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PLAN OF ACTION 1979/80

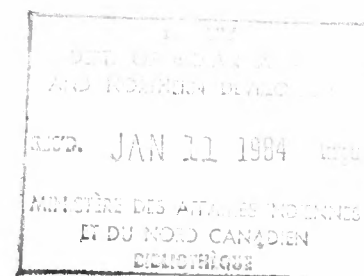


Indian *and*
Inuit Affairs
Program *bb*

Ontario Region

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I N D E X



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INDIAN AND INUIT AFFAIRS PROGRAM

REGIONAL OBJECTIVES, 1979-80

ONTARIO REGION

The following are the four main Regional objectives:

ECONOMIC SELF-SUFFICIENCY:

To assist and support Indians of Ontario in obtaining access to a fair share of resources and opportunities with which they can develop a level of self-sufficiency consistent with their chosen environmental aspirations and their physical and economic needs.

SOCIAL MUTUAL RESPONSIBILITY:

To assist and support the Indians of Ontario to obtain the skills and systems necessary to strengthen the ability of Indian communities to manage their own affairs and to plan their own local development in a climate of accountability and mutual responsibility for their society.

CULTURAL IDENTITY:

To assist and support the efforts of Indian communities in Ontario in adequately addressing those activities, particularly education, which are so influential in shaping values and beliefs.

TRUST RESPONSIBILITY:

To plan, manage and evaluate the allocation of Program resources of the Ontario Region, in consultation with appropriate Indian representatives, in such a way as to maximize the efficiency and effectiveness of these resources to meet the demands placed on them by the Minister's trust responsibilities and the preceding goals.

REGIONAL THRUSTS, 1979-80

ONTARIO REGION

COMMUNITY PLANNING:

The furtherance of sound comprehensive development of Indian reserves keyed to the planning programs designed to maximize the attainment of Indian aspirations in terms of their social, cultural, economic and physical goals.

EMPLOYMENT:

The maximization of job opportunities to meet the realistic medium and long-term needs of Indian people in Ontario.

TRAINING:

The provision of training and development opportunities for bands to acquire knowledge and skills deemed necessary to support Indian communities in achieving their aims.

POST-SECONDARY EDUCATION:

Promotion of post-secondary education to achieve long-term career development of the individual and increased excellence in leadership and management areas.

PHYSICAL FACILITIES:

Continuing emphasis on the provision of physical facilities in order to improve the delivery of services. This will be especially true for the rapidly growing family formation age group.

INDIAN CONTROL OF PROGRAMS:

Through the promotion of Indian control of programs, it is hoped there will be a provision of services that will more closely meet the attainment of Indian needs and create a greater degree of self-sufficiency.

IMPROVED COMMUNITY MANAGEMENT:

Continuing emphasis on community management through training, apprenticeship and education in order to facilitate the development of self-sufficiency and mutual responsibility.

MANAGEMENT IMPROVEMENT:

The provision of more effective operational systems, the promotion of management excellence and the efficient allocation of limited resources.

CONSULTATION:

Through joint information sharing and decision-making, to improve the level of Indian participation in program formulation.

PARTICIPATIVE PLANNING:

Promoting the involvement of all Indian people in the development of their future.

IMPROVED CO-ORDINATION OF PROGRAMS:

Promoting more efficient program delivery through increased co-ordination and co-operation.

SOCIAL SERVICES:

Complete analysis of Social Assistance Review will be completed with special emphasis on the implementation of Programs involving an imaginative use of Social Assistance funds.

CONTRIBUTION ARRANGEMENTS:

In accordance with TB circular 1977-50 and amendments received from Headquarters, to prepare Comprehensive Contribution Arrangements for use in providing program funding to all Bands, Associations and other Contribution recipients by January 31, 1980.

LOCAL GOVERNMENT PROGRAMI. SITUATION REPORT: Problem AreasSocial Services:

Social Services in the Ontario Region are provided under a Federal/Provincial Agreement. The Social Services program is presently under review with the Indian Associations and the final recommendations should be available in the near future.

Band Management Services:

A start has been made, but considerably more work is required on an effective evaluation scheme for Band Government administration and programs, both from the point of view of the Bands and the Department.

Recent information received from Headquarters requires a revision to existing contribution arrangements. This will be a high priority item in this section, along with decentralization of authority to the Districts and Bands.

Community Improvement:

A formula for the Distribution of Capital funds has been used since 1975 in the Region. This method of distributing funds has proved acceptable to most Bands. Amendments to the formula may have to be inserted to assure that the Region can meet the Treasury Board requirements.

LOCAL GOVERNMENT PROGRAM

Community Improvement: cont'd

The Management of Capital for the 1979-80 program is behind schedule. Special efforts are now being put in place to bring this program up to date.

LOCAL GOVERNMENT PROGRAMII. PROGRAM THRUSTS:

Our 1979-80 plan of action will focus on the following major thrusts:

- i) the Directional Plan put forth by the ORLC;
- ii) the Regional thrusts for 1979-80; and
- iii) the following Program thrusts

Social Services:

Complete analysis of Social Assistance Review will be completed with special emphasis on the implementation of Programs involving an imaginative use of Social Assistance funds.

Band Management Services:

Particular emphasis is being placed on provision of training to Bands to assist them in exercising more control of programs with a view to improved community management.

Community Improvement:

Special emphasis will be placed on the programming of Capital to ensure that all proposed projects for next fiscal year are included in the main estimates.

LOCAL GOVERNMENT PROGRAMIII. PROGRAM GOALSSocial Services:

1. To assist Bands and the Department to administer efficiently a program of income support within the approved mandate in Ontario Region
 - by September 30, 1979, develop procedural guidelines within present welfare statutes by reviewing current methods of maintaining statistics and other records;
 - by interpreting amendments and welfare regulations to Bands and Districts;
 - assist Bands to get approval under General Welfare Assistance Act;
 - develop and assist Districts and Bands in using a One-Write system for better accountability.
2. To upgrade the skills and knowledge of all Welfare Administrators in Ontario
 - April 1 to October 15, 1979, set up two major training workshops for all Welfare Administrators in Ontario.

LOCAL GOVERNMENT PROGRAMSocial Services: cont'd ...

3. To investigate methods that will enable Bands and Department to make better use of Welfare funds
 - by liaising with other Departments like CEIC, COMSOC, our Employment Section, Housing, etc., with a view to utilizing welfare savings on employable recipients;
 - by developing efficient system of reviewing applications of W.O.P.;
 - to increase 79-80 target by three times, utilizing welfare savings with the objective to create employment for employable welfare recipients.
4. To assist Bands and the Department in the development, negotiations, and monitoring of Social Services Agreements including Child Care
 - by June 30, 1979, review and re-negotiate Child Welfare Agreement with CAS Cornwall and Child Welfare agency in Quebec;
 - assist Peterborough District in re-negotiating Child Welfare contracts with St. Regis Band;
 - assist Districts in re-negotiating Day Care contracts with Municipalities.

LOCAL GOVERNMENT PROGRAMSocial Services: Cont'd ...

5. To encourage and assist Bands and Agencies in developing and improving preventive programs thus enriching the social, mental and physical well-being of the children, families and elderly in Indian communities
 - by assisting Children's Services to:
 - implement Native Child Welfare Projects by September 1, 1979;
 - increase enrolment in existing Day Care Centres
 - approve Homemakers' services for families in need and to encourage Home Support Services for the elderly;
 - by assisting RAB in reviewing and approving Alcohol Abuse Projects.
6. To assist the Department and Indians in the Tripartite process
 - by providing information and interpreting findings of Social Services Review;
 - professional advice to Tripartite Committee on services.

LOCAL GOVERNMENT PROGRAMSocial Services: Cont'd ...

7. To generate adequate management information and to provide administrative support for all Social Services Programs
 - by reviewing monthly and quarterly reports from Bands and Districts in the following programs:
 - Social Assistance
 - Child Welfare
 - Day Care
 - Adult Care
 - by reviewing Provincial claims, etc.

Band Management Services:

8. Ensuring that Bands are more familiar with Departmental policy and programs by continuing to draw up Regional Local Government Guidelines. Guidelines on Band fund processing and on By-Law processing are being drawn up now and should be completed during the first half of the fiscal year. A start should be made on the handbook for Band Councils that has been discussed in the past; complete the first draft stage during the year.

LOCAL GOVERNMENT PROGRAMBand Management Services: Cont'd ...

9. Ensuring that Band Councils receive leadership training and that Band Administrators receive the required training and on-the-job training through field staff;
 - by participating in or organizing three workshops for Local Government Advisors and other field staff during the year.
10. Ensuring that Bands administer Departmental programs to their maximum capability and desire by developing by September, 1979 and initiating a Band program evaluation system by March, 1980.
11. Promotion of Indian control of programs and improved Departmental management by decentralization of authority and the maintenance of improved records:
 - by completing the decentralization of authority for Accountable Contributions to Districts during the first quarter;
 - by decentralization of authority to approve Band Revenue budgets to Districts during the first half;
 - by upgrading records of other Band authorities and exemptions under the Indian Act during the second half (see first goal).

LOCAL GOVERNMENT PROGRAMBand Management Services: Cont'd ...

12. Improving the flow of contributions and Band funds to Bands by decentralization and the preparation of guidelines (see first two goals).
13. Provide and administer development services to assist Indians of Ontario to develop and consolidate basis for responsible Local Government by providing advice on request and support within available resources:
 - by working with field staff and the development of Band Contribution Agreements; standard and particular by March, 1980.
14. Prompt and effective support services: 700 letters and reports, maintaining records for 115 Bands (3 types at present to be increased by six by the end of the year) processing of Band Council Resolutions, 180 items.

Community Improvement:

15. To ensure that the 1979-80 Capital Management Plan is implemented efficiently:
 - by ensuring the Project Manager concept is implemented for all projects;

LOCAL GOVERNMENT PROGRAMCommunity Improvement: Cont'd ...

- by ensuring that the available resources are fully utilized;
 - by centralizing administrative functions on Capital Management that have been carried out by other programs to ensure a standard approach to projects and improved efficiency to the Capital Management System.
16. To ensure that all 1980-81 Capital Projects are approved and ready to proceed by April 1, 1980:
- by ensuring the projects are included in the September, 1979 Main Estimates;
 - by ensuring that Treasury Board approval has been received for major projects;
 - by ensuring that the Project Managers and Responsible Officers have been identified.
17. To ensure an equitable distribution of Capital funds is provided to Bands:
- by reviewing the Capital Distribution formula by December 31, 1979 and making the necessary changes to ensure the distribution is equitable and at the same time enables the Region to meet all Treasury Board requirements.

LOCAL GOVERNMENT PROGRAMCommunity Improvement: Cont'd ...

18. To investigate and implement imaginative methods and systems in program planning and delivery:

- by developing better communications with the O.I.H.C. to ensure that all Bands are made aware of any new approaches to housing programs;
- by ensuring capital program planning pilot projects are implemented with at least four Bands in Ontario, thus enabling all programs to have an input and ensuring the information required by programs has been incorporated in the Bands' Plan. Such a report would provide Band and Programs with the readily available information to implement a five-year Capital Plan.

EDUCATIONI. SITUATION REPORT

- A) The program has transferred over thirty percent of the operational budget to bands. Many bands are now reviewing and consolidating their ability to administer the programs satisfactorily. This stage of status quo is made more pronounced because a major part of the remaining funds covers professional school staff wages and benefits which requires improved alternatives to enable bands to provide comparable job security, benefits and supervision before this staff and funding can be transferred to them.

The federal school system is faced with major developmental needs.

1. Any improving system, in order to continue to develop, requires more specialized services to meet newly identified concerns;
2. Increased parental involvement and implementation of the Indian Control Policy leads to more sophisticated needs and concerns as the Indian people themselves develop their skills and knowledge in education matters. (Northern Ontario is now on the move and southern Ontario is reaching deeply into the area of "special education" needs).

EDUCATIONI. SITUATION REPORT cont'd ...

3. The federal school system operates in a region where the provincial school system is the primary educational training delivery agent. The provincial system has always managed to advance as a leader in the field of education and the department's smaller system assumes the continuing role of trying to keep pace and at the same time, provide for special needs in native culture and language areas.

Unlike the provincial system which operates as an independent service agency with special legislation and fund-raising powers for itself, the department's education system works from within a group of programs which share similar function reporting structures, multi-program co-ordination, procedures, regulations and internal and external federal government service agencies.

Although every effort is made to keep in step with the provincial system, as well as meet special cultural differences, the basic organizational differences favour provincial developments.

For the various reasons mentioned above, the advance by the province continues while department program competition for reduced person-year, restricted dollars and the lack of "B"

EDUCATIONI. SITUATION REPORT cont'd ...

level funding for new services have created a serious gap in the areas of consultant services, special education and professional development. This serious concern is now receiving special consideration in an effort to respond to this need.

A careful reading of the goals and objectives which follow will reveal other areas of need and development.

EDUCATIONI. SITUATION REPORT cont'd ...B) REGION'S CONCEPT OF INDIAN PEOPLE'S OBJECTIVES

1. To achieve precepts of Ontario Regional Directional Plan including:

- Bands making own decisions
- Ability to govern themselves
- Economic self-sufficiency
- Social Responsibility
- Education open to contributions of Indian Cultural leaders; yet providing the opportunity for students to develop skill and knowledge useful for living or working in the larger society
- An educational curriculum which reflects each community's individual outlook

2. To achieve precepts of Ontario Task Force on Native Education recommendations

To reinforce culture and identity (as they perceive it)

- provide option for living native life-style, or of competing on equal terms in the general job market, or both
- system should provide both formal and adult education

EDUCATION

I. SITUATION REPORT cont'd ...

C) CONSULTATION GROUPS (SPECIFIC FOR EDUCATION)

Chiefs and Councils

Local School Committees

District Education Councils, etc.

Association Liaison Officers

Ontario Native Education Council

EDUCATIONII. PROGRAM THRUSTS

The 1979-80 Plan of Action for education in the Ontario Region has been developed from four directional and resource areas:

1. The Directional Plan put forth by O.R.L.C.
2. The Region's operations framework
3. The recommendations of the Education Task Force, Ontario
4. District and Regional consultation with Indian people and bands.
5. Entering into contribution arrangements with bands.

EDUCATIONIII. PROGRAM GOALSGOAL 1:

To continue, through consultations with Indian people, to innovate, support and encourage co-ordinated activities in a comprehensive program of educational services to meet their needs in elementary, secondary and continuing education insofar as education opportunities make it possible, whereby Indian people may exercise their choice and achieve their cultural, economic and social aspirations within the Canadian society.

- by having three D.S.E. workshops that include Indian representation;
- by implementing the Budget Analysis and Development Process, Ontario Region;
- by attending and participating in training sessions on the new B.C.S. system, by June 1, 1979;
- by communicating at Regional, District and band levels direction, information and advice on all phases of the education program;
- by implementing procedures to meet the lawful obligations of the Department;
- by consulting with Indian leaders to establish discretionary budget priorities;

EDUCATION

- by monitoring district administrative and program delivery;
- by giving priority to the reorganization of Regional Office as it applies to positions and altered job descriptions. (Target date September 30, 1979);
- by seeking to clarify the functional responsibilities between district and regional office program staff;
- by communicating and negotiating with Provincial Ministries, other federal departments, Boards of Education and other educational institutions and agencies.

GOAL 2:

Encourage and assist bands, district councils and district staff in the transfer of additional education budget and administrative responsibilities and in the improvement of their administration of their existing responsibilities where there is need and where the bands request such assistance:

- by communicating and meeting with bands and education councils in the Districts and Regional Office;
- by implementing the model for the transfer of programs to four bands;

EDUCATIONGOAL 2: cont'd ...

- by involving Indian people in the selection of principals, teachers and other administrative positions.
(50 selection boards);
- by involving and advising band councils (district councils) in negotiating the purchase of education services from provincial boards;
- by monitoring and advising district and band staff on the effectiveness of their administration and for forecasting purposes;
- by developing an acceptable native sponsor to handle the Native Language Program for the Region (Target date March 31, 1980);
- by co-ordinating the development of Native curriculum materials by the Native peoples of the Region;
- by evaluating the continuing requirement and program for native teacher training at Western and Lakehead Universities.
(Target date June 1, 1979).
- by seeking resources to continue our involvement in the printing and implementation of shared projects with the Ministry of Education.
(Target date September 1, 1979);
- by reviewing education staff requirements, Regional and District levels, and preparing recommendations on staffing to best meet the needs of Indian people in their attainment of local control;

EDUCATIONGOAL 2: cont'd ...

- by negotiating with provincial authorities for more suitable types of school boards which would increase band participation (5 school boards)
- by reorganizing and staffing to pursue more Regional assistance to the field to promote the thrust to Indian Control of Indian Education.

GOAL 3:CONTINUING EDUCATION:

Provide leadership and direction to assist in the overall provision, control, administration and evaluation of university, college, professional, skill and adult education and training programs:

- by communicating and meeting with Canada Employment and Immigration Commission at Regional, District and Band levels to maximize training opportunities for native people and to maximize the use of Department funds;
- by communicating and meeting with district staff and bands to implement procedures consistent to the Region, ensuring maximum usage of Continuing Education funds and ensuring the most appropriate training is sought;

EDUCATIONGOAL 3: cont'd ...

- by encouraging, and where necessary, direct continuing education applicants in vocational and adult programs to alternate sources of funds such as Canada Employment and Immigration Commission;
- by co-operating with provincial authorities in the provision of the Social Counsellor training program. (Target date August 15, 1979 - 25 candidates);
- by co-ordinating the provision of training for native classroom assistants. (Target date August 15, 1979 - 30 candidates);
- by co-ordinating the provision of training for the Native Language instruction. (22 native language instructors by August 15, 1979);
- by initiating the new Continuing Education Information System and co-ordinating the training and implementation throughout the Region;
- by continuing with E-12 workshops where requested.

GOAL 4:PHYSICAL FACILITIES:

Provide and maintain educational facilities and services, designed to advance the cultural and educational aspirations of Indians which will assist them in achieving equality of opportunity and self-fulfilment in relation to all Canadians:

EDUCATIONGOAL 4: cont'd ...PHYSICAL FACILITIES:

- by developing an informative mechanism for the transfer of education capital to bands;
- by participating as an education representative on the Regional Capital Management team in discussions of all capital projects;
- by implementing the fifteen-year Education Capital Management Program within the guidelines established by Regional and Headquarters capital Project Planning Management Manuals;
- by developing plans to facilitate the establishment of a Community Infrastructure Section which would assume the responsibility for the planning and provision of education facilities.
(Target date November 30, 1979);
- by collaborating in the construction of Whitefish Bay, Cornwall Island, Big Trout Lake, Pikangikum, Gull Bay and Bearskin schools;
- by continuing to provide advice to bands, district staff and the Community Infrastructure Section which would ensure that current philosophies in education and native cultural aspirations can be met.

EDUCATIONGOAL 5:SPECIAL SERVICES PROJECTS:

Develop innovative plans, materials and approaches for the use of available manpower resources to respond to the changing needs in program delivery and content in an attempt to meet the expressed needs of the Indian people from the restricted resources available;

- by developing special teams of consultants and/or evaluators from cross-district manpower resources to meet specific district or school professional development, cultural assessment or lay-off requirements;
- by seeking to obtain a kindergarten curriculum guideline. (Target date January 1, 1980);
- by developing a co-ordinating mechanism for the expanding Social Counsellor program of bands at the district level;
- by continuing with the concept of Regional-District project committees. (Target date June 30, 1979);
- by collaborating with the Ministry of Education in the preparation and printing curriculum resource materials, printing and implementation of P.O.N.A. III;

EDUCATIONGOAL 5: cont'd ...SPECIAL SERVICES PROJECTS:

- by liaising and negotiating with the Ministry of Education and involved native peoples to clarify and implement changes in administration of Federal-Provincial education for improved services to native people;
- by initiating as a pilot project the new national elementary and secondary education information system.

FINANCE AND ADMINISTRATIONI. SITUATION REPORT

The Accounting Operations unit during 1978-79 suffered badly from acute understaffing, particularly in supervisory positions, leading to the situation where many financial tasks were only partially covered and a number were not done at all. The accounting information contained in the Budgetary Control System for 1978-79 is not useable by the Department because of the Ontario Region of the Indian Inuit Affairs Program.

The Administrative Support Services unit during 1979-80 will need to be better utilized by all managers so that rapidly advancing technological advances can be used to accommodate the need to provide more and better services with fewer staff-years.

The Band Financial Management unit has been inadequately and ineffectively utilized. To be able to effectively achieve the intended Departmental and Indian goal of Indian self-sufficiency, this situation cannot be allowed to continue, particularly given the ongoing discussions about Constitutional and Indian Act revisions combined with the changes to the terms and conditions of Contribution Arrangements.

The Resource Planning and Analysis unit was established during 1978-79, but unfortunately was unable to perform their role given the lack of information provided by the Accounting Operations unit through the Budgetary Control System.

FINANCE AND ADMINISTRATIONII. THRUSTS

During 1979-80, Finance and Administration will be meeting the Accountability and Management Improvement thrusts of the Department by ensuring that the four units mentioned above are properly staffed, properly trained and receive proper direction so that, in fact, support is provided to Indian bands, other Indian groups and Departmental managers to enable them to maximize the utilization of their scarce human and financial resources.

FINANCE AND ADMINISTRATIONIII. GOALS

- A) The Accounting Operations unit monitors financial systems and procedures and processes financial information regarding the commitment and spending of the dollars appropriately from Parliament. The goals of this unit are:
1. To process financial information within three days of receipt, where the information received correctly meets all requirements;
 2. To identify training needs and deliver training to those staff who consistently submit information that does not meet requirements;
 3. To ensure that suspense entries in the Budgetary Control System never exceed 500 items (often exceeded 10,000 items in 1978-79) by double-checking all entries during May and June 1979 to identify training needs (see (2) above) or other corrective action required;
 4. To be able, by September 1, 1979, to require only one "batch" of financial information from Districts, which "batch" would be accepted by the BCS system and then processed by the DSS system, all within three days, as mentioned in (1) above;
 5. To ensure, by July 1, 1979, that all Job Descriptions properly reflect duties, are properly classified and are fully staffed, so far as it possible, to ensure that the Accounting Operations unit can function and effectively deliver the services required by Indian and Departmental managers.

FINANCE AND ADMINISTRATIONIII. GOALS

- B) The Administration Support Services unit provides essential services such as communications, a central file registry and office services. The goals of this unit are:
1. To upgrade the technological capabilities of this unit through continuing discussions with the District and Regional managers;
 2. To provide a computerized material and property management capability to the Region before March 31, 1980;
 3. To convert all central registry files to the standard Government of Canada coding system by March 31, 1980;
 4. To ensure, by July 1, 1979, that all Job Descriptions properly reflect duties, are properly classified and are fully staffed, so far as is possible, to ensure that the Administration Support Services unit will be able to deliver the management improvements set out above.

FINANCE AND ADMINISTRATION

C) The Band Financial Management unit develops, through advice and assistance, the financial and administrative expertise of the Chiefs, Counsellors and Band staff and monitors the progress of this development. This role also applies from time to time, to Indian Associations and other Indian organizations. The goals of this unit are:

1. To clarify for District and Program managers the role of and requirement for a District Band Financial Advisor by May 31, 1979;
2. To develop by June 10, 1979, for discussion on June 14, 1979 with the District and Regional managers, a plan to utilize a number of Native Employment Program staff-years (1979) and a number of Summer Student Employment Program staff-years (1980) in a manner that will reinforce the Indian and Departmental goal of Indian self-sufficiency;
3. To initiate discussions with the Director of Local Government and certain Headquarters staff concerning the respective roles of the District Local Government Advisors and the District Band Financial Advisors, discussions intended to clarify by September 30, 1979 the intended roles of LGA's and BFA's for implementation April 1, 1980;

FINANCE AND ADMINISTRATION

C) Cont'd ...

4. To recommend to Bands, improvements to their financial and administrative practices, based on the 1978-79 audit reports on Bands' financial statements, that will lead to a 25% reduction in the number of Bands receiving a denial of audit opinion for 1979-80;
5. To provide assistance and advice to Bands during 1979-80 to enable them to meet the 1980-81 terms and conditions of Contributions Arrangements.

D) The Resource Planning and Analysis unit monitors the ongoing progress towards successful goal attainment of the Region within dollars and staff-years appropriated from Parliament for the Region. The goals of this unit are:

1. To provide to District and Regional managers timely and accurate reports and information on a monthly basis with which those managers can make the decisions required to maximize the use of the scarce resources available to them;
2. To process budgetary allotments to the correct Responsibility Centre Manager within three days of receipt of the information either from Headquarters (in the case of new allotments and certain switches of allotments) or from Region (in the case of switches of allotments);

FINANCE AND ADMINISTRATION

D) Cont'd ...

3. To ensure that at all times the "Manager Tables" encoded within the Budgetary Control System properly reflect the desired organization of the Ontario Region as approved by the Regional Director General and the various guidelines and authorities within which such organizations must exist;
4. To facilitate and co-ordinate the financial aspect of the required Regional Program Forecasts and Main Estimates information from the Region to Headquarters in a timely manner that meets the deadlines as set out by senior management.

- E) The Finance and Administration units also have the general goals related to ensuring that financial and administrative authorities are observed, and that public monies are controlled and extended in accordance with the requirements of the Parliament of Canada.

ECONOMIC AND EMPLOYMENT DEVELOPMENT PROGRAMI. SITUATION REPORT

A major Employment Development Program has been put into place with a budget of over \$2 million, and officers in all Districts.

Stabilization of existing Economic Development projects is almost completed.

The native economy in Ontario is extremely diversified with approximately 500 Indian businesses, ranging in size from one employee to 130 employees. Nearly all sectors of the economy are represented including agriculture, service, manufacturing, and natural resource industries.

II. PROGRAM THRUSTS

1. Maintenance of adequate staffing with well qualified personnel in all Districts continues to be of great importance.
2. Decentralization of funding to Districts of the Employment Development Fund and Economic Development Contributions is a major feature of the 1979-80 year.
3. Joint planning and priority setting between Districts and Bands is a major thrust.
4. Program development capability is currently being developed and major attention will continue to be given to obtaining DREE programs to assist Ontario Indians.

ECONOMIC AND EMPLOYMENT DEVELOPMENT PROGRAMIII. PROGRAM GOALS:GOAL 1: SOCIO-ECONOMIC DEVELOPMENT PLANNING

To encourage and assist individual Bands to prepare their own socio-economic plans and strategies as the basis for long term development:

- (a) by supporting the establishment and maintenance of Band planning and development committees or groups;
- (b) by assisting the Ontario Region Liaison Council and District Liaison Councils to develop criteria for the allocation of available resources.

Band Work Process	- 30 Projects	March 31, 1980
Band Economic Development Committees	- 20 Committees	March 31, 1980
Funds Allocation Formulae	- Initial acceptance	April 18, 1979
	- Revised	June 30, 1979

GOAL 2:TO MAKE MORE PRODUCTIVE USE OF SOCIAL ASSISTANCE SAVINGS

To assist and support Bands to make more productive and imaginative use of social assistance payments aimed in the long run at reducing total social assistance payments as each community develops its own resources.

Social Assistance Savings

90 Proposals - 65 Projects - \$1 Million - Mar. 31, 1980

ECONOMIC AND EMPLOYMENT DEVELOPMENT PROGRAMGOAL 3: EMPLOYMENT DEVELOPMENT

To assist Indian people to secure additional employment opportunities in both the public and private sectors of Canadian life.

- (a) by working closely with Bands, CEIC, the Employment and Training section of DIAND and other participating agencies to:
- i) identify the primary factors which currently inhibit greater employment opportunities;
 - ii) develop strategies and activities to overcome these problems;
 - iii) implement the necessary corrective measures, programs or activities.

Employment Services

Training on the Job - 50 placements Mar. 31, 1980

Mobility - 400 placements Mar. 31, 1980

Youth:

High School - 75 Projects - 550 placements Mar. 31, 1980

Student Job - 70 Projects - 500 placements Mar. 31, 1980
Corps

I.I.R.D. - 40 Positions Mar. 31, 1980

Youth Job - 50 Projects - 250 jobs Mar. 31, 1980
Corps

Training

Youth Programs - 1 seminar Aug. 31, 1979

CEIC/DIAND Manager's - 1 seminar June 30, 1979
Conference

CEIC/DIAND Workshop - 1 seminar Nov. 30, 1979

ECONOMIC AND EMPLOYMENT DEVELOPMENT PROGRAMGOAL 3: EMPLOYMENT DEVELOPMENT cont'd ...

Employment Coordinators Workshop - Regional	- 1 seminar	June 30, 1979
Employment Coordinators Meetings - Area	- 3 meetings	Sept. 30, 1979

Development of funding strategy for Employment Development Fund and Youth funding formulae for 1980-81 - September 1979 to March 1980.

GOAL 4: PROGRAM DEVELOPMENT

To assist Bands to obtain access to the necessary resources to provide the base for meaningful economic activities:

- by encouraging and participating in the development of federal-provincial agreements and programs with other departments and ministries (e.g., DREE, MNR, MNA, ARDA) directed at the improvement of socio-economic status of Indian people;
- by ensuring that the needs and aspirations of Indian people are understood and reflected in such programs;
- by activity as the catalyst for the concentration of resources and benefits accruing to Indian people from such agreements.

ECONOMIC AND EMPLOYMENT DEVELOPMENT PROGRAMGOAL 4: PROGRAM DEVELOPMENT cont'd ...

Obtain improvements in the benefits for Indian people under the DREE Northern Rural Development and Eastern Ontario

Agreements: - March 31, 1980.

Obtain a DREE agreement supporting all reserves in Ontario: - March 31, 1980.

Put in place a 5-year agreement for continuing the Indian Business Management Assistance Program - operated by the Ontario Cooperative Development Association - July 1, 1979.

Federal-Provincial Native Resource Agreement - 40 projects
- \$400,000 - March 31, 1980.

Agricultural program Southwestern Ontario	}	March 31, 1980
Fishing program Northwestern Ontario		
Trapping program		

GOAL 5:SUPPORT TO EXISTING AND NEW INDIAN BUSINESSES AND BAND DEVELOPMENT PROJECTS

Continue to provide technical and financial support to Indian businesses:

- by assisting 500 existing businesses to periodically review progress and identify existing/potential problem areas;
- by indepth review of 6 major projects - March 31, 1980;

ECONOMIC AND EMPLOYMENT DEVELOPMENT PROGRAMGOAL 5: cont'd ...SUPPORT TO EXISTING AND NEW INDIAN BUSINESSES AND BAND
DEVELOPMENT PROJECTS

- by assisting in rectifying problem areas;
- by assisting in planning new projects;
- by assisting in obtaining funding from other sources;
- by amending and publishing a revised Directory of Indian Businesses - December 31, 1979;
- by approving and administering loans, loan guarantees and contributions - \$3,000,000 - 200 approvals
- March 31, 1980;
- by administering existing loans of \$4,000,000 and continuing good repayment records - March 31, 1980;
- Advisory services from University of Western Ontario and Queen's University (6 consultants) - August 31, 1979;
- Canadian Executive Services Overseas - 50 ongoing projects
- March 31, 1980.

LANDS, MEMBERSHIP AND ESTATESI. Situation Report: Problem Areas

Develop indicators and criteria to make cost benefit analysis study of Program person years and budget dollars.

Devise a method whereby Bands can assume land management responsibilities by utilization of increased rent and service levies in times of financial restraint.

LANDS, MEMBERSHIP AND ESTATESII. PROGRAM THRUSTS:

Our 1979/80 plan of action will focus on the following major thrusts:

- (i) the Directional Plan put forth by ORLC;
- (ii) the Regional thrusts for 1979-80; and
- (iii) the following Program thrusts

1. Trust Responsibilities

To ensure the proper fulfilment of Treaty obligations and Trust responsibilities on behalf of Indian Bands in the Region.

2. Economic Self-Sufficiency

To improve the economic self-sufficiency of Indian people by assisting them to maximize the financial returns from their land resources through improved management and participatory planning and obtaining access to Off-Reserve resources for development purposes through the Tripartite process.

3. Social Mutual Responsibility

To assist Northern communities on Provincial Crown land to obtain separate Band status and establish new Reserves to fulfil their aspirations of social responsibility. Also to help Indian Bands to assume responsibility for management of their Reserve lands.

LANDS, MEMBERSHIP AND ESTATESIII. PROGRAM GOALS

1. To ensure the proper fulfilment of Treaty obligations and trust responsibilities on behalf of Indian Bands in the Region by:
 - continuing joint consultations with the Indian Bands and Associations both through the Tripartite process and joint negotiations with the Province to implement the establishment of proposed new reserves in the Treaty No. 5 and Treaty No. 9 areas; and the addition of Headland to Headland boundaries in the Treaty No. 3 area after selection by the Bands and Associations;
 - assisting in the conclusion of the problem arising out of the revisions to the 1924 Ontario Indian Land Agreement and future discussions regarding Treaty rights;
 - consider the needs of small reserves to acquire additional lands to meet the socio-economic needs created by increasing Band population in accordance with Departmental policy;
 - obtaining access to off-reserve resources for Indian Bands to assist their goal of economic self-sufficiency through the Tripartite process.

LANDS, MEMBERSHIP AND ESTATESIII. PROGRAM GOALS: cont'd ...

2. To continue the pilot decentralization scheme for Peterborough District for land management activities by:
 - concluding the testing and monitoring of cottage and agricultural leasing documentation in the District by May 31, 1979;
 - obtaining Headquarters approval to delegate signing authority to the District by July 1, 1979;
 - devising a standard procedure whereby Bands in the Region could assume land management activities decentralized to the District by December 1, 1979.
3. To develop and improve present services in the administration of deceased estates for the Indian people by:
 - Regional and District staff improving advisory services to the Indian people concerning Wills and Estate procedures, including field consultations with estate heirs for 600 deceased estates;
 - Regional staff to improve systems with financial advisors in Region to deal with administration of deceased estates by September 1, 1979.

LANDS, MEMBERSHIP AND ESTATESIII. PROGRAM GOALS: cont'd ...

4. To extend Regional membership services and the allotment system of approximately 1,000 transfers annually by:
 - assisting Districts and Bands to improve administration of Band membership activities including developing a system for monitoring Band and District membership returns;; setting up new Bands for Northern Communities; reducing processing time of allotments and transfers of individual land holdings by October 1, 1979.
5. To implement proposed transactions involving Indian lands and Reserve developments by:
 - completing administrative action to implement the Northern Airstrip program in consultation with concerned Indian Bands, Treaty Association, the Province and utility companies by January 1, 1980;
 - finalizing the overall Northern Ontario conceptional communication scheme involving Bell Canada, Telestat Canada and the Provincial Ministry of Transportation and Communications by September 1979.
6. To assist Indian Bands to assume maximum participation in the management of their lands by:
 - continuing to provide training to Band and Departmental staff through;

LANDS, MEMBERSHIP AND ESTATESIII. PROGRAM GOALS: cont'd ...

6.
 - a) holding the Annual Lands Training Course for Band staff and representatives in Sault St. Marie in October 1979 (approx. 50 participants);
 - b) holding courses for Departmental staff concerning land transactions;
 - c) continuing on the job training for individual Band and Departmental staff at Regional and District offices.
7. To review present land management procedures and to develop new practices in order to provide a better service to Indian people and also improve the Band's financial and employment situation while operating within present budgetary restraints by:
 - assisting Indian Bands in obtaining Fair Market Rents and improving the collection procedures;
 - assisting Indian Bands in determining and implementing levies for services provided by the Bands and their employees to lessees;
 - obtaining authority for the administration and management of Indian lands by the Indian Bands within the framework of increased funding provided by the service levies and improved rental income;

LANDS, MEMBERSHIP AND ESTATESIII. PROGRAM GOALS: cont'd ...

7. - working in participation with the Indian Associations to explain and obtain feed-back on the proposed revisions to the Indian Act.
8. To administer and manage the on-going Regional boundary and entitlement survey program by:
 - compiling annual Regional Land Survey Program from Band Survey requests by July 1979;
 - carrying out Legal Surveys to record and process Headland to Headland Agreements in Treaty No. 3 and the return of unsold surrendered land to reserve status following the conclusion of revision of the 1924 Ontario Indian Land Agreement.

MEASUREMENT OF GOALS

Existing Lands Program Progress Reports are as follow:

1. Annual Rental Returns
2. Monthly Land Transaction Report
3. Monthly Tripartite Report to the Steering Committee

ENGINEERING AND ARCHITECTUREI. SITUATION REPORTProblem Areas:

- (a) The Capital Management System at Regional level requires improved planning and administration by listing of each project into a comprehensive program. Implementation of components of a Project Control System with the Budget Control System will be introduced from National to District level.
- (b) The portion of capital program, assigned to E & A units, as a percentage of total Regional allotment should be increased from that of 52% in 1978-79.
- (c) Individual project planning and implementation must be done increasingly as an operational function at District level as services to Bands, utilizing Regional level in core functions.

ENGINEERING AND ARCHITECTUREII. THRUSTS

Our 1979-80 plan of action will focus on the following major thrusts:

- i) Response to the ORLC Directional Plan;
- ii) Portions of the Regional Management thrusts for 1979-80; and
- iii) The following Program thrusts:

1. Community Management

Collaborate in the administration of capital projects, in either Local Government or Education, that will assist Indian people, in developing evolving forms of local control of programs and services.

2. Physical Facilities

Collaborate in the administration of project planning and implementation, with emphasis on community infrastructure and schools, in evolving forms of support for physical improvement of communities.

ENGINEERING AND ARCHITECTUREIII. GOALS:GOAL 1

Delivery of Capital Projects by:

- undertaking activities to decrease the Regional portion and increase the District portion of both numbers and total dollar value of projects in planning and implementation;
- Administering the task of evolving core functions to Regional level and operational functions to District level;
- Accentuating the destination of Contribution Agreements (Vote 15) to Departmental Capital (Vote 10).

GOAL 2

Training advice and Assistance by:

- Introduction of a Revised Project Control System as a component of a Capital Management System. Eleven District training sessions by June 30, 1979;
- Annual Construction Supervisors Workshop, 5 days. April 1979;
- Skill development workshops for technical, journeymen and various trades. One in 1978-79 for 5 days. For 1979-80, three workshops at Districts, after adoption of draft course content;

ENGINEERING AND ARCHITECTUREGOAL 2: cont'd ...

- Collaboration in Contract Administration as an assignment to a Regional Management improvement thrust. In 1979-80, one day training for all senior managers. In 1979-80, inputs to further drafts of an existing guideline "Construction Contract Administration for Band Councils."

GOAL 3:

Administration and Co-ordination by:

- Numerous assignments and activities, largely project-oriented, that improve the Director of Operations' tasks; with particular emphasis on efficiency, effectiveness and value for money.
- Accountability of a Responsibility Centre Manager and the supervision of Project Managers/Cost Centre Managers who supervise various teams for expenditure appropriations. For 1979-80, \$5,500,000. (estimate pending allocation).

Task of National Departmental Goals within the function:

- purchase and use of Solar Heating;
- Energy Conservation, e.g. housing insulation;
- Metric Conversion, interpretation and awareness;
- Emergency Planning assistance.

For 1979-80, continuing role of Indian awareness.

ENGINEERING AND ARCHITECTUREGOAL 4

Delivery of Specific Roles by:

- Fire Prevention Services; through technological training and seminars. Demonstrating leadership to 115 Bands in all assignments and activities from school classroom evacuations to development of Reserve Volunteer Fire Brigades. For 1979-80, allocation of less than one staff-year, as Band Councils take over greater service in employees and volunteers. Statistical Report;
- Construction Safety; through awareness, accident prevention, workmen's safety;
- Capital Assets Inventory. For 1979-80, the introductory planning of the national task;
- Preventative Maintenance Service. For 1979-80, participation in the second phase of the national task; further inputs to other Regional projects (Manitoba, Alberta);
- Policy, Standards and Guidelines. Major task of a Departmental Reference Manual for all levels of professional (Engineering, Architecture) and technical (Districts, Bands) units. For 1978-79, assignments and activities on drafting approximately 100 sectional units and such model outputs as "Project Management." For 1979-80, activity drafting on some 300 units with forecast outputs on 30 units. The goal is a Headquarters responsibility, all Regions carry heavy tasks. The varying "project" delivery is published as a separate quarterly "Activity Report."

ENGINEERING AND ARCHITECTUREIV. MEASUREMENT OF GOALS

Existing Engineering & Architecture Program Progress
Reports are as follows:

1. Monthly Capital Management Variance Report - 15 pages
by sub-activity of assigned project capital.
2. Monthly Capital Management Report - 1 page summary,
review to Finance, of assigned capital.
3. Monthly O & M Variance Report, explanation and plan
of action for expenditures outside of forecast tolerance.
4. Quarterly Consulting Service Contracts Reports -
recap of award allotments in capital project planning
and implementation.
5. Annual Fire Loss Summary.
6. Various Activity Reports.

INFORMATION SERVICESI. SITUATION REPORT

Information Services was introduced as a regionally organized and staffed program in April, 1977. Previously, these services were provided by headquarters augmented by public relations firms in contract to the Region providing additional expertise on an "as and when required" basis. After two years of development of a regional newspaper, news releases to the media on major program thrusts and achievements, support of Indian news operational development, Information Services is operating on a level of considerable efficiency, with some procedural modification necessary following formalized evaluation of public impact.

II. THRUSTS

1. To identify efforts in providing more and better information to the Indian people, the general public, departmental staff and other federal and provincial officials of the program implemented by the Department to help Indian people improve their circumstances socially, culturally, educationally and economically to achieve a standard of life equal to other Canadians.
2. To create a greater understanding in the minds of the public of the needs of the Indian people for assistance in improving their circumstances in order that positive attitudes may be engendered in public opinion, the news media and legislative assemblies resulting in increased support of Departmental objectives.

INFORMATION SERVICESIII. GOALS:

To continue to develop, manage and evaluate a comprehensive public information, public relations and public education program, designed to support Departmental and Interdepartmental activities performed in the Region:

- by preparing and directing the distribution of brochures, press and media releases giving information about Regional Programs, special events, facts and figures - on going;
- by keeping Indian Bands informed about programs and services and attending meetings with District groups of Chiefs and Counsellors as much as possible - on-going;
- by ensuring the effective distribution in the Region of materials originating from Ottawa, supplying and arranging for photographs as required and researching and writing for publications, magazines, etc. - on going;
- by initiating and maintaining contact constantly with all significant newspaper, radio and television establishments in the Region, to ensure responsiveness to information provided by the Department for dissemination to the public - on going;

INFORMATION SERVICESGOALS: Cont'd ...

- by developing and implementing a program to assist Indian Bands and their Associations in the planning and execution of effective information and public relations activities - on going;
- by preparing and writing speeches and briefing notes and summarizing documents for the use of the Regional Director General and senior officials - on going;
- by continuing the publication of a monthly Regional staff newspaper and making improvements in its format to better serve staff needs for functional information - on going;
- by organizing and directing an intensive public relations audit in the Ontario Region to evaluate the effectiveness of information services already underway and to determine what measures may be introduced to improve information services, public relations and public education about the Department in the Region - to be instituted by mid-Summer, completed by the Fall with remedial or new measures implemented by early December, 1979;

INFORMATION SERVICESGOALS: Cont'd ...

- by completing the preparation of a portable, modular display, visually illustrating in photographs and words the Programs of the Department for use at conferences, training seminars and public education events - to be operational by mid-Summer;
- by arranging and directing the publication of a booklet, depicting the cultural history of the Indian tribal groups in Ontario, the Department's history and organization, the programs available to help the Indian people help themselves and facts and figures illustrating the progress being made - to be completed by November 30, 1979.

INTERGOVERNMENTAL AFFAIRSI. SITUATION REPORT:

The Region has placed considerable emphasis on solving a number of long standing issues of common concern to the governments of Ontario, Canada and the Indian people. The efforts of the Region are aimed at resolving such issues.

II. THRUSTS:

1. To have clear, agreed upon statements of goals and responsibilities for services within the national framework.
2. To develop and negotiate improved programs and services in areas involving the three parties.
3. To establish agreed upon hunting/fishing/wild rice, Lands and Resources policies within a national framework.

INTERGOVERNMENTAL AFFAIRSIII. GOALS:

To resolve for the benefit of the Indian people of Ontario and the Government of Canada, issues of common concern involving the Governments of Canada and Ontario, and the Indian people, and to develop improved intergovernmental/tripartite arrangements by:

- Supporting continuation of the tripartite process by providing the necessary resources and direction of the Department's input from the Region;
- Encouraging Indian participation in all discussions involving policies and programs of a federal/provincial nature and ensuring consistency with the Directional Plan;
- Ensuring co-ordination of the federal effort related to Indian matters: to improve this co-ordination, a Regional Directors-General Committee re Indian Affairs will be established by June 30, 1979;
- Providing support and direction to mediation efforts and to working groups established to tackle priority issues, such as wild rice, lands and resources, services and hunting and fishing. The support includes research and preparation of a substantial number of working reports and briefings for the working groups and steering committee;

INTERGOVERNMENTAL AFFAIRSGOALS: Cont'd ...

- Concluding an in-depth review of social services to Indian people and developing recommendations for social services arrangements (with Policy, Research and Evaluation, Ottawa) by September, 1979;
- Concluding an analysis of programs and services provided to Indian people, including historical, legal, demographic and cost statistics (with Tripartite Branch, Headquarters) by September 1979;
- Planning, researching and negotiating new inter-governmental/tripartite arrangements in other areas of concern. Included are agreements re policing, community development, resources development, forest fire protection, and lands;
- Negotiating specific localized issues of a tripartite nature;
- Assisting in the development of federal positions and policies on tripartite matters of national concern.

PERSONNELI. THRUSTS:

Human Resources Planning will be a major thrust in Personnel to assist Management in effecting the person-year reductions announced by Headquarters for the next three years while at the same time promoting the affirmative action programs such as Native Employment Program and Equal Opportunities for Women.

Increased and improved Labour/Management consultation is also necessary in order to comply with management's contractual obligations to staff as well as to accomplish organizational changes with the minimum of damage to staff morale.

PERSONNELII. GOALS:GOAL 1: STAFFINGTeacher Recruitment

To ensure all teacher vacancies are staffed on a timely and efficient basis. (Target date September 1979).

Native Summer Student Recruitment

To ensure all native summer student vacancies are staffed on a timely and efficient basis. (Target date May, 1979, 24 positions).

Training Modules

To provide training modules on the selection process to employees in three Districts not completed as of March 31, 1979. (Target date March 1980, measurement indicators: 3 courses, evaluations of courses).

GOAL 2: HUMAN RESOURCES PLANNING

Develop Human Resources Management Plans for the Ontario Region including:

(a) Human Resources Planning

To provide for the development of Manpower Plans for the FI, CO, WP, PM, EDS, ENG, ES, EST groups.
(8 plans to be completed by March, 1980).

(b) Regional Evaluation Program

To ensure effectiveness of the annual employee evaluation program in terms of quality and quantity.
(Target date May, 1979).

PERSONNELGOAL 2: HUMAN RESOURCES PLANNING cont'd ...(c) Equal Opportunities for Women

To assist managers in providing and enhancing career opportunities for women in the Ontario Region by:

- increasing effectiveness of E.O.W. in Regional Office and District Offices, and ensure that managers are aware of and held accountable for the E.O.W. Program;
- identifying qualified women who have potential and encourage and support managers in assisting these women in advancing their careers;
- establishing criteria in order to determine viable targets for advancement of women according to designated job clusters (areas/levels of similarity);
- facilitating and encouraging:
 - (a) Training of administrative support (Technical and Operational staff) which will assist them in seeking admission to officer positions and;
 - (b) Training of staff with potential for advancement to senior management positions;
- identifying personnel who will provide counselling.

PERSONNELGOAL 3: CLASSIFICATION

To ensure that employees are compensated in accordance with the relative worth of their duties - on going.

To provide advice and assistance to Managers regarding the division of work in the Region - on going.

To advise on Contracts and Contract Administration - on going. (approximately 500 annually).

To provide advice and assistance to Managers on all aspects of the Official Languages Information System - on going. (Regional Office, Sudbury District, 15-20 bilingual positions identified by March 31, 1980).

GOAL 4: NATIVE EMPLOYMENT PROGRAM

To increase the number of Indian, Metis and Non-Status and Inuit at all levels in the Department to facilitate the representation and participation in the managerial and advisory capacity for the Ontario Region.

Recruitment

- recruit Native candidates for the identified target groups and those positions identified in the 1% manyear allocation to the Native Employment Program (Aug. 1, 1979).

Training

- assist in the co-ordination of Native Awareness Sessions (3, May, September and November 1979 respectively).

PERSONNELGOAL 4: NATIVE EMPLOYMENT PROGRAM Cont'd ...Training

- develop and carry-out "Skill Development Workshops" in the region and districts (3, April, May and June 1979 respectively).

Counselling

- provide pre and post-board counselling - on going;
- provide pre-employment counselling;
- provide general career counselling.

Statistics

- provide statistical data - on going

Information

- provide information on policy and employment opportunities:
 - (a) pamphlet (May 1979)
 - (b) articles for Mocassin Telegraph quarterly

Native Employment Action Plans

- monitor the implementation of the policy and action plans
- provide NEP evaluations (quarterly) - July 1979

GOAL 5: STAFF RELATIONS

To contribute to positive and effective working relationships between management and employee organizations and between management and employees, leading to improved management and increased productivity. (Measurement indicators: 1 seminar for managers, course evaluations; grievances/complaints).

PERSONNELGOAL 6: PAY ADMINISTRATION

To ensure that employees are properly informed on matters of pay, pensions, insurances, allowances and benefits and that they receive promptly the different types of compensation to which they are entitled.

GOAL 7: SPECIAL PROJECTS

To up-date I.D. Cards for 1979 (July 1979).

To arrange for a two-day Safety Seminar for District Managers and Construction Supervisors (June 1979).

To re-examine security recommendations submitted for improvement in Regional Office (June 1979).

To prepare a final report for Regional Personnel Manager, with recommendations, identified areas for Security and Safety Procedures (July 1979).

REGIONAL PLANNINGI. SITUATION REPORT:

To continue to provide planning support for Indian Bands in Ontario in the areas of Environment, Physical Site Design and Socio-Economic Development.

II. THRUSTS:

1. Environmental Protection
2. Program Planning and Co-ordination
3. Transferring skills to Indian people

REGIONAL PLANNINGIII. GOALS:GOAL 1Community Planning

To further sound comprehensive development of Indian reserves

- by developing ideas and concepts into area and site plans and detailed physical development plans (target - conceptual design, 100 projects; implementation, 10 projects);
- by participating in Training for Capital Projects Planning and Management System and Capital Management System (target - 12 training sessions);
- by arranging completion of four biophysical resource inventories;
- training and development of Band Planning Workers.

GOAL 2

Improved co-ordination of programs

- by providing and co-ordinating the multi-discipline professional and technical support;
- by providing a consulting advisory service;
- by collecting and classifying data on demographic characteristics of Indian people and the preparation of demographic analyses etc., to provide an effective statistical/demographic data system for use by other programs, departments and Indian groups.

REGIONAL PLANNINGGOAL 3Environmental Protection

To utilize environmental management to contribute to the economic self-sufficiency and furthering social responsibility:

- by establishing guidelines for monitoring the impact of major projects on and off reserves;
- by identifying environmental management issues which may affect reserves;
- by co-ordinating off-reserve impact studies;
- by developing and maintaining a liaison role with other departments.

TRAINING AND DEVELOPMENT UNITI. Situation Report

Staff training is presently a centralized function operating out of the Training and Development Unit in Regional Office. To maximize the resources within the Region, a Regional Training Team has been established to conduct in-house training activities to meet identified needs. Staff from other programs, in addition to their regular duties, assist in facilitating at workshops.

Band training is increasing in scope both in human and financial resources. Presently, there are three Band Training Facilitators actively involved in providing training at the reserve level. Managers are realizing the need to devote more attention to this activity. The administration of this program is becoming increasingly decentralized to the District level as each District sets up a District Training Committee.

II. Program Thrusts

1. As a supportive process, training and development activities are being carried out in the Region to direct efforts towards converting the broad directional plan into reality.
2. Band training activities are directed towards improving management skills of band staff and elected officials, in order to gain increasing control over their internal and external environment.

TRAINING AND DEVELOPMENT UNIT

3. Staff training activities are designed to increase organizational effectiveness by providing staff with skills and knowledge to support program objectives and meet needs that are particular to the Indian and Inuit Affairs Program.
4. Joint band and departmental staff training is carried out as a means of strengthening the links among bands, districts, region and Indian associations, as well as of facilitating the partnership concept embodied in the cabinet statement on Government-Indian relationships.

III. Program GoalsGoal #1 - Band Training

To provide Chiefs, Band Councillors, Band Committees and Band Staff with opportunities for skills and knowledge in order to increase their self-reliance and abilities and to prepare them for the effective management and delivery of Indian controlled programs and services:

- conducting a series of one-day needs assessments seminars to determine training requirements (total of 6, covering 30 bands);

TRAINING AND DEVELOPMENT UNIT

- design, implement and evaluate regional training programs that foster the development and growth of band local government (6 workshops);
- analyze band training submissions and assist managers and training facilitators in establishing priorities among the needs that have been identified (approximately 6 submissions from each district);
- field testing of the band self-government training program from C.E.N.T.R A.D. (3 test sites - Sudbury, Peterborough and Lakehead Districts);
- develop training plans for districts and bands in order that long-range systematic training can occur and decentralization of authority and budgets will take place (target - 10 plans);
- by October 1979, all districts establish District Training Committees to review band training proposals.

Goal #2 - Staff Training

To provide appropriate training and development for staff in the Ontario Region to meet needs expressed by management towards improving operational effectiveness in achieving regional goals.

TRAINING AND DEVELOPMENT UNIT

Design, develop, implement and evaluate in-house training programs directed to five departmental concerns:

1. Accountability - 2 sessions, 160 person-days
2. Decentralization - 3 sessions, 295 person-days
3. Native Development - 2 sessions, 180 person-days
4. Financial Management - 4 sessions, 360 person-days
5. Equal Opportunities - 2 sessions, 160 person-days

Operational Needs and Career Development Needs identified by managers are contained in the Annual Staff Training Submission (60% of the budget).

Goal #3

To provide joint staff and band training in areas of common need and interest for the purpose of facilitating development both at departmental and band levels:

- conducting 4 needs assessments to determine training needs;
- design, develop, implement and evaluate 4 joint training workshops in the areas of Human Resources Management, Team Building, Employment Program and Financial Management.

1979-80 BUDGETESTIMATED ALLOCATION OF PERSON YEARS

Program Administration	232
Reserves and Trusts	40
Education	424.5
Economic & Employment Development	55
Social Services	4
Community Infrastructure	40.5
Band Government	72
	<hr/>
Total Person Years	868
	<hr/>
TOTAL SALARY DOLLARS	<u>\$15,207,400</u>

1979-80 INITIAL BUDGET

	<u>DEPARTMENT ADMINISTERED</u>	<u>GRANTS AND CONTRIBUTIONS</u>	<u>TOTAL</u>
<u>NON DISCRETIONARY</u>			
Child Care	\$ 131,500	\$ 3,856,800	\$ 3,988,300
Social Assistance	3,569,300	7,596,200	11,165,500
Federal Schools	7,329,000*	2,240,800	9,569,800*
Non-Federal Schools	11,934,100	7,524,300	19,458,400
University/Professional	1,964,000	1,081,500	3,045,500
	<u>24,927,900</u>	<u>22,299,600</u>	<u>47,227,500</u>
<u>DISCRETIONARY</u>			
Capital	\$15,302,700	\$11,752,700	\$27,055,400
Local Government	784,100	10,489,900	11,274,000
Education	5,049,900	4,126,100	9,176,000
Economic Development	1,436,900	5,116,700	6,553,600
Administration**	3,631,900	732,100	4,364,000
Salaries	9,207,400	Ø	9,207,400
	<u>35,412,900</u>	<u>32,217,500</u>	<u>67,630,400</u>
TOTAL	<u>\$60,340,800</u>	<u>\$54,517,100</u>	<u>\$114,857,900</u>

* Includes teacher/principal salaries of \$6,000,000

** Includes Lands and Estates, Engineering, Planning, Training, Information Services, Intergovernmental Affairs, Personnel, Finance and Administration.

INITIAL 1979-80 BUDGETALLOTMENT REQUIREMENT BY VOTE CONTROL CODEOperating & Maintenance

100 - Salaries, Wages and Allowances	\$ 15,207.4
102 - Operating Expenditures	10,902.8
137 - Child Care	131.5
138 - Social Assistance	3,569.3
139 - Federal Schools	1,329.0
140 - Non-Federal Schools	11,934.1
142 - Post School	1,964.0
	<hr/>
	45,038.1

Capital

200 - Capital Expenditures	15,302.7
	<hr/>

Grants and Contributions

301 - Non-discretionary Education Grants	75.0
302 - Social Assistance Grants	69.9
303 - Core Funding Grants	2,487.5
315 - Capital Contributions	11,752.7
320 - IEDF Stabilization Contributions	242.0
337 - Child Care Contributions	3,856.8
338 - Social Assistance Contributions	7,526.3
339 - Federal Schools Contributions	2,240.8
340 - Non-Federal Schools Contributions	7,524.3
342 - Post School Contributions	1,081.5
350 - All other Contributions	17,660.3
	<hr/>
	54,517.1

TOTAL

\$114,857.9SOURCE OF INITIAL 1979-80 BUDGET

Targets (ADM letter, August 29, 1978)	\$ 80,902.5
Capital (ADM letter, Dec. 13, 1978, App. B)	27,055.4
Over-Targets (ADM letter, March 23, 1979)	6,900.0
	<hr/>
TOTAL	\$114,857.9
	<hr/>

REDUCTION OF PERSON/YEARS

As indicated below, this Region has experienced substantial reductions in recent years:

<u>YEAR</u>	<u>ALLOTMENT</u>
1975-76	962
1976-77	875
1977-78	871
1978-79	868

The above figures reveal a reduction of 10% over a three year period.

There are four processes currently under way to enable us to continue reductions in a planned and orderly basis. These include a work load analysis, an organization review, a human resources management plan and a continuing transfer of programs to bands.

The following represents our targets, enabling us to achieve the desired reduction:

<u>YEAR</u>	<u>ALLOTMENT</u>
1980-81	818
1981-82	768
1982-83	718
1983-84	668
1984-85	618

NATIVE EMPLOYMENT PLANRegional Approach:

Training and Developmental initiatives have been identified as the most effective managerial approach to achieve increased Native participation in the Ontario Region. A Native Employment Program Committee composed of the Regional Director General, Director of Operations, Regional Personnel Manager, Native Employment Co-ordinator and an ORLC representative has been named to set the Regional direction for the Program and to review and approve Managers' action plans and submissions for the use of person-years set aside for developmental positions for native employees.

The major Native and Indian organizations in the Ontario Region have been briefed on the Native Employment Policy and have been invited to make recommendations to the Native Employment Program Committee.

Specific Management Action Plans:

Action Plans have been developed by and for all Districts and programs and Sections in Regional Office. In their Action Plans Managers have identified the following activities which they intend to undertake in support of the Program's objectives:

- Band employees will be given the opportunity to receive training in District Offices to gain experience in and exposure to Departmental programs;
- Training will be provided to native employees in the selection process and preparing for interviews;

NATIVE EMPLOYMENT PLANSpecific Management Action Plans: Cont'd

- Acting, rotational and developmental assignments will be provided to native employees;
- The Indian Graduate Register will be used in recruiting employees;
- Increased efforts will be made to ensure that information concerning open competitions reaches native people;
- I.I.R.D., T.O.J. and term appointments will be used as fully as possible to develop skills and experience;
- Education Counsellors will be provided with better information concerning the types of employment opportunities we can provide;
- An Indian Commerce officer Training Program will be developed.

Responsibility/Accountability:Management:

The responsibility and accountability rests with the Regional Managers to establish target levels for increased participation and to develop one-year and five-year action plans for their organizations.

Personnel:

It is the responsibility of Personnel through the Regional Native Employment Co-ordinator to facilitate, co-ordinate and monitor the development, planning and implementation of the action plans in the Region.

NATIVE EMPLOYMENT PLANCommunication Objective:

To develop a communication network directed at the internal community and the external client group in co-operation with the Regional Information Services, Regional Training and Development Section, and the Indian and Native organizations in the Region:

- (a) To provide reports for the Regional newspaper, Mocassin Telegraph, to convey highlights and developments pertaining to the Native Employment Program;
- (b) To arrange and facilitate cross-cultural awareness sessions at the Regional and District level;
- (c) To provide employees, managers, the client and Native organizations with current information on the Native Employment Program and Affirmative Action Planning;
- (d) To establish and maintain effective communication with the Public Service Commission, other Federal and Provincial Departments, Indian and Native organizations through a Regional Interdepartmental committee;
- (e) To ensure the Native Employment Program maintains a high profile;
- (f) To ensure Managers' awareness of their accountability in the implementation of the Native Employment Program.

NATIVE EMPLOYMENT PLANManagement Objectives with Respect to Personnel:Classification and Staffing:

- (a) Managers in conjunction with Personnel Officers are to incorporate formally into each position analysis schedule in the Ontario Region, narrative statements reflecting Native culture and value criteria;
- (b) Managers in conjunction with Personnel Officers are to ensure that there is a process for effective Native participation on selection boards;
- (c) Managers in conjunction with Personnel Officers are to ensure through the selection process, that Native culture is considered and incorporated into Statements of Qualifications which are used in the following processes:
 - I) Advertising and searching for candidates
 - II) Screening candidates
 - III) Assessing candidates
- (d) Management has identified 1% of Regional O&M man-years to be used for the increased participation of native people. The Ontario Region will complete the staffing of the developmental positions during the 79/80 fiscal year. The following are the target groups:

Admin. & Foreign
Service

FI
WP
PE
PM
AS
CO

Scientific &
Professional

AR
EN ENG
ES
ED EST
ED EDS

Technical

EG ESS
SI
DD
GT

NATIVE EMPLOYMENT PLANManagers' Objectives with Respect to Training Development:

- (a) Managers are to develop and implement, in consultation with the Regional Training and Development Adviser, training plans for native employees in order to enhance their potential and promotability within the Department;
- (b) Managers are to participate in and support the cross-cultural awareness training sessions;
- (c) Managers will dedicate 10% of the Regional Training funds for specific Native employee training above the provision of training for all employees.

Target for 79/80:Scientific and professional Category

ED EST Group

Present situation: 26% Native employees (95 out of 368)
Target: 28%

ED EDS Group

Present Situation: 0% Native employees (0 out of 23)
Target: 4%

AR, EN ENG, ES Groups

Present Situation: 5.5% Native employees (1 out of 18)
Target: 11%

Administrative and foreign Service Category:

Present Situation: 26% Native employees (46 out of 178)
Target: 30%

Technical Category (excluding Teacher's Aides and Language Instructors)

Present Situation: 29% Native employees (2 out of 7)
Target: 35%