

ICAM:Phase 1

IMPROVING CONTRIBUTION
ARRANGEMENTS MANAGEMENT

PHASE 1

THE TIMELY PROCESSING OF
CONTRIBUTION ARRANGEMENTS

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.

June 27, 1983

Director Operations

TABLE OF CONTENTS

FOREWORD	(i)
CHAPTERS	
1. SYNOPSIS	2
2. METHODOLOGY	4
3. CURRENT APPROVAL PROCESS	5
4. RECOMMENDED JACKET/WHEEL SYSTEM	10
CHARTS	
1. SUMMARY OF DISTRICT-APPROVED ARRANGEMENTS	7
2. SUMMARY OF REGION-APPROVED ARRANGEMENTS	7
3. SUMMARY OF HQ/TB-APPROVED ARRANGEMENTS	7
GRAPHS	
1. DISTRIBUTION CURVE OF SELECTED ARRANGEMENTS	2
TABLES	
1. WORKING DAYS BY TWO MAIN PROCESSES	6
2. WORKING DAYS BY LOCATION	6
3. WORKING DAYS BY PROCESSING SPEED (IN MONTHS)	8
APPENDICES	
A. QUESTIONNAIRE AND RESULTS	
B. FLOW CHART OF JACKET/WHEEL SYSTEM	
C. WHITE JACKET INSTRUCTIONS	
D. WHEEL INSTRUCTIONS	
E. SELECT REVIEW LIST INSTRUCTIONS	
F. CUMULATIVE REGISTER INSTRUCTIONS	
G. BUFF JACKET INSTRUCTIONS	
H. LOCAL RECORD INSTRUCTIONS	

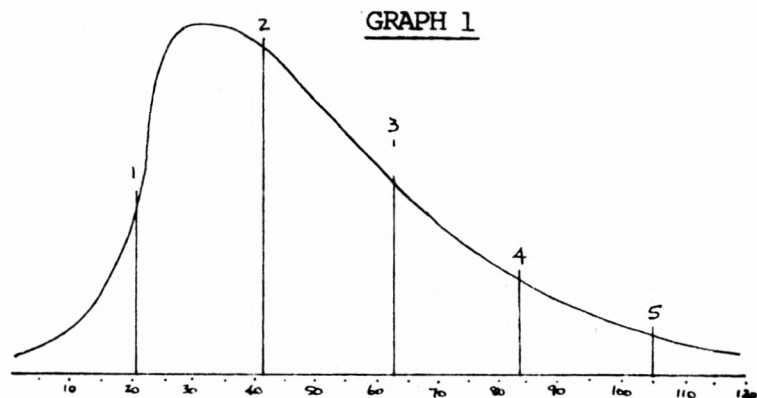
CHAPTER 1SYNOPSIS

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.

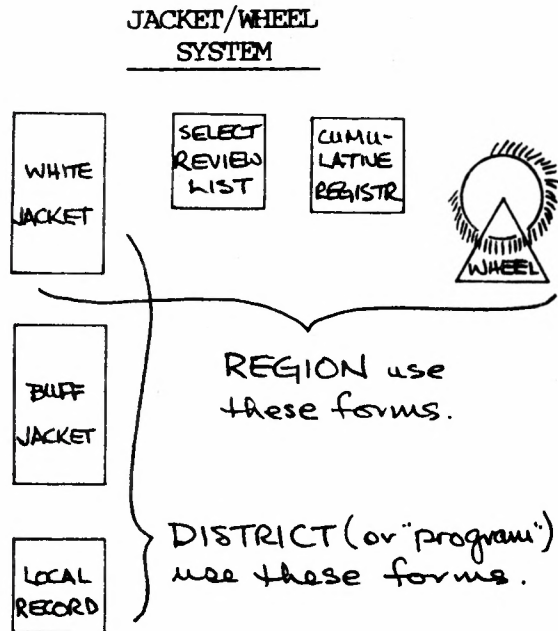
The study concentrated first on determining the processing time under the current system. It turned out to be longer than expected. It takes one to four months from date of request to date of cheque (80% of the sample - see GRAPH I). Looked at in another way it takes on average 46, 54 or 84 working days,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



DISTRIBUTION CURVE OF THE SELECTED ITEMS
ACCORDING TO THE WEEK WHEN CHEQUE DATED

WORKING DAYS (WORKING MONTHS ABOVE)

The study predictably found that we use too many forms, take too many photocopies and keep too many 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.



In order to correct these deficiencies, the study is 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 jacket. Each Arrangement would 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 2METHODOLOGY

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 Arrangements (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 3CURRENT 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 allot 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 comparison 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.

DESCRIPTION OF SELECTED CONTRIBUTION ARRANGEMENTS	AVERAGE NUMBER OF WORKING DAYS FROM:		
	REQUEST TO ARRANGEMENT APPROVAL	ARRANGEMENT APPROVAL TO FIRST CHEQUE	REQUEST TO FIRST CHEQUE
62 DISTRICT-APPVD	18	28	46
68 REGION-APPROVD	30	24	54
<u>7</u> HQ/TB-APPROVED	<u>69</u>	<u>15</u>	<u>84</u>
137 TOTAL	27	25	52

DESCRIPTION OF SELECTED CONTRIBUTION ARRANGEMENTS	AVERAGE NUMBER OF WORKING DAYS			
	IN DISTRICT OFFICE	IN REGIONAL OFFICE	IN ANY OTHER LOCATION	TOTAL
62 DISTRICT-APPVD	17	15	14	46
68 REGION-APPROVD	14	25	15	54
<u>7</u> HQ/TB-APPROVED	<u>14</u>	<u>30</u>	<u>40</u>	<u>84</u>
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.

CHART 1

AVERAGE OF ALL 62 SELECTED DISTRICT APPROVED CONTRIBUTION ARRANGEMENTS

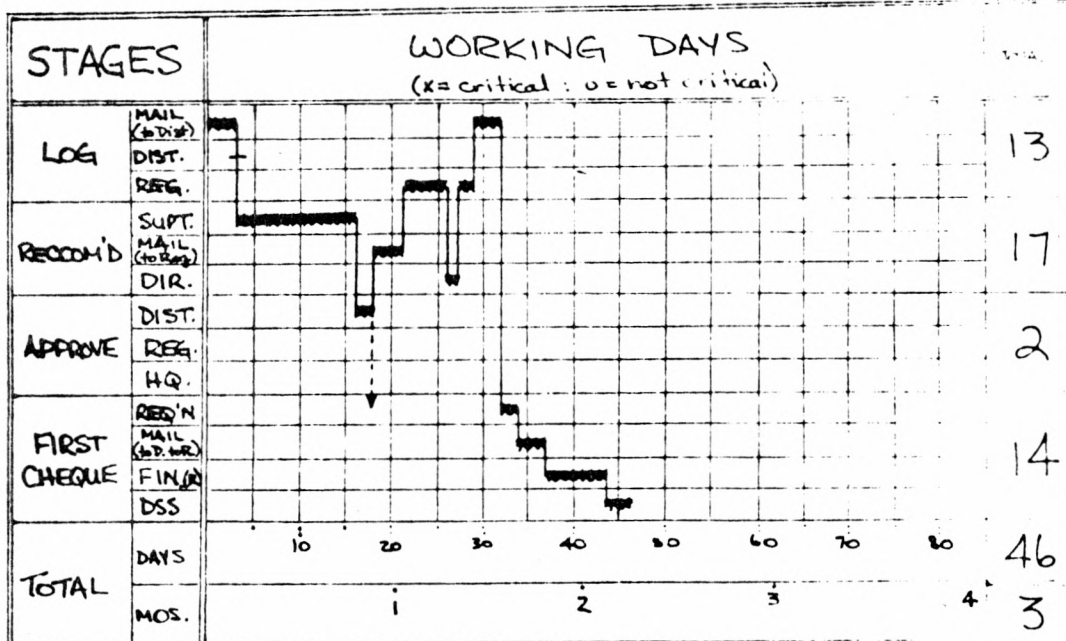


CHART 2

AVERAGE OF ALL 68 SELECTED REGIONLY-APPROVED CONTRIBUTION ARRANGEMENTS

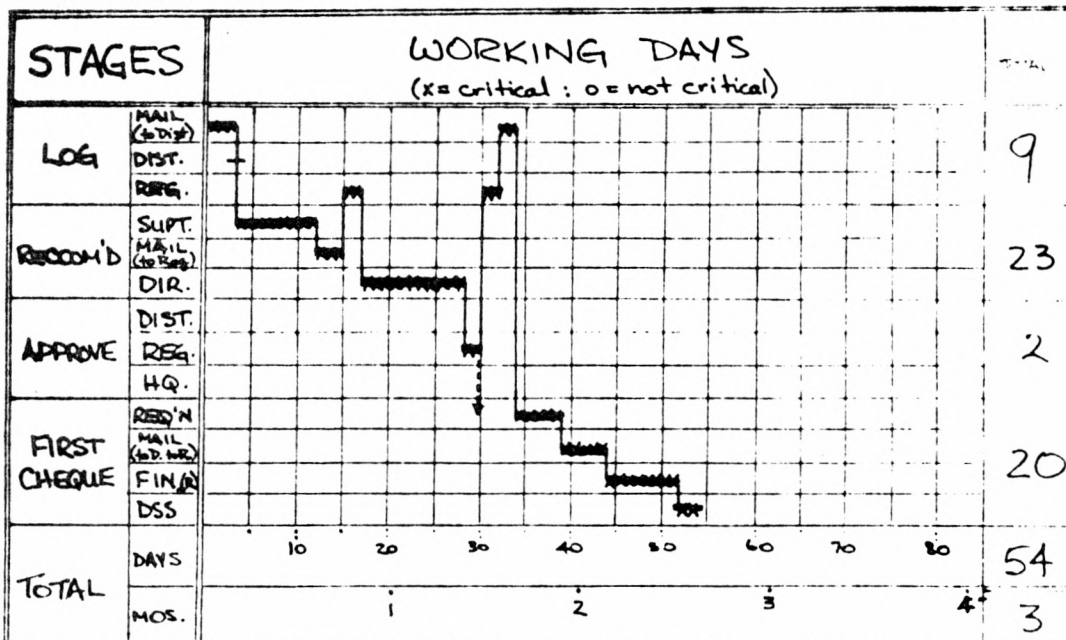
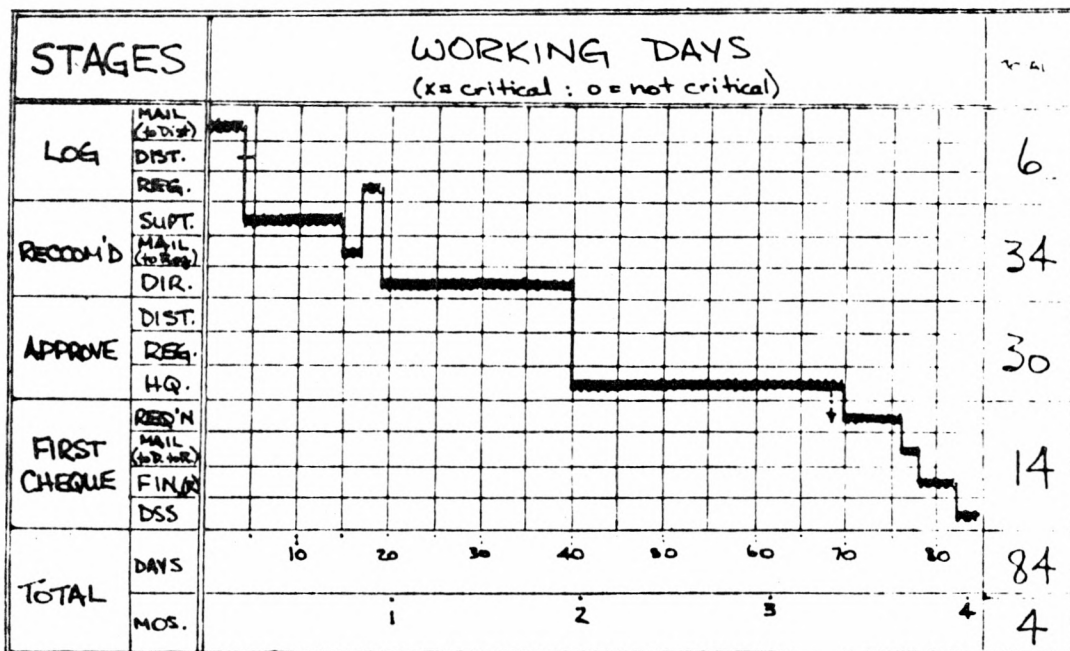


CHART 3

AVERAGE OF ALL 7 SELECTED HEADQTRS APPROVED CONTRIBUTION ARRANGEMENTS



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 (*)

SELECTED ARRANGEMTS GROUPED BY SPEED OF PROCESSING		TABLE 3 AVERAGE NUMBER OF WORKING DAYS													
		TOTAL	LOGS			RECCOMENDS			APPROVES			FIRST CHEQUE			
			MAIL	DIST	REGN	SUPT	MAIL	RDIF	DIST	REGN	HOTE	CREQ	MAIL	RFIN	SSCO
9 1 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	-	-	14	7	7	12	1	
137 TOTAL	52	5	-	5	11	3	7	1	1	2	4	4	7	2	

* = 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

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 photocopying 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: some identical; some at various stages of signing; some amended; some on the wrong file. This encourages staff to take more photocopies to create their own files. The "black books" range from minimal to partial to 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: the 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 embarrassment. 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 4RECOMMENDED
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

CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION

Form with multiple columns and rows, including a shaded vertical column.

WHITE
JACKET

SELECT REVIEW LIST
LISTE DE REVISION

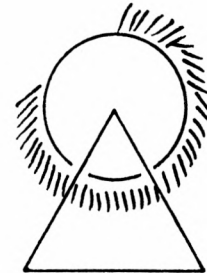
Table with columns: NUMBER, DATE, TO BE REVIEWED BY, REVIEWED BY, REVIEW DATE, REVIEWED DATE.

SELECT
REVIEW

CUMULATIVE REGISTER
REGISTRE CUMULATIF

Table with columns: NUMBER, DATE, TO BE REVIEWED BY, REVIEWED BY, REVIEW DATE, REVIEWED DATE.

CUMULATIVE
REGISTER



WHEEL

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.

CROSS REFERENCE DENVOI

CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION

ADVANCED REPORTS
ADVANCES LES AVANCES

Form with multiple columns and rows, including a shaded vertical column.

BUFF
JACKET

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.

LOCAL RECORD
REGISTRE LOCAL

Form with columns: REFERENCE, LOCAL RECORD, ADVANCES, LOCAL RECORD, ADVANCES.

LOCAL
RECORD

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 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 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 Controller 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 overlooked.

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 it is manual or electronic.

In conclusion, should management decide to adopt the recommendations of this ICAM:Phase 1 final report, then the following implementation schedule 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 AQUESTIONNAIRE 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
478	5
479	-
481	-
485	15
486	7
487	21
489	7
492	5
494	<u>11</u>
TOTAL	<u>160</u>

On the next pages are displayed the front and back of the original questionnaire and an expansion 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 I
FLOW PROCESS QUESTIONNAIRE

SELECTED CONTRIBUTION

RECIPIENT: _____ BCR NO. _____

PURPOSE: _____ AMOUNT _____

SIGNIFICANT FEATURES

A	What type is it?	1. single 2. consolidated 3. comprehensive	
B	What purpose does it have?	1. Annual O & M 2. O & M Project 3. Capital Project	
C	Cumulative amount?	1. < \$500,000 2. between 3. > \$2,000,000	
D	How many changes on it?	1. none 2. few & minor 3. many or major	
E	What is the first digit of the "function" code?		
F	How many times was it returned from a higher to a lower level for additional information?		
G	Were all 10() expenditure reports received on time?	1 x ___ on time + 2 x ___ late + 3 x ___ not rec'd	
H	Were all 10() contribution cheques processed on time?	1 x ___ on time + 2 x ___ late + 3 x ___ not sent	

COMMENTS

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)

ICAM: PHASE I
 FLOW PROCESS QUESTIONNAIRE

SELECTED CONTRIBUTION **(FRONT SIDE)**
[TO AID THE ANALYSIS]

RECIPIENT: _____ BCR NO. _____

PURPOSE: _____ AMOUNT _____

SIGNIFICANT FEATURES

A	What type is it?	1. single 2. consolidated 3. comprehensive	A
B	What purpose does it have?	1. Annual O & M 2. O & M Project 3. Capital Project	A
C	Cumulative amount?	1. < \$500,000 2. between 3. > \$2,000,000	A
D	How many changes on it?	1. none 2. few & minor 3. many or major	N
E	What is the first digit of the "function" code?		A
F	How many times was it returned from a higher to a lower level for additional information?		N
G	Were all 10() expenditure reports received on time?	1 x ___ on time + 2 x ___ late + 3 x ___ not rec'd	N
H	Were all 10() contribution cheques processed on time?	1 x ___ on time + 2 x ___ late + 3 x ___ not sent	N

COMMENTS

A - analysed

N - not analysed: due to deficient field work; too many photocopies; and missing dates.

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" answers 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		
D/M/Y	Step	DIST	REGN	OTHER
<input type="checkbox"/>	Proposed contribution arrangement prepared			
	District receives (time in mail).....			<input type="checkbox"/>
	BCR Controller logs & attaches CHECK LIST	<input type="checkbox"/>		
	Superintendent reviews (total of following).....	<input type="checkbox"/>		
	(BdS <input type="checkbox"/> Edn <input type="checkbox"/> SED <input type="checkbox"/> R&T <input type="checkbox"/> Adm <input type="checkbox"/>)			
	Superintendent reviews again (total).....	<input type="checkbox"/>		
	(BdS <input type="checkbox"/> Edn <input type="checkbox"/> SED <input type="checkbox"/> R&T <input type="checkbox"/> Adm <input type="checkbox"/>)			
	District Manager (a) recommends	<input type="checkbox"/>		
<input type="checkbox"/>	or (b) approves	<input type="checkbox"/>		
	Region receives (time in mail).....			<input type="checkbox"/>
	Band Support logs	<input type="checkbox"/>		
	Returned to District for improvement	<input type="checkbox"/>		
	Director reviews (total of following).....	<input type="checkbox"/>		
	(BdS <input type="checkbox"/> Edn <input type="checkbox"/> SED <input type="checkbox"/> R&T <input type="checkbox"/> Fin <input type="checkbox"/>)			
	Director reviews again (total).....	<input type="checkbox"/>		
	(BdS <input type="checkbox"/> Edn <input type="checkbox"/> SED <input type="checkbox"/> R&T <input type="checkbox"/> Fin <input type="checkbox"/>)			
	Director General (a) recommends	<input type="checkbox"/>		
<input type="checkbox"/>	or (b) approves	<input type="checkbox"/>		
	Headquarters (a) recommends	<input type="checkbox"/>		<input type="checkbox"/>
<input type="checkbox"/>	or (b) approves	<input type="checkbox"/>		<input type="checkbox"/>
<input type="checkbox"/>	Treasury Board approves	<input type="checkbox"/>		<input type="checkbox"/>
	Region receives approved copy (mail).....	<input type="checkbox"/>		<input type="checkbox"/>
	Band Support photocopies & mails to District	<input type="checkbox"/>		
	District receives approved copy (time in mail).....			<input type="checkbox"/>
	Initial requisition prepared & sent to Region	<input type="checkbox"/>		
	Region receives requisition (time in mail).....			<input type="checkbox"/>
	Finance (Acctg. Ops.) logs the batch	<input type="checkbox"/>		
	Finance (Band Mgmt.) audits the requisition	<input type="checkbox"/>		
	Finance (Acctg. Ops.) processes to DSS	<input type="checkbox"/>		
<input type="checkbox"/>	DSS produces the cheque	<input type="checkbox"/>		<input type="checkbox"/>
	District receives cheque	<input type="checkbox"/>		<input type="checkbox"/>
	District forwards cheque to Band	<input type="checkbox"/>		
	Or Region has Bank transfer to Band			<input type="checkbox"/>

QUESTIONNAIRE COMPLETED BY

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		WORKING DAYS AND DIST. TIME TAKEN	
TIME TAKEN AT SIGNIFICANT FLOW STEPS	(BACK SIDE)		
D/M/Y	Step	[DETERMINING TIME TAKEN]	
	① Proposed contribution arrangement prepared		
	District receives (time in mail).....		
	BCR Controller logs & attaches CHECK LIST		
	Superintendent reviews (total of following).....		}
	(BdS <input type="checkbox"/> Edn <input type="checkbox"/> SED <input type="checkbox"/> R&T <input type="checkbox"/> Adm <input type="checkbox"/>)		
	Superintendent reviews again (total).....		}
	(BdS <input type="checkbox"/> Edn <input type="checkbox"/> SED <input type="checkbox"/> R&T <input type="checkbox"/> Adm <input type="checkbox"/>)		
	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 <input type="checkbox"/> Edn <input type="checkbox"/> SED <input type="checkbox"/> R&T <input type="checkbox"/> Fin <input type="checkbox"/>)		
	Director reviews again (total).....		}
	(BdS <input type="checkbox"/> Edn <input type="checkbox"/> SED <input type="checkbox"/> R&T <input type="checkbox"/> Fin <input type="checkbox"/>)		
	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		
	③ DSS produces the cheque		
	District receives cheque		
	District forwards cheque to Band		
	Or Region has Bank transfer to Band		

QUESTIONNAIRE 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" ANALYSIS (3)														
SELECTED ARRANGEMTS GROUPED BY APPROVAL LEVELS	AVERAGE NUMBER OF WORKING DAYS													
	TOTAL	LOGS			RECCOMENDS			APPROVES			FIRST CHEQUE			
		MAIL	DIST	REGN	SUP	MAIL	RD	DIR	DIST	REGN	HQTB	CRE	MAIL	RF
62 DIST	46	6	-	7	13	3	1	2	-	-	2	3	7	2
68 REGN	54	5	-	4	9	3	11	-	2	-	5	5	8	2
7 HQTB	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" ANALYSIS (1)			
DESCRIPTION OF SELECTED CONTRIBUTION ARRANGEMENTS	AVERAGE NUMBER OF WORKING DAYS FROM:		
	REQUEST TO ARRANGEMENT APPROVAL	ARRANGEMENT APPROVAL TO FIRST CHEQUE	REQUEST TO FIRST CHEQUE
57 SINGLE	31	26	57
<u>80 CONSOLIDATED</u>	<u>28</u>	<u>20</u>	<u>48</u>
137 TOTAL	27	25	52

"A" ANALYSIS (2)				
DESCRIPTION OF SELECTED CONTRIBUTION ARRANGEMENTS	AVERAGE NUMBER OF WORKING DAYS			
	IN DISTRICT OFFICE	IN REGIONAL OFFICE	IN ANY OTHER LOCATION	TOTAL
57 SINGLE	15	26	16	57
<u>80 CONSOLIDATED</u>	<u>15</u>	<u>18</u>	<u>15</u>	<u>48</u>
137 TOTAL	15	22	15	52

"A" ANALYSIS (3)														
SELECTED ARRANGEMENTS GROUPED BY TYPE OF ARRANGEMENT	AVERAGE NUMBER OF WORKING DAYS													
	TOTAL	LOGS			RECOMMENDS			APPROVES			FIRST CHEQUE			
		MAIL	DIST	REG	SUP	MAIL	DIR	DIST	REG	HOT	CRE	MAIL	RF	IN
57 SINGLE	57	4	-	4	11	4	10	1	1	1	5	6	9	1
80 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" ANALYSIS (1)			
DESCRIPTION OF SELECTED CONTRIBUTION ARRANGEMENTS	AVERAGE NUMBER OF WORKING DAYS FROM:		
	REQUEST TO ARRANGEMENT APPROVAL	ARRANGEMENT APPROVAL TO FIRST CHEQUE	REQUEST TO FIRST CHEQUE
82 ANNUAL O & M	29	21	50
24 PROJECT O & M	26	24	50
<u>31 CAPITAL</u>	<u>31</u>	<u>26</u>	<u>57</u>
137 TOTAL	27	25	52

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

"B" ANALYSIS (3)																
SELECTED ARRANGMENTS GROUPED BY PURPOSE OF ARRANGEMNT	AVERAGE NUMBER OF WORKING DAYS															
	TOTAL	LOGS			RECCOMENDS			APPROVES			FIRST CHEQUE					
		MAIL	DIST	REG	SUP	MAIL	RD	DIR	DIST	REG	HOT	B	CRE	MAIL	RF	IN
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" ANALYSIS (1)			
DESCRIPTION OF SELECTED CONTRIBUTION ARRANGEMENTS	AVERAGE NUMBER OF WORKING DAYS FROM:		
	REQUEST TO ARRANGEMENT APPROVAL	ARRANGEMENT APPROVAL TO FIRST CHEQUE	REQUEST TO FIRST CHEQUE
50 EDUCATION	35	21	56
16 DEVELOPMENT	24	22	46
17 SOCIAL	29	24	53
44 COMMUNITY	26	24	50
<u>10 BAND GOVT</u>	<u>28</u>	<u>19</u>	<u>47</u>
137 TOTAL	27	25	52

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

"E" ANALYSIS (3)														
SELECTED ARRANGEMENTS GROUPED BY FUNCTION OR PROGRAM	AVERAGE NUMBER OF WORKING DAYS													
	TOTAL	LOGS			RECOMMENDS			APPROVES			FIRST CHEQUE			
		MAIL	DIST	REGN	SUP	MAIL	DIR	DIST	REGN	HTB	CREC	MAIL	RF	IN
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	-	7	15	5	2	1	1	1	1	5	7	2
44 CMTY	50	5	1	5	11	3	4	-	1	-	5	5	8	2
10 BAND	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 BFLOW 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




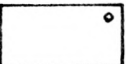
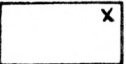
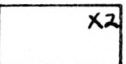
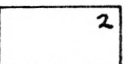
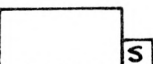
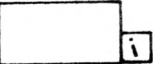
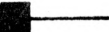


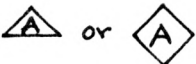
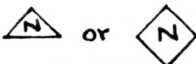


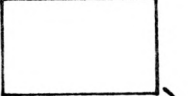


HURON DISTRICT
CONTRIBUTION ADVANCES APPROVAL

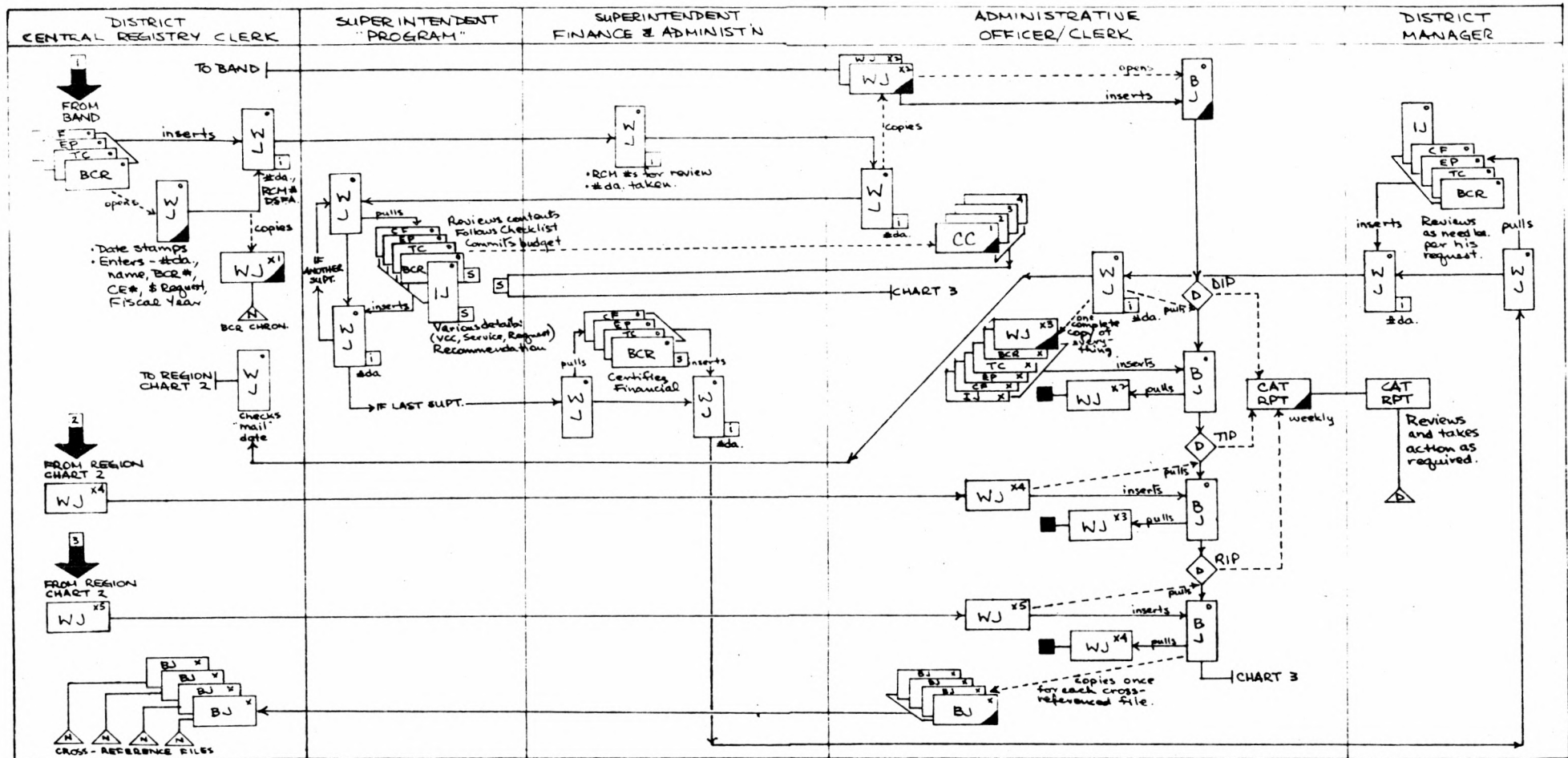
CHART 4

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

-  - Jacket
-  - Document
-  - Document prepared
-  - Original document
-  - Photocopy of document
-  - Photocopy of document at a later stage
-  - Prenumbered document copies
-  - Document signed
-  - Document initialed
-  - Discarding or destroying
-  - Permanent file
-  - Temporary file
-  - Filed alphabetically
-  - Filed numerically
-  - Ledger or Control Log
-  - Computer report
-  - Computer process
-  - Tape file
-  - Starting point(s)



- BCR - Band Council Resolution
- BJ - Buff Jacket
- CAT RPT - Contributions in Transit
- CC - Commitment Certificate
- CF - Cash Flow
- DIP - (District) Arrangements in Process file

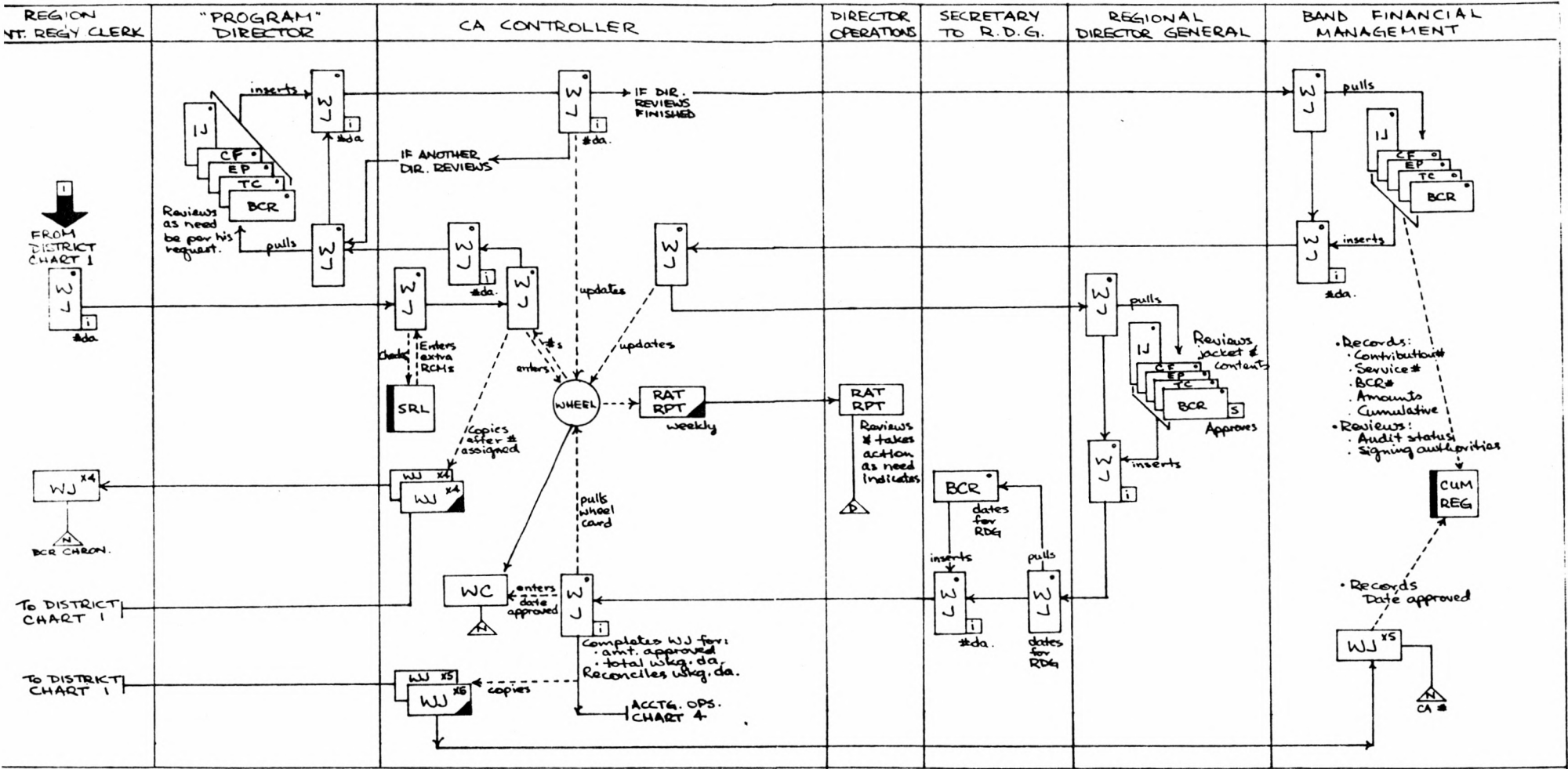
- EP - Expenditure Plan
- IJ - Inside of White Jacket
- RIP - (Region) Arrang. in Process file
- TC - Terms and Conditions
- TIP - (Transit) Arrang. in Process file
- WJ - White Jacket

CHART 1
HURON
DISTRICT

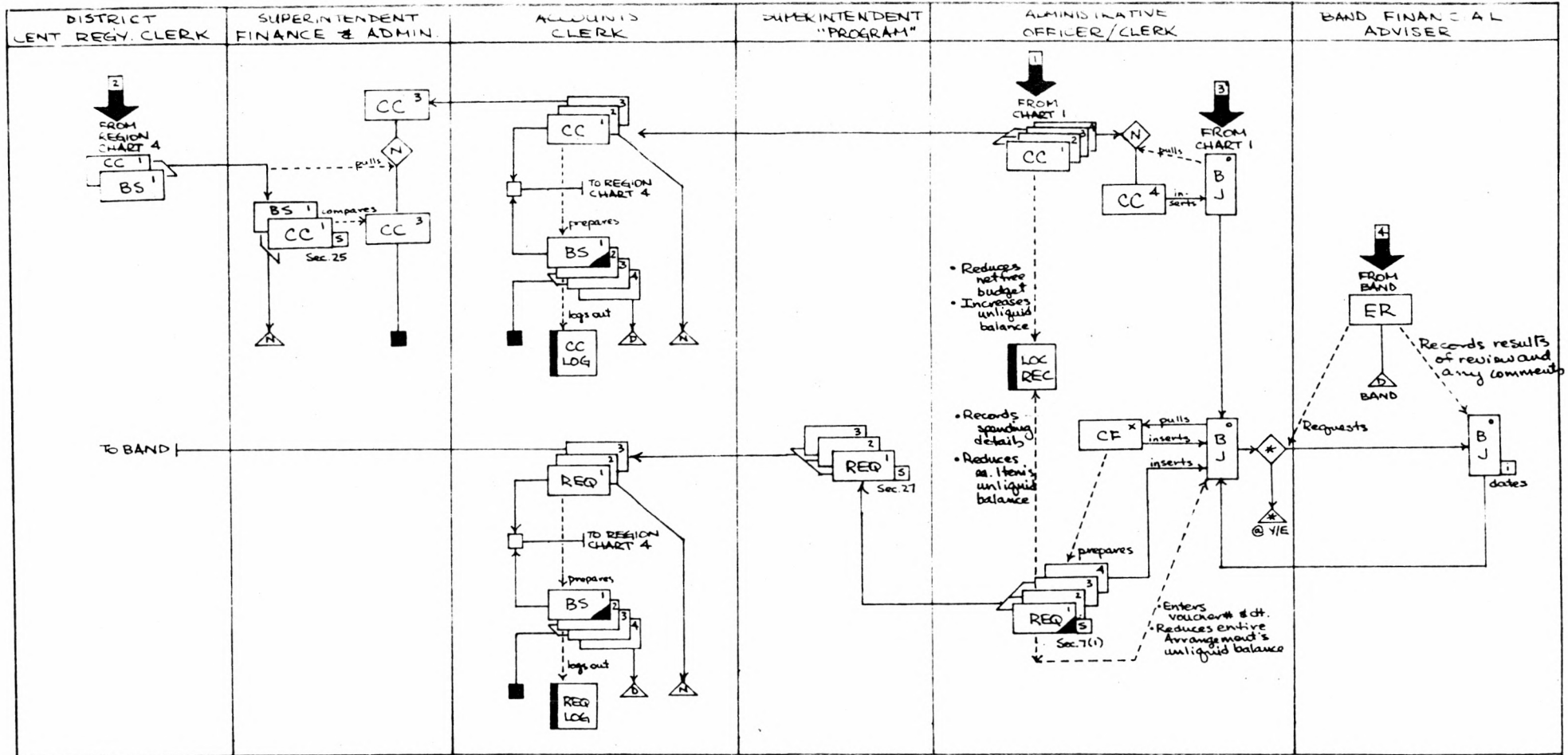
JACKET/WHEEL SYSTEM
ARRANGEMENT APPROVAL

CHART 2 ONTARIO REGION

JACKET/WHEEL SYSTEM ARRANGEMENT APPROVAL



- BCR - Band Council Resolution
- CF - Cash Flow
- EP - Expenditure Plan
- CUM REG - Cumulative Register
- IJ - Inside of White Jacket
- RAT RPT - (Region) Arrangements in Transit
- SRL - Select Review List
- TC - Terms and Conditions
- WC - Wheel Card
- WJ - White Jacket



- BJ - Buff jacket
- BS - Batch Control Slip
- CC - Commitment Certificate
- CC LOG - Commitment Log
- CF - Cash flow.

- ER - Expenditure Report
- LOC REC - Local Record
- REQ - Requisition for cheque
- REQ LOG - Requisition Log

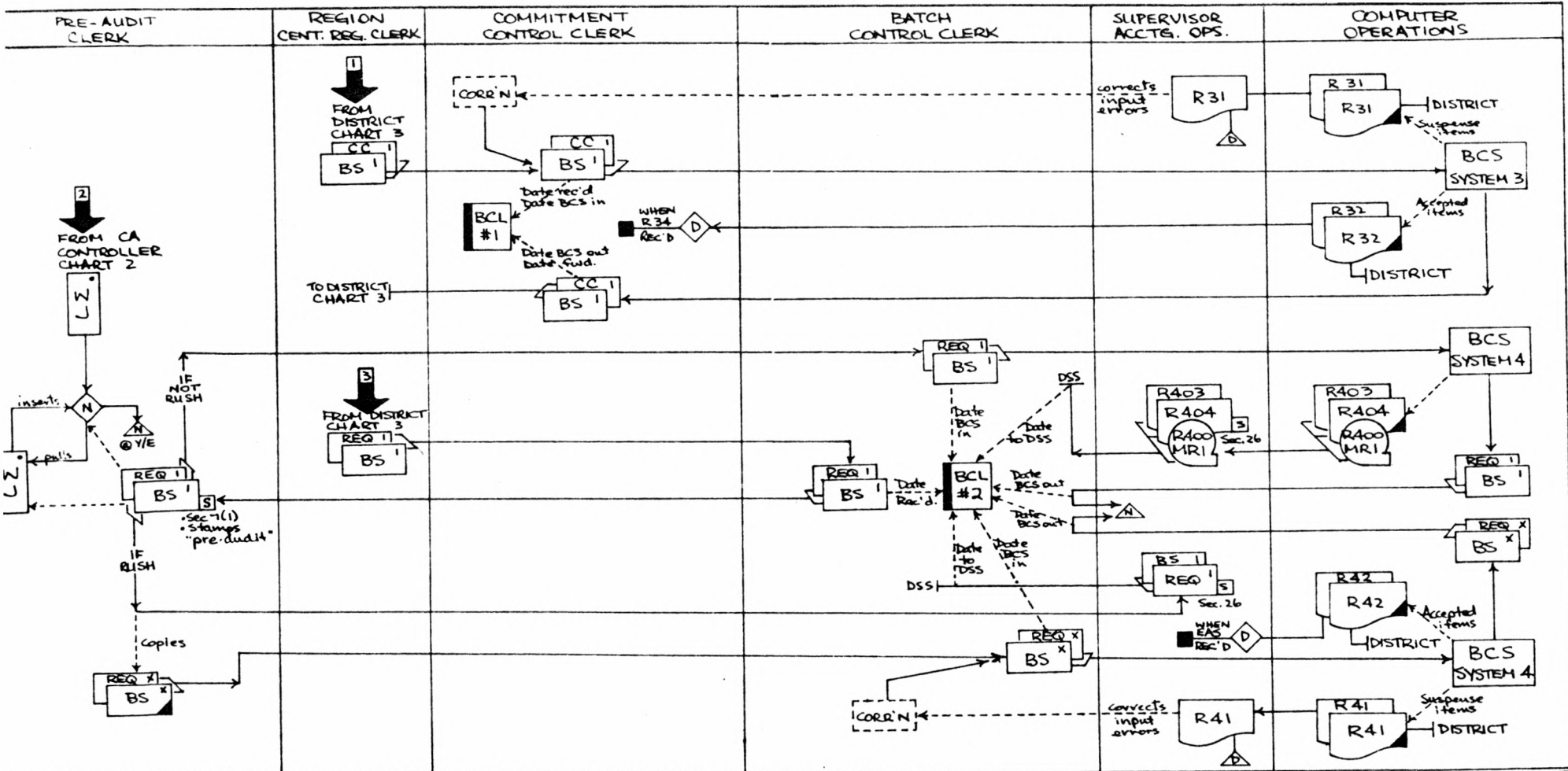
* filed according to local custom

CHART 3
HURON
DISTRICT

JACKET/WHEEL SYSTEM
ADVANCES APPROVAL

CHART 4 ONTARIO REGION

JACKET/WHEEL SYSTEM ADVANCES APPROVAL



BCL #1 - Batch Control Log (CC's)
 BCL #2 - Batch Control Log (REQ's)
 BCS - Budgetary Control System
 BS - Batch Control Slip
 CC - Commitment Certificate

CORR'N - Correction input
 DSS - Dept. of Supply & Services
 MRI - Machine Readable Interface
 REQ - Requisition for cheque
 WJ - 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 E1)
TC - Terms and Conditions (variety of formats)
TIP - Transit-In-Process Arrangements file
WC - Wheel Card (not yet designed)
WJ - White Jacket (page C2)

APPENDIX CWHITE JACKET INSTRUCTIONS

In Ontario Region, most Contribution Arrangements with Bands take the form of a Band Council Resolution (BCR) with attachments. For example purposes, these appendices follow an imaginary 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

CENTRAL REGISTRY DA DATE DE RECEPTION	DISTRICT	REGION	HEADQUARTERS - QUARTIERS GENERAUX
------------------------------------------	----------	--------	--------------------------------------

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECK LIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DAYS IN MAIL TO DISTRICT						
	IDENTIFY MANAGERS						
	ACKNOWLEDGE TO BAND						
	CERTIFY TECHNICAL						
	CERTIFY FINANCIAL						
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
	COPY IN BUFP FILE						
	FORWARD TO CA CONTROLLER						
	ACKNOWLEDGE NUMBER						
	CUMULATIVE REGISTER						
	APPROVE						
	ACKNOWLEDGE APPROVAL						

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	TOTAL

BCR NO.	COST ELEMENT	RECIPIENT NAME	AMOUNT REQUESTED
N° DE R.C.B.	ELEMENT DE COUT	NOM DE RECIPIENT	MONTANT DEMANDE
FISCAL YEAR	CONTRIBUTION NO.		AMOUNT APPROVED
ANNEE FISCALE	NO D'ENTENTE		MONTANT APPROUVE

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 BUDGET) CHECKLIST			
1	RECIPIENT CLEARLY IDENTIFIED	8	QUARTERLY (min) FINAN. REPORTS
2	SIGNING DATES SET OUT	9	CONDITION FOR FINAL PAYMENT
3	PURPOSE FOR APPROVED SERVICE	10	TRANSFER CONDITIONS SPECIFIED
4	EFFECTIVE DATE SPECIFIED	11	ANNUAL AUDIT PROVISION O.K.
5	DURATION SPECIFIED	12	TERMINATION PROVISION O.K.
6	PAYMENT METHOD SPECIFIED	13	O.K. CASH FLOW ATTACHED
7	MAXIMUM 3 MONTHS ADVANCE	14	O.K. EXPENDITURE PLAN ATTACH.

RCM (WITH BUDGET) RECOMMENDATION

VCC NO.	SERV NO.	AMOUNT REQUESTED	AMOUNT RECOMMENDED	RCM STATEMENT
	S-			I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT AMOUNT.
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
TOTALS				COMMIT. AMOUNT CERT. NO. COMMITTED \$
				RCM NO. SIGNATURE DATE
	S-			I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT AMOUNT.
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
TOTALS				COMMIT. AMOUNT CERT. NO. COMMITTED \$
				RCM NO. SIGNATURE DATE
	S-			I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT AMOUNT.
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
TOTALS				COMMIT. AMOUNT CERT. NO. COMMITTED \$
				RCM NO. SIGNATURE DATE

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

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 in the example.

CENTRAL REGISTRY DATE
DATE DE RECEPTION

0570...

DISTRICT

REGION

HEADQUARTERS - QUARTIERS
GENERAUX

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECKLIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DANS IN MAIL TO DISTRICT				17/6/83	RJF	2
44001	IDENTIFY MANAGERS	17/6/83	RJF				1
113	ACKNOWLEDGE TO BAND						-
	CERTIFY TECHNICAL						
011001	CERTIFY FINANCIAL						
44100	RECOMMEND (BUDGET)						
44200	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000							
116	COPY IN BUFF FILE						
	FORWARD TO CA CONTROLLER						
	ACKNOWLEDGE NUMBER						
	CUMULATIVE REGISTER						
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

3

3

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	TOTAL

RCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336
N° DE R.C.B. 83-84	ELEMENT DE COUT	NOM DE RECIPIENT	MONTANT DEMANDE
ANNEE FISCALE	CONTRIBUTION NO.		AMOUNT APPROVED
	NO D'ENTENTE		MONTANT APPROUVE

WHITE JACKET: STEP 4

The first District program Superintendent, in this case the District Superintendent of Education (DSE), would review the BCR and attachments 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 inside 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 the District recommendation by Vote Control Code and individual approved Service Number.

RCM (WITH BUDGET) CHECKLIST

1	RECIPIENT CLEARLY IDENTIFIED	8	QUARTERLY (min) FINAN. REPORTS
2	SIGNING DATES SET OUT	9	CONDITION FOR FINAL PAYMENT
3	PURPOSE FOR APPROVED SERVICE	10	TRANSFER CONDITIONS SPECIFIED
4	EFFECTIVE DATE SPECIFIED	11	ANNUAL AUDIT PROVISION O.K.
5	DURATION SPECIFIED	12	TERMINATION PROVISION O.K.
6	PAYMENT METHOD SPECIFIED	13	O.K. CASH FLOW ATTACHED
7	MAXIMUM 3 MONTHS ADVANCE	14	O.K. EXPENDITURE PLAN ATTACH.

RCM (WITH BUDGET) RECOMMENDATION

VCC NO.	SERV NO.	AMOUNT REQUESTED	AMOUNT RECOMMENDED	RCM STATEMENT
	S-			I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT AMOUNT.
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
	S-			
TOTALS				COMMIT. AMOUNT CERT. NO. COMMITTED # RCM NO. SIGNATURE DATE

	S-			I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT AMOUNT.
	S-			
	S-			
	S-			
	S-			
	S-			
TOTALS				COMMIT. AMOUNT CERT. NO. COMMITTED # RCM NO. SIGNATURE DATE

4

322	S-145	546,800	310,166
356	S-049	28,800	26,800
340	S-087	5,236	5,200
340	S-068	1,100	1,074
340	S-073	27,900	27,900
340	S-104	18,045	18,045
340	S-089	875	875
340	S-084	30,900	30,900
340	S-236	6,300	6,300
340	S-154	4,600	4,600
340	S-195	118,000	118,000
340	S-387	9,180	9,180
	S-		
	S-		
TOTALS		797,736	559,040

COMMIT. AMOUNT CERT. NO. COMMITTED #	RCM NO. SIGNATURE DATE
-----------------------------------------	------------------------

I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 1983/84 VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT AMOUNT.

COMMIT. AMOUNT CERT. No. 33333 COMMITTED # 559,040	RCM No. 44100 SIGNATURE DATE 24.6.83
-------------------------------------------------------	--------------------------------------

4

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 attachments as is done at present. Nor is there a need to maintain a multitude of logs and other records. Instead, the administrative officer maintains the buff jacket for control purposes, so long as the white jacket circulates.

CENTRAL REGISTER
DATE DE REÇU

057037 1783

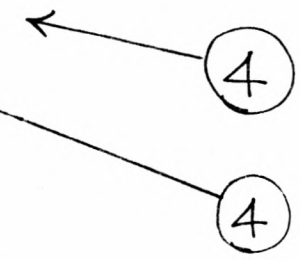
DISTRICT

REGION

HEADQUARTERS - QUARTIERS
GÉNÉRAUX

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

REFERRED TO MANAGER NO. N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECK LIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS Ouvrables
	DAYS IN MAIL TO DISTRICT				17.6.83	RF	2
44001	IDENTIFY MANAGERS	17.6.83	RF				1
113	ACKNOWLEDGE TO BAND	June 20	RF		20 June	RF	-
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL						
44250	RECOMMEND (BUDGET)	20 June	RF	RF	24.6.83	RF	4
44250	RECOMMEND (BUDGET)	24.6.83	RF	←			
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000							
All	COPY IN BUFF FILE						
	FORWARD TO CA CONTROLLER						
	ACKNOWLEDGE NUMBER						
	CUMULATIVE REGISTER						
44000	APPROVE						
	ACKNOWLEDGE APPROVAL						



WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN HQ DANS HQ	TOTAL
BCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336	
N° DE R.C.B. 83-84	ELEMENT DE COUT	NOM DE RECIPIENT	MONTANT DEMANDE	
FISCAL YEAR 83-84	CONTRIBUTION NO.		AMOUNT APPROVED	
ANNEE FISCALE	NO D'ENTENTE		MONTANT APPROUVE	

WHITE JACKET: STEP 5

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 space on the front of the jacket to identify this by using a blank "referred to" line.

RCM (WITH BUDGET) CHECKLIST

1	RECIPIENT CLEARLY IDENTIFIED	8	QUARTERLY (min) FINAN. REPORTS
2	SIGNING DATES SET OUT	9	CONDITION FOR FINAL PAYMENT
3	PURPOSE FOR APPROVED SERVICE	10	TRANSFER CONDITIONS SPECIFIED
4	EFFECTIVE DATE SPECIFIED	11	ANNUAL AUDIT PROVISION O.K.
5	DURATION SPECIFIED	12	TERMINATION PROVISION O.K.
6	PAYMENT METHOD SPECIFIED	13	O.K. CASH FLOW ATTACHED
7	MAXIMUM 3 MONTHS ADVANCE	14	O.K. EXPENDITURE PLAN ATTACH.

RCM (WITH BUDGET) RECOMMENDATION

VCC NO.	SERV NO.	AMOUNT REQUESTED	AMOUNT RECOMMENDED	RCM STATEMENT
330	S-093	9.5	8.6	I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 1983/84 VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT AMOUNT.
330	S-193	24.0	22.6	
334	S-113	5.0	2.6	
342	S-039	5.0	3.6	
342	S-371	5.9	5.6	
342	S-103	8.0	8.0	
342	S-132	8.5	8.5	
346	S-033	24.2	14.9	
346	S-324	50.0	50.0	
	S-	27.5		
TOTALS		\$167.6	\$124.4	COMMIT. AMOUNT CERT. NO. 66666 COMMITTED \$ 124,400 44200 SIGNATURE DATE

5 →

	S-			I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 19 / VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT AMOUNT.
	S-			
	S-			
	S-			
	S-			
	S-			
TOTALS				COMMIT. AMOUNT CERT. NO. COMMITTED \$

5 →

322	S-145	546,800	310,166	I AM SATISFIED THAT THE ENCLOSED REQUEST IS SUFFICIENTLY COMPLETE AND MEETS ALL PROGRAM CONDITIONS FOR THE SERVICES IDENTIFIED AT LEFT. ACCORDINGLY, I HAVE COMMITTED THE FOLLOWING PORTION OF MY 1983/84 VOTE 15 BUDGET FOR THESE PURPOSES AND RECOMMEND APPROVAL IN THAT AMOUNT.
356	S-049	28,800	26,800	
340	S-087	5,236	5,200	
340	S-068	1,100	1,074	
340	S-073	27,900	27,900	
340	S-104	18,045	18,045	
340	S-089	875	875	
340	S-084	30,900	30,900	
340	S-236	6,300	6,300	
340	S-154	4,600	4,600	
340	S-195	118,000	118,000	
340	S-387	9,180	9,180	
	S-			
	S-			
TOTALS		797,736	559,040	COMMIT. AMOUNT CERT. NO. 33333 COMMITTED \$ 559,040 44100 SIGNATURE DATE

STEP 5 (Concluded)

Having completed the inside 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.

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 financial certification. However, that is not the case here - the jacket is passed along for District financial certification.

CENTRAL REGISTRY DATES
DATE DE RECEPTION

DISTRICT

REGION

HEADQUARTERS - QUARTIERS
GÉNÉRAUX

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

REFERRED TO MANAGER NO. N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECK LIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DANS IN MAIL TO DISTRICT				17.6.83	RF	
44001	IDENTIFY MANAGERS	17.6.83	RF				
	ACKNOWLEDGE TO BAND				20.6.83	MF	
	CERTIFY TECHNICAL						
	CERTIFY FINANCIAL	June 20/83					
	RECOMMEND (BUDGET)	20.6.83	MF		24.6.83	MF	4
	RECOMMEND (BUDGET)	24.6.83	MF		June 20/83	Co	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
	COPY IN BUFILE FILE						
	FORWARD TO CA CONTROLLER						
	ACKNOWLEDGE NUMBER						
	CUMULATIVE REGISTER						
	APPROVE						
	ACKNOWLEDGE APPROVAL						

5

5

5

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COUBRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS R.G.	TOTAL

BCR NO. 074	EST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336
N° DE R.C.B. FISCAL YEAR 83-84	ELEMENT DE COUT CONTRIBUTION NO.	NOM DE RECIPIENT	MONTANT DEMANDE AMOUNT APPROVED
ANNEE FISCALE	NO D'ENTENTE		MONTANT APPROUVE

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.

CENTRAL REGISTER DATE DE RECET	D.D.U.		
	DISTRICT	REGION	HEADQUARTERS - QUARTIERS GÉNÉRAUX

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

REFERRED TO MANAGER N° N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECK LIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DANS IN MAIL TO DISTRICT				17.6.83	RJ	2
44001	IDENTIFY MANAGERS	17.6.83	RJ		June 20	RJS	1
A3	ACKNOWLEDGE TO BAND	June 20	RJS		June 20	MT	-
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 30/83	CA		June 30	RJS	-
44100	RECOMMEND (BUDGET)	June 20	MT		24.6.83	MT	4
44200	RECOMMEND (BUDGET)	24.6.83	MT		June 30/83	CA	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	Review	June 30	RJS				
A16	COPY IN BUFR FILE						
	FORWARD TO CA CONTROLLER						
	ACKNOWLEDGE NUMBER						
	CUMULATIVE REGISTER						
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

6

6

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COUBRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS LE DANS	TOTAL

BCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336
N° DE R.C.B. FISCAL YEAR 83-84	ELEMENT DE COUT CONTRIBUTION NO.	NOM DE RECIPIENT	MONTANT DEMANDE AMOUNT APPROVED
ANNEE FISCALE	NO D'ENTENTE		MONTANT APPROUVE

WHITE JACKET: STEP 7

The District Manager in this example has optionally 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 example, since he does not have the budget to recommend (rather, his Superintendents do) and he does not have the authority to 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 District rounds.

CENTRAL REGISTRY DATES
DATE DE RECEPTION

0570-1-1783

DISTRICT

REGION

HEADQUARTERS - QUARTIERS
GENERAUX

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

REFERRED TO MANAGER NO. N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECKLIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DAYS IN MAIL TO DISTRICT				17/6/83	RJ	2
44001	IDENTIFY MANAGERS	17/6/83	RJ		June 20	RCS	1
A3	ACKNOWLEDGE TO BAND	June 20	RCS		June 20	RCS	-
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 30/83	RCS		June 30	RCS	-
44100	RECOMMEND (BUDGET)	June 24	RCS		24/6/83	RCS	4
44200	RECOMMEND (BUDGET)	24/6/83	RCS		June 30/83	RCS	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	Number	June 30	RCS		4/7	RCS	1
A16	COPY IN BUFF FILE	4/7	RCS				
	FORWARD TO CA CONTROLLER						
	ACKNOWLEDGE NUMBER						
	CUMULATIVE REGISTER						
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	TOTAL

BCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336
N° DE R.C.B. 83-84	ELEMENT DE COUT	NOM DE RECIPIENT	MONTANT DEMANDE
ANNEE FISCALE	CONTRIBUTION NO.		AMOUNT APPROVED
	NO D'ENTENTE		MONTANT APPROUVE

7

7

WHITE JACKET: STEP 8

The administrative officer will take one photocopy of the face of the jacket, the inside cover of the jacket (the CHECKLIST and 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 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.

CENTRAL REGISTRY DATE DE RECUEIL	DISTRICT	REGION	HEADQUARTERS - QUARTIERS GENERAUX
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CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECKLIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DAYS IN MAIL TO DISTRICT				17/6/83	RS	2
44001	IDENTIFY MANAGERS	17/6/83	RS		June 20	RS	1
A3	ACKNOWLEDGE TO BAND	June 20	RS		20/6/83	RS	-
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 30/83	RS		June 30	RS	-
44100	RECOMMEND (BUDGET)	20/6/83	RS		24/6/83	RS	4
44200	RECOMMEND (BUDGET)	24/6/83	RS		June 30/83	RS	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	NUMBER	June 30	RS		4/7	RS	1
A16	COPY IN BUFF FILE	4/7	RS		8/7/83	RS	-
mail	FORWARD TO CA CONTROLLER	8/7/83	RS				
	ACKNOWLEDGE NUMBER						
	CUMULATIVE REGISTER						
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

8

8

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COUROYER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN HQ DANS HQ	TOTAL

BCR NO. 074	COST ELEMENT 00254	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336
N° DE R.C.B. 83-71	ELEMENT DE COUT	NOM DE RECIPIENT	MONTANT DEMANDE
FISCAL YEAR	CONTRIBUTION NO		AMOUNT APPROVED
ANNEE FISCALE	NO D'ENTENTE		MONTANT APPROUVE

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

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.

CENTRAL REGISTRY DATES
DATE DE RECEPTION

OCTOBER 1983

DISTRICT

REGION

HEADQUARTERS - QUARTIERS
GÉNÉRAUX

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECKLIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS Ouvrables
	DANS IN MAIL TO DISTRICT				17/10/83	RF	2
44001	IDENTIFY MANAGERS	17.6.83	RF		June 20	RF	1
A3	ACKNOWLEDGE TO BAND	June 20	RF		20/06/83	RF	-
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 30/83	RF		June 30	RF	-
44100	RECOMMEND (BUDGET)	24/6/83	RF		24.6.83	RF	4
44200	RECOMMEND (BUDGET)	24.6.83	RF		June 30/83	RF	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	Renew	June 30	RF		4/7	RF	1
A16	COPY IN BUFF FILE	4/7	RF		83/07/04	RF	-
MAIL	FORWARD TO CA CONTROLLER	6/30/83	RF				
	ACKNOWLEDGE NUMBER						
	CUMULATIVE REGISTER						
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	TOTAL

RCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336
N° DE R.C.B. FISCAL YEAR 83-84	ELEMENT DE COUT CONTRIBUTION NO.	NOM DE RECIPIENT	MONTANT DEMANDE AMOUNT APPROVED
ANNEE FISCALE	NO D'ENTENTE		MONTANT APPROUVE

WHITE JACKET: STEP 10

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 top priority for CR In this way, white jackets should be received and forwarded within the hour, except in the most unusual of circumstances.

CENTRAL REGISTRY DATES DATE DE RECEPTION	518876	JUL 7 10 19 '83
00707	DISTRICT	REGION
		HEADQUARTERS - QUARTIER GENERAL

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

10

10

10

REFERRED TO MANAGER NO. N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECK LIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS Ouvrable
	DANS IN MAIL TO DISTRICT				17.6.83	MT	2
44001	IDENTIFY MANAGERS	17.6.83	RJ		17.6.83	RJ	1
A3	ACKNOWLEDGE TO BAND	June 20	ROS		20 Jun	MT	-
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 30/83	ROS		June 30	ROS	-
44100	RECOMMEND (BUDGET)	20 Jun	MT		24.6.83	MT	4
44200	RECOMMEND (BUDGET)	24.6.83	MT		June 30/83	ROS	4
	RECOMMEND (BUDGET)						
44000	Renew	June 30	ROS		4.7	MT	1
A16	COPY IN BUFF FILE	4.7	MT		83/07/04	ROS	-
MAIL	FORWARD TO CA CONTROLLER	83/07/04	ROS		83.7.7	X	3
CA 17	ACKNOWLEDGE NUMBER	83.7.7	X				
	CUMULATIVE REGISTER						
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	TOTAL

RCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,331
N° DE R.C.B. FISCAL YEAR	ELEMENT DE COUT CONTRIBUTION NO.	NOM DE RECIPIENT	MONTANT DEMANDE AMOUNT APPROVED

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.

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.

CENTRAL REGISTRY DATES
DATE DE RECEPTION

074001

JUL 7 10 19 '83

DISTRICT _____ REGION _____ HEADQUARTERS - QUARTIERS GÉNÉRAUX _____

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECK LIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DAYS IN MAIL TO DISTRICT				17/6/83	RJS	2
44001	IDENTIFY MANAGERS	17/6/83	RJS		June 20	RJS	1
A3	ACKNOWLEDGE TO BAND	June 20	RJS		June 20	MT	-
44000	NEW YEAR CA	1/1/83	DL				
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 30/83	RJS		June 30	RJS	-
44100	RECOMMEND (BUDGET)	24/6/83	MT		24/6/83	MT	4
44200	RECOMMEND (BUDGET)	24/6/83	MT		June 30/83	RJS	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	NUMBER	June 30	RJS		4/7	DL	1
A16	COPY IN BUFF FILE	4/7	DL		8/7/83	DL	-
MAIL	FORWARD TO CA CONTROLLER	8-7-7	DL		8-7-7	DL	3
CA 17	ACKNOWLEDGE NUMBER	8-7-7	DL		8/7/83	DL	-
	CUMULATIVE REGISTER						
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

SELECT REVIEW
3

11

WHEEL
1

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN N.R. DANS R.C.	TOTAL

BCR NO. 074	EST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$165,336
N° DE R.C.B. 83 81	ELEMENT DE COUT C1011	NOM DE RECIPIENT	MONTANT DEMANDE AMOUNT APPROVED
FISCAL YEAR	CONTRIBUTION NO.		
	NO. D'ENTENTE		MONTANT APPROUVE

WHITE JACKET: STEP 12

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.

CENTRAL REGISTRY DATE DE REÇU	RESU...	JUL 7 10 19 83	HEADQUARTERS - QUARTIERS GÉNÉRAUX
	DISTRICT	REGION	

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

12

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECKLIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DANS IN MAIL TO DISTRICT				17/6/83	RF	2
44001	IDENTIFY MANAGERS	17/6/83	RF		17/6/83	RF	1
A3	ACKNOWLEDGE TO BAND	17/6/83	RF		17/6/83	RF	—
44000	NEW YEAR CA	27/12/82	RF		27/12/82	RF	4
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	17/6/83	RF		17/6/83	RF	—
44100	RECOMMEND (BUDGET)	24/6/83	RF		24/6/83	RF	4
44200	RECOMMEND (BUDGET)	24/6/83	RF		24/6/83	RF	4
	RECOMMEND (BUDGET)						
44000	APPROVE	17/6/83	RF		17/6/83	RF	1
A16	COPY IN BUFILE	4/7	RF		83/07/04	RF	—
mail	FORWARD TO CA CONTROLLER	83/07/04	RF		83-7-7	RF	3
CA 17	ACKNOWLEDGE NUMBER	83-7-7	RF		83/07/04	RF	—
	CUMULATIVE REGISTER						
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COUBRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	TOTAL

TRC NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$96,336
N° DE R.C.B. FISCAL YEAR 83-84	ELEMENT DE COUT CONTRIBUTION NO. C1017	NOM DE RECIPIENT	MONTANT DEMANDE AMOUNT APPROVED

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. The CA Controller would be expected to be able to pick up the jacket (from Education) and deliver it to the next stop (Band Financial Management) within the hour.

CENTRAL REGISTER DATES
DATE DE RECEPTION

JUL 7 10 13 '83

DISTRICT _____ REGION _____ HEADQUARTERS - QUARTIERS _____

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECK LIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIAL	WORKING DAYS JOURS OUVRABLES
	DANS IN MAIL TO DISTRICT				17/6/83	RJ	3
44001	IDENTIFY MANAGERS	17/6/83	RJ		June 20	RAS	1
A3	ACKNOWLEDGE TO BAND	June 20	RAS		20/6/83	ME	—
44000	NEW YEAR CA	20/1/83	ER		27/1/83	RAB	7
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 30/83	ER		June 30	RGS	—
44100	RECOMMEND (BUDGET)	24/6/83	ME		24/6/83	SA	4
44200	RECOMMEND (BUDGET)	24/6/83	SA		June 30/83	ER	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	NEW	June 30	RAS		4/7	ME	1
A16	COPY IN BUFF FILE	4/7	ME		83/07/04	ER	—
MAIL	FORWARD TO CA CONTROLLER	83/07/04	ER		83.7.7	X	3
CA 17	ACKNOWLEDGE NUMBER	83.7.7	X		83/07/03	ER	—
LA 22	CUMULATIVE REGISTER	01/13/83	ER				
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL
JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION

IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS R.G.	TOTAL

13

BCR NO. 074	CST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336
N° DE R.C.B. FISCAL YEAR 93-94	ELEMENT DE COUT CONTRIBUTION NO. 01017	NOM DE RECIPIENT	MONTANT DEMANDE MONTANT APPROUVE
ANNEE FISCALE	NO D'ENTENTE		

WHITE JACKET: STEP 14

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.

CENTRAL REGISTER DATE DE REGISTRE	070...	JUL 7 10 13 '83	HEADQUARTERS - QUARTIERS GÉNÉRAUX
	DISTRICT	REGION	

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECK LIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DAYS IN MAIL TO DISTRICT				17/1/83	RF	2
44001	IDENTIFY MANAGERS	17.6.83	RF		16/6/83	RF	1
A3	ACKNOWLEDGE TO BAND	16/6/83	RF		20/6/83	RF	—
H4000	NEW YEAR CA	20/1/83	RF		27/1/83	RF	4
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 19/83	RF		June 30	RF	—
44100	RECOMMEND (BUDGET)	24/6/83	RF		24.6.83	RF	4
44200	RECOMMEND (BUDGET)	24.6.83	RF		June 24/83	RF	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	Review	June 30	RF		4/7	RF	1
A16	COPY IN BUFF FILE	4/7	RF		83/07/04	RF	—
11111	FORWARD TO CA CONTROLLER	83/6/6	RF		83.7.7	RF	3
CA 17	ACKNOWLEDGE NUMBER	83.7.7	RF		83/07/04	RF	—
FA 22	CUMULATIVE REGISTER	07/12/83	RF		14/07/83	RF	1
40000	APPROVE	14/07/83	RF				
	ACKNOWLEDGE APPROVAL						

14

14

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	TOTAL
OCR NO. 074	POST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336	
N° DE P.C.B. FISCAL YEAR 83-84	ELEMENT DE COUT CONTRIBUTION NO. 01017	NOM DE RECIPIENT	MONTANT DEMANDE AMOUNT APPROVED	

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

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

CENTRAL REGISTRY DATES
DATE DE REGISTRATION

010...

JUL 7 10 19 83

DISTRICT REGION HEADQUARTERS - QUARTIERS

CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECKLIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DAYS IN MAIL TO DISTRICT				17/6/83	RS	2
44001	IDENTIFY MANAGERS	17/6/83	RS		18/6/83	RS	1
A3	ACKNOWLEDGE TO BAND	18/6/83	RS		20/6/83	RS	
40300	NEW YEAR CA	27/12/82	RS		27/12/82	RS	4
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	18/6/83	RS		18/6/83	RS	
44100	RECOMMEND (BUDGET)	24/6/83	RS		24/6/83	RS	4
44200	RECOMMEND (BUDGET)	24/6/83	RS		24/6/83	RS	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	NEW YEAR	18/6/83	RS		4/7	RS	1
A16	COPY IN BUFF FILE	4/7	RS		83/07/04	RS	
	FORWARDED TO CA CONTROLLER	15/6/83	RS		15.7.7	RS	3
A17	ACKNOWLEDGE NUMBER	18.7.7	RS		18/07/83	RS	
FA 22	CUMULATIVE REGISTER	10/13/83	RS		14/07/83	RS	1
40000	APPROVE	14/07/83	RS				
	ACKNOWLEDGE APPROVAL						

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN HQ DANS HQ	TOTAL

RCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336
N° DE R.C.B. FISCAL YEAR 83-011	ELEMENT DE COUT CONTRIBUTION NO. 01017	NOM DE RECIPIENT	MONTANT DEMANDE MONTANT APPROUVE

WHITE JACKET: STEP 16

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.

CENTRAL REGISTER
DATE DE RECEPTION

JUL 7 19 83

DISTRICT REGION HEADQUARTERS - QUARTIERS
GÉNÉRAL

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

16

REFERRED TO MANAGER NO. N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECKLIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DAYS IN MAIL TO DISTRICT				17/6/83	RJ	2
44001	IDENTIFY MANAGERS	17.6.83	RJ		June 20	RJ	1
A3	ACKNOWLEDGE TO BAND	June 20	ROB		20 June	HT	
40300	NEW YEAR CA	20/1/83	DR		27/1/83	BA	4
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 19/83			June 30	ROB	
44100	RECOMMEND (BUDGET)	20 June	HT		24.6.83	HA	4
44200	RECOMMEND (BUDGET)	24.6.83	HA		June 20/83	CA	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	NEW YEAR	June 20	ROB		4/7	HT	1
A16	COPY IN BUFF FILE	4/7	HT		83/07/04	DR	
mail	FORWARD TO CA CONTROLLER	83/7/7	HT		83.7.7	X	3
CA 17	ACKNOWLEDGE NUMBER	83.7.7	X		20/10/83	HT	
FA 22	CUMULATIVE REGISTER	01/13/83	DR		14/07/83	BB	1
40000	APPROVE	14/07/83	BB		15/7/83	Ext	1
CA 17	ACKNOWLEDGE APPROVAL	15/7/83	WJ				

16

16

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COUBROIE	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	TOTAL

BCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336
N° DE B.C.B. FISCAL YEAR 83-84	ELEMENT DE COUT CONTRIBUTION NO. 01017	NOM DE RECIPIENT	MONTANT DEMANDE AMOUNT APPROVED

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 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.

CENTRAL REGISTRY DATES
DATE DE RECEPTION

0700

JUL 7 10 19'93

DISTRICT _____ REGION _____ HEADQUARTERS - QUARTIERS _____

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALE	CHECKLIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALE	WORKING DAYS JOURS OUVRABLES
	DAYS IN MAIL TO DISTRICT				17/6/83	RF	2
44001	IDENTIFY MANAGERS	17/6/83	RF		June 20	ROB	1
A3	ACKNOWLEDGE TO BAND	June 20	ROB		June 20	RF	-
44300	NEW YEAR CA	01/1/83	DR		07/12/83	RUB	4
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 19/83			June 30	ROB	-
44100	RECOMMEND (BUDGET)	June 20	RF		24/6/83	RF	4
44200	RECOMMEND (BUDGET)	24/6/83	RF		June 30/83	COB	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	Review	June 30	ROB		4/7	RF	1
A16	COPY IN BUFF FILE	4/7	RF		83/07/08	RF	-
1147L	FORWARD TO CA CONTROLLER	83/07/08	RF		83/7/7	J	3
CA 17	ACKNOWLEDGE NUMBER	8-7-7	J		80/06/83	RF	-
1A 22	CUMULATIVE REGISTER	11/1/83	RF		14/07/83	RF	1
40000	APPROVE	14/07/83	RF		14/7/83	RF	1
CA 17	ACKNOWLEDGE APPROVAL	15/7/83	RF		15/7/83	RF	1

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE COURRIER	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	22
5	10	7	-	TOTAL

BCR NO. 0711	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED *965,336
N° DE R.C.B. FISCAL YEAR 03/91	ELEMENT DE COUT CONTRIBUTION NO. 01011	NOM DE RECIPIENT	MONTANT DEMANDE MONTANT APPROUVE 968,440
NO D'ENTENTE			MONTANT APPROUVE

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.

17

17

17

WHITE JACKET: STEP 18

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 DWHEEL 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.

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.



AS AT APR 1/83 A	SELECT REVIEW LIST LISTE DE REVISION	APPROVED BY APPROVE PAR
------------------------	-------------------------------------------------------	--------------------------------

SELECTED ITEM ITEM CHOISI		TO BE REVIEWED BY A ETRE REVISE PAR	
COST ELEMENT ELEMENT DE COUT	SERVICE NO. N° DE SERVICE	MANAGER CHEF	REASON RAISON
All Bands	All Educ'n	40200	To review all arrangements at beginning of new year



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.

CENTRAL REGISTRY DATES DATE DE RECEPTION	5 1 8 3 7 6	
	Jul 7 10 13 '83	
	DISTRICT	REGION HEADQUARTERS - QUARTIERS GÉNÉRAUX

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

REFERRED TO MANAGER NO N° DE CHEF DESTINAIRE	PURPOSE OBJET	DATE	INITIAL INITIALES	CHECK LIST COMPLETE LISTE DE VERIFICATION	DATE OUT DATE DE SORTIE	INITIAL INITIALES	WORKING DAYS JOURS OUVRABLES
	DANS IN MAIL TO DISTRICT				17.6.83	RF	2
44001	IDENTIFY MANAGERS	17.6.83	RF		Nov 20	ROB	1
A3	ACKNOWLEDGE TO BAND	Nov 20	ROB		20.11.83	MT	-
44000	NEW YEAR CA	01.01.83	DR				
	CERTIFY TECHNICAL						
44001	CERTIFY FINANCIAL	June 30/83	Co		June 30	ROB	-
44100	RECOMMEND (BUDGET)	24.6.83	MT	AA	24.6.83	AA	4
44200	RECOMMEND (BUDGET)	24.6.83	AA	Co	June 30/83	Co	4
	RECOMMEND (BUDGET)						
	RECOMMEND (BUDGET)						
44000	Review	June 30	ROB		4/7	MT	1
A16	COPY IN BUFF FILE	4/7	MT		03/07/83	MT	-
11111	FORWARD TO CA CONTROLLER	18.7.83	Co		18.7.83	X	3
CA 17	ACKNOWLEDGE NUMBER	18.7.83	X				
	CUMULATIVE REGISTER						
40000	APPROVE						
	ACKNOWLEDGE APPROVAL						

3

WORKING DAYS FROM DATE OF REQUEST TO DATE OF APPROVAL JOURS OUVRABLES DE LA DATE DE DEMANDE A LA DATE D'APPROBATION				TOTAL
IN MAIL DANS LE CABINET	IN DISTRICT DANS LE DISTRICT	IN REGION DANS LE REGION	IN H.Q. DANS H.Q.	TOTAL

TR NO.	EST ELEMENT	RECIPIENT NAME	AMOUNT REQUESTED
0711	00734	WINDING RIVER BAND	\$915.336

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.

<p>ANNUAL AUDIT VERIFICATION ANNUELLE</p> <p>COMMITTEE TO REVIEW COUNSEL DE REVISION ACTUAL REVIEW DATE DE REVISION</p>	<p>CUMULATIVE REGISTER REGISTRE CUMULATIF</p>	<p>CUMULATIVE TOTAL TOTAL CUMULATIF</p> <p>ACTUAL ___ / ___ ACTUEL \$ ESTIMATE ___ / ___ DEVIS \$</p>																																																																																																																																										
<p>NAME OF RECIPIENT — NOM DE RECIPIENT</p>																																																																																																																																												
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <th style="font-size: small;">CONTRIBUTION NO. — N° D'ENTENTE</th> <th style="font-size: small;">APPROVAL DATE D'APPROBATION</th> <th style="font-size: small;">BCR NO. — N° DE R.C.B.</th> <th style="font-size: small;">SERVICE NO. — N° DU SERVICE</th> <th style="font-size: small;">APPROVED AMOUNT — MONTANT APPROVE</th> <th style="font-size: small;">CUMULATIVE AMOUNT — MONTANT CUMULATIF</th> </tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </table>	CONTRIBUTION NO. — N° D'ENTENTE	APPROVAL DATE D'APPROBATION	BCR NO. — N° DE R.C.B.	SERVICE NO. — N° DU SERVICE	APPROVED AMOUNT — MONTANT APPROVE	CUMULATIVE AMOUNT — MONTANT CUMULATIF																																																																																																																																						
CONTRIBUTION NO. — N° D'ENTENTE	APPROVAL DATE D'APPROBATION	BCR NO. — N° DE R.C.B.	SERVICE NO. — N° DU SERVICE	APPROVED AMOUNT — MONTANT APPROVE	CUMULATIVE AMOUNT — MONTANT CUMULATIF																																																																																																																																							

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.

ANNUAL AUDIT VERIFICATION ANNUEL COMMITTEE TO REVIEW July 15/83 COUNSEL DE DIVISION ACTUAL REVIEW DATE DE REVISION	CUMULATIVE REGISTER REGISTRE CUMULATIF WINDING RIVER BAND NAME OF RECIPIENT — NOM DE RECIPIENT	CUMULATIVE TOTALS ACTUAL 82/83 ACTUEL \$ 1,623,595. ESTIMATE 83/84 DEVIS \$ 1,800,000.
------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------

2

CONTRIBUTION NO. — N° D'ENTENTE	APPROVAL DATE — DATE D'APPROBATION	BCR NO. — N° DE R.C.B.	SERVICE NO. — N° DL SERVICE	APPROVED AMOUNT — MONTANT APPROVE	CUMULATIVE AMOUNT — MONTANT CUMULATIF
01017		074	S 145	310,166.	
			S.049	26,800.	
			S 087	5,200.	
			S 068	1,074.	
			S 073	27,900.	
			S 104	18,045.	
			S 089	875.	
			S 084	30,900.	
			S 236	6,300.	
			S 154	4,600.	
			S 195	118,000.	
			S 387	9,180.	559,040.
01017		074	S 093	8,600.	
			S 193	22,600.	
			S113	2,600.	
			S 039	3,600.	
			S 371	5,600.	
			S 103	8,000.	XXXX,XXXX
			Forward to #2		610,040.

CUMULATIVE REGISTER REGISTRE CUMULATIF	CUMULATIVE TOTALS ACTUAL 82/83 ACTUEL \$ 1,623,595 ESTIMATE 83/84 DEVIS \$ 1,800,000.
---------------------------------------------------------	----------------------------------------------------------------------------------------------------------

Sheet No. 2

SERVICE NO. — N° DL SERVICE	APPROVED AMOUNT — MONTANT APPROVE	CUMULATIVE AMOUNT — MONTANT CUMULATIF
	Fwd. from P #1	610,040.
S 132	8,500.	
S 033	14,900.	
S 324	50,000.	683,440.

APPENDIX GBUFF JACKET INSTRUCTIONS

In this appendix the buff jacket instructions 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

BUFF JACKET: STEP 1

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

quickly tally the number of Arrangements in process by 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 Manager for follow-up.

CROSS REFERENCE - RENVOI	
FILE NO. - DOSSIER N°	SUBJECT - SUJET

CONTRIBUTION ARRANGEMENT ENTENTE DE CONTRIBUTION

FINANCIAL REPORTS LES RAPPORTS FINANCIERS				
BAND FINANCIAL MANAGEMENT OFFICER RESPONSIBLE TO COMPLETE THIS SECTION				
AGENT DE LA GESTION FINANCIERE DES BANDES RESPONSABLE DE CETTE SECTION				
FOR DE	REC'D DATE - DATE DE RECEPTION	REVIEWED - REVISION		
		DATE	INIT.	NOTE

ADVANCES LES AVANCES		
LOCAL ADMINISTRATION OFFICER RESPONSIBLE TO COMPLETE THIS SECTION		
AGENT D'ADMINISTRATION RES- PONSABLE DE CETTE SECTION		
ACCOUNTS PAYABLE VOUCHER PIECE DE COMPTES PAYABLES	UNLIQUID BALANCE BALANCE NON-LIQUIDEES	

1

BCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336.00
N° DE R.C.B. FISCAL YEAR	ELEMENT DE COUT	NOM DE RECIPIENT	MONTANT DEMANDE
1983/84	CONTRIBUTION NO.	DATE APPROVED	AMOUNT APPROVED
ANNEE FISCALE	NO D'ENTENTE	DATE D'APPROBATION	MONTANT APPROUVE

BUFF JACKET: STEP 2

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 buff jacket is then filed by date (of mailing to Region) in a TRANSIT-IN-PROCESS file. This will allow the administrative officer to report to the District Manager each week how many Arrangements are in transit, or indeed send a new copy if the 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.

CROSS REFERENCE - Renvoi	
FILE NO. - DOSSIER N°	SUBJECT - SUJET

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

FINANCIAL REPORTS LES RAPPORTS FINANCIERS				
BAND FINANCIAL MANAGEMENT OFFICER RESPONSIBLE TO COMPLETE THIS SECTION AGENT DE LA GESTION FINANCIER DES BANDES RESPONSABLE DE CETTE SECTION				
FOR DE	REC'D DATE DATE DE RECEPTION	REVIEWED REVISION		
		DATE	INIT.	NOTE
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ADVANCES LES AVANCES		
LOCAL ADMINISTRATION OFFICER RESPONSIBLE TO COMPLETE THIS SECTION AGENT D'ADMINISTRATION RES- PONSABLE DE CETTE SECTION		
ACCOUNTS PAYABLE VOUCHER PIECE DE COMPTES PAYABLES		UNLIQUID BALANCE BALANCE NON-LIQUIDES
NO.	DATE	

DCR NO. 074	COST ELEMENT 00.234	RECIPIENT NAME WINDING ROAD BAND	AMOUNT REQUESTED \$965,336.00
NO DE R.C.B. 1983/014	ELEMENT DE COUT	NOM DE RECIPIENT	MONTANT DEMANDE
	CONTRIBUTION NO.	DATE APPROVED	AMOUNT APPROVED

BUFF JACKET: STEP 3

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 - RENVOI	
FILE NO. - DOSSIER N°	SUBJECT - SUJET

by Region in the same week (i.e. July 4 to 8, 1983). This will enable the officer to quickly tally the number of Arrangements in 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.

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

FINANCIAL REPORTS LES RAPPORTS FINANCIERS				
BAND FINANCIAL MANAGEMENT OFFICER RESPONSIBLE TO COMPLETE THIS SECTION				
AGENT DE LA GESTION FINANCIER DES BANDES RESPONSABLE DE CETTE SECTION				
FOR DE	REC'D DATE DATE DE RECEPTION	REVIEWED REVISION		
		DATE	INIT.	NOTE
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ADVANCES LES AVANCES		
LOCAL ADMINISTRATION OFFICER RESPONSIBLE TO COMPLETE THIS SECTION		
AGENT D'ADMINISTRATION RES- PONSABLE DE CETTE SECTION		
ACCOUNTS PAYABLE VOUCHER PIECE DE COMPTES PAYABLES		UNLIQUID BALANCE BALANCE NON LIQUIDEES
NO.	DATE	

3

BOR NO. <i>074</i>	COST ELEMENT <i>00234</i>	RECIPIENT NAME <i>Winding Ridge Blvd</i>	AMOUNT REQUESTED <i>\$965,236.00</i>
NO DE Q.C.B.	ELEMENT DE COUT	NOM DE RECIPIENT	MONTANT DEMANDE
FISCAL YEAR <i>1983/84</i>	CONTRIBUTION NO. <i>01017</i>	DATE APPROVED	AMOUNT APPROVED
ANNEE FISCALE	NO D'ENTENTE	DATE D'APPROBATION	MONTANT APPROUVE

BUFF JACKET: STEP 4

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 buff 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 N°	SUBJECT - SUJET
6585 - W. River	Ducoma 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

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

4

4

FINANCIAL REPORTS LES RAPPORTS FINANCIERS					ADVANCES LES AVANCES		
BAND FINANCIAL MANAGEMENT OFFICER RESPONSIBLE TO COMPLETE THIS SECTION AGENT DE LA GESTION FINANCIER DES BANDES RESPONSABLE DE CETTE SECTION					LOCAL ADMINISTRATION OFFICER RESPONSIBLE TO COMPLETE THIS SECTION AGENT D'ADMINISTRATION RES- PONSABLE DE CETTE SECTION		
FOR DE	REC'D DATE DATE DE RECEPTION	REVIEWED REVISION			ACCOUNTS PAYABLE VOUCHER PIECE DE COMPTES PAYABLES		UNLIQUID BALANCE BALANCE NON-LIQUIDEES
		DATE	INIT.	NOTE	NO.	DATE	
A							
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D							
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BCR NO. 074	COST ELEMENT C0234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$765,336.00
N° DE R.C.B.	ELEMENT DES COUT	NOM DE RECIPIENT	MONTANT DEMANDE
FISCAL YEAR 1983/84	CONTRIBUTION NO. 01017	DATE APPROVED 83/07/15	AMOUNT APPROVED \$683,440.-
ANNEE FISCALE	NO D'ENTENTE	DATE D'APPROBATION	MONTANT APPROUVE

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 N°	SUBJECT - SUJET
6585 - W. River	Income 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

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

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

FINANCIAL REPORTS LES RAPPORTS FINANCIERS				
BAND FINANCIAL MANAGEMENT OFFICER RESPONSIBLE TO COMPLETE THIS SECTION				
AGENT DE LA GESTION FINANCIER DES BANDES RESPONSABLE DE CETTE SECTION				
FOR DE	REC'D DATE DATE DE RECEPTION	REVIEWED REVISION		
		DATE	INIT.	NOTE
A				
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ADVANCES LES AVANCES			
LOCAL ADMINISTRATION OFFICER RESPONSIBLE TO COMPLETE THIS SECTION			
AGENT D'ADMINISTRATION RES- PONSABLE DE CETTE SECTION			
ACCOUNTS PAYABLE VOUCHER PIECE DE COMPTES PAYABLES	UNLIQUID BALANCE BALANCE NON-LIQUIDEES	NO.	DATE
FZP -	83/07/21	348,184.-	

5
5

B/C.R. NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING ROCK BAND	AMOUNT REQUESTED \$965,336.00
NO DE R.C.B. FISCAL YEAR 1983/84	ELEMENT DE COUT CONTRIBUTION NO. 01017	NOM DE RECIPIENT DATE APPROVED 83/07/15	MONMANT DEMANDE AMOUNT APPROVED \$683,440.-
ANNEE FISCALE	NO D'ENTENTE	DATE D'APPROBATION	MONMANT APPROUVE

BUFF JACKET: STEP 6

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, not just the first month. This was reviewed by the Band Financial Adviser.

CROSS REFERENCE - RENVOI	
FILE NO. - DOSSIER N°	SUBJECT - SUJET
6585 - W. River	Income 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

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

6

FINANCIAL REPORTS LES RAPPORTS FINANCIERS				
BAND FINANCIAL MANAGEMENT OFFICER RESPONSIBLE TO COMPLETE THIS SECTION				
AGENT DE LA GESTION FINANCIER DES BANDES RESPONSABLE DE CETTE SECTION				
FOR DE	REC'D DATE DATE DE RECEPTION	REVIEWED REVISION		
		DATE	INIT.	NOTE
A				
M				
J	Aug 3/83	Aug 3/83	lof	OK
J				
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O				
N				
D				
J				
F				
M				

ADVANCES LES AVANCES		
LOCAL ADMINISTRATION OFFICER RESPONSIBLE TO COMPLETE THIS SECTION		
AGENT D'ADMINISTRATION RES- PONSABLE DE CETTE SECTION		
ACCOUNTS PAYABLE VOUCHER PIECE DE COMPTES PAYABLES		UNLIQUID BALANCE BALANCE NON-LIQUIDEES
NO.	DATE	
XYZ -	83/07/21	\$612,225.-
FZP -	83/07/21	348,184.-

BCR NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336.00
N° DE R.C.B.	ELEMENT DE COÛT	NOM DE RECIPIENT	MONTANT DEMANDE
FISCAL YEAR 1983/84	CONTRIBUTION NO. 01017	DATE APPROVED 83/07/15	AMOUNT APPROVED \$683,440.-
ANNEE FISCALE	NO D'ENTENTE	DATE D'APPROBATION	MONTANT APPROUVE

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 - RENOVI	
FILE NO. - DOSSIER N°	SUBJECT - SUJET
6585 - W. River	Income 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

**CONTRIBUTION ARRANGEMENT
ENTENTE DE CONTRIBUTION**

FINANCIAL REPORTS LES RAPPORTS FINANCIERS				
BAND FINANCIAL MANAGEMENT OFFICER RESPONSIBLE TO COMPLETE THIS SECTION AGENT DE LA GESTION FINANCIERE DES BANDES RESPONSABLE DE CETTE SECTION				
FOR DE	REC'D DATE DATE DE RECEPTION	REVIEWED REVISION		
		DATE	INIT.	NOTE
A				
M				
J	Aug 3/83	Aug 3/83	wp	OK
J	Aug 13/83	Aug 14/83	wp	OK
A	Sept 7/83	Sept 9/83	wp	fully missing
S				
O				
N				
D				
J				
F				
M				

ADVANCES LES AVANCES		
LOCAL ADMINISTRATION OFFICER RESPONSIBLE TO COMPLETE THIS SECTION AGENT D'ADMINISTRATION RES- PONSABLE DE CETTE SECTION		
ACCOUNTS PAYABLE VOUCHER PIECE DE COMPTES PAYABLES	UNLIQUID BALANCE PAIANCE NON LIQUIDEES	
NO.	DATE	
XYZ -	83/07/21	\$612,225.-
FZP -	83/07/21	348,184.-
AQB -	83/08/10	298,002.-



B/R NO. 074	COST ELEMENT 00234	RECIPIENT NAME WINDING RIVER BAND	AMOUNT REQUESTED \$965,336.00
N° DE R.C.B. FISCAL YEAR 1983/84	ELEMENT DE COUT CONTRIBUTION NO. 01017	NOM DE RECIPIENT DATE APPROVED 83/07/15	MONTANT DEMANDE AMOUNT APPROVED \$683,440.-

APPENDIX HLOCAL 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 it 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.



Indian and Northern Affairs Canada
Affaires Indiennes et du Nord Canada

REQUISITION FOR PAYMENT
DEMANDE DE PAIEMENT

Canadian dollar amount only (in dollars and cents only)

Branch: HURON DISTRICT OFFICE Department: 042		Accounts Payable: XYZ Department: XYZ	
Type: 2 WINDING RIVER BAND s/o DIAND (HDO-BS)		Date: 83/07/21	
Total Amount: 71,215.00		Date and Check: 83/07/21	
Description: PAYMENT OF BCR No. 74 Dated JUNE 15, 83 - (FIRST QUARTER ADVANCE) CA# 01017		Exchange Charge: ---	Commission: ---
Total: 71,215.00		Total: 71,215.00	

CODING - CODAGE

Code	Description	Amount	Code	Description	Amount	Total
2	33044200	5010	002344255		8600.00	33333
2	330	5010			22600.00	
	334	5033			2600.00	
	342	6034			1000.00	
	342	6041			1750.00	
	342	6061			2500.00	
	342	6072			2325.00	
	346	7016			29840.00	
					71215.00	

SAMPLE *SAMPLE* *SAMPLE*

Indian and Northern Affairs Canada / Affaires indiennes et du Nord Canada

REQUISITION FOR PAYMENT / DEMANDE DE PAIEMENT

Canada / Le Canada - English / Français - En lettres capitales et majuscules

1. Name and Address / Nom et adresse: **HURON DISTRICT OFFICE**
 2. Type: **WINDING RIVER BAND**
c/o DIAND (HDO-EDN)

Department / Ministère: **042**

Account / Compte: **FZP**

Date: **83/07/21**

Foreign Amount / Montant étranger: ---

Exchange / Change: ---

Can. Amount / Montant can.: **264,041.00**

Particulars / Détails: **PAYMENT OF BCR No. 74**
DATED JUNE 15, 1983 -
<FIRST QUARTER ADVANCE>
CA # 01017

Total: **264,041.00**

CODING - CODAGE

LAS ONLY - SCP SEULEMENT		Type 4	Sub-Type / Sous-type	02	Manager / Gestionnaire	Cost / Coût	Objet / Objectif	Amount / Montant	Certificate Number / Numéro de certificat
2	322	441	003092	00234	4255			182866.00	66666
	356				3058			12000.00	
	340				3019			2166.00	
					3016			330.00	
					3010			5725.00	
					3017			5900.00	
					3013			875.00	
					3021			12875.00	
2	340	441	003027	00234	4255			2625.00	66666
2					3056			4600.00	
2					3031			24899.00	
2					3043			9180.00	
Total								264041.00	

SAMPLE **SAMPLE** **SAMPLE**

