ICAM: Phase 1

IMPROVING CONTRIBUTION ARRANGMENTS MANAGEMENT

PHASE 1

THE TIMELY PROCESSING OF CONTRIBUTION ARRANGMENTS

FINAL REPORT

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Regional Management Consultant Ontario Region Indian & Inuit Affairs June 1983

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FOREWORD

The efficiency and effectiveness of the Departmental management of Contribution Arrangements have been questioned repeatedly over the last year. In response, we in the Ontario Region have initiated a process, named Improving Contribution Arrangements Management (ICAM), to identify management problems and recommend practical solutions. This is the first ICAM report. It reports the findings and recommendations of the ICAM:Phase 1 study.

Efficiency is the subject of ICAM:Phase 1. The study investigates the current approval process for Contribution Arrangements and recommends that a new processing system be tested in 1983/84 for adoption in 1984/85. A decision will be reached once senior Ontario managers (District and Region) have had a reasonable opportunity to respond to this report.

Effectiveness will be the subject of ICAM:Phase 2. The terms of reference (not yet written) will address the need to develop a set of uniform management practices that can be set out in a field manual for 1984/85. These practices will enable Bands and Districts to readily identify the advice and support mechanisms which are to be provided by Districts to Bands, and the monitoring and control steps to be exercised whenever a Contribution Arrangement has been agreed to by the two parties.

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CHAPTER 1

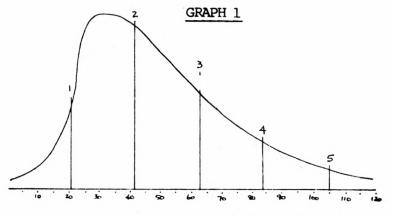
SYNOPSIS

Contribution Arrangements are an important feature in the management of the Indian Program for they set the terms and conditions by which Indians (usually Bands) will administer fully half of the funds appropriated by Parliament to the Minister. There are a number of difficult problems with Contribution Arrangements including their wording and format, the question of program ownership and the question of responsibility when deficits or insolvencies arise, but a particularly annoying problem, at least in the Ontario Region, is the very lengthy internal processing time between the initial request and the first cheque. This latter problem is the subject of this report.

In 1982, this latter problem surfaced as an escalating irritant to senior regional management who viewed it in terms of waste (time and money), frustration and confrontation (internal and external). The need for action was obvious: the action needed was not. Accordingly, in 1983, Ontario initiated a multi-phased approach entitled Improving Contribution Arrangements Management (ICAM), beginning with a study entitled The Timely Processing of Contribution Arrangements. This report concludes that first stage study now known as ICAM: Phase 1.

The main objective set for ICAM:Phase 1 was to identify a more efficient way to process Contribution Arrangements. This objective was to be met by analysing a random sample of approved 1982/83 Contribution Arrangements using questionnaire, flow charting and critical path techniques. The results will affect virtually all managers in the Ontario Region, if the recommendations of the study are adopted.

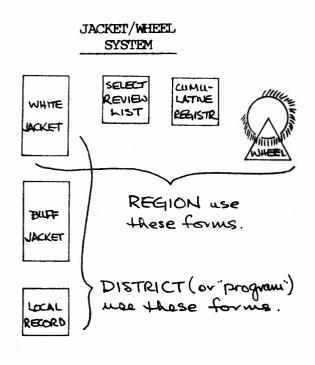
study concentrated first on determining the processing time under the current system. It turned out to be longer than expected. It takes one to four months from date of request to date of cheque (80% of the sample - see Looked at in GRAPH I). another way it takes on average 46, 54 or 84 working days, depending on who (District, Region, or approve.



who (District, Region, or DISTRIBUTION CURVE OF THE SELECTED ITEMS HQ) has the authority to ACCORDING TO THE WEEK WHEN CHEQUE DATED approve.

WORKING DAYS (WORKING HONTHS ABOVE)

The study predictably found that we use too many forms, take too may photocopies and keep too may varieties of "black books". It unexpectedly found that we maintain uncoordinated filing systems, that "hand-delivering" usually slows the process and that transaction dates are often missing or unreliable, including the DSS dates on cheques and cheque registers. Most critically the study found that there is no regular reporting to management: of the status of Contribution Arrangements; of the commitment of funds before approval; or of significant factors related to each Arrangement.



order In to correct these deficiencies, the study recommending the JACKET/WHEEL system pictured at left where the original documents remain in the white jacket and only one copy is taken - for the buff Each Arrangement would jacket. be assigned a unique number.

The benefits of the JACKET/WHEEL system include:

- (a) a 50% time saving;
- (b) a 90% forms reduction;
- (c) elimination of a quarter million photocopies;
- (d) reconciliation of dates; and
- (e) weekly reporting to management.

If management adopts this system it should do so for 1984/85 Arrangements, not earlier. Implementation will be most successful if management:

- (a) tests the system with live data;
- (b) discusses the system fully with HQ; and,
- (c) has Forms Management complete the forms design.

Taking these steps will also allow time to prepare the desired simple informative booklet (for general distribution): with a checklist to identify the steps; with a chart to capture the flow; and with a relatively short text to tie the two together.

CHAPTER 2

METHODOLOGY

The methodology designed for this study consisted of a concurrent two-part information-gathering step followed by a single-part analysis step. Flow-charting, with its attendant interviewing and forms-collecting, was one part of the information-gathering. Completing a questionnaire for selected Arrangements, by reviewing a variety of files, was the other part. The analysis step applied graphic, numeric and logic techniques to the information from the flow charts and questionnaires.

The study work began in late February by designing the questionnaire (see next paragraph) followed by selecting a sample of Contribution Arrangments (see last paragraph). Next each District or Agency was visited for interviewing, forms-collecting and partial questionnaire completion. The information from these visits was returned to Regional Office where it was checked and reviewed in late March and added to and completed in April. Analysis took place in May, including two verbal/slide presentations to elicit senior manager feedback.

The design of the questionnaire served two purposes. The first was to identify the time taken (in working days) at each stage of the process for any selected Arrangement. The second was to identify the average time taken for all selected Arrangements in a variety of groupings. A blank questionnaire is displayed for information in APPENDIX A.

A sample of 160 Arrangements was selected using random tables to represent 5% of all 1982/83 Contribution Arrangements approved by March 1, 1983. To facilitate the selection process, Finance staff provided a computer print-out of approved Arrangements from which the selection was made. This print-out listed each component of consolidated Arrangements and each single Arrangement. The population thus was 3200 items, each of which had an equal chance of being selected. Rejected Arrangements or Arrangements approved in March 1983 were not included in the print-out. During the analysis stage the sample was reduced from 160 to 137 Arrangements to purge it of 12 items where the cheque was prepared before the Arrangement was approved and 11 items with unusual delays. All findings in this report are based on the sample of 137.

CHAPTER 3

CURRENT APPROVAL PROCESS

Contribution Arrangements are formal agreements between the Crown and Indians which describe the circumstances under which the Crown will pay for certain things which the Indians will do. The Arrangements can be prepared, in a wide variety of formats, by either or both parties. They are drafted after a number of meetings and discussions and are then subjected to two approval processes before actual payment is received by the Indians. It is these two approval processes which will be dealt with in this chapter.

The first approval process concentrates on the content of the draft Arrangement, usually by completing some sort of checklist or questionnaire. Some examples of typical questions are:

- (a) Is this an approved service?;
- (b) Is the duration acceptable?;
- (c) Is the cost acceptable and sufficiently detailed?;
- (d) Are the advances within Treasury Board limits?;
- (e) Is an audit properly provided for?;

The end result of successfully passing through this process is an approved Arrangement signed and dated by both parties.

The second approval process concentrates on the performance of the two parties, usually by applying system checks to the release of funds (i.e. - automatic rejection when the prior step is missing). The performance required of the Crown is to allott an appropriate budget to the right manager and then to commit an adequate portion to cover the amount(s) agreed to in the Arrangement. The performance required of the Indians is to account for each advance before the next and to carry out the service(s) agreed to in the Arrangement. The end result of successfully passing through this process is a Government of Canada cheque payable to the recipient.

Although both approval processes take place, at least to some degree, in all offices in the Region, the specific local procedures vary quite considerably: steps taken in one District are omitted in another; forms used in one are only partially used in another and then in a different format; responsibility assigned to an officer in one District is assigned to a secretary in another; and so on. In fact, the study found what appear to be 30 different approval processes utilizing at least 90 unique forms. This lack of standardization contributes to the confusion and eventual confrontation which senior regional management would like to avoid.

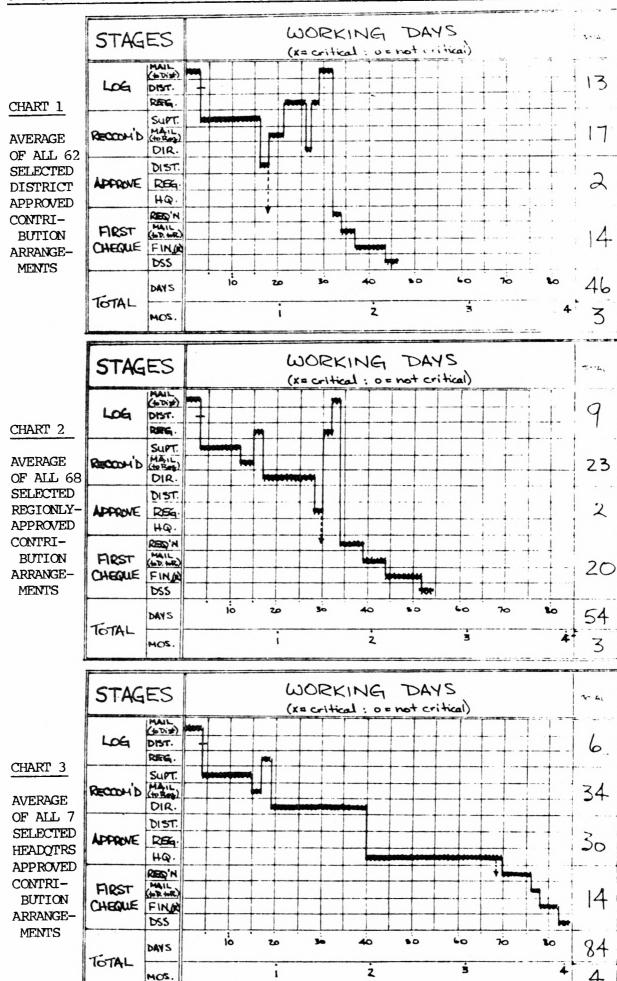
Originally it was intended at this point to display flow charts of each local process so that the best features could be extracted and organized into an improved process. This intention was brought into question for many reasons including the technical ability to read flow charts; the sheer number of pages required; and the fact that the analysis was pointing in a direction which made comparision of the current processes superfluous - that is, to the whole new JACKET/WHEEL system to be discussed in the next chapter. Accordingly, the idea of displaying each current local process was no longer entertained and the 25% of flow charts which were drawn are not presented in this report.

The findings about the current processes are presented next, beginning with the time it takes for a Contribution Arrangement to result in the first cheque, a time which is longer than was expected. It takes, on average, 52 working days, or nearly three months from the date of the BCR to the date of the first cheque. And it makes little difference whether the District Manager (46 days) approves it or the Director General (54 days) approves it: when the Arrangement approval is faster, the cheque approval is slower, and vice versa. This can be seen in TABLE 1. In TABLE 2 the average time an Arrangement spends in Regional Office is seen to be 50% greater than in District Office.

	TABLE 1		
DESCRIPTION	AVERAGE N	IMBER OF WORKING I	DAYS FROM:
OF SELECTED	REQUEST TO	ARRANGEMENT	REQUEST
CONTRIBUTION	ARRANGEMENT	APPROVAL TO	TO FIRST
ARRANGEMENTS	APPROVAL	FIRST CHEQUE	CHEQUE
62 DISTRICT-APPVD	18	28	46
68 REGION-APPROVD	30	24	54
7 HQ/TB-APPROVED	<u>69</u>	1 <u>5</u>	<u>84</u>
137 TOTAL	27	25	52

	TABL	E 2		
DESCRIPTION	AVE	CRAGE NUMBER	OF WORKING D	AYS
OF SELECTED	IN	IN	IN ANY	
CONTRIBUTION	DISTRICT	REGIONAL	OTHER	TOTAL
ARRANGEMENTS	OFFICE	OFFICE	LOCATION	
62 DISTRICT-APPVD	17	15	14	46
68 REGION-APPROVD	14	25	15	54
7 HQ/TB-APPROVED	14	<u>30</u>	<u>40</u>	84
137 TOTAL	15	22	15	52

Another way to view the average time is by displaying it in a form of critical path chart. Three "average" Arrangements have been plotted on CHART 1, 2 and 3, mainly to give the reader a feel for the flow of the approval processes. Note that the dotted arrow line represents the working day when a requisition could have been raised. Compare this with the final "X" on the "REQ'N" line which represents the day it was prepared - on average over two weeks later.



The final way chosen to view the average time is to use TABLE 3 to identify "streamlining points". These points were key consideration in developing the JACKET/WHEEL system. But first an explanation of the table.

TABLE 3 divides the 137 Arrangements into six groups; those which took only one working month (21 working days) to get processed, through to those which took six months. In each group the average time is subdivided into the categories used in CHART 1, 2 and 3, that is, mail time, District logging time, Region logging time, etc. through to the DSS time to produce the cheque. By comparing the categories of one group with the categories of another, five streamlining points were indentified in TABLE 3 with an asterisk (*)

						TABI									
1	ECTED NGEMTS			P	VERA	GE N	UMBE	R OF	WOF	KINC	DAY	S			
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PROC	ESSING		MAIL	DIST	REGI	SUPI	MAIL	ROLF	0151	REGI	HQTE	CREA	MAIL	KEIN	SSCQ
9	l mo	15	2	-	2	5	3	1	-	-	-	-	1	-	1
55	2 mo	33	4	-	5	5	3	3	1	1	-	1	2	6	2
			-		*								-	*	
30	3 mo	52	5	-	6	13	3	4	1	1	1	3	6	7	2
25	4 mo	71	5	-	5	14	5	17 *	1	1	1	5	4	11	2
13	5 mo	92	10	1	6	27	4	8	1	1	7	11	4	11	1
													_		
5	6 mo	112	5	1	13	26	3	23	-	1	14	7	7	12	1
137	TOTAL	- 52	5	-	5	11	3	7	1	1	2	4	4	7	2
					*	- Ct	×02m	lini	na P	nint					

* = Streamlining Points

When the 55 two-month Arrangements were compared with the 9 one-month Arrangements, some components, such as the five-day time for the Superintendent recommendation, were seen to be both constant and reasonable. Other components, such as Regional logging, were seen to be both increasing (2 days to 5 days) and questionable. Thus Regional logging was identified as a "streamlining point", meaning that if it could be quickened to "same-day logging" instead of "same-week logging", a week would be saved on every Arrangement, on average. The other four streamlining points can be seen in TABLE 3 as: the 6 days for Regional Finance to process a cheque requisition (should be 2 days); the 13 days to get the Superintendent recommendation (should be 5 days); the 3 days

9

to prepare a cheque requisition (should be "same-day"); and, the 17 days to get the Regional program or Director to make a recommendation on each Arrangement (should be on an exception basis and limited to 2 days). The JACKET/WHEEL system is designed to encourage such improvements and result in an estimated 50% time saving.

One group of study findings was quite predictable, for example: too many forms (90), too many photocopies (300,000) and too many varieties of "black books" (21). Of these three findings, the photocoping was the most dramatic. During the information-gathering stage, the question often arose, "Why does so-and-so send me so many copies? I just throw them out!" Or copies were often made "...because I might need them later..." or to simply have one "...on my file". Too often the Central Registry files contain multiple copies of the same Arrangement: identical; some at various stages of signing; some amended; some on the wrong file. This encourages staff to take more photocopies to create The "black books" range from minimal to partial to their own files. elaborate. While no one expects "black books" to cease, the "partial" variety were most curious as considerable time is spent during the year to maintain incomplete information: the amounts are never reconciled and unexplained year-end balances are ignored. The "partial" variety should be discarded. The forms, photocopying and remaining "black books" should be standardized.

The problem identified by the above group of findings is that the employee had to develop local procedures with little central direction; the result, of course, being uncoordinated systems. The problem identified by the next group of findings is almost the reverse: employee knows how the system is supposed to work but just ignores it in favour of "doing his/her own thing". This next group includes multiple filing systems, unreliable dates and "hand-delivering". The multiple filing systems were found to exist, not only between sections of an office, but at times, within the same section. This practice increases the chances of mis-filing, or in many cases, of non-filing. Particularly annoying, in this group, is the misdating or non-dating of documents. This appears to occur as a result of laziness or possibly, at times, intent to avoid embarassment. This practice makes it most difficult to trace any Arrangement when problems arise. The most surprising finding in this group was that "hand-delivering" seems to result in a longer, rather than a shorter process. This occurs, it seems, because the item gets out of sequence and ignored until finally it is once again discovered - by which time it needs to be hand-delivered again in an attempt to catch up.

The last group of findings about the current process is that there is no reporting back to management about Contribution Arrangements, other than complaints, that is. This is certainly the most critical finding since without any formal reporting there can be no follow-up. Without follow-up there is no control. Without control, of course, there is no management or direction possible. Simple tasks such as assessing staff workloads or identifying a mishandling become impossible. Important features, such as the Director General knowing whether the budget is available and committed or that all check points have been covered, are not explicitly identified. The next chapter offers a way to correct these deficiencies.

CHAPTER 4

RECOMMENDED
JACKET/WHEEL SYSTEM

The conclusion and recommendation of this study is that the variety of current approval processes be replaced by one standard system, the JACKET/WHEEL system pictured at right, in time to process all 1984/85 Contribution Arrangements. This system has been designed to be simple, without discarding any information gathered by the current processes, and to be faster, without losing any control points. In fact it should provide better control and better distinction between the two main approval processes discussed in the last chapter. The purpose of this chapter is to describe the new system in a general way, with detailed examples presented in the appendices.

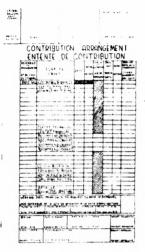
Before beginning, it should be noted that the JACKET/WHEEL forms have intentionally been left at a rough draft stage. The system should first be tested against live data, covering a representative sample of 1983/84 Contribution Arrangements from all Districts and Regional programs. After the test the forms can be finalized by the Forms Management unit at Headquarters, and properly numbered and catalogued before printing. Such a test would likely take eight to ten weeks.

The JACKET/WHEEL system uses two primary, four secondary and eight tertiary forms. The two primary forms are the white and the buff jackets. They are pictured at right with the four secondary forms (including the wheel). The eight tertiary forms will not be discussed in this report, only mentioned. They belong, in fact, to other systems and are: BCR, batch header, four batch logs, commitment certificate and cheque requisition. The forms which will be discussed are the six at right.

The white jacket is a travelling file folder which would contain the original documents at all times. It would begin in the District (or Regional program, in some cases) and travel between staff and offices (including HQ) gathering signatures for a variety of purposes ending with the approving signature on the Arrangement. At that point the white jacket would no longer travel, but be filed numerically in Regional Finance (Accounting Operations) according to the unique number assigned from the wheel. The secondary Select Review List, Cumulative Register and wheel support the white jacket. Together they accommodate the first process discussed in the last chapter: approving Arrangements.

The buff jacket is a stationary file folder which would contain the only photocopy of the Arrangement. It would be maintained by the administrative officer responsible to raise cheque requisitions for that Arrangement. It would be filed according to local practice, but display the unique number for quick reference to the white jacket. The secondary Local Record supports the buff jacket. Together they accommodate the second process discussed in the last chapter: approving advances.

JACKET/WHEEL SYSTEM



JACKET

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CUMULATIVE REGISTER



WHEEL

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LOCAL RECORD

REGION

These forms would be used for Regional Office purposes. The white jacket would contain all original documents for an Arrangement and be filed in Regional Finance according to a unique number from the wheel. These forms facilitate the approval of the Arrangement process.

DISTRICT

These forms would be used for District Office (or Regional program, in some cases) purposes. The white jacket would originate here, then travel to the Regional Office. The buff jacket would remain and contain the only photocopy of the Arrangement. It would be filed with the administrative officer according to local practice. These forms facilitate the approval of the advances process.

Management will monitor the movement of white jackets with two simple (20 minutes to prepare) weekly reports — one to the Director of Operations and one to the District Manager (or regional program manager in some cases). These weekly reports will be prepared by counting — buff jackets, for the District report; and active wheel cards for the Region report. Each report would record the number of Arrangements-in-process which are: one week old; two weeks old; older; and the total. The report would list each "older" Arrangement and the RCM in possession. In other words, the JACKET/WHEEL system would allow two weeks processing time at District and another two weeks at Region before the Arrangement would be specifically identified to management for follow-up.

The white jacket will serve as a permanent record of the process involved in approving an Arrangement. On the inside cover, the RCM with the budget will identify the approved Services, identify the amount of budget committed and recommend approval. On the face of the jacket, each staff member who handles the jacket, including the RCM, will indicate why and for how long, with the total number of working days being reconciled to the time from the date of the request to the date of Arrangement approval.

The buff jacket, meanwhile, will serve as a monitoring tool until the Arrangement is approved. Afterwards, it will serve as a permanent record of the process involved in making payments or advances against the The face of the buff jacket will identify: Arrangement. cross-referenced files; all expenditure reports which have been received and reviewed by the BFA; and all requisitions of funds processed by the administrative officer. In theory, the administrative officer would not process the next requisition until the previous expenditure report had been received and reviewed by the BFA. This would apply to all types of Arrangements, including those with Bands, individuals, associations, corporations and governments.

The wheel and its cards would be used exclusively by the CA Controller in Regional Office to assign a unique number to each Arrangement and to monitor the white jackets circulating in the Regional Office. The CA Controller would guide Arrangements through Region as quickly as possible by delivering and retrieving white jackets and by using the wheel to know, at all times, the location of every white jacket circulating in Region.

White jackets received in Region would be sent directly to the CA Controller for numbering and routing through Regional Office. The purpose of the Select Review List would be to add a program review of selected recipients and/or Services. The CA Controler would check the List before routing the jacket. All jackets, however, would be routed to Band Financial Management for recording in the Cumulative Register. This will ensure that authority limits are not accidentally exceeded, and that the annual audit and Audit Review Committee deliberations are not over looked.

The final component of the JACKET/WHEEL system is the Local Record. It represents a standardization of the various "black books" in current use in Ontario Region. It is designed to allow the administrative officers to record figures once, rather than more than once, and to ease the analysis of particular expenditures and budgets. As well, if this standard format is compatible with the information needs of the various offices, communication will be easier whether is is manual or electronic.

In conclusion, should management decide to adopt the recommendations of this ICAM: Phase 1 final report, then the following implementation shedule is recommended for 1983:

Aug. & Sept. - Testing system against live 1983/84 data, discussing with interested HQ staff and making necessary adjustments as a result of those tests and adjustments.

October - Final design of forms by HQ Forms Management unit and preparation of explanatory booklet.

November - Printing of forms and booklets and contingency time for unexpected delays.

December - Distribution of forms and booklets and formal adoption for all 1984/85 Contribution Arrangements, which may begin to be negotiated as early as January 1984.

APPENDIX A

QUESTIONNAIRE AND RESULTS

The original sample of 160 Arrangements from fiscal 1982/83 was made, as set out in Chapter 2, by selecting Arrangements from the total Regional population of 3200 items. No attempt was made to weight the sample to ensure that every District had an Arrangement picked. It was considered unnecessary, since each picked Arrangement represented all similar Arrangements from any District. In other words, each District is represented in the sample of 160, even if technically no Arrangement was actually picked from that District. The selected items by District were:

401	9
411	35
471	17
476	28
47 8	5
47 9	-
481	
485	15
486	7
487	21
489	7
492	5
494	11
TOTAL	160

On the next pages are displayed the front and back of the original questionnaire and an expanation of its purposes. Following those pages are tables which display the results of the questionnaires from different perspectives. Any reader wishing more detailed results should contact the Regional Management Consultant.

FRONT SIDE OF QUESTIONNAIRE (blank)

	ICAM: PHASE	1
	FLOW PROCESS QUEST	IONNAIRE
SELECT	TED CONTRIBUTION	
RECIP	IENT:	BCR NO.
PURPOS		AMOUNT
SIGNIE	FICANT FEATURES	The second secon
		1. single
A	What type is it?	2. consolidated 3. comprehensive
В	What purpose does it have?	1. Annual O & M 2. O & M Project
-	what purpose does it mail	3. Capital Project 1. < \$500,000
С	Cumulative amount?	2. between
		3. >\$2,000,000 1. none
D	How many changes on it?	2. few & minor 3. many or major
Е	What is the first digit of the	
	How many times was it returne	ed from a higher
F	to a lower level for addition	nal information?
G	Were all 10() expenditure	1 x on time + 2 x late
	reports received on time?	+ 3 x not rec'd
Н	Were all 10() contribution cheques processed on time?	n
COMME	VTS /	
1		

The front side of the questionnaire was designed to identify the selected Arrangement and record certain significant features about it by a code, for example a "2" in the "A" box would indicate a "consolidated" Arrangement, to allow for easy manual collating of the questionnaires. When all questionnaires of a like code were collated, then the average processing times for that group could be easily determined by reference to the backside of the questionnaire. As the work of the study progressed,

FRONT SIDE OF QUESTIONNAIRE (marked)

RECIE	CTED CONTRIBUTION (FRONT ST	BCR NO.	
PURPO	OSE:	AMOUNT	
SIGNI	FICANT FEATURES		
A	What type is it?	1. single 2. consolidated 3. comprehensive	4
В	What purpose does it have?	1. Annual O & M 2. O & M Project 3. Capital Project	4
С	Cumulative amount?	1. < \$509,000 2. between 3. > \$2,000,000	1
D	How many changes on it?	1. none 2. few & minor 3. many or major	
E	What is the first digit of th	ne "function" code?	1
F	How many times was it returne to a lower level for addition		1
G	Were all 10() expenditure reports received on time?	1 x on time + 2 x late + 3 x not rec'd	1
н	Were all 10() contribution cheques processed on time?	1 x on time + 2 x late + 3 x not sent	1
	- analysed - not analysed: deficient fiel too many protect and missing d	due to ld work; ocopies; ates.	

it was noted that: a deficiency in the field work in some locations left the "G" and "H" answers unfinished without additional field work; the proliferation of photocopies made the "D" answeres questionable; and the lack of document-dating made the determination of "F" answers next to impossible. A decision to ignore analysing "D", "F", "G" and "H" was made. The COMMENTS box was available for the use of the study team members as they completed the questionnaires.

BACK SIDE OF QUESTIONNAIRE (blank)

TIME TAKEN AT SIGNIFICANT FLOW STEPS	WORKING DAYS AT DIST REGN OTHER
AND CONTROL OF THE AND CONTROL OF THE STATE	For special control of the second
D/M/Y Step Proposed contribution arrangement arrangement	
Proposed contribution arrangement propared	[]
District receives (time in mail)	<u> </u>
BCR Controller logs & attaches CHECK LIST	
Superintendent reviews (total of following) (BdS Edn SED R&T Adm)	
Superintendent reviews again (total)	
District Manager (a) recommends	
or (b) approves ·····	
Region receives (time in mail)	
Band Support logs	
Returned to District for improvement	
Director reviews (total of following)	
(BdS Edn SDD R&T Fin)	
Director reviews again (total) (BdS Edn SED R&T Fin)	
Director General (a) recommends	, , , , , , , , , , , , , , , , , , , ,
or (b) approves	
Headquarters (a) recommends	
or (b) approves	
Treasury Board approves	
Region receives approved copy (mail)	
Band Support photocopies & mails to District	
District receives approved copy (time in mail).	
Initial requisition prepared & sent to Region	
Region receives requisition (time in mail)	[— —
Finance (Acctg. Ops.) logs the batch	
Finance (Band Mgmt.) audits the requisition	
Finance (Acctg. Ops.) processes to DSS	
DSS produces the cheque	
District receives cheque	
District forwards cheque to Band	
Or Region has Bank transfer to Band '	
QUESTIONNAIRE COMPLETED BY	
Vana di matuma	Dobo
Name Signature	Date
	•

The back side of the questionnaire was designed to identify the time taken (in working days) at each significant flow step in the two approval processes - that is, approving the Arrangement and approving the first cheque. As well, three significant dates were to be noted, as shown on page A5, being: (1) the date of request (usually the date of the BCR); (2) the date of approval of the Arrangement (depends on signing authority); and (3) the date of the first cheque. Analysis of time by

BACK SIDE OF QUESTIONNAIRE (marked)

QUESTIONNAIRE	
SIGNIFICANT FLOW STEPS (BACK SIDE) WORKING DAYS AND	
D/M/Y Step DETERMINING TIME TAKEN	
Proposed contribution arrangement prepared	
District receives (time in mail)	
BCR Controller logs & attaches CHECK LIST	
Superintendent reviews (total of following)	
Superintendent reviews again (total) (BdS /// Ddn /// SED /// R&T /// Adm ///)	
District Manager (a) recommends	
or (b) approves	
Region receives (time in mail)	
Band Support logs	
Returned to District for improvement	
Director reviews (total of following) (BdS	
Director reviews again (total) Pin (1)	
Director General (a) recommends	
or (b) approves	*1.7
Headquarters (a) recommends or (b) approves	
or (b) approves Treasury Board approves	
Region receives approved copy (mail)	
Band Support photocopies & mails to District	
District receives approved copy (time in mail)	
Initial requisition prepared & sent to Region	
Region receives requisition (time in mail)	
Finance (Acctg. Ops.) logs the batch	
Finance (Band Mgmt.) audits the requisition	
Finance (Acctq. Oys.) processes to DSS	
DSS produces the cheque	
District receives cheque	
District forwards cheque to Band	
Or Region has Bank transfer to Band	
QUESTIONNALRE COMPLETED BY	
Name Signature Date	

these three dates can be seen in TABLE 1 in Chapter 3. The field work to complete the WORKING DAYS columns was hampered by lack of information. In these circumstances, the missing dates had to be estimated, based on the best documented peripheral evidence, and certain intended breakdowns had to be ignored (the shaded boxes above) or grouped (the bracketed boxes above). Analysis by the remaining and grouped boxes can be seen in TABLE 3 and CHART 1, 2 and 3 in Chapter 3.

The questionnaire results have been collated according to the "significant features", A, B, C and E on the front of the questionnaire. For each significant feature, the results will be presented in three tables as described below:

ANALYSIS (1)

A comparison of the average time to approve the Arrangement with the subsequent average time to approve the first cheque; ANALYSIS (2)

A comparison of the average time spent at District with the average time spent at Region and with the average time neither at District nor Region;

ANALYSIS (3)

A detailed breakdown of the average time spent at each of the processing steps along the way from the date of request to the date of the first cheque.

The questionnaire results, as described above, are presented in this appendix for "significant features" A, B and E. In addition, the third table (3) is presented for significant feature C below. The first two tables for "C" are not presented in this appendix because they have already been presented in CHAPTER 3 as TABLE 1 and TABLE 2.

					"C"	ANA	ANALYSIS (3) GE NUMBER OF WORKING DAYS								
1	ECTED		-	A	VERA	GE N	UMBE	R OF	WOR	KING	DAY	S			
GROU	NGEMTS PED BY ROVAL	TOTAL		LOGS			COME			PROV			RST		
LE	VELS		MAIL	DIST	REGN	SUPT	MAIL	RDIF	DIST	REGN	HQTB	CREX	MAIL	RFIN	SSCQ
62	DIST	46	6	1	7	13	3	1	2	-	-	2	3	7	2
68	REGN	54	5	-	4	9	3	11	-	2	-	5	5	8	2
7	НОТВ	84	4	-	2	11	2	21	-	-	30	6	2	4	2
137	TOTAL	52	5	-	5	11	3	7	1	1	2	4	4	7	2

The first significant feature listed on the questionnaire was "A", for the type of Arrangement. Since there are no comprehensive Arrangements in Ontario, this broke down into just single and consolidated Arrangements. The analysis by type follows below.

	"A" ANALY	SIS (1)	
DESCRIPTION	AVERAGE N	MBER OF WORKING I	DAYS FROM:
OF SELECTED	REQUEST TO	ARRANGEMENT	REQUEST
CONTRIBUTION	ARRANGEMENT	APPROVAL TO	TO FIRST
ARRANGEMENTS	APPROVAL	FIRST CHEQUE	CHEQUE
57 SINGLE 80 CONSOLIDATED	31 <u>28</u>	26 20	57 <u>48</u>
137 TOTAL	27	25	52

	"A" AN	ALYSIS (2)		
DESCRIPTION	AVE	RAGE NUMBER	OF WORKING D	AYS
OF SELECTED	IN	IN	IN ANY	
CONTRIBUTION	DISTRICT	REGIONAL	OTHER	TOTAL
ARRANGEMENTS	OFFICE	OFFICE	LOCATION	
57 SINGLE	15	26	16	57
80 CONSOLIDATED	<u>15</u>	<u>18</u>	<u>15</u>	48
				_
137 TOTAL	15	22	15	52

					"A	" Al	IALYS	IS (3)						
	ECTED			A	VERA	GE N	UMBE	R OF	WOR	KING	DAY	S			
	NGEMTS PED BY E OF	TOTAL		LOGS		REC	COME	NDS	AP	PROV	ES	FI	RST	CHEQ	UE
ARRAN	GEMNT		MAIL	DIST	REGN	SUPI	MAIL	RDIR	DIST	REGN	HQTB	CREC	MAIL	RFIN	SSCQ
57 8	SINGLE	57	4	1	4	11	4	10	1	1	1	5	6	9	1
80 0	CONSOL	48	6	-	6	12	3	5	1	-	2	3	2	6	2
137	TOTAL	52	5	-	5	11	3	7	1	1	2	4	4	7	2

The second significant feature listed on the questionnaire was "B", for the purpose of the Arrangement. That is, a Capital Arrangement versus an O & M Arrangement, and a project versus an annual Arrangement. The analysis by purpose follows below.

	"B" ANA	LYSIS (1)	
DESCRIPTION	AVERAGE N	UMBER OF WORKING I	DAYS FROM:
OF SELECTED	REQUEST TO	ARRANGEMENT	REQUEST
CONTRIBUTION	ARRANGEMENT	APPROVAL TO	TO FIRST
ARRANGEMENTS	APPROVAL	FIRST CHEQUE	CHEQUE
82 ANNUALO&M	29	21	50
24 PROJECT O & M	26	24	50
31 CAPITAL	31	<u>26</u>	<u>57</u>
137 TOTAL	27	25	52

	"B"	ANALYSIS (2)		
DESCRIPTION	AVE	RAGE NUMBER	OF WORKING D	AYS
OF SELECTED CONTRIBUTION ARRANGEMENTS	IN DISTRICT OFFICE	IN REGIONAL OFFICE	IN ANY OTHER LOCATION	TOTAL
82 ANNUAL O & M 24 PROJECT O & M 31 CAPITAL	15 8 <u>22</u>	20 26 <u>20</u>	15 16 <u>15</u>	50 50 <u>57</u>
137 TOTAL	15	22	15	52

				-	B" ANALYSIS (3) GE NUMBER OF WORKING DAYS										
1	ECTED NGEMTS			A	VERA	GE N	UMBE	R OF	WOR	KING	DAY	S			
1	PED BY OSE OF	TOTAL	LOGS		RECCOMENDS		APPROVES			FIRST CHEQUE			UE		
1	NGEMNT		MAILDISTREGN		SUPT	MAIL	RDIR	DIST	REGN	HQTB	CREC	MAIL	RFIN	SSCQ	
82	ANNL	50	6	-	6	12	3	6	1	1	2	2	3	6	2
24	PROJ	50	3	-	3	5	4	12	1	1	3	3	5	9	1
31	CAPL	57	4	1	4	15	4	5	-	1	-	6	6	9	2
137	TOTAL	52	5	-	5	11	3	7	1	1	2	4	4	7	2

The last significant feature to be analysed on the questionnaire was "E", representing the "function" which provided the budget as follows:

	"E" AN	ALYSIS (1)	
DESCRIPTION	AVERAGE N	MBER OF WORKING	DAYS FROM:
OF SELECTED	REQUEST TO	ARRANGEMENT	REQUEST
CONTRIBUTION	ARRANGEMENT	APPROVAL TO	TO FIRST
ARRANGEMENTS	APPROVAL	FIRST CHEQUE	CHEQUE
50 EDUCATION	35	21	56
16 DEVELOPMENT	24	22	46
17 SOCIAL	29	24	53
44 COMMUNITY	26	24	50
10 BAND GOVT	28	19	47
			·
137 TOTAL	27	25	52

	"E" A	NALYSIS (2)		
DESCRIPTION	AVE	RAGE NUMBER	OF WORKING I	DAYS
OF SELECTED CONTRIBUTION ARRANGEMENTS	IN DISTRICT OFFICE	IN REGIONAL OFFICE	IN ANY OTHER LOCATION	TOTAL
50 EDUCATION 16 DEVELOPMENT 17 SOCIAL 44 COMMUNITY 10 BAND GOVT	17 8 18 17 <u>9</u>	24 24 16 18 <u>27</u>	15 14 19 15 <u>11</u>	56 46 53 50 <u>47</u>
137 TOTAL	15	22	15	52

CTT	T00000		AVERA			ANAI									
ARRA GROU FUN	ECTED NGEMTS PED BY CTION ROGRAM	TOTAL	MAIL	LOGS		REC	COME	NDS	AP	PROV	ES	FI	RST		
50	EDCN	56	5	-	5	13	3	9	1	1	3	3	3	8	2
16	DEVT	46	3	-	3	6	4	10	1	1	1	3	4	9	1
17	SOCL	53	6	1	7	15	5	2	1	1	1	1	5	7	2
44	CMTY	50	5	1	5	11	3	4	-	1	1	5	5	8	2
10	BANID	47	3	-	7	6	2	13	2	-	2	3	2	5	2
137	TOTAL	52	5	-	5	11	3	7	1	1	2	4	4	7	2

APPENDIX B

FLOW CHART OF JACKET/WHEEL SYSTEM

In Chapter 3 it was noted that the original intention to display flow charts of each existing local process was reversed after about 25% of such flow charts had been drawn. This work, however, although not published in this report, made the flow charting of the recommended JACKET/WHEEL system easier. The flow charts presented in this appendix are expected to link easily into existing systems, and in fact display some parts of existing systems. Nonetheless, these charts need to be tested and amended during the recommended eight to ten week test period before finalization of the forms.

These flow charts have been drawn to display the two approval processes discussed in Chapter 3 (approving Arrangements and approving advances) as they occur in two locations (the imaginary Huron District office and the Ontario Regional office). The charts are:

CHART 1

HURON DISTRICT
CONTRIBUTION ARRANGEMENT APPROVAL

CHART 2

ONTARIO REGION
CONTRIBUTION ARRANGEMENT APPROVAL

CHART 3

HURON DISTRICT
CONTRIBUTION ADVANCES APPROVAL

CHART 4

ONTARIO REGION CONTRIBUTION ADVANCES APPROVAL

The symbols used in these flow charts are those of the Office of the Auditor General. They are presented on the next page, particularly for those readers not familiar with this type of flow charting. On all of these charts the flow begins at one of the large arrows (there can be more than one per chart) and ends either in a permanent file or at a "T"-ending where the flow leaves the chart. The dotted lines indicate where one document causes action to be taken on another document. On the last page of this appendix (B 7) a complete listing of the document abbreviations is given.

KEY TO FLOW CHARTING SYMBOLS USED IN THIS APPENDIX

EY TO FLOW CHARTIN	VG S	SYMBOLS USED IN THIS APPENDIX
	-	Jacket
	-	Document
	-	Document prepared
°	_	Original document
×	-	Photocopy of document
X2		Photocopy of document at a later stage
2	-	Prenumbered document copies
S	_	Document signed
i		Document initialed
	_	Discarding or destroying
\triangle	-	Permanent file
\Diamond	-	Temporary file
A or A	-	Filed alphabetically
or N	_	Filed numerically
	-	Ledger or Control Log
	_	Computer report
	-	Computer process
	-	Tape file

- Starting point(s)

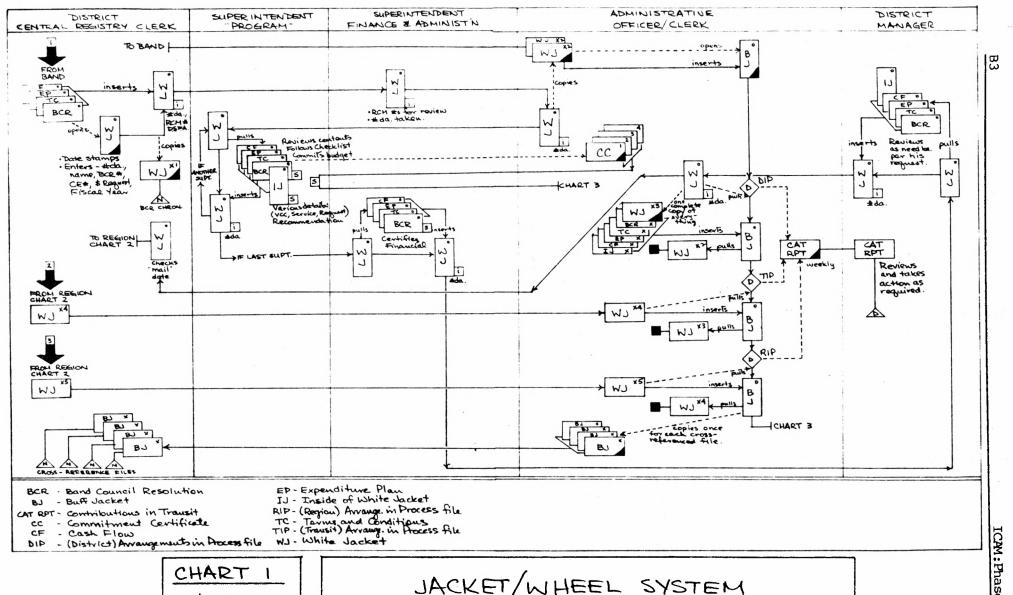
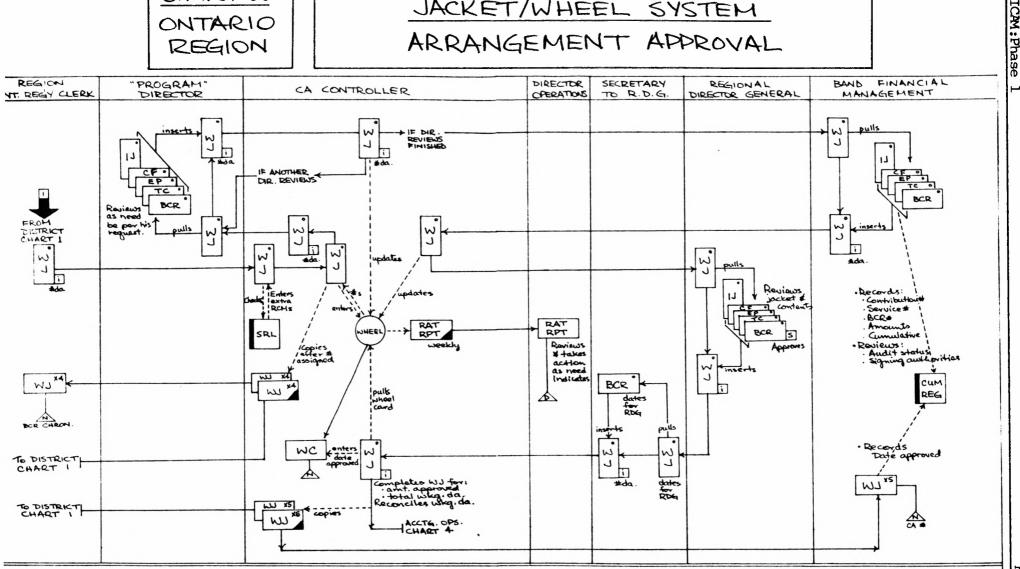


CHART I HURON DISTRICT

JACKET/WHEEL SYSTEM ARRANGEMENT APPROVAL

CHART 2 ONTARIO REGION

JACKET/WHEEL SYSTEM ARRANGEMENT APPROVAL



-Band Council Resolution

- Cash Flow

- Expenditure Plan

MREG - Cumulative Rogister
11 - Inside of White Jacket

RAT RPT- (Region) Arrangements in Transit

SRL - Select Review List

TC - Terms and Conditions

· wheel Card

WJ - White Jacket



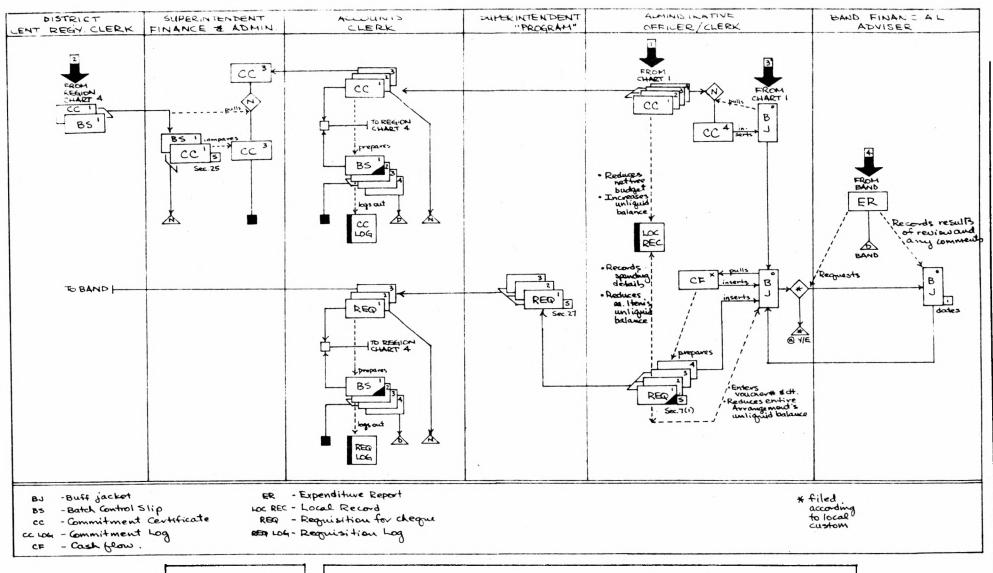
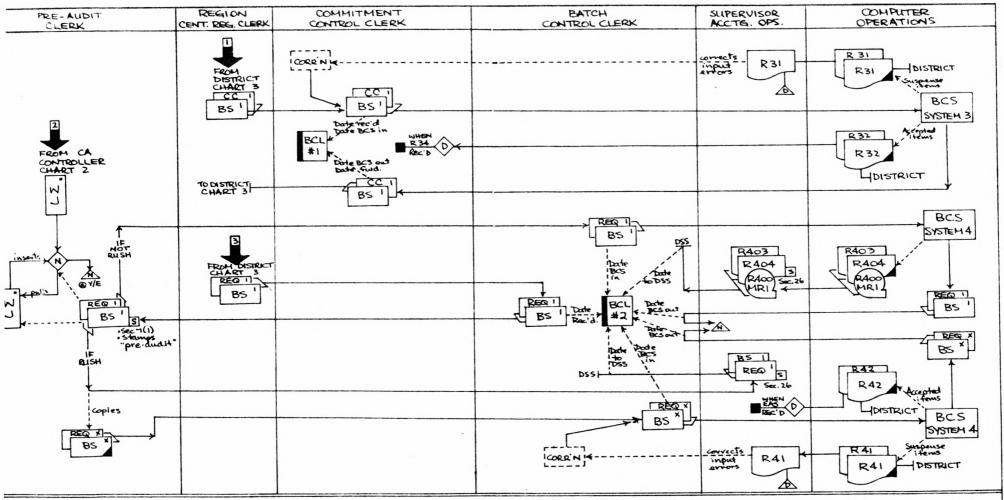


CHART 3 HURON DISTRICT

JACKET/WHEEL SYSTEM
ADVANCES APPROVAL

CHART 4 ONTARIO REGION

JACKET/WHEEL SYSTEM ADVANCES APPROVAL



#1 - Batch Control Log ((C's) #2 - Batch Control Log (REO's) - Budgetary Control System - Batch Control Slip

- Commitment Certificate

coer'n - Correction input

- Dept. of Supply of Services - Machine Readable Interface

- Requisition for cheque - White jacket

KEY TO FLOW CHART ABBREVIATIONS

BCL # 1 - Batch Control Log (in Region for commitments)

BCL # 2 - Batch Control Log (in Region for requisitions)

BCR - Band Council Resolution (form IA 135)

BCS - Budgetary Control System

BJ - Buff Jacket (page G2)

BS - Batch Control Slip (form IAND 20-431)

CAT RPT - Contribution Arrangements in Transit Report (District)

CC - Commitment Certificate (form IAND 20-292)

CC LOG - Commitment Log (MIP2 M-4 to standardize?)

CF - Cash Flow (variety of formats)

CORR'N - Correcting computer input

CUM REG - Cumulative Register (page F1)

DIP - District-In-Process Arrangements file

DSS - Department of Supply and Services

EP - Expenditure Plan (variety of formats)

ER - Expenditure Report (variety of formats)

IJ - Inside of White Jacket (page C3)

LOC REC - Local Record (page H2)

MRI - Machine Readable Interface

RAT RPT - Region's Arrangements in Transit Report

REQ - Requisition for Cheque (form IAND 20-302)

REQ LOG - Requisitions Log (MIP2 M-4 to standardize?)

RIP - Region-In-Process Arrangements file

SRL - Select Review List (page El)

Terms and Conditions (variety of formats)

TIP - Transit-In-Process Arrangements file

wc - Wheel Card (not yet designed)

WJ - White Jacket (page C2)

APPENDIX C

WHITE JACKET INSTRUCTIONS

In Ontario Region, most Contribution Arrangements with Bands take the form of a Band Council Resolution (BCR) with attachements. For example purposes, these appendices follow an imaginery Contribution Arrangement with the Winding River Band through the JACKET/WHEEL system from the Huron District office to the Ontario Region office. While other types of Arrangements (e.g. - with individuals, associations, corporations, etc.) would be required to use this system, examples will not be presented in these appendices. All types, however, should be considered during the eight to ten week test recommended in CHAPTER 4 so that these "INSTRUCTIONS" can be expanded to accommodate all possibilities.

In this appendix the white jacket instructions are given for processing the imaginary Winding River Band Arrangement. The instructions for the other five JACKET/WHEEL forms are given in separate appendices. The instructions are given in a step-by-step format with an example of the white jacket at each step. The steps are completed by the following:

- STEP 1 DISTRICT CENTRAL REGISTRY CLERK
- STEP 2 DISTRICT SUPERINTENDENT FINANCE & ADMINISTRATION
- STEP 3 DISTRICT CLERK
- STEP 4 FIRST DISTRICT PROGRAM SUPERINTENDENT
- STEP 5 LAST DISTRICT PROGRAM SUPERINTENDENT
- STEP 6 DISTRICT SUPERINTENDENT FINANCE & ADMINISTRATION
- STEP 7 DISTRICT MANAGER
- STEP 8 ADMINISTRATIVE OFFICER
- STEP 9 DISTRICT CENTRAL REGISTRY CLERK
- STEP 10 REGIONAL CENTRAL REGISTRY CLERK
- STEP 11 CA CONTROLLER
- STEP 12 PROGRAM DIRECTOR
- STEP 13 CA CONTROLLER
- STEP 14 HEAD, BAND FINANCIAL MANAGEMENT
- STEP 15 CA CONTROLLER
- STEP 16 REGIONAL DIRECTOR GENERAL
- STEP 17 CA CONTROLLER
- STEP 18 MANAGER, ACCOUNTING OPERATIONS

Before following the step-by-step instructions, a blank example of the white jacket face is presented below, and a blank example of the white jacket inside cover is presented at right. These will be filled in step-by-step in this appendix. As mentioned in CHAPTER 4, the white jacket is a travelling file folder which would contain the original documents at all times. It would begin in the District (in this example) and travel between staff and offices. It will serve as a permanent

EN	ntribution pente de	CON	TR	IBU	TI	01	į
REFERRED TO			INITIAL	THECK UST	DATE	MITIAL	N
Nº DE CHEF	_	DATE	INITIALE	n21€ D€	DATE DE	WITH S	,
DESTINAIRE			·	ERIFICATI	SORTIE		ρι
	DAYS IN MAIL TO DISTRICT	1111111	Willi	//////			
	IDENTIFY MANAGERS	-		<i>///////</i>			_
	ACKNOWLEDGE TO BAND	+	-	//////		-	-
		+	-	///////		-	-
		+	_				-
-		+		///////			
				///////			
				///////			
	CERTIFY TECHNICAL			//////			
	CERTIRY RINANCIAL						
	RECOMMENS (BUDGET)						_
	RECOMMEND (BUDGET)					\vdash	
	RECOMMEND (BUDGET)	-					-
	RECOUMEND (BUDGET)	+		,,,,,,			-
		+					_
				/////			
	COPY IN BURF FILE			//////			
	FORWARD TO CA CONTROLLER			//////			
	ACKNOWLEDGE NUMBER			//////			_
	CHMULATIVE DEGISTER	-		/////			
	10000	+		/////			
	APPROVE	-		///////			_

record of the process involved in approving an Arrangement. On the inside cover, the RCM with the budget will identify the approved Services, identify the amount of budget committed and recommend approval. On the face of the jacket, each staff member who handles the jacket, including the RCM, will indicate why and for how long, with the total number of working days being reconciled to the time from the date of the request to the date of Arrangement approval.

	RCM (WITH BUDGE	ET)	CHECKLIST
1	RECIPIENT CLEARLY DONTIFIED	8	QUARTERLY (MIN) FINAN. DEPOS
2	SIGNING DATES SET OUT	9	CONDITION FOR FINAL PAYMENT
3	PURPOSE FOR APPROVED SERVICE	10	TRANSFER CONDITIONS SPECIFIE
4	EFFECTIVE DATE SPECIFIED	11	ANNUAL AUDIT PROVISION OK
5	DURATION SPECIFIED	12	TERHINATION PROVISION O.
6	PAYMENT METHOD SPECIFIED	13	OK. CASH FLOW ATTACHED
7	MAXIMUM 3 HONTHS AWANCE	14	O.K. EXPENDITURE PLAN ATTACK

S- I M SATISFIED THAT THE ENCLOSED S- REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MICHAT. S- S- TOTALS ROM NO. SIGNATURE DAY'S I M SATISFIED THAT THE ENCLOSED	VCC	SERV NO.	MOUNT	AMOUNT! RECOMMENDED	ROM STATEMENT	
S-			POLUESTED	THE STATE OF THE S		
S- S		S-			I AM SATISFIED THAT THE ENCLOSED	
FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. S-		S-			REQUEST IS SUFFICIENTLY COMPLETE	
S- S		S-			FOR THE SERVICES IDENTIFIED AT	
S- S- S- APPROVAL IN THAT MICHAT S- TOTALS I M SATISFIED THAT THE ENCLOSED BY THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMPEND APPROVAL IN THAT MICHAT. S- S- TOTALS I M SATISFIED THAT THE ENCLOSED BY THESE PURPOSES AND RECOMPEND APPROVAL IN THAT MICHAT. S- S- TOTALS I M SATISFIED THAT THE ENCLOSED BY THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMPEND APPROVAL IN THAT MICHAT. S- S- S- OPMY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMPEND APPROVAL IN THAT MICHAT. COMMIT. COMMIT		S-			LEFT. ACCORDINGLY, I HAVE COM-	
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S- S- S- TOTALS SA		S-			THESE PURPOSES AND RECOMMEND	
S- S- TOTALS I M SATISFIED THAT THE ENCLOSED S- REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMIT. S- S- I M SATISFIED THAT THE ENCLOSED S- S- I M SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS S- REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT S- LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT.		s-				
S- TOTALS I M SATISFIED THAT THE ENCLOSED S- REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. S- S- S- S- I M SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS S- REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS S- LEFT. ACCORDINGLY, I HAVE COM- MITTED THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MOUNT. GOMENT: APPROVAL IN THAT MEETS ALL APPROVAL IN THAT MEETS AND RECOMMEND APPROVAL IN THAT MEDITAL APPROVAL IN THAT MEDITAL COMMENT: APPROVAL IN THAT MEDITAL COMMENTS COMM		S-			CECT NO.	
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S- S- I M SATISFIED THAT THE ENCLOSED S- REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MICHT. S- S- S- I AM SATISFIED THAT THE ENCLOSED S- I AM SATISFIED THAT THE ENCLOSED S- REQUEST IS SUFFICIENTIFIED AT AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MICHTINE S- S- S- OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT MICHTINE GOMENIT. AHOUNT & COMMITTED APPROVAL IN THAT MICHTINE COMMITTED S- GOMENIT. AHOUNT & COMMITTED		S-				
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TICR NO.

074

COST ELEMENT

00234

CONTRIBUTION

NO D'ENTENTE

REGISTRY DATE

WHITE JACKET: STEP 1

Upon receipt of the BCR and attachments (in effect a proposed Arrangement), the Central Registry clerk would take a blank white jacket and complete the details shown below, including date stamping the jacket. The CR clerk would enter the RCM number of the District Superintendent of Finance and Administration and insert the original BCR and attachments. The CR clerk would not take any photocopies, of the BCR, complete a BCR LOG or pull files. $f_{ij}^{*}(0)$ The CR clerk would take one photocopy of the face of the white jacket this point and file it in the chrono-CONTRIBUTION ARRANGEMENT logical BCR file ENTENTE DE CONTRIBUTION according the to BCR number. The CR clerk would also REFERRED TO SORKING DAVS MANAGER NO INITIAL COMPLETE PURRE indicate the number **LOURS** CEJET UTIAL BUSTE DE DATE DE Nº DE CHEF working XIVRABLES DESTINAIRE between the date of DAYS IN MAIL TO DISTRICT request (June 17683 RV DENTIFY MANAGERS 44001 15, 1983 on the ACKNOWLEDGE TO BAND BCR) and the date of receipt, and then sign off and pass the jacket to Superintendent of Finance and Administration. CERTIFY TECHNICAL CERTIEY FINANCIAL RECOMMEND (BUDGET) RECONNERS (BUDGET) RECOUNTEND (BUDGET) RECOUNENS (BUDGET) COPY IN BUFF FILE FORWARD TO CA CONTROLLER ACKNOWLEDGE NUMBER CUMULATIVE REGISTER ACKNOWLEDGE APPROVAL WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE LEMANDE À LA DATE D'APPROBATION IN HAIL DISTRICT DANS LE DISTRICT

RECIPIENT NAME

WINDING RIVER BAND

MONTANT APPROUVE

CENTRAL REGISTRY DA

WHITE JACKET: STEP 3

The designated clerk will take two copies of the face of the jacket. One will be sent to the administrative officer responsible to requisition cheques for this particular Arrangement. The other copy will be sent to the Band as acknowledgement of receipt of their request and to indicate the minimum number of employees who must see this request before approval can be completed. Bands will be made aware of this new system by way of

DISTRICT REGION HEADQUARTERS - QUARTIERS

an explanatory book let, hopefully in December 1983. In any case, no covering letter will be required as Bands will know the purpose of the photocopy. The clerk will sign off the jacket and pass it to the next-indicated RCM as shown

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

D'ENTENTE

-	y							copy.
REFERRED TO MANAGER A N° DE CHEF DESTINAIRE	PURROSE	DATE	-	CHECKLIST COMPLETE LISTE DE ERIFICATI	DATE DE	MTAL	1-05	cated har as
	DAYS IN MAIL TO DISTRICT	V ///////	///////		17.10.85	PA	2	in the example.
44001	IDENTIFY MANAGERS	176.83	PF	//////	· junt De	905	/	
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	CERTIFY TECHNICAL			//////				
44001	CERTIEY FINANCIAL			/////				
44100	RECOMMEND (BUDGET)	zalm	MF	*				
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	RECOMMEND (BUDGET)							
	RECOUMEND (BUDGET)							(ス)
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	FORWARD TO CA CONTROLLER	-		/////		_		
	ACKNOWLEDGE NUMBER			/////				
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40000	APPROVE			/////				
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IN HAIL	IN DISTRICT PE	610M		17 8				
DANS LE	DANS LE DATE	NS LE		DAYS			TOTAL	
BCR NO.	COST ELEMENT	RECIPI	N TUE	AME	IA	HOUNT (SEQUESTED	
~ MII								
014	00234 WI	NDIN	6 KI	UEKD	11.00	76	5,336	
Nº DE R.C.E	3. FLEMENT DE COUT	NOM DE	RECIG	PIENT			DEMANDE	
FISCAL YEA	A CONTRIBUTION) NO.			*	HOUNT A	*PROVED	
83-84	+						1	

The District Superintendent of Finance & Administration would identify on the face of the jacket each manager who <u>must</u> see this BCR for some reason, whether the manager is in District, Region or Headquarters. The Superintendent is aware of signing authority levels and anticipated cumulative balances for all recipients at all times. He or she is also aware of any peculiar review requirements - for example in this case, the

6570-7 1733

RECEP

CENTICAL R

District Manager wants to review all proposed Arrangements, whether he has the authority to approve them or not. Therefore, his RCM number, 44000, is recorded for review purposes as shown. The Super intendnent, would sign off the jacket as indicated, showing that the jacket was processed the following working day to receipt, and pass the jacket to a designated clerk for acknowledgement to the Band of receipt of their BCR.

CONTRIBUTION ARRANGEMENT

ENTENTE DE CONTRIBUTION

REFERRED TO MANAGER NO NO DE CHEF	PURPOSE	DATE	- 1	CHECKLIST COMPLETE USTE DE	OUT	INITIAL	NORKING DAYS DAYS
DESTINAIRE			,	ERIFICATI	SORTIE	MITIACE	CUVRABLE
	DAYS IN MAIL TO DISTRICT	////////			17.10.83	PA	2
44001	IDENTIFY MANAGERS	17.6.83	127	<i>//////</i>	June	Car	/
H3	ACKNOWLEDGE TO BAND	June 20	11:5	<i>//////</i>			1
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				//////			
				<i>4441</i> 77			
				//////			
				///////			
				///////			
				//////		-	
-	CERTIFY TECHNICAL			//////			
44001	CERTIFY FINANCIAL			//////		\neg	
44100	RECOMMEND (BUDGET)						***********
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	RECOMMEND (BUDGET)						
44100	destice						
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A11.	COPY IN BUFF FILE			/////A			
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	ACKNOWLEDGE NUMBER			//////			
	CUMULATIVE REGISTER			/////			
1/2005	APPROVE		——{	/////}-			nang a salamanan kana
40000		 		/////		\rightarrow	
	ACKNOWLEDGE APPROVAL			$\mathcal{U}\mathcal{U}\mathcal{L}$			

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL

JOURS OUVRABLES DE LA DATE DE LEMANDE A LA DATE D'APPROBATION

IN HAIL

DATE DE LA DATE DE LEMANDE A LA DATE D'APPROBATION

IN HAIL

DATE LE

DATE LE

CHARGEER

TOTAL

BCR NO.	COST ELEMENT	RECIPIENT NAME	MOUNT REQUESTED
074	00234	WINDING RIVER BAND	965,336
Nº DE R.C.B.	ELEMENT DE COUT	NOM DE RECIPIENT	HONTANT DEHANDE
FISCAL YEAR	CONTRIB	MOUNT APPROVED	
83-84			
ALMER CISCALE	NO D'	ENTENTE	MONTANT APPROLINE

The first District program Superintendent, in this case the District Superintendent of Education (DSE), would review the BCR and atttachments against whatever criteria are appropriate to both the request and the current program requirements. In doing so, reference would be made to the fourteen CHECKLIST points shown on the <u>inside</u> of the white jacket as seen below. The Superintendent would then fill out the RECOMMENDATION

portion of the inside of the white jacket and sign & date it as shown. In this way the Superintendent would identify the component parts of the Band's request compared to District recommendation by Vote Control Code and individual approved Service Number.

1	RCM (WITH BUDG	ET)	CHECKLIST
ī	RECIPIENT CLEARLY DENTIFIED	8	QUARTERLY (min) FINAN. REPORTS
2	SIGNING DATES SET OUT		CONDITION FOR FINAL PAYMENT
3	PURPOSE FOR APPROVED SERVICE		TRANSFER CONDITIONS SPECIFIED
4	EFFECTIVE DATE SPECIFIED	11	ANNUAL AUDIT PROVISION QK.
5	DURATION SPECIFIED	12	TERMINATION PROVISION O.K.
	PANHENT METHOD SPECIFIED		OK. CASH FLOW ATTACHED
7	MAXIMUM 3 HONTHS AWAKE	14	O.K. EXPENDITURE PLAN ATTACH.

	RC	M (WIT	H BUDGET) REC	COMMENDATION					
	VCC NO.	SERV NO.	AMOUNT REQUESTED	AMOUNT RECOMMENDED	ROM STATEMENT					
		\$- \$- \$-			I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT					
		S- S- S-			LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND					
		S- S-	•		APPROVAL IN THAT AMOUNT, COMMIT: CECT, NO. COMMITTEE					
		S- TOTALS			BON NO. SIGNATURE DATE					
-		S- S- S-			I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT					
		S- S- S-			LEFT. ACCORDINGLY, I HAVE COM- MITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND					
/r		TOTALS			APPROVAL IN THAT MOUNT,					
	322 356	5-145 5-049	546,800 28,800	310,166 26,800	, cremo					
1	340 340	s- 087 s- 068	5,236	5,200	EMNA SIGNATURE SATE					
/	340 340	s- 073 s- /04	27,900	27,900	I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE					
1	340 340	s- 089 s- 084	875	875	AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COM-					
1	340 340	s- 236 s- 154	30,900 6,300	30,900 6,300	MITTED THE FOLLOWING PORTION OF MY 1983/84 VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND					
1	340 340	s- 195 s- 387	7,600 118,000 9,180	4,600 1/8,000 9,180	APPROVAL IN THAT MICHYT. COMMIT. CERT No. 333333 COMMITTED # 559, 046					
4	310	S-	7,700	1,780	Kontrino 337, 046					
L		TOTALS	797, 736	559,040	44100 A 24.68					

attachments as is done

STEP 4 (Concluded)

Having completed the inside of the white jacket, the DSE would sign the BCR in the recommending block and complete the jacket face by:

- initialling the number of working days which the jacket (and original documents) were in his possession;

- initially and passing the jacket on to the next Superintendent. There would be no need to take one or more photocopies of the BCR and

2 P	7 mg 1783 strict	REGION	ric	ADQUAR	TERS -	QUARTIERS CENTRAIN	attachments as is done at present. Nor is there a need to main- tain a multitude of logs and other records
COI	NTRIBUTION TENTE DE C	AR CON-	RANG	EM	EN.	T	Instead, the adminis- trative officer main- tains the buff jacket for control purposes,
REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURROSE	DATE	CHECKUS NITIAL COMPLETE UITIALE LISTE DE VERIFICAT	OUT	MTALE	WORKING DAYS JOURS OUVRABLES	so long as the white jacket circulates.
44001 113	DAYS IN MAIL TO DISTRICT IDENTIFY MANAGERS ACKNOWLEDGE TO BAND	17.6.83 June 20		17.10.8 jundo Delm	DA M	д /	
	CERTIFY TECHNICAL						
44200 44200	CERTIEN EINANCIAL RECOMMEND (BUDGET) RECOMMEND (BUDGET)	20hm 1		24.6.83	#A	4	
44000	RECOMMEND (BUDGET) RECOMMEND (BUDGET)						4
AIC	COPY IN BURE FILE FORWARD TO CA CONTROLLER ALKNOWLEDGE NUMBER						(4)
900 C	CHARLATIVE REGISTER						
WORKING Jours OUVE	DAYS FROM DATE OF R RABLES DE LA DATE DE LEM	AANDE A	TO DATE OF	APPROBA	VAL TION	TOTAL	
IN MAIL DANS LE COURRIER TECR NO.	PARTILE DE LE PRETENT LE LE PRETENT		NT NAME		HOUNT (TOTAL SEQUETED	
N° DE R.C.	B. ELEMENT DE COLT	NOM DE	RIVER			DEMANDE PEROJED	

NO D'ENTENTE

The last District program Superintendent, in this case the Superintendent of Band Support, would also review the BCR and attachments and complete and sign the inside of the white jacket as shown. The only difference in procedure for this last Superintendent (compared to earlier signing Superintendents) is that upon completion he sends the jacket to the District Superintendent of Finance & Administration since there are no

more program Superintendents to review the documents It should probably be noted that if a delay was encountered because additional information was needed from some source (say the Band), there is fron ket this blan to"

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	RCM (WITH BUDGE	ET)	CHECKLIST
١	RECIPIENT CLEARLY IDENTIFIED	8	QUARTERLY (MIN) FINAN. DEPOETS
2	SIGNING DATES SET OUT		CONDITION FOR FINAL PAYMENT
3	PURPOSE FOR APPROVED SERVICE	10	TRANSFER CONDITIONS SPECIFIED
4	EFFECTIVE DATE SPECIFIED	11	ANNUAL AUDIT PROVISION OK.
5	DURATION SPECIFIED	12	TERMINATION PROVISION O.K.
			OK. CASH FLOW ATTACHED
7	MAXIMUM 3 HONTHS AWANKE	14	O.K. EXPENDITURE PLAN ATTACH.
	1 2 3 4 5	RCM (WITH BUDGE) 1 RECIPIENT CLEARLY IDENTIFIED 2 SIGNING DATES SET OUT 3 PURPOSE FOR APPROVED SERVICE 4 EFFECTIVE DATE SPECIFIED 5 DURATION SPECIFIED 6 PAYMENT METHOD SPECIFIED	3 PURPOSE FOR APPROVED SERVICE 10 4 EFFECTIVE DATE SPECIFIED 11 5 DURATION SPECIFIED 12

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	330	S-193	24.0	22.6	REQUEST IS SUPPLICIENTLY COMPLETE
	334	S-//3	5.0	2.6	AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT
	342	S- 039	5.0	3.6	LEFT. ACCORDINGLY, I HAVE COM-
	342	S- 37/	5.9.	5.6	MITTED THE FOLLOWING PORTION OF MY 1983/84 VOIE 15 BUDGET FOR
_ <	342	5-103	8.0	8.0	THESE PURPOSES AND RECOMMEND
	342	5-/32	9.5	8.5	APPROVAL IN THAT AMOUNT.
5)	346	5-033	24.2	14.9	COMMIT. AMOUNT 124,400
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		S-			I AM SATISFIED THAT THE ENCLOSED REDUEST IS SUFFICIENTLY COMPLETE
		Š.			AND MEETS ALL PROGRAM CONDITIONS
	-	S-			FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COM-
(5)		S-			MITTED THE FOLLOWING PORTION
	-	S-			OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND
		TOTALS			APPROVAL IN THAT MICLEIT.
					COUNTY AMOUNT
	322	s- 145	546,800	310,166	CERT, NO. COMMITTO
	356	S-049	28,800	26.800	
	340	s- 087	5,236	5 200	
	340	s- 068	1,100	1.074	EMAG SIGNIFICADIS DATE
	340	s- 073	27.900	27 900	I AM SATISFIED THAT THE BACLOSED
	340	S- 104	18.045	18.045	REQUEST IS SUFFICIENTLY COMPLETE
	340	S- 089	875	875	AND MEETS ALL PROGRAM COMDITIONS FOR THE SERVICES IDENTIFIED AT
	340	S- 084	30,900	30,900	LEFT, ACCORDINGLY, I HAVE COM-
	340	S- 236		7	MITTED THE POLLOWING PORTION
			6,300	6,300	OF MY 1983/84 VOTE 15 BUDGET FOR THESE PURPOSES AND MECOMMEND
	340	S- 154	4,600	4,600	APPROVAL IN THAT AMOUNT.
	240	s- 195	118.000	1/8 000	ta

s- 382

S-TOTALS 9.180

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559,040

CERT. No. 33333 CONSTREE 559, 040

COC- ISTIRM

STEP 5 (Concluded)

Having completed the <u>inside</u> of the white jacket, the last District program Superintendent would sign the BCR (in this example) in the recommending block and complete the face of the white jacket in the manner shown below - the same manner as for the earlier program Superintendent. The jacket would then be passed to the District Superintendent of Finance and Administration for financial certification.

DISTRICT REGION INCADQUARTERS - QUACTERS

Had this example included a Capital component, the jacket would instead have been passed to the Project Manager for technical certification, before being passed for rtifiwever, the the passed strict rtifi-

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE		PURPOSE CONJET		DATE	-	CHECK UST COMPLETE LUSTE DE ERIFICATI	DATE DE	MITIAL	NORKING BAYS JOURS OUVRABLES	case nere
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	RECOL	HENS (BUDGET)								75)
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IN MAIL		T IN		N 610N		HE				1
DANT LE		DISTRICT DISTRICT		NS LE		sins.			TOTAL	
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TOR NO.	.	COST ELEMENT							5,336	*
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		CONTRIB	um o	y 40.			ľ		CNED	
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WHITE JACKET: STEP 6

The District Superintendent of Finance & Administration reviews the BCR and attachments contained inside the white jacket to ensure that the financial conditions have been met for this proposed Arrangement. She/he then attests to this in writing by stamping (usually) and signing and dating the BCR in the vicinity of the signature blocks. The jacket is then signed off and passed to the District Manager (in this example) for

his review before it goes to Region If the District Manager had decided not to review all white jackets above his authority, then the jacket would go directly to the administrative officer to carry out WHITE JACKET STEP 8 instructions.

CONTRIBUTION ARRANGEMENT

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REGISTRY

WHITE JACKET: STEP 7

The District Manager in this example has optimally chosen to review every proposed Arrangement for whatever reason. He may or may not wish to add comments or his recommendation, but would not complete the CHECKLIST and RECOMMENDATION sections of this white jacket. They are for the RCM(s) who have been allotted budget for the purpose of the proposed Arrangement. Neither would the District Manager sign the BCR in this

C570.17 1783 I HEADQUARTERS - QUARTIERS DISTRICT REGION

example, since does not have the budget to recommend (rather, his Superintendents do) and he does not have the authority approve (the RDG does). He would initial the face of the white jacket and enter the working days and pass the jacket to the administrative officer since it has now completed its

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION working Days REFERRED TO HECK US DATE INITIAL COMPLETE MANAGER NE INITIAL PURPOSE DATE NITIALEUSTE DE DATE DE MIRS Nº DE CHEF COLET MTIALE SUVRABLES ERIFICATI SORTIE DESTINAIRE DAYS IN MAIL TO DISTRICT 44001 DENTIFY MANAGERS 17683 127 A3 ACKNOWLEDGE TO BAND 105 M District rounds. CERTIFY TECHNICAL CERTIFY FINANCIAL 44001 Zahm 44100 RECOMMEND (BUDGET) 44200 RECOMMEND (BUDGET) RECOMMEND (BUDGET) RECOUMEND (BUDGET) 44000 Nevrew COPY IN BUFF FILE A16 FORWARD TO CA CONTROLLED ACKNOWLEDGE NUMBER CUMULATIVE REGISTER 40000 APPROVE ACKNOWLEDGE APPROVAL WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE LEMANDE À LA DATE D'APPROBATION DECTON 1 1 IN DISTRICT DANS LE DANS LE RECIPIENT NAME HOUNT REQUESTE COST ELEMENT BCR NO. 8965,336 WINDING RIVER BAND 00234 EMENT DE COUT Nº DE R.C.B

CONTRIBUTION MOUTHUT APPROUNE NO D'ENTENTE

The administrative officer will take one photocopy of the face of the cover of the jacket (the CHECKLIST) inside RECOMMENDATION) and of the complete contents - that is, of the original BCR and attachments as amended (if amended) and signed subsequent to the complete District review. These photocopies will be processed as in the BUFF JACKET STEP 2 instructions. The administrative officer will then

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sign off the white jacket and pass it to District CR for mailing to Region by entering "Mail" in the FORWARD TO CA CONTROLLER "referred to" line as shown below.

RECEIST HEADQUARTERS - QUARTIERS REGION DISTRICT CONTRIBUTION ARRANGEMENT

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NO D'ENTENTE

MOUTANT APPROUNE

ANNEE RISCALE

WHITE JACKET: STEP 9

The District Central Registry clerk will check the date shown in the FORWARD TO CA CONTROLLER line to ensure that it is the same as the date the jacket is being mailed. If the date differs from the mailing date, then the Central Registry clerk will report this to the Superintendent of Finance & Administration for discussion and resolution with the District Manager. If the date is the same as the mailing date, then the white

CENTRAL REGISTRY DATES MIE DE RECEPTION G570., - 1703. HEADQUARTERS - QUARTIERS

jacket is mailed along with the other regular mail for Region. There is no entry to be made on the face of the white jacket, so it remains as at STEP 8 as shown.

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURROSE	DATE	-	CHECK UST COMPLETE USTE DE PERIFICATI	DATE DE	INITIAL	NORKING DAYS JOURS CUVRABLES	
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When the Regional Central Registry receive the white jacket it is date stamped (rather than the contents) like any regular piece of mail, the number of working days in the mail is recorded and the jacket is signed off and charged out to the CA Controller to ACKNOWLEDGE NUMBER as shown below. No photocopies are taken, no logs are entered, no files are pulled and no time is wasted. The processing of white jackets would thus

be considered as 5 1 8 8 7 6 top priority for CR In this way, white REGISTRY jackets should be CU70.77 377.1783 received and forwarded within the JUL 7 18 18'83 hour, except in the HEADQUARTERS - QUARTIER most unusual of cir cums tances. CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION WORKING DAYS REFERRED TO HECK UST DATE MANAGER NO COMPLETE INITIAL PURPOSE DATE **JOURS** Nº DE CHEF OBJET VITIALE USTE DE DATE DE MITAL WYRABLE. DESTINAIRE ERIFICATI DAYS IN MAIL TO DISTRICT 44001 IDENTIFY MANAGERS 17.6.83 PJ ACKNOWLEDGE TO BAND A3 CERTIFY TECHNICAL CERTIFY FINANCIAL There 30 KGS 44007 A 24 6.83 A 44100 RECOMMEND (BUDGET) RECOHNERS (BUDGET) RECOMMEND (BUDGET) RECOUMEND (BUDGET) 44000 review A16 COPY IN BUFF FILE FORWARD TO CA CONTROLLER 83/07/04 8 MAIL X CA 17 ACKNOWLEDGE NUMBER 83.7.7 CUMULATIVE REGISTER 40000 APPROVE ACKNOWLEDGE APPROVAL WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE LEMANDE À LA DATE D'APPROBATION DANS LE DAMS LE RECIPIENT NAME MOUNT REQUESTED BCR NO CET ELEMENT 8965,336 WINDING RIVER BAND

NOM DE RECIPIENT

CONTRIBUTION

REGISTRY DATES

WHITE JACKET: STEP 11

Upon receipt of the white jacket from Regional Central Registry (in this example), the CA Controller would perform WHEEL: STEP 1 and SELECT REVIEW LIST: STEP 3, and then take two photocopies of the face of the white jacket. One copy will be forwarded to Regional Central Registry to be filed on the BCR chronological file. The other copy will be forwarded to the District administrative officer in order to update the buff jacket.

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DISTRICT REGION INFRAQUARTERS - QUARTIERS

The white jacket is then signed off by the CA Controller and hand delivered to the next person, in this case the Director of Education.

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The program, this case Education, upon receipt of the Arrangement from the CA Controller would perform whatever review was pertinent. In this example, the reason for the review happens to be to ensure that each beginning-of-year Arrangement is double-checked for correctness, it being easier to correct certain possible errors at the beginning of the year than it is part way through the year. When the review is finished, the

Director, or staff member, signs off the jacket indicating the number of working days taken. The jacket is returned to the CA Controller as quickly as possible.

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DISTRICT REGION HEADQUARTERS - QUARTIER

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up the jacket (from Education) and deli-

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WHITE JACKET: STEP 13

Upon receipt of the white jacket from the Director of Education, likely by physically picking it up from the section, the CA Controller would perform WHEEL: STEP 2 and sign out and deliver the jacket to the next person. In this example with the Winding Lake Band, there is only one more destination for the white jacket before the RDG can approve the Arrangement and that is to the Band Financial Management unit for entering in the Cumulative Register

JUL 7 19 13 183

DISTRICT REGION HEADQUARTERS - QUARTIERS

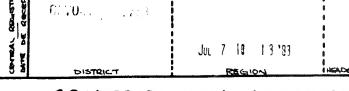
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MONTANT APPROUVE

Upon receipt of the white jacket from the CA Controller, the Head, Band Financial Management performs CUMULATIVE REGISTER: STEP 2 and then reviews the Cumulative Register. If no problem exists with either the identified signing authority or the annual audit, the jacket is signed off and charged out to the RDG (RCM 40000) as shown below. The jacket will physically, however, be given to the CA Controller for delivery to

the RDG. That is, the BFM unit and others too, will refrain from passing jackets to another section or unit. Instead, jackets will always be returned to the CA Controller for forwarding.



CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

							
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WHITE JACKET: STEP 15

Upon receipt of the white jacket from the Head, Band Financial Management, likely by physically picking it up from the section, the CA Controller would perform WHEEL: STEP 3 and deliver the white jacket to the next person, in this case the RDG for approval purposes. The CA Controller would be expected to be able to pick up the jacket, perform the WHEEL: STEP 3 and deliver the jacket to the RDG within the hour. If

CENTRAL REGISTRY DATES

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HEADQUARTERS - QUARTIEC

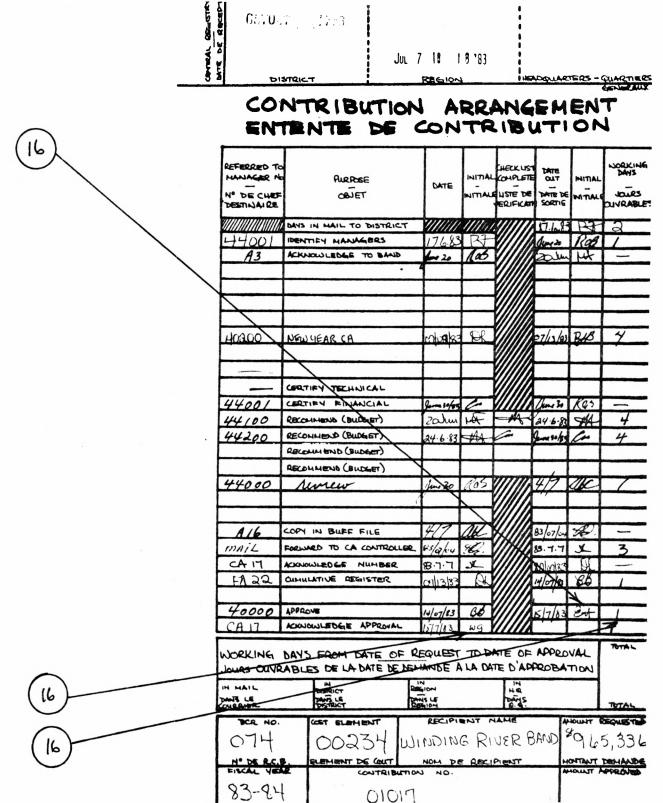
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the CA becomes aware of jackets being processed be tween sections or units without passing through the CA Controller, then this should be reported to the Director of Operations for resolution.

Upon receipt of the white jacket from the CA Controller, the RDG could quickly review that the pertinent steps have been performed by reference to both the front and inside of the white jacket. In this example, the Winding River Band, he is satisfied and signs his approval to the BCR in the approval block. He also initials the face of the white jacket, and returns it to his secretary. His secretary will date the BCR, date the white jacket and charge it out to the CA Controller.



REGUSTRY DATES

WHITE JACKET: STEP 17

Upon receipt of the approved white jacket from the RDG, likely by physically picking it up from his secretary, the CA Controller would perform WHEEL: STEP 4 (the final wheel step) and complete the face of the white jacket by reconciling and totalling the number of working days (in this case 22 working days from date of BCR to date of approval acknowledgement). The CA Controller would then enter the amount

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DISTRICT REGION INCADQUARTERS - QUARTERS

approved, sign off the jacket and take two photocopies of the face of the jacket. One copy would be sent to the administrative officer in District and one to the Band Financial Management unit to acknowledge approval. The white jacket would then be delivered to the Manager, Accounting Oper'ns

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The Manager, Accounting Operations would file the jacket numerically by its unique number (01017). Regional program staff would be provided suitable access to these original documents, so long as they were not removed from the Accounting Operations section. Perhaps a small photocopier could be located in the section to accommodate the need from time to time to photocopy a particular page of an Arrangement.

The main photocopy of the Contribution Arrangement, however, would be kept by the pertinent administrative officer to the RCM with the budget. In most cases this will be an administrative officer in the District as most budgets, at least in Ontario, are allotted to an RCM in the District. This main photocopy will be kept in the buff jacket as described in Appendix G. Questions concerning payments (or advances) commitments and unliquid balances should always be directed first to the holder of the buff jacket, that is, the administrative officer to the RCM with the budget.

As cheque requisitions are sent through the system they would indicate the Arrangement number (01017 in this example) for reference purposes. Photocopying of each requisition and batch would no longer be required.

APPENDIX D

WHEEL INSTRUCTIONS

In this appendix the wheel instructions are given for processing the imaginary Winding River Band Arrangement (see APPENDIX C for a short description of this Arrangement). Unlike the other five JACKET/WHEEL forms described in the other appendices, no examples will be given of the wheel as no form was drawn. The instructions are given, however, in a step-by-step format. All wheel steps are completed by the CA Controller in Regional Office.

WHEEL: STEP 1

Upon receipt of the white jacket from Regional Central Registry (see WHITE JACKET: STEP 11), the CA Controller will take the next unused number from the prenumbered wheel cards (01017 in this case) and assign it to the jacket. This step is done after SELECT REVIEW LIST: STEP 3. Skeleton information from the jacket is recorded on the wheel card and the jacket is signed off and charged out to, in this case, the Director of Education. This is recorded on the wheel card. The wheel thus indicates, at all times, the location of every white jacket circulating in Region.

WHEEL: STEP 2

The wheel card is updated to show that the white jacket on July 13, 1983 was passed from Education to Band Financial Management by the CA Controller.

WHEEL: STEP 3

The wheel card is updated to show that the white jacket on July 14, 1983 was passed from Band Financial Management to the RDG by the CA Controller.

WHEEL: STEP 4

The Arrangement has now completed its circulation since it is approved (in this case by the RDG). The CA Controller will note this and the date, July 15, 1983 on the wheel card and then remove it from the wheel. In this way the wheel will continue to indicate, at all times, the location of every white jacket circulating (or in process) in Region. The approved wheel cards would be filed in a box for future reference.

APPENDIX E

SELECT REVIEW LIST INSTRUCTIONS

In this appendix the Select Review List instructions are given for processing the imaginary Winding River Band Arrangement (see APPENDIX C for a short description of this Arrangement). For this Arrangement there is really only one step, although three steps are described with examples. The steps are completed by the following:

STEP 1 - PROGRAM DIRECTORS

STEP 2 - DIRECTOR OF OPERATIONS

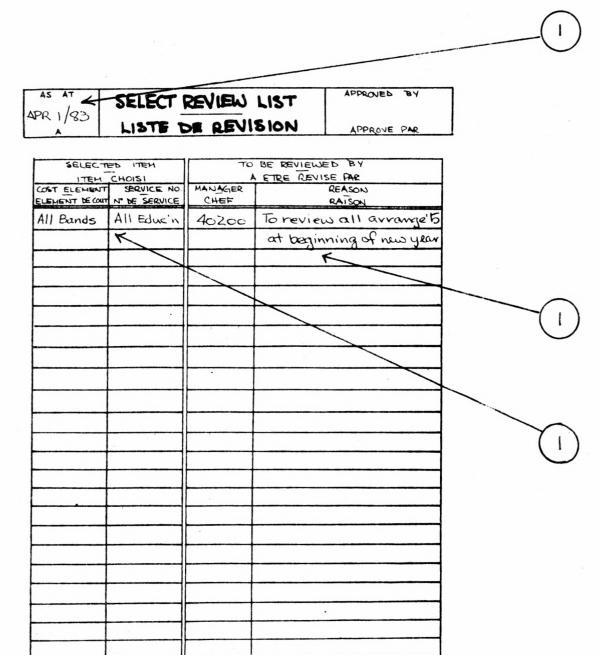
STEP 3 - CA CONTROLLER

Before following the step-by-step instructions, a blank example of the Select Review List is presented below. The purpose of this list is to reduce the number of Regional program reviews by performing them on an exception basis.

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SELECT REVIEW LIST: STEP 1

Any program Director in Region who wished to review an Arrangement for a particular service, for a particular program, for a particular Band, etc., would identify this wish as set out below. The program Director would also identify the reasons for this request (to review Arrangements) and pass this information to the Director of Operations for consideration. The program Director could change the request at any time by following the same procedures.



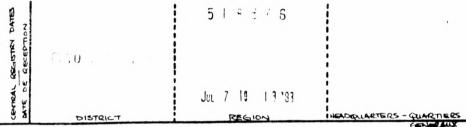
SELECT REVIEW LIST: STEP 2

Upon receipt of the proposed Select Review List items, the Director of Operations would review and approve or amend the request. His review would include reviewing the existing Select Review List to ensure that the proposed review does not conflict with or duplicate any existing required reviews. When satisfied with the changes, the Select Review List would be updated and then signed and dated by the Director of Operations. The List would then be sent immediately to the CA Controller.

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SELECT REVIEW LIST: STEP 3

Upon receipt of the white jacket from Regional Central Registry (see WHITE JACKET: STEP 11), the CA Controller will compare the white jacket information to the current Select Review List (see SELECT REVIEW LIST: STEP 2 example) and record any required reviews on the face of the white jacket as set out below. In this particular example, the Director of Education wants to see all Education Arrangements at the beginning of the year. Later in the year he will adjust his portion of the Select Review List to only review certain programs.



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APPENDIX F

CUMULATIVE REGISTER INSTRUCTIONS

In this appendix the Cumulative Register instructions are given for processing the imaginary Winding River Band Arrangement (see APPENDIX C for a short description of this Arrangement). It should be understood that this record will include all Arrangements with this Band, even though only one will be displayed in this example.

Before following the instructions, a blank example of the Cumulative Register is presented below. The purpose of this register, as mentioned in CHAPTER 4, is to ensure that authority limits are not accidentally exceeded, and that the annual audit and Audit Review Committee deliberations are not over-looked.

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CUMULATIVE REGISTER: STEP 1

At, or before, the beginning of each fiscal year, the Band Financial Management unit will prepared a new page for each recipient of a Contribution in the previous fiscal year. The unit will contact the District and come to agreement on the following three items:

- (1) the actual total of all Contributions to that recipient in the old fiscal year;
- (2) the estimated total for the new fiscal year;
- (3) the intended date for the Audit Review Committee to meet to review the old year audit.

In the case of the imaginary Winding River Band, these would appear as set out below.

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CUMULATIVE REGISTER: STEP 2

Upon receipt of the white jacket from the CA Controller (WHITE JACKET: STEP 13) the Head Band Financial Management would be responsible to ensure that the pertinent information (mainly from the inside cover of the white jacket) is recorded on the Cumulative Register and added as shown below.

The Register would then be reviewed to ensure no problem exists with the audit or the signing authority (RDG-40000) identified on the white jacket. If a problem does exist, not the case in this example, then corrective action would need to be taken by Band Financial Management. Otherwise WHITE JACKET: STEP 14 proceeds.

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APPENDIX G

BUFF JACKET INSTRUCTIONS

In this appendix the buff jacket instruction are given for processing the imaginary Winding River Band Arrangement (see APPENDIX C for a short description of this Arrangement). The instructions are given in a step by step format with an example of the buff jacket at each step. The steps are completed by the following:

STEP 1 - ADMINISTRATIVE OFFICER

STEP 2 - AMINISTRATIVE OFFICER

STEP 3 - ADMINISTRATIVE OFFICER

STEP 4 - ADMINISTRATIVE OFFICER

STEP 5 - ADMINISTRATIVE OFFICER

STEP 6 - BAND FINANCIAL ADVISER

STEP 7 - ADMINISTRATIVE OFFICER

STEP 8 - BAND FINANCIAL ADVISER

Before following the step-by-step instructions, a blank example of the buff jacket is presented on the next page. The buff jacket will serve as a monitoring tool until the Arrangement is approved. Afterwards, it will serve as a permanent record of the process involved in making payments or advances against the Arrangement. The face of the buff jacket will identify: all cross-referenced files; all expenditure reports which have been received and reviewed by the BFA; and all requisitions of funds processed by the administrative officer. In theory, the administrative

officer would not process the next requisition until the previous expenditure report had been received and reviewed by the BFA. This would apply to <u>all</u> types of Arrangements, including those with Bands, individuals, associations, corporations and governments.

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The administrative officer responsible to requisition cheques for this proposed Arrangement would open a buff file (as shown below) upon receipt of the copy of the white jacket from WHITE JACKET: STEP 3. The officer will place this copy inside the buff jacket and then file the buff jacket in a DISTRICT-IN-PROCESS file with other buff jackets received in the same week (i.e. June 13 to 17, 1983). This will enable the officer to

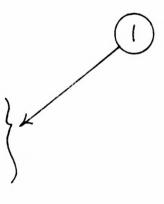
CROSS	REFERENCE - RENYOI
FILE NO - DOSSIER Nº	SUBJECT - SUJET

week when reporting to the District Manager. If in three weeks, that is by July 1, 1983, any of these buff jackets is still in the DISTRICT-IN-PROCESS file (most will have moved) they will be identified by name to the District Mana-

ger for follow-up.

quickly tally the number of Arrangements in process by

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The administrative officer in WHITE JACKET: STEP 8 took a complete photocopy of the white jacket and its contents. These will be used to update and move the buff jacket to the TRANSIT-IN-PROCESS file. The outdated copy of the face of the white jacket is discarded and replaced by this new current copy. Added to it are the copy of the inside cover of the white jacket plus the full copy of the proposed Arrangements. The

jacket is then filed by date (of mailing to Region) in a TRANSIT-IN-PROCESS file. This will allow the administrative officer to report the District Manager each week how many Arrangements are in transit, orindeed send a new copy if originals should somehow get lost. There is no entry to be made to the face of the buff jacket, so it remains like STEP 1 as shown.

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1942/84

COST ELEMENT

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CONTRIBUTION NO.

Upon receipt of the copy of the face of the white jacket from WHITE JACKET: STEP 11, the administrative officer will pull the buff jacket from the TRANSIT-IN-PROCESS file and enter the unique Contribution Arrangement number (01017) as shown. Then the old copy of the face of the white jacket is discarded in favour of the new and the jacket is placed now in a REGION-IN-PROCESS file with other buff jackets received

CROSS	REFERENCE - RENYOI	
FILE NO DOESIER Nº	SUBJECT - SWET	

same week (i.e. July 4 to 8, 1983). This will enable the officer to quickly tally the number of Arrangements process at Region (or beyond) by week when reporting to the District Manager. Again, any still in process by July 22, 1983 will be identified by name to the District Manager for follow-up.

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Receipt of the copy of the face of the white jacket from WHITE JACKET: STEP 17 (CA Controller) means that the Arrangement has been approved. The administrative officer pulls the buff jacket from the REGION-IN-PROCESS file and replaces the old copy of the face of the white jacket with the new. The face of the <u>buff</u> jacket is completed, as shown, to indicate the cross-reference files and the amount and date approved.

The administrative officer then takes one copy of the face of the buff for each cross-reference file and sends them to CR for filing on the appropriate file. The buff jacket then is ready for STEP 5.

CROSS	REFERENCE - RENVOI
FILE NO DOSSIER Nº	SUBJECT - SWET
6585 - W River	Queoma Support.
4365 - W. River	Roads + Bridges
4310 - W. River	Fire Protection
5875 - W. River	Recreation Dev.
4200 - W. River	Band Management
4932 - W. River	School Agree.
4810 - W. River	School Busing

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1743/01/

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BUFF JACKET: STEP 5

The administrative officer requisitions the first cheque and enters it on the face of the buff jacket as shown. At this point, the filing practices in each location vary widely: some may wish to put a copy of the requisition on the buff jacket; other have very different procedures. The expectation for the JACKET/WHEEL system is that it can blend into the existing systems at this point, with the buff jacket being

CROSS	REFERENCE - RENVOI
FILE NO DOSSIER Nº	SUBJECT - SUJET
6585 - W River	гисте биррокТ.
4365 - W. River	Roads + Bridges
4310 - W. River	Fire Protection
5875 - W. River	Recreation Dev,
4200 - W. River	Band Management
4932 - W. River	School Agree.
4810 - W. River	School Busing

filed according to local practice. This expectation, however should be tested during the eight to ten week test periodrecommended The first earlier. (and subsequent) cheque requisition would be posted to the Local Record as described in the next appendix.

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

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	E R.C.B.	E,LEA	CONTE	EIBUTION			DATE AF			NT DEMANDE	

83/07/15 \$683,440,-

Each recipient of a Contribution agrees in the Arrangement to provide periodic expenditure reports. These should be reviewed by the appropriate Band Financial Management officer, and his review noted on the face of the buff jacket before each subsequent cheque requisition is prepared. The administrative officer should be instructed not to prepare requisitions unless the appropriate review has been completed. In this

example, the Winding River Band sent in a statement covering the first quarter expenditures, just the first month. This was reviewed by the Band Financial Adviser.

CROSS	REFERENCE - RENVOI
FILE NO DOSSIER Nº	SUBJECT - SUJET
6585 - W River	Дисота биррокТ.
4365 - W. River.	Roads + Bridges
4310 - W. River	Fire Protection
5875 - W. River	Recreation Dev,
4200 - W. River	Band Management
4932 - W. River	School Agree.
4810 - W. River	School Busing

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

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FZP-	83/07/21	348,184					
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Nº DE R.C.B.	ELEMENT DE COUT	NOM DE	RECIPIENT	MONTANT DEMANDE
FISCAL YEAR	CONTRIBUTIO	NO.	DATE APPROVED	AHOUNT APPROVED
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ANNINE EISTALE	NO DENT	ENTE	BATE D'APPROBATION	MONTANT APPROLINE

ANNER FISCALE NO DENTENTE

The administrative officer requisitions the second payment based on the cash flow requirements and the expenditure report as reviewed by the Band Financial Adviser (BFA). The same procedures as at BUFF JACKET: STEP 5 then apply.

CROSS	REFERENCE - RENVOI
FILE NO DESSIER Nº	SUBJECT - SWJET
6585 - W River	Queome Support.
4365 - W. River	
4310 - W. River	Fire Protection
5875 - W. River	Recreation Dev,
4200 - W. River	Band Management
4932 - W. River	School Agree.
4810 - W. River	School Busing

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198	3/01/		0/	017	•		1 '	07/15		683,440,-			
ANNEE FISCALE NO DENTENTE					ENTE		DATE D'A	PROBATION	HON	ANT APPROLIVE			

BUFF JACKET: STEP 8

In this case, the Winding River Band sent in only one month, August, and sent it in out of sequence. Shortly afterwards, the July expenditure report was received and reviewed by the BFA and the administrative officer proceeded to requisition additional funds, as STEP 9. However, there is no need to show STEP 9 and beyond as the BFA just keeps alternating with the administrative officer to complete the buff jacket.

The buff jacket thus will display, at any time, the current status of requisitioning and expenditure reporting. And it will contain a complete copy of the Arrangement and of the face and inside of the white jacket.

CROSS	REFERENCE - RENVOI
FILE NO DOSSIER Nº	SUBJECT - SUJET
6585 - W River	Дисота биррокт.
4365 - W. River	Roads & Bridges
4310 - W. River	Fire Protection
5875 - W. River	Recreation Dev,
4200 - W. River	Band Management
4932 - W. River	School Agree.
4810 - W. River	School Busing

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

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APPENDIX H

LOCAL RECORD INSTRUCTIONS

In this last appendix the Local Record instructions are given for processing the imaginary Winding River Band Arrangement (see APPENDIX C for a short description of this Arrangement). The steps will be described, but the examples will be restricted to the single point in time immediately following the first cheque requisition. The Local Record is always completed by the administrative officer.

The Local Record represents a standardization of the various "black books" in current use in Ontario Region. It is designed to allow the administrative officers to record figures once, rather than more than once, and to ease the analysis of particular expenditures and budgets. As well, if this standard format is compatible with the information needs of the various offices, communication will be easier whether is is manual or electronic. A blank example of the Local Record is shown on the next page.

In this appendix, only the first requisitions will be followed for the Winding River Band example. The administrative officer prepares the two requisitions (two requisitions because there are two RCM's) as displayed on pages H3 and H4. The requisitions would be normally batched and the batch total recorded on the normal batch log. Each requisition in turn would be subtracted from the remaining (or unliquid) balance (starting with the approved total of \$683,440) and the new remaining balance recorded on the buff jacket, as shown at BUFF JACKET: STEP 5. The individual items on the requisition would each be recorded on a separate Local Record page as shown in this appendix on pages H5 to H25.

At the beginning of the fiscal year, the administrative officer would have allotted the budget to various Local Record pages as instructed by the RCM, in whatever fashion suits the RCM. As changes occur during the year, the RCM would inform the administrative officer so the Local Record pages could be adjusted. Each Local Record page will let the RCM see at a glance where his budget is at and his expenditures in relation to it. If someone (e.g. a program Director) is interested in reviewing a particular Service Code item, then the Local Record pages could be quickly provided without additional work for the administrative officer.

In this appendix, the Local Record pages have been arranged in numeric order according to the Service Code number (most staff call this the "function" number). Some of the pages (6) show no unliquid balance after the first requisition (e.g. 5010), although most do show a balance. One of the pages (Service Code 3058) shows a net free budget balance as well as an unliquid balance. Many other possibilities exist that have not been shown in this appendix.

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FISCAL YEAR

1983/34

ANNEE FISCALE

LOCAL RECORD REGISTRE DE CONTROLE

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LOCAL RECORD

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1983/84

LOCAL RECORD REGISTRE DE CONTROLE

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FISCAL YEAR
1983/84
ANNEE FISCALE

LOCAL RECORD REGISTRE DE CONTROLE

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LOCAL RECORD REGISTRE DE CONTROLE

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ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE		

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LOCAL RECORD

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00234	44100	340	303/
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1983/84
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FISCAL YEAR
1983/84
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LOCAL RECORD REGISTRE DE CONTROLE

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COST ELEMENT	MANAGER	VOTE CONTROL CODE	SERVICE CODE
00234	44100	340	3056
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

LOCAL RECORD REGISTRE DE CONTROLE

	reference			REFERENCE BUDGET			DEPENSES			
Мо	DATE	PEXECUN PEXECUN PLINE	DESCRIPTION.		CURRENT COURANT	NET FREE SOLDE NET LIBRE	COMMITTED ENGAGES	SPENT FAITES	UNLIQUIDES	
	AP/s		Driginal Allot Zinteal Le.	7	4600,-	4,600,-			20.7	
33333	Lune 23				4,600,-		4,600,-	_	4,600,-	
BCR - 74	July	4255	Winding River Ad.		4600,-	<u>.</u>	4,600,-	4600,-		
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COST ELEMENT	MANAGER	VOTE CONTROL CODE	SERVICE CODE
00234	44100	356	3.058
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

LOCAL RECORD REGISTRE DE CONTROLE

REFERENCE			Bub	4et		expenditures depenses			
No	DATE	LINE ARTICLE B'EXECTN	DESCRIPTION.	COURANT	NET FREE SOLDE NET LIBRE	COMMITTED	SPENT FAITES	UQUIDEES	
	Ap./5	-	Priguel Allot.	27,500,-	27.500,-				
33333	Jeny 23		Dutial de	27,500,-	700,-	26,800		26,800.	
BER-74	July/21	4255	Weiden River Let.	27,500	700,-	26.800,-	12,000,-	14.200,-	
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COST ELEHENT	MANAGER	NOTE CONTROL CODE	PERNICE CODE
00234	44100	322	-3.042
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SÉRVICE

LOCAL RECORD REGISTRE DE CONTROLE

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	REF	EREI	NCE		Bud	4er	DEPENSES			
No	DATE	OBJECT ARTICLE D'EXECTN	DESCRIPTION.		CURRENT	NET FREE SOLDE NET LIBRE	COMMITTED	SPENT FAITES	NON- NON- UNLIQUID	
33333 34 3cr-14	App 05 June 23 Juliek	- -	Driguel Allot. Dieteal de.		310,166	310,166,- —	310,166		319,14	
\$ CK-14	Y21	4255	Winding River Bd.		310,162		310,166,-	182 481	127,300-	
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COST ELEMENT	MANAGER	VOTE CONTROL CODE	SERVICE CODE
00234	44200	370	5010
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

FISCAL YEAR	LOCAL RECORD	PAGE
1983/84 ANNEE FISCALE	REGISTRE DE CONTROLE	PAGE

REFERENCE			SPERENCE BUDGET			expenditures depenses			
No	DATE	OBJECT ARTICLE b'EXECTN	DESCRIPTION.	CURRENT	NET FREE SOLDE NET LIBRE	COMMITTED	SPENT FAITES	UNLIQUID NON- LIQUIDEES	
_	AP/6		Original Allot	8,600,-	8,600,-				
4666	730		Frutal CC.	2,600,-		E,600		8,600, -	
BCR-74	July 21	4255	Winding River Bd.	2,600, -	-	2,600, -	8,600,-		
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COST ELEMENT	MANAGER	VOTE CONTROL CODE	SERVICE CODE
00234	44200	330	- 5011
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

LOCAL RECORD REGISTRE DE CONTROLE

	REFERENCE				Bub	GET	expenditures depenses		
Но	DATE	P.EXECIN PSICTE POPPECT	DESCRIPTION.		CURRENT	NET FREE SOLDE NET LIBRE	COMMITTED	SPENT FAITES	UNLIQUIDEES
	Ap/6		Original Allot		22,600,-	22,600,-			
6666	June 30		Quitial de.		22,600,-	_	22,600,-		22,600,-
scr 74	July 21	4255	Winding River Bet.		22,600,-		22,600,-	22,600,0	
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COST ELEMENT	MANAGER	VOTE CONTROL CODE	SERVICE CODE
00234	44200	374	5033
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

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LOCAL RECORD REGISTRE DE CONTROLE

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	ref	EREI	NCE	Bud	6 ET	expenditures depenses		
Но	DATE	PEXECTA PRINCIE PIEXECTA	DESCRIPTION.	CURRENT COURANT	NET FREE SOLDE NET LIBRE	COMMITTED ENGAGES	SPENT FAITES	UNLIQUID NON- LIQUIDEES
66666	Ap/E		Drignul Allet Quiteal Cl.	2,600,-	2,600,-	- 2,600 -		2,600,-
BCR-74	July 21	4255	Mending River Bet.	2,600,-		2,600 -	2,600,-	
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COST ELEMENT	MANAGINE	VOTE CONTROL CODE	SECTION CODE
00234	44200	342	6034
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVIC

1983/84
ANNEE FISCALE

REGISTRE DE CONTROLE

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	reference			Bud	4E T	expenditures depenses		
No	DATE	OBJECT ARTICLE LINE	DESCRIPTION,	CURRENT COURANT	NET FREE SOLDE LIBRE	COMMITTED ENGAGES	SPENT FAITES	MON. MON. MNLIQUI
	AP/L		Original Allot	3,600,-	3,600,-			
66666	June 30		Quitial de.	3,600,-		3,600,-		3,600,-
DCR- 74	July 21	4250	Wending River Bd.	3,600,-	-	3600,-	1,000,-	2,600,-
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	No. of Contrast of			AMERICAN STREET, STREE				
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COST ELENENT	MANAGER	VOTE CONTROL CODE	SERVICE COVE
00234	44200	342	6041
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

FISCAL YEAR

1983/84

ANNEE FISCALE

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	REF	ERE	NCE	Bub	4e t	11	EXPENDITURES DEPENSES		
No	BTAG	OBJECT ARTICLE D'EXECTN	DESCRIPTION.	CURRENT	NET FREE SOLDE NET LIBRE	COMMITTED	SPENT FAITES	MON- MON- MULIQUI	
	AP/E	_	Original Allot	5,600,-	5,600,-			-	
66666	June 30		Quite at Cl.	5,600,-		5,600,-		5,600,-	
BCR- 74	July 21	4256	Kinding Rive, Bd.	5,600,-	<u></u>	5,600,-	1,750,-	3.850,-	
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COST ELEMENT	MANAGER	VOTE CONTROL CODE	SERVICE CODE
00234	44200	342.	606/
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

1983/84
ANNEE FISCALE

REGISTRE DE CONTROLE

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	reference			Bud	4et	expenditures depenses		
No	DATE	OBJECT ARTICLE OBJECT LINE	DESCRIPTION.	CURRENT	NET FREE SOLDE NET LIBRE	COMMITTED ENGAGES	SPENT FAITES	NON. LIQUIDEES
66666	Ap/6 June 30	-	Driginal Allot Zintial ec	8,000,-	8,000,-	E, CD, -		8,000,-
BCC	July,	4255	Windows River Bd.	2,000,-	<u>-</u> -	8,000	2,500,-	5500,-
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COST ELEMENT	MANAGER	VOTE CONTROL CODE	SERVICE CODE
00,334	44200	342 .	6072
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

LOCAL RECORD REGISTRE DE CONTROLE

	reference			8	uD.	4 6 T	expenditures depenses		
No	DATE	PEXECTA PSTICLE PSTICLE	DESCRIPTION.	11 -	LANT	NET FREE SOLDE NET LIBRE	COMMITTED ENGAGES	SPENT FAITES	NON- NON- UNLIQUII
_	Ap/E		Original Allot	85	Do, -	-,002,8			
66666	June 30		Quitéal CC.	87.0	, –		8,580		8,500,-
BCR	Fully 1	4255	iniding River Ad	8,500), -	<u>:-</u>	&5°00, -	2,325,-	6,175,-
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COST ELEMENT	MANAGE	VOTE CONTROL CODE	SECULCE CODE
00234	44200	346	-7016
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

LOCAL RECORD REGISTRE DE CONTROLE PAGE

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	reference				Bud	46 T	11	EXPENDITURES DEPENSES		
No	DATE	PEXECUN PETCLE PETCLE	DESCRIPTION.		CURRENT COURANT	NET FREE SOLDE NET LIBRE	COMMITTED	SPENT FAITES	MON. MON.	
66666 BCR-	AP/6 5030	4255	Driginal Allos Lintal L.C. Winding Live, Ro		14,900,- 14,900,- 14,900,-	14,900,-		9.840	14900,-	
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COST ELEMENT	MANAGER	VOTE CONTROL CODE	SERVICE CODE
00234	44200	346	7016
ELEMENT DE COUT	CHEF	CODE DE CONTROLE DE CREDIT	CODE DE SERVICE

FISCAL YEAR LOCAL RECORD PAGE REGISTRE DE CONTROLE

REFERENCE				BUDGET		expenditures depenses		
НО	DATE	OBJECT ARTICLE 1'EXECTN	DESCRIPTION.	COURANT	-	COMMITTED	SPENT FAITES	MON.
	Apple		Original Allot	50,000,	- 50,000,-			
66666	June 30		anital ill	50,000,-		50,000,-		50,000
BCR	July 21	4255	Winding River B.	50,000, -	-	Si,000,-	20,000,-	30,000
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