

INDIAN AND INUIT AFFAIRS  
OPERATIONAL PLANNING:  
PROPOSED ACTION PLAN

E92  
N55

1984/85 to 1987/88

INDIAN AND INUIT AFFAIRS OPERATIONAL PLANNING

PROPOSED ACTION PLAN

TO BE PRESENTED AT E.P.C. Meeting June 28-30

Program Planning and  
Policy Coordination

June 1983

*memo to B. Lewis  
July 7  
E.  
B. Lewis,  
Do you have  
concerns.  
E.C.H.  
6/7/83.*



## OUTLINE

- I. NEA/REA
- II. Goals
- III. Resource Guidelines
- IV. Call Package
- V. Briefings and Assistance
- VI. Planning
- VII. Review and Analysis
- VIII. M.Y.O.P.
- IX. N.P.O.P.
- X. D.M.'s Presentation

## I. NATIONAL/REGIONAL ENVIRONMENTAL ASSESSMENT

### 1. Review:

The Program decided last year that the Operating Environment would be comprised of 3 elements:

- . Environmental Forecast;
- . National/Regional Environmental Assessment;
- . Indian Conditions Profile.

Only the Regional and H.Q. Environmental Assessments were produced. Regions were dissatisfied with the instructions because they were too Headquarters oriented.

The National Environmental Assessment (roll-up) proved to be impossible to produce. The difficulties encountered were:

- . the magnitude of the task;
- . the nature and diversity of the information gathered from regions.

The Environmental Forecast and the Indian Conditions Profile were not achieved because of staffing shortfalls and other priorities.

### 2. Plan

For this cycle, have only REA's and NEA done.

- . REA's
  - first step in operational planning
  - H.Q. defines for the regions:
    - \* structural requirements
    - \* content requirements
  - regions determine their timeframe to write REA

. NEA

- done before strategic overview (end-December)
- independent from REA's (not a roll-up)
- produced by P.P.P.C.

3. Schedule:

Suggested guidelines sent to regions	P.C.D.	July 15
REA's completed	Regions	Regions determine deadline
NEA completed	P.P.P.C.	December 31

## II. GOALS

### 1. Review:

Program goals were established last year, by planning element.

Goals were to be:

- result oriented
- measurable
- achievable
- time specific

Goals need considerable revision to meet those criteria.

### 2. Plan:

Discard existing Program goals.

Establish new Program goals according to the new O.P.F.

- . P.P.P.C. establishes criteria and leads the exercise in conjunction with O.P.F. and performance measurement working teams.
- . Branches develop 4-year and 1-year National Program goals relative to OPF objectives and result statements.
- . Regions are encouraged to develop 4-year and 1-year goals that will contribute to achieving national goals.

### 3. Schedule:

Development of criteria for goal setting.	P.P.D.	June 20-30
Formulation of 4-year and 1-year national goals.	H.Q. D.G's	July 4 - August 12
Approval of national goals	A.D.M.	August 22
Formulation of 4-year and 1-year regional goals (not compulsory this year).	R.D.G's	Early September

### III. RESOURCE GUIDELINES

1. Review:

Last year, resource guidelines were issued for capital, O & M and person-years.

Model was:

- by regions
- by management regimes
- by planning elements

2. Plan:

Issue resource guidelines as part of the call package.

Keep same model and coverage as last year.

Prepare resource guidelines according to new activity structure.

3. Schedule:

Revision of display pattern and establishment of crosswalk between current and new structure.	F.M.B., P.P.D., O.P.F. Team	July
Calculation of resource guidelines (Including instructions on handling them, translation and final typed version).	F.M.B./ H.Q. Fin. Services	August 1-19
Approval of resource guidelines	A.D.M.	August 22

#### IV. CALL PACKAGE

1. Review:

The call package was issued on September 10, two weeks late. Feedback from regions indicated that forms and instructions were clear. Methodology to collect data on transfers to bands needs rethinking.

2. Plan:

Prepare call package according to the new O.P.F.

Collect the information as follows:

- funded by planning variable;
- unfunded in the Regional Executive Summary and in the Planning Element Strategy Description at a broad level of details;
- by planning element for strategies;
- by planning variable for resource justifications.

Exclude transfer plan forms from call package.

Develop and issue coding instructions as part of the call package.

3. Schedule:

Decision on handling of Indian and Inuit Affairs Administration component	A.D.M./ Sr. A.D.M.	June
Development of coding instructions	P.P.D. F.M.B.	July 22
Revision of forms and instructions.	P.P.D. & F.M.B.	July 22
Preparation of call letter	P.P.D.	July
Form design	P.P.D.	July 22 - August 19



3. Schedule: (cont'd)

Translation (3 weeks)	F.M.B./P.P.D.	July 22 - August 12
Typing	P.P.D.	Ongoing - August 19
Establishment of a crosswalk from existing to new activity structure	F.M.B., P.P.D., O.P.F. Team	July
Approval of call package	A.D.M.	August 22
Printing of call package	P.P.D.	August 23-30
Issuance of call package	A.D.M.	August 31
Preparation and issuance of functional instructions	H.Q. D.G's	July - August 31

## V. BRIEFINGS AND ASSISTANCE

### 1. Review:

Briefings were given to 4 regions and 4 branches. Personal assistance was provided to 2 regions. Communication was maintained with all regions and branches during the entire planning period to clarify instructions.

### 2. Plan:

Give briefings to all regions on new activity structure, O.P.F. and call package. (this may be mandatory or provided upon request)

Provide assistance upon request.

### 3. Schedule:

Development of information package on new O.P.F. and activity structure	Dept'l Planning & Control Directorate, P.P.D.	July - August
Briefings	D.P.&C.D., P.P.D., F.M.B. H.Q. Program Managers	September
Assistance	P.P.D., F.M.B. H.Q. Program Managers	September - November 15

## VI. PLANNING

### 1. Review:

Regions were given 2 months to plan (mid-September to mid-November). Plans were submitted on time.

### 2. Plan:

Prepare operational plans according to the new activity structure.

### 3. Schedule:

Planning exercise	Regions & Branches	September 1 - November 15
Submission of H.Q. plans to A.D.M.	H.Q. D.G's	October 28
Roll-up of H.Q. plans	H.Q. Financial Services	November 15
Submission of Regional plans to A.D.M.	R.D.G's	November 15

## VII. REVIEW AND ANALYSIS

### 1. Review

Extensive review and analysis of regional plans was done by H.Q. functional managers and by departmental support units.

The exercise was considered good and necessary. However, there were some difficulties:

- . it was long and time consuming;
- . there was no direct linkage with M.Y.O.P.;
- . there was weak response from some departmental support units (Program Administration planning element).

### 2. Plan:

Repeat the exercise and try to simplify the review and analysis methodology.

Improve linkage with M.Y.O.P. (resource recommendations, program and planning element memoranda).

Increase liaison with departmental support units.

### 3. Schedule:

Issuance of review and analysis guidelines	P.P.D., F.M.B.	November 15
Preliminary review and analysis of regional plans	H.Q. Program Managers & Dept'l Support units	November 15 - December 15
Preliminary review and analysis of H.Q. plans	P.C.D., H.Q. Financial Services	November 15 - December 15
Financial roll-up of plan submissions	F.M.B.	November 15 - December 15
Final recommendations on H.Q. plans	P.C.D., H.Q. Financial Services	December 15 - January 20

3. Schedule: (cont'd)

Final review, analysis and recommendations by Planning Element	H.Q. Program Managers	December 15 - January 27
Program and Planning element memoranda	P.P.P.C., H.Q. Program Managers	December 15 - February 17
Regional plan presentations and discussions of unfunded items	E.P.C.	Early December
Planning element presentations	E.P.C.	February
Decision on M.Y.O.P. content	A.D.M.	End February
Decision on unfunded items to pursue	A.D.M.	End February

### VIII. M.Y.O.P.

1. Review:

M.Y.O.P. was prepared by F.M.B. following Program review and analysis, and recommendations.

The difficulty to translate Program recommendations in M.Y.O.P. submission (because T.B. reference levels are different from Program resource guidelines) created frustration in the Program.

The whole operational planning exercise may lose credibility if managers' recommendations are not used.

2. Plan:

Prepare M.Y.O.P. based on A.D.M.'s decisions on program recommendations.

Give feedback to regions and branches on the recommended resource levels and on operational plan strategies.

3. Schedule:

Preparation of M.Y.O.P. submission	F.M.B.	March
Approval of M.Y.O.P.	A.D.M.	March
Submission of M.Y.O.P. to T.B.	D.M.	March 31
Feedback to R.D.G's & D.G's on recommended levels	A.D.M.	April
Feedback to regions on operational plan strategies	H.Q. D.G's	April

## IX. N.P.O.P.

### 1. Review:

Following a decision made by the Program, the N.P.O.P. will be produced as a public document, consistent with M.Y.O.P. and Part III of the Estimates. The primary audiences will be Indian organizations and central agencies.

The 1983-87 N.P.O.P. will be ready for approval at the end of June and should be promulgated 2 months after approval.

### 2. Plan:

There is at present no plan to produce a 1984-88 N.P.O.P.

Program reserves judgement as to whether it is necessary to publish an N.P.O.P. annually. Depending on changes, a biennial or triennial publication might be sufficient.

### 3. Schedule:

Decision made on appropriateness	A.D.M./	February/
to publish an 84-88 N.P.O.P.	P.M.C.	March

## X. DEPUTY MINISTER'S PRESENTATION

### 1. Review:

A presentation was prepared but only partly given to the Deputy Minister to date. Much effort has been put in its preparation.

### 2. Plan:

Inform the Deputy Minister of the Program's orientation.

Increase efficiency in preparing this presentation by establishing a format for the E.P.C. planning element presentations (given by Directors General). This would eliminate a rewriting and reformatting of the Deputy Minister's presentation.

### 3. Schedule:

Deputy Minister's Presentation	A.D.M.	Early March
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# PROGRAM

## 1984/85-1987

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