Indian and
Northern Affairs
Affaires indiennes
et du Nord

EVALUATION
of the
NOMINAL ROLL SYSTEM

2-2-186

MANAGEMENT CONSULTING SERVICES

SERVICES DE CONSEILLERS EN GESTION

DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT

EVALUATION

of the

NOMINAL ROLL SYSTEM

2-2-186

October 15, 1976

Study Team: M. Geer
E. Powell

TABLE OF CONTENTS

A.   SUMMARY AND RECOMMENDATIONS

Executive Summary

Two basic approaches have been suggested to improve the
present Nominal Roll System which costs $238,000 a year:

1.   Revise the present computerized system

2.   Replace the present system with a manual system

A revised computerized system would enable management to
analyse a large quantity of student information for
planning, evaluating and budgeting purposes, at a cost of
$204,000 to $213,000 a year.

A manual system would provide only the most essential
information for gross budgeting purposes at a very low cost,
about $8,000 a year. However, it is likely that such a
manual system would soon be seen as too limited and a new
computerized system would eventually have to be introduced.
Designing a new computerized system would result in a much
greater cost than revising the present system to meet long
term needs.

Management must decide if historical information on each
Indian student is required. If these data are required, a
computerized system is necessary.

Use of the Nominal Roll for day to day operational inform-
ation is not appropriate under any of the alternatives. Its
use and value can only be justified as a source of
budgeting, planning and evaluative data.

The accuracy of the Nominal Roll should increase as people
become more familiar with the system. When field staff find
the system useful, they should accept greater responsibility
to ensure that information provided is accurate.

Recommendations

Three computerized alternatives and one manual alternative
have been recommended as possible methods for improving the
Nominal Roll System.

1. Present System with revised HQ Edit

    Editing procedures could be revised to eliminate 15%
    to 20% of clerical editing time, reducing the total
    cost of the system.

2. Present System with Regional Edit and Input

    Editing and inputting, now done at Headquarters,
    would be transferred to Regional offices. The cost
    and feasibility of this alternative must be studied
    by Computer Information Systems.

3. Input in Stages

    Regions would send student counts collected for their
    own purposes at the beginning of the school year,
    and the Nominal Roll would be completed later. This
    would increase the timeliness of the most important
    information.

4. Manual System

The computerized Nominal Roll would be eliminated and replaced by a manual collection of only the most important information. The disadvantage of this alternative is that a base of information would not be available for analysis purposes. In addition, another computerized system may be implement in the future at greater cost than revising the present system.

Alternative 3, Input in Stages, is the system that best meets Educations needs of quick student counts for budget purposes and data for planning and analysis.

The following recommendations would apply to any of the computerized alternatives:

1. It is recommended that 'parents residence' be eliminated, as this information is of little use. To simplify the system, and to increase timeliness and accuracy, it would be possible to eliminate 'type of course', 'accommodation', 'attendance', and 'spoken'.

2. The forms could be partially completed by clerks rather than counsellors, using the Band Management List or other district reports as sources of information. This would reduce the total cost of the system and allow counsellors to spend more time on their more important tasks. Some of the districts visited indicated that clerical manpower was not available for this task. If additional clerical man years are necessary to complete the Nominal Roll, this would increase the cost of the system.

3. Phase I, the data bank edit, could be eliminated if automatic changes in student identifiers and birth dates are possible.

4. Regions that return their input forms to Headquarters early should be sent printouts before the other Regions.

Other recommendations are discussed under each alternative.

B. BACKGROUND

An information base, known as the Student Registry, was
developed in 1969-70 to collect information on elementary
and secondary school enrollment. In 1974-75 and again in
1975-76 the system, now called the Nominal Roll, was revised
and procedures changed to simplify updating and make the
information more timely.

Managers both at Headquarters and the Regions have
encountered problems using the Nominal Roll to obtain
timely, accurate information to evaluate the quality of
Indian education and plan new educational programs. Because
of problems associated with the data collection, deadlines
have not been met and managers have not found the Nominal
Roll a useful tool. Management Consulting Services was
asked to study these problems and recommend alternate
methods for improving the system.

Information was collected from the Alberta Regional Office,
the North Battleford, Saskatoon and Sioux Lookout Districts,
and Winnipeg, which includes both the Regional and District
Offices.

C. PROBLEMS WITH THE NOMINAL ROLL

People at all levels in INA have not yet found the Nominal
Roll very useful because of the following problems with the
system.

1. Timeliness
    - The information is not timely. Printouts for the
      1976-77 school year will be ready in October 1977,
      making the information a year out of date.

    - Returns from many districts are late. The major job
      of the district Education Counsellors is to work with
      the Indians, and completing forms is a low priority
      task. Forms are completed when time can be found,
      often after the information is needed by the Nominal
      Roll system.

    - The mail strike, re-organization of the Statistics
      Division, and lack of staff have put Headquarters
      behind schedule in the 1975-76 school year. This will
      cause the 1976-77 Nominal Roll to be started behind
      schedule. Isolated areas will get information even
      further behind schedule due to sporadic mail service.

2. Accuracy

- Errors in the returns have been high. Because field
staff do not consider the system to be important, and
because some information is not easily obtainable,
forms are returned with incorrect and missing
information.

- Information is especially difficult to collect from
Provincial schools, as they do not recognize the
authority of INA.

- In cases where Nominal Roll information has been com-
pared to district records many discrepancies were found.

- Lack of familiarity with the Nonimal Roll contributes
to the high error rate. The people who complete and
edit forms are not completely familiar with the
system, as it is a relatively new system and
procedures have changed when the system was revised.
In addition, there is a high turnover in staff, and
new people must be trained each year.

3. District Problems

In addition to the 2 major problems of timeliness and
accuracy, districts have several additional problems
with the Nominal Roll. The Nominal Roll was intended to
be used at the districts level for many operating
purposes such as for counsellors use in student
evaluation, attendance, and achievement, and to replace

manual reports produced by districts. However, the Nominal Roll is not useful as a current operating document for several reasons.

- The information is not current. Feedback from the system is now a year out of date, making it useless for counsellors purposes.

- Headquarters edits and changes data provided by the field, and district staff feel their own information is more reliable. Descrepancies in information can be caused because of different sources of information. For example, a counsellor may know that a student's birth date is incorrect on the band membership list, and enter the correct birth date on the Nominal Roll. Headquarters will edit the birth date and change it to match the membership list.

- Lists were not organized alphabetically or by grade, making it difficult to locate a student on the list. This has been changed for the 1976-77 school year.

- A counsellors caseload often includes students whose tuition is not paid by the Department. Since these students are not included in the Nominal Roll, the computer listing does not provide to the counsellors a complete list of students.

- Space is not provided to record monthly attendance.

- Counsellors can obtain all the information they need more quickly from other sources, e.g., band membership lists, educational assistance forms, or their own records. Teachers and counsellors dislike using codes, and find other sources of information easier to use.

- Counsellors often object to completing the Nominal Roll forms because they have not found the system useful. It is a low priority task at a busy time of the year. In addition, it is a clerical task being done by counsellors, who are professionals making $15,000 to $20,000 a year.

For these reasons, district staff has developed alternate systems to record student information for operational purposes.

D. USES OF THE NOMINAL ROLL

The original purpose of the Nominal Roll was to provide all
levels of the Education Branch with a tool to evaluate the
effectiveness of Indian education, develop new programs, and
aid in operations by providing district staff with student
lists for attendance, tuition payments, transportation lists,
and records.

At the district level the Nominal Roll has not proved useful
as a current operating document as the information is a year
out of date. Because of the lack of timeliness, as well as
other problems previously mentioned, district staff do not
use the Nominal Roll for attendance or other purposes. The
system has replaced some of the reports previously produced,
but many reports are still required to provide current
student information.

The system is only useful as a historical data bank that can be
used to examine trends over time, compute relationships among
variables and produce statistical tables. This data bank
could provide all levels of management with a tool for
evaluating programs, identifying problem areas, allocating
resources, and planning for the future. The charts produced
in 1974-75 school year were:

Table 1 - Age-grade relationships, broken down by school
          type, region and district used to determine how
          quickly students progress through the school system.

Table 2 - Student enrollment for Federal and Band operated
schools, broken down by age, sex and region. This
is a Statistics Canada requirement.

Table 3 - Student enrollment for all schools broken down
by sex and region.

Table 4 - Enrollment by student status (Indian, Inuit,
etc.) by grade, district, region and nation.

Table 5 - Enrollment by school, school type, and grade,
broken down by district.

Charts produced change each year to accommodate the
requirements of education. Other analysis done include:

- Characteristics of Indian students who were repeaters.
This analysis was done in 1973 by the Program Analysis
Division to identify common factors among students who
repeated grades.

- Attendance - grade relationships.

- Achievement and destination of leavers and graduates.

The system is potentially more useful in the future than it
has been in the past. Once the system is running smoothly
and more information has been entered into the data base,
more analysis will be possible. For example, the system can
be used to determine if the number of students attending
kindergarden is increasing, and if they progress through the
school system at a quicker rate than students who did not
attend kindergarden. Educators could chart the growth of
native language instruction. Management would then have
good information for planning, budgeting and evaluating. The
data base also have value in providing a central/ready
service for answering requests.

Importance of Information Items

The usefulness of certain information items has also been
questioned. Most of the staff at Headquarters feel that all
of the information collected is essential for the purpose of
analysis. Regional and district staff feel that some items,
such as 'type of course', 'parents residence',
'accommodation', 'attendance', 'language spoken', 'immediate
past school', 'school transferred to', 'achievement' and
'destination' are of lesser importance. Managers at all

levels feel that all of the information could be used for research and analysis purposes, but field managers feel that the system will never be timely and accurate enough to be useful to them. In addition, since many of the information items can be obtained from other sources, field staff feel that they should not be recorded on the Nominal Roll.

Based on discussions with managers at all levels of the Department, each of the information items was assigned to one of 4 groups: essential (E), important (I), of interest only (IO), and not useful (N).

Information Item	Importance of Item	
1. Education District Name	E	
2. Education District Number	E	
3. Name of School	E	
4. Address of School	E	
5. School Type	E	
6. Home District) Student	E	Identification
7. Band Code) Identifier	E	Communication
8. Family - Child)	E	Analysis
9. Surname	E	
10. Given Name	E	
11. Date of Birth	E	
12. Sex	E	
13. Grade	E	
14. Type of Course	IO	
15. Accommodation	IO	
16. Attendance	IO	Analysis
17. Use of Native Language In School (Lang)	IO	
18. Languages Spoken at First Entry (Spok)	IO	
19. Achievement	I	
20. Destination	I	
21. Parents Residence (on-off reserve)	N	
22. Immediate Past School	IO	Editing
23. School Transferred to	IO	

Items 1 to 10 are all used to identify the student and the areas where he/she attends school and lives. The 'district name', 'school name', and 'school address' are used for mailing purposes, and the 'education district number' is necessary in addition to the 'district name' for use in the computer. Items 6 to 8, the 'student identifier', are necessary as each student must be uniquely identified for computer use. All locations, such as districts and schools, are necessary to break out information that applies to a certain area. 'School type' is used for budgeting purposes, as different financial arrangements are available to different types of schools.

Items 11 to 18 are used, in conjunction with the location information, to find relationships between items by area. 'Birth dates', 'sex' and 'grade' are essential since they are Statistics Canada requirements, and are necessary in Education to determine the rate that students progress through the school system. Items 14 to 18 are not as important as other information. 'Type of course' and 'language' are difficult to use in some areas because the codes cannot cover the wide variety of programs offered. 'Accommodation' figures are sometimes difficult to obtain, especially from Provincial schools. 'Spoken' is not seen as an important item for analysis, but it also identifies a new student record, and this information is essential in a computerized system. Although these items could be useful for analysis purposes, they could be more easily eliminated

from the system than the other items. Field staff also have other sources for this information.

'Achievement' and 'destination' are very useful to determine average levels of achievement, drop out rates, and the success of graduates. This information can be compared from year to year to determine the change in drop out rates and to help educators determine the success of their program.

'Parents residence' has little actual or potential use. It was included in the system to determine if the Department is financially responsible for a student, but financial responsibility is determined at the district level before a child is entered on the Nominal Roll. District staff should continue to have this responsibility, and 'parents residence' should be eliminated from the system.

'Immediate past school' and 'school transferred to' are useful when editing information, but have no use for analysis purposes.

A large quantity of information is collected in the Nominal Roll. The system could be simplified by eliminating some of the least important information, making the forms easier to complete, reducing errors, and making deadlines easier to meet. As 'parents residence' is of little importance, this item of information should be eliminated from the system. It would also be possible to eliminate 'type of course',

'accommodation', 'attendance', 'language', and 'spoken'.
Although these items of information do have a use for
analysis purposes, they are not as important as the other
information items.

E. ALTERNATE SYSTEMS

The four alternate systems which are discussed are:

1. Present systems with revised HQ edit procedures.

2. Present system with regional edit and input.

3. Input in stages.

4. Manual system.

The estimated costs and manpower for these alternatives will be discussed in section F, Costs of the Nominal Roll.

1. Present System with Revised HQ Edit Procedures

To ensure that information is accurate, to eliminate duplicated records, and to reduce the error printout by the computer, a considerable amount of editing of the Nominal Roll is necessary.

Editing in the present system is done in 3 phases - phase I, edit of information already in the data bank, phase II, edit of school sheets, which list student counts by grade, and phase III, edit of the Additions and Transfers Form and the Computer Listing.

Editing procedures could be streamlined in several ways:
- The Computer Information Systems division could do a study to determine the feasibility of automatically changing student identifiers and birth dates to match the Band Membership List. If automatic updating was feasible, phase I of the editing procedures would no longer be necessary, and 15% to 20% clerical editing time could be eliminated. Since phase I is done before returns are received from the field when the workload is not at a peak, the timeliness of the output information may not be increased. However, the total time and cost of the Nominal Roll system would be reduced, and Statistics could allocate manpower previously used in Phase I to other projects.

- Omit the edit of student names. District staff
  sometimes know students by a name other than the legal
  name on the Band Membership List. For example, if a
  child's mother re-marries, the child may use the
  mother's new surname, even though the child's surname
  has not be legally changed. Since names are important
  only at the district level, names should be left as
  they are indicated by district staff.

- The school sheet, with a student count by grade for
  each school was intended to provide total enrollment
  figures by December 15. In the past this deadline has
  not been met. To speed up this process, the edit of
  school sheets (phase II) could be eliminated, district
  counts could be accepted. It would still be necessary
  to estimate counts for districts that did not complete
  returns.

Accuracy would be increased if these procedures were
followed by field staff:

- District staff should use the membership lists as a
  basis for student identification numbers and birth
  dates. Even if the counsellor is aware that an ident-
  ification number is incorrect on the membership list,
  this number should be used until the membership number
  has been revised. (Membership should be notified of

any changes in numbers). Ths is necessary as indentification numbers and birth dates are edited using the membership list to verify that a student is registered.

- If a student's legal name is different from commonly used names, the legal name should be stated first and the commonly used names in brackets.

- The Nominal Roll forms should be partially completed by district clerks to reduce the workload of the counsellors and to take clerical task out of the hands of professionals. Most of the information - students name, grade, type of course, on-off reserve, accommodation, language, and spoken - would have to be completed by teachers or counsellors, as only they know this information. Clerks could be used to complete the student identifiers, birth dates and attendance. If reports containing any of the above information are available, clerks could use these reports as a source for completing the Nominal Roll forms.

Advantages

- Faster turn around time
- Fewer man years at Headquarters for editing
- Costs would be reduced because man years are lower, and because the cost of having clerks complete

forms is less than the cost of counsellors completing forms

- Fewer complaints from districts that information has been changed if districts use the Band Membership List as their "bible".

Disadvantages

- Eliminating the edit of age-grade counts may decrease the reliability of this count
- There would be a once-only cost to program the computer to do phase I, and an increase in the computer charge for running the program each year.

2. Present System with Regional Edit and Input

This alternative would involve transferring the
headquarters' tasks of editing and inputing information
to regional offices. The same editing and inputing
revisions discussed in the alternative 2 would apply.

Under the Departmental policy of decentralization, the
Computer Informations Systems Division (CIS) is in the
process of or planning to decentralize several
computerized systems. CIS, working in conjunction with
the program involved, identifies systems that would be
suited to decentralization. The decision to
decentralize a system is then made by CIS based on the
complexity of the system, the complexity and number of
changes that are necessary, the equipment needed, and
the time and manpower available to implement
decentralization and train field staff to operate the
system. The possibility of having a pilot project in 1
or 2 regions could also be considered, or Regions who
are most interested in imputting their own information
could be decentralized first.

A feasibility study by CIS would be necessary to
determine if the Nominal Roll should be decentralized,
the benefits and problems that may result, the
additional costs that may be incurred, the man years
required to operate the system, and the training
required.

Advantages

1. CIS has found that systems usually operate more
   smoothly once they have been decentralized, as
   regional staff accept greater responsibility for
   supplying accurate information and meeting
   deadlines.
   Regions in control of their own information usually
   accept greater responsibility for meeting deadlines
   and ensuring that information is accurate.

2. Because of the shorter lines of communication,
   regions could collect missing information more
   quickly and easily than headquarters. This should
   increase speed and accuracy.

3. The information would be more timely because of the
   shorter lines of communication, and because regional
   staff would be processing a smaller quantity of
   information than Headquarters staff.

4. Headquarters man years would be reduced.

5. Regions would have at their disposal student
   information directly on the computerized Nominal
   Roll, and would not have to request information from
   district offices.

6. Regions contacted indicated that they prefer
   regional editing and inputing.

Disadvantages

1. Regions may have many of the same problems
   experienced at Headquarters in meeting deadlines

and editing information. Problems can be better
determined by a feasibility study done by CIS.

2. Additional man years would be required at regional
    offices to edit and input information.

3. Input in Stages

Information would be sent to Headquarters in 2 stages,
with the most essential information sent first. The
first stage would be a manual system to collect from
each region the total count of students by grade and
school type, to be sent in at the beginning of the
school year. The second stage would be the completion
of the Nominal Roll with either Headquarters or regional
input (alternatives 1 and 2). The school sheets now
used to give counts of students by grade would no longer
be necessary. Therefore, the edit of school sheets
(phase II), which takes 100 man days would be
eliminated. As in alternatives 1 and 2, the data base
edit, phase I, may be done automatically in the future,
eliminating 15% to 20% of the clerical editing time.

Advantages

1. This alternative would provide crucial information
    for budgeting purposes at the beginning of the
    school year, and the other information later. The
    present Nominal Roll system has been unable to
    fulfill this requirement.

2. Since many regions collect student counts at the beginning of the school year for their own purpose, this request from Headquarters should not increase their work load.

Disadvantages

1. Counts of students by grades would not exactly match computer counts.

2. Some regions may object to being asked for information by Headquarters when they feel that this information should be provided by the Nominal Roll.

Other advantages and disadvantages are the same as those listed for alternatives 1 and 2.

4. Manual System

This alternative would eliminate the computerized
Nominal Roll and only the most essential information
would be gathered manually. Information collected would
include counts of students broken down by school, school
type, grade, sex and age. As this information is also
a Statistics Canada requirement, their form could be
used to collect the information.

Advantages

The system would be quicker, easier and cheaper than the
present Nominal Roll system, and would provide the most
essential budgeting information. The Department
wouldknow how many students they were financially
responsible for, and age-grade tables could be produced
manually. A manual system would eliminate all of the
problems district staff have with the computerized
Nominal Roll, and would allow district staff to use
their own systems to gather additional student
information for day to day operations.

Disadvantages

The major disadvantage is that their would be no
central, permanent source of data to plan and evaluate
programs and answer requests. Because of this, Managers
may soon find the manual system too limited, and

introduce another computerized system to gather
additional information. The cost of stopping the
present system and starting a new computerized system
would probably be much greater than the cost of
improving the present system.

F.   COST OF THE NOMINAL ROLL

Cost of the Present System

In headquarters the cost for the 1975-76 Nominal Roll
was $90,840 including $18,000 for Systems Dimensions
Ltd. and $72,840 for 74 man months at INA.

In the field, there was a wide range in the cost of
manpower for completing the Nominal Roll, from $1,060
for 1 1/2 man months in Sioux Lookout to $9,320 for 7
man months in North Battleford. This discrepancy can be
accounted for, at least partially, by the different
methods used to complete the Nominal Roll. In North
Battleford, the 7 man months included filling out forms,
verifying that students were attending school,
collecting missing information, changing office
procedures to suit the new forms, editing and reviewing
the forms, and attending workshops with people from
Ottawa. The completion of the Nominal Roll was much
more thorough than in other districts, and the accuracy
of North Battlefords information was much better than
other districts.

In Sioux Lookout, a para-professional social counsellor
had the responsibility of collecting and completing
forms from all schools. This took the task away from
the professional counsellors and reduced costs.

Because of the wide variation in costs, it is difficult to project these costs to a national estimate. For estimation purposes, it was assumed Saskatoon was an average district, with 2 man months and $2,830 to complete the Nominal Roll. Under this assumption, the total field cost for completing the Nominal Roll would be 104 man months or $147,160. Since Regional offices had little if any involvement with the completion of the Nominal Roll, costs were not estimated for Regions.

The total cost of the Nominal Roll at both headquarters and in the field in the 1975-76 school year was:

Headquarters	74 man months	$ 90,840
Field	104 man months	147,160
Total	178 man months	$238,000
	(16 2/3 man years)	

This does not inlcude the man years and cost of departmental teachers who complete Nominal Roll forms.

COSTS AND MANPOWER FOR THE NOMINAL ROLL
1975-76
for Locations Visited

	Statistics			Education			Computer Division		
	Man Months	Level	Cost	Man Months	Level	Cost	Man Months	Level	Cost
Headquarters	12	CR 4	10,880	1/2	EDS 5	1,160*	–	SDL	18,000
	44	CR 3	35,930	1/2	EDS 4	1,060*	3	CS 1	3,030*
	5	ES 2	10,110*				3/4	CS 3	1,340*
	8	SI 1	9,330*						
	69		66,250	1		2,220	3 3/4		22,370
Alberta Region	–			1	CR 2	680	–		
North Battleford	–			1	CR 3	820	–		
				6	Counsellor	8,500			
				7		9,320			
Saskatoon	–			2	Counsellor	2,830	–		
Sioux Lookout	–			1 1/2	Social Counsellor	1,060	–		
Manitoba Region & Districts	–			1	CR 2	680	–		
				6	Counsellor	8,500			
				7		9,180			

* Part of these costs are once-only costs, such as workshops and programming.

Estimated Cost of Alternatives

If the present Nominal Roll System continues without any
changes in content or procedures, costs should reduce as
people become more familiar with the system, workshops and
training are reduced, and changes in the computer program
are unnecessary. In the field the time taken to complete
input forms should decrease, possibly by 10%. The
Statistics Division feels that their manpower could be
reduced by 10-15% if the Nominal Roll does not change and
manpower turnover is low. If Education was not involved in
discussions to change the Nominal Roll, their manpower could
be reduced by half. In the Computer Division, manyears
could be reduced by about half. Programming would not be
necessary if the system remains unchanged, but manpower will
be required to answer requests and program the computer to
produce different types of tables. The Systems Dimentions
Ltd. charge of $18,000 will not be reduced.

For alternative 1, revised Headquarters Edit, 15% to 20% of
the clerical editing time and cost would be eliminated, in
addition to the 10% to 15% mentioned above for familiarity
with the system. Field manpower would decrease by about
10%, Education by 50%, and the CIS would remain about the
same to program the suggested revisions.

ENGAGEMENT MEMORANDUM

Project No.:   2-2-186

Title   : Evaluation of the System to collect
                information from School Enrollment -
                Nominal Roll

Client   : Mr. J. Wright,
                Director,
                Management Coordination,
                Indian and Eskimo Affairs Program,
                Ottawa

Co-Client   : Mr. E. Korchinski,
                Director,
                Education Operations Branch

Team   : Project Manager: E. Powell
                    Team Leader: W. Weizenback
                        Analyst: M. Geer

Participating Client   Ray Hall,
Personnel: Education Operations Branch

Client Financial   Printing - 2-01-151-3330-000-00-0901
Code: Travel   - 2-01-151-3330-000-00-0502

Background

The Nominal Roll System, set up to collect information on
elementary and secondary student enrollment, has been in
effect for 2 years.

For various reasons the objectives in timeliness and
reliability were not fully met during the past two years.
One problem is that the Statistics Division does not have
adequate staff to process the forms needed for the system.

In view of the apparent problems in timeliness, reliability,
and lack of staff, other questions are now raised regarding
the relevance and significance of the system presently in
use.

Objective

This project will study the above mentioned problems and
make recommendations to improve the system based on HQ and
Regional viewpoints.

The cost and man years required to collect information from
the School Enrollment - Nominal Roll will be determined, as
well as the usefulness of such information at all levels of
the Indian and Eskimo Affairs Program.

Scope

The requirements for information needs at Headquarters and the Regional and District offices will be analysed, as well as information requirements from other agencies such as Statistics Canada and Indian Associations.

The team will determine how Regional involvement can be increased to make the system more useful at the Regional level and eliminate the bottleneck at HQ.

Time and money spent by all HQ and field staff will be determined.

Information will be collected by travelling to 3 or 4 Regional offices, and 4 or 5 District offices. Offices to be visited will be identified by HQ Education staff. Other Regions and Districts will be contacted in writing to gather necessary information.

Terms of Reference

1. To identify actual and potential use made of data collected, indicating by whom, how often and for what purposes such information is used.

2. To recommend alternate methods for improving the Nominal Roll system and procedures and decreasing turn around time.

3. To determine the costs and benefits of the alternatives in terms of staff time, computer costs and other charges both at HQ and in the field.

Study Phases

Phase I - Identification of Nominal Roll information requirements in HQ, and actual and potential uses of the information, indicating by whom, how often and for what purposes.

- Classifying information as essential, important, or of interest.

- Collection of HQ viewpoints on problems with the system and how they can be resolved.

- Identification of time and money spent in HQ in collecting, processing and providing information on the present Nominal Roll System in HQ.
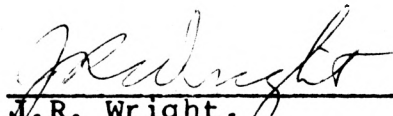
Phase II   - Identification of Nominal Roll information
             requirements in the field, and actual and
             potential uses of the information, indicating by
             whom, how often and for what purposes.

           - Classifying information as eseential, important,
             or of interest.

           - Collection of Regional and District viewpoints
             on problems with the system and how they can be
             resolved.

           - Identification of time and money spent in
             Regional and District offices collecting,
             processing and providing information on the
             present Nominal Roll System.

Phase III - Evaluation of information needs and the costs of
             providing such information at all levels in the
             Program and other agencies such as Statistics
             Canada.

           - Analysis of HQ, Region and District comments and
             viewpoints.

Phase IV   - Determining alternate methods of providing
             Nominal Roll data to all users. These
             alternatives will be based on information
             collected at HQ and in the field, including the
             type of information (essential, important or of
             interest), improved systems and procedures to
             process data, and transfer of responsibility to
             Regional and District offices.

           - Determine the time, man years and costs required
             for each alternate method.

Phase	Time Frames	Man Weeks	Travel Costs
I	July 12 - July 30	6	
II	Aug. 02 - Aug. 20	6	$2,400
III	Aug. 23 - Sept. 24	7	
IV	Sept. 27 - Oct. 15	3	
Report	Oct. 18 - Oct. 29	2	
		24	$2,400

The client will pay all travel and printing costs, as well as other costs associated with the study.

In accordance with the Official Languages Policy, reports issued to bilingual or French speaking districts will be published in French and English.
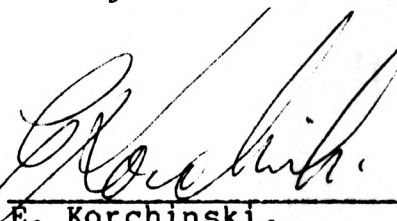
Approved _J. R. Wright,_   Date _June 29/76_
J.R. Wright,
Director,
Management Coordination,
Indian and Eskimo Affairs
   Program.

Approved _E. Korchinski,_   Date _June 28, 76_
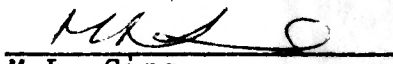E. Korchinski,
Director,
Education Operations
   Branch.

Approved _M.L. Sims,_   Date _June 28 '76_
M.L. Sims,
Chief,
Management Consulting
   Services Division.