from Palumbo to Karlheinz Schreiber, including copy of fax cover sheet.</p> <p>8C. Letter dated November 20, 2006 from Karlheinz Schreiber to Hon. Stockwell Burt Day, Minister of Public Safety, enclosing letter of November 15, 2006 from Lorraine Blommaert, Commission for Public Complaints Against the Royal Canadian Mounted Police</p> <p>8D. Letter dated November 28, 2006 from S/Sgt Michael Robineau, Professional Standards Unit, Royal Canadian Mounted Police, Ottawa to Karlheinz Schreiber</p> <p><b>Action by PCO ECS: Sent to Clerk's Office, because it related to his surrender for extradition. Paul Shuttle, Counsel, determined no reply necessary. Note on correspondence transmittal form by Paul Shuttle, dated December 20, 2006: "letter is simply copy of material submitted to Minister of Justice. Matter still pending before Minister." ECS sent it to the Clerk's Office to for advice as to whether it continued to be necessary not to reply to the Schreiber correspondence.</b></p> |                                                                            |
| <p><b>9. December 13, 2006 from Karlheinz Schreiber to the Right Honourable Stephen Harper</b></p> <p>Two page cover letter to two enclosures.</p> <p>9A. Letter dated December 7, 2006, from Jacqueline Palumbo, Counsel, International Assistance Group, Federal Prosecution Service, Department of Justice, to Karlheinz Schreiber</p> <p>9B. Letter dated November 15, 2006, from Hladun and Company, Barristers and Solicitors, Edmonton, to the Honourable Vic Toews, Minister of Justice and Attorney General of Canada</p> <p><b>Action by PCO ECS: no reply, matter before the courts</b></p> <p><b>10. January 16, 2007 from Karlheinz Schreiber to the Right Honourable</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                            |

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| <p><b>Stephen Harper - three-page letter, with the following 3 enclosures.</b></p> <p>10A. Letter dated December 14, 2006 from the Honourable Vic Toews, Minister of Justice and Attorney General of Canada to Edward Greenspan, Greenspan, White Barristers, Toronto (5 pages, plus fax cover sheet)</p> <p>10B. Two pages from Conservative Party of Canada web site</p> <p>10C. Two pages from AOL News web site</p> <p><b>Action by PCO ECS: A copy of the letter and enclosures was forwarded to DOJ, and an acknowledgement sent to KS. In retrospect, this was unnecessary.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| <p><b>11. January, 24, 2007 from Karlheinz Schreiber to the Right Honourable Stephen Harper</b></p> <p>Two page cover letter with nine enclosures.</p> <p>11A. Letter dated January 23, 2007 from Karlheinz Schreiber to the Honourable Robert Douglas Nicholson, Minister of Justice and Attorney General of Canada</p> <p>11B. Letter dated January 24, 2007 from Karlheinz Schreiber to the Honourable Stockwell Burt Day, Minister of Public Safety (2 copies)</p> <p>11C. Letter dated November 28, 2006 from S/Sgt Michael Robineau, Professional Standards Unit, Royal Canadian Mounted Police, Ottawa to Karlheinz Schreiber (duplicate of letter enclosed with November 30, 2006 letter from Karlheinz Schreiber to the Right Honourable Stephen Harper)</p> <p>11D. Letter dated January 10, 2007 from S/Sgt Michael Robineau, Professional Standards Unit, Royal Canadian Mounted Police, Ottawa to Karlheinz Schreiber</p> <p>11E. Letter dated January 16, 2007 from S/Sgt Michael Robineau, Professional Standards Unit, Royal Canadian Mounted Police, Ottawa to Karlheinz Schreiber</p> <p>11F. Complaint, appears to be a memo prepared on a complaint by Karlheinz Schreiber on November 14, 2006 to the Commission for Public Complaints Against the Royal Canadian Mounted Police (?)</p> <p>11G. Complaint, appears to be a memo prepared on correspondence sent by Karlheinz Schreiber on December 7, 2006 to the Commission for Public Complaints Against the Royal Canadian Mounted Police (?)</p> <p>11I. Copy of 3 pages from <a href="http://www.enterstageright.com">www.enterstageright.com</a></p> <p><b>Action by PCO ECS: no reply, just copies of letters referring to KS' ongoing legal case</b></p> |  |
| <p><b>12. March 29, 2007 from Karlheinz Schreiber to the Right Honourable Stephen Harper</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |

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| <p>Two page cover letter with three enclosure</p> <p>12A. Letter dated January 29, 2007 Karlheinz Schreiber to the Right Honourable Brian Mulroney (5 pages)</p> <p>12B. Copy of November 17, 1997 article by Robert Fife, Toronto Sun</p> <p>12C. Copy of 3 pages from RCMP web site (<a href="http://www.rcmp-grc.gc.ca">www.rcmp-grc.gc.ca</a>)</p> <p><b>Action by PCO ECS: no reply necessary, as the bulk of this correspondence is a letter to Mulroney, and matter before the courts</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p><b>ATIP Comment: what happened to the letter of April 8, 2007?</b></p> |
| <p><b>13. April 10, 2007 from Karlheinz Schreiber to the Right Honourable Stephen Harper - Two page letter with 17 enclosures</b></p> <p>13A. Letter dated April 8, 2007 from Karlheinz Schreiber to the Right Honourable Stephen Joseph Harper (this letter was not received separately by PCO Executive Correspondence Services- it was only received as an enclosure to the April 10, 2007 letter to the Prime Minister, and therefore not registered separately)</p> <p>13B. Letter dated April 3, 2007 from Robert W. Hladun, QC, Hladun and Company, Barristers and Solicitors, Edmonton, to the Honourable Robert Douglas Nicholas, Minister of Justice and Attorney General of Canada</p> <p>13C. Copies of 4 pages from <a href="http://www.globeandmail.com">www.globeandmail.com</a></p> <p>13D. Copies of press clippings from Globe and Mail</p> <p>13E. Letter dated April 10, 2007 from Karlheinz Schreiber to the Right Hon. Brian Mulroney (1 page) with the following enclosures</p> <p>13F. Two pages from <a href="http://www.cbc.ca">www.cbc.ca</a>; 1 page from <a href="http://www.canada.com">www.canada.com</a></p> <p>13G. Letter dated March 16, 1993 from Karlheinz Schreiber to the Right Honourable Brian Mulroney;</p> <p>13H. Diagrams of military equipment;</p> <p>13I. Copy of article from International Defense Review, 1993;</p> <p>13J. Page from web site, URL not clear</p> <p>13K. Letter dated March 17, 1993 from Karlheinz Schreiber to Hon Kim Campbell, Minister of National Defence;</p> <p>13L. One page picture of military equipment;</p> <p>13M. One page news clipping; letter dated;</p> | <p><b>ATIP considers this record to be Not Relevant to Redacted</b></p>   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| <p>13N. Letter dated October 18, 1990 from Karlheinz Schreiber to Honourable Bill McKnight, Minister of National Defence;</p> <p>13O. Letter dated September 25, 1990 from Karlheinz Schreiber to Robert Fowler, Deputy Minister of Department of National Defence;</p> <p>13P. Letter dated August 1, 1995 from Paul Heinbecker, Canadian Ambassador, Embassy of Canada in Germany to Karlheinz Schreiber;</p> <p>13Q. One page news clipping.</p> <p><b>Action by PCO ECS: no reply, matter before the courts</b></p> |                                                                  |
| <p>14. May 3, 2007 from Karlheinz Schreiber to the Right Honourable Stephen Harper</p> <p><b>Action taken by PCO ECS: letter sent to PMO</b></p>                                                                                                                                                                                                                                                                                                                                                                        | <p><b>ATIP does not have a copy of this record</b></p>           |
| <p>15. Sept. 26, 2007 from Karlheinz Schreiber to the Right Honourable Stephen Harper</p> <p><b>Action taken by PCO ECS: letter sent to PMO</b></p>                                                                                                                                                                                                                                                                                                                                                                     | <p><b>This record is past the time frame of this request</b></p> |



MEMORANDUM FOR ISABELLE MONDOU

**HANDLING OF CORRESPONDENCE BY  
EXECUTIVE CORRESPONDENCE SERVICES OF PCO**

(Information Only)

**SUMMARY**

- The purpose of this note is to provide general information on how correspondence addressed to the Prime Minister is handled by PCO Executive Correspondence Services (ECS)
- As well, information is provided on how the letters from Karlheinz Schreiber to the Prime Minister were handled from June 2006 to September 2007.

**Background**

- PCO's dedicates 35 FTEs in Executive Correspondence Services (ECS) to the management of correspondence to the Prime Minister. A separate small unit in the Prime Minister's Office (Prime Minister's Correspondence) manages correspondence that is political or personal in nature, or is correspondence that PMC wishes to handle itself.
- ECS manages an enormous volume of correspondence. In 2006-07, the last full year for which statistics are available, ECS handled 1,701,846 items of correspondence (including telephone calls).
- Procedures are in place to guide the handling of correspondence and automated systems are used to manage and track the items.
- Each year ECS editors, writers, and analysts individually handle and make decisions on thousands of correspondence items. In doing so they follow procedures and seek guidance from their supervisors, and exercise judgment in relation to how procedures will be applied on a case by case basis to the thousands of unique

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items that they each handle.

### **Process for Postal Mail**

#### **Security Screening**

- Postal mail addressed to the Prime Minister is opened and screened at a secure PCO off-site facility for dangerous contents.
- Mail then goes to the PCO mail handling facility at the Langevin Building, for distribution to PCO Executive Correspondence Services (ECS). It is first handled by the ECS mailroom where an initial sort takes place.

#### **Sorting of Letters by ECS**

- Letters are sorted into the following categories:
  - Political and personal mail: detailed description below
  - Priority mail (mail from VIPs): detailed description below
  - General mail (mail from the public): detailed description below
  - Requests for a message from the Prime Minister
  - Requests for greetings for wedding anniversaries, significant birthdays, military retirements, and business anniversaries
  - Write-in campaigns on specific issues (post cards, form letters, and petitions)
- Once the first triage is done, letters and postcards will be stamped with an accession number.

#### **Procedures for Handling: Political or Personal Mail**

- Personal or political mail is defined as mail that relates to:
  - the (Prime) Minister's constituency business and role as a Member of Parliament;
  - party political matters (such as leadership, party organization, caucus affairs, and political appointments);
  - the private life and personal interests of the Prime Minister;
  - comments regarding statements by the Prime Minister;

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- comments on the performance of the Prime Minister or members of his Cabinet.
- In addition, PM Correspondence in the Prime Minister's Office (PMC) may wish to single out particular issues for handling by their unit, either because the PM knows the individual, the issue is one with which he wishes to be identified, or the issue is of particular concern to the Prime Minister or his staff. In these cases, the matter will be flagged by PMC and dealt with by the respective Managers of ECS and PMC. As before, neither the original letters nor copies will be kept by the ECS.
- From time to time, ECS sends correspondence to PMC to give them the opportunity to determine if they wish to handle correspondence on a subject where no specific instructions have been received by ECS from PMC. This is done by contacting PMC by telephone or e-mail, or by transferring the correspondence file to them.
- Personal or political mail is given an accession number by the ECS mailroom and forwarded to the analysts for profiling and scanning. The originals are forwarded to Prime Minister's Correspondence in the Prime Minister's Office. No copies are kept by ECS and the permissions for viewing the scanned letter are switched by PMC to "PMC eyes only". Moreover, no keywords are entered in the system.
- Invitations are also scanned into the system and coordinates are entered. The originals go to PMO. If the decision of PMO is to decline the invitation, PMO will return the invitation with instructions to decline and a standard decline text will be sent out by the ECS.

#### **Procedures for Handling: Priority Mail**

- Letters from prominent individuals such as Heads of State, Premiers and Ministers will be treated as priority mail and may receive a reply signed by the Prime Minister. In such cases, these letters are first identified in the mailroom then brought to the Mailroom and Production Unit Supervisor, who prepares a paper routing form (called a "T-form" – *see example attached*). This contains the name of the correspondent, the accession number, the date of the letter and the date received, as well as boxes for check-off for action as well as for information copies.

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- Priority mail is forwarded to the English or French Editor for routing. The Editor will first decide whether it truly is priority mail or should be downgraded to general or "urgent general" (treated as general mail, but with a shorter reply deadline). The Editor will tick off the boxes for action or information and assign a distribution list.
- Letters from Heads of State and Government, Premiers and Cabinet Ministers are normally assigned to the Office of the Clerk of the Privy Council for consideration and/or reply. Replies are prepared by the appropriate PCO secretariats. Upon signature by the Prime Minister, copies of replies are returned to the ECS for scanning in the database.
- Letters from important but less prominent individuals, such as heads of non-government organizations, will generally be handled by the ECS, with the Editor assigning the reply to a writer according to their respective portfolios. These will either receive a simple acknowledgement, a letter of thanks (in the case of a gift), or forwarded to the appropriate line department. The priority letters assigned to an ECS writer will be edited then merged by the Editor, with the reply signed by the writer and the file closed and the letter mailed out by the mailroom.

#### **Procedures for Handling: General mail**

- General mail is forwarded by the ECS mailroom to the analyst section where a correspondence analyst will enter the correspondent and his contact information into the Correspondence Information Management System (CIMS). The letter is scanned into CIMS. General mail never receives a paper routing form (t-form) and goes straight to the analysts for handling.
- If the letter can receive a standard reply, then the analyst will choose one from the standards library. The system will produce a paper reply which is signed by the analyst supervisor. If the correspondence is being forwarded for information or consideration to another department, copies of the incoming and outgoing correspondence are e-mailed from the database to the department. The vast majority of mail that receives a reply is forwarded to line departments for information and action.
- If a letter cannot be addressed via an existing standard reply (i.e., a trying personal case, a child's letter, or a complex matter involving

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several departments, etc.), it will be assigned to an ECS writer for reply. The writers have assigned portfolios which divide up federal departments and agencies. They may choose to reply via a semi-standard (a library or standard openings and closings) or a customized reply.

- Not all letters receive replies. Letters that are unsigned, abusive, concern a matter before the courts, obscure, or from a prolific (very frequent) writer are generally directed to file. A detailed list of the reasons for filing correspondence is attached. General mail is directed to file by the writer, in consultation with the analyst and/or the Editor.

#### **Process for Electronic Mail**

- E-mails to the Prime Minister are sent either via his Web site ([pm@pm.gc.ca](mailto:pm@pm.gc.ca)) or through his Parliament Hill Office, in which case it is transferred to the PM's e-mail account which is accessed by ECS.
- E-mails are first sorted by the Supervisor of the analyst section and any junk e-mails or copies are deleted. General e-mails that require a reply may receive a standard reply from the library of e-mail standards. In cases where a standard is inappropriate, they are assigned to a writer, and treated the same as general postal mail.
- Priority e-mails are printed, given an accession number then scanned into the database and treated like postal mail.
- Political and personal e-mails are transferred electronically to PMO Correspondence folder in the system, an automatic acknowledgement is generated, and then the e-mail is automatically deleted from the PCO e-mail system.

#### **Handling of Letters from Karlheinz Schreiber to the Prime Minister, June 2006 to September 2007**

- A total of fifteen (15) letters from Karlheinz Schreiber to the Prime Minister – all with enclosures – were received and handled by Executive Correspondence Services of PCO.

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- Eleven (11) letters (July 31, 2006; August 4, 2006; August 30, 2006; September 26, 2006; October 27, 2006; November 30, 2006; December 13, 2006; January 16, 2007; January 24, 2007; March 29, 2007; April 10, 2007) were handled within ECS.
- Of the eleven items handled by ECS, nine were directed to file without response, for the following reasons:
  - the matters described therein were before the courts in relation to Mr. Schreiber's extradition case and his lawsuit against Allan Rock, and the Department of Justice was fully apprised of these matters. It is standard ECS practice not to reply to correspondence about active litigation, and to direct these items to file;
  - all of the nine letters were forwarding copies of between Mr. Schreiber and other individuals -- ECS practice is not to reply to letters which are copies;
  - Mr. Schreiber came to be considered a "prolific writer"-- it is ECS practice not to reply to individuals who write repeatedly on the same subject.
- The remaining two letters of the eleven handled by ECS were handled as follows:
  - The letter of January 16, 2007 was acknowledged by ECS and forwarded to Justice for information.
  - The letter of November 30, 2006 was sent to the Clerk's Office for advice and/or reply. The Clerk's Office advised that no reply was necessary and the letter was filed.
- Four letters (June 16, 2006; August 23, 2006; May 3, 2007; September 26, 2007) were sent by ECS to Prime Minister's Correspondence (PMC). This was to give Prime Minister's Correspondence the opportunity to comment on the way the correspondence was being handled by ECS, to raise concerns, or to indicate that the correspondence should be handled by PMC. PMC did not provide ECS with any direction on how the correspondence should be handled. ECS did not retain copies of the correspondence transferred to PMC.

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Sheila Powell  
Director  
Corporate Information Services  
Division

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### **Annex One: Reasons for Directing Correspondence to File**

**Obscure:** no main point, unclear request, paranoid, irrational, incoherent, nonsensical.

**Religious:** religious *opinions*, lectures on morality, evangelism; although a writer should thank correspondents for prayers and good wishes (encouraging words).

**Prolific:** (having written 10 times or more per year) usually deemed so by the writer or MPU; noted in correspondents' address field. If the individual has not written in six months, the writer may wish to reply to his/her new correspondence (case by case basis).

**Does not address PM:** letter is not addressed to PM, including courtesy copies forwarded to his attention and general circulation lists (cc'd).

**Overtaken by events:** obsolete issue, matter resolved, too late to reply. Writer should reply if correspondent is offering additional comments on the issue.

**Illegible:** unable to read signature or handwriting.

**Incomplete information:** missing return address or full name (after a search for the information).

**Previous Reply:** correspondent received reply(ies) on same issue previously (within the previous six months). If the correspondent offers new information, they may receive a "continuing interest" reply.

**Inappropriate language:** profane, slanderous, insulting, racist, undignified language or tone.

**Comments:** comments made without any expectation of a reply, information only, correspondent does not want a reply, no questions raised, notes on business cards, clippings from newspapers with little to say in the accompanying letter.

**Write-ins:** mass-produced postcards and form letters with no original content from correspondent; usually caught in the mail room.

**Thank you letters:** no need to reply except in certain circumstances, such

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as endorsement of government initiative, encouraging words, VIPs.

**Convicts** in penitentiary; provincial or federal prisoners generally do not receive replies. Refer to writer.

**Legal case** - Correspondents writing about a matter before the courts can receive the standard acknowledgement on the impossibility of intervening in a private legal matter, or be directed to file. People who write more than once on their legal troubles can be filed as a matter of course, if there is no threat to the PM.

**Irreverent:** correspondence clearly with no serious intent, such as "buy me a motorcycle".

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### **Annex Two: Correspondence Volumes and Statistics**

- The following is a breakdown of all mail items: postal mail, electronic mail, petitions, and postcards. Telephone calls to the Prime Minister are also included:

2000-2001 - 594,027  
2001-2002 - 1,105,534  
2002-2003 - 1,673,941  
2003-2004 - 1,219,191  
2004-2005 - 1,648,074  
2005-2006 - 2,116,118  
2006-2007 - 1,701,846

- In 2006-2007, 154,523 items of postal correspondence and telephone calls were handled (excludes e-mail and write-ins).
- Of the 154,523 items:
  - 33% were greetings requests (certificates issued by Greetings Section)
  - 17% were phone calls to the PM handled by the ECS's telephone enquiries officers
  - 26% were other (copies of letters to other Ministers, junk and promotional mail, etc.)
  - 25% were letters (38,788) that were registered (scanned and entered into database), of which 81% (31,597) were replied by ECS; 8.3% (3,224) were designated "personal and political" and transferred to PM Correspondence; and 10.2% (3,967) were directed to file without a reply.

#### **E-mail handled by ECS in 2006-2007**

Total e-mails received: 1,064,455

Total replies sent by ECS: 80,482 (7.56%)

No replies (directed to file): 62,986 (5.9%)

Electronic write-ins/petitions (Counted but not replied to): 513,811 or (48.2%)

Junk mail (ads usually or unreadable code): 206,222 (19.2%)

Political and personal: 19,803 (1.86%)

Misc.: 1,469 (.14%)

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**MEMORANDUM FOR THE PRIME MINISTER**

**HANDLING OF THE LETTERS FROM  
KARLHEINZ SCHREIBER TO THE PRIME MINISTER**

(Information Only)

**SUMMARY**

- Executive Correspondence Services (ECS) of PCO receives all mailings addressed to the Prime Minister and, based on an established protocol, forwards certain of the mailings to the Prime Minister's Correspondence (PMC) Unit in the PMO.
- ECS received sixteen letters from Karlheinz Schreiber to the Prime Minister between June 2006 and September 2007.
- Four letters (June 16, 2006; August 23, 2006; May 3, 2007; and September 26, 2007) were sent by ECS to PMC.
- Twelve (12) letters were handled within ECS (July 31, 2006; August 4, 2006; August 30, 2006; September 26, 2006; October 27, 2006; November 30, 2006; December 13, 2006; January 16, 2007; January 24, 2007; March 29, 2007; April 8, 2007; and April 10, 2007).

**Background**

- In 2006-07, the Executive Correspondence Services (ECS) handled 1.7 million items of correspondence. Correspondence includes letters, e-mail messages, postcards and petitions. ECS receives all mailings addressed to the Prime Minister. In 2006-07, 130,000 items of postal mail were received.

**Canada**

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- Based on an established protocol (see Appendix A), certain mailings are forwarded to the Prime Minister's Correspondence Unit (PMC). ECS does not retain copies of correspondence transferred to PMC.
- Karlheinz Schreiber sent sixteen letters addressed to the Prime Minister between June 2006 and September 2007. During the whole period he was fighting extradition proceedings against him as well as pursuing his own lawsuit against the government. He launched a lawsuit against Mr. Mulroney in March 2007.

Mr. Schreiber included with each of the sixteen letters various enclosures, consisting of copies of letters to others (including the Right Honourable Brian Mulroney, Ministers Toews, Nicholson, and Day), correspondence between various people, documents produced in legal proceedings, printouts of web sites and copies of articles. Mr. Schreiber's letters did not always have a clear purpose other than passing on to the Prime Minister various enclosures.

- Twelve (12) letters were handled within ECS without being forwarded to PMC (July 31, 2006; August 4, 2006; August 30, 2006; September 26, 2006; October 27, 2006; November 30, 2006; December 13, 2006; January 16, 2007; January 24, 2007; March 29, 2007; April 8, 2007; and April 10, 2007).

Of these twelve letters, ten were directed to file without response for a number of reasons. The letters were forwarding copies of letters involving other individuals. Some letters referred to active litigation. Indeed, in some cases the material Mr. Schreiber was "taking the liberty to send you" was quite voluminous and somewhat incoherent. It is standard ECS practice not to reply to correspondence about active litigation, or correspondence which transmits copies of letters to and from other individuals.

The remaining two letters were handled as follows.

- The letter of November 30, 2006 was sent to the Clerk's Office. At the time, it constituted the 8<sup>th</sup> mailing received from Mr. Schreiber. The Clerk's Office advised that no reply was necessary and the letter was filed.

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*Why?  
What is the subject?*

NS

- The letter of January 16, 2007 was acknowledged by ECS and forwarded to the Department of Justice for information.
- Four letters (June 16, 2006; August 23, 2006; May 3, 2007; and September 26, 2007) were sent by ECS to PMC.
- The letter of June 16, 2006 was the first one sent to the Prime Minister by Mr. Schreiber. In it, Mr. Schreiber makes a broad allegation about the "Liberal legacy of scandal".

*Why were there 4 letters sent to PMC? (copy letter)*

The letter of August 23, 2006 was the 4<sup>th</sup> one sent by Mr. Schreiber. Contrary to his 2<sup>nd</sup> and 3<sup>rd</sup> letters, which were merely passing on correspondence, the August 23 letter appended what was presented as the first of many "case reports" to follow in the subsequent months.

The letters of May 3, 2007 and September 26, 2007 were the last letters, until that of November 25, sent by Mr. Schreiber. The September 26 letter has a number of annexes which seek to support Mr. Schreiber's general contention that there exists a conspiracy against him hatched by the Department of Justice and the RCMP. On September 26, Mr. Schreiber had already asked Minister Nicholson to review his extradition to Germany while was pending before the Supreme Court his 2<sup>nd</sup> leave to appeal application (from the refusal of Minister Toews to reconsider the decision to extradite made by Minister Cotler). The 2<sup>nd</sup> leave application was denied by the Supreme Court on October 4. On that same day, Mr. Schreiber sought an injunction against Minister Nicholson in order to prevent his extradition while the new reconsideration was still pending.

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It is in the context of a flurry of court cases desperately seeking to prevent extradition, some 8 years after proceedings to extradite had commenced, that the September 26 letter was forwarded to PMC. Minister Nicholson denied reconsideration on October 11; an appeal was immediately launched by Mr. Schreiber and the Ontario Court of Appeal agreed with Minister Nicholson on November 15. With numerous court cases ongoing, and very significant efforts made by the Minister of Justice to complete the extradition process in the face of dilatory tactics, it would have been inappropriate for the government to offer comments.



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next?*

- A 17<sup>th</sup> letter from Mr. Schreiber, dated November 25, 2007, has been received, and has been assigned to the Office of the Clerk, with an information copy provided to PMC. }

Kevin G. Lynch

Attachment

N/S



## Schreiber hired Mulroney

-  Article
-  Comments 

WILLIAM KAPLAN  
FROM MONDAY'S GLOBE AND MAIL  
NOVEMBER 10, 2003 AT 2:32 AM EDT

It was a shocking claim. In the confines of a closed-door Toronto court hearing, one of Canada's better-known lawyers drew a bead on one of Canada's better-known investigative journalists: "A major political enemy of the Right Honourable Brian Mulroney," Edward Greenspan declared, "and she's somehow in bed with the RCMP."

Please see:

- Was journalist RCMP informant?
- 'An abuse of power of the worst kind'
- 'This is not the way you do business in Canada'

Greenspan accused Stevie Cameron of being so out to get the former prime minister, so keen to catch him doing something wrong, that she broke a key tenet of her craft and enlisted as a secret informant to help the police expose him as corrupt.

For two days, Greenspan castigated Cameron in his attempt to have a judge throw out the highly unusual secret warrant that in December, 1999, had allowed the Mounties to spend three days searching the Fort Erie, Ont., offices of Eurocopter Canada.

Greenspan's client, German-born businessman Karlheinz Schreiber, is alleged to have shared in more than \$1-million in improper commissions after the German-based subsidiary's predecessor company sold 12 light helicopters to the Canadian Coast Guard in 1986. Also fighting to keep Schreiber from being extradited to his homeland to face tax-fraud charges, Greenspan wanted the warrant quashed to keep the helicopter allegations from being made public.

If he could show the case against Eurocopter was tainted because the abortive, infamous Airbus investigation from which it stemmed was itself tainted by Cameron's actions, Schreiber might escape unscathed. And by the time Greenspan had finished his argument in court, Cameron's role in the investigation had become an issue.

But what if Mulroney had a business relationship with Schreiber after all, not while he was in office but soon after leaving it?

For years, Cameron tried to establish, in book after book and speech after speech, that Mulroney was, as she almost asserted flat out, "on the take."

But the best she and her famous research binders - crammed with information about Mulroney-government wrongdoing, real and imagined - were able to establish was that some of those around Mulroney had crossed the line. The same has been said of prime ministers before and since.

On Mulroney, Cameron could never prove that he, personally, had done a single improper thing. Even the information she provided to the police, which eventually helped to spark the government's infamous 1995 letter to the Swiss that called the ex-PM a criminal, did not do the trick.

When Mulroney's ensuing defamation suit was settled, the RCMP and the government acknowledged there was no evidence of any unlawful activity on his part.

Whatever had been handed over had caused him huge damage, but fallen short of criminal charges.

However, the RCMP's investigation into the three big projects - Air Canada's purchase of \$1.8-billion worth of Airbus planes, the coast guard's \$27-million worth of helicopters and German-based Thyssen Industries' proposed Bearhead project to build armoured military vehicles in Cape Breton - continued long after Mulroney settled his suit.

"Airbus probe still a top file for RCMP," Robert Fife, the well-connected reporter for the National Post wrote on Dec. 29, 2001. "Thousands of RCMP officers were redeployed after Sept. 11, but not the seven officers and team of forensic accountants assigned to the Airbus investigation. RCMP Cor-poral Louise Lafrance told the National Post yesterday the Airbus inquiry is one of the 'big investigations' kept intact."

Frank Moores was, Fife reported, far from impressed: "The thing has been going on for almost seven years and I have no idea whatsoever when they'll release my accounts." Unable to earn much of a living since Airbus, Moores wanted access to his money.

But as Fife reported: "The RCMP refuses to discuss details of the case or to explain why Moores's accounts remain frozen. Moores, an Ottawa lobbyist during the Mulroney years in government, said he was completely up-front as soon as the Airbus investigation was leaked to the media in November, 1995.

"He did not resist RCMP demands to obtain his Swiss bank account, and contacted Revenue Canada to settle any outstanding taxes."

This spring, however, the government finally called the whole thing off.

Dated April 22, 2003, the announcement was completely straightforward: "After an exhaustive investigation in Canada and abroad, the RCMP has concluded its investigation into allegations of wrongdoing involving MBB Helicopters, Thyssen and Airbus. In October, 2002, a charge of fraud was brought against Eurocopter Canada Ltd. (formerly MBB Helicopters Canada Ltd.) and two German citizens, Kurt Pfeleiderer and Heinz Pluckthun.

"The RCMP has now concluded that the remaining allegations cannot be substantiated and that no charges will be laid, beyond the charge of fraud already before the courts. A preliminary inquiry in the Eurocopter fraud charge is scheduled to begin Sept. 8, 2003, at Ottawa.

"Today's announcement fulfills a commitment made by former commissioner Phil Murray to announce the results of the Airbus investigation once the RCMP concluded its investigation."

The case had gone on for eight years and cost untold millions, not to mention the \$2-million the government had to reimburse Mulroney for expenses incurred in his \$50-million defamation suit. In the end, only Eurocopter and two MBB officials in Germany were ever charged with anything.

The Germans, Pfeleiderer and Pluckthun, have declined the Canadian invitation to attend the preliminary inquiry. An Interpol arrest warrant for the duo was issued, but as long as they stay in Germany the chances they'll be forced to face charges in Canada are nil. The preliminary is not expected to end until 2005, but with no evidence that Eurocopter's Canadian officials did anything wrong, how the Crown's case can succeed is a bit of a mystery.

Mulroney was informed first that the investigation was over — the RCMP came to see him and hand-delivered the letter from Commissioner Giuliano Zaccardelli. Schreiber and Moores also got a heads up on the notification personally transmitted by the force.

The news for the three was welcome — being told that a criminal investigation is over always is — but many questions remained unanswered. Who knew what in government and when? Was the investigation politically motivated? And where did the all the money go? One thing Cameron did establish was that a lot of money was paid in commissions for various transactions including Airbus and the helicopter sale. We still do not know precisely who got it and for what, and now maybe we never will.

Some loose ends will never be tied up, but others now can, including, most interesting of all, that Mulroney did enter into a commercial relationship with Schreiber after leaving office.

Award-winning National Post reporter Philip Mathias got the story first, nailing it down in late 2000 and early 2001: "Brian Mulroney was paid \$300,000 in cash by German businessman Karlheinz Schreiber, the man at the centre of the Airbus affair, over an 18-month period beginning soon after Mulroney stepped down as prime minister in 1993."

The story made it clear that the payments had nothing to do with Airbus, or any of the other wrongdoing asserted in the 1995 letter of request. The story noted that, at the time the payments were made, Mulroney was re-establishing himself in the private sector and there was no reason not to do business with Schreiber, who was not, at the time, embroiled in the various legal proceedings and political scandals that would soon overtake him.

The Post interviewed Schreiber for the story and quoted him as saying that the business relationship between the two was "normal" and it was not up to him "to report on Brian Mulroney to the Canadian public." The story also pointed out that \$300,000 was not an unusual sum for providing legal and lobbying assistance on big-ticket items.

Mulroney apparently declined to comment for the story, as did his lawyers. However, Mathias did get to speak to a "Mulroney confidant" who told him that "the former prime minister earned the fee in full" by performing services for Schreiber after the fee was paid. The Post was not told the nature of the work or when it was done. Asked why Mulroney had not made this matter public sooner, the confidant replied that Mulroney was fearful of creating a false impression in the middle of what he described as "a witch hunt over the so-called Airbus affair."

Mathias said the amount involved paled in comparison with the millions Mulroney was alleged by the Canadian government and others to have taken as a payoff for Airbus and the other transactions. Mathias also believed, but could not apparently confirm, that the purpose of the retainer was to assist in kick starting the Bearhead vehicle project, in Cape Breton if possible or, if politics demanded it, in the east end of Montreal.

After working on the story for months, Mathias submitted it in early January, 2001, just weeks before his scheduled retirement. It went for legal vetting, was approved and emerged from editorial fairly edited. Mathias waited and waited and waited. Nothing happened.

He began to ask questions and pester. He finally wrote to the proprietors — at that time there were two of them: Conrad Black and the Asper family. Finally, in a letter near the end of March, he complained. He told the owners that Mulroney received the cash beginning soon after he left office in 1993 to return to the private sector and accepted the last payment in December, 1994 — four months before Airbus started coming to light. Why, he asked, was the story not published? It was, he suggested, clearly newsworthy.

A few days later Mathias was summoned to a meeting with senior editorial staff. The meeting did not go well. Why, he was asked repeatedly, was he pursuing the story? There was, he was told, no story. Why, he was asked, had he gone over his bosses' heads?

Discussion then turned to the merits of what he'd written. Mathias took the position that a story about a former prime minister accepting \$300,000 in cash from an international arms merchant was newsworthy. There was further discussion, a line-by-line dissection of the story, more observations on why it wasn't a story, and finally the meeting ended.

That night, Ken Whyte, then the editor-in-chief of the Post, called Mathias at home. He had not been at the meeting but said the views of the editors on the story reflected his own. If there really were something there, it had to be placed in context. Whyte suggested that Mathias contact me, being the author of a book about the whole thing, to do that.

I was contacted and provided a comment, on the condition that it be published in its entirety. It went as follows: "I generally prefer to withhold comment until I have all the facts, but let me make the following observations about what you have told me. First, building a second light armoured vehicle manufacturing facility in Canada — as you know we already had one in London, Ontario — was always predicated on huge infusions of federal cash — hundreds of millions of dollars in either guaranteed orders or infrastructure and other support. It did not matter whether the project was to be located on Cape Breton Island or the east end of Montreal. This fundamental fact — that hundreds of millions of taxpayer dollars was required to fund the initiative, made it uneconomic when Mr. Mulroney was prime minister and none of the underlying economic, political or other factors leading to the rejection of the proposal by Mulroney had changed when Mr. Chrétien became prime minister. Given all of this, what exactly did Schreiber think he could achieve?"

"On this point, you tell me that Mr. Schreiber paid Mr. Mulroney to assist him in this endeavour from some time in the summer of 1993 until December, 1994. While it is conceivable — but for the reasons already given, unlikely — that Mulroney could have helped the project if Kim Campbell was elected prime minister, it is inconceivable that Mr. Chrétien and his Liberals would have been responsive to any initiative spearheaded by Mr. Mulroney and that is why, presumably, Mr. Schreiber retained Marc Lalonde. Why, then, would Mr. Schreiber have paid Mr. Mulroney for anything for services after the fall 1993 election? In other words, how this project could have been advanced with Mr. Mulroney on the payroll after the Liberals got into power is beyond me.

"You tell me that \$300,000 was delivered to Mr. Mulroney in cash. Frankly, this is the strangest part of the story and I would like to know a little more about it as it seems, I must say, improbable. I cannot imagine money being delivered in the sense payments of cash connote. So what exactly is meant by cash? Invoices sent for services delivered compensated by wire transfers? Obviously, a lot of questions are raised by this account and until those questions are answered I am not sure what to make of it. The first thing to do would be to ask the former prime minister for an explanation.

"Finally, and this is the most important thing I have to say. On Airbus, Mulroney was presumed guilty. In fact, he was not guilty of anything. You do not have to believe me about this. The CBC's *fifth estate* said so; Stevie Cameron, Mulroney's nemesis, said so. Judge Alan Gold, who arbitrated the award of legal fees to Mulroney, concluded that he suffered a grievous injustice, and my own study determined that he had nothing to do with Airbus. So whatever implications people might wish to draw from this new account, I would suggest that some caution is in order before jumping to any conclusions."

Mathias continued to press for publication of his story but got nowhere and eventually gave up. The environment for its publication, he reflected years later, was

just not right. In fact, the atmosphere was downright hostile, and so a newsworthy story was relegated to electronic purgatory on the Post's hard drive.

Mathias was a veteran reporter with very good sources. He was the journalist who broke the news that the government of Canada had sent the Swiss a letter calling Mulroney a criminal, and he had been working on different angles of the story ever since. Now he had uncovered one of the biggest scoops of his career and, instead of getting the front-page treatment the story deserved, it was suppressed and he was treated as though he had a communicable disease.

A long career in investigative journalism ended in disgust, and The Post continued its campaign of bemoaning the so-called victimization of Mulroney by the RCMP and others on the one hand, while puffing him on the other, particularly when doing so cast the current Prime Minister in a less positive light.

All the while there was time bomb waiting to go off. The story could not die.

A public-relations catastrophe for Mulroney had been averted, but the respite was only temporary. I had learned of the payments, and I wanted an explanation. If all this were true, my book clearly required a sequel.

Asking for Mulroney's side of the story was the first step. Eventually he explained that Schreiber had paid him the money — though he disputes the amount — for his assistance in promoting a fresh-cooked pasta business Schreiber had started in Canada as well as his international interests.

When he joined Ogilvy Renault, Mulroney made it clear, he asserts, to his future partners that in addition to practising law, he would be a consultant.

His clients' names are confidential and will not, he insisted, be released without their permission. "If," he said, emphasizing the word, clients paid for his services in cash, that would be reflected in the books of the company, all income would be declared and all taxes paid.

Had Mulroney been retained to lobby for Bearhead, at the very least, he would have had to register as a lobbyist, which he did not, and there might have been conflict-of-interest issues, given that he had so recently been prime minister, and hadn't stepped down as a sitting MP until the Oct. 25 election.

So it seems Mathias got that part of the story wrong. According to longtime Mulroney spokesperson Luc Lavoie, the money was paid "to assist Schreiber with his pasta business and to arrange a number of introductions and meetings with international business executives."

Mulroney, Lavoie added, never lobbied for Schreiber and so never had to register as a lobbyist. "All income was declared and all taxes paid."

It was straightforward from the get-go, Lavoie insisted. "The truth is," he said in an interview, "Mulroney never had anything to do with Airbus, he had nothing to do with MBB and he had nothing improper to do with Bearhead. Being hired as an international adviser after he left office was entirely consistent with the practice he was setting out to establish."

Fair enough. For all intents and purposes, Schreiber was a well-connected businessman with interesting projects and plans, and Mulroney could help.

But why was Mulroney never asked any questions about all this back in 1996, when he was examined by government lawyers in Montreal as part of his libel suit? How did they all miss such an obvious line of inquiry?

The examination on discovery, as it is known in Quebec, began on April 17, 1996, and took about a day and a half. Mulroney was asked, and answered, a lot of questions about Schreiber and his involvement with Schreiber's efforts on behalf of Thyssen to build the light armoured vehicles in Cape Breton.

Obviously, any Canadian prime minister would be interested in bringing manufacturing jobs to an area with one of the country's highest unemployment rates. Mulroney was repeatedly asked about it and repeatedly made the point that it was his government that decided not to go ahead with the project. A number of underlying political and economic assumptions just didn't make sense.

Mulroney observed that Schreiber was indefatigable. No matter how many times he was turned down, he would come back with a different twist or spin in order to attract the government's interest. For example, when Ottawa said no to light armoured vehicles, he proposed building "peacekeeping vehicles" for use by Canadian troops and others on United Nations missions. But Canada already had the facility in London, Ont., for building this kind of vehicle, and there was no way Mulroney's government was going to spend the \$100-million or so required to help launch a second one.

Examinations on discovery provide each side in a legal action with fairly wide scope to ask the other side questions in order to prepare for the forthcoming trial. This one provided the government lawyers with an opportunity to put Mulroney's relationship with Schreiber under a microscope. But not once in the hundreds of questions put to the former prime minister, was he ever asked point-blank whether he had taken money from Schreiber.

The central claim made against him in the 1995 letter to the Swiss was that he'd been paid off. Had Mulroney been asked whether he'd taken a bribe, he obviously would have denied it. And there is no evidence that he had. Asking him whether he'd done business with Schreiber was a fairly logical place to start, along with a detailed inspection of every call, every letter, every visit — everything to do with anything that involved the two men.

Yet Mulroney was never asked exactly how many times they had met, in what circumstances and where. The questions related to Bearhead almost exclusively and largely focused on Mulroney's activities while in office. He was asked very little about their relationship after he stopped being PM.

But the topic wasn't avoided completely.

Question: "Did you maintain contact with Schreiber after you ceased being prime minister?"

Answer: "Well, from time to time, not very often. When he was going through Montreal, he would give me a call. We would have a cup of coffee, I think, once or twice. And he told me that he continued to work on his project, that he was pushing a new government. And he told me that the idea of the project at that point was the same project, but the desirability at the time was to work with the provincial Government of Quebec and the federal government, the new federal government, to establish this new project in the east end of Montreal, where the jobs were badly required. And he told me that he had hired Marc Lalonde to represent his interests before the new Liberal government."

"I wasn't really surprised because the word in Ottawa is that Schreiber and Lalonde had had a long relationship in the past. And so he also expressed dismay with me that my government had not agreed or could not include the contract that he liked.

"So, he said that he had hired Lalonde, and he hoped this would give rise to an agreement."

Question: "When he passes through Montreal and visits you, is it at your office or at your home?"

Answer: "Well, he doesn't pass through Montreal and visit me. He comes when he's on his way to Montreal. He called me and asked me, and I say perhaps once or





reasons after he left office."

You have to admire Mulrone's bravado: suing the government for \$50-million to refute a claim that he had been bribed by Schreiber when the two had done business together. Balls of steel. Had the government lawyers learned about it, they might never have settled. It was a very close call.

What is also very surprising about it all — and arguably telling of their legitimacy and Mulrone's innocence — is that Mulrone did not just deny the payments. Doing so, presumably, would have been the easiest course, as there were, by all accounts, no witnesses to the exchanges. Mulrone did admit them because the payments were above board.

Not that Mulrone doesn't have regrets: "If you accumulated all the sorrow over all my life, it does not compare to the agony and anguish I have gone through since I met Schreiber," he says. "I should never have been introduced to him because the people who introduced me to him didn't know him."

Today, at 64, Mulrone looks older and more tired than he should. Clearly he is weary of it all. Having his lawyers at the lengthy secret trial cost him hundreds of thousands of dollars, but at least it was money well spent.

Because, finally, the trial gave him the sustenance for his hunch that Cameron, his long-standing critic, was at least partly responsible for the criminal investigation that could have destroyed him. And now thanks to behind-closed-door proceedings and disclosure of the RCMP briefing notes, he had some pretty compelling evidence.

He insists that, no matter what, everything he has done is "clean as a whistle. .... I can also tell you that I have declared every cent that I have ever received and I have paid all income tax on all monies owing.

"My affairs have been above board and proper, and I am not concerned about any of the legal implications whatsoever," he says, repeatedly saying that the RCMP investigated thoroughly and "gave me an apology letter." (In reality, the force simply announced the end of its criminal investigation but, again, interpretation is everything.) Most of all, he is adamant that the revelation of the identity of the informant not be overshadowed by any suggestion that he and Schreiber did anything wrong.



"Anyone who says anything about that," he says, "will be in one fuck of a fight."

Postscript: When I finished *Presumed Guilty*, my book about Mulrone and Airbus, I concluded with the words "the investigation is continuing."

Police investigations, like politicians, come and go, but history is always up for re-examination. Not long after the criminal investigation ended, William Thorsell, a former editor of this newspaper, commented: "But concluded the matter is not. Records of other actions now before the courts will eventually be made public, and could contain substantially more information about the origins of this fiasco. A great stain has been made on the administration of justice in the Airbus affair, and history demands that we know much more about how it happened."

We now know a little bit more. A secret trial has been exposed — disturbingly it is not the only case in Canada today being held behind closed doors, keeping vital information from the public — and some of the loose ends have been tied up and some new questions raised. But none of us has the final word. The RCMP may have called it off, but as far as I am concerned, the investigation is still continuing.

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## Small Business



Embracing risk, failure and innovation

## Travel



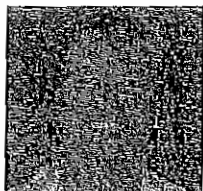
Book excerpt: Grizzlyville: Adventures in Bear Country

### Autos



**My Car: If it's good enough for Her Majesty ...**

### Campus



**We need gym class for athletically impaired kids**

### Personal Tech



**Air combat made fresh and fun**

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## ANALYST QUICKLIST REFERENCE

January 22, 2009

s:\LISTS\ANquicklist.wpd

### Priority Mail

Create folder and profile letter

Folder owner \*GROUPECU

Classification: **ECU-Priority**

Keyword: (per subject of letter)

Notes: any additional information

Scan incoming

Add assignments per Distribution list on T-form

**NOTE:** If the letter is received from an **Opposition member** and includes a **Constituent's letter addressed to the Prime Minister**. The MPU will add an extra accession number to the constituent's letter.

**1. Members letter** should be profiled as a priority letter, add accession number of constituent's letter, and constituent's name in the **Notes** field and you must scan T-form separately, members letter, constituent's letter together.

**2. Constituents letter** should be profiled separately as General mail, add accession number of members letter, and members name in the **Notes** field, scan members letter and constituents letter together and T-form separately and route to the appropriate writer for reply.

**P.S.** You must leave the **priority letter** and the **general mail letter** together in the **red folder** so that the writer can answer both at the same time.

### Personal and Political

#### General and Priority Mail

Create folder and profile letter

Folder owner: **PMC (Group)**

Folder classification: **ECU-Political**

#### No Keyword

Scan incoming

Attachment description (letter)

Add Assignment using \*PMC dist. list

Put original in **PMO/PCO mail bin in MPU**

**1.** Letters received from **MP's or Senators** that mentions a constituent's name you must add the constituent's name and address to the **\*From** field in WebCIMS.

**2.** When a letter is signed by **multiple correspondents** you are to add all correspondents names and address in the **\*From** field in WebCIMS.

**Important:** A letter with a **CV** requesting **employment with PMO** should be sent to **Salpie Stepanian** - classification should be **ECU-Political** - distribution list **\*PMC**

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| <p><b>Personal/Political returned for ECU reply</b><br/> <b>PMC</b> adds assignment to <b>ECS</b> "action-as appropriate"<br/> <b>PMC</b> send original back to <b>ECU</b><br/> <b>ECS</b> changes classification back to <b>ECU-Priority</b><br/> <b>ECS</b> changes Attachment classification to <b>ECU-Priority</b><br/> <b>ECS</b> returns original to <b>Editor</b> for re-routing<br/> Letter goes to analyst for updating folder information<br/> Analyst will: Enter Keyword<br/> Scan T-form separately - <b>ECU-PMO/PCO Eyes</b><br/> Add assignment per instructions on T-form</p> | <p><b>Press Office (WebCIMS)</b><br/> Create folder and profile letter<br/> Folder owner: <b>*GROUPECU</b><br/> Classification: <b>ECU-Priority</b><br/> Keyword: <b>Misc. - PMO Press Office</b><br/> Additional info. in <b>Notes</b> field<br/> Add assignment using <b>*PO</b> distribution list<br/> Put original in <b>PMO/PCO mail box in MPU</b><br/> <b>NOTES: *PO</b> dist. list has an assignment to <b>ECS to close folder</b></p> <p><b>Press Office (PM's E-mails)</b><br/> <b>Forward</b> the e-mail to the Press Office<br/> Click on "Reply"<br/> Click on "Forward"<br/> Click on the "Ministers" radio button<br/> You will need to choose "Press Office"<br/> Click on "Forward"<br/> Click on "OK"</p> |
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| <p><b>Appointments (*DP) (Dave Penner)</b><br/> <b>General and Priority mail</b><br/> Create folder and profile letter<br/> Folder owner: <b>*GROUPECU</b><br/> Classification: <b>ECU-Political</b><br/> <b>NO Notes</b><br/> Keyword: <b>Misc. - PMO-Appointments</b><br/> Add assignment using <b>*DP</b> distribution list<br/> <b>DO NOT SCAN incoming correspondence</b><br/> Put original in <b>PMO/PCO mail box in MPU</b><br/> <b>MPU</b> sends original to <b>Dave Penner</b><br/> <b>MPU</b> is responsible for <b>CLOSING Folder</b></p> | <p><b>****</b> Senate, judicial (i.e. judges) and Governor-in-Council appointments, Immigration and Refugee Board, National Parole Board, CRTC etc.... are to be sent to <b>Dave Penner - *DP</b> distribution list</p> <p><b>****</b> Appointments such as ambassadorial or Cabinet (i.e. Ministers) are to be sent <b>P&amp;P</b> (see P&amp;P procedures on page 1 of the Analyst Quicklist).</p> |
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| <p><b>*CONST (sent to PMC)</b><br/> <b>(Constituency mail - Priority or General)</b><br/>         Create folder and profile letter<br/>         Folder owner: <b>*GROUPECU</b><br/>         Classification: <b>ECU-Priority / ECU-General</b><br/>         Keyword: <b>Misc. - PMO-Constituency Office</b><br/> <b>No Notes</b><br/>         Scan incoming<br/>         Add assignment using <b>*CONST</b> distribution list<br/>         Put original in <b>PMO/PCO mail box in MPU</b><br/> <b>MPU is responsible for closing the folder</b></p> | <p style="text-align: center;"><b>PM's E-mail</b></p> <p>E-mail addressed to a <b>PCO Official</b><br/> <b>Forward to Annie Comtois</b></p> |
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**Invitations in the Ottawa-Gatineau and outside the region - are to be assigned to \*DC - Deborah Campbell**

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| <p><b>Invitation (DC) General</b><br/>         Click on the <b>INV.</b> button on the menu bar.<br/>         Create folder and profile letter<br/>         Folder owner: <b>*GROUPECU</b><br/>         Classification: <b>ECU-General</b><br/>         Keyword: <b>Misc. - PMO-Invitations</b><br/>         Mail type: <b>PMO-Invitations</b><br/>         Due date (<b>Date of event if provided</b>)<br/> <b>Notes fields:</b> Enter all pertinent information<br/>         Scan incoming<br/>         Attachment description: <b>INV</b><br/>         Add Assignment using <b>*DC</b> dist. list<br/>         Put original in <b>PMO/PCO mail box in MPU</b></p> | <p><b>Invitation (DC) Priority</b><br/>         Click on the <b>INV.</b> button on the menu bar.<br/>         Create folder and profile letter<br/>         Folder owner: <b>*GROUPECU</b><br/>         Classification: <b>ECU-Priority</b><br/>         Mail type: <b>PMO-Invitations</b><br/>         Due date (<b>Date of event if provided</b>)<br/>         Keyword: <b>Misc. - PMO-Invitations</b><br/> <b>Notes fields:</b> Enter all pertinent information<br/>         Scan incoming<br/>         Attachment description: <b>INV</b><br/>         Add Assignment using <b>*DC</b> dist. list<br/>         Put original in <b>PMO/PCO mail box in MPU</b></p> |
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| <p><b>Invitation with Outgoing to file</b><br/> Click on the <b>INV.</b> button on the menu bar<br/> Create folder if needed and profile letter<br/> Folder owner: <b>*GROUPECU</b><br/> Classification: (either <b>Priority</b> or <b>General</b>)<br/> Keyword: <b>Misc. - PMO-Invitations</b><br/> In Folder under <b>Notes</b> indicate (Invitation with reply dated.....Y/M/D) and all other pertinent information<br/> Mail type <b>PMO-Invitations</b><br/> Due date (<b>Date of event if provided</b>)<br/> Scan letter as first attachment,<br/> Descriptor: <b>INV</b><br/> Scan the <b>Outgoing</b> as second attachment,<br/> Descriptor: <b>Outgoing</b><br/> Classification: <b>ECU-PMO/PCO Eyes</b><br/> <b>NO assignments</b> (unless requested)<br/> File in CIMS+<br/> Put original in <b>Priority file room bin in MPU</b></p> | <p><b>Invitation with Outgoing to return to PMO with note (register and send back)</b><br/> Click on the <b>INV.</b> button on the menu bar.<br/> Create folder if needed and profile letter<br/> Folder owner: <b>*GROUPECU</b><br/> Classification: (either <b>Priority</b> or <b>General</b>)<br/> Keyword: <b>Misc. - PMO-Invitations</b><br/> In Folder under <b>Notes</b> indicate (Invitation with reply dated.....Y/M/D) and all other pertinent information.<br/> Mail type <b>PMO-Invitations</b><br/> Due date (<b>Date of event if provided</b>)<br/> Scan letter as first attachment,<br/> Descriptor: <b>INV</b><br/> Scan <b>Outgoing</b> as second attachment,<br/> Descriptor: <b>Outgoing</b><br/> Classification: <b>ECU-PMO/PCO Eyes</b><br/> Add assignment: <b>*DC dist. list</b><br/> Put original in <b>PMO/PCO mail box in MPU</b></p> |
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**Important:** When invitations are returned from **D. Campbell's office** with instructions to **register and send back or register and close** do not scan any other document such as (little notes, briefing notes or internal memos).

**PS.** Any legitimate sounding request for the **PM's signature on a tie, shirt or any unusual item** should be directed to **D. Campbell - Dist. List \*DC** also add "**DC**" initials in the corner of the incoming letter.

**Regrets - Invitation + Special Message**

Scan the modified T-Form and any other documents.

Add in Notes field - Invitation decline

Prepare standard Invitation decline

Add Distribution List: \*LV-INV.

Close assignment - DC - Action as appropriate

**Regrets - Invitation only**

Scan the modified T-Form and any other documents.

Add in Notes field - Invitation decline

Prepare standard Invitation decline

Add Distribution List: \*LV-Standard

Close assignment - DC - Action as appropriate

**Security Threats ( Paper Correspondence)**

MPU will photocopy the correspondence and send the original to Security.

The analyst will create folder and profile the photocopy.

Folder owner: \*GROUPECU

Classification: ECU-(General)

Keyword: Misc. - Threats

Under Notes add "Original sent to Security"

Mail Type: Threat/menace

Scan incoming

Close Folder

File in CIMS+

Put original in General file room bin in MPU

**PM E-mail Threats**

Highlight message, click on the Security count function. The e-mail will be automatically printed and copies will be sent to A. Comtois-F, Paradis-E, Doiron-L. Via via Outlook.

Analyst will proceed to add in WebCIMS.

Analyst will add accession no., create folder and profile letter.

Folder owner: \*GROUPECU

Classification: ECU-(General)

Keyword: Misc. - Threats

Under Notes add "E-mail forwarded to Security"

Mail Type: Threat/menace

Scan incoming

Close folder

File in CIMS+

Put original in General file room bin in MPU



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| <p><b>Outgoing mail</b></p> <p>Create folder and profile letter</p> <p>Correspondent always <b>Prime Minister</b></p> <p>Folder owner: <b>*GROUPECU</b></p> <p>Classification: <b>ECU-Priority</b></p> <p>Keyword: per subject of letter</p> <p>Notes: additional information</p> <p>Mail Type: <b>Outgoing mail/courrier sortant</b></p> <p>Recipient should be listed in the correspondent field</p> <p>Scan briefing note and letter separately</p> <p>Descriptor: <b>Briefing note or letter or outgoing.</b></p> <p>Attachment class.: <b>ECU-PMO/PCO Eyes</b> identifying it with Correspondent's name (i.e. Manley etc....)</p> <p><b>Close folder</b></p> <p>File in CIMS+</p> <p><b>Return to ECS</b></p> | <p><b>Secret mail</b></p> <p>Create folder and profile letter</p> <p>Folder owner: <b>*GROUPECU</b></p> <p>Classification: <b>ECU-Priority</b></p> <p>Keyword: per subject of letter</p> <p><b>Do not enter add. info. in the Notes field</b></p> <p>Mail Type: <b>Priority Mail/courrier prioritaire</b></p> <p>Scan incoming</p> <p>Descriptor: <b>Letter-secret</b></p> <p>Attachment class.: <b>ECU-PMO/PCO Eyes</b></p> <p>Assign per Dist. list on <b>T-form</b></p> <p><b>Note:</b> if scanning in "previous" corresp. save Attachment with descriptor: <b>Previous-secret</b></p> <p>Put original in <b>PMO/PCO mail box in MP</b></p> |
| <p><b>Direct to File (with no distribution list)</b></p> <p>Create folder and profile letter</p> <p>Folder owner: <b>*GROUPECU</b></p> <p>Classification: <b>ECU-General or Priority</b></p> <p>Keyword: per subject of letter</p> <p>Notes: <b>add reason</b> for directing to file</p> <p>Scan incoming</p> <p><b>Close folder</b></p> <p>File in CIMS+</p> <p>Put original in <b>general/priority file room bin in MPU</b></p>                                                                                                                                                                                                                                                                                  | <p><b>*ECU-DCU (Departmental Corresp. Unit)</b></p> <p><b>to use for general mail when a letter needs to be sent to DCU without an acknowledgement letter.</b></p> <p>Create folder and profile letter</p> <p>Folder owner: <b>*GROUPECU</b></p> <p>Classification: <b>ECU-General</b></p> <p>Keyword: <b>Intergovernmental Affairs</b></p> <p>Scan incoming</p> <p>Add assignment using <b>*ECU-DCU dist. List</b></p> <p>Put original in <b>General mail bin in MPU</b></p> <p><b>MPU responsible for sending to DCU Correspondence Unit</b></p>                                                                                             |

|                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                              |
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| <p><b>Large scannable Enclosures (over 10 pages)</b></p> <p>Scan letter with Enclosure form on top as one attachment (describe the enclosure on the form).</p> <p>Scan enclosure separately</p> <p>Descriptor: Attachment</p> <p>Attachment Classification: <b>PMO/ECU Eyes</b></p> | <p><b>Large non-scannable enclosures (over 10 pages)</b></p> <p>Scan letter with Enclosure form on top as one attachment (describe the enclosure on the form)</p> <p>Descriptor: Letter</p> <p>Attachment Classification: same as folder</p> |
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| <p><b>*DF - (Priority directed to file with FYI assignment(s))</b></p> <p>Create folder and profile letter</p> <p>Folder owner: <b>*GROUPECU</b></p> <p>Classification: <b>ECU-Priority</b></p> <p>Keyword: per subject of letter</p> <p>Notes: additional information</p> <p>Scan incoming and T-form together</p> <p>Add assignment dist. list <b>*DF</b></p> <p><b>Do not close the folder</b></p> <p><b>Put original in Priority file room bin in MPU</b></p> <p><b>ECS is responsible for closing the folder</b></p> | <p><b>*DF-CLR (Priority to be sent to CLR)</b></p> <p>Create folder and profile letter</p> <p>Folder owner: <b>*GROUPECU</b></p> <p>Classification: <b>ECU-Priority</b></p> <p>Keyword: per subject of letter</p> <p>Notes: additional information</p> <p>Scan incoming and T-form together</p> <p>Add assignment dist. list <b>*DF-CLR</b></p> <p><b>Do not close the folder</b></p> <p><b>Put original in PMO/PCO box in MPU</b></p> <p><b>CLR is responsible for closing the folder</b></p> |
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**Special message from MP's and all elected officials:**

Click on the **Sp.M.** button on the Enter Reply Information menu bar.

Create folder and profile letter

Folder owner: **\*GROUPECU**

Classification: **ECU-Priority**

Keyword: **Misc. - Special message request**

Notes: **Add details of event or anniversary**

Scan incoming with descriptor - **SM**

Add assignment - **Per Distribution List on T-Form**

**Due date:** according to the **SM** writer's instructions

For all assignments, in the **Requested Activity field indicate:**

- **MP** or **MPP**

- **URGENT** (if deadline under two weeks)

**Invitation + Special Message Request**

Click on the **INV.** button on the Enter Reply Information menu bar

Create folder and profile letter

Folder owner: **\*GROUPECU**

Classification: **ECU-PRIORITY**

**Keywords:** **Misc. - PMO-Invitation + Special Message Request**

**Notes fields:** Enter all field information as available

Scan incoming with descriptor - **INV-SM**

Add Assignment: **Per Distribution List on T-Form**

**Due date:** according to the **SM** writer's instructions.

For all assignments, in the **Requested Activity field indicate:**

- **MP** or **MPP**

- **URGENT** (if deadline under two weeks)



## ANALYSTS STANDARDS PICK LIST

January 26, 2009

**NOTE: where a distribution list is used as well as an added assignment to another minister, for assignment to specific minister use Action code: Action as Appropriate and sequence number 99 (example: \*ENV,+ assign't to J\_Baird)**

| CIMS* Standard                  | Dist List    | Description                                                                                                                                                                                       | Department (Minister)      |
|---------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Abortion_1.E03                  | *LV-JUS      | Abortion issues<br>(Minister cc'd)                                                                                                                                                                | JUS (Nicholson)            |
| Abortion_2.E02                  | *LV-JUS      | Abortion issues.                                                                                                                                                                                  | JUS (Nicholson)            |
| ACOA_1.E02                      | *LV-ACOA     | Atlantic Canada Opportunities<br>Agency (Minister cc'd)                                                                                                                                           | ACOA (Ashfield)            |
| ACOA_2.E01                      | *LV-ACOA     | Atlantic Canada Opportunities<br>Agency                                                                                                                                                           | ACOA (Ashfield)            |
| AGRI_1.E02                      | *LV-AGR      | Agriculture and Agri-Food<br>issues (Minister cc'd)                                                                                                                                               | AGR (Ritz)                 |
| AGRI_2.E01                      | *LV-AGR      | Agriculture and Agri-Food<br>issues.                                                                                                                                                              | AGR (Ritz)                 |
| Auctionitem_E02                 | *LV-Standard | Request for an auction item                                                                                                                                                                       |                            |
| Autograph.E02                   | *LV-Standard | Autograph (complement card)                                                                                                                                                                       |                            |
| BMD_1.E03                       | *LV-ND-FA    | To be used when<br>correspondent mentions missile<br>defence. (Minister cc'd)                                                                                                                     | ND (Mackay)<br>FA (Cannon) |
| BMD_2.E03                       | *LV-ND-FA    | To be used when<br>correspondent mentions missile<br>defence.                                                                                                                                     | ND (Mackay)<br>FA (Cannon) |
| CAN_HUMAN_RIGHTS<br>_COMM_1.E01 | *LV-JUS      | Corresp. mentions the Can.<br>Human Rights Comm.,<br>Macleans magazine. (Minister<br>cc'd)                                                                                                        | JUS (Nicholson)            |
| CAN_HUMAN_RIGHTS<br>_COMM_2.E01 | *LV-JUS      | Corresp. mentions the Can.<br>Human Rights Comm.,<br>Macleans magazine.                                                                                                                           | JUS (Nicholson)            |
| CBC_1.E02                       | *LV-CH       | Issues regarding the Canadian<br>Broadcasting Corporation<br>(CBC) namely funding issues<br>and CBC role in informing<br>Canadians and providing a<br>sense of national unity.<br>(Minister cc'd) | CH (Moore)                 |

|                     |                                  |                                                                                                                                                                 |               |
|---------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| CBC_2.E01           | *LV-CH                           | Issues regarding the Canadian Broadcasting Corporation (CBC) namely funding issues and CBC role in informing Canadians and providing a sense of national unity. | CH (Moore)    |
| CDNHER_1.E02        | *LV-CH                           | In response to corresp. regarding issues falling within the portfolio of Canadian Heritage. <b>(Minister cc'd)</b>                                              | CH (Moore)    |
| CDNHER_2.E01        | *LV-CH                           | In response to corresp. under the Canadian Heritage portfolio.                                                                                                  | CH (Moore)    |
| CF_1.E04            | *LV-ND                           | Correspondence regarding Canada's military. <b>(Minister cc'd)</b>                                                                                              | ND (Mackay)   |
| CF_2.E03            | *LV-ND                           | Correspondence dealing with the Canadian military.                                                                                                              | ND (Mackay)   |
| CIC_1.E02           | *LV-CIC                          | Citizenship and Immigration issues. <b>(Minister cc'd)</b>                                                                                                      | CIC (Kenney)  |
| CIC_2.E04           | *LV-CIC                          | Citizenship and Immigration issues.                                                                                                                             | CIC (Kenney)  |
| CICDecline_2.E03    | *LV-CIC                          | PM's involvement in Immigration matters.                                                                                                                        | CIC (Kenney)  |
| CICPolicy_2.E03     | *LV-CIC                          | Immigration policies.                                                                                                                                           | CIC (Kenney)  |
| CIDA_1.E02          | *LV-INCO                         | To use when correspondent mentions International Cooperation issues. <b>(Minister cc'd)</b>                                                                     | INCO (Oda)    |
| CIDA_2.E01          | *LV-INCO                         | To use when correspondent mentions International Cooperation issues.                                                                                            | INCO (Oda)    |
| Clearcut_1.E03      | *LV-NR                           | Canada temperate Rainforest clearcutting in Canada. <b>(Minister cc'd)</b>                                                                                      | NR (Raitt)    |
| Clearcut_2.E02      | *LV-NR                           | Canada temperate Rainforest clearcutting in Canada.                                                                                                             | NR (Raitt)    |
| CONGRATS_HARPER.F01 | Assigner au rédacteur (français) | Réponse aux lettres de félicitations reçues par le PM suite à son élection.                                                                                     |               |
| CONGRATS_HARPER.E01 | *LV-Standard                     | To be used for corresp. congratulating the Prime Minister on his election victory.                                                                              |               |
| CPPBenefits_1.E02   | *LV-HRSD                         | Canada Pension Plan cases. <b>(Minister cc'd)</b>                                                                                                               | HRSD (Finley) |

|                     |                                  |                                                                                                                                                                                             |                                  |
|---------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| COPYRIGHT_2.E01     | *LV-IC-CH                        | To be used for corresp. from Canadians writing about the proposed changes to copyright legislation, corresp. may also refer to Bill C-61, to be used when neither Minister has been copied) | IC (Clement)<br>CH (Moore)       |
| CPPBenefits_2.E03   | *LV-HRSD                         | Canada Pension Plan cases.                                                                                                                                                                  | HRSD (Finley)                    |
| CPPDisability_1.E04 | *LV-HRSD                         | Canada Pension Plan disability cases. ( <b>Minister cc'd</b> )                                                                                                                              | HRSD (Finley)                    |
| CPPDisability_2.E03 | *LV-HRSD                         | Canada Pension Plan disability cases.                                                                                                                                                       | HRSD (Finley)                    |
| DECLINE_Meeting.E01 | *LV-Standard                     | To be used when declining a request for a meeting with the Prime Minister                                                                                                                   |                                  |
| DECLINE_Meeting.F01 | Assigner au rédacteur (français) | Réponse négative à une demande de rencontre avec le Premier ministre.                                                                                                                       |                                  |
| DEM_REFORM_1.E02    | *LV-DEMREF                       | To use in reply to corresp. regarding democratic reform, reform of the senate, electoral reform and proportional representation. ( <b>Minister cc'd</b> )                                   | LGHC-DEMREF (Hill)<br>(Fletcher) |
| DIAND_1.E01         | *LV-INAC                         | Use to reply to Indian Affairs issues ( <b>Minister cc'd</b> )                                                                                                                              | INAC (Strahl)                    |
| DIAND_2.E03         | *LV-INAC                         | Native issues including the Indian Act, land claims, Métis and non-status indians                                                                                                           | INAC (Strahl)                    |
| Education_2.E03     | *LV-HRSD                         | Post-secondary education funding.                                                                                                                                                           | HRSD (Solberg)                   |
| EI_Benefits_1.E02   | *LV-HRSD                         | To use in reply to corresp. regarding Employment Insurance policy and personal cases. ( <b>Minister cc'd</b> )                                                                              | HRSD (Finley)                    |
| EI_Benefits_2.E01   | *LV-HRSD                         | To use in reply to corresp. regarding Employment Insurance policy and personal cases.                                                                                                       | HRSD (Finley)                    |
| Enclosure.E05       | *LV_Standard                     | Enclosure (selected by writer) in lieu of reply.                                                                                                                                            |                                  |
| Encreply.E02        | *LV-Standard                     | Requests for information/materials and items on "enclosure table".                                                                                                                          |                                  |

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| Endspecies_1.E03  | *LV-ENV                          | Protection of endangered species and their habitat.<br><b>(Minister cc'd)</b>                                                                                              | ENV (Prentice)  |
| Endspecies_2.E02  | *LV-ENV                          | Protection of endangered species and their habitat.                                                                                                                        | ENV (Prentice)  |
| Environment_1.E02 | *LV-ENV                          | Environment general <b>(Minister cc'd)</b>                                                                                                                                 | ENV (Prentice)  |
| Environment_2.E02 | *LV-ENV                          | Environment general.                                                                                                                                                       | ENV (Prentice)  |
| Euthanasia_1.E03  | *LV-JUS                          | Euthanasia, physician assisted suicide, mercy killing<br><b>(Minister cc'd)</b>                                                                                            | JUS (Nicholson) |
| Euthanasia_2.E02  | *LV-JUS                          | Euthanasia, physician assisted suicide, mercy killing.                                                                                                                     | JUS (Nicholson) |
| FINANCE_1.E02     | *LV-FIN                          | Finance issues general.<br><b>(Minister cc'd)</b>                                                                                                                          | FIN (Flaherty)  |
| FINANCE_2.E02     | *LV-FIN                          | Finance issues general.                                                                                                                                                    | FIN (Flaherty)  |
| FISH_1.E01        | *LV-DFO                          | Use to reply to Fisheries and Oceans issues <b>(Minister cc'd)</b>                                                                                                         | DFO (Shea)      |
| FISH_2.E03        | *LV-DFO                          | Fisheries issues.                                                                                                                                                          | DFO (Shea)      |
| Fonctpubem.F01    | Assigner au rédacteur (français) | Correspondant demandant un emploi dans la fonction publique ou Gouvernement fédéral                                                                                        |                 |
| FONDS_2.F01       | Assigner au rédacteur (français) | Corresp. relative à l'octroi d'un fonds discrétionnaire pour chacun des députés fédéraux                                                                                   | Leader (Hill)   |
| ForAff_1.E02      | *LV-FA                           | Foreign Affairs issues.<br><b>(Minister cc'd)</b>                                                                                                                          | FA (Cannon)     |
| ForAff_2.E02      | *LV-FA                           | Foreign Affairs issues.                                                                                                                                                    | FA (Cannon)     |
| GAS_PRICES.E02    | *LV-Standard                     | To reply to letters in which corresp. make general complaints about the retail price of gasoline, including accusations of "gouging".                                      |                 |
| GAS_PRICES.F02    | Assigner au rédacteur (français) | Pour répondre aux corresp. qui manifestent leur désaccord au sujet du prix de l'essence en général, ce qui inclut également les accusations générales de fixation du prix. |                 |
| Genack.E02        | *LV-Standard                     | General acknowledgement. <b>(If in doubt, refer to writer)</b>                                                                                                             |                 |



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| GMFOODS_2.E02            | *LV-HC +<br>assign to Ritz             | To use for correspondence on<br>GMO's or genetically modified<br>foods.                                                                                                                                      | HC (Aglukkaq)<br>AGR (Ritz) |
| HEALTH_1.E02             | *LV-HC                                 | For correspondence on Health<br>issues. <b>(Minister cc'd)</b>                                                                                                                                               | HC (Aglukkaq)               |
| HEALTH_2.E01             | *LV-HC                                 | For correspondence on Health<br>issues.                                                                                                                                                                      | HC (Aglukkaq)               |
| HOUSING_1.E02            | *LV-HRSD                               | Housing issues. <b>(Minister cc'd)</b>                                                                                                                                                                       | HRSD (Finley)               |
| HOUSING_2.E01            | *LV-HRSD                               | Housing issues.                                                                                                                                                                                              | HRSD (Finley)               |
| HRSD_1.E01               | *LV-HRSD                               | General comments or specific<br>cases within the portfolio of the<br>Department of Human<br>Resources and Social<br>Development, including lifelong<br>learning and student loans.<br><b>(Minister cc'd)</b> | HRSD (Finley)               |
| HRSD_2.E01               | *LV-HRSD                               | General comments or specific<br>cases within the portfolio of the<br>Department of Human<br>Resources and Social<br>Development, including lifelong<br>learning and student loans.                           | HRSD (Finley)               |
| IGA_1.E02                | *LV-IGA                                | Intergovernmental Affairs<br><b>(Minister cc'd)</b>                                                                                                                                                          | IGA (Verner)                |
| IGA_2.E01                | *LV-IGA                                | Intergovernmental Affairs                                                                                                                                                                                    | IGA (Verner)                |
| IndCan_2.E02             | *LV-IC                                 | Industry Canada general.                                                                                                                                                                                     | IC (Clement)                |
| Infrastructure_1.E01     | *LV-INFRA                              | For correspondence on<br>Infrastructure issues <b>(Minister<br/>cc'd)</b>                                                                                                                                    | INFRA (Baird)               |
| Infrastructure_2.E01     | *LV-INFRA                              | For correspondence on<br>Infrastructure issues                                                                                                                                                               | INFRA (Baird)               |
| INTTRADE_1.E01           | *LV-IT                                 | International Trade issues<br><b>(Minister cc'd)</b>                                                                                                                                                         | IT (Day)                    |
| INTRADE_2.E02            | *LV-IT                                 | International Trade issues                                                                                                                                                                                   | IT (Day)                    |
| Inv_Auc_Decline.E01      | *LV-Standard                           | Invitation declines where an<br>auction item has been<br>requested.                                                                                                                                          |                             |
| Inv_Auc_Decline.F01      | Assigner au<br>rédacteur<br>(français) | Réponse négative à une<br>invitation et envoi d'un article<br>pour un encan.                                                                                                                                 |                             |
| Invitation_B_Decline.E01 | *LV-Standard                           | To be used for belated invit.<br>declines.                                                                                                                                                                   |                             |

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| Invitation_B_Decline.F01 | Assigner au rédacteur (français) | Utiliser pour répondre à une invitation dont la date est passée.     |                 |
| Invitation_Decline.E01   | *LV-Standard                     | Invitation declined by PMO                                           |                 |
| Invitation_Decline.F01   | Assigner au rédacteur (français) | Invitation refusée par le Cabinet du Premier ministre                |                 |
| Inv_SM_Decline.E01       | *LV-INV.                         | Invitation declines where a special message request has been made.   |                 |
| Inv_SM_Decline.F01       | Assigner au rédacteur (français) | Réponse négative à une invitation et demande de message.             |                 |
| Jeunegrp.F01             |                                  | Enfants - groupes                                                    |                 |
| Jeunemoins12.F01         |                                  | Enfant - jeune                                                       |                 |
| Jeunenv.F02              |                                  | Enfants - préoccupations environnementales                           |                 |
| Jeunetab.F01             |                                  | Enfants - tabac                                                      |                 |
| JobPubServ.E05           | *LV-Standard                     | Correspondent seeks work in the Federal Public Service               |                 |
| Justice_1.E02            | *LV-JUS                          | Justice issues/enquiries Supreme Court. <b>(Minister cc'd)</b>       | JUS (Nicholson) |
| Justice_2.E03            | *LV-JUS                          | Justice issues/enquiries Supreme Court.                              | JUS Nicholson)  |
| LABOUR_1.E02             | *LV-LAB                          | Labour issues. <b>(Minister cc'd)</b>                                | LAB (Ambrose)   |
| LABOUR_2.E02             | *LV-LAB                          | Labour issues.                                                       | LAB (Ambrose)   |
| Largeflag.E01            | *LV-Standard                     | Request for large Canadian flag.                                     |                 |
| Lubicon_1.E03            | *LV-INAC                         | Lubicon Cree land settlement. <b>(Minister cc'd)</b>                 | INAC (Strahl)   |
| Lubicon_2.E02            | *LV-INAC                         | Lubicon Cree land settlement.                                        | INAC (Strahl)   |
| Marine_1.E03             | *LV-DFO                          | Marine mammal capture policy. <b>(Minister cc'd)</b>                 | DFO (Shea)      |
| Marine_2.E02             | *LV-DFO                          | Marine mammal capture policy.                                        | DFO (Shea)      |
| Mideast_1.E04            | *LV-Standard                     | Conflict in the Middle East, particularly Palestinians and Israelis. | No CC           |

|                   |                                  |                                                                                                                                                                                                   |               |
|-------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| MULTI_ISSUE.F02   | Assigner au rédacteur (français) | Toute correspondance sur 2 ou plusieurs sujets                                                                                                                                                    |               |
| MULTI_ISSUE.E02   | *LV-Standard                     | For correspondence with more than two issues.                                                                                                                                                     |               |
| NATRES_1.E01      | *LV-NR                           | To use to reply to Natural Resources issues ( <b>Minister cc'd</b> )                                                                                                                              | NR (Raitt)    |
| NATRES_2.E01      | *LV-NR                           | Forestry, Energy Mines.                                                                                                                                                                           | NR (Raitt)    |
| NoNukes_1.E02     | *LV-FA                           | Abolition of nuclear weapons. ( <b>Minister cc'd</b> )                                                                                                                                            | FA (Cannon)   |
| NoNukes_2.E02     | *LV-FA                           | Abolition of nuclear weapons.                                                                                                                                                                     | FA (Cannon)   |
| OASBenefits_1.E02 | *LV-HRSD                         | Old Age Security cases. ( <b>Minister cc'd</b> )                                                                                                                                                  | HRSD (Finley) |
| OASBenefits_2.E03 | *LV-HRSD                         | Old Age Security cases.                                                                                                                                                                           | HRSD (Finley) |
| OMAR_KHADR_2.E01  | *LV-FA                           | To use in reply to correspondence commenting on the detention of Omar Khadr at Guantanamo Bay Naval Base in Cuba.                                                                                 | FA (Cannon)   |
| Pharmapat_1.E03   | *LV-IC                           | Pharmaceutical patents. ( <b>Minister cc'd</b> )                                                                                                                                                  | IC (Clement)  |
| Pharmapat_2.E02   | *LV-IC                           | Pharmaceutical patents.                                                                                                                                                                           | IC (Clement)  |
| Photo.F02         | Assigner au rédacteur (français) | Photo autographiée                                                                                                                                                                                |               |
| Photo.E07         |                                  | Autographed picture request                                                                                                                                                                       |               |
| PhotoReply.E01    | *LV-Standard                     | Autographed picture request-reply with photo                                                                                                                                                      |               |
| PJ.F02            |                                  | Pièce jointe.                                                                                                                                                                                     |               |
| PSC_2.E01         | *LV-PSC                          | Issues regarding the Public Service Commission of Canada. <b>N.B. This standard is <u>not</u> to be used as a response to corresp. who are seeking employment within Canada's public service.</b> | PSC (Barados) |

|                            |                                      |                                                                                                                                                                                |                                        |
|----------------------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| PublicSafety_1.E02         | *LV-PS                               | Public Safety issues including emergency management, national security, law enforcement, corrections, RCMP, CSIS and the Canada Border Services Agency. <b>(Minister cc'd)</b> | PS (Van Loan)                          |
| PublicSafety_2.E02         | *LV-PS                               | Public Safety issues including emergency management, national security, law enforcement, corrections, RCMP, CSIS and the Canada Border Services Agency.                        | PS (Van Loan)                          |
| PUBLICWORKS_1.E02          | *LV-PWGS                             | To use for correspondence that mentions Public Works and Government Services issues. <b>(Minister cc'd)</b>                                                                    | PWGS (Paradis)                         |
| PUBLICWORKS_2.E01          | *LV-PWGS                             | To use for correspondence that mentions Public Works and Government Services issues.                                                                                           | PWGS (Paradis)                         |
| REVENUE_2.E03              | *LV-REVENUE                          | To use for correspondence on Revenue Canada issues.                                                                                                                            | RC (Blackburn)                         |
| Seal_1.E04                 | *LV-DFO                              | East Coast Seal Hunt <b>(Minister cc'd)</b>                                                                                                                                    | DFO (Shea)                             |
| Seal_1.F03                 | Assigner au rédacteur (français)     | Chasse aux phoques <b>(cc au ministre)</b>                                                                                                                                     | DFO (Shea)                             |
| Seal_2.E03                 | *LV-DFO                              | East Coast Seal Hunt                                                                                                                                                           | DFO (Shea)                             |
| Seal_2.F03                 | Assigner au rédacteur (français)     | Chasse aux phoques                                                                                                                                                             | DFO (Shea)                             |
| Securitycertificates_1.E02 | *LV-PS + assign to Finley (CIC)      | To be used if corresp. is writing about security certificates issued by the Canadian government. <b>(Minister cc'd)</b>                                                        | PS (Van Loan)<br>CIC (Kenney)          |
| Securitycertificates_2.E01 | *LV-PS + assign to Finley (CIC)      | To be used if corresp. is writing about security certificates issued by the Canadian government                                                                                | PS (Van Loan)<br>CIC (Kenney)          |
| Seed_patent_1.E02          | *LV-IT + assign to Prentice and Ritz | To use for correspondence on seed and/or crop patenting. <b>(Ministers already cc'd)</b>                                                                                       | IT (Day)<br>IC (Clement)<br>AGR (Ritz) |

|                        |                                      |                                                                                                                                                                                                                                                     |                                        |
|------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| Seed_patents_2.E01     | (LV-IT + assign to Prentice and Ritz | To use for correspondence on seed and/or crop patenting.                                                                                                                                                                                            | IT (Day)<br>IC (Clement)<br>AGR (Ritz) |
| SoftwoodLumber_1.E05   | *LV-IT                               | To use when correspondent mentions softwood lumber dispute with the U.S. ( <b>Minister cc'd</b> )                                                                                                                                                   | IT (Day)                               |
| SoftwoodLumber_2.E04   | *LV-IT                               | To use when correspondent mentions softwood lumber dispute with the U.S.                                                                                                                                                                            | IT (Day)                               |
| SPORT_1.E02            | *LV-SPORT                            | To use for issues relating to amateur sport. ( <b>Minister cc'd</b> )                                                                                                                                                                               | Sport (Lunn)                           |
| SPORT_2.E01            | *LV-SPORT                            | To use for issues relating to amateur sport.                                                                                                                                                                                                        | Sport (Lunn)                           |
| SUPPORT_THE_TROOPS.E02 | *LV-Standard                         | To use for corresp. from communities across Canada where council has passed a resolution in support of the Canadian Forces, corresp. may also refer to the resolution passed by the Town of Petawawa, corresp. may include a copy of the resolution |                                        |
| Sweatshop_1.E03        | *LV-FA + assign't to Blackburn       | Labour conditions in the textile industry, usually in Third World countries. ( <b>Ministers cc'd</b> )                                                                                                                                              | FA (Cannon)<br>LAB (Ambrose)           |
| Sweatshop_2.E02        | *LV-FA + assign't to Blackburn       | Labour conditions in the textile industry, usually in Third World countries.                                                                                                                                                                        | FA (Cannon)<br>LAB (Ambrose)           |
| TB_2.E02               | *LV-TB                               | Treasury Board general - except pay equity.                                                                                                                                                                                                         | TB (Toews)                             |
| TRAINCOM_1.E01         | *LV-TC                               | To use for corres. on issues falling within areas of transport, infrastructure and communities ( <b>Minister cc'd</b> )                                                                                                                             | TC-INFRA-COM<br>(Baird)                |
| TRAINCOM_2.E01         | *LV-TC                               | To use for corres. on issues falling within areas of transport, infrastructure and communities                                                                                                                                                      | TC-INFRA-COM<br>(Baird)                |
| VETAFFAIRS_2.E02       | *LV-VAC                              | Veterans Affairs general.                                                                                                                                                                                                                           | VAC (Thompson)                         |
| WATER_1.E03            | *LV-FA                               | For corresp. regarding the bulk export of water from Canada, particularly to the United States. ( <b>Minister cc'd</b> )                                                                                                                            | FA (Cannon)                            |

|           |         |                                                           |              |
|-----------|---------|-----------------------------------------------------------|--------------|
| WED_1.E01 | *LV-WED | Western Economic Diversification ( <b>Minister cc'd</b> ) | WED (Yelich) |
| WED_2.E01 | *LV-WED | Western Economic Diversification.                         | WED (Yelich) |

Filename: S:\Lists\AnalystStd.wpd



## CISD Service Standards

### 1. Records, Scheduling and Disposition Services - March 2005

| Services Provided                                                                                                                  | Standards              |
|------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| • Search and retrieval of official paper files<br>Active and semi-active (stored on-site)                                          | one hour               |
| • Search and retrieval of official paper files<br>Dormant (stored off-site)                                                        | within 48 hours        |
| • Respond to ATIP requests                                                                                                         | within 3 business days |
| • Respond to request for documents for legal proceeding, Commission of Inquiry, etc. (complex search covering wide range of dates) | within 5 business days |
| • Respond to request for Cabinet Documents                                                                                         | one hour               |
| • Respond to request for disposition assistance                                                                                    | within 48 hours        |
| • Respond to request for assistance with non-integrated holdings                                                                   | within 24 hours        |
| • Respond to request for creation of an official file within an area of the responsibility of a Records and Information Centre     | within 24 hours        |

### 2. Information Management Policy, Planning and Advisory Services

#### Service Standards

| Services Provided                              | Standards                                                                                                            |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| RM training and awareness visits for new staff | within 2 weeks of new employee attendance at orientation session<br><i>Accessing and Managing Information at PCO</i> |
| Requests for advice                            | within 2 days                                                                                                        |
| Requests for file plans                        | within 3 weeks                                                                                                       |



### 3. IIS - Integrated Information Systems

Implementation and support of electronic information and records management systems InfoXpress and Documentum, and the correspondence tracking system WebCIMS.

| Services provided                                                                                                                                 | Standards                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>✓ Business support to users</li> <li>✓ Training of new employees</li> <li>✓ Account maintenance</li> </ul> | <ul style="list-style-type: none"> <li>. Acknowledged within the same working day (between 8:00AM and 5:00PM)</li> <li>. 90% of problems resolve within the same day</li> <li>. Within the same week of arrival</li> </ul>      |
| <ul style="list-style-type: none"> <li>✓ Implementation of new users/secretariats</li> </ul>                                                      | <ul style="list-style-type: none"> <li>. For new accounts: within two working days from the reception of notice of arrival</li> <li>. For account deletion: within a week from the reception of notice of departure</li> </ul>  |
| <ul style="list-style-type: none"> <li>✓ Software upgrades/migration</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>. 4 months of work effort, depending on the availability of the clients and resources.</li> </ul>                                                                                        |
| <ul style="list-style-type: none"> <li>✓ Business process analysis and development of requirements</li> </ul>                                     | <ul style="list-style-type: none"> <li>. Based on negotiated project plan.</li> <li>. Based on negotiated project plan</li> </ul>                                                                                               |
| <ul style="list-style-type: none"> <li>✓ System administration</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>. Depending on the availability of the clients and resources.</li> <li>. Based on negotiated project plan.</li> <li>. 60% of admin activities performed within 3 working days</li> </ul> |

#### 4. Library Information Centre

##### Service Standards

Criteria for inclusion: 1. Effect on client; 2. Effort to produce; 3. All units represented equally.  
4. Must be measurable

| SERVICE                                                                                                                                                                                                                                    | STANDARD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Alerting and Current Awareness:</b>                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| A. periodical routing                                                                                                                                                                                                                      | sent out same day as issue received                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| B. distribution of electronic tables of contents (TOC Alerts) and articles                                                                                                                                                                 | i. TOC Alerts sent out on the same day the issue/table of contents is received;<br>ii. photocopies of requested articles sent out within 24 hours of receipt of request if available in our collection<br>iii. photocopies of requested articles sent out within 2 business days if article is not available in our collection but is available at another local library<br>iv. photocopies of requested articles sent out within 10 business days if article is not available in our collection but is available from a library outside of Ottawa |
| <b>2. Loans</b>                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| A. lending items from the collection                                                                                                                                                                                                       | within 24 hours, if the item is not on loan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| B. obtaining items from Library of Parliament                                                                                                                                                                                              | i. urgent items within 4 hours<br>ii. other items within 24 hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| C. obtaining items from other libraries                                                                                                                                                                                                    | i. within 2 business days from local libraries;<br>ii. other libraries, within 10 business days.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>3. Orientation &amp; Training Services</b>                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| A. Orientation Session - <i>Accessing and Managing Information at PCO</i> (focusses on information resources and services offered by Corporate Information Services Division, Media Centre and Access to Information and Privacy Division) | i. Every Monday in Classroom 802, Blackburn for 2 hours<br>ii. by appointment for executives in their office                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| B. Individual or group training session on specific electronic information resources or searching techniques                                                                                                                               | at client's convenience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| SERVICE                                                                         | STANDARD                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                 |                                                                                                                                                                                                              |
| <b>4. Purchasing and Subscription Management</b>                                |                                                                                                                                                                                                              |
| A. books and other information resources                                        | -within 1 or 2 business days if available locally;<br>-within 3 weeks from the rest of Canada;<br>-within 6 weeks from outside Canada                                                                        |
| B. periodical and newspaper subscriptions                                       | i. newspapers: ordered within 2 business day for delivery 1st day of any month; claimed daily<br>ii. periodicals: ordered within 3 business days; delivery starts within 6-8 weeks; claimed monthly          |
| C. Electronic information resources<br>- databases, e-news services, e-journals | - by subscription: case by case basis                                                                                                                                                                        |
| D. Memberships                                                                  | - by contract: case by case basis                                                                                                                                                                            |
| <b>5. Reference and Research</b>                                                |                                                                                                                                                                                                              |
| A. basic information and simple bibliographic searches                          | within 24 hours                                                                                                                                                                                              |
| B. Background information and research                                          | within 4 business days                                                                                                                                                                                       |
| <b>6. Public Inquiries (Telephone &amp; E-mail)</b>                             |                                                                                                                                                                                                              |
| A. Basic factual information                                                    | within 24 hours                                                                                                                                                                                              |
| B. Extended research                                                            | within 4 business days                                                                                                                                                                                       |
| <b>7. Cataloguing &amp; System Maintenance</b>                                  |                                                                                                                                                                                                              |
| A. Cataloguing: copy & original                                                 | i. If requested by a client, within 1 business day from date of receipt<br>ii. If for general collection, on a priority basis within 1 - 3 weeks of receipt (no backlog)                                     |
| B. System maintenance                                                           | i. Full text catalogue rebuilt with prompt installation of regular updates usually on a quarterly basis<br>ii. Thesaurus maintenance: ongoing<br>iii. technical / troubleshooting issues: case by case basis |

| SERVICE                                                         | STANDARD                                                                                                                |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| <b>8. Internet/Publiservice Site Creation &amp; Maintenance</b> |                                                                                                                         |
| A. Site creation                                                | 5 days to 2 weeks - to make it accessible for the client to place content in it (depending upon complexity of the site) |
| B. Posting document                                             | 1 to 5 days (depending on size and format)                                                                              |
| C. Technical problem                                            | ½ day - in collaboration with ITSD                                                                                      |
| D. Archiving sites                                              | Upon request - more in collaboration with LAC                                                                           |
| E. Fixing broken links                                          | ½ day                                                                                                                   |
|                                                                 |                                                                                                                         |
| <b>9. Intranet Maintenance</b>                                  |                                                                                                                         |
| A. Section creation                                             | ½ - 1 day                                                                                                               |
| B. Urgent posting with a What's New Announcement                | ½ day                                                                                                                   |
| C. Posting document with/without a What's New Announcement      | 1 to 5 days (depending on size and format)                                                                              |
| D. Technical problem                                            | ½ day - in collaboration with ITSD                                                                                      |
| E. Reviewing the site content                                   | ongoing during the year                                                                                                 |
| F. Fixing broken links                                          | ½ day                                                                                                                   |

## 5. EXECUTIVE CORRESPONDENCE SERVICES

### SERVICE STANDARDS

#### PRIME MINISTER'S CORRESPONDENCE

##### PCO Objective

Provide Canadians with good government by providing the best non-partisan advice and support to the Prime Minister and Cabinet.

##### ECU Objective

Provide a cost effective system to handle the volume of correspondence that Canadians address to their Prime Minister.

#### **1) OUTPUTS (Services required by clients)**

##### *Canadians*

A letter or e-mail prepared by the ECU and sent in response to a letter or e-mail addressed to the Prime Minister.

Responding to requests from Canadians and MPs for greetings celebrating significant wedding anniversaries and birthdays.

Responding to the PM's phone calls from the public.

Responding to requests for special messages.

***PMO/PCO***

Routing the incoming piece of correspondence to another office in the PMO or the PCO for appropriate policy or political reply.

Providing monthly reports summarizing views expressed in correspondence.

Managing the PM's public e-mail account.

Reporting any threats against the PM.

Providing advice on correspondence matters.

***Other government departments***

Referring correspondence to the appropriate Minister for a substantive reply.

**2) OUTCOMES (Indicators of success)**

Getting the correspondent's concern to the appropriate Minister efficiently.

Providing information to PCO, PMO, other government departments and the Canadian public.

Providing correspondence support to PCO and PMO.

| <b>Services Provided</b>             | <b>Standards</b>           |
|--------------------------------------|----------------------------|
| • Sort Mail                          | within 24 hours            |
| • Register and Route Priority Mail   | within 24 hours            |
| • Reply to Priority Correspondence   | within 2 weeks             |
| • Reply to General Correspondence    | within 6 weeks             |
| • Issue Special Messages             | within required time frame |
| • Return Phone Calls                 | within 24 hours            |
| • Reply to Electronic Correspondence | within 24 to 48 hours      |
| • Issue Congratulatory Messages      | six weeks before the event |

**Note:** Even though Executive Correspondence Services endeavours to meet existing service standards, it is not always possible for it to do so. Correspondence addressed to the Prime Minister is issue driven, and subject to extreme fluctuations in volumes and write-in campaigns. In this event, mail is processed as rapidly as circumstances allow.

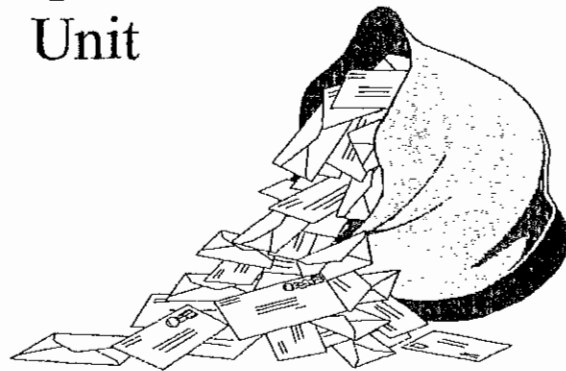
**DEPARTMENTAL CORRESPONDENCE UNIT AND DEPUTY PRIME MINISTER'S CORRESPONDENCE UNIT**

Together, these two sub-units presently serve the Deputy Prime Minister, the Leader and Deputy Leaders of the Government in the House of Commons and the Minister of Intergovernmental Affairs. Service Standards are discussed with each office and based on ministerial requirements.



PROCEDURES  
FOR  
MAIL  
PROCESSING UNIT

Executive  
Correspondence  
Unit



## MAIL HANDLING PROCEDURES

June 13, 2008

E.C.U.

2. Sorting Mail
3. Personal Mail and 24 Sussex Mail
4. Determining Priority Mail
7. Priority Mail
9. Mail - Other than Priority
11. Christmas Cards and Gifts and Birthday cards
12. Foreign Language Letters
14. Letters from Children
15. Prolific Letters
16. Threatening Letters
17. Write-Ins
18. Monies Received
19. Access to Information Requests
20. Ministers' Copies and Returned Mail
21. Classified Waste
22. Promotional Material
23. Inbox Procedures

### Production

24. Introduction
25. Terminology
26. How to match up the Creative
28. How to match up Standard
30. How to match up Special Messages
31. How to Mail out Certificates
32. Production Unit Work Flow
33. Collection, Pickup and Close of Letters

### File Room

35. File Room Procedures
36. Sorting and Filing
38. Create New File Jackets and New File Volume
39. Action Requests
40. Transfer Records to be destroyed



## PROCEDURES FOR SORTING GENERAL & PRIORITY MAIL

June 13, 2008

E.C.U.

When the mail bags are received, the security tag and the PMO/PCO tag is to be cut off and the proof of X-Ray receipt must be matched to ensure that the seven digit number matches exactly. If the tag and receipt do not match, it may mean the bag has been tampered with. Return the tag PMO/PCO with the bag to PCO Mailroom. All pieces of mail should be opened when you open the bag. If not, return the letters that are not opened to 105 Langevin.

All mail received by Courier, X-press post or Registered mail will be received with the rest of the incoming mail bag. The action slip should be removed from the item, the slip signed and sent back to PCO Mailroom. If any of this mail is received without a return address, illegible information or from a prolific, it should be entered into the MPU Log book using the control # under which it was received. The E.C.U. will not sign for Registered Mail addressed to PMO employees, the envelopes will be sent directly to the addressee.

The most important thing in sorting the mail received is a good pair of eyes. Every letters must be carefully read to determine if it is addressed to the Prime Minister. If any mail is intended for another person who works for the Prime Minister or the Privy Council Office, the appropriate room number should be written on the envelope, stamped with a large "X/Date" and it should be placed in the internal mail slot. If there are a number of letters for one person, an inter-office envelope can be used, letters should still be individually stamped and/or a note should be included that it was received at ECU. All envelopes that appear to contain bills but are not clearly addressed should be given to the coordinator.

Periodically, we received returned mail which originated from other offices in PMO. They should be returned to the appropriate office. Returned mail from ECU writers is to be verified in CIMS. With a pencil, write the accession number on the letter and put it in Michèle St-Laurent's box.

Any invitation received in the form of a card without a formal letter to the Prime Minister should be sent to Debbie Campbell.

Correspondence addressed to a former Prime Minister should be given to the coordinator. The coordinator will then forward on the mail to the appropriate designate.

|                                                                                      |        |
|--------------------------------------------------------------------------------------|--------|
| <b>PROCEDURES FOR HANDLING PRIME MINISTER'S<br/>PERSONAL MAIL AND 24 SUSSEX MAIL</b> |        |
| June 13, 2008                                                                        | E.C.U. |

Conservative Party of Canada - Letters and materials( banners, promotional items), received from the Conservative Party (i.e. Press Releases, Memos to all Conservative Members). Also all letters addressed to the PM with a cheque for the Conservative party are to be sent to **Salpie Stepanian at 406-G, Langevin Block.**, and sealed with a classified document sticker.

Letters from the Ethics Commissioner should be directed to **Hilary Nicolson at 24 Sussex dr.** and sealed with a classified document sticker.

Magazines:   The Economist, Options  
                  Business Week  
                  Macleans  
                  Time

Information from:   C.D. Howe Institute  
                          Rideau Club

Magazines, bills and mail addressed to the staff of 24 Sussex Dr., will be sent to **Hilary Nicolson** in an inter-office envelope and sealed with a classified document sticker.

Mail for Mrs. Laureen Teskey Harper will be placed in an inter-office envelope addressed to **Stacey Gairdner at 203 Langevin Block**, and sealed with a classified documents sticker.

Gifts received addressed to Prime Minister and Mrs. Harper will be sent to 24 Sussex -Hilary Nicolson, these gift will normally be sent directly from the PCO Mailroom following security screening. (i.e. Christmas gifts from embassies, V.I.P.)

## PROCEDURES FOR DETERMINING PRIORITY MAIL

June 13, 2008

E.C.U.

Mail tends to be considered a priority for three main reasons.

1. The person or his/her position is such that they warrant special attention regardless of the issue, ie - a Head of State.
2. The issue is new, explosive, controversial or politically sensitive.
3. The person's position coupled with the issue.  
ie - Robert White, head of the CLC writing on the changes to Unemployment Insurance.

There are various positions, offices and institutions that tend to make the writer a priority.

- Premiers
- Heads of Government/Heads of State
- Leaders of the Opposition
- Governor General
- Federal Ministers
- All Members of Parliament \*
- Canadian Senators
- U.S. Congressmen and Senators
- Provincial Ministers and Members of the Legislature
- Mayors
- Companies: (any large Corporation)
  - President
  - Chief Executive Officer
  - Vice President
  - Government Relations
  - Regional Managers
- Law, Accounting or Consulting Firms:
  - Senior Partners ie - John MacMillan of MacMillan Binch
- Universities:
  - Chancellor or Provost
  - President
  - Principal
  - Dean or Assistant Dean
  - Head or Chair of a Department
  - ie - (William C. Leggett of Queen's University)

- Organizations: (Federal or Provincial)
  - President
  - Chairman
  - Vice President
- Religious Institutions:
  - Heads of Denominations in Canada or elsewhere
  - Chair of national church committees
  - Cardinals
  - Archbishops, Bishops
  - Religious Inter-Denominational Committees
  - ie - Canadian Council of Churches
  - Canadian Council of Catholic Bishops
- **also priority in french:**
  - Association francophone
  - Minorités de langue officielle
  - Monseigneur
  - Supérieure générale

The content should also govern the treatment of various sorts of correspondence. Below are some examples of priority mail. If in doubt about a piece of correspondence bring it to the coordinator's attention. Remember: It is better to do a t-form then to have it sit in the analyst section for a while.

1. Invitations with a formal letter addressed to the PM are always considered a priority.
2. Requests for an appointment with the Prime Minister.
3. Law suits in which the Prime Minister is mentioned.
4. Personal mail (If there is any doubt as to whether the writer actually knows the PM, let the coordinator review it.)
5. Mail from any Conservative Association or mail that could be considered political in nature.
6. Mail from former political VIP's.
7. Allegations of corruption or scandal.
8. Mail recommending an appointment. (Generally letters with heading)
9. Gifts from VIPs to the Prime Minister.
10. Copies of letters from one Cabinet Minister to another Cabinet Minister.

11. Copies of letters from M.P..

12. The International association of fire fighters, for the death of a fire fighter.

13. Order of Canada

14. A book with autograph or dedication will be considered a priority ONLY if from a VIP Writer, (ie. Adrienne Clarkson. if the writer is unknown process as general mail. If there is no letter or dedication inside the book from a private citizen then count as other and save it for the annual book sale.

\* **Letters and copies from Members of Parliament**

If a Conservative MP sends a letter addressed to the Prime Minister from a constituent, you only put an accession number on the MP letter.

An accession number will be put on both letters from MP's other than Conservative sending a letter from a constituent addressed to the Prime Minister.

To check whether the MP is Conservative or not, go on Intranet; House of Commons; Members of the House of Commons - Current;

Copies from MP saying that he forwarded the correspondence to the Prime Minister will be registered.

\*\* **Protected letter from The Ethic Counsellor, will be sent to Erin Filliter without an accession number.**

**NOTE:** There are times when correspondents who would normally be considered priority will be downgraded because they are part of a write-in campaign i.e. cities and towns looking for funding for infrastructure.

Letters addressed to the PM coming from **Calgary Southwest** are treated priority or general.

|                                              |        |
|----------------------------------------------|--------|
| <b>PROCEDURES FOR HANDLING PRIORITY MAIL</b> |        |
| June 13, 2008                                | E.C.U. |

**Priority T-Form Mail:**

Priority should be verified in the system to ensure there is no duplication, an accession number will be stamped, placed in a red folder, a T-form will be prepared and given to the coordinator for verification and then taken to the Editor for the routing to be decided on.

**Invitations with a formal letter addressed to the PM:**

\*Please note that if the invitation is within 3 days of receipt at ECU, place an Urgent sticker on the outside of the folder and write the date of the event.

**Invitations from Heads of State** ( Prime Minister’s, Presidents of other countries) are considered “Priority” and should be verified in the system to ensure there is no duplication. An accession number will be stamped, a T-form will be prepared, placed in a **Red** folder and given to the coordinator for verification and then taken to the Editor for the routing to be decided on.

**Invitations from leaders of large or well-know native or metis organizations and international bodies, Premiers, Ambassadors, etc.,** should be verified in the system to ensure there is no duplication and/or previous request, an accession number will be stamped, a T-form with routing will be prepared, placed in a **Blue** folder, and given to the coordinator for verification. Invitations will be taken to the analysts section and placed in the upper level of the double decker.

**If an invitation is received which also requests a "Special Message"** it should be checked in the system for duplication, given an accession number, a T-form with routing prepared placed in a **Blue** folder and given to the coordinator for verification, and then placed in the ECU English Editor or French writer’s box.

**Invitation for interview on TV, radio or video** are to be treated as priority, it should be checked in the system for duplication, given an accession number, a T-form with routing prepared placed in a **Blue** folder and given to the coordinator for verification, then will be taken to the analysts section and placed in the upper level of the double decker.

**Returned Invitations with a note to either “File” or “Regrets”, that are Registered:**

Place in a **Blue** folder and take to the analysts section and place in the Bottom part of the double decker.

**PLEASE NOTE**

Sometimes the invitation is returned with **“Regrets (to the invitation) stating to sent a message or**

**greeting**" in its place, then place in a **Blue** folder and if English place in Don's pigeonhole, if in French, then give to Alexandre.

**Generic invitations:**

Invitations received in the form of a postcard, wedding invitations, form letter... without a formal letter addressed to the PM, put an accession number without a T-Form and place in a blue folder in Analysts section in the upper deck of the "Invitations" tray.

**When they are returned to ECU either for "FILE" or "REGRETS" then...**

**REGRETS**

a) If there is a phone number for an "RSVP" then place in a **Blue** folder and give to Claire, the Information Officer's supervisor, she will ask her employees to call to give regrets.

b) If there is an "RSVP" with only an email address, give to Laurie Viau for English in a blue folder, and Alexandre for French, they will respond by email using the PM's email.

**Special Messages:**

All requests for special messages (festivals, wedding or birth requests, family farms and associations) will be sorted as priority, an accession number will be stamped and placed in an **orange** folder and then place in the English Editor or French Special messages writer's box.

• **Awards from the Governor General**

: Verify address - make copy for French and English and put an accession number on both copies. Then place in the English Editor or French Special messages writer's box.

**Greeting Section:**

Request for Wedding Anniversary (25<sup>th</sup> or more) and Birthday (65<sup>th</sup> or more), military retirement (20 years or more) and business anniversaries (10 years or more) will be given to Greetings section without an accession number.

All **military retirement** requests for a special message will be placed in a **Black** folder and given to the Greeting section without an accession number.

For a **Company anniversary** (i.e. Shell, Toyota, etc.) requests for a special messages is to be placed in a **Purple** folder and given to the Greetings section. Without an accession number.

|                                                                            |        |
|----------------------------------------------------------------------------|--------|
| <b>PROCEDURES FOR HANDLING CORRESPONDENCE<br/>OTHER THAN PRIORITY MAIL</b> |        |
| June 13, 2008                                                              | E.C.U. |

**General Mail:**

Correspondence received from ordinary Canadians on a variety of subjects. The contents are reviewed and are then given an accession number and treated appropriately. This mail is then placed in the Analysts mail bin.

Also mail that falls within the following categories will be handled as indicated.

**Copies:**

Copies of letters that have been written to someone else will be handled as followed:

- (1) If the letter has a c.c. to the PM it will be counted on the daily stats and put in classified waste.
- (2) If the piece of mail was received by registered mail it will be counted as a copy and the registration number will be written in the blue logbook.

**Foreign Language:**

All letters in a foreign language will be put in the basket provided for them in the mailroom. The clerk assigned will process them according to procedures on page 11.

**Junk Mail:**

Letters that are received with no name or have an illegible name and no address are classified as junk. Junk mail will be counted on the daily stats and put in classified waste. All junk mail that is received by registered mail will be entered in the Courier/Registered blue logbook then disposed of in the classified waste bin.

**Prolifics:**

Letters from prolifics, addressed to Prime Minister, making sense and signed will be treated as general mail. Letters that do not make sense will be placed in the Prolifics box.



Letters from prolifics received by courier, X-press post or registered mail will be entered in the Courier/Registered logbook before being placed in the box.

**Schools:**

All individual letters from children will be counted on the daily stats and given to the correspondence clerk handling the school letters. The exceptions are as follows:

- (1) letters from a whole class, with or without an accompanying letter from the teacher, that are received in the same envelope. These letters will be put immediately into general mail.
- (2) letters requesting information for a school project will be put immediately into general mail.

**Threatening Letters:**

Any letter considered to be threatening will immediately be brought to the attention of the coordinator. If the letter is to be sent at security, the 'PMO Corr to Security' stamp will be put on the original letter so that the coordinator can autograph the letter. Two copies will be made. A sheet will be filled in with all the correspondents info. The letter will be brought to security. A signature from the security officer will be asked and the copy will be brought back to an analyst to be scanned.

**Write-ins:**

Postcards, form letters and petitions addressed to the Prime Minister. These are to be counted by subjects, the total noted on one copy, the remainder will be put in classified waste. The copies with the totals will be given to the correspondence clerk handling write-ins. Total number of write-ins counted should be put on your daily stats.

**Resume:**

If it is sent by an M.P. or a Minister, sent the resume to the Director of Operations. If we receive a resume without a letter addressed to the PM, it will be counted as other on the stats sheet and will be put in the classified waste.

**'To whom it may concern' letters:**

If the letter is a personal case, it will be considered as general mail. The person probably just did not know to who to address it to.

Ex: immigration certificate

## PROCEDURES FOR HANDLING CHRISTMAS CARDS/GIFTS AND BIRTHDAY CARDS

June 13, 2008

E.C.U.

**Christmas cards, Easter cards** addressed to the Prime Minister will be registered either general or priority mail depending on the correspondent and only if there is a visible name and return address.

**Christmas gifts** from embassies are to be taken to 24 Sussex Drive by the PCO Mail room after it has been security screened.

**Birthday cards** with "BEST WISHES ONLY" are to be sent to the PM's personal assistant, **Salpie Stepanian**, they are not to be registered in CS-CIMS. If a letter is enclosed, register and route according to the content of the letter.

### **Greeting Cards and Gifts:**

All cards, priority (Christmas, Birthday, Easter, etc.) and gifts to the Prime Minister will be brought to the attention of the coordinator.

All greeting cards (other than Christmas Cards) addressed to the Prime Minister will be handled in the following manner:

1. VIP's - Cards from family, business or political friends will be registered as personal/political mail and routed to the PMO Coordinator for Personal and Political Mail.
2. Invitations - Cards will be registered and routed to the appropriate Special Assistant in PMO.
3. General - All other cards will be treated as general mail.

## PROCEDURES FOR HANDLING CORRESPONDENCE IN A FOREIGN LANGUAGE

June 13, 2008

E.C.U.

All letters in a foreign language will be put in the basket provided for them in the mailroom. Letters will be directed for translation. The original letter will be given an accession number and one copy made of it. If the return address is not on the letter, copies are also made of the envelope.

If a letter is a priority, the letter will be faxed for **complete** translation to Translation Bureau noting on the request form the urgency of the letter.

For each letter a form Trans/Trad 04(99/04) Translation Bureau Service Request is completed as per the attached example, always request a **summary of the letter** contents because of the cost factor. (You can have the copy of the translation form on the S: drive)

The request number, accession number, date sent and source language are recorded in the Quattro Pro spreadsheet on the translation disk. The request along with the one photocopy of the letter should be directed to:

Multilingual Translation Bureau/Bureau de la traduction Multilingue  
Martel Building/Édifice Martel  
270 Albert Street, 9<sup>th</sup> Floor/270, rue Albert, 9<sup>e</sup> étage  
Ottawa, Ontario K1A 0S5

The original letter is held in the pending file until the completed translation is received. **IT IS IMPORTANT THAT THE ORIGINAL LETTER IS NOT SENT WITH THE REQUEST.**

When the translation has been completed, it will be returned along with the copy of the request form. Upon receipt the date received column of the spreadsheet on the disk should be completed. The original letter, the form and the translation will be given to the Analyst Unit for entry in the system.

**Braille letters** to be translated are sent to: Access 20/20 (Tel: 727-9508)  
19 Main Street  
Ottawa, Ontario  
K1S 1A9



TRANSLATION BUREAU  
SERVICE REQUEST

BUREAU DE LA TRADUCTION  
DEMANDE DE SERVICE

|                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Request No. / N° de demande                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                          |
| FIS / SIF                                                                                                                                                                                                                                                                                                                                                                      | IS Org. Code / Code d'org. RI                                                                                                                                                                                                                                                                                                                                            |
| IS Ref. Code / Code de réf. RI                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                          |
| Client account No. / N° de compte-client<br>0564305                                                                                                                                                                                                                                                                                                                            | Security classification / Cote de sécurité                                                                                                                                                                                                                                                                                                                               |
| CLIENT INFORMATION / RENSEIGNEMENTS SUR LE CLIENT                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                          |
| Organization / Organisme<br>PCO                                                                                                                                                                                                                                                                                                                                                | Branch / Direction                                                                                                                                                                                                                                                                                                                                                       |
| Division                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                          |
| Originator / Demandeur<br>Executive Correspondence Unit                                                                                                                                                                                                                                                                                                                        | Tel. No. / N° de tél.<br>( 613 ) 941-6862                                                                                                                                                                                                                                                                                                                                |
| Ext. / Poste                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                          |
| Deliver to / Retourner à : (if different / si différent)                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                          |
| Name / Nom<br>ECU                                                                                                                                                                                                                                                                                                                                                              | Tel. No. / N° de tél.<br>( )                                                                                                                                                                                                                                                                                                                                             |
| Ext. / Poste                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                          |
| Address / Adresse (No., street, room / N°, rue, pièce)<br>Room 105 Langevin Block                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                          |
| City / Ville<br>Ottawa                                                                                                                                                                                                                                                                                                                                                         | Province<br>Ontario                                                                                                                                                                                                                                                                                                                                                      |
| Postal Code / Code postal<br>K1A 0A2                                                                                                                                                                                                                                                                                                                                           | Return Instructions / Instructions de retour                                                                                                                                                                                                                                                                                                                             |
| E-Mail address / Courrier électronique                                                                                                                                                                                                                                                                                                                                         | Modem<br>( )                                                                                                                                                                                                                                                                                                                                                             |
| Fax / Télécopieur<br>( 613 ) 941-6900                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                          |
| Author or resource person / Auteur ou personne ressource (if different / si différent)                                                                                                                                                                                                                                                                                         | Tel. No. / N° de tél.<br>( )                                                                                                                                                                                                                                                                                                                                             |
| Ext. / Poste                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                          |
| Title or description / Titre ou description                                                                                                                                                                                                                                                                                                                                    | Continuation or amendment of previous request:<br>Suite ou modification d'une demande précédente :                                                                                                                                                                                                                                                                       |
| Request No. / N° de demande                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                          |
| Date submitted / Soumis le<br>Y/A M/M D/J                                                                                                                                                                                                                                                                                                                                      | Target return date and time / Date et heure demandées pour le retour<br>Y/A M/M D/J Time / Heure                                                                                                                                                                                                                                                                         |
| Service Requested / Type de Service<br>Very brief summary if addressed to the<br>Prime Minister and also if there is a return<br>address.<br><br>If other / Si autre<br>PLEASE RETURN TRANSLATION BY FAX<br>OR MAIL                                                                                                                                                            | Source language / Langue de départ<br><input type="checkbox"/> English <input type="checkbox"/> French <input checked="" type="checkbox"/> Other<br>Anglais    Français    Autre<br><br>Target language / Langue d'arrivée<br><input checked="" type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Other<br>Anglais    Français    Autre |
| End Use / Destination du document<br><input type="checkbox"/> General Public <input type="checkbox"/> Public Service <input type="checkbox"/> Specialized Group<br>Grand public    Fonction publique    Groupe spécialisé                                                                                                                                                      | Official publication / Publication officielle<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br>Oui    Non                                                                                                                                                                                                                                       |
| Layout / Mise en page<br><input type="checkbox"/> Same as original <input type="checkbox"/> None <input type="checkbox"/> Other (specify)<br>Comme l'original    Aucune    Autre (spécifié)                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                          |
| Special Instructions / Instructions spéciales<br><input type="checkbox"/> Additions or changes to follow    Refence material: <input type="checkbox"/> Attached <input type="checkbox"/> Previously sent <input type="checkbox"/> Please return material<br>Suite ou modifications à venir    Documentation :    Jointe    Déjà envoyée    Veuillez retourner la documentation |                                                                                                                                                                                                                                                                                                                                                                          |
| Authorisation / Autorisation (optional / facultatif)                                                                                                                                                                                                                                                                                                                           | Date Y/A M/M D/J                                                                                                                                                                                                                                                                                                                                                         |
| Your Reference No. / Votre n° de référence                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                          |
| <b>FOR TRANSLATION BUREAU USE / RÉSERVÉ AU BUREAU DE LA TRADUCTION</b>                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                          |
| Date and time rec'd / Date et heure de réception<br>Y/A M/M D/J Time / Heure                                                                                                                                                                                                                                                                                                   | Received by / Service de réception                                                                                                                                                                                                                                                                                                                                       |
| Words / Mots                                                                                                                                                                                                                                                                                                                                                                   | Hours / Heures                                                                                                                                                                                                                                                                                                                                                           |
| Other / Autre                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                          |
| Agreed delivery date and time / Date et heure de livraison convenues<br>Y/A M/M D/J Time / Heure                                                                                                                                                                                                                                                                               | Date and time delivered / Date et heure de livraison<br>Y/A M/M D/J Time / Heure                                                                                                                                                                                                                                                                                         |
| <input type="checkbox"/> URGENT <input type="checkbox"/> General <input type="checkbox"/> Specialized <input type="checkbox"/> Highly-specialized<br>Général    Spécialisé    Ultra-spécialisé                                                                                                                                                                                 | Specialized formatting hours :<br>Heures de formatage spécialisé :                                                                                                                                                                                                                                                                                                       |

|         |                                   |              |                             |
|---------|-----------------------------------|--------------|-----------------------------|
| Contact | Tel. No. / N° de tél.<br>(      ) | Ext. / Poste | Request No. / N° de demande |
|---------|-----------------------------------|--------------|-----------------------------|

|                                                          |        |
|----------------------------------------------------------|--------|
| <b>PROCEDURES FOR HANDLING LETTERS<br/>FROM CHILDREN</b> |        |
| June 13, 2008                                            | E.C.U. |

All individual general letters from children will be put in the School bin in the Mailroom. The clerk assigned to schools will separate the letters by school name. On a weekly basis (every Thursday afternoon), the clerk will review the letters and amalgamate them by schools. Any letter that has been held for a period of one week without being matched to any school group will be put through as an individual letter in general mail. Letters from the same school but different class received a few months later will be treated as new correspondence and given a new accession number.

An initial query will be done in CS\_CIMS for any previous correspondence from the school, the clerk will use the query folder function and enter the school name, first, in the ***last name*** field and second by using the ***keyword summary*** field. (This ensures capturing school names that may have been abbreviated in the letter- eg: St. Pat's is really St. Patrick's Elementary School)

The next three steps explain what to do if you encounter these conditions:

- A.     **Folder found and open:**     - Write the tracking ID from the folder onto the letter(s) and give to analyst to scan the letter(s) into the appropriate folder
- B.     **Folder found but closed:**     - Verify the reply to see if it is appropriate to the letter subject, if so,

**[IF TO FILEROOM]**

**[IF TO ANALYSTS]**

- write tracking ID from the folder on letter(s)

- stamp accession number on letter(s)  
- place letter(s) in the Kids mail bin in the Analyst Unit

- C.     **Folder not Found:**             -treat as new correspondence  
                                                  -stamp accession number on the letter(s)  
                                                  -place the letter(s) in Kids mail bin in Analyst Unit

- Letters from Teachers will be treated as Urgent General

## PROCEDURES FOR HANDLING PROLIFIC LETTERS

June 13, 2008

E.C.U.

Letters addressed to the Prime Minister from prolifics, making sense and signed will be treated as general mail.

Any letter that does not make sense should be checked in the computer to see if the writer is listed as a prolific. Letters will be registered by all MPU clerks in charge of reading mail. These letters will be counted on the clerk's daily stat sheet and put in the box marked "Prolifics"

On a daily basis the clerk will enter the information and names in CS\_CIMS under the entry "Prolifics" following these steps:

To create a prolific folder you must open Web Cims and click on create new folder. Make sure you put the information on selected fields.

**From:** Prolifics  
**Owner:** Prime Minister office (Group)  
**Classification:** ECU-general mail/SC  
**Mail type:** Poste Office/postes  
**Tracking ID:** JUNE 2005 Prolifics ----> month(3 to 4 character only)  
**Date Sent:** first day of the current month  
**Date Received:** first day of the current month  
**Due Date:** last day of the current month  
Click **Save**.

To search for the Open Prolifics Folder:

**Status:** Open  
**Last/First Name:** Prolifics ----> in the first field  
Click **Go**

To add a Prolifics writer  
Open folder.

**From:** -> Click on Find a Correspondent for this Folder  
**Last/First Name:** Name of the prolifics  
Click **Go**

**IMPORTANT: Make sure the writer is a prolific by matching the address and do not create new writer.**

After the information has been entered, the folder will be closed in the middle of the following month and the box containing the letters will be sealed, marked with the tracking ID (month & year) and file.

## PROCEDURES FOR HANDLING THREATENING LETTERS

June 13, 2008

E.C.U.

When a letter is received containing a threat, put plastic gloves on and place the original letter and envelope in separate plastic holders (handling as little as possible). The following procedures will then be followed:

1. The clerk will give it an accession number and stamp it with "PMO-Corr to Security" stamp with same day stamp and complete the Document History Form (DHF) for Threatening Letters, items 1.1 to 1.6 and bring the letter to the coordinator.
2. The coordinator will review the letter and sign it. She will also sign item 1.7 of the DHF form authorizing the letter to be sent to PCO Security.
3. The clerk will make one copy of the original marked "Original to Security" and immediately take the original and the copy along with the completed Document History Form to PCO Security Operations, Room 518, 90 Sparks. And wait for security to sign items 2.1 and 2.2.
4. The clerk will return the signed copy and DHF to an analyst for entry into the WebCIMS.

|                                          |        |
|------------------------------------------|--------|
| <b>PROCEDURES FOR HANDLING WRITE-INS</b> |        |
| June 13, 2008                            | E.C.U. |

Write-ins are organized mail campaigns comprised of form letters, petitions, letter petitions or pre-printed postcards. The write-ins received by each clerk will be sorted by type and subject. Each individual write-in will be counted everyday by everyone, and the total recorded on copy with the remainder being put in classified waste. The copies containing the count will be put in the basket provided for them. When a letter petition or a group of write-ins with a covering letter is received, the names will be counted and the total noted on the letter. A copy will be made for the write-in basket and the original will be treated as regular mail.

On a daily basis, the clerk responsible will: enter the amount of the "write-in" in the system, include an original postcard or a copy of a letter petition received in the "Write-Ins Book" with the month and year and under what "Keyword" and under what ministry it was entered and then place in the appropriate ministry. (ex: keyword: Seal hunt, ministry: Fisheries and Oceans, August 2007).



## PROCEDURES FOR HANDLING MONIES RECEIVED

June 13, 2008

E.C.U.

Letters received containing cheques, money orders or cash will be brought to the coordinator's attention. Any money contained in a write-in or in an envelope without a letter will also be given to the coordinator.

If the monies are sent as a donation to the Conservative Party, and the letter is addressed to the PM, put in priority mail, give an accession number and register as "Personal/Political". Where monies are received for other reasons (return postage, gift, etc.), the letter will be checked for a name and address. If one is available, the letter will be given an accession number and taken to the analyst supervisor. The letter will be registered and the money returned.

If there is no indication as to the sender, the coordinator will advise the Manager by E-Mail of the amount and lock the money in the file cabinet.

On occasion, write-ins are sent in that contain coins. The clerk will remove the money and give it to the coordinator for safekeeping. The write-ins are then handled in the normal way.

At the end of each quarter (June, September, December and March), the coordinator will total the money and take it along with a memo indicating the amount to PCO Finance for deposit. Finance personnel will recount the money and issue a receipt.

In the event that there is a large write-in and we are receiving unusual amounts of money, it will be taken to Finance for deposit on a monthly basis.

\*\*\*

Any bill received addressed to Government of Canada will be sent to Public Works Canada

Cheques and/or form for direct deposit addressed to Government of Canada will be sent to:

Income Security Programs,  
Place Vanier,  
355 River Road,  
Vanier, Ontario.  
K1A 0L1

Ministerial Correspondence Section,  
Department of National Revenue,  
355 MacKenzie Avenue, 6<sup>th</sup> Floor,  
Ottawa, Ontario.  
K1A 0L5

|                                                                   |  |
|-------------------------------------------------------------------|--|
| <b>PROCEDURES FOR HANDLING ACCESS TO INFORMATION<br/>REQUESTS</b> |  |
|-------------------------------------------------------------------|--|

|                      |               |
|----------------------|---------------|
| <b>June 13, 2008</b> | <b>E.C.U.</b> |
|----------------------|---------------|

All Access to Information request under either the Access to Information or Privacy Act will be immediately directed to the Coordinator Access to Information:

Ciineas Boyle  
Room 404  
Blackburn Building

If a letter to the Prime Minister is part of the request, a T-Form will be prepared and treated as a priority.

|                                                                        |        |
|------------------------------------------------------------------------|--------|
| <b>PROCEDURES FOR HANDLING RETURNED MAIL<br/>AND MINISTERS' COPIES</b> |        |
| June 13, 2008                                                          | E.C.U. |

Returned Mail: Mail that has been returned by the post office as undeliverable will be opened in the mailroom. It will be checked in the system by the MPU clerk for the tracking number and directed to the E.C.U. assistant to the Coordinator to scan the envelope. If the mail is returned with insufficient postage on it, the envelope will be reprinted and resent by the MPU clerk.

If the letter was Personal/Political or not in the system, it shall be directed back to the office that prepared it.

Press release returned, information for change of address will be sent to Communications.

Ministers' Copies: Copies of letters from one Cabinet Minister to another Cabinet Minister will be treated as priority mail.

Minister's copies of replies to general mail will be discarded in classified waste. If the original letter was Personal/Political, the copy will be annotated with the accession number and 'PMC' and sent to Salpi Stepanian.

Copies of Replies from letters that were forwarded from ECU to other ministers for response are to be given to the System Administrator (Francine Pilon) when returned to ECU.

## PROCEDURES FOR CLASSIFIED WASTE

June 13, 2008

E.C.U.

All classified waste should be placed in the grey bin closes to your work area. The grey bin must then be emptied before leaving every day. They are to be emptied into the Security Shell in Room 835. The mail room is responsible for sealing the grey bins and is also responsible for opening and closing the Security Shell on a daily basis. The following is the definition of classified waste in the Executive Correspondence Unit:

- Documents with a classification, i.e. Top Secret, Secret, Confidential and Protected.
- Envelopes that are addressed to the Prime Minister and that have a return address of the correspondent.
- Replies on "Prime Minister" and "Office of the Prime Minister" letterhead.
- Draft replies with the name or the title of the Prime Minister.
- Write-in letters, postcards and petitions addressed to the Prime Minister.

**REMEMBER:** The Grey bin is not a garbage can disposal.

## PROCEDURES FOR PROMOTIONAL MATERIAL

June 13, 2008

E.C.U

All newspapers, articles and magazines that does not have a formal letter addressed to the PM are Promotional Mail.

### Pigeon-hole for Promotional Material

Everything that could interest your co-workers should be put in that space. The PM's name should be removed on the promotional material before being placed in the bin.

### Things to be sent to Hilary Nicolson:

- The Economist
- Time Magazine
- Business Week
- Macleans

Newspaper or annual report with complimentary card is considered promotional mail.

### Press Release

All faxes from Embassy will be sent to CLR and PMC for information

News release in English are according to the Port Folios; in french to Alexandre Messier-Turcotte.

Government of Canada press release are sent to PMC if interesting.

## PROCEDURES FOR THE INBOX

**NOTE:** *THESE STEPS ARE USED TWICE DAILY BY THE MAILROOM STAFF TO REDUCE THE ASSIGNMENTS IN THE MPU INBOX.*

### EMPTYING THE INBOX

1. Open the enter reply information and click on the inbox tab. (Don't forget to put the check mark beside production inbox)
2. Sort out by categories all the papers you have in the PCO/PMO box
3. Concentrate on the folders that say **SEND ORIGINAL TO, COPY TO** ...in the action field.
4. Highlight the folder that you have in your hand, write the number in the book, and click on close assignment when you are done. If some are left, make a research to know why these folders are still there. Repeat this for all actions mentioned in #3.
5. P & P and PMC are the same; send to PMC/CPM, room 406, Langevin Block.
6. COS is Chief of Staff, sent to : 231, Langevin.
7. CLR; send to Clerks Office, room 331, Langevin Block.
8. \* DC; is Deborah Campbell for invitations and meeting with the PM requests to : 202-A-2, Langevin **Remember to look for any invitation that has a special message request**; if so, go to the action code COPY TO WRITER, double click on the good accession number, go in Webcims and make a copy of the original, place in an "**ORANGE FOLDER**" to give to appropriate writer.
9. \* DP, is David Penner for appointment send to 201-A, Langevin
10. PO is for the Press Office to: 120 Langevin
11. DCU is for Linda Michelle Legros, send to: room 704-B at 66 Slater.

# INTRODUCTION

June 13, 2008

E.C.U.

## Objective

The Objective of the Production Unit is to print letters, print labels and envelopes, match replies with incoming correspondences files, locate enclosures, forward replies for review/signature as appropriate, process replies after review/signature, close assignments and close folders and mail letters.

In the case of PM letters signed using the signature arm this is done in production after the writers have verified the printed reply/address, etc.

For Special Messages, production staff follow the special instructions regarding enclosures, signing or mailing.

The Production staff also process the signing of certificates using the signature arm/ system.

A) There are three different letter types. The choices are:

1. Creative
2. Standard
3. Special Messages

B) There are two different letter formats. The choices are:

1. Prime Minister's signature.
2. Special Assistant's signature. (Office of the Prime Minister).

C) There are three main types of letterhead. The choices are:

1. Gold
  - a) used strictly for the Prime Minister's signature
2. Gold, Black and Beige
  - b) used strictly for the Prime Minister's signature for Special Messages.
3. Standard Black
  - c) used for a Special Assistant's signature in the Office of the Prime Minister.

## TERMINOLOGY

June 13, 2008

E.C.U.

**ENCLOSURE:** Anything that must be sent along with a reply to the receiving person.

**CONTROL REPORT LIST:**

A report of all the correspondence that received a reply for a particular batch listing the following information: name, address, c.c. notation, enclosure, envelope, label, letter type and letter format.

**REPLY:**

A response to a correspondent who has written to the Prime Minister's office.

**PALACE FOLDERS:**

Are blue cardboard frames that letters of Certificates fit into for framing ( Enclosure # 135)

Customized Creative Responses

After printing the customized responses, they are separated by letter type and letter format; i.e. Prime Minister's signature (red and green folders) - Special Assistant's (red or green folders).

NOTE: Red folders are for the "Veterans Day" message only.

Customized Standard Responses

After printing a batch of customized responses, they are separated by letter type and letter format; i.e. Prime Minister's signature (Green folder) - Special Assistant's signature (beige folder) and red for priorities.



## HOW TO MATCH UP CREATIVE LETTERS

June 13, 2008

E.C.U.

**Printing of Creative and Standard responses is done first thing in the morning.**

1. Sort numerically the original pieces of correspondence by the accession number within each pink and green folders.
2. Create piles of the following:
  - Outgoing replies
  - Envelopes
  - Labels
  - Original pieces of correspondence
3. Verify that the name and address of the reply matches the name and the address of the corresponding envelope or label.
4. Match the reply with the original letter and corresponding envelope or label.
5. **English replies for PMO Special Assistant signature are sent to the ECU English Editor for revision.**  
**French replies for PMO Special Assistant signature are sent to the ECU French Editor for revision.**
6. **Green folders are sent to the appropriate Writers.**

## REPLIES THAT HAVE ENCLOSURES

The following procedures are for correspondence that have an enclosure:

1. Verify the information provided on the List of Creative or Standard Replies.
2. Obtain the assigned enclosure from the cabinets in the Production Unit.

NOTE: Each enclosure is assigned a number on the cabinet shelf. Enclosures are stored numerically in the cabinets. An enclosure list is always posted on a wall nearby the cabinets for reference.

It is recommended that a manual count is made of the total amount of replies requiring the same enclosure, in order to obtain the exact amount.

3. Verify that the name and address of the reply matches the name and address of the corresponding label.
4. Place the label on a large envelope (large enough to contain the assigned enclosure).
5. Match the reply, original letter, envelope and enclosure and send the package in a pink or green folders to the editor or writer.

## HOW TO MATCH UP STANDARD LETTERS

June 13, 2008

E.C.U.

**NOTE:** The match up is required before sending the package to the Special Assistant for signature.

1. Create piles of the following:

- Outgoing replies
- Envelopes
- Labels
- Original pieces of correspondence in numerical order (from beige folders)

**NOTE:** Each pile will follow in sequence except for the original pieces of correspondence.

2. Verify that the name and address of the reply matches the name and address of the corresponding envelope or label.

**IMPORTANT:** The following steps outline the procedures for correspondence that have no enclosures or c.c. notations.

3. Slide the reply into the flap of the envelope leaving the letter exposed.
4. Paper clip this match.
5. Repeat these steps for all the replies.
6. Place into beige folder, creating one beige folder for each writer the reply and envelope, original piece of correspondence.
7. Send the beige folders to the appropriate writer for their signature.

## **REPLIES THAT HAVE ENCLOSURES**

The following procedures are for correspondence that have an enclosure:

1. Verify the information provided on the List of Standard Letters.
2. Obtain the assigned enclosure from the cabinets in the Production Unit.

**NOTE:** Each enclosure is assigned a number on the cabinet shelf. Enclosures are stored numerically in the cabinets. An enclosure list is always posted on a wall nearby the cabinets for reference.

It is recommended that a manual count is made of the total amount of replies requiring the same enclosure, in order to obtain the exact amount.

3. Place the label on a large envelope (large enough to contain the assigned enclosure).
4. Place the reply and enclosure with the envelope.
5. Place into beige folder, creating one folder for each writer including the reply, envelope and enclosure.
6. Send the beige folder to the appropriate writer for their signature.

**NOTE:** Letters with enclosure # 999 should always be sent to the appropriate writer.

## HOW TO MATCH SPECIAL MESSAGES

June 13, 2008

E.C.U.

Pickup and close of Special Messages are done twice a day (8:30 a.m. and 1:00 p.m.).

1. Print each of the letters using black or beige letterhead as indicated on the List of Special Messages.
2. Verify the imperfection on the paper.
3. Forward letters to the Writer/Messages for approval before signing.
4. Prepare the envelopes according to the disposal on the list, i.e. courier, special delivery, by hand, hold for pickup, etc.,
5. Once messages has been approved, you will be ready to do the signing (**always check the pen of the signature machine before signing**).
6. Verify the assigned special instructions, i.e. photo, gold seal, phone number on courier slip, etc.,
7. When messages are done, bring them to the appropriate basket in mail room, (**messenger will pick them up at 3:30 p.m.**).

\* Gold seal on beige paper only, photo with black paper.

Special Messages and Congratulatory Messages *prepared in the morning only* can be placed in an internal envelope to Distribution Services, Room UB32, Langevin Block and put in the external mail bin in the mailroom.

Everything going to the Hill delivery, By hand (*deadline must be specified*) and hold for pickup (*stick "Hold for pickup" label to the envelope*) will be put in the external mail bin in the mailroom. Should an envelope be sent *urgently*, it should be put in the external main bin with the *by-hand form completed* and call a messenger for pickup (957-5113). If a message is done after 3:30 pm and has to be sent *urgently* by Courier or Express Post, advise Distribution Services (957-5114) and see if it can be picked up.

## HOW TO MAIL OUT CERTIFICATES

June 13, 2008

E.C.U.

There are two types of output from the Congratulatory Message Section, certificates and letters, both are sent out by the Production area. Letters are manually signed using the auto pen machines after they have been printed, whereas, the certificates are batch signed on the signature machine before they are printed. Gold seals are placed on both after they are printed. The disposition of both are according to the printed list which accompanies each batch of printed letters or certificates. Below is the procedures to follow for all types of disposition:

### **Instructions for various disposition:**

**Courier** - (3) labels, two on the by hand form and one on the envelope. Put in the white bin unless there is a deadline then call a messenger. Always for the next day 17:00 unless specified.

**By hand** - (3) labels, two on the by hand form and one on the envelope "By Hand" must be written in the special instruction area. Put in the white bin unless there is a deadline then to Mailroom or call messenger.

**Special Delivery** - (1) label, on the Regional or National envelope.

**Deliver to the Hill** - (1) label

**Hold for Pickup** - (1) label, send to Mailroom. Attach a blue "Hold for Pickup" sticker on the envelope. One copy of envelope goes to the Congratulatory section with the phone number of the contact for pickup and the time when the next mail run is.

**Regular Mail** - place in the white bin.

***Note: PICKUP TIME FOR THE WHITEBINS IS AT 3:30 P.M. SO THE CERTIFICATES AND LETTERS MUST BE DONE BY THAT TIME.***

***PRODUCTION CLERKS ARE ALSO RESPONSIBLE FOR NOTIFYING THE CONGRATULATORY SECTION OF REORDERING SUPPLIES SUCH AS CERTIFICATES, ENVELOPES, PALACE FOLDERS AND GOLD SEALS.***

***PALACE FOLDERS CAN BE REQUESTED WITH ANY OF THE ABOVE DISPOSITION METHODS, THEY ARE BLUE CARDBOARD FRAMES THAT LETTERS OR CERTIFICATES FIT INTO FOR FRAMING.***

|                                                                    |  |
|--------------------------------------------------------------------|--|
| <b>EXECUTIVE CORRESPONDENCE UNIT PRODUCTION UNIT<br/>WORK FLOW</b> |  |
|--------------------------------------------------------------------|--|

|                      |               |
|----------------------|---------------|
| <b>June 13, 2008</b> | <b>E.C.U.</b> |
|----------------------|---------------|

Objective:

This unit's objective is to process the Prime Minister's mail and more specifically, to deal with yesterday's mail within 24 hours.

Functions:

In order to achieve this objective, the following function is prepared:

- Collection, pickup and close of special messages, creative and standard responses.

**Messenger**

Jean-Paul Chartrand: 957-5114 (Distribution Services)

Courier / By Hand : Downtown Ottawa (other than PCO offices ) and Outside of the Ottawa Région

Mr. Chartrand takes care of ordering XPRESSPOST envelopes Regional and National. Usually once a year.

957-5113

By Hand : On the Hill, Confederation Building and House of Commons

|                                                                                              |               |
|----------------------------------------------------------------------------------------------|---------------|
| <b>COLLECTION, PICKUP AND CLOSE OF CREATIVE,<br/>SPECIAL MESSAGES AND STANDARD RESPONSES</b> |               |
| <b>June 13, 2008</b>                                                                         | <b>E.C.U.</b> |

Process

- i) Production Clerks do the printing of standard, special messages and creative replies.
- ii) Printing of creative and standard responses are done at 8:30 a.m.
- iii) Printing of special messages are done twice a day (8:30 a.m. and 1:00 p.m.)
- iv) Output documents are created by the letter merge (and re-merge) processes. Once the letter merge for any one accession number has been completed, you will be able to locate these output documents in one of the letter production directories.
- v) Printed original responses, envelopes and labels:

CREATIVE - for PM's signature or for reply writers signature: are matched up with incoming items which reply writers forwarded to the production unit and deposited in separate folders - red for urgent PM's signature and reply writers signatures - green for routine PM's and reply writers signatures.

STANDARD - for reply writers signature; are matched up with incoming items which reply writers forwarded to the production unit (in a beige folder);

SPECIAL MESSAGES - for PM's signature; are matched up with incoming items which special messages writer forwarded to the Production Unit. (in an orange folder)



Instructions for various Disposition:

Special Messages and Congratulatory Messages *prepared in the morning only* can be placed in an internal envelope to Distribution Services, Room UB32, Langevin Block and put in the external mail bin in the mailroom.

Courier - (3) labels, two on the by hand form and one on the envelope.

By hand - (3) labels, two on the by hand form and one on the envelope "**By Hand**" must be written in the special instruction area. If there is a deadline (must be specified) then call a messenger (957-5113) for pickup.

Special Delivery -(1) label, use National or Regional envelope. **Put a 'Do not Fold' label on the envelope.**

Deliver to the Hill - (1) label

Hold for Pickup- (1) label. Attach a blue "**Hold for pickup**" sticker on the envelope. One copy of envelope goes to the writer with the phone number of the contact for pickup and the time when the next mail run is.

Regular Mail - place in white bin.

Before printing the letters, do not forget to print the screen.

- Do ctrl-Print Screen, open Paint (under Start menu; Programs; Accessories; Paint)
- click on ctrl-V
- Click on accept and place the report in the centre of the screen and print

After printing, the letters will be matched with the originals from the bin in the production area called "LETTERS TO BE MATCHED". Special messages are the exception as the writers keep the originals.

Cartridge to be recycled will be sent to Room UB14, Langevin Block.

## FILE ROOM PROCEDURES

June 13, 2008

E.C.U.

Files are stored in file jackets on open shelving by accession number. Information about these files can be found in WebCims.

**Priorities are kept in the file room for five years and General mail for six months.**

**Priorities enclosures are kept for five years and General mail enclosures are kept for two years.**

The following records are stored in the back room: odd-size, bulky, thick, exhibits and attachment records which are filed by accession number; boxes of Prolific Writers letters; Congratulatory message requests which are filed by month; and, unregistered mass mail-outs.

Congratulatory message requests are kept in the file room for one year and then disposed of as classified waste.

### Retention Period Schedule

(a) The following materials are retained for five years:

#### Priority Mail.

- Letters from VIPs
- Priority Invitations
- Special Messages.
- Enclosures

(b) General Mail and mail from Prolific is retained for six months.

(c) Enclosures is retained for two years.

After the retention period, a request will be sent to Records Management Services to make the necessary arrangements for records to be destroyed.

## SORTING AND FILING

June 13, 2008

E.C.U.

### **Initial sort of correspondence**

The Records clerk empties the "File Room in-basket" located in the mail room. Then the initial sort is done by categories:

- a) Priority mail
- b) General mail

#### **a) Priority Mail**

The Records clerk checks to ensure that all Priority Records are scanned and closed appropriately in system.

Sets aside the following:

- odd-size records;
- bulky, thick records;
- exhibits;
- attachments.

**NOTE:** See the ENCLOSURES procedures for odd-size, bulky, exhibits and attachments.

The Records clerk then removes all unnecessary documents, i.e. duplicate copies of incoming, envelopes and print outs of previous correspondence. Before removing the envelope, makes sure that the incoming has the same address and is complete. If not, cut the address from the envelope and staple it to the front of the incoming mail.

Sort the records by accession number.

File the records within the appropriate file jackets and volumes. If a new file jacket or a new file volume is needed, follow the CREATE NEW FILE JACKETS OR CREATE NEW FILE VOLUMES procedures.

Priority Records should be filed within 24 hours of receipt.

#### **b) General Mail**

The same procedure as for Priority Records should be followed for General Mail Records which should be filed within 48 hours of receipt.

## **Enclosures Procedures**

An Item Form has to be filled out with the incoming letter scanned by an analyst and filed by the Records clerk.

These records are stored in the back room on the open shelving by accession number, if the records are too thick for the shelves they are put on the top of the wall shelves or in boxes.

The original incoming and Item Form is filed in the appropriate file jackets.

Ensure that the original enclosures are properly placed in file jackets or envelopes, with correct cross reference information and that envelopes or containers are neat and secure.

## **CREATE NEW FILE JACKETS AND NEW FILE VOLUME**

June 13, 2008

E.C.U.

The Records clerk receives all records to be put away on a new file jacket.

Sorts these records by accession number in numerical order.

Obtains the accession number from the records. Writes G and the first four digits of the accession number on the right tab in BLACK marker for general mail and P and the first four digits of the accession number in RED for priority.

Store the sorted records in the appropriate file jacket. The file jacket should not exceed 2 inches in thickness.

### **CREATE NEW FILE VOLUME**

The Records clerk receives all records to be put away in a file jacket.

Sort these records by accession number in numerical order.

For the first volume, the Records clerk completes a "Closed Volume" form by writing the first four digits of the accession number from the first and last record in the file. Staple the form to the centre front of the file jacket. Writes "Vol. 1" on the top right hand side corner of the file jacket in RED or BLACK marker.

The new file volume jackets have a tab on the top right hand corner. The Records clerk writes the "Vol. #" within this tab in RED or BLACK marker. Indicates the four digits of the accession number vertically on the facing right hand side of the jacket, again in RED or BLACK marker.

**NOTE:** Ensure that the Closed Volume ends with a completed accession date.

Stores the sorted records in the file jacket. The file jacket should not exceed 2 inches in thickness.

## ACTION REQUESTS

June 13, 2008

E.C.U.

When the Records clerk receives a request, he/she locates the record in the appropriate file jacket.

If the requester does not have the complete information, i.e. the subject code, accession number, the Records clerk will ask to fax the request for more details for the research.

When a requester needs to have the attachment, the Records clerk must fill out in the Notes field in WebCims, to whom the attachment is sent, the date sent and his or her initials. These information will also be mentioned on the Item Form in the file jacket in place of the record.

In the case when a requester needs to have the incoming of a record prepared by PCO, the Records clerk checks in WebCims the status of the letter, i.e. Replied and Closed, Open. If the letter is Open, the request will be forwarded to the Privy Council Correspondence Unit. If the letter is Replied and Close, the Records clerk will send a copy of the incoming letter and the reply. **Briefing note and/or T-form will not be sent with the copy.**

For a PMO record, request will be forwarded to the Prime Minister Correspondence Unit.

|                                         |        |
|-----------------------------------------|--------|
| <b>TRANSFER RECORDS TO BE DESTROYED</b> |        |
| June 13, 2008                           | E.C.U. |

The Executive Correspondence Unit (ECU) makes a request to the Records Management Services (RMS) of the PCO to send departmental correspondence to be destroyed.

Files to be destroyed (paper only) can be placed in grey bins.

Enclosures to be destroyed should be separated video/report and placed in grey bin.

The Mail Processing Unit (MPU) Coordinator will request a computer print-out of the correspondence being transferred to the RMS. This computer print-out will be printed by accession number order.

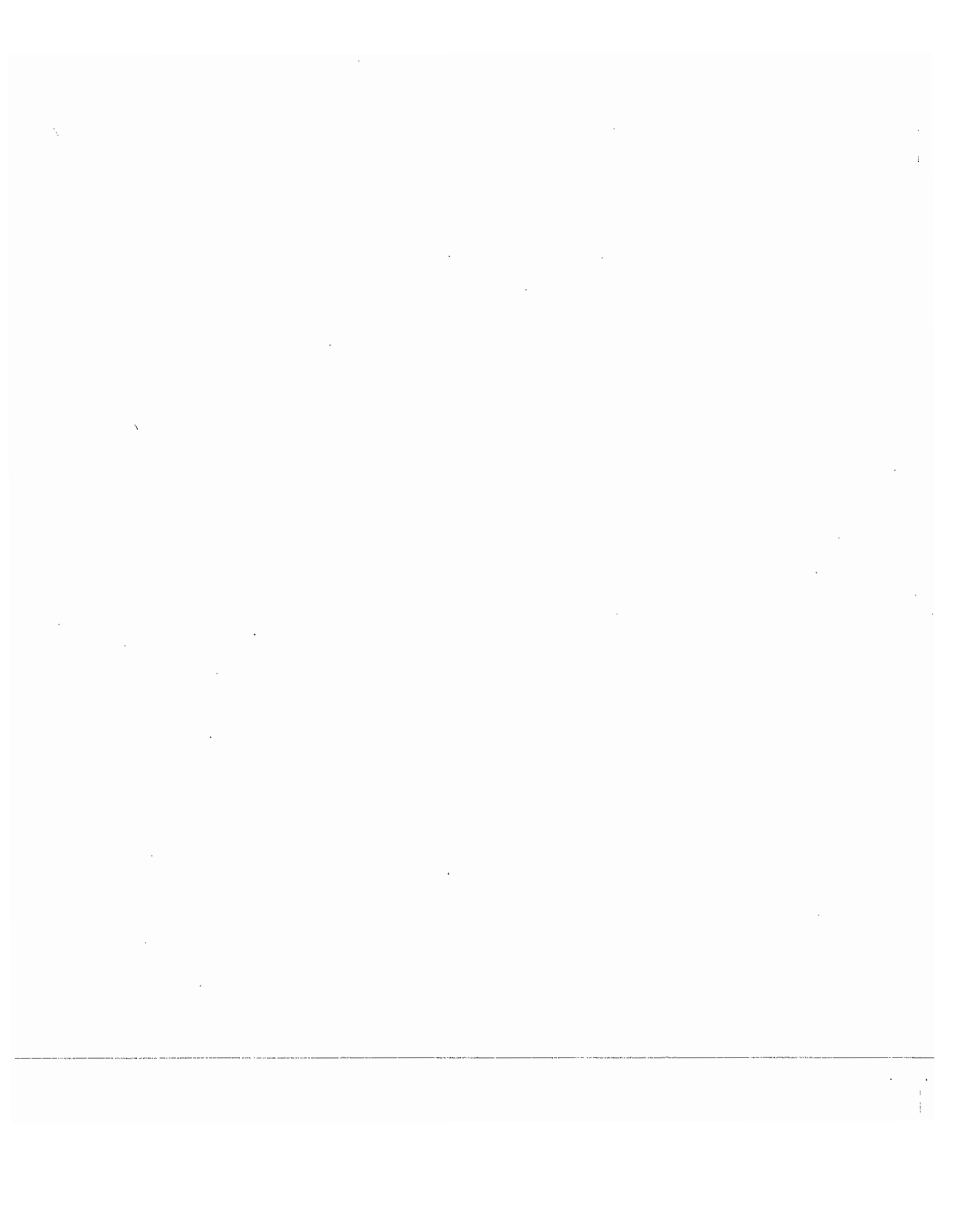
- all files must be in logical sequence;
- the boxes are to be numbered consecutively in the upper right hand corner;
- the number of the first document in the first folder and the number of the last document in the last folder is to be recorded in the centre of the narrow face of the box (printing should be at least 1 inch high), and
- all attachments (presently located in the back room), must be inventoried and boxed. Attachments that will not fit in the boxes must also be inventoried. Further instructions from RMS will be provided when the time comes to box all the material.

From the correspondence print-out, the Records clerk will follow the computer list to ensure that the records being transferred reflect the same names as on the list.

Once the boxing process is completed, a covering memorandum to RMS must be prepared and should include the following:

- memo to be signed by ECU Coordinator with c.c. MPU Coordinator;
- total of boxes to transfer;
- transferring department;
- present location of records;
- classification of records;

**Once the RMS receives the memo, they will contact Security to give pickup instructions.** MPU should ensure that the boxes are placed in an area from which the pick up could be done during normal working hours.







---

## **Prolifics**

Writers can designate correspondents as being prolific once they are satisfied that the correspondent is a frequent writer (i.e. half a dozen letters in the span of a month or two would indicate that they should be up for consideration, a few letters a year would not) and that the correspondent makes no sense or is pursuing a frivolous case (for this last option we must be sure that they have, at some stage, received all due consideration - if any is warranted - of their case by the appropriate authorities).

There will always be an element of judgement used in determining who qualifies for this designation, but the guiding principle should be that we do not want to ignore mail that expresses a legitimate point, makes a legitimate inquiry, or asks for reasonable assistance - even if the correspondent in question usually sends us a steady stream of gibberish.

As such, even after someone has been deemed a prolific, their mail will, in many cases, be passed on to analysts for registration/further consideration. If the person makes a point, etc..., we register it, noting that they are prolific, and consider the letter on its own merits. If, after further thought, we think that they are non-sensical but that their letter should be registered for a reason (i.e. a threat, they bug us for acknowledgements, other border-line cases), we can code their letter as obscure and undefined mail and treat it accordingly. If we find that their correspondence fits their previous pattern of prolific mail, we can return it to the mailroom to have the accession number cancelled.

The prolific designation helps us to increase our efficiency by allowing us to weed out non-sensical mail at any early stage, as well as by signalling to Writers that they are looking at mail from someone with an extended correspondence history, but while doing this we want to ensure that we are not overlooking legitimate mail by routinely filing correspondence from certain individuals.

March 1996



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TRAINING MANUAL

FOR THE EXECUTIVE CORRESPONDENCE UNIT

ANALYST SECTION

JANUARY 5, 2001



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## GENERAL MAIL CORRESPONDENCE

---

The majority of letters registered by the Executive Correspondence Unit fit into the "General mail" category. This type of mail consists, for the most part, of correspondence from private citizens not representing any particular business or organization. To register General mail, the Analyst begins by reading the correspondence to determine its primary subject/issue and assigning a relevant subject code from the Types Table.

The correspondent and letter information are entered at the folder level of CIMS. The Add Folder key will call up this screen. \*See Add folder instructions for more detail. The analyst inserts the Tracking ID number, date of letter and date of receipt. The correspondent's surname is entered and an extended search is performed. If the correspondent has written previously under the same address, select that correspondent and press accept on the screen. A shortcut in identifying correspondent would be to enter the address under Organization in the Correspondent Table, then both the name and address will appear on the search list.

Proceed to enter other pertinent letter information such as the classification of folder, \* primary subject type and, if necessary, a secondary subject as well as brief descriptor or cross-references in the Keyword summary field (NOTE: Never use commas in this field).

The routing can be varied; assign to writer for reply, assign and

close folder, direct to file and close folder, semi-standard reply and standard reply. The Notes box is used for special instructions. ( If the letter registered is a copy, we indicate to whom the original was sent and add folder number to cross-references.) In cases where no address was submitted, the notation “incomplete address” is entered. In addition, note such things as whether specific submissions such as money or cheques, unusual enclosures, or a particular reason for filing a letter (see # xxxx for reply)(file as per MB....writers initials).

---

## PRIORITY CORRESPONDENCE

---

There are three types of Priority mail:

1. *Personal/Political;*

This includes any mail addressed to the PM which is of a personal/political nature.

2. *Transmittal Form Priority;*

This includes all mail deemed to be of more particular importance by the French or English Editor and routed to various other specialty areas in PCO or PMO.

This category includes mail which the French or English Editor feels can be acted upon by personnel within the ECU.

3. *All other VIP mail which is dealt with before General mail; this is determined initially by the Mailroom personnel and confirmed by Analysts and Writers;*

Correspondence is designated as Priority mail by considering:

- a) if the correspondent's position is such that special attention is warranted regardless of the issue, i.e., Head of State, Monarchy, etc.;

- b) if the issue is new, explosive, controversial or politically sensitive;
- c) the person's position coupled with the issue: e.g., Bob White, head of the CLC, writing with regard to the changes to unemployment insurance.

Priority mail is initially determined by the Supervisor of the Mailroom. Top priority is placed in a red folder and taken immediately to the English or French Editor; once the priority designate has been confirmed, transmittal slips are affixed, if appropriate, and the entry phase of the registration process begins. Examples of correspondents in this category may include a:

Premier, Head of Government or Head of State, Leader of the Opposition, Governor General, U.S. Senator or Congressman, Federal Minister, Member of Parliament, Provincial Minister or MLA, Mayor, VIP, personal mail to the Prime Minister;

President, Chief Executive Officer, Chief Operating Officer, Vice-President of a major company; etc.

Senior Partner of a Law, Accounting or Consulting, firm;

Chancellor/Provost, President, Rector, Principal, Dean, Assistant Dean, Head or Chairman of a university department;

President, Chairman, Vice-President of an organization; or  
the

---

Head of a religious denomination in Canada or elsewhere,  
Chair of a national Church Committee, Cardinal,  
Archbishop, Bishop, or Moderator.

**CORRESPONDENCE ANALYSTS MAY UPGRADE ANY  
LETTER TO PRIORITY**

**(When upgrading, always remember to have a t-form and  
any necessary copies made)**

Priority mail must contain cross-references.

All constituency mail must be entered as priority.

**All Personal/Political mail must be entered as priority,  
Folder classification -  
ECU-Political and routed to \*PMC.**

All Access to Information and Privacy requests should be  
entered as Priority mail and routed to the Clerk's Office (CLR)  
with letter type "JUS-Access2Inform".

## KEYWORD SUMMARY

---

Keyword Summary are used as a method of recording pertinent information, such as the time, dates, or places of events and, especially, company or group names. Some rules are standard to ensure retrieval for all users:

a) *the name of co-signatory(ies) or spouse:*

John Fisher - (first name, last name)

Jane Smith - (Mr. and Mrs. John and Jane Smith)

b) *the location of an event:*

Stratford Ontario - (city, province)

US NY NEW YORK - country, state, city

FRANCE PARIS - country, city

**USE THE ABBREVIATIONS FOR THE PROVINCES  
ONLY**

**WHEN ACCOMPANIED BY THE CITY**

c) *the date of an event:*

June 10 1999 - (month/day/year)

**NOTE:** When an event is more than one day - enter start date of event only.

If no date is specified, enter OPEN (referring to invitations)

---

d) *the title of an event:*

Celebrity Golf Tournament  
Fête du Prix Bénévolat Canada ( french characters are  
used)

**NEVER USE PUNCTUATION IN A KEYWORD  
SUMMARY**

e) *the name of an association:*

Canadian Ethnoculture Council

"THE" should be omitted in Keyword Summary.

f) *the name of a business:*

---



**ENTER EXACTLY AS SHOWN ON LETTERHEAD  
USE A SPACE IN PLACE OF ANY PUNCTUATION**

g) *the original addressee on a copy:*

Brian Tobin

h) *the title of a book:*

Satanic Verses

I) *the French and English versions of the group  
name, if given:*

Canadian Council for Refugees  
Conseil canadien pour les réfugiés

j) *ANY OTHER PERTINENT INFORMATION MENTIONED.*

## TRACKING ID NUMBERS

---

The tracking ID number is an eight-digit identifier accompanied by letter E or F, indicating the date on which the correspondence was received and the number of letters registered on that particular date.

e.g.: 61500115F

The first digit "6" indicates the year in which the piece of correspondence was received, in this case 1996.

The next three digits "150" indicate the day of the year. The 150th day is May 29th.

The last four digits "0115" indicate the order of succession.

The F indicates that French was the language of correspondence.

The E indicates that English was the language of correspondence.

e.g.: 90010052E

9 last digit in year (1989)

001 date of receipt of letter according to the Julian calendar, i.e., January 1st

0052 sequential order for the day

---

E English correspondence

F French correspondence

## **MAIL TYPES**

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### **APPOINTMENTS**

Persons requesting an appointment for themselves, referring the names of other people for appointment to certain positions, or commenting on a recent appointment. Route to PD (Percy Downe) and close folder - types PMO - Appointments

### **CONSTITUENCY**

Correspondence about personal or political matters from or about the Prime Minister's riding. It is always assigned Priority status. Route to DMT (Denise Tremblay) and close folder. Types PMO Constituency.

### **CURRICULUM VITAE**

Persons requesting a job with the Prime Minister's Office. Route to PS (Paul Sparkes) and close folder - Types PMO - Personal/Political.

### **DIRECT TO FILE INSTRUCTIONS FROM FOREIGN AND DEFENCE SECRETARIAT**

Profile, scan and assign to Clerk's office - for information. Also add note in Requested Activity field, asking them to close folder.

### **ELECTRONIC MAIL**

Correspondence received via the PM's e-mail address or through the PM's Website.

### **FOREIGN LANGUAGE**

Correspondence written in a language other than English or French (mail that has been returned from translation); this letter type is used for general mail only.

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### **GENERAL MAIL**

See section on General Mail.

### **HEAD OF STATE**

Used also for Heads of Government, as in the case of John Major. This is always treated as first-level Priority. Assign per t-form.

### **INVITATION**

All invitations addressed to the Prime Minister are coded appropriately (PMO-Invitations), directed to PMO/Scheduling and routed to \*BH (Bruce Hartley) if the event is to take place in the Ottawa area and to \*PS (Paul Sparkes) if it is to occur outside of Ottawa. Invitations are usually considered Priority mail. Individual student invitations are sent to the appropriate ECU writer for reply. Only invitations from students representing a school or student body will be routed to Scheduling.

### **KID'S LETTERS**

This letter type consists of letters from children and adolescents up to the age of 18 (although correspondence from individuals

in their late teens can be treated as adult mail if they address mature subjects; Analysts should use their discretion). For the purpose of deadlines, this type of mail is always considered Priority mail (these letters are tracked in the same fashion as VIP letters). CIMS assigns a BF date ten working days from the date of entry.

### **LETTERS GOING TO THE PRESS OFFICE**

Classification ECU-Priority - types - PMO-PressOffRefer.

### **LETTER PETITION**

If a petition of ten or more names is attached to a piece of correspondence, one may assign it this letter type.

### **MINISTERIAL**

Correspondence received from federal Cabinet Ministers dealing with government issues. Always first-level Priority. Letters that deal with caucus and party issues are always PMO - Personal/Political.

### **OPPOSITION MPs or SENATORS**

Always first-level Priority. The first type is always POL-Letters from Opposition Members. If it contains a constituents letter see "**Analyst Quicklist**" for procedures.

### **OUTGOING**

Outgoing letters from the Prime Minister, register under Jean Chrétien as primary correspondent at the folder level and register recipient's name in the dot dot dot field.

### **PERSONAL/POLITICAL**

First-level priority when accompanied by a transmittal form.

**Personal or Political** records, as defined in Guidelines for Managing Recorded Information in a Minister's Office (National Archives Canada, November, 1991) include subjects related to:

- ▶ the Prime Minister's constituency business and role as a member of Parliament;
- ▶ party political matters (such as leadership, party organization, caucus affairs, and political appointments);
- ▶ deliberations of Cabinet and its committees (other than documents that belong in the Cabinet Papers System) and;
- ▶ the private life and personal interests of the Prime Minister.

In consultation with PMO Correspondence, other mail can, in certain circumstances, be regarded as Personal and Political (e.g. mail about the fulfilment of electoral campaign promises).

Always letter type PMO-Personal/Political and route to\*PMC.

No keyword summary are entered for this type of mail.

## **PROLIFIC**

Correspondents will be identified on the organization line of CIMS as being PROLIFIC . Only Writers have the authority to designate a correspondent as "prolific" (for a more detailed definition, see **s:\prolific.def**). Before the mail is brought to the Analysts' section, letters that are from the most frequent and non-sensical prolificals may have been extracted by mailroom staff for registration and filing according to established procedures. Other mail from prolificals will continue on for

registration by Analysts and the attention of Writers, who consider whether to reply or direct to file.

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## **REQUESTS**

There are many codes that could be used for requests under PMO - Requests for information, photos, etc.... Route to appropriate writer.

## **REQUESTS TO PHOTOGRAPH SECTION**

Use the letter type - PMO-ReqPhotoNonS - for entry of non-standard or family photo requests. Send to PMO using \*PMC distribution list.

## **RESOLUTIONS**

Normally received from municipalities and church groups; letter type according to subject.

## **SECRET**

TAKES PRECEDENCE OVER ALL OTHER LETTER TYPES. Will have "SECRET" identified on a piece of correspondence. Always first-level Priority. Route or file according to instructions.

## **SECURITY THREAT**

A threat against the Prime Minister, his family or national security. This correspondence will have been photocopied by the Mailroom Supervisor and the original copy sent to Security. The Analyst will register the photocopy; in Notes box enter "original to Security". Profile and direct to FILE. Close folder. PM E-mail Threat see "**Analyst Quicklist**".



## **SPECIAL MESSAGES**

Request for messages other than birthdays or wedding anniversaries.

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## **VIP MAIL**

Always Priority to level indicated by French or English Editor.  
Use the appropriate types for subject matter.

## TITLES AND SALUTATIONS

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When registering incoming mail, the appropriate title is entered by the Analyst in the designated fields on the correspondent information screen.

The Executive Correspondence Unit follows general guidelines outlined in Howard Measures' reference manual *Styles of Address*. An edition of this book is available for further consultation in the ECU reference library.

The following procedures outline specific ECU guidelines for titles and salutations:

### *Commonly used titles before a name*

One of the following titles will usually be included before the name of the correspondent both in the salutation field and on the first line of the correspondent's address:

Ms. - Mrs. - Mr. - Messrs. - Miss - Misses - Dr. -  
Professor -

The Reverend (The Rev.) - Pastor - His/Her Worship  
Mayor - His/Her Excellency -

The Honourable (The Hon.) - The Right Honourable  
(The Rt. Hon.)

Various other titles are also used for specialized cases. In case of doubt, refer to the reference manual *Styles of Address*.

### *Abbreviated titles following a name*

Certain abbreviated titles indicating a professional qualification or position are indicated following the correspondent name in the first line of the address field. **These titles are not included with the salutation.** The following common titles are recognized in ECU guidelines:

|      |                                                                                                                                                                                                                                 |        |                                                                                                          |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------|
| M.D. | Used in cases where a title from the second or third line of <i>Commonly Used Titles</i> , listed above, appears before the name. For example:<br><i>The Reverend John Doe, M.D.</i><br><i>Her Worship Mayor Jane Doe, M.D.</i> | M.P.P. | Member of Provincial Parliament<br>(Ontario Legislature)<br><i>Jane Doe, M.P.P.</i>                      |
| QC   | Barrister who is a Queen's Counsel<br><i>Mr. John Smith, QC</i>                                                                                                                                                                 | M.N.A. | Member of the National Assembly<br>(Quebec National Assembly)<br><i>Jacques Tremblay, M.N.A.</i>         |
| PC   | Member of the Queen's Privy Council for Canada<br><i>The Honourable Jane Doe, PC</i>                                                                                                                                            | M.H.A. | Member of the House of Assembly<br>(Newfoundland House of Assembly)<br><i>Mary Walsh, M.H.A.</i>         |
| MP   | Member of Parliament<br><i>John Smith, MP</i>                                                                                                                                                                                   | M.L.A. | Member of the Legislative Assembly<br>(All other provinces and territories)<br><i>Jane Smith, M.L.A.</i> |

Family related titles shall also be used in the first line of the address fields, including the following:

Jr. - Sr. - II (the Second) - III (The Third)  
*Mr. John Smith, Jr.*  
*Mr. John Doe, III*

Abbreviated titles indicating academic degree, public honour, and membership in professional and other associations are generally **not** indicated:

B.A. - M.A. - LL.B - CPA - P.Eng - O.C. (Order of Canada) -  
U.E.L. (United Empire Loyalist)

However, correspondents holding a Ph.D or L.L.D. are given the title of Dr. before their name:

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*Dr. Jane Doe*

In the case of multiple abbreviated titles following the name of a federal Cabinet Minister example: PC, MP

*The Honourable John Doe, PC, MP*

The order of succession for many combinations of these titles can be found in the book *Styles of Address*, located in the ECU reference library.

***Commonly used functional titles***

In general, titles describing the correspondent's function in an organization are indicated on the second line of the correspondent's address (see "Commonly Used Styles of Address" on page \_\_ of the training manual for examples and exceptions). Some of these functional titles follow:

President - Vice-President - Chairman - Chair -  
Honorary Chair - Chief Executive Officer -  
President and C.E.O. - Chief Operating Officer -  
Executive Director - Director - City Clerk -  
Recording Secretary

Functional titles such as "Pastor" and "Professor" may occasionally also be used in the salutation.

Please note that **the following titles are not included:**

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Past-President - Member of the Board of  
Directors

### *Military personnel*

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Guidelines for titles of military personnel and their accepted abbreviations may be found in the resource centre. For instance:

*CWO J.D. Smith* (Chief Warrant Officer)  
*LCol Marie-Josée LeBlanc* (Lieutenant-Colonel)

Retired military personnel may be addressed with their title and the abbreviation "(Ret'd)" following their surname: *Bgen Jane Doe, (Ret'd)*

### *Gender-neutral correspondence*

The Executive Correspondence Unit strives to address all adult correspondents with a title. If the gender of the correspondent cannot be determined, the first name shall replace the use of a title in the salutation. In these cases, no title is used in the address field. The following example illustrates:

*Pat Sweeny,*  
*123 Main Street,*  
*Toronto, Ontario.*  
*M4C 1L7*  
Salutation: *Dear Pat Sweeny:*

### *Children*

The following guidelines apply based on the stated age of the child in the correspondence. Where no age is specified in the letter, the Analyst shall estimate the age of the child.

Up to 12 years old

No title in salutation or  
address fields:

---

*Christine Smith,  
123 Any Street,  
Ottawa, Ontario.  
K1N 6S4*

Salutation: *Dear Christine:*

13 - 19 years old

Salutation uses given  
name. Address field  
includes title:

(where not a university  
or college student)

*Mr. Robert Smith,  
123 Sesame Street,  
Sackville, New Brunswick.  
E1A 1E0*

Salutation: *Dear Robert:*

All correspondents indicating they are a university or college student, regardless of age, shall be considered adult correspondents.

### *Spanish surnames*

In Spanish-speaking Latin America (this does not include Brazil, where the official language is Portuguese), a **man** usually has two surnames, the first being his father's surname and the second his mother's maiden name. In the example *Juan Vásquez Guerrero*, *Vásquez* is the father's surname and *Guerrero* is the mother's maiden name. The man would be addressed as *Mr. Vásquez* and not *Mr. Guerrero*. In CS-CIMS,

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*Vásquez Guerrero* would be entered in the surname field, the first line of the address would read *Mr. Juan Vásquez Guerrero* and the salutation would be "*Dear Mr. Vásquez:*".

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A **married woman** usually retains her maiden name and then takes her husband's name. In the example *Juanita García de Vásquez*, *García* is the women's maiden name and *Vásquez* is her husband's name. In Spanish, she would be addressed as "*Señora de Vásquez*"; in English, she would be "*Mrs. Vásquez*", omitting "*de*". In CS-CIMS, *García de Vásquez* would be entered in the surname field, the first line of the address would read *Mrs. Juanita García de Vásquez* and the salutation would be "*Dear Mrs. Vásquez:*".

The first line of the address for an **unmarried women** named *Juanita García* would be *Ms. Juanita García*, the surname being *García*; the salutation would be "*Dear Ms. García:*".



## MULTIPLE CORRESPONDENTS ORGANIZATIONAL ADDRESSES

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The Executive Correspondence Unit follows specific procedures for mail originating from multiple correspondents, from organizations and from businesses.

### *Letters from Businesses and Organizations*

Company and organizational names are to be included when available. Such information is normally indicated in a letter immediately above the signatory(ies), below the individual's signature with their printed name and title, or in the letterhead. All abbreviations and capitalizations are to be included.

The name of the company or organization will also be entered in a **keyword summary field**.

As shown in the following examples, company and organizational names shall appear below the name of the correspondent and their title and before the postal address. Sections of companies, regional offices or local divisions should precede the general organization name:

*Mr. John Doe,  
Chair,  
Fundraising  
Committee,  
Western Newfoundland  
Division,*

*Canadian AIDS  
Society,  
357 Cabot Road,  
Stephenville,  
Newfoundland.  
A5G 3L1*

Salutation: *Dear Mr.*  
*Doe:*

*Ms. Jane Smith,*  
*Chief Executive Officer,*  
*Burns Machinery & Co. Ltd.,*  
*99 Barrington Street,*  
*Halifax, Nova Scotia.*  
*B0T 8G4*  
Salutation: *Dear Ms. Smith:*

Please note that descriptions of professional services such as "Barristers and Solicitors", "Chartered Accountants", "Financial Consultants" are **not** included in the address.

*Letters with two signatories*

When two people sign a letter, the correspondence should be registered under the name of the **primary signatory**. This precedence falls to the senior individual when indicated (for instance: Chief vs. Elder, President vs. Vice President). Where this information is not clear, the name closest to the end of the text and/or the left margin is considered that of the primary signatory. The name of the second signatory is to be included in the **keyword summary field** and in certain instances in the **dot dot field**.

The names of **both** individuals are to be included in both the salutation and address fields. The primary correspondent shall appear first in both fields. As shown in the following example, the second correspondent is to be included in the second line of the address field, indented two spaces:

*Ms. Jane Smith and  
Mr. Robert Brown,*

*P.O. Box 54,  
Burt's Corner, New Brunswick.  
E1E 5G8*

Salutation: *Dear Ms. Smith and Mr. Brown:*

In cases where there is clear indication that the correspondents are a married couple (for instance, by writing John **and** Jane Smith under their signatures), the following format applies:

When the **given names of both spouses** are indicated in the correspondence:

*Mr. and Mrs. John and  
Nancy Smith,  
66 Westchester Drive,  
Winnipeg, Manitoba.  
R3P 2G2*

Salutation: *Dear Mr. and  
Mrs. Smith:*

When only the **husband's given name** is indicated in the correspondence:

*Mr. and Mrs. John Franklin,  
155 Laurier Avenue East,  
Ottawa, Ontario.  
K2N 6C7*

Salutation: *Dear Mr. and  
Mrs. Smith:*

#### *Letters with three or more signatories*

When three or more people sign a letter, the Analyst identifies one of these individuals as the **primary correspondent** and enters the correspondence under that name. As explained above, this precedence falls to the senior member of the group

or, where not discernable, the first legible name (the one closest to the end of the text and/or the left margin).

---

As above, all names in addition to that of the primary correspondent shall be included in the **keywords summary field** in CS-CIMS.

The salutation field will identify the primary correspondent and "Co-signatories". The address field will identify **only** the primary correspondent. The following example serves as an illustration:

*Dr. Judy Brown,  
President,  
Metropolitan Airlines,  
4001 Don Mills Road,  
Willowdale, Ontario  
M8T 3B7*

Salutation: *Dear Dr. Brown and Co-signatories:*

#### ***Letter petitions***

A letter petition is an item of correspondence with more than ten supporting individual signatures. Most often this is in the form of attached petitions.

For registration of the correspondence, the **leader of the group** acts as the primary correspondent. For instance, this individual may be the pastor of a church group, the coordinator of an environmental organization or the principal of a school. If the

name of a group leader is not indicated or unintelligible, choose the next available name.

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If no names are evident, the **organization name** acts as the correspondent name.

If no group leader or organization name can be identified, follow the guidelines above for *Co-signatories*.

The following examples serve as illustrations:

*National Raffle  
Association,  
Suite 900,  
123 Slater Street,  
Ottawa, Ontario.  
K1A 0A6  
Salutation: Dear  
Association Members:*

*Dr. James Mann,  
Plan Canada International,  
56 Sparks Street,  
Ottawa, Ontario.  
K1B 2C8  
Salutation: Dear Dr. Mann and  
Co-signatories:*

## ADDRESS FORMAT

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The Executive Correspondence Unit follows certain guidelines regarding a correspondent's address. All addresses are to be **written out in full** without abbreviations, unless otherwise specified below.

### *Canadian Addresses - Order of Succession*

Following the name(s) and/or organizational name of the correspondent, the full postal address shall be entered in the address field. This information shall include all address designation provided by the correspondent or determined by the Analyst. Its order shall be adjusted to match the following **order of succession**:

P.O. Box 32,  
Station 10, (or may be included on one line: *P.O. Box 32, Station 10,*)

R.R. No. 32,  
Site 1,  
Comp. 23, (or may be included on one line: *Site 1,*  
*Comp. 23,*)

S.S. No. 10,  
Group No. 10,  
General Delivery,  
Suite 230, (used for organization/business addresses)  
Apartment 230, (used with home addresses. May substitute  
*Unit or Penthouse*)

Building Name, (ex. *Centre, Plaza, Towers, Square, Block,*  
etc.)

---

Street Number/Name,  
City/Town/etc. and Province,  
Postal Code

Each of the above will normally be entered in the address fields, with the exception of those alternatives listed above. The Title and Organization fields may also be used when an address too long for the address field alone. See page xxx for examples.

#### *Canadian Addresses - Street Types*

##### **Numbered Streets**

Numbered Streets **10 and under** are written out in full following the residence number.

For addresses on numbered streets **greater than 10**, the residence number is followed by one space, a hyphen, one more space and the street in Arabic numerals, adding the appropriate suffix. The examples to the right serve to illustrate:

*27 First Street,*  
*27 Second Street...*  
*27 Tenth Street,*  
*27 - 11th Street,*  
*27 - 12th Street...*  
*27 - 21st Street,*  
*27 - 22nd Street,*  
*27 - 23rd Street...*  
*27 - 110th Street, etc.*

##### **Street Names with both numbers and letters**

Streets that carry a number and letter name are treated in a manner similar to numbered streets greater than ten. The residence number is followed by one space, a hyphen, one more space, the street in Arabic numerals and letter. Please note that this includes street numbers 10 or less and that **no suffix** is added. The following examples serve to illustrate:

*27 - 1A Avenue,*  
*27 - 2A Avenue...*  
*27 - 10A Avenue...*  
*27 - 55A Avenue, etc.*

### **Compass Directions**

The four primary directions of north, south, east and west are included where appropriate and are **never abbreviated**. Additional directional indications such as northwest or southeast indicate a quadrant of the given city and are **always abbreviated**. The following examples serve to illustrate:

*27 Laurier Avenue East,*  
*186 - 14th Avenue N.W.,*  
*145 Somerset Street West,*  
*3200 - 86th Street South,*  
*73 Prairie Boulevard S.E., etc.*

### **Highways and other roads**

Other than rural routes, the names of numbered highways and roads are written out in full. For example:



*R.R. No. 2,  
27 Highway 45,  
2700 Range Road 4,  
4538 Regional Road 32,  
97 County Road 14, etc.*

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*French Street and Place Names in Canadian Addresses*

*Montreal* and *Quebec* are anglicized in the addresses of correspondents writing in English. All other proper names retain their French spelling, **including accents, hyphens and apostrophes**, as in the examples below.

Please note that the **street type** (road, avenue, boulevard, etc.) must also be included in the address in English. Street types are often omitted in both English and French correspondence and must be researched by the Analyst.

*Mr. Jean Lavigne,  
124 de l' Orme Boulevard,  
Montreal, Quebec.  
H2A 3Q9*

*Ms. Susan Smith,  
Apartment 24,  
700 Sainte-Thérèse Drive,  
Trois-Rivières, Quebec.  
G2T 3Y7*

*Ms. Anne Poulin,  
12 Principale Street,  
Sainte-Anne-de-Lotbinière,  
Quebec.  
G0T 4N0*

*Canadian Addresses - Examples*

*Mr. John Smith,  
Apartment 1A,  
27 Third Avenue,  
Nepean, Ontario.  
K1A 0A2*

*Dr. Jane Smith,  
Suite 830,  
Royal Bank Building,  
90 Sparks Street North,  
Ottawa, Ontario.  
K1A 0A2*

*Ms. Jane Doe,  
President,  
Alberta Region,  
Canadian Analysts Society,  
P.O. Box 270, Station Q,  
Suite 260, 3810 - 112th  
Avenue,  
Edmonton, Alberta.  
T6G 2M5*

*Mr. John Smith,  
R.R. No. 2,  
2125 New Development  
Road,  
Flin Flon, Manitoba.  
P0A 2Q5*

*Ms. Jane Doe,  
P.O. Box 24,  
R.R. No. 4,  
Site 2, Comp. 6,  
Aberdeen, Nova Scotia.  
E0G 2Q9*

### *American Addresses*

The American address format generally follows the conventions used for Canadian addresses.

Enter the zip code two spaces (no comma or period) after the unabbreviated state name. American Zip Codes are either five or nine digits. The country designation *U.S.A.* is added in the Country field.

The following examples serve to illustrate:

*Mr. James Doe,  
2771 - 11th Street N.W.,  
San Jose, California 90036  
U.S.A.*

*Dr. David Smith,  
317 South 'O' Street,  
Lake Worth, Florida 33460-  
4646  
U.S.A.*

### *Other Foreign Addresses*

Any address that is **not Canadian or American** is entered without commas at the end of each line. Generally, the address format follows that used by the correspondent. The second last line of the address fields will usually be the city or town, possibly with a postal code. The **last line** is always **reserved for the country name** and is **always capitalized**.

Similar to the procedures used for American addresses, the **country name** is entered in the address field when registering foreign correspondence. The Postal Code field is left blank.

The following examples serve to illustrate:

*Dr. Mohammad Iqbar Suresh*  
*Medical House No. 2*  
*Behind Main Shoe Factory*  
*Setia Lorong*  
*Damansara*  
*PAKISTAN*

*Mr. Siegfried Farnon*  
*Skeldale House*  
*22 Bookers Close*  
*Darrowby*  
*Yorkshire SQ 4L3*  
*UNITED KINGDOM*

## COMMONLY USED STYLES OF ADDRESS

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In the examples of some of the styles of address most frequently used at the Executive Correspondence Office listed alphabetically below, the appropriate salutation follows the standard format for the correspondent address. Howard Measures *Styles of Address* may be consulted in the ECU reference area for additional information. Forms of address for members of foreign governments are indicated in the *Worldwide Government Directory*, also in the reference area.

### **AMBASSADOR:**

*Her Excellency Juanita Sanchez,  
Ambassador,  
Embassy of the Castilian Kingdom,  
25 Rockcliffe Drive,  
Ottawa, Ontario.  
K3G 7J9*

*Your Excellency:*

### **CABINET MINISTER (Federal):**

*The Honourable Indira Singh, PC, MP,*

*Minister of Analyst Affairs  
and Minister*

*Responsible for  
Correspondence,  
House of Commons,  
Room 326, East Block,  
Ottawa, Ontario.  
K1A 0A6*

*Dear Ms. Singh:*

### **HIGH COMMISSIONER:**

*His Excellency Mulimbua Benkosa,  
High Commissioner,  
Zambezi High Commission,  
23 Glebe Street,  
Ottawa, Ontario.*

K3T 9W3

*Dear High Commissioner:*

**MAYOR (Woman):**

*Her Worship Mayor Louise  
White,  
The City of Whitehorse,  
City Hall,  
22 Main Street,  
Whitehorse, Yukon Territory.  
Y2G 1R7*

*Dear Mayor White:*

*or*

*Dear Madam Mayor:*

**MAYOR (Man):**

*His Worship Mayor Glen  
Wong,  
The Town of Swift Current,  
Municipal Buildings,  
25 Eighth Avenue,  
Swift Current, Saskatchewan.  
S5T 8Q6*

*Dear Mayor Wong:*

*or*

*Dear Mr. Mayor:*

**MEMBER OF A  
LEGISLATIVE  
ASSEMBLY(Provincial):**

*Marianne Kenyon, M.L.A.,  
Room 35,  
Legislature Complex,  
Winnipeg, Manitoba.  
R8P 1G7*

*Dear Ms. Kenyon:*

**MEMBER OF  
PARLIAMENT (Federal):**

*Rosalia Torrena, MP,  
House of Commons,  
Room 830,  
Confederation Building,  
Ottawa, Ontario.  
K1A 0A6*

*Dear Ms. Torrena:*

**MINISTER (Protestant):**

*The Reverend Gunther  
Waltraub,  
All Saints Lutheran Church,  
25 Jeanne d'Arc Boulevard,  
Gatineau, Quebec.  
J4M 6Z1*

*Dear Mr. Waltraub:*

**PASTOR:**

*The Reverend Joanna  
Beaudoin,  
Pastor,  
Bethany Community Church,  
78 Dartmouth Quay,*

*Halifax, Nova Scotia.  
B9R 5M2*

*Dear Pastor Beaudoin:*

**PREMIER:**

*The Honourable Charles  
Austin, M.L.A.,  
Premier of Prince Edward  
Island,  
Legislative Buildings,  
Charlottetown, Prince  
Edward Island.  
C2B S8L*

*Dear Premier:*

**PRIEST (Roman Catholic):**

*The Reverend Michael  
O'Reilly,  
St. Mathews Church,  
9 Church Lane,  
Fredericton, New Brunswick.  
E9L 1B5*

*Dear Father O'Reilly:*

**PROFESSOR (with PhD):**

*Dr. Aleksandra Cedzynski,  
Professor,  
Department of  
Psychoanalysis,  
Faculty of Social Sciences,  
University of Victoria,  
Victoria, British Columbia.  
V6A 2N7*

*Dear Dr. Cydzinski:*

**PROFESSOR (PhD not  
indicated):**

*Professor Hubert Middleton,  
Department of  
Environmental Engineering,  
Faculty of Applied Sciences,*



*University of Alberta,  
Edmonton, Alberta.  
T4P 2G5*

*Dear Government Leader:*

*Dear Professor Middleton:*

**SENATOR:**

*The Honourable Elijah  
Harper,  
The Senate of Canada,  
Room 226-N,  
Centre Block,  
Ottawa, Ontario.  
K1A 0A3*

*Dear Senator:*

*or*

*Dear Senator Harper:*

**TERRITORIAL  
GOVERNMENT  
LEADER:**

*The Honourable Paul Okalik,  
M.L.A.,  
Government Leader,  
Government of Nunavut,  
Iqaluit, Nunavut.  
X0A 0H0*



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## LETTERS FROM CHILDREN

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Generally the ECU receives three types of letters:

- (1) Correspondence from children and teachers which includes the name of a school/institution and will usually be entered under the **name and address of the school/institution;**
- (2) Single piece of correspondence from a child who uses the school address as the return address;
- (3) Single piece of correspondence from a child who uses a home address as the return address.

### I. SCHOOLS

The purpose of this procedure is to combine letters from the same class project or school write-in campaign.

#### *Objectives*

The following objectives should be kept in mind when treating correspondence from schools and children:

- ▶ to reduce the number of entries necessary,
- ▶ to maintain an accurate record of correspondence with a school, and
- ▶ to allow consistency in replies to a school.

#### *Step 1 - Holding Mail*

Correspondence from a school and letters from children (including printed e-mails to the Prime Minister) which appear to be part of a class project (see example below) will be held by the mail room for one week following the first date of receipt in the ECU. The mail room staff will then combine school project letters as they arrive. They are often sent in separate envelopes.

After one week, the mail room will put the package of letters in the Analyst's Kids Mail bin. This school mail will be reviewed by the Analyst to ensure that these procedures have been adhered to correctly.

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**EXAMPLE:**

Ten letters from children from the same community (for instance, sharing a similar postal code) arrive at the ECU over a period of several days. The letters resemble one another in several ways: paper type, phrases, structure, topic, etc. One or more of the letters mentions a school name and/or a class, although the students will often indicate their home address on their letter and envelope.

The letters will be **combined** by the mail room staff and the Analyst will follow Steps 1 to 4 to register the letters under the school name. For correspondence where there is no record of previous letters from the school, the Analyst will often have to do some research to identify the school address.

***Step 2 - Search for Previous Entries***

The Analyst will search for a previous entry from the school/institution by (1) the Last Name field as well as (2) Keyword Summary field. Carefully constructing search parameters which are not overly specific or broad will yield the best results. For example, a letter from *Glenview Senior Public School* should use the name *Glenview* as the search parameter. School names may be listed in different permutations of its full official name. A previous correspondent may have referred to *Glenview School*, *Glenview Public School* or *Glenview School-Senior*.

**When the school address is not included in the letter:**

If the school/institution address is not included in the correspondence **and** it is appropriate to enter the letter under the school name, the Analyst will attempt to identify the proper postal address. Useful sources for finding such information include the *Directory of Canadian Schools* and the appropriate telephone directory. Both the *Directory of Canadian Schools* and a selection of telephone directories from across Canada which may be found in the ECU reference library. The Library of Parliament may also be consulted.

After thorough research, if the school address cannot be determined, the letter(s) will be entered under the name(s) and home address(es) of the individual correspondent(s) and the school name entered in the **keyword summary field**.

***Step 3 - Registration***

Following the search described in Step 2, there are three different methods of registering school correspondence, as described below:

- (A) Folder found & open:**
- write on letter "previous" and the folder tracking ID
  - cancel new tracking ID and remove from letter

- scan letter into folder
- place in appropriate writer's Kid's Mail bin

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**(B) Folder found & closed:** - verify the reply to see if it is appropriate to the letter subject, then do one of two actions:

**IF REPLY APPROPRIATE**

- cancel new tracking ID
- take note of **closed date** from the folder for future use
- re-open the folder
- scan the letter(s) into the folder
- add the names and other information into keyword summary
- close the folder with the **original closed date** recorded earlier
- click on modify to save the new changes
- send letter(s) to filerom

**IF REPLY NOT APPROPRIATE**

- proceed to Add New Folder

(C) **Folder not found:** - proceed to Add New Folder

***Step 4 - Keyword Summary***

The Analyst is responsible for entering all relevant data regarding the correspondence in the Keyword Summary field. This will include the names of the school/institution, the teacher and some students. Additional information such as *Grade Four Class* or *Environmental Awareness Club* shall be included, as appropriate.

**II. INDIVIDUALS**

- (2) A single letter arrives in the Executive Correspondence Unit from a child who uses a school address as their return address.

Enter the correspondence under the **school name**, following steps 1 to 4. **Particular attention should be given to ensure that the letter is not part of a previous or a new class project.** The ship-to address would be to the child at the school address.

### (3) When "to enter or not" under the school name

A single letter is received from a child which mentions a ~~school name with no school address~~, you should consult the "Directory of Canadian Schools" to find the address, if you cannot, enter the letter under the child's name and home address.

**Note:** Correspondence on school letterhead from a teacher or librarian who is writing about a personal case or issue (and NOT to obtain materials for a school or as part of a school write-in campaign) will be entered under the **individual's** name, then either school or home address.

#### PROFILE ENTRY EXAMPLE:

*Earl Gray Public School,  
123 Any Street,  
Ottawa, Ontario.  
K1A 1A1*

*École publique Earl Gray  
a/s du directeur  
123, rue Nullepart  
Ottawa (Ontario)  
K1A 1A1*

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Ce guide indique l'usage de la SCHD pour le courrier en français. En cas de doute, on doit consulter ses collègues et les dictionnaires et manuels stylistiques employés par les rédactrices et rédacteurs à la SCHD et au cabinet du Premier ministre.

## **FORMULES D'APPEL ET SALUTATIONS**

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### ***Exemples de titres de civilité***

*Madame, Mesdames, Monsieur, Messieurs, Mademoiselle, Mesdemoiselles, L'honorable X, Le très honorable X, Docteur X, Madame la juge X, Maître X, Madame la maire (mairesse) X, Monsieur le maire X, Major X, Général X, Révérend père X, Révérende mère Y, Révérende soeur Y, Monsieur l'abbé X, Son Excellence monseigneur X, Son Éminence le cardinal X.*

### ***Exemples de titres de fonction***

*Président, Vice-président, Président du conseil, Président-directeur général, Greffier.*

### ***Correspondants multiples***

#### **Exemples de salutations**

*Messieurs,  
Mesdames,  
Mesdames, Messieurs,  
Madame, Monsieur,  
Monsieur et Madame, (couple)  
Chers Denis et Simon, (deux garçons)  
Chers Diane et Pierre, (fille et garçon)  
Chères Sarah et Annie, (deux filles)*

---



### Couple

Lorsque les destinataires sont un couple, la formule d'appel sera « *Monsieur et Madame,* ». Cependant, on peut adresser les lettres aux couples des façons suivantes :

*Monsieur Jean et Madame Francine Tremblay*  
ou  
*Monsieur et Madame Jean et Francine Tremblay*  
ou  
*Monsieur Jean Tremblay et Madame Francine Lavertu*  
ou  
*Madame Francine Lavertu et Monsieur Jean Tremblay*  
ou  
*Docteur Jean Tremblay et Madame Francine Lavertu*  
ou  
*Monsieur et Madame Jean Tremblay* (formule désuète)

### Plusieurs signataires

Si une lettre compte plus de deux signataires (dans une pétition, par exemple), l'appel sera écrit en fonction de la personne la plus importante du groupe ou de la première personne de la liste. **NE JAMAIS ÉCRIRE « Monsieur et cosignataires »**. Le rédacteur aura soin de mentionner dans la lettre qu'il a reçu un document signé par plusieurs personnes.

### Enfants

Pour les enfants de moins de treize ans, n'utiliser que le prénom et le nom de famille à la première ligne de l'adresse :

*Gilles Tremblay*  
Salutation : *Cher Gilles,*

Pour les adolescents, faire précéder le prénom de « Monsieur » ou « Mademoiselle » à la première ligne de l'adresse :

*Mademoiselle Sylvie Létourneau*  
Salutation : *Chère Sylvie,*

---

NOTA : Le titre *Mademoiselle* n'est utilisé que pour les très jeunes filles.

## *Écoles*

La procédure suivie pour la correspondance d'écoles est la même en français qu'en anglais. On entre les lettres d'élèves sous le nom de l'école en ajoutant à l'adresse du destinataire les détails fournis dans les lettres. L'adresse générale s'écrit comme dans cet exemple :

*École Notre-Dame-des-Prés  
40, chemin Dollard  
etc.  
Salutation: Chers élèves,*

On précise dans Cims+ l'adresse du destinataire :

*Élèves de la classe de 6<sup>e</sup> année  
École Notre-Dame-des-Prés  
40, chemin Dollard  
etc.  
Salutation : Chers élèves,*

*École Notre-Dame-des-Prés  
a/s du directeur  
40, chemin Dollard  
etc.  
Salutation : Chers élèves,*

## ***Cas particuliers***

Il faut éviter de faire suivre le nom d'une personne par l'abréviation de ses titres honorifiques et de ses grades universitaires. On écrit :

*Monsieur Jean Dupuis  
Député de Berthier*

*L'honorable Lise Pomerleau  
Ministre du Revenu*

La fonction officielle du destinataire se met sur la ligne qui suit le nom :

*Madame Lise Fillion  
Présidente  
Association canadienne des femmes d'affaires*

Une fonction occupée par intérim peut être mentionnée :

*Monsieur Gilles Dionne  
Président par intérim  
Association canadienne des producteurs de pommes*

Le titre de **maître** est employé pour désigner les avocats et les notaires.

*Maître Géraldine Vaillancourt  
Salutation : Maître,*

Les titres **honorable** et **très honorable** s'écrivent sans majuscule :

*Le très honorable Jean Chrétien  
Salutation : Monsieur le Premier ministre,*

Le titre de **docteur/docteure** est réservé exclusivement aux médecins, dentistes et vétérinaires.

*Docteur Jean Martin  
Salutation : Docteur,*

Un nom de famille composé s'écrit avec un trait d'union :

*Madame Lise Lebeau-Gagnon*

Un **prénom composé** s'écrit avec un trait d'union même lorsqu'il est abrégé :

*Monsieur Jean-Pierre Houle*  
*Monsieur Jean-P. Houle*

---

Un **prénom suivi d'une initiale** n'est pas lié par un trait d'union :

*Monsieur Pierre L. Duval*

Si le **sexe du correspondant est inconnu**, inscrire « Monsieur » comme titre et salutation :

*Monsieur H. Caron*  
Salutation : *Monsieur,*

Lorsqu'on reçoit une lettre d'une **organisation** et que le nom du correspondant est illisible, on entre la correspondance sous le nom de l'organisation avec le style d'adresse suivant :

*L'Union des producteurs agricoles*  
Salutation : *Mesdames, Messieurs,*

La tendance est à la **féminisation des titres** mais on respecte le choix de la correspondante qui peut avoir décidé de ou de ne pas féminiser son titre.

*Madame Cora Gagné*  
*Secrétaire-trésorier/Secrétaire-trésorière*  
*Ville de Montmagny*

## EXEMPLES EN FRANÇAIS D'ADRESSES COURANTES

### AMBASSADEUR

*Son Excellence Monsieur  
Jacques Piaget  
Ambassadeur de la République  
française  
Ambassade de France  
24, promenade Sussex  
Ottawa (Ontario)  
KIT 3B2  
Salutation : Monsieur l'Ambassadeur,*

### AVOCAT/NOTAIRE

*Maître Jean Dupuis  
Dupuis, Dubois et Dupont  
Pièce 903  
45, boul. des Laurentides  
Sherbrooke (Québec)  
J5R 1F0  
Salutation : Maître,*

### CARDINAL

*Son Éminence le cardinal  
Jean-Claude Turcotte  
Archevêque de Montréal  
2000, rue Sherbrooke Ouest  
Montréal (Québec)  
H3H 1G4  
Salutation : Éminence,*

### CURÉ

*Monsieur le curé Jean Dupont  
Paroisse Saint-Jean-Baptiste  
123, rue Percé  
Ottawa (Ontario)  
K1A 1A1  
Salutation : Monsieur le Curé,*

### DÉPUTÉ

*Monsieur Ahmed Georgis  
Député de Trois-Rivières  
Chambre des communes  
Ottawa (Ontario)  
K1A 0A6  
Salutation : Monsieur le Député,*

### GOUVERNEUR GÉNÉRAL

*Son Excellence  
la très honorable Adrienne Clarkson  
Gouverneure générale  
Rideau Hall  
1, promenade Sussex  
Ottawa (Ontario)  
K1A 0A1  
Salutation : Excellence,*

**JUGE DE LA COUR SUPRÊME**

*L'honorable Claire L'Heureux-Dubé*  
*Cour suprême du Canada*  
*Ottawa (Ontario)*  
*K1A 0J1*  
Salutation : *Madame la Juge,*

**MAIRE**

*Monsieur/Madame Claude Rouyn*  
*Maire*  
*Village de Valcartier*  
*Hôtel de ville*  
*Valcartier (Québec)*  
*J7S 2G8*  
Salutations : *Monsieur le Maire,*  
*Madame la Maire,*

**MINISTRE FÉDÉRAL**

*L'honorable Martin Cauchon*  
*Ministre du Revenu national*  
*Chambre des communes*  
*Ottawa (Ontario)*  
*K1A 0A6*  
Salutation : *Monsieur le Ministre,*  
Salutation : *Cher collègue,*  
(Le Premier ministre signe la réponse)

**PASTEUR**

*Révérénd-Jean Dupont*  
*Église communautaire de Gaspé*  
*123, rue Percé*  
*Gaspé (Québec)*  
*G0A 1A1*  
Salutation : *Monsieur le Pasteur,*

**PREMIER MINISTRE  
(PROVINCE AUTRE QUE  
QUÉBEC)**

*L'honorable Bernard Lord*  
*Premier ministre du*  
*Nouveau-Brunswick*  
*Édifice du Centenaire*  
*Case postale 6000*  
*Fredericton (Nouveau-Brunswick)*  
*E3B 5H1*  
Salutation : *Monsieur le Premier*  
*ministre,*

**PREMIER MINISTRE DU  
QUÉBEC**

*Monsieur Lucien Bouchard*  
*Premier ministre du Québec*  
*Hôtel du Gouvernement*  
*Édifice J, Pièce 100*  
*Québec (Québec)*  
*G1A 1A2*  
Salutation : *Monsieur le Premier*  
*ministre,*

**PROFESSEUR D'UNIVERSITÉ**

*Monsieur André-Séguin*  
*Professeur*  
*Faculté des arts*  
*Université de Moncton*  
*665, terrasse de l'Acadie*  
*Moncton (Nouveau Brunswick)*  
*E6L Y8J*  
Salutation : *Monsieur,*

**RELIGIEUSE**

*Révérènde Soeur Huguette Tessier*  
*Congrégation Notre-Dame*  
*50, rue Saint-Aloysius*  
*Gatineau (Québec)*  
*J8S 2P7*  
Salutation : *Ma Soeur,*

**RELIGIEUX**

*Révèrend père/frère César Carvalho*  
*Monastère des Rédemptoristes*  
*121, montée de la Chapelle*  
*Val-des-Monts (Québec)*  
*G0K 3X9*  
Salutations : *Mon Père, / Mon Frère,*

**SÉNATEUR**

*L'honorable Serge Joyal*  
*Le Sénat*  
*Ottawa (Ontario)*  
*K1A 0A4*

Salutation : *Monsieur le Sénateur,*



## STYLE D'ADRESSE EN FRANÇAIS

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### *Séquence à respecter pour l'adresse*

Titre de civilité et nom du destinataire (sans abréviation)  
Titre de fonction s'il y a lieu (sans abréviation)  
Nom de l'organisme s'il y a lieu (sans abréviation)  
Étage, bureau, appartement ou autre  
Numéro et nom de la rue (toujours indiquer s'il s'agit d'une rue, boulevard ou autre)  
Localité et nom de la province entre parenthèse  
Code postal

### *Règles stylistiques observées dans l'adresse*

Le **premier mot de chaque ligne** de l'adresse prend une majuscule. Dans le cas cependant où il y a continuation sur une deuxième ligne, celle-ci commence par une minuscule après deux espaces.

*Association nationale des parents d'enfants  
éprouvant des difficultés scolaires*

Il n'y a aucune **punctuation** dans l'adresse sauf la virgule entre le numéro et le nom de la rue.

Le **nom du genre de voie publique** (rue, avenue, allée, rang, boulevard, place, promenade, etc.) prend la majuscule s'il n'est pas suivi d'un autre nom :

*225, 4<sup>e</sup> Avenue  
27, 1<sup>re</sup> Rue  
6, 1<sup>er</sup> Rang*

Mais on utilise la minuscule en tout autre cas :

*122, rue Renaud  
251, avenue Lapointe*

Les **chiffres** ne sont pas séparés en groupes de trois :

*2000, rue Laflèche*

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On doit se servir des termes « **pièce** » ou « **bureau** » pour les adresses commerciales ou d'institutions sauf dans le cas des adresses de députés fédéraux, dans lesquelles seulement le terme « pièce » est utilisé. Les termes « suite » ou « chambre » ne doivent jamais s'employer.

« **Appartement** » s'utilise dans les adresses de domicile, et peut être abrégé s'il est placé à la même ligne que le numéro et nom de rue :

*4510, avenue Plamondon, app. 1*

Les **points cardinaux** (ouest, est, sud, nord) prennent la majuscule et s'écrivent toujours après le nom de la rue. On ne doit pas abréger les indications de quadrant de ville (nord-est, nord-ouest, sud-est, sud-ouest). Exemple :

*235, rue Saint-Jean Est*

*47, 11<sup>e</sup> Avenue Nord-Est*

Le nom d'un **boulevard**, d'une **promenade** ou d'un **croissant** s'écrivent en toutes lettres, mais lorsqu'il est très long utilisez les abréviations suivantes : « boul. », « bd » ou « b<sup>d</sup> », « prom. » et « cr. »

*20, boul. des Laurentides Nord*

*800, prom. de l'Outaouais Est*

*5, cr. du Mont-Sainte-Marie*

Les **adjectifs numériques** doivent être abrégés comme dans les exemples qui suivent. Lorsque le système d'informatique le permet, ils doivent aussi s'écrire en exposant (°, <sup>re</sup>, <sup>er</sup>) :

*4<sup>e</sup> Rue*

*1<sup>re</sup> Avenue (féminin)*

*1<sup>er</sup> Rang (masculin)*

Le terme **Case postale** ou C.P. est utilisé. **Boîte postale** ou B.P. ou BP. est à déconseiller.

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**Aux (bons) soins de** ou **a/s de** : Si on utilise cette mention, se rappeler d'envoyer la lettre à la personne morale ou physique qui reçoit le courrier. Par exemple, Monsieur Gilles Roy habite chez Madame Lise Lebeau. On écrira donc :

*Monsieur Gilles Roy  
a/s de Madame Lise Lebeau  
5, rue des Monts  
Gatineau (Québec)  
J6W 2K9  
Salutation: Monsieur,*

En français, on tend à réduire l'emploi des **majuscules** au minimum. Les adjectifs prennent habituellement la minuscule, la majuscule étant réservée au premier mot de la ligne et aux noms propres :

*Association internationale des pompiers  
Corporation municipale du Canton/de la Municipalité/  
du Village/de la Paroisse de Magog*

La tendance actuelle veut que l'on **accentue toutes les majuscules** :

*Île Bizard  
États-Unis*

Les **noms d'entreprises** s'écrivent exactement comme dans l'en-tête de la lettre :

*Les Systèmes HI-TECH inc.  
Delisle Plomberie et Chauffage ltée.  
Équipement moderne enr.*

Les **descriptions des services** fournis par une compagnie (par exemple : notaires, comptables agréés, conseillers en informatique, ingénieurs) ne sont pas ajoutées à l'adresse. Quelquefois, les gens utilisent le papier d'une compagnie pour nous écrire, mais ils indiquent leur adresse personnelle. Dans ces cas, omettre l'adresse de la compagnie.

Dans les noms propres français, on doit écrire au long les mots «**Saint**» ou «**Sainte**» aussi bien pour le nom de la localité que celui de la rue, de l'avenue, etc. :

*Sainte-Thérèse-du-Lac (Québec)*  
*14289, rue Saint-Michel*

Pourtant, cette règle ne s'applique pas aux noms propres anglais :

*St. John's (Terre-Neuve)*  
*St. Catharines (Ontario)*  
*Sault Ste. Marie (Ontario)*

Lorsque le **nom d'une localité, d'une rue est composé de plusieurs mots**, tous les éléments sont liés par un trait d'union :

*24, chemin de la Côte-des-neiges*  
*Saint-Jean-Port-Joli (Québec)*

## AUTRES EXEMPLES D'ADRESSES

### Appartement

*Monsieur Jean Bernier  
Appartement 600  
2400, rue Laviolette  
Trois-Rivières (Québec)  
G2B 3C8*

### Rue/ boulevard/chemin/côte

*Monsieur Carlos Sousa  
Appartement 9  
4772, boul. de la Cité- des-Jeunes  
Nord  
Sherbrooke (Québec)  
J3L 1W9*

### Case postale et succursale

*Madame Suzanne Gendron  
Case postale 24  
Succursale Saint-Laurent  
Saint-Antoine (Québec)  
G0T 3K1*

### Titre et association

*Monsieur Paul Marois  
Président  
Alliance des marchands unis  
25, rue de la Colline  
Gaspé (Québec)  
G0B 4K8*

### Médecin/dentiste/vétérinaire

*Docteur Mario Paquin  
Directeur  
Département de pédiatrie  
Hôpital Jeanne-Mance  
333, rue Principale  
Sherbrooke (Québec)  
J2V 7F8*

### Deux correspondants

*Madame Joanne Rochon et  
Docteure Helena Mazewski  
Syndicat des professionnelles de la  
fonction publique  
Case postale 754  
Succursale Principale  
400, rue Marquis, pièce 640  
Montréal (Québec)  
H1C 3X0*

N.B. Nombre d'informations ont été puisées dans les ouvrages suivants. Il est utile de s'y rapporter pour des détails supplémentaires.

- *Le Guide du rédacteur*, Bureau de la traduction, ministère des Travaux publics et des Services gouvernementaux, Ottawa, 2000.

- *Le français au bureau*, Noëlle Guillette et Hélène Cajolet-Laganière, Office de la langue française, Les publications du Québec, 2000.

- *Préséance - Répertoire des dignitaires canadiens*, Ministère du Patrimoine canadien, Ottawa. (Ce document est mis à jour régulièrement).

## FRENCH STREET TYPES

|      | FRENCH              | ENGLISH        |
|------|---------------------|----------------|
| AL   | allée               | Lane           |
| AV   | avenue              | Avenue         |
| BD   | boulevard           | Boulevard      |
| CA   | carré               | Square         |
| CE   | cercle              | Circle         |
| CH   | chemin              | Road           |
| CO   | cour                | Court          |
| CR   | crescent            | Crescent       |
| MT   | montée              | Montée         |
| PRIV | privé               | Private        |
| PR   | promenade           | Drive, Parkway |
| RA   | rangée              | Row            |
| RO   | route               | Highway        |
| RU   | rue                 | Street         |
| TE   | terrasse, terrasses | Terrace        |
| VO   | voie                | Way            |

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## EXAMPLES OF REPLIES USING VARIOUS STYLES OF ADDRESS

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NUMBERED STREET  
APARTMENT AND STREET  
TITLE AND ASSOCIATION  
P.O. BOX AND STATION  
DOCTOR AND PROFESSOR  
MAYOR  
TITLE OF CHAPTER AND ASSOCIATION  
TITLES WITH LOCAL  
SUITE AND TOWER  
COMBINATION OF EXAMPLES  
US ADDRESS  
TWO-DIGIT STREET NUMBER AND NAME OF STREET  
ADDRESSING A FEDERAL MINISTER



## U.S.A. STATE SYMBOLS

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|                         |                   |
|-------------------------|-------------------|
| AK ALASKA               | MS MISSISSIPPI    |
| AL ALABAMA              | MT MONTANA        |
| AR ARKANSAS             | NC NORTH CAROLINA |
| AZ ARIZONA              | ND NORTH DAKOTA   |
| CA CALIFORNIA           | NE NEBRASKA       |
| CO COLORADO             | NH NEW HAMPSHIRE  |
| CT CONNECTICUT          | NJ NEW JERSEY     |
| DC DISTRICT OF COLUMBIA | NM NEW MEXICO     |
| DE DELAWARE             | NV NEVADA         |
| FL FLORIDA              | NY NEW YORK       |
| GA GEORGIA              | OH OHIO           |
| HI HAWAII               | OK OKLAHOMA       |
| IA IOWA                 | OR OREGON         |
| ID IDAHO                | PA PENNSYLVANIA   |
| IL ILLINOIS             | RI RHODE ISLAND   |
| IN INDIANA              | SC SOUTH CAROLINA |
| KS KANSAS               | SD SOUTH DAKOTA   |
| KY KENTUCKY             | TN TENNESSEE      |
| LA LOUISIANA            | TX TEXAS          |
| MA MASSACHUSETTS        | UT UTAH           |
| MD MARYLAND             | VA VIRGINIA       |
| ME MAINE                | VT VERMONT        |
| MI MICHIGAN             | WA WASHINGTON     |
| MN MINNESOTA            | WI WISCONSIN      |
| MO MISSOURI             | WV WEST VIRGINIA  |
|                         | WY WYOMING        |

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## CABINET MINISTERS/MINISTRES

REVISED JANUARY 9, 2001

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|                                                                                                                                                               |                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ANDERSON, The Honourable David<br>Minister of the Environment                                                                                                 | L'honorable David ANDERSON<br>Ministre de l'Environnement                                                                                                      |
| BLONDIN-ANDREW, The Honourable Ethel<br>Secretary of State (Children and Youth)                                                                               | L'honorable Ethel BLONDIN-ANDREW<br>Secrétaire d'État (Enfance et Jeunesse)                                                                                    |
| BOUDRIA, The Honourable Don<br>Leader of the Government<br>in the House of Commons                                                                            | L'honorable Don BOUDRIA<br>Leader du gouvernement<br>à la Chambre des communes                                                                                 |
| BRADSHAW, The Honourable Claudette<br>Minister of Labour                                                                                                      | L'honorable Claudette BRADSHAW<br>Ministre du Travail                                                                                                          |
| CAPLAN, The Honourable Elinor<br>Minister of Citizenship and Immigration                                                                                      | L'honorable Elinor CAPLAN<br>Ministre de la Citoyenneté et de l'Immigration                                                                                    |
| CARSTAIRS, The Honourable Sharon<br>Leader of the Government in the Senate                                                                                    | L'honorable Sharon Carstairs<br>Leader du gouvernement au Sénat                                                                                                |
| CAUCHON, The Honourable Martin<br>Minister of National Revenue and<br>Secretary of State (Economic Development<br>Agency of Canada for the Regions of Quebec) | L'honorable Martin CAUCHON<br>Ministre du Revenu national et<br>Secrétaire d'État (Agence de développement<br>économique du Canada pour les régions du Québec) |
| CHRÉTIEN, The Right Honourable Jean<br>Prime Minister                                                                                                         | Le très honorable Jean CHRÉTIEN<br>Premier ministre                                                                                                            |
| CODERRE, The Honourable Denis<br>Secretary of State (Amateur Sport)                                                                                           | L'honorable Denis CODERRE<br>Secrétaire d'État (Sport amateur)                                                                                                 |
| COLLENETTE, The Honourable David Michael<br>Minister of Transport                                                                                             | L'honorable David Michael COLLENETTE<br>Ministre des Transports                                                                                                |
| COPPS, The Honourable Sheila<br>Minister of Canadian Heritage                                                                                                 | L'honorable Sheila COPPS<br>Ministre du Patrimoine canadien                                                                                                    |
| DHALIWAL, The Honourable Herb<br>Minister of Fisheries and Oceans                                                                                             | L'honorable Herb DHALIWAL<br>Ministre des Pêches et Océans                                                                                                     |
| DION, The Honourable Stéphane<br>President of the Queen's Privy Council for<br>Canada and Minister of Intergovernmental<br>Affairs                            | L'honorable Stéphane DION<br>Président du Conseil privé de la Reine<br>pour le Canada et Ministre des Affaires<br>intergouvernementales                        |

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## CABINET MINISTERS/MINISTRES (CONT'D)

---

DUHAMEL, The Honourable Ronald J.  
Minister of Veterans Affairs and  
Secretary of State  
(Western Economic Diversification)  
(Francophonie)

L'honorable Ronald J. DUHAMEL  
Ministre des Anciens combattants et  
Secrétaire d'État  
(Diversification de l'économie de l'Ouest  
canadien) (Francophonie)

EGGLETON, The Honourable Arthur C.  
Minister of National Defence

L'honorable Arthur C. EGGLETON  
Ministre de la Défense nationale

FRY, The Honourable Hedy  
Secretary of State (Multiculturalism)  
(Status of Women)

L'honorable Hedy FRY  
Secrétaire d'État (Multiculturalisme)  
(Situation de la femme)

GAGLIANO, The Honourable Alfonso  
Minister of Public Works and Government  
Services

L'honorable Alfonso GAGLIANO  
Ministre des Travaux publics et des  
Services gouvernementaux

GOODALE, The Honourable Ralph E.  
Minister of Natural Resources and  
Minister responsible for the Canadian  
Wheat Board

L'honorable Ralph E. GOODALE  
Ministre des Ressources naturelles  
et Ministre responsable de la  
Commission canadienne du blé

GRAY, The Honourable Herbert Eser  
Deputy Prime Minister

L'honorable Herbert Eser GRAY  
Vice-premier ministre

KILGOUR, The Honourable David  
Secretary of State (Latin America and Africa)

L'honorable David KILGOUR  
Secrétaire d'état (Amérique latine et Afrique)

MacAULAY, The Honourable Lawrence  
Solicitor General of Canada

L'honorable Lawrence MacAULAY  
Solliciteur général du Canada

Manley, The Honourable John  
Minister of Foreign Affairs

L'honorable John MANLEY  
Ministre des Affaires étrangères

MARTIN, The Honourable Paul  
Minister of Finance

L'honorable Paul MARTIN  
Ministre des Finances

McLELLAN, The Honourable Anne  
Minister of Justice and  
Attorney General of Canada

L'honorable Anne McLELLAN  
Ministre de la Justice et  
Procureur général du Canada

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## CABINET MINISTERS/MINISTRES (CONT'D)

---

MINNA, The Honourable Maria  
Minister for International Cooperation

L'honorable Maria MINNA  
Ministre de la Coopération internationale

MITCHELL, The Honourable Andrew  
Secretary of State (Rural Development)  
(Federal Economic Development Initiative  
for Northern Ontario)

L'honorable Andrew MITCHELL  
Secrétaire d'État (Développement rural)  
(Initiative fédérale du développement économique  
dans le Nord de l'Ontario)

NAULT, The Honourable Robert Daniel  
Minister of Indian Affairs and Northern  
Development

L'honorable Robert Daniel Nault  
Ministre des Affaires indiennes et du Nord  
canadien

NORMAND, The Honourable Gilbert  
Secretary of State (Science, Research  
and Development)

L'honorable Gilbert NORMAND  
Secrétaire d'État (Sciences, Recherche et  
Développement)

PAGTAKHAN, The Honourable Rey  
Secretary of State (Asia-Pacific)

L'honorable Rey PAGTAKHAN  
Secrétaire d'État (Asie-Pacifique)

PETERSON, The Honourable James Scott  
Secretary of State (International Financial  
Institutions)

L'honorable James Scott PETERSON  
Secrétaire d'État (Institutions financières  
internationales)

PETTIGREW, The Honourable Pierre  
Minister for International Trade

L'honorable Pierre PETTIGREW  
Ministre du Commerce international

ROBILLARD, The Honourable Lucienne  
President of the Treasury Board and  
Minister responsible for Infrastructure

L'honorable Lucienne ROBILLARD  
Président du Conseil du Trésor et  
Ministre responsable de l'Infrastructure

ROCK, The Honourable Allan  
Minister of Health

L'honorable Allan ROCK  
Ministre de la Santé

STEWART, The Honourable Jane  
Minister of Human Resources Development

L'honorable Jane STEWART  
Ministre du Développement des ressources  
humaines

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## **CABINET MINISTERS/MINISTRES (CONT'D)**

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---

THIBAULT, The Honourable Robert  
Minister of State (Atlantic Canada  
Opportunities Agency)

L'honorable Robert Thibault  
Ministre d'État (Agence de promotion  
économique du Canada atlantique)

TOBIN, The Honourable Brian  
Minister of Industry

L'honorable Brian TOBIN  
Ministre de l'Industrie

VANCLIEF, The Honourable Lyle  
Minister of Agriculture and Agri-Food

L'honorable Lyle Vanclief  
Ministre de l'Agriculture et de l'Agroalimentaire

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## MUNICIPALITIES IN SAINT-MAURICE RIDING

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Baie-de-Shawinigan  
Charette  
Grand-Mère  
Lac-à-la-Tortue  
Notre-Dame-du-Mont-Carmel  
Saint-Alexis-des-Monts  
Saint-Boniface-de-Shawinigan  
Saint-Édouard-de-Maskinongé  
Saint-Élie-de-Caxton  
Saint-Étienne-des-Grès  
Saint-Georges-de-Champlain  
Saint-Gérard-des-Laurentides  
Saint-Jean-des-Piles  
Saint-Justin  
Saint-Mathieu-du-Parc  
Saint-Paulin  
Sainte-Angèle-de-Piémont  
Sainte-Ursule  
Shawinigan  
Shawinigan-Sud

**Postal Codes: G9....**

## PROVINCIAL PREMIERS/TERRITORIAL LEADERS

---

### ALBERTA

The Honourable Ralph Klein,  
Premier of Alberta,  
Room 307, Legislature Building,  
Edmonton, Alberta.  
T5K 2B6

### BRITISH COLUMBIA

The Honourable Ujjal Dosanjh,  
Premier of British Columbia,  
Parliament Buildings,  
Victoria, British Columbia.  
V8V 1X4

### MANITOBA

The Honourable Gary Doer,  
Premier of Manitoba,  
Room 204, Legislative Building,  
Winnipeg, Manitoba.  
R3C 0V8

### NEW BRUNSWICK

The Honourable Bernard Lord,  
Premier of New Brunswick,  
P.O. Box 6000,  
Legislative Building,  
Fredericton, New Brunswick.  
E3B 5H1

### NEWFOUNDLAND

#### AND LABRADOR

The Honourable Beaton Tulk,  
Premier of Newfoundland and Labrador,  
P.O. Box 8700,  
Confederation Building,  
St. John's, Newfoundland.  
A1B 4J6

### NORTHWEST

#### TERRITORIES

The Honourable Stephen Kakfwi,  
Government Leader,  
Government of the Northwest Territories,  
P.O. Box 1320, 2nd floor,  
Legislative Assembly Building,  
Yellowknife, Northwest Territories.  
X1A 2L9

### NOVA SCOTIA

The Honourable John Hamm,  
Premier of Nova Scotia,  
P.O. Box 726, 7th Floor,  
One Government Place,  
Halifax, Nova Scotia.  
B3J 2Y3

### ONTARIO

The Honourable Mike Harris,  
Premier of Ontario,  
Room 281, Legislative Building,  
Queen's Park,  
Toronto, Ontario.  
M7A 1A2

**PRINCE EDWARD  
ISLAND**

The Honourable Patrick G. Binns,  
Premier of Prince Edward Island,  
P.O. Box 2000,  
Shaw Building,  
95 Rochfort Street,  
Charlottetown, Prince Edward Island.  
C1A 7N8

**QUÉBEC**

Monsieur Lucien Bouchard  
Premier ministre du Québec  
Hôtel du Gouvernement  
885, rue Grande-Allée Est  
Édifice J, 3<sup>e</sup> étage  
Québec (Québec)  
G1A 1A2

**SASKATCHEWAN**

The Honourable Roy Romanow,  
Premier of Saskatchewan,  
Legislative Building,  
Regina, Saskatchewan.  
S4S 0B3

**YUKON  
TERRITORY**

The Honourable Pat Duncan,  
Government Leader,  
Government of Yukon,  
P.O. Box 2703,  
Yukon Government Building,  
Whitehorse, Yukon Territory.  
Y1A 2C6

**NUNAVUT**

The Honourable Paul Okalik,  
Government Leader,  
Government of Nunavut,  
Bag 800,  
Iqaliut, Nunavut.  
X0A 0H0



## FREQUENTLY CALLED TELEPHONE NUMBERS

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|                                |                           |
|--------------------------------|---------------------------|
| Liberal Party Headquarters     | 237-0740<br>Fax: 235-7208 |
| Liberal Caucus Research Bureau | 995-0886                  |
| UNITEL Montreal                | 1-800-361-1872            |
| Library of Parliament          | 995-1166                  |
| Help desk (ITSD)               | 957-5725                  |
| US Zipcode Information         | 598-4009                  |
| Reception at ECU               | 941-6888                  |
| ECU Fax Number                 | 941-6900                  |

### OFFICE ADDRESS OF THE EXECUTIVE CORRESPONDENCE UNIT

Suite 830, 90 Sparks Street,  
Ottawa, Ontario.  
K1P 5B4

### PRIME MINISTER'S MAILING ADDRESS

Centre Block, Room 309-S,  
Ottawa, Ontario.  
K1A 0A6

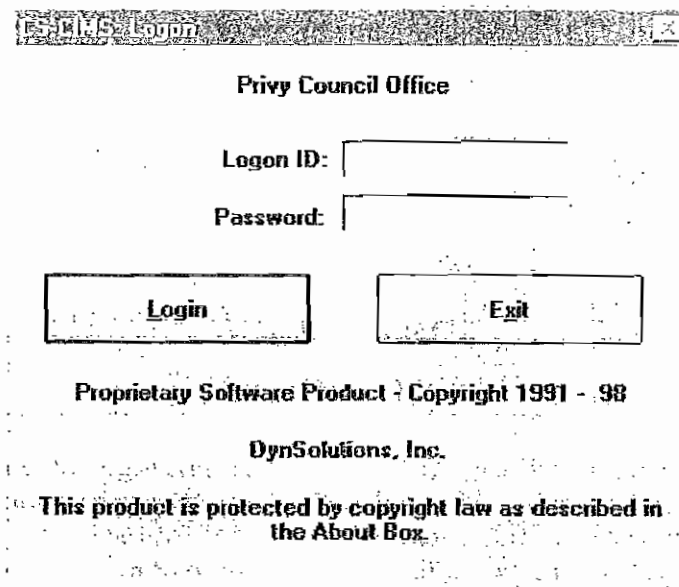
### MAILING ADDRESS FOR THE ECU

105 Langevin Building,  
Wellington Street,  
Ottawa, Ontario.  
K1A 0A2

# CIMS USER INSTRUCTIONS

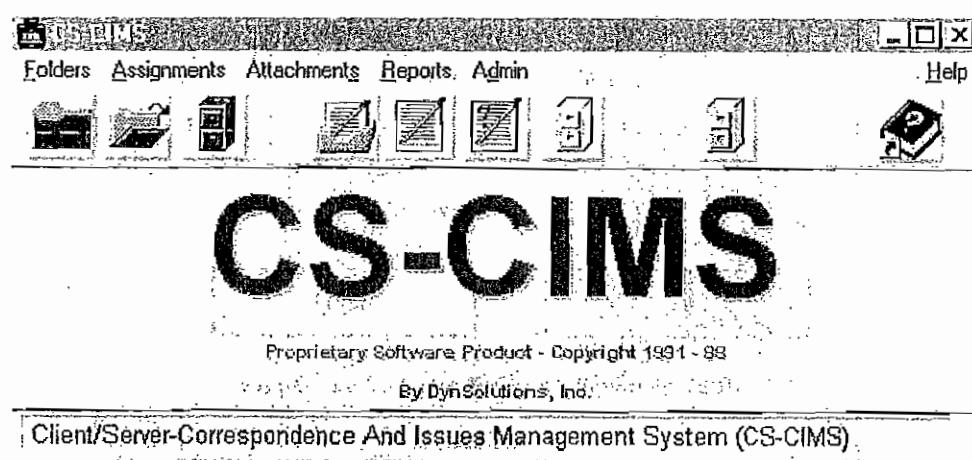
## INTRODUCTION

The primary Analyst tool for organizing, registering and taking action on Prime Minister's correspondence is the software package CS-CIMS (Client Server, Correspondence and Issues Management System). It can be accessed from all Executive Correspondence Unit computers connected to the ECU Local Area Network. A user identification name and password specific to CS-CIMS are necessary for access. Upon starting the CIMS application, the program prompts for the Username and Password.



The screenshot shows a window titled "CS-CIMS Login" with a close button in the top right corner. The window content includes the text "Privy Council Office" at the top. Below this are two input fields: "Logon ID:" followed by a text box, and "Password:" followed by a text box. At the bottom of the input area are two buttons: "Login" and "Exit". Below the buttons, the text reads "Proprietary Software Product - Copyright 1991 - 98" and "DynSolutions, Inc.". At the very bottom, a line of text states "This product is protected by copyright law as described in the About Box."

Upon successful logging in, the CIMS User Table is presented, as appears in the graphic below.



The options principally used by Analysts are the *Add, Modify or Query folder* function and the *Scan* function. All of these functions are fully explained on their own sections on the following pages.

Additional information helpful to the Analyst, including operating procedures for performing a *Correspondence Lookup* are detailed in the appendices.

## ADD FOLDER

The **Add folder** function of the system involves the registration of information related to incoming items of correspondence. The principal purpose of this function is to record the correspondent information and letter content of an individual piece of correspondence.

A letter is entered as a single piece of correspondence in the system, and the information is verified as correct. Most letters are received by the Executive Correspondence Unit mail room, assigned a tracking id number, and placed in the daily mail bin to be registered by Analysts.

### Some exceptions:

- ▶ *Personal mail* is forwarded directly to the Prime Minister.
- ▶ *Threatening mail* is forwarded immediately to the Security Branch. However, analysts must flag any mail not previously identified as such.
- ▶ *Write-ins* are accumulated and entered as a global count against a specific subject.

### User Instructions

Click on **Folders** at Main menu, select **New** and the **Add Folder** screen comes up.

The screenshot shows a software window titled "ADD FOLDER" with a close button (X) in the top right corner. The window contains several input fields and buttons:

- Tracking ID / Mail Type:** A text field containing "199807".
- Date of Document:** A text field containing "1998/07/02".
- Date Received:** A text field containing "1998/07/02".
- Post Office/postes:** A dropdown menu.
- From:** A text field with buttons for "Last Name Search", "Extended Search", and a "C" button.
- Classification:** A dropdown menu containing "ECU-General mail/SC".
- Due Date:** A text field containing "1998/08/06".
- Closed Date:** An empty text field.
- To Folder Owner:** A text field containing "GROUPECU" with a "Staff Name Search" button and an "S" button.
- Addressed To:** A text field containing "Prime Minister of Canada".
- Types:** A section with a "Set" button and a "Clear" button.
- Notes:** A large empty text area.
- Keyword Summary:** A large empty text area.
- Bottom Buttons:** A row of buttons: "Add Folder", "Attachments", "Assignments", "Help", "Print", and "Exit".

Verify **Tracking id** and language

Verify **Date of Document**

Verify **Date Received**

Select **Mail type** - Post Office; outgoing mail; etc...

Enter Correspondent's surname in **From** field and click on **Extended Search**.

The following screen will appear:

| Name              | Organization                          | Related Open Folders |
|-------------------|---------------------------------------|----------------------|
| Smith, A.         |                                       | 0                    |
| Smith, A.         |                                       | 0                    |
| Smith, A.         |                                       | 0                    |
| Smith, A.         |                                       | 0                    |
| Smith, A. Britton |                                       | 0                    |
| Smith, A.E.       |                                       | 0                    |
| Smith, A.L.       |                                       | 0                    |
| Smith, A.M.       |                                       | 0                    |
| Smith, Adele      |                                       | 0                    |
| Smith, Agatha     |                                       | 0                    |
| Smith, Al         | The United Senior Citizens of Ontario | 0                    |
| Smith, Alan       |                                       | 0                    |
| Smith, Alan A.    | Faculty of Engineering                | 0                    |
| Smith, Alan H.    |                                       | 0                    |
| Smith, Albert G.  |                                       | 0                    |

1428 Correspondent(s)

Accept Query View Current View Related Add New Help Exit

The system will identify all of the possible matches to the partial name entered. You may choose to **View Current** information for one or more entries to check the displayed data for accuracy against the letter at hand. When the appropriate one has been selected, click on **Accept**, and continue to add information to the folder.

## 1. Verify Correspondent Match

If you find a surname match, for example Smith, click on **View Related** button to access the **Correspondent Maintenance** screen, which is a complete display of all information in the system relating to the name entered. **Modify** if required. If not, you **Exit** to **Select Correspondent by Name** screen and click on **Accept**.

| Salutation    | First Name | M.I.         | Last Name | ID                                      |
|---------------|------------|--------------|-----------|-----------------------------------------|
|               | A.M.       |              | Smith     |                                         |
| Title:        |            |              |           | Related Folders                         |
| Organization: |            |              |           | Open: 0                                 |
| Department:   |            |              |           | Closed: 0                               |
|               |            |              |           | Total: 0                                |
| Address:      |            | Number       | Street    | Types                                   |
|               |            |              |           |                                         |
| City:         | Saskatoon  | Province:    | SK        |                                         |
| Country:      | Canada     | Postal Code: |           |                                         |
| Work Phone:   |            | Extension:   |           |                                         |
| Fax Number:   |            |              |           |                                         |
| Home Phone:   |            |              |           |                                         |
| Notes:        |            |              |           | Record Status                           |
|               |            |              |           | <input checked="" type="radio"/> Active |
|               |            |              |           | <input type="radio"/> Inactive          |
|               |            |              |           | Help                                    |
| Accept        | Modify     | View Related |           | Print                                   |
|               |            |              |           | Exit                                    |

### *Enter An Item Of Correspondence*

#### ENTRY OF CORRESPONDENT IN SYSTEM

System design requires that any correspondent's name and address is entered in the system only once. Exception to this is noted when there is a change of address for a correspondent, or if the correspondent has more than one position at a given address. e.g. A cabinet minister, who is also listed as a member of Parliament.

## 2. Enter a correspondent in the system

---

If there is no match, click on **Add**. The *Correspondent Maintenance Table* screen will appear. Enter correspondent information in the appropriate fields, according to the styles established by the **Address Formats** section of the **Training Manual**.

The *Province* is identified by entering two characters (e.g. BC = British Columbia). Refer to the province code table for the appropriate code.

### ENTRY OF LETTER INFORMATION

|                        |                                                                                                                                                           |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Receipt Date</i>    | System generated to date defined by accession number.                                                                                                     |
| <i>Document Date</i>   | If no date on letter, always enter 1950/01/01.                                                                                                            |
| <i>Language</i>        | Identified by E or F at the end of the tracking id.                                                                                                       |
| <i>Mail Type</i>       | Post Office, memorandum, outgoing, petition, post card, fax, priority mail, registered, resolution, threat, etc....                                       |
| <i>Types field</i>     | Entered by Analyst to indicate content of letter.<br>Additional subjects can be added to the Types field.                                                 |
| <i>Reply Method</i>    | See CIMS+ instructions.                                                                                                                                   |
| <i>Close Date</i>      | <i>As determined by analyst, writer, editor.</i>                                                                                                          |
| <i>Assign to</i>       | See add assignment.                                                                                                                                       |
| <i>B/F Date</i>        | System Generated to today's date.                                                                                                                         |
| <i>Notes</i>           | Enter up to 400 characters if desired. Can be used to indicate, for example, the number of signatures on a letter petition, or that a cheque is enclosed. |
| <i>Keyword Summary</i> | Enter up to 400? characters if desired. Can be used to indicate, for example, list of co-signatories or multiple subjects.                                |

## MULTIPLE CORRESPONDENTS

---

Multiple correspondents are to be entered in individual **Correspondent Maintenance** screens using the **dot dot dot**.

## ENTRY OF SUBJECT CODES

The Analyst may identify up to 3 subject codes in the *Types* field. The first *subject code* entered on the *Letter* screen is recognized as the primary subject for response and routing purposes.

## ENTRY OF CROSS-REFERENCES

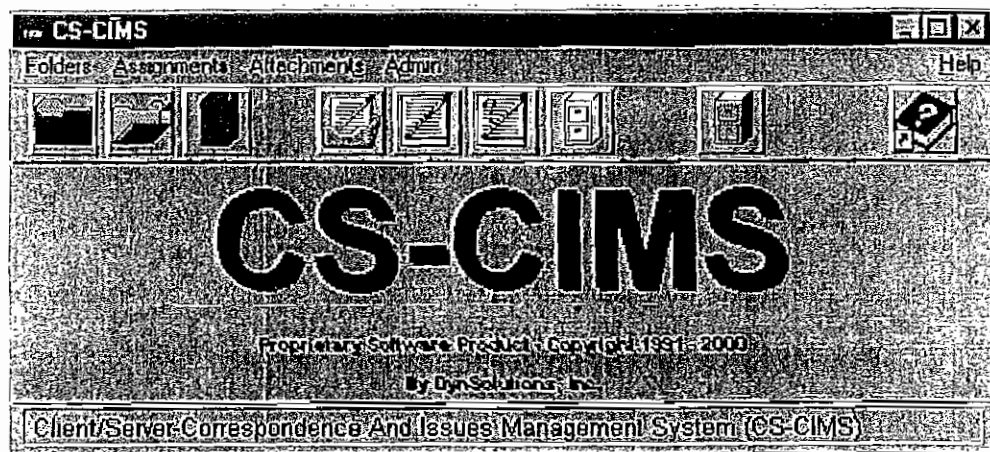
The Analyst may enter cross-references selected from the letter content as keys to identifying the correspondence. To input, enter relevant information in the **Keyword Summary** field of the folder. Do not use commas when entering information.

## SCAN ATTACHMENT

See **Imaging for Windows** procedures on page 102.



# QUERY FOLDER



Click on **green cabinet**. A search is done by correspondent name, subject type, tracking id number, folder number or any combination thereof. Enter information in relevant fields and click on **Query**.

CS-CIMS Query Folder

**Correspondent**

Last/First Name:

Organization:

**Folder Owner**

Last Name:

Addressed To:  Created By:

**Folder Info**

Tracking ID:  Folder Number:  Status:

Mail Type:

Classification:   All

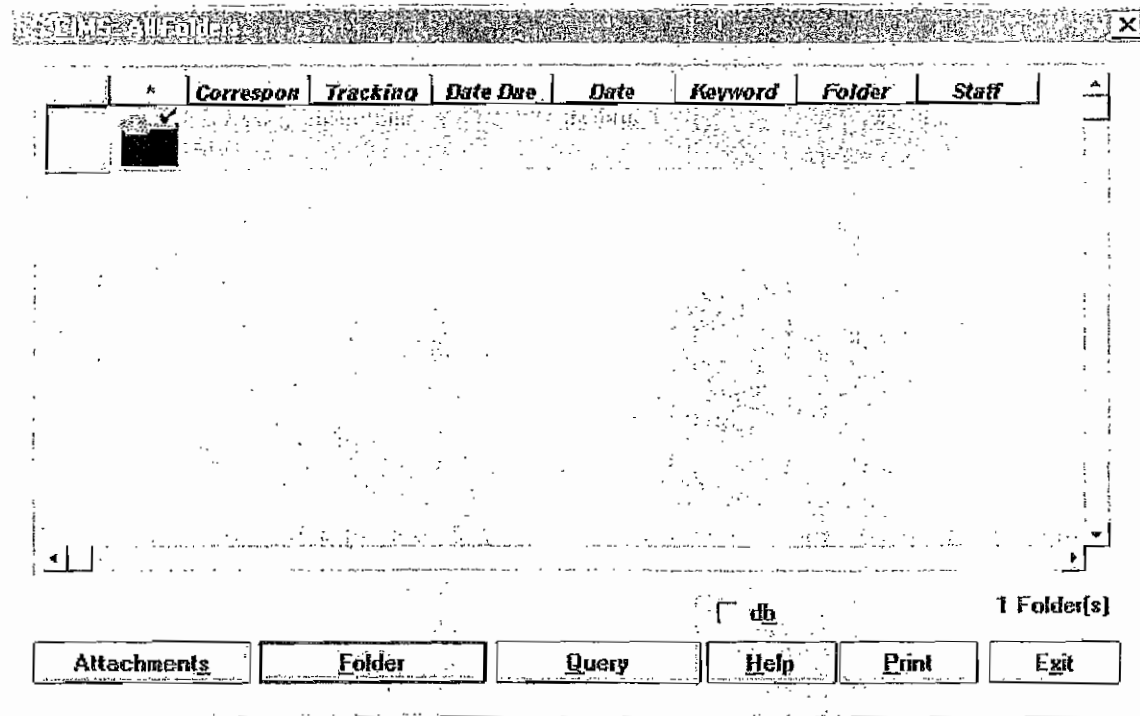
Notes:

Keywords:

**Date of Doc:**  **Date Received:**

**Types**

Highlight folder. Right-click for drop-down list and select **Assignment List** or **Attachments**.



---

## **MODIFY FOLDER**

---

Use query function to recall folder to be modified. Make changes and click on modify. Dictionary may be used at this time if required.

### **CLOSE FOLDER AND DIRECT TO FILE**

When an analyst decides to close a folder and direct to file, i.e. in the case of duplicates or insufficient information in the address, short comments should be entered in the **Notes field** then enter date closed before modifying folder. Also, see CIMS+ notes on direct to file.

It should also be noted that any assignments will automatically be closed when a folder is closed.

## ADD ASSIGNMENT

| Folder Information                                                                               |                                         |                                                 |                                            |
|--------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------------|--------------------------------------------|
| Folder: 12564 Due: 1998/11/11 Tracking ID: 82930162E                                             |                                         |                                                 |                                            |
| Assignment Information                                                                           |                                         | Classification                                  |                                            |
|                                                                                                  |                                         | ECU-Priority Mail/SCH                           |                                            |
| <input type="text"/> <input type="button" value="Name Search"/> <input type="button" value="S"/> |                                         | Action                                          |                                            |
|                                                                                                  |                                         | <input type="text"/>                            |                                            |
| Requested Activity                                                                               |                                         | Sequence:                                       |                                            |
| <input type="text"/>                                                                             |                                         | <input type="text"/>                            |                                            |
| Response Notes                                                                                   |                                         |                                                 |                                            |
| <input type="text"/>                                                                             |                                         |                                                 |                                            |
| Dates                                                                                            |                                         |                                                 |                                            |
| Assigned                                                                                         | Days To Complete                        | Due                                             | Closed                                     |
| 1998/10/22                                                                                       | <input type="text"/>                    | <input type="text"/>                            | <input type="text"/>                       |
| <input type="button" value="Add Assignment"/>                                                    | <input type="button" value="Assigned"/> | <input type="button" value="Close Assignment"/> | <input type="button" value="Attachments"/> |
|                                                                                                  |                                         | <input type="button" value="Help"/>             | <input type="button" value="Exit"/>        |
|                                                                                                  |                                         | <input type="button" value="Print"/>            |                                            |

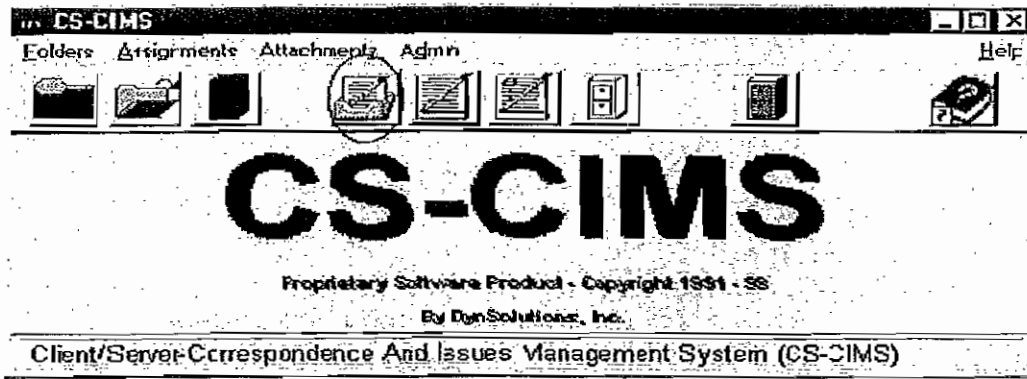
Click on **Add Assignment**. Enter Name and tab to do **Name Search**. Accept appropriate entry, click on **Add** then **Exit**.

Example - **Add Assignment** to Donald Smith, enter Reply-General in **Action** field, add descriptor in **Requested Activity** field, click on **Add Assignment** then **Exit**.

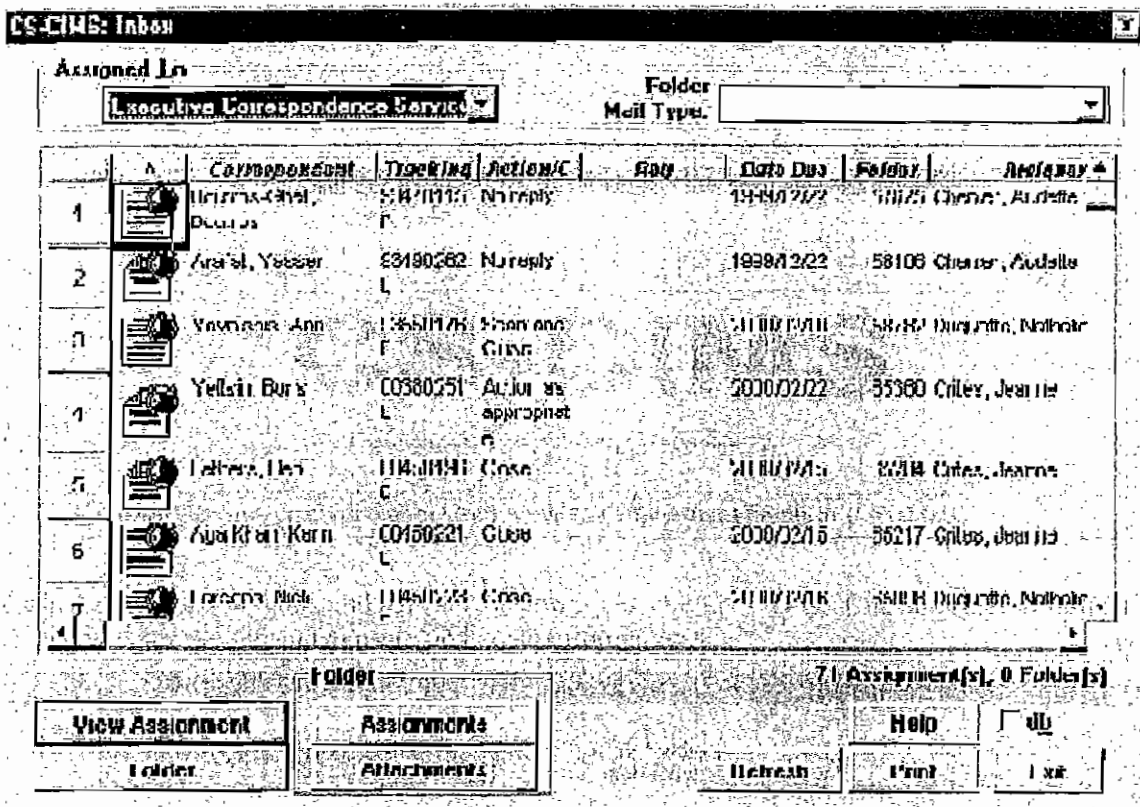
In the case of Priority mail, a distribution list is usually assigned by the editors. Most are identified by acronyms, i.e., PMC, JUS, FIN, etc. An analyst enters an asterisk and the appropriate acronym in the **Name Search** field, \*PMC, \*JUS, then tabs to select list. Click on **Add** then **Exit**. There is no need to complete the **Action** or **Requested Activity** fields when using distribution lists.

# ASSIGNMENT INBOX

Though the individual inboxes are not used regularly, checking it on a regular basis is good business.



All analysts' share an inbox and may access priority assignments daily. Click on refresh button when you enter the screen to ensure up to date information.



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[The main body of the page is mostly blank with some faint, illegible markings.]

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# CORRESPONDENCE REPLY

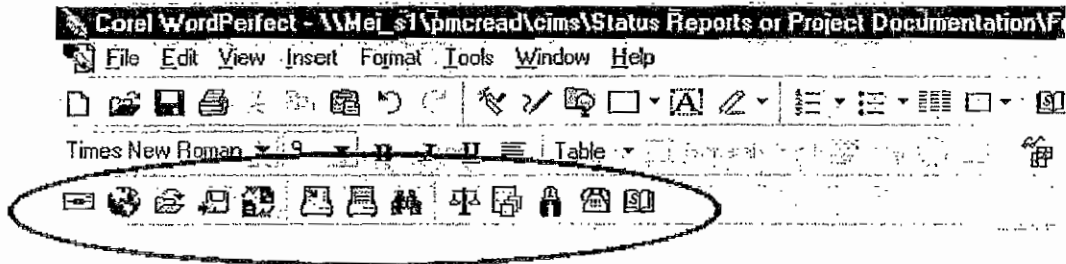
---

## Launching WordPerfect:

Double click on the WordPerfect 8 icon.




This will launch WordPerfect 8. In addition to the standard WordPerfect toolbars, the CIMS+ tool bar will be displayed. See the circled area below for reference.

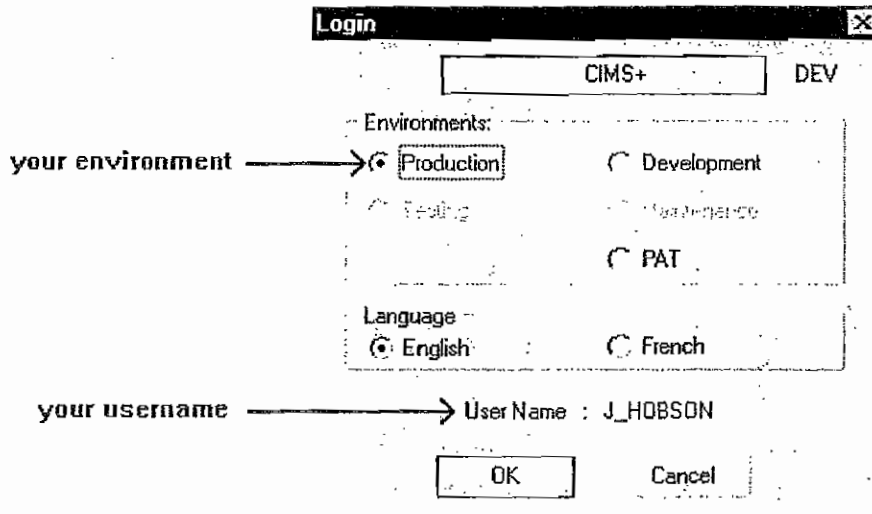


## CIMS+ Login

You must login to CIMS+ before you can use any of the CIMS+ functions.

Click on the "CIMS+ Login" icon . In WordPerfect 8 a soft click on the tool bar does nothing. One good hard click is sufficient. Then wait.

After a brief moment, the following login window will be displayed:



- **Select Your Environment**

"Production" is what you will be using 95% of the time. To test new releases of CIMS+ the "Testing" environment may also be used.

Tip: You may click on the radio button itself or on the name of the environment.

- **Language**

Choose your language of preference: English or French.

- **Your Username**

The **username** displayed is the username you used to login to the network. If it is not correct, exit WordPerfect, and login to the network with the proper username.



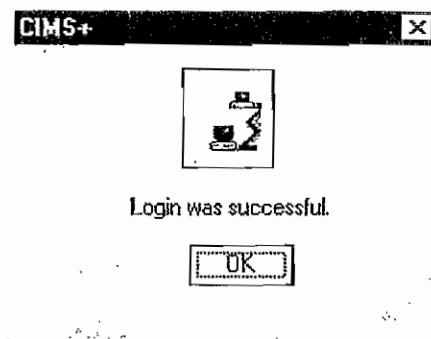
- **To Login with a Different Username:**

---

Click on the Windows **Start** Button. Choose **Shut down**. Choose **Close all programs and log on as a different user**.


- **Click on OK**

If the login was successful, the following message will be displayed. It indicates that you are now ready to use other CIMS+ functions.



## Entering Reply Information

This is where you will perform most of your work in CIMS+.

Click on the "globe" icon  on the CIMS+ toolbar. The following form will appear:

| Enter Reply Information          |                                               | _ □ X              |                                                                                              |
|----------------------------------|-----------------------------------------------|--------------------|----------------------------------------------------------------------------------------------|
| Tracking #:                      | 00400153E                                     | Folder #:          | 64018 Ms. Shirley A. Quee Kelowna BC V1Y9A9                                                  |
| Reply Type:                      | Standard                                      | Replies Chosen:    | GMFOODS_2.E01 Genetically modified foods                                                     |
| Correspondence History:          | Corr. History                                 | Choose Reply Type: | Std Serni / Subst Crea Spec Msg File                                                         |
| Address Information: → Field(ad) | Correspondent Information                     | Ship-to-Address    | Open WP Documents                                                                            |
| Subject: → Field(sb)             |                                               |                    | CIMS Attachments: CIMS Draft CIMS Final                                                      |
| Signature: → Field(s)            | L. A. Lavell Executive Correspondence Officer | Writer:            | CC                                                                                           |
| CC's: → Field(cc)                | Add / Delete CC's                             | Enclosures:        | Add / Delete Enclosures                                                                      |
| Special Mailing Instructions:    |                                               |                    | Reply Generation: Trial Merge (Optional) Initiate Merge Merge History Retrieve Merge Results |
|                                  |                                               |                    | Date Merged: Feb 11, 2000 11:53 AM                                                           |
| About CIMS+                      | Merge Info                                    | CIMS Info          | Delete Save Exit                                                                             |

At a Glance ...

|                                                                    |                                                                                                                                                            |
|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tracking #: <input type="text"/>                                   | Finds folder information from CIMS using the tracking ID you supply.                                                                                       |
| CIMS Draft                                                         | Retrieves the "Draft" from CIMS.                                                                                                                           |
| CIMS Final                                                         | Retrieves the "Final" from CIMS.                                                                                                                           |
| Corr. History                                                      | Displays a complete Correspondence History for all correspondents related to the folder.                                                                   |
| Choose Reply Type :<br>Std   Semi / Subst   Crea   Spec Msg   File | Allows you to choose between standard, semi-standard, substantive, creative, special message, or "directed to file" reply types.                           |
| Clone List<br>Set                                                  | Used when merging multiple letters on the same subject.                                                                                                    |
| Open WP Documents                                                  | Opens WordPerfect Documents from your work directory and other directories. Includes tools for drafting replies from scratch.                              |
| Correspondent Information                                          | Allows you to verify / enter / change the correspondent's salutation and address.                                                                          |
| Ship-to-Address                                                    | Allows you to enter the ship-to address.                                                                                                                   |
| Trial Merge (Optional)                                             | Allows you to merge the correspondent information with the draft document to create a throw-away reply.                                                    |
| Initiate Merge                                                     | Performs a merge and sends the results to the production unit for printing.                                                                                |
| Merge History                                                      | Allows the production unit (and a small number of others) to retrieve the results of a merge from the production print area or the "already printed" area. |
| Add / Delete CC's                                                  | Allows you to select CCs to ministers and other individuals.                                                                                               |
| Add / Delete Enclosures                                            | Allows you to assign enclosures to the current folder.                                                                                                     |

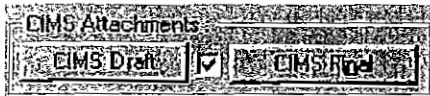
|             |                                                                                                  |
|-------------|--------------------------------------------------------------------------------------------------|
| CIMS Info   | Displays (raw) CIMS information read directly from the CIMS database.                            |
| Merge Info  | Displays merge codes and their meaning ... FIELD(ad) etc.                                        |
| About CIMS+ | Displays the version #, authors, and current working environment (live, test, development etc.). |

Deletes information in current window. To use this feature you must delete CIMS draft and CIMS final first.

|        |      |                                        |
|--------|------|----------------------------------------|
| Delete | Save | Saves your work on the current window. |
|--------|------|----------------------------------------|

|      |                                                                       |
|------|-----------------------------------------------------------------------|
| Exit | Exits without saving any changes you have made on the current window. |
|------|-----------------------------------------------------------------------|

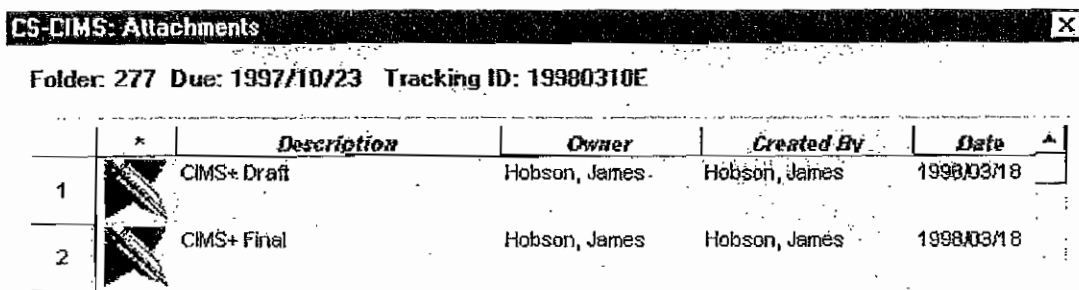
### *Creating CIMS Attachments*





- **All reply types (standard, semi-standard, etc.) require a CIMS attachment to be created.**
- **Ensure CIMS is running or creating a draft and final will fail.**

## What Does "CIMS Attachments" Actually Do?

- Two WordPerfect documents are created: a "draft" document and a "final" document.



The screenshot shows a window titled "CS-CIMS: Attachments" with a close button (X) in the top right corner. Below the title bar, it displays "Folder: 277 Due: 1997/10/23 Tracking ID: 19980310E". The main content is a table with the following columns: a small icon column, a column with an asterisk (\*), a "Description" column, an "Owner" column, a "Created By" column, and a "Date" column. There are two rows of data.

|   | *                                                                                 | Description | Owner         | Created By    | Date       |
|---|-----------------------------------------------------------------------------------|-------------|---------------|---------------|------------|
| 1 |  | CIMS+ Draft | Hobson, James | Hobson, James | 1998/03/18 |
| 2 |  | CIMS+ Final | Hobson, James | Hobson, James | 1998/03/18 |

- Initially both of these documents are empty.
- The "draft" document is the document that will be merged with correspondent information to create the final reply. The "draft" document is the main document with which we will be concerned.
- The "final" reply is the document that will be sent to the correspondent.
- After an "initial merge" is performed, the "final" document will be identical to the document that was sent to the correspondent.

## Merge Codes and Their Meaning

- "Draft" documents contain merge codes: Field(ad), Field(sa) etc.
- "Final" documents do not contain merge codes.
- When performing a "preview reply" or when creating a draft document based on a starting template, it can be very useful to have a basic understanding of what each merge code represents.

## Examples of Merge Codes...

|           |                                              |                                                                                                                        |
|-----------|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| FIELD(rd) | Reply Date                                   | April 18, 1998 (today's date)                                                                                          |
| FIELD(ad) | Correspondent Address                        | Address: -> Field(ad) --<br>Rebecca McCullough,<br>Unit 10,<br>11720A - 127th Street,<br>Edmonton, Alberta,<br>T5M 0V7 |
| FIELD(sa) | Salutation                                   | Salutation: -> Field(sa)<br>Dear Rebecca:                                                                              |
| FIELD(lm) | Letter Month ( of January, of February etc.) | Date on Incoming Letter :<br>1998/02/24 <-- Field(ld)                                                                  |
| FIELD(sb) | Subject                                      | Subject : -> Field(sb)<br>the environment                                                                              |
| FIELD(si) | Signature                                    | Signature: -> Field(sj)<br>Robert S. Weber Special Assistant Correspondence                                            |
| FIELD(cc) | Minister to be CC'd                          | CC's Selected:<br>Stewart Christine (571965), Minister of the Environment                                              |

*All the Merge Codes...* ( Merge Info )


- The following is a brief summary of the merge codes you may encounter in a draft document:

| Merge Info |                              |                                                                         |
|------------|------------------------------|-------------------------------------------------------------------------|
| Fields     | Description                  | Examples :                                                              |
| rd         | Reply Date (Today's date)    | February 11, 1998                                                       |
| rc         | Date on Letter               | January 30                                                              |
| sa         | Salutation                   | Dear Mrs. Smith:                                                        |
| sb         | Subject                      | Atlantic fishing                                                        |
| ln         | Date on Letter (day)         | 30                                                                      |
| lm         | Date on Letter (month)       | of January                                                              |
| ly         | Date on Letter (year)        | 1998                                                                    |
| ld         | Date on Letter (full)        | of January 30, 1998                                                     |
| cc         | CC Name                      | The Honourable Jean Corbeil, P.C.                                       |
| si         | Signature Name               | Kim Peever                                                              |
| ad         | Correspondent Address        | Mrs. Jane Smith,<br>555 River Road,<br>Ottawa, Ontario,<br>K1N 7G2      |
| ad.1       | Name to appear on Spec. Msg. | Mr. John Smith                                                          |
| mail       | Ship to Address              | Mr. John Smith,<br>2021 Laurier Street,<br>Toronto, Ontario,<br>K1A 7P9 |

OK

## *Standard Reply*

---

From “Enter Reply Information” :

- Enter a tracking ID.

Tracking #:  

Review the correspondence history Corr. History.

- Click on the Std button.
- The following window will appear:



## At a Glance ...

---

Retrieves the draft document from CIMS+.

Preview Reply (Optional)

Over-writes any existing displayed text with the standard reply you have selected. Verify the tracking ID in the WordPerfect title bar before using this feature.

Save

Saves the standard reply code you selected.  
NOTE: "Save" does NOT save any WordPerfect documents.

Exit

Exits without saving any changes you have made.

### *Selecting a Standard Reply*

- Click on the standard you wish to use as a reply.

**Time Saver:** For standards it is not necessary to retrieve the draft and preview the reply. CIMS+ only requires the code for the standard in order to perform "Initiate Merge".

- If you wish to view the standard you have selected :
  - Click on . This will retrieve the draft.
  - Verify the tracking ID in the WordPerfect title bar:

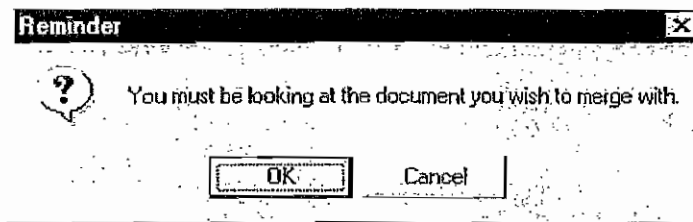
**ATTACH\19980317\80680303E.wpd (unmodified)**

- Click on Preview Reply (Optional) . This will over-write any existing text in the current WordPerfect document with the standard reply you have selected.

NOTE: Make sure the current WordPerfect document is the draft document (or you may overwrite the wrong document.) If you make a mistake, click on "undo" twice to restore the document to its previous state.

- You may preview several standards before making your final selection.

- Click on  to save your selection of reply code, or click on  to discard your selection.
- You will be returned to the "Enter Reply Information" window.
- At this point, any CCs or enclosures associated with the reply will be automatically entered for you. In addition, the standard signature associated with this reply will be chosen (if available) and the paper type (gold or black) will be set based on the signature. It is important to check the correct CC has been entered.
- Review the  to ensure it is correct. Select an appropriate salutation.
- If you wish, perform a  a message similar to the one shown below will be displayed.



- If you are looking at the draft document and the draft document is non-blank click on . Otherwise click on .
- If you clicked on OK, a merge will occur and the results will be displayed.
  - Note that a new, throw-away document has been created and that your original draft document remains unchanged.
  - The merged document will be named "Document2" or "Document3" for example.
  - Review this document for errors and discard the results of the "Trial Merge".

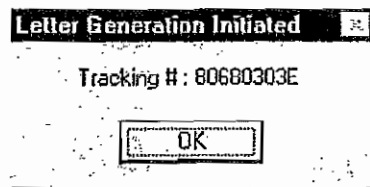


(Click on the "x")

- You will be returned to the draft document.

---


- You can perform the "Trial Merge" over and over again.
- Remember to discard the results of the merge after each merge.
- When you are satisfied with the results of the trial merge, save and close the draft document by clicking on Save and Close (Current Document).
  
- Click on Initiate Merge. This will merge the correspondent information with the standard reply you have selected to create an outgoing reply for production to print. A message similar to the one shown below will be displayed.



- Click on OK.

## *Semi-Standard Reply*

---

From “Enter Reply Information”  :

- Enter a tracking ID.
- Review the correspondence history Corr. History
- Click on the Semi / Subst button.
- The following window will appear :

## At a Glance ...

---

Preview Reply (Optional for Semis)

Over-writes any existing displayed text with the standard reply you have selected. Verify the tracking ID in the WordPerfect title bar before using this feature.

Explains usage of Semi Standards or Substantives.

When checked: Does NOT alter the draft during the merge.

Save

Saves the opening and closing combination you selected.  
**NOTE:** "Save" does NOT save any WordPerfect documents.

Exit

Exits without saving any changes you have made.

## *Selecting Semi-Standard Replies*

- Select an opening from the list provided. To remove the opening ... Click on the opening in the "Selected" box.
- Select a closing from the list provided. To remove the closing ... Click on the closing in the "Selected" box.

**Time Saver :** For semi standards it is not necessary to retrieve the draft, preview the reply, and save the draft. CIMS+ only requires the opening and closing codes for the semi-standard in order to perform an "Initiate Merge".

If you know the opening and closing (and the data fields) off-by-heart, this can save you a lot of time.

### **Why ?**

CIMS+ uses the opening and closing codes (and the documents represented by these codes) to build both the draft and the final reply.

### **The Down Side**

It is sometimes very useful to preview the reply to ensure the opening and closing "fit" well together and that all information required for the reply has been entered.

Also, if you're not looking at the document, you can't perform a trial merge.

- If you wish to view the semi-standard you have selected :

- 
- Click on Preview Reply (Optional) . This will over-write any existing text in the current WordPerfect document with the semi-standard reply you have selected.
  - Verify the tracking ID in the WordPerfect title bar :

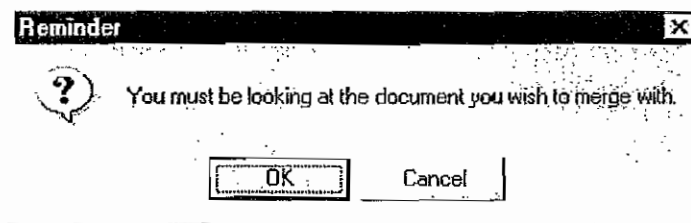
NOTE: Make sure the current WordPerfect document is the draft document (or you may overwrite the wrong document.) If you make a mistake, click on “undo” twice to restore the document to it’s previous state.

- **Tip** : Preview the reply and leave it open while you toggle back and forth between CIMS+ and WordPerfect. Click on the task bar (at the bottom of your screen) to do this. This will enable you to check that all of the information required by the opening and closing you have selected, has been entered in CIMS+.
  - You may preview many semi-standard combinations before making your final selection.
- Click on Save to save your selections. (or Exit to discard them).
  - You will be returned to the “Enter Reply Information” window.
  - Pre-Assigned CCs and Enclosures

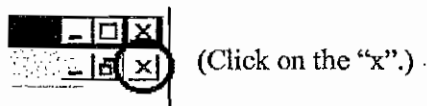
At this point, any CC’s or enclosures associated with the reply will be automatically entered for you. In addition, the standard signature associated with this reply will be chosen (if available) and the paper type (gold or black) will be set (based on the signature).

- Review the Correspondent Information to ensure it is correct. Select an appropriate salutation.
- Optional : Enter a Ship-to-Address

- Verify :
  - Subject of the letter
  - The paper type (Black or Gold)
  - Envelope / Label
  - Date on Incoming Letter
  - The signature and initials.
  - CC's and enclosures.
  - Special Mailing Instructions
- If you wish, perform a Trial Merge (Optional).  
A message similar to the one shown below will be displayed :



- If you are looking at the draft document (and the draft document is non-blank) click on OK. Otherwise click Cancel.
- If you clicked on OK, a merge will occur and the results will be displayed.
  - Note that a new, throw-away document has been created and that your original draft document remains unchanged.
  - Look at the merged document. It should be called something like "Document2" or "Document3" etc.
  - Review this document for errors and discard the results of the "Trial Merge".

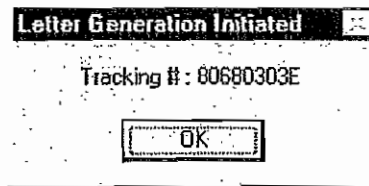


(Click on the "x").

- You will be returned to the draft document.
- You can perform the "Trial Merge" over and over again. Remember to discard the results of the merge after each merge.
- When you are satisfied with the results of the trial merge, save and close the draft document by clicking on Save and Close ( Current Document ).



- Click on Initiate Merge. This will merge the correspondent information with the standard reply you have selected to create an outgoing reply (for production to print). A message similar to the one shown below will be displayed:




- Click on OK.

## *Directed to File*

---

Some items of correspondence do not merit a reply.

### *To Direct to File ...*

- From “Enter Reply Information”  ...

- Enter a tracking ID.      Tracking #:

- Click on the “File” button.

Choose Reply Type :

|     |              |      |          |             |
|-----|--------------|------|----------|-------------|
| Std | Semi / Subst | Creā | Spec Msg | <b>File</b> |
|-----|--------------|------|----------|-------------|

- The reply type will be set to “Directed to File”
-

## CORRESPONDENT INFORMATION

From **Enter Reply Information**

- Click on Correspondent Information
- The following window will appear:

**Correspondent Information**

Correspondent (s):

- Madame Sandra Dormer (432531)
- Madame Yvonne Parisien (1600333)**

Correspondent / Recipient / Third Party: Recipient

# of Correspondents = # of Outgoing Letters (Except for Spec. Msg.)

Recipient Name or CC: Name (Spec. Msg. Only) -> Field(ad\_1)

Madame Yvonne Parisien

Address : -> Field(ad)

Madame Yvonne Parisien  
280, rue Laurier  
Rockland (Ontario)  
K4K 1G2

Salutation : -> Field(sa)

Madame,

Delete Save Exit

- **Correspondent (s)**

- Select a correspondent.
- Number of Correspondents :

- **For replies, other than special messages**, each correspondent listed will receive a reply. Make sure the number of correspondents in **CS-CIMS** equals the number of replies you want to create. Add or delete correspondents in **CS-CIMS** as required.
- **For special messages**, each recipient will receive a message and, optionally, the correspondent or the third party may receive a CC copy. Here again, make sure the correspondent, the recipients, and the third party are clearly identified using the “...” button in **CS-CIMS**. Add or delete correspondents, recipients, or the third party as required in **CS-CIMS**.

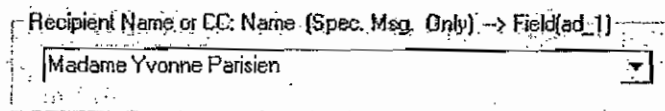
**NOTE:** When adding or deleting correspondents in **CS-CIMS** make sure you click on the “**Modify**” folder button, otherwise any additions or changes you have made to correspondents in **CS-CIMS** **will not be saved**.

**In CIMS+:** Exit the correspondent information window and click on the button again – from “Enter Reply Information”-- to retrieve the new list of correspondents from the **CS-CIMS** database.

- **Correspondent / Recipient / Third Party**  ▼

- **Used only for special messages.**
- Use the drop down list provided to identify who is the correspondent, the recipient or the third party.

- **Recipient Name or CC name**



The image shows a screenshot of a form field. The field is titled "Recipient Name or CC: Name (Spec. Msg. Only) --> Field(ad\_1)". Inside the field, the text "Madame Yvonne Parisien" is displayed, followed by a small downward-pointing arrow icon, indicating a dropdown menu.

- **Used only for special messages.**
- The recipient name (or the CC name) appears at the bottom of a special message as a **FIELD(ad\_1)** merge code. Enter the recipient's name or the name that is to appear on the CC copy.

- **Address**

Address: --> Field(ad) ---  
Madame Yvonne Parisien  
280, rue Laurier  
Rockland (Ontario)  
K4K 1G2

- This is a preview of the address as it will appear on the outgoing item of correspondence.
- **NOTE:** If you don't like the way the address appears, the recommended procedure is to make changes to the correspondent address in **CS-CIMS** and then click on "Correspondent Information" again to retrieve the new address information. You can also change the address on the "Correspondent Information" window but this practice should be discouraged since the central correspondent table in **CS-CIMS** is not updated when the address is changed on the "Correspondent Information" window. The one way to ensure the correspondent information is correct, for present and future use, is to update the correspondent address information in **CS-CIMS**.

After updating address information in **CS-CIMS**, return to "Enter Reply Information" and click on "Correspondent Information" again to see the newly updated address.

- **Salutation**

Salutation: --> Field(sa) ---  
Madame, ▼

- Click on the down arrow to see a list of possible salutations.
- You can select a salutation and then make changes to it or enter a new salutation from scratch.

- **Save and Exit**

- Click on **Save** to save your changes **for each correspondent** or **Exit** to discard your changes.
- **NOTE:** The **Save** button only saves correspondent information **for the current correspondent**. It does **not save all** correspondent information for all correspondents.

---

### The Delete Button

The delete button is used to delete the currently displayed information. It does **not** delete the correspondent or the correspondent's address from the **CS-CIMS** database.

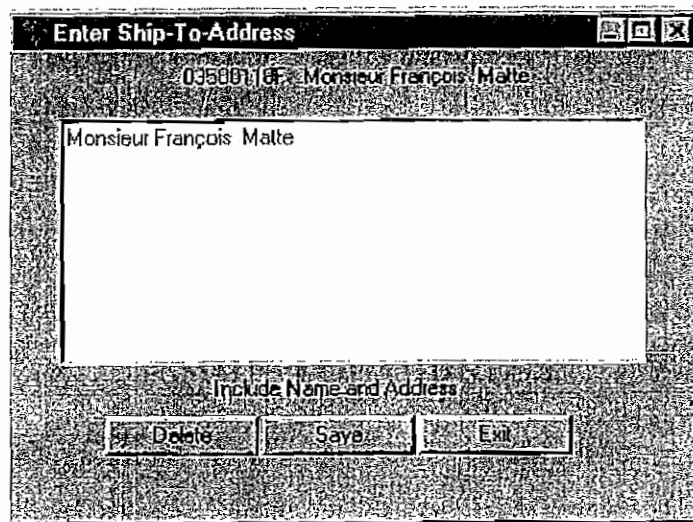
-

## SHIP-TO-ADDRESS

---

From **Enter Reply Information ...**

- Click on Ship-to-Address
- The following window will appear :



- **Enter Ship-To-Address.**

A maximum of eight lines is permitted. If the address exceeds eight lines, the address will be split between two envelopes or two labels. For example, eight lines will appear on the first envelope or label and the remainder on the second envelope or label.

The ship-to-address takes priority over any other address information. If a ship-to-address is present, the ship-to-address is used to create the envelope or label. If no ship-to-address is present, the address saved under "Correspondent Information" is used.


- Click on **Save** to save the address you have entered or click on **Exit** to discard your changes.
- **Delete** removes the ship-to-address stored on file.

## CORRESPONDENCE HISTORY

From **Enter Reply Information ...**


- Click on **Cor. History**
- The following window will appear:
- Both the correspondence history from the VAX and the correspondence history from CIMS+ are displayed.
- Click on the **Scroll Left** or **Scroll Right** buttons to see additional information.

Use the drop-down list to select the correspondent of interest:

|                                                     |                                                                                     |
|-----------------------------------------------------|-------------------------------------------------------------------------------------|
| Ms. Floreen Carter (502037) Newtonville ON L0A 1J0  |  |
| Ms. Floreen Carter (502037) Newtonville ON L0A 1J0  |                                                                                     |
| Madame Yvonne Parisien (600538) Rockland ON K4K 1G2 |                                                                                     |

The correspondence history for the selected correspondent will be displayed.

- To find the correspondence history for any correspondent -- other than those related to the current folder -- you must:
  - Find the correspondent # from CS-CIMS.

| CS-CIMS: Correspondent Maintenance |            |      |           |        |  |
|------------------------------------|------------|------|-----------|--------|---------------------------------------------------------------------------------------|
| Salutation                         | First Name | M.I. | Last Name | ID     |                                                                                       |
| Ms.                                | Floreen    |      | Carter    | 502037 |                                                                                       |

- Enter the correspondent # in CIMS+.



- Click on **Find**.

**Correspondence History** [minimize] [maximize] [close]

Correspondent(s):

Find Correspondent #:

## ADD / DELETE CC'S

---

From "Enter Reply Information" ...

- Click on
- The following window will appear :

- To Add a CC ..... Click on an entry from the upper list.
- To Remove a CC ..... Click on an entry from the lower list.
- To Remove All CCs ..... Click on the **Remove All** button.
- To Save Your Selections..... Click on **Save**
- To Cancel Any Changes You Have Made : Click on **Exit**
- To Display only Ministers..... Click on **Ministers Only**
- To Display only M.P.'s ..... Click on **M.P's**
- To Display Ministers, M.P's, non M.P's etc Click on **All**

# CIMS+ - PROCEDURE FOR USING CLONE AND SET FUNCTIONS

Almost anything can be cloned. The draft itself, the enclosures, the CC's, the reply type, the signature, the paper type, etc. **Any previously merged reply can be used as a starting template for a new reply.** The first job is to build your clone list.

## STEP ONE: BUILDING A CLONE LIST

Retrieve a tracking ID

**Enter Reply Information**

Tracking #:   Folder #:

Reply Type:  Reply Caption:

Correspondence History:  Choose Reply Type:

Address Information:

Subject:

Signature:

CC's:

Social Mailing Instructions:

Oper. WP Documents

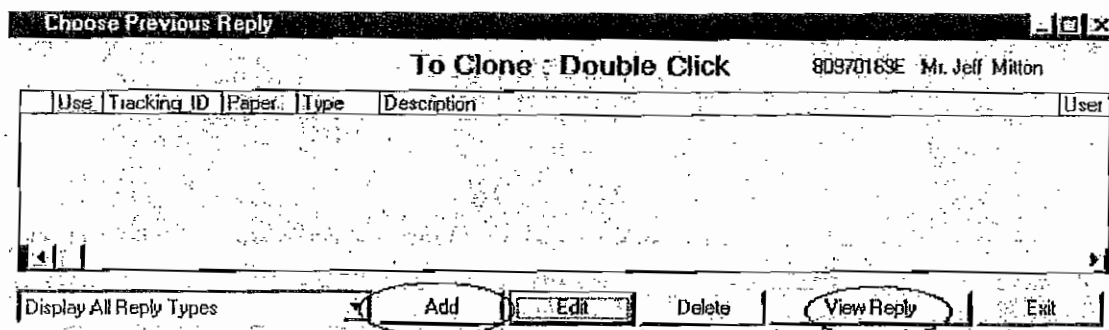
CIMS Attachments:

Paper Type:

Date on Incoming Letter:

Reply Generation:

Click on Clone List



Click on Add.

*Note: You can view the draft document by clicking on View Reply.*

**Previous Reply** [ ] [ ] [ X ]

Tracking ID : 01080219E [ v ]

Description : HEALTH\_2.E01 Health Issues [ v ]

Summary :
   
Reply Type = Black Std [ ^ ]
   
Reply Code = HEALTH\_2.E01
   
Subject = None
   
Signature = L. A. Lavell
   
Writer = D. Yockell
   
Envelope or Label = Envelope
   
Enclosures = None
   
Folder No = 76772
   
CC's :
   
Rock, Allan (571946) Minister of Health

View Reply | Save | Exit

Fill in a description.

**NOTE:** The description field defaults to the codes chosen for the reply being cloned. The user overwrites this to give a meaningful description, which will show on the Clone List.

5. Click on Save. The reply is now in your Clone List.

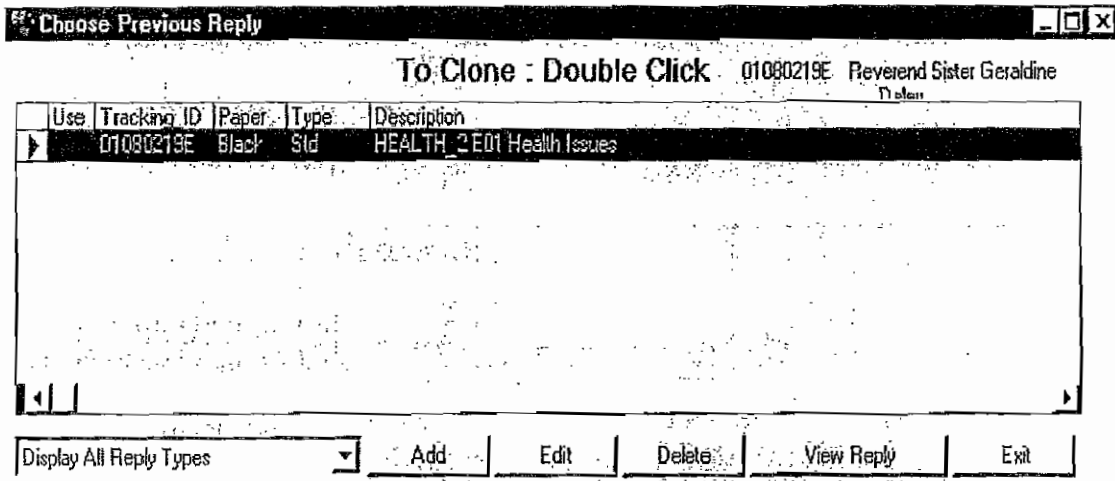
**STEP TWO: USING THE CLONE LIST.**

You can add, change, and delete replies in your clone list without changing the actual reply itself.



Retrieve a new tracking ID.

Go to your Clone List and double click on a selected reply.



**NOTE:** Everything is replicated (cloned) except the following fields:

- Correspondent Information
- Date of the Incoming Letter
- CIMS Final

Review and save the correspondent information, add salutation and date (if required).

Click on Initiate Merge.

**STEP THREE: USING THE SET BUTTON**

Retrieve the next tracking Tracking #:

Click on

*Note: If you are not sure what is contained in the Set button's memory, place your cursor on the SET button and a pop-up screen will appear with the reply information.*

---

**Remember:** Everything is replicated (cloned) except the following fields:

- Correspondence Information
- Date of the Incoming Letter
- CIMS Final

Review the correspondent information, add salutation, and date if required.  
Merge the reply.

Repeat the process as necessary.



---

## ANALYST QUICKLIST

---

February 1, 2001  
s:\LISTS\ANquicklist.wpd

---

### Priority Mail

Create folder and profile letter  
Classification (**ECU-Priority**)  
Folder owner \*GROUPECU  
Types (per subject of letter)  
Enter keyword summary  
Scan incoming  
Add assignments per dist. list on T-form

**NOTE:** If the letter is received from an **Opposition member** and includes a **Constituent's letter addressed to the Prime Minister**. The MPU will add an extra accession number to the constituent's letter.

1. Members letter should be profiled as a priority letter, add in notes accession number of constituent's letter, add constituent's name to the keyword summary and you must scan T-form separately, members letter, constituent's letter together.

2. Constituents letter should be profiled separately as General mail, add in notes accession number of members letter, add members name to the keyword summary, scan members letter and constituents letter together and T-form separately and route to the appropriate writer for reply.

**P.S.:** You must leave the priority letter and the general mail letter together in the red folder so that the writer can answer both at the same time.

---

### Personal and Political

#### General and Priority Mail

Create folder and profile letter  
Folder classification (**ECU-Political**)  
Folder owner (PMC)  
**No Types**  
**No Keyword Summary**  
Scan incoming  
Attachment description (Letter)  
Add Assignment using \*PMC dist. list  
Put original in **PMO/PCO mail bin in the MPU**

1. Letters received from **MP's or Senators** that mentions a constituent's name you must add the constituent's name and address to the **dot dot dot** field.
  2. When a letter is signed by **multiple correspondents** you are to profile under one correspondent and enter the others in the **dot dot dot** field.
- 

### Personal/Political returned for ECU reply

ECS changes classifications back to ECU-PRIORITY  
ECS changes attachment classification to ECU-PRIORITY  
PMC adds assignment to ECS "action as appropriate"  
PMC sends original back to ECU  
ECS returns original to Editor for re-routing  
Letter goes to analysts for updating folder information  
Analyst will: enter Types  
add Keyword Summary  
scan t-form separately - **ECU-PMO/PCO Eyes**  
add assignment to appropriate writer for reply as per T-form

---

**Appointments (\*PD)****General and Priority mail**

Create folder and profile letter

Classification (**ECU-Political**)

Folder owner \*GROUPECU

**NO keyword summary**

Types: **PMO-Appointments**

Add assignment using \*PD dist. list

**DO NOT SCAN incoming correspondence**

Put original in **PMO/PCO mail box in the MPU**

MPU sends original to PD

**MPU responsible for closing folder**

---

**Invitation (BH - PS) General**

Create folder and profile letter

Mail type **PMO-Invitations**

Classification (**ECU-General**)

Due date (**Date of event if provided**)

Folder owner \*GROUPECU

Types: **PMO Invitations**

Enter keyword summary

Scan incoming

Attachment description = **INV**

Add assignment using \*BH or \*PS dist. list

Put original in **PMO/PCO mail box in the MPU**

**Invitation with Outgoing to file**

Create folder if needed and profile letter

Mail type **PMO-Invitations**

Classification (either priority or general)

Due date (**Date of event if provided**)

Folder owner \*GROUPECU

Enter keyword summary

In Folder under **NOTE** indicate

((**INV WITH REPLY DATED ....Y/M/D**)

Scan letter as first attachment,

Descriptor: **INV**

Scan the Outgoing as second attachment,

Descriptor: **OUTGOING**

Classification: **ECU-PMO/PCO Eyes**

NO assignments (unless requested)

Close folder (if no assignments requested)

File in **CIMS+**

Put original in **Priority file room bin in the MPU**

**Invitation (BH - PS) Priority**

Create folder and profile letter

Mail type **PMO-Invitations**

Classification (**ECU-Priority**)

Due date (**Date of event if provided**)

Folder owner \*GROUPECU

Types: **PMO Invitations**

Enter keyword summary

Scan incoming

Attachment description = **INV**

Add assignment using \*BH or \*PS dist. list

Put original in **PMO/PCO mail box in MPU**

**Invitation with Outgoing to return to PMO with note (register and send back)**

Create folder if needed and profile letter

Mail type **PMO-Invitations**

Classification (either priority or general)

Due date (**Date of event if provided**)

Folder owner \*GROUPECU

Enter keyword summary

In Folder under **NOTE** indicate

((**INV WITH REPLY DATED...Y/M/D**)

Scan letter as first attachment,

Descriptor: **INV**

Scan Outgoing as second attachment,

Descriptor: **OUTGOING**

Classification: **ECU-PMO/PCO Eyes**

Add assignment to \*BH or \*PS dist. list

Put original in **PMO/PCO mail box in MPU**

---

**Important:** When invitations are returned from PS or BH's office with instructions to **register and send back** or **register and close** do not scan any other document such as (little notes, briefing notes or just internal memos.)  
**PS.** Any legitimate sounding request for the **PM's signature** on a tie, shirt or any unusual item should be directed to **Bruce Hartley** - \*BH + a single assignment to the MPU, original to ND, sequence 10.

---

**\*DT (Constituency mail - Priority)**

Create folder and profile letter  
Classification (**ECU-Priority**)  
Folder owner \*GROUPECU  
Types: **POL-PM's Constituency mail**  
**NO keyword summary**  
Scan incoming  
Add assignment using \*DT dist. list  
Put original in **PMO/PCO mail box in the MPU**  
**MPU responsible for closing the folder**

**\*DION (Intergovernmental Aff. - General)**

Create folder and profile letter  
Classification (**ECU-General**)  
Folder owner \*GROUPECU  
Types (per subject of letter)  
Enter keyword summary  
Scan incoming  
Add assignment using \*Dion dist. list  
Close folder  
File in CIMS+  
Put original in General mail box in MPU

**Press Office**

Create folder and profile letter  
Classification (**ECU-Priority**)  
Types: **PMO - Press Office Referrals**  
Folder owner \*GROUPECU  
Enter keyword summary  
Add assignment using \*PO dist. list  
Put original in **PMO/PCO mail box in MPU**  
**NOTE: \*PO dist. list has an assignment to ECS to close the folder**

**PM E-Mail Threats**

Print e-mail and header  
Drag e-mail to the **Security folder** an automatic copy will be sent to June Jones, Michèle St-Laurent and Laurie Viau  
Give to MPU (to stamp an accession no.)  
MPU returns copy to analyst for profiling  
Analyst create folder and profile letter  
Classification (**ECU-Priority**)  
Folder owner \*GROUPECU  
Types: **PMO Security Threats**  
Keyword summary "**E-mail forwarded to Security**"  
  
Scan incoming  
Close folder  
File in CIMS+  
Put original in **Priority file room bin in MPU**

**Outgoing mail**

Create folder and profile letter  
Correspondent always PM  
Mail type = Outgoing  
Classification (**ECU-Priority**)  
Folder owner \*GROUPECU  
Types (PMO-Outgoing)  
Recipient should be listed in the (dot dot dot) field  
Scan briefing note and letter separately  
Descriptor: briefing note or letter or outgoing  
Attachments classification = **ECU-PMO/PCO Eyes** identifying it with correspondent name (EG: Manley, Martin etc....)  
**Close folder**  
**File in CIMS+**  
Return to Danielle Yockell

**Secret mail**

Create folder and profile letter  
Classification (**ECU-Priority**)  
Folder owner \*GROUPECU  
Types (per subject on letter)  
**Do not enter Keyword Summary**  
Scan incoming  
Save Watermark image with description:  
**Letter-secret**  
Watermark image classification:  
**ECU-PMO/PCO Eyes**  
Assign per dist. list on T-form  
**NOTE: If scanning in "previous" corresp. save Watermark image with descriptor:**  
**Previous-secret**  
Put original in **PMO/PCO mail box in MPU**

**Direct to File (with no dist. list)**

Create folder and profile letter

Classification (**ECU-General**)

Folder owner \*GROUPECU

Types (per subject on letter)

Enter keyword summary

Scan incoming

Add reason for filing in Folder NOTES

**Close folder**

File in CIMS+

Put original in general file room bin in the MPU

**\*DF - (Priority directed to file with FYI assignment(s))**

Create folder and profile letter

Classification (**ECU-Priority**)

Folder owner \*GROUPECU

Types (per subject of letter)

Enter keyword summary

Scan incoming and t-form together

Add assignment dist. list. **\*DF**

**DO NOT close the folder** in CIMS or CIMS+

**Put original letter in Priority file room bin in the MPU**

**ECS is responsible for closing the folder**

**\*DF-CLR (Priority to be sent to CLR)**

Create folder and profile letter

Classification (**ECU-Priority**)

Folder owner \*GROUPECU

Types (per subject of letter)

Enter keyword summary

Scan incoming and t-form together

Add assignment dist. list. **\*DF-CLR**

**DO NOT close the folder** in CIMS or CIMS+

**Put original in PMO/PCO box in MPU**

**CLR is responsible for closing the folder**

**Large scannable Enclosure (over 10 pages)**

Scan letter with Enclosure Form

as one attachment

Scan enclosure as a second attachment:

Descriptor: ATTACHMENT

Classification: PMO/ECU eyes only

**Special message from MP's and all elected officials:**

Create and profile letter

Classification (**ECU-Priority**)

Folder owner \*GROUPECU

Types - PMO-Special message

Enter keyword summary

Scan incoming - descriptor - SM

Add assignment "Reply- Special Message" to ECU writer (as usual)

Add FYI assignment to Monique Séguin

For both assignments, in the request activity indicate:

- MP or MPP

- URGENT (if deadline under two weeks)

- Deadline date (if none enter event date)

- Date format Y/M/D

- Manually input the assignment due date and folder due date according to writer's instructions

- click on Add assignment (do not use the ALT Key to perform this add feature)




# Imaging for Windows

( Scanning Workstations Only )


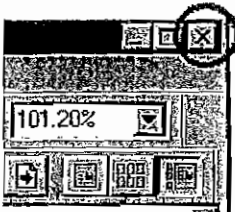
|      |                                                           |   |
|------|-----------------------------------------------------------|---|
| 1.0  | Scanning from CIMS .....                                  | 1 |
| 2.0  | Re-Scanning .....                                         | 1 |
| 3.0  | Zooming .....                                             | 2 |
| 4.0  | Moving From Page to Page .....                            | 3 |
| 5.0  | Thumbnails .....                                          | 3 |
| 6.0  | To Re-Order Pages .....                                   | 3 |
| 7.0  | Using the Flat bed ( instead of the ADF ) .....           | 3 |
| 8.0  | Coping with Light Originals : Changing the Contrast ..... | 5 |
| 9.0  | Deleting Pages .....                                      | 6 |
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# Imaging for Windows

## 1.0 Scanning from CIMS

- Load document into the ADF ( Automated Document Feeder ).
- In CIMS ... From the Attachment Window ... **CS-CIMS: Attachments**
  - Click on ADD 
  - Choose Imaging for Windows. 
  - Click on Open. 


### ... Scanning Occurs ...

- In Imaging for Windows ...
  - Click on Save 
  - Click on Close 
- In CIMS :
  - Enter an attachment description.
  - Click on "Accept".

## 2.0 Re-Scanning

From CIMS ( Attachment Window ) :






- Click on the row to highlight it.

|   |                                                                                     | Description | Classification     |
|---|-------------------------------------------------------------------------------------|-------------|--------------------|
| 1 |  | 1111        | 222-Generalmail/SC |





- Choose **Modify** to modify an image.

- **NOTE :** Do not choose **VIEW** ( from CIMS ) because the image will be **READ-ONLY** ... and no modifications will be permitted ( ... all the buttons to modify an image will be grayed out ).
- Click on **Accept**.

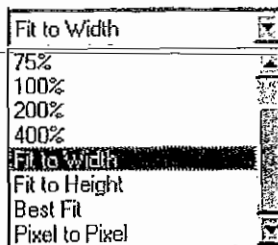
From **Imaging for Windows** :

- Click on **ONE** of the following buttons to re-scan : 
- **Re-scan**  ( Overwrites existing pages ... starting at the current page. )
- **Append** Scanned Page(s) .
- **Insert** scanned page(s) ( **BEFORE** the current page ) .
- Do **NOT** use "Scan New".  ( If you do ... You won't be able to save the image ... ( easily ) ... to CIMS )
- Click on **Scan**.

### 3.0 Zooming

- To make the document smaller ... Choose : 
- To make the document larger ... Choose : 
- For the "Best Fit" ... Choose : 
- To "Fit to Width" ... Choose : 
- To choose a custom zoom setting ... Enter the zoom setting  and press RETURN.
- To set the default zoom setting :
  - **Tools Menu ... Options ... General ...**

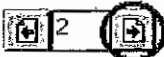

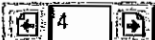
Open documents zoomed to :






- Click on **OK**.

#### 4.0 Moving From Page to Page


In a **multi-page** document :

- If thumbnails are ON ... Click on the thumbnail of interest.
- Click on the right arrow  to move one page forward or on the left arrow  to move one page backward .
- Or ... Type in the page you want  and press RETURN.

#### 5.0 Thumbnails


- To view thumbnails ( with a page view ) ... Choose : 
- To view a page ( with no thumbnails ) ... Choose : 
- To view only thumbnails ( without a page view ) ... Choose : 

#### 6.0 To Re-Order Pages




- Turn on thumbnails  ... if they aren't already on.
- Click on the thumbnail view ( of the page ) to select it.
- Drag the page ... to the new location ... and release the mouse button.  
The page will be inserted ... **BEFORE** ... the existing page.

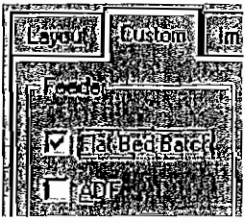

#### 7.0 Using the Flat bed ( instead of the ADF )



- Place the document on the flat bed.
- Make sure the ADF ( automated document feeder ) is empty.
- From CIMS.

- Click on ADD 

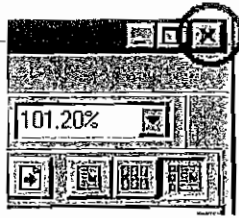


- Choose Imaging for Windows. 
- Click on Open. 
- An error message appears :  
"The scanner reports the ADF is empty. Please insert some paper to continue".
- Click on **Cancel**.
- Click on **Re-scan** 
- This time ... select the **flatbed** ... instead of the **ADF**.

| Scanner                                          |                                                                                    |
|--------------------------------------------------|------------------------------------------------------------------------------------|
| Fujitsu 10C                                      |  |
| Fujitsu 15C<br>Fujitsu M3097G<br>Fujitsu M3093GX |  |


- Click on **Scan**.
- ## ... Scanning Occurs ...
- To scan additional pages from the flat bed ...
    - Click on  ... Append Scanned Page ( after the current page ) .....
    - Click on **Scan**.
  - **NOTE :**  
**Until the ADF is re-selected ... The scanner will automatically use the flat bed the next time it scans.**
  - Click on Save  to save the scanned image.


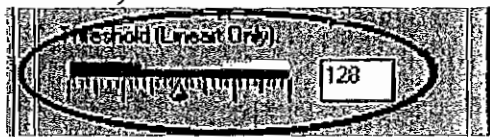


- Click on Close



to return to CIMS.

## 8.0 Coping with Light Originals : Changing the Contrast

- From **Imaging for Windows** :
  - Click on one of the scanning buttons  (to display the TWAIN driver window )
  - Adjust the contrast according to the following table :

| Scanner                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fujitsu 10C                       | <ul style="list-style-type: none"> <li>• Choose the <b>Image</b> Tab </li> <li>• Set the <b>Threshold</b> slider at the bottom. ( To the right --&gt; indicates darker )<br/>  </li> </ul>                                                                                                                                                              |
| Fujitsu 15C                       | <ul style="list-style-type: none"> <li>• Choose the <b>Standard</b> Tab </li> <li>• Set the <b>Threshold</b>.  <ul style="list-style-type: none"> <li>• Use higher numbers ... Example 190 ... for light originals.</li> </ul> </li> </ul>                                                                                                            |
| Fujitsu M3097G<br>Fujitsu M3093GX | <ul style="list-style-type: none"> <li>• The scanner automatically adjusts to the proper <b>contrast</b> and <b>brightness</b>.</li> <li>• Changing the <b>brightness</b> and <b>contrast</b> has little or no effect.</li> <li>• Scan in <b>Grayscale</b> for light originals.           <ul style="list-style-type: none"> <li>• <b>Remember to turn Grayscale OFF</b> when not required.</li> <li>• Grayscale slows scanning speed and increases significantly the <b>size of the stored image</b>.</li> </ul> </li> </ul> |

- Click on **Scan**.

---

## 9.0 Deleting Pages

---


### Deleting the First ( and ONLY ) Page

- Deleting the first ( and ONLY ) page ... is **NOT** permitted.
- **Re-scan** the image ... or use the **Delete** button ( in CIMS ) to delete the entire image.


### To Delete the current Page :



- Click on the page to select it.
- Right click ... Choose **Delete Page**.

### To Delete multiple Pages :

- Make sure thumbnails are on .
- To Delete a "Block" of thumbnails :
  - Click on the first thumbnail.
  - **Hold down the SHIFT Key** ... and click on the last thumbnail.  
  
This will select all thumbnails from the first to the last.
  - Right click on **the first selected page** ... Choose **Delete Page**. OR  
From the **Edit Menu** ... Choose **Delete Pages**.
- To Delete several ( individual ) thumbnails :
  - **Hold down the CONTROL Key** ... then click on each thumbnail ... to select them.
  - Right click on **the first selected page** ... Choose **Delete Page**. OR  
From the **Edit Menu** ... Choose **Delete Pages**.

## 10.0 Changing the Page Size

- For example : Switching between "Letter" and "Legal".
- From **Imaging for Windows** :
  - Click on one of the **scanning buttons**  ( to display the TWAIN driver window )
- Choose the appropriate **Tab** according to the following table :

| Scanner                                          |                                                                                                                                                                        |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fujitsu 10C                                      | <ul style="list-style-type: none"> <li>• Choose the <b>Custom Tab</b>. </li> </ul>   |
| Fujitsu 15C<br>Fujitsu M3097G<br>Fujitsu M3093GX | <ul style="list-style-type: none"> <li>• Choose the <b>Standard Tab</b>. </li> </ul> |

- Choose the **Page Size**.

Example :




NOTE : Some scanners ... Example : the 15C ... only support **Legal size** paper via the **ADF** ( automated document feeder ) **NOT** the **flat bed**. On the 15C ... the scanning area of the **flat bed** is not long enough to support **legal size** paper.

- Choose **Scan**.

## 11.0 De-Skew ( or Straightening a Page )

- Make sure you are looking at the page you want to straighten.
- From the **Tools Menu**... Choose **Straighten Page**
- Draw a line on an angle ( that shows the precise slant of the document ).
- Click on "Apply".
- Click on "OK".

## 12.0 Printing an Image

- **From Imaging for Windows :** Click on the "Printer" icon. 
- To ensure the fastest possible printing :
  - Choose "Printer" ... Properties .. Choose the "Graphics Tab" ... and then choose a resolution of 300 dpi ( instead of 600 or 1200 dpi ).



- **To Print From CIMS :** Click on the "Print" button ( from the attachment window ).

## 13.0 Annotations




- Use of annotations should be **avoided**.
- Annotations are extra additions to an image ( after scanning ). These include :
  - Text boxes
  - Lines, boxes, highlighted text, etc.
- Annotations are not a universal standard ... and may render the image unreadable ... to users who are not using "Imaging for Windows".


## 14.0 Scale to Gray



- For black and white images ... **Scale to Gray** should **always** be turned on.
- If **Scale to Gray** is not on ... the image will be of poor quality and will be difficult to read.
- If you scan from CIMS ... you don't need to worry about this setting ... since CIMS automatically turns **Scale to Gray** on.
- If you scan from Imaging for Windows as a stand-alone application ( without being called from CIMS ) ... You should turn **Scale to Gray** on ... after scanning. This will noticeably improve the quality of the displayed image.

## 15.0 Magnifier

- Click on  to turn on the magnifying glass.
- **Click and drag** the magnifying glass window over the image ... to magnify different parts of the image.

- **To Turn Off the Magnifier Window :** Click on  ( again ) ... OR ... **Right click** on the Magnifier Window and choose **Close**.
- The size of the magnifier window can be changed by :
  - Clicking and dragging any edge of the magnifier window.



## 16.0 OCR ( Optical Character Recognition )

OCR is used to convert an image ( a bitmap ) into text ... that can be used by a word-processor.

OCR is prone to errors ... and proof-reading ( with error correction ) is usually required after each OCR step.

OCR should be used sparingly.

### 16.1 OCR'ing to WordPerfect ( instead of Word )

- From the **Tools** menu ... Choose **Options** ... then choose **General**.
- Choose **OCR to WordPerfect**.



- Click on **OK**.

### 16.2 OCR'ing an Area of an Image

- Click and drag the mouse ... To select the text to be OCR'd.
- Right Click
  - Choose : "Copy as Text"
- Go to WordPerfect
- Right Click
  - Choose : "Paste".
- Note : It is normal for OCR'd output to contain many errors.

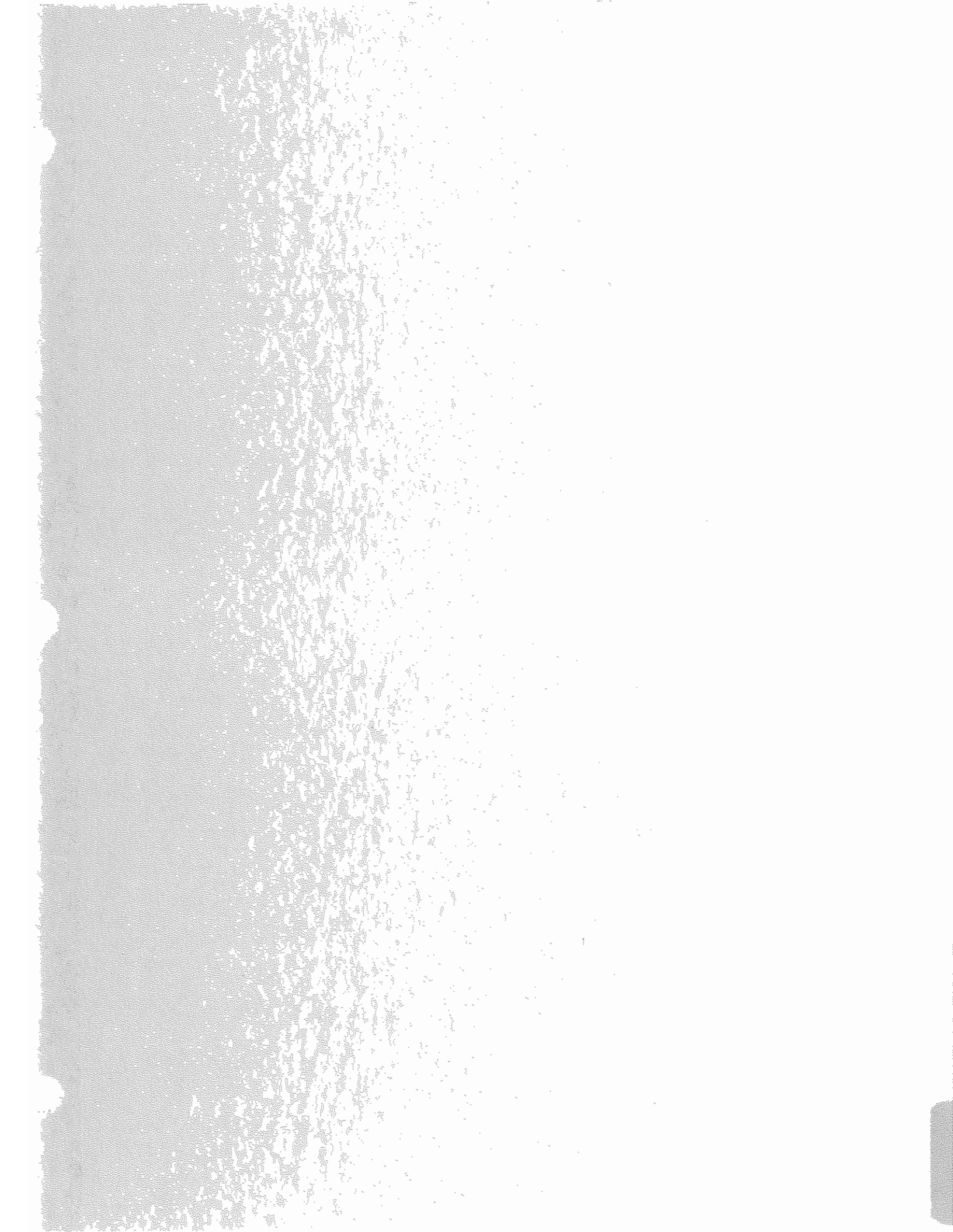
---

### 16.3 OCR'ing All Scanned Pages



OCR to WordPerfect

- **Scan** the image ( if you have not already done so ).
- Click on the **OCR button**.
- After all scanned pages have been OCR'd ... you will be prompted to save the output ( a WordPerfect document ).
- Enter a filename ( and location ) ... then click on **Save**.
- Note : It is normal for OCR'd output to contain many errors.





# WORK DESCRIPTION

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**PCO-13386**

## **Correspondence Analyst - AS-01**

---

**Department/Agency:** Privy Council Office  
**Section:** Executive Correspondence Services  
**Division:** Corporate Information Services  
**Branch:** Corporate Services  
**Geographic location:**  
**Security clearance:** Secret  
**Language requirements:** Bilingual: BBB / BBB  
**Departmental use:**

---

**Immediate supervisor:** Supervisor, Analysis and Greetings (PCO-11042)

---

**Version:** Final **Date last updated:** 2002-11-18

**Classification:**

**Effective Date of Decision:**

**Model identifier:**

---

## **Client-Service Results**

Analysis, treatment and control of executive correspondence and documentary submissions for the Prime Minister and/or Deputy Prime Minister. Contributing to the production of executive correspondence that meets consistent departmental standards on timeliness, presentation and substance in support to the Prime Minister and/or the Deputy Prime Minister's Mission.

## **Key Activities**

- Read, analyze and record a large volume of executive correspondence, identify the subject matter and responsibility sector and review the nature and scope of inquiries to determine level of priority (priority vs routine), actions to be taken (information, direct reply, draft reply) and



While analyzing correspondence, the analyst determines the subject matter, identifies the appropriate Responsibility Centre, recommends action and deadline, and acts as a central source of information and assistance to sector of the Prime Minister and/or the Deputy Prime Minister's Office for the treatment of correspondence. The information recorded and/or transmitted by the analyst is used by departmental sectors and the Prime Minister and/or the Deputy Prime Minister's personnel to guide responses to executive correspondence; information impacts on the Prime Minister and/or the Deputy Prime Minister's or department's perceived effectiveness and responsiveness and may have an impact for the private sector and the government partners.

On behalf of the Office of the Prime Minister and/or the Deputy Prime Minister, the analyst researches correspondence and document control systems and paper files, with a view to gather correspondence and documents to be used in Access to Information requests, which enable the department to meet strict deadlines and legal requirements for the benefit of the public.

Contributing to the production and maintenance of a database identifying contacts for departmental issues and specific guidelines, so that every member of the team has up-to-date information when assigning correspondence and answering queries from departmental employees, offices of Members of Parliament, corporations and the public.

Participates in the development and revision of guidelines, procedures, standards and practices for the consistency and uniformity of correspondence management throughout the department.

Identifies issues, trends and developments in correspondence; recommends specific approaches for dealing with the treatment of correspondence respecting certain subjects. This information will assist management to respond to mail-in campaigns or other intervention made by third party with a view to developing horizontal solutions. (i.e., funding campaigns, lobbying, etc).

Provides functional expertise of the correspondence systems and processes to enable systems experts to continually improve and update various information systems based on operational requirements of the Executive Correspondence and sectors (i.e., participating in pilot project as the most intensive users, documenting the information flow, etc).

## **(2) Well-Being of Individuals**

N/A

## **(3) Leadership of Human Resources**

Provides training, technical guidance and direction to new employees. (Responsibility is shared with other analysts).

## **(4) Money**

PLANNING AND CONTROLLING

n/a

## ACQUIRING FUNDS

n/a

## SPENDING FUNDS

Responsible for spending tax cuts; no latitude to deviate from established government policies and practices.

### **(5) Physical Assets and Products**

Use of a personal computer, software, scanner, telephone, printer, fax, photocopier and files required to perform daily work, all of which are easily replaceable through local suppliers, other departmental employees or through other organizations.

### **(6) Ensuring Compliance**

Ensures consistency among the analysts in registering documents to ensure quality of data to be able to prepare the most accurate reports on issues, authors, etc.

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## *Skills*

### **(7) Job Content Knowledge**

The work requires knowledge of:

government document classification policies and standards in order to control ministerial correspondence;

protocols and practices that apply to management of executive correspondence including the management of paper, electronic e-mail documents;

classification indexing and variables in order to categorize incoming correspondence;

the Executive Correspondence Management System that is used to register, control and coordinate correspondence and of government document classification policies and standards, protocols and practices that apply to management of executive correspondence;

statistical software tools to prepare reports for the use of management in sectors;

quality assurance techniques to examine and evaluate system data and output and recommend

modifications;

gathering, analyzing and researching information techniques related to the preparation of data quality reports;

techniques and practices in operating personal computers, various software packages and departmental information systems as they apply to the manipulation of automated data banks; and,

learning approaches to present work content, methods, processes and guidelines to new employees.

## **(8) Contextual Knowledge**

The work requires knowledge of:

### **A. WORK UNIT**

an understanding of the Office mission and vision, which set the framework for client-service objectives and goals.

the role, objectives, goals, priorities and mandate of the work unit in order to understand the work of the unit and participate in day-to-day operations.

the roles and responsibilities of the employees within the unit to understand who is responsible for the various operational activities.

### **B. DEPARTMENT**

the organizational structure of the department, the mandate and functions of each of the department's component sectors to be able to allocate correspondence and records to the appropriate responsibility center; the departmental records classification system to properly classify and retrieve records; and departmental security guidelines governing identification and transmission of protected records is required to safeguard information.

the departmental correspondence procedures and correspondence control network within the department.

awareness of the political and economic climate and issues in order to identify priorities.

### **C. OTHER DEPARTMENTS**

the mission and priorities of the portfolio partners to be able to allocate correspondence to the appropriate responsibility centre and thus provide a more efficient service.

the Government agenda and, responsibilities and organization of other government departments such as Privy Council Office and Finance, to have an appreciation of joint horizontal issues and approaches.

the mandate, priorities and structure of various organizations with which the Office of the Prime Minister and/or Deputy Prime Minister is in partnership or for which it provides some services.

#### D. CANADIAN PRIVATE AND PUBLIC SECTOR

the key players of various Canadian organizations with which the Prime Minister and/or the Deputy Minister's Office interacts to permit more efficient allocation and disposition of correspondence and other documentation.

#### E. INTERNATIONAL PRIVATE AND PUBLIC SECTOR

the key players of various foreign organizations with which the Office of the Prime Minister and/or Deputy Prime Minister interacts to permit more efficient allocation and disposition of correspondence and other documentation.

#### F. LEGISLATION AND REGULATIONS

the statutes and regulations which affect the department or for which the department is responsible (such as the Official Languages Act, the Access to Information and Privacy Act, Treasury Board and Public Archives directives on information management, and the Financial Administration Act) to ensure that the correspondence systems and executive records procedures meet the requirements of all of these acts and regulations. In addition, sufficient knowledge of the regulatory environment governing the management of human resources in the Public Service (Public Service Staff Relations Act, Public Service Employment Act, Public Service Commission (PSC) and Treasury Board Secretariat (TBS) guidelines and directives, and relevant collective bargaining agreements) to manage assigned human resources in compliance with the requirements of this environment.

### **(9) Communication**

#### Communication In

Interpretation skills are required when analyzing correspondence, receiving information and feedback from colleagues, contacts or managers, in order to retain salient points, summarize information on complex issues, gauge priority and determine action to be taken.

Reading and interpretation skills are required when analyzing correspondence, receiving information, instructions, and feedback from the the Senior Executives in order to retain salient points, gauge priority and determine action to be taken. The skills of reading and listening are particularly important when picking up instructions from the Senior Executives, or from their Offices, which have to be accurately and completely transmitted to Department or PMO or DPMO officials for action.

#### Communication Out

Writing skills are needed to consolidate reports for management's use; and, to participate in the drafting of guidelines for departmental employees.

Verbal skills are required to confer with the Prime Minister, the Deputy Prime Minister or Departmental staff to discuss action taken on particular correspondence and follow up on correspondence requests or the status of specific issues, exercising tact and discretion in the discussion of sensitive information; and, follow up on the status of outstanding issues, explain urgency of

documents and use persuasion to gain cooperation in expediting the process.

Verbal skills are needed to provide advice and functional guidance to PMO and/or DPMO on guidelines, processes and procedures for the preparation and handling of executive correspondence and documentary submissions; to train new employees in the unit; to exchange information with the Senior Executive Offices and other senior executive staff; and, to advise the manager of impending issues.

Verbal skills are required to answer numerous telephone inquiries on executive correspondence from departmental employees, Members of Parliament's offices, other government departments and the general public, and to explain the processes and procedures involved in replies to executive correspondence (the public perception of the department based on the treatment of questions and complaints).

### **(10) Motor and Sensory Skills**

Manual dexterity and coordination skills are required to input data using a keyboard on a daily basis. A high degree of accuracy is required to ensure quality of entries in the Executive Correspondence Management System. These skills are also required while using various equipment such as printers, scanners, photocopiers, fax, etc.

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## ***Effort***

### **(11) Intellectual Effort**

Reading, analyzing and classifying correspondence requires intellectual effort to determine urgency, understand relative importance and sensitivity of issues, assess the implications, set priorities and determine the necessary action and the appropriate responsibility centre. Distractions and interruptions include numerous telephone calls for information and in-person requests and inquiries.

Intellectual effort is required to analyze, interpret and understand clients demands, establish priorities, determine various requirements and assign work to be performed in various sectors of the department and the Prime Minister and/or the Deputy Prime Minister's Office. The outcome can be hampered by conflicting sector interests and priorities.

Intellectual effort is needed to conduct monitoring activities, review and analyze data, resolve discrepancies in the databases and consolidate statistical reports.

Intellectual effort is required to evaluate existing executive correspondence guidelines, standards and procedures to identify deficiencies and contribute to the development of improvements.

Intellectual effort is needed to meet tight deadlines and operate within multiple priorities and demands where risk of error can impact the image and reputation of the Prime Minister and/or Deputy Prime

Minister and the Department.

Intellectual effort is required to learn quickly and perform new tasks in ministers' offices on short notice.

### **(12) Sustained Attention**

Sustained attention is required when reading and analyzing incoming correspondence, receiving instructions about the documents to ensure accuracy of data/content of the document. There are continuous interruptions from managers, telephone calls, drop-in clients, and office conversation. About 70% of the total day is spent reading and analyzing correspondence.

### **(13) Psychological/Emotional Effort**

Effort is required to continuously maintain composure and professional demeanour when working under constant stress, meeting very tight deadlines, answering telephone inquiries and complaints, performing new tasks in a minister's office and satisfying potentially conflicting priorities from a large number of clients such as the Senior Executive Offices and the public.

Effort is needed to remain professional and tactful while responding to requests from clients who are demanding and may at times be confrontational and impatient.

### **(14) Physical Effort**

Reading or reviewing correspondence, either in hard copy format or at a computer screen, or keyboarding at a computer terminal requires sitting for up to two hours at a time on a daily basis.

Storing and retrieving files requires bending and stretching several times daily.

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## ***Working Conditions***

### **(15) Work Environment**

Working in the Executive Correspondence Centre, providing services directly to the Prime Minister and/or Deputy Prime Minister's office, requires a capacity and ability to address shifting operational priorities, consistently tight deadlines and the highest standards of performance and responsiveness. Prompt, focused and concentrated attention is required constantly and there is often requirements for overtime. As a focal point within the department (e.g. correspondence analysis, treatment and control), the analyst must respond to queries and demands for services (in person, by phone, fax or E-Mail) from a large number of clients across the department and PMO and/or DPMO, with potentially conflicting



perspectives, priorities and interests. These demands may cause psychological discomfort or stress, potentially exacerbated by the lack of privacy, noise, movement, distraction and disturbance that characterizes an open concept office.

Exposure to the glare of a computer screen when accessing or keyboarding information and data for periods of up to two consecutive hours on a daily basis.

### **(16) Risk to Health**

The continuous requirement to adapt to multiple demands, constant interruptions, distractions from noise, and conflicting work priorities, as well as dealing with complaints may causes high stress levels and mental fatigue, and can lead to burnout.

Computer keyboarding for periods of up to two hours at a time over daily basis can lead to: eye strain from the glare from the computer screen; back, neck and shoulder strain from remaining in a seated position; and, wrist and finger strain caused by the keyboarding activity itself.