



CANADIAN WILDLIFE SERVICE
WESTERN REGIONAL LIBRARY

DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT

MANPOWER UTILIZATION STUDY TEAM

ADMINISTRATIVE ORGANIZATION
EDMONTON REGIONAL OFFICE
CANADIAN WILDLIFE SERVICE

PROJECT NO. 201

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SEPTEMBER, 1968.

EXECUTIVE SUMMARY

At the time that the study was being conducted, the staff of the western regional office consisted of the following: -

30 - Scientific and technical

29 - Administrative and support staff

59 - Total Regional Office Staff

Of the 29 Administrative staff, 9 were permanent Wildlife employees, 4 were Resource & Economic Development Group employees, and 16 casuals.

This report recommends major changes in the areas of: -

- (1) Administrative organizational structure.
- (2) Administrative practices and procedures.
- (3) Land recording systems and procedures.
- (4) Method of calculating lease payments.

In order to eliminate the duplication of support, personnel and financial services and obtain maximum utilization of staff, we recommend:

The Resource & Economic Development Group staff assigned to the Wetlands Project be transferred to Canadian Wildlife Service and data processing equipment be used to eliminate cumbersome manual recording of information, gathering of statistical data and processing future lease payments.

The payment of lease contracts be changed so that calculations are made to the nearest dollar, rather than to the next highest dollar.

A functional administrative organization to relieve professional people of administrative duties and improve the effectiveness of administrative services.

Adoption of the recommendations contained in the following report will permit the reduction of 9 positions in the overall administrative section of 29 positions. It is estimated that a potential saving of \$150,000 over 10-year contracts may be realized if the recommendations concerning payment calculations are accepted.

Although the majority of the 30 Scientific and Technical staff were interviewed and observed to determine the extent of non-professional work content in their daily activities, no attempt was made to evaluate the output of this group.

TABLE OF CONTENTS

	<u>PAGE</u>
INTRODUCTION	3
WETLANDS PROJECT	4
Resource & Economic Development Group Participation	4
Methods and Procedures	6
Present Method	7
Proposed Method	10
Contract Payments	13
Location of Staff	14
Recording System	14
ORGANIZATION AND STAFFING	16
Administration Organization	16
Proposed Organization Chart	17
Staffing	18
METHODS AND PROCEDURES	21
Registry, Mail and Photocopying Services	21
Purchasing and Supply	24
Accounts Section	27
Personnel Function	30
Stenographic Pool	31
Library	32
MOTOR VEHICLES	33
BRANCH OFFICES ADMINISTRATION	34
APPENDIX I - Proposed Methods and Procedures, Wetlands Program	35
SUMMARY OF RECOMMENDATIONS	38

INTRODUCTION

At the request of the Director of Canadian Wildlife Service, a study was made of the Western Regional Office to examine present administrative practices and procedures and provide recommendations for improvement in their operations.

The following techniques were employed to obtain information: -

Daily self-recording forms,
Work sampling,
Personal interviews,
Review of correspondence and memoranda,
Analysis of statistical information,
Personal observations.

On May 22nd, 1968, a verbal presentation was made to headquarters and regional senior representatives, at which time it was agreed that the proposed changes should be implemented. It was also decided to procure a paper tape operated automatic typewriter to be used on a trial basis for the Wetlands Project in Manitoba this year.

A draft copy of this report was provided Canadian Wildlife Service management on June 11th, 1968. This was used to commence implementation of those recommendations concerning Administrative changes, which are now being progressed.

WETLANDS PROJECTCanadian Wildlife Service and
Resource & Economic Development Group Participation

Resource and Economic Development Group employees are assigned to the Western Regional Office of Canadian Wildlife Service to provide specialist service and to furnish information to Resource headquarters so that functional control over land management can be exercised. Because these employees are a separate group working with, but not reporting to, the western regional office staff, it creates an opportunity for present duplication of support services. This results in poor servicing, unequal workloads and unavoidable unproductive time, which deteriorates the morale of both staffs. These problems are illustrated in Exhibit A on page 5.

It is felt that the original aims of providing specialist service and functional control can be met if the following recommendation is adopted: -

The Canadian Wildlife Service Branch take over the full responsibility for staffing and the staff of their Wetlands Project, and supply the Resource & Economic Development Group with all reports and information plus copies of contracts which they might require from the program.

R. & E. D.
DUPLICATING

C. W. S.
NOW PROVIDING

- Mailing Service
- Photocopy Service
- Stationery(except letterheads)
- Office Space
- Personnel Assistance
- Registry Service
- Financial Arrangements
 - variance reports
 - budgets, etc.
- Supervision of Program
- Telephone
- Receptionists
- Vehicle for P. M.
- Etc.

- Personnel
- Registry
- Financial Arrangements
 - variance reports
 - budgets, etc.
- Supervision

SITUATION

- Some people now reporting to two supervisors
- Morale is being affected — work loads are not equal
- Duplication of services
- Confusion

Methods and Procedures

The present methods and procedures employed to process land transactions are well documented in Edmonton and no useful purpose would be served by describing them in detail in this report.

Exhibit B on page 7 illustrates the various sequential operations presently involved in the program and Exhibit C on page 9 the volumes of processing in each category.

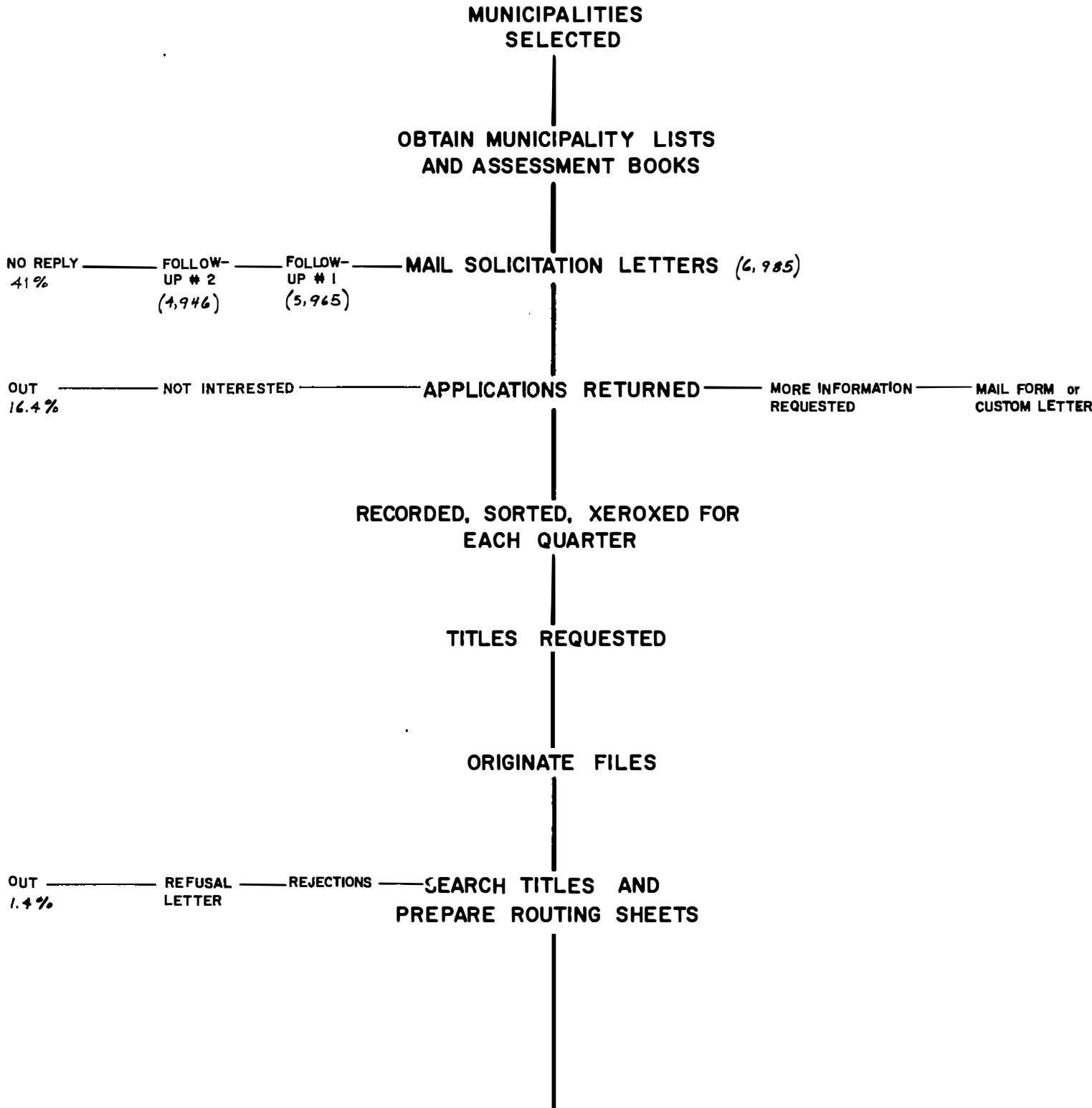
An examination of the sequence of operations and discussions with Wetlands Project staff indicated that an improvement in public reaction to canvassing and a reduction in workload could be effected if modifications to the sequence were made. It is recommended that: -

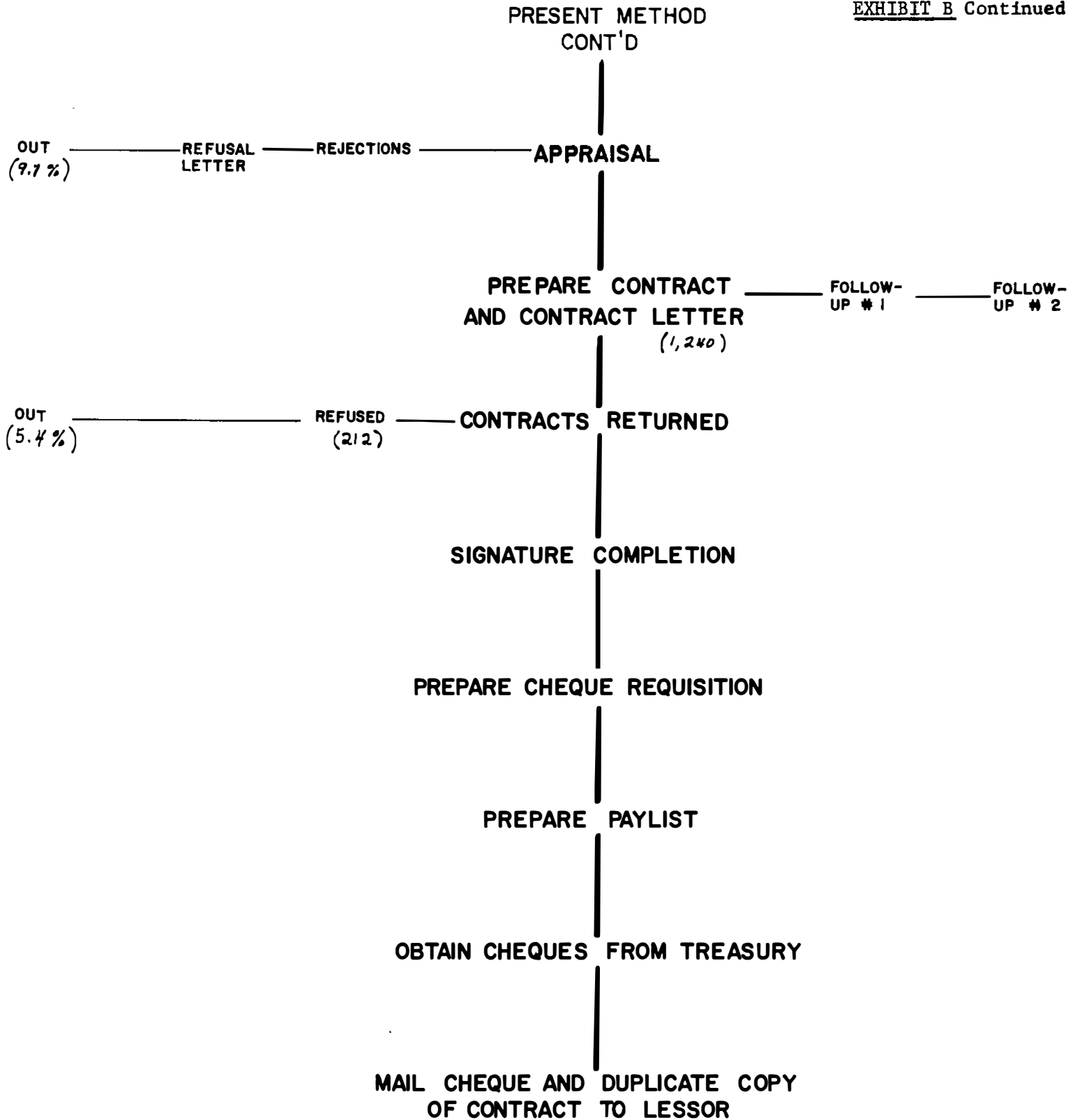
Appraisals be made prior to any public contact and offers made for those properties that meet requirements.

This would mean that only those owners whose lands qualify would receive actual offers and advice with respect to the Wetlands Program, and would substantially reduce the number of solicitation and follow-up letters now required with the present system. Exhibit D on page 10 is a summary of the revised sequence of processing and Exhibit E depicts the estimated proportions of units for each operational sequence.

EXHIBIT B

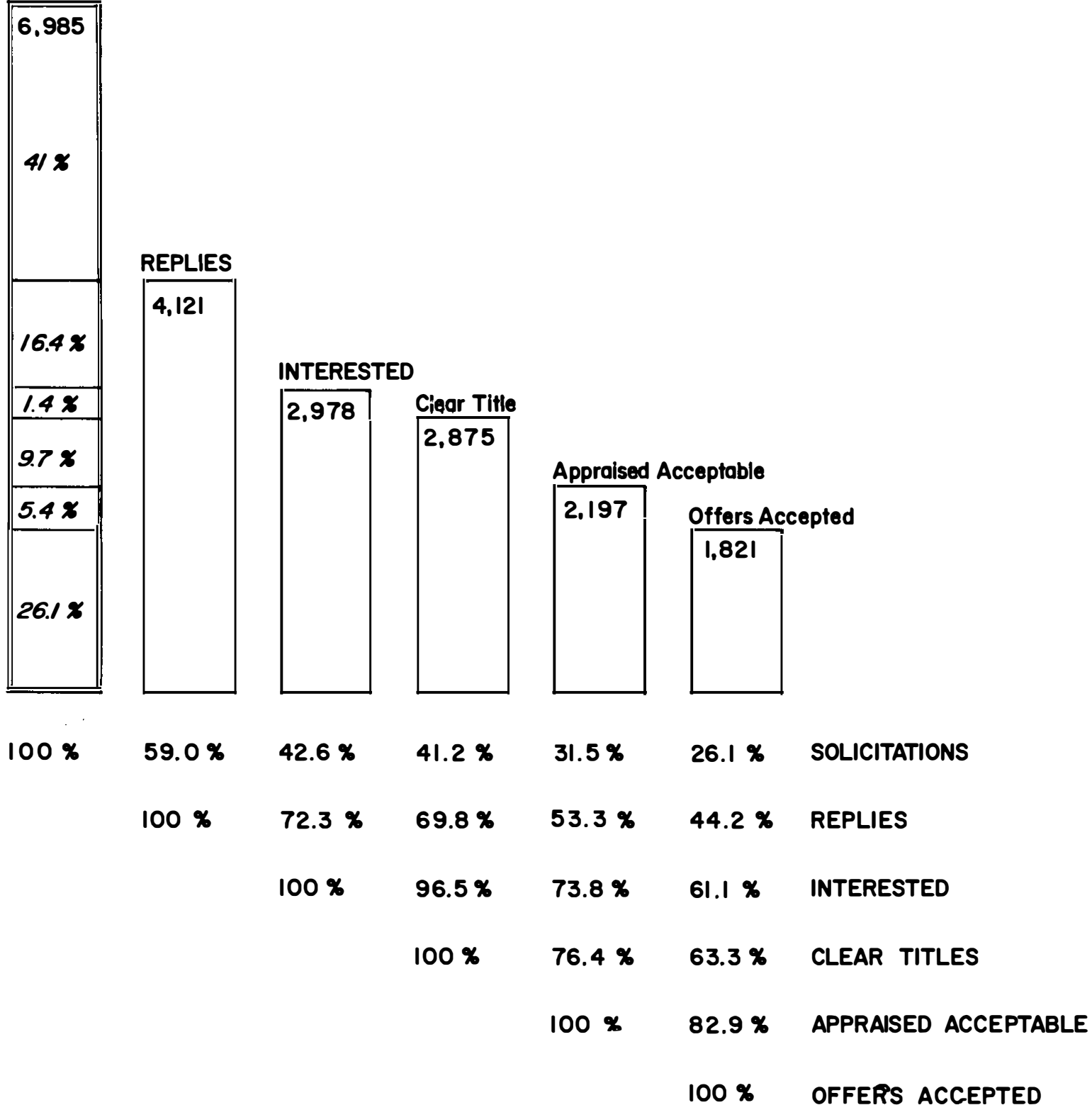
PRESENT METHOD



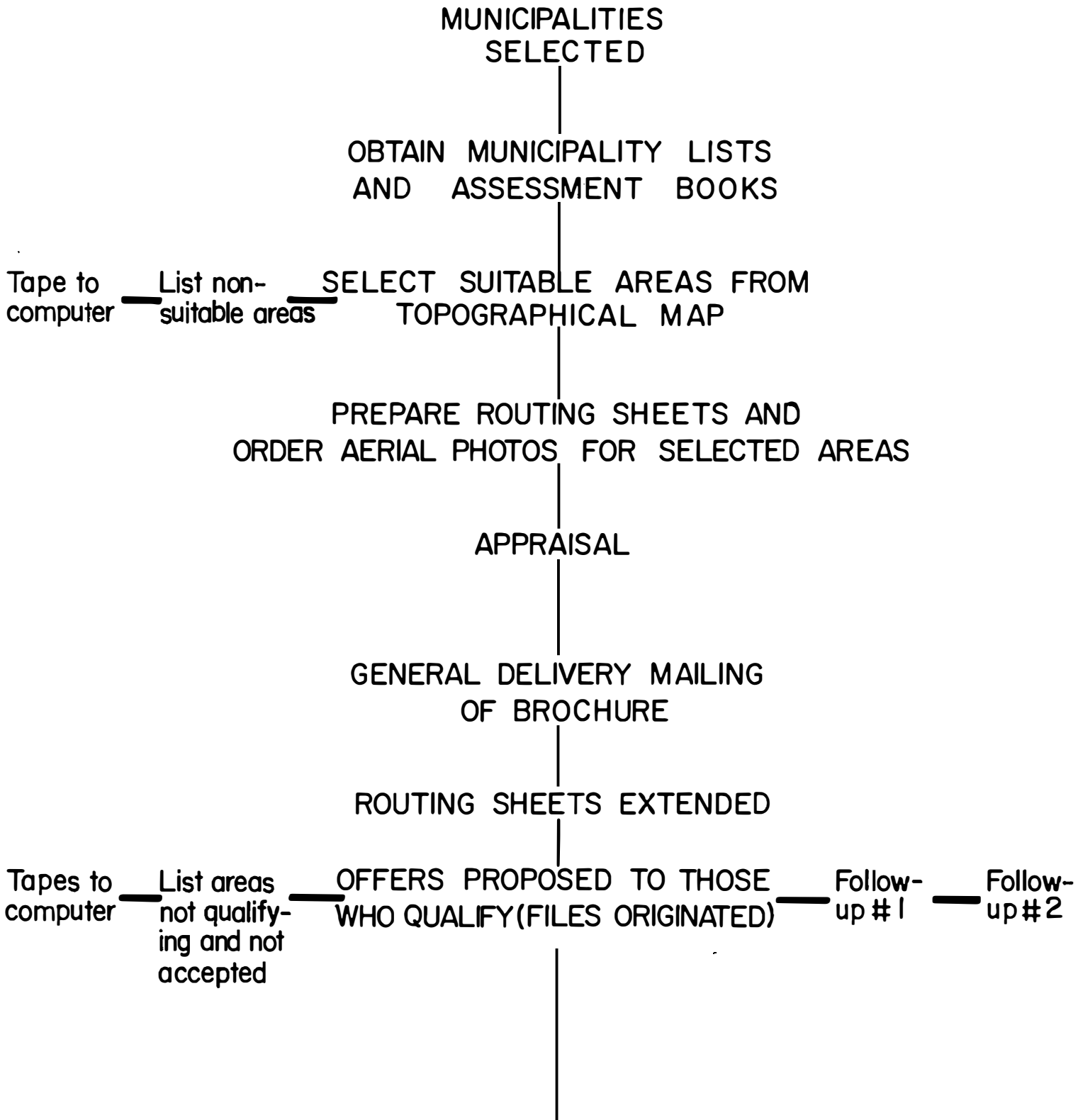


WETLANDS PROGRAM TO MARCH 1968

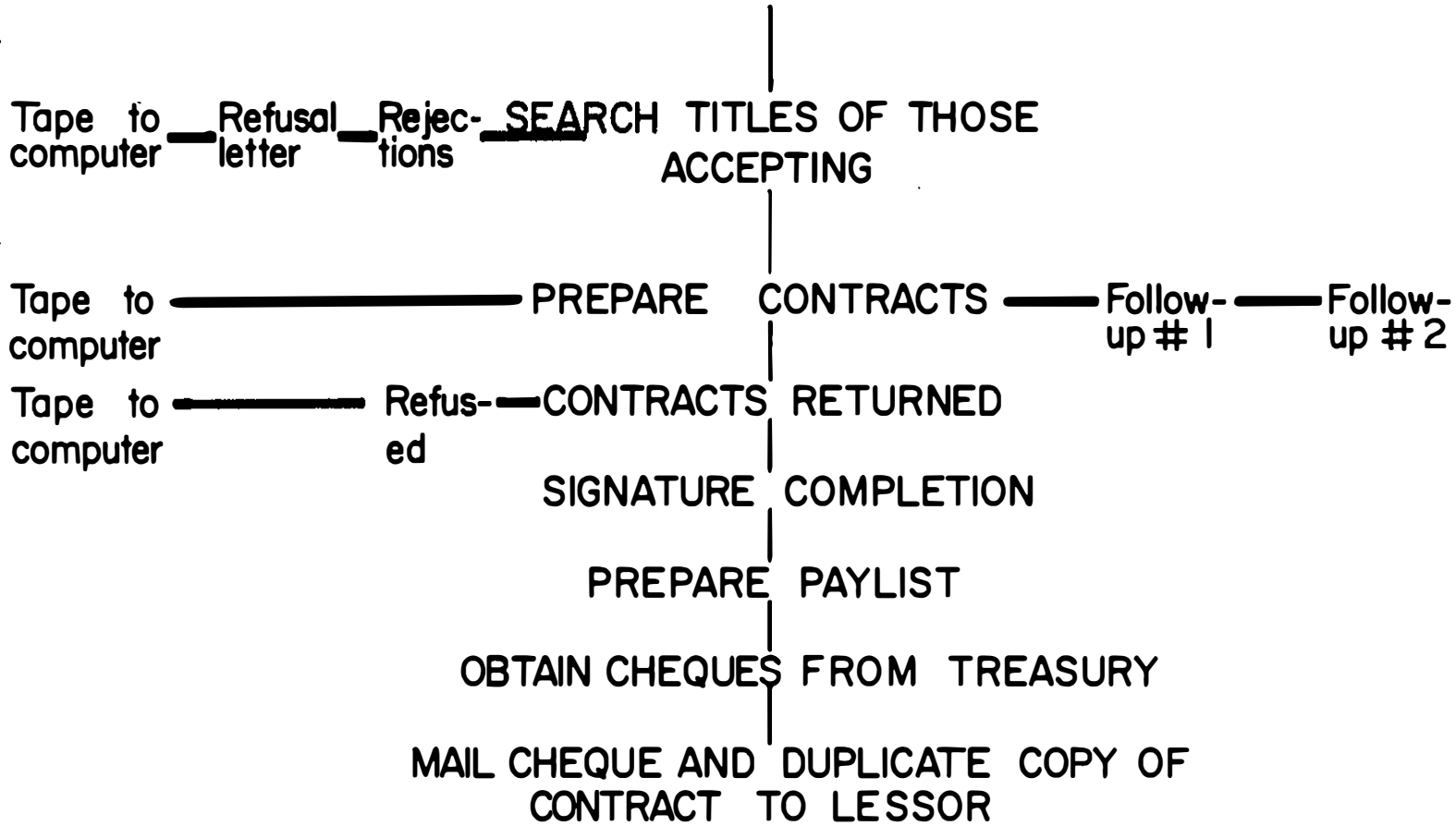
SOLICITATIONS



PROPOSED METHOD

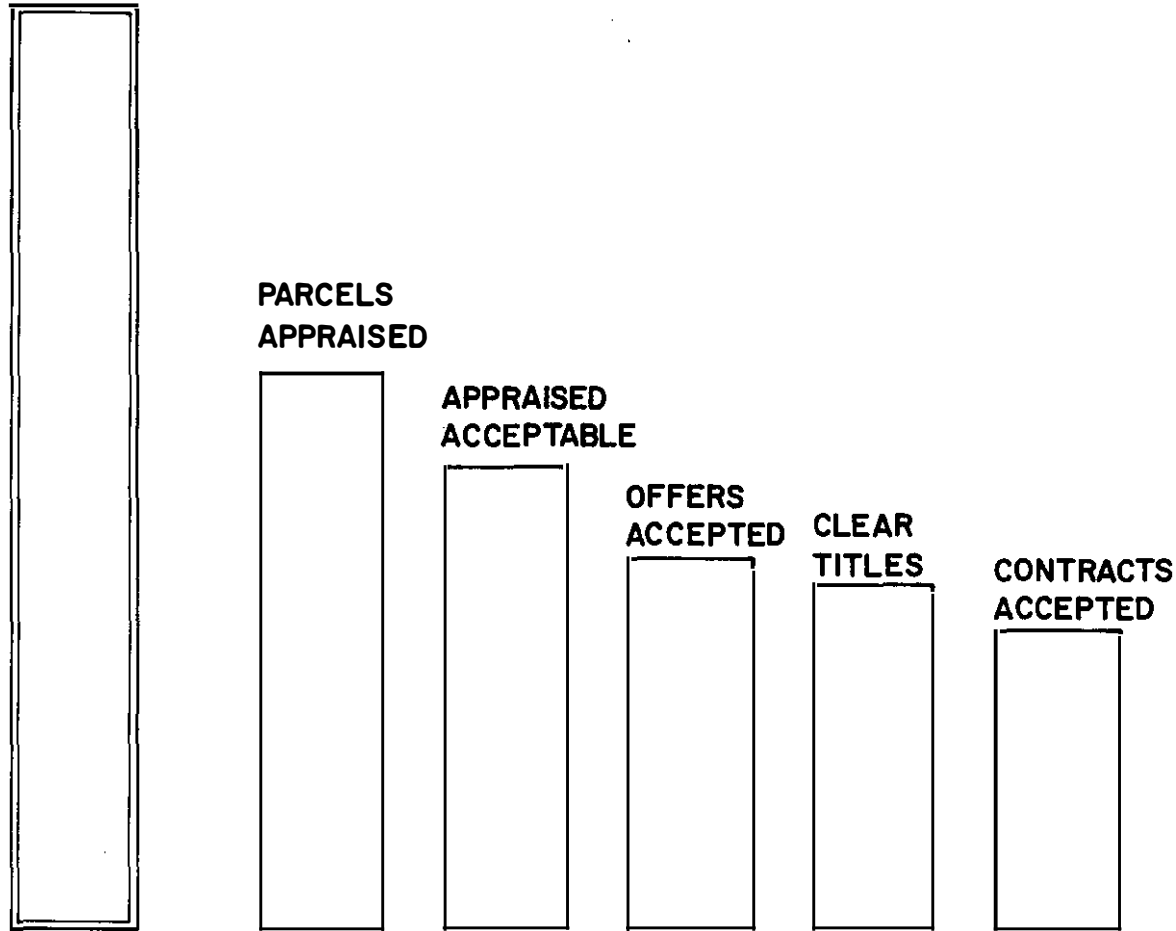


*PROPOSED METHOD
(CONT'D)*



FORECAST STATISTICS FOR PROPOSED PROGRAM

TOTAL AREA



100 %

60 %

50 %

40 %

38 %

32 %

TOTAL AREA

100 %

83.4 %

66.6 %

63.3 %

53.3 %

PARCELS APPRAISED

100 %

80 %

76 %

64 %

APPRAISED ACCEPTABLE

100 %

95 %

80 %

OFFERS ACCEPTED

100 %

84.2 %

CLEAR TITLES

100 %

CONTRACTS ACCEPTED

At the present time, annual payments for lease contracts are calculated and rounded off to the next highest dollar. It is estimated that an average additional cost of fifty cents per contract year is incurred. Thus, assuming that an average three thousand contracts are entered into annually for ten years, and these are valid for ten years, an additional sum of \$150,000 will have been expended than would have been necessary.

It is recommended that:

*All future contracts be rounded off
to the nearest dollar.*

It has been the practice to consolidate the recording of transactions for separate parcels of land owned by one individual into one contract. In addition, such parcels of land which do not meet requirements must be appraised and grouped with other parcels included in the program, and if the owner alters the extent of his holdings, the contract must be revised, which involves considerable unnecessary clerical work.

It is recommended that:

*Only adjoining sections of land under
one ownership that qualify be included
on one contract and that all one owner
parcels not adjacent to each other be
handled on separate contracts.*

This may increase the total number of contracts in force but will eliminate unnecessary work and permit adjustment to ownership changes with a minimum of contract revision.

Location of Staff

The Program Management staff are located in the north-east section of the regional offices, the remaining staff assigned to the Wetlands Program is located in the south-west corner. The assessors and clerical staffs are located in one large open office. In order to minimize the distances between personnel working on similar projects and reduce the amount of distractions caused by clerical and assessor staffs working in the same area, it is recommended that:

The Program Management staff be relocated to the north-west corner offices.

The Regional Director and Administrative Officer be relocated to the north-east offices.

Erect a partial wall between the assessors' and clerks' workplaces.

Contract Recording System

The program has increased in magnitude so that consideration should be given to minimizing the amount of repetitive manual input. This can most effectively and economically be accomplished through the introduction of mechanical equipment, which would have, as a by-product, the availability of statistical information to assist management to evaluate the progress and effectiveness of the program.

It is recommended that:

An automatic typewriter with a paper tape attachment be procured. The punched tape would be used to reproduce the original information and could be used to produce cards to provide the statistical information for regional management.

Appendix I outlines the revised sequence of operations, using the proposed mechanical equipment.

Analysis of the present and proposed methods of operation indicates that the complete Wetlands recording operation could be handled by a staff of 8 people.

It is recommended that if the above system is adopted,

*six positions be identified as surplus
in the Wetlands Administrative Section.*

The by-product benefits from the proposed system include an automated method of producing cheque lists and correspondence for enquiries and contract renewals. The proposed tape operation is compatible with conversion to cards and subsequently permit the compilation of statistics, which are required but not available at the present time.

ORGANIZATION AND STAFFINGAdministration - Organization

There has been a considerable growth in the establishment of the regional office during the last few years, both in the scientific and administrative sections. While the scientific and technical section has received adequate consideration and appears to be structured and manned effectively, it would appear that the administrative side was not planned but evolved from attempts to keep pace with the increased workload. As a result, basic administrative functions are mixed amongst financial, personnel and other administrative positions.

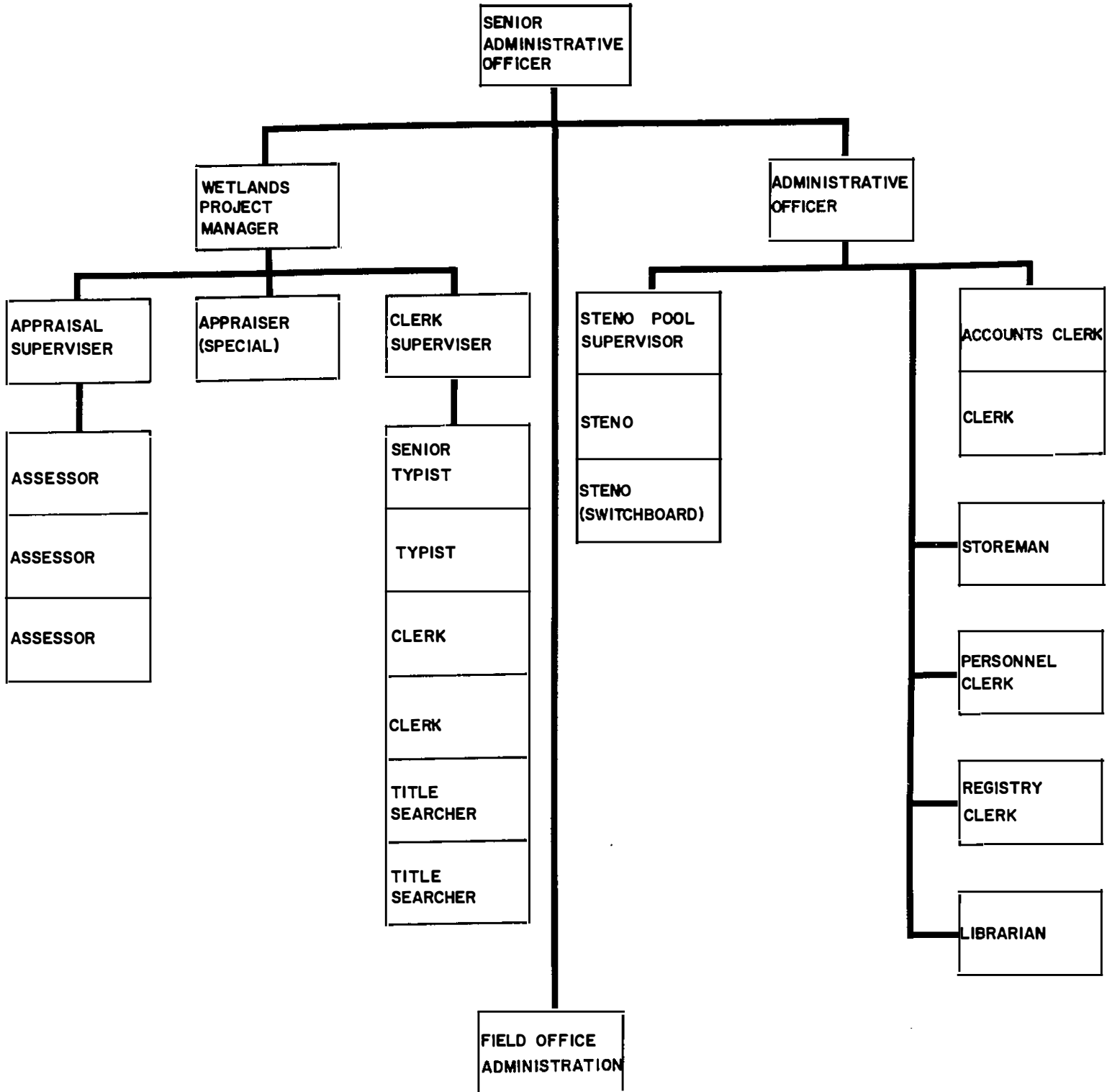
The overall administrative services of the regional office can be segregated into two sections; namely, Wetlands and general office. In order to obtain maximum utilization from the staffs involved, it is recommended that:

A position "Senior Administrative Officer" be established to co-ordinate the two groups and relieve specialist staff of non-professional involvement.

The present position Administrative Officer be made responsible for direct supervision of the regional support staff other than Wetland Project personnel.

The proposed organizational structure for all administrative functions is shown on Exhibit F on page 17. This chart also includes the consolidation of the Wetlands Program support staff and the regional office administrative staff.

EXHIBIT F



Administration - Staffing

An examination of present office practices and procedures reveals that a functional reassignment of duties would permit a reduction in the number of support personnel and an improvement in office services. The following observations and recommendations are made.

The number of incoming telephone calls averaged 45 per day and general receptionist workload was light. These two items were considered when applying the minimum typing standards in the section on the Stenographic Pool. (Page 31.)

Recommendation:

Switchboard and receptionist duties be assigned, as at present, to a stenographer.

The Accounts Section, consisting of two people at present has been considered for an additional position this year. However, by reassigning such duties as preparing contracts from this area, the workload will be reduced so that two people could handle the remaining workload. The supervision of the Accounts Section was found inadequate and the revised administrative organization should allow for an improvement in this area.

The Storeman has been handling the procurement function and operating his unit with two casuals. A permanent position has been approved for a second person in this area. By removing the procurement function and by reducing the card posting and local travel, the stores function would be substantially reduced.

Recommendation:

The permanent position approved to assist the Storeman be abolished.

Central Registry and the Library are now operated by casual employees, which is reflected in the quality of service provided by these sections.

Recommendation:

The positions in Central Registry and the Library should be filled by permanent staff.

With an Administrative Officer provided to supervise the Registry, Library and Steno Pool operations, the duties presently handled by the Personnel Clerk in these areas will be reassigned and the clerk will be able to concentrate on personnel clerical work.

Recommendation:

The senior stenographer should be appointed pool supervisor to handle the delegation of typing assignments and the assigning of the switchboard duties.

In total, the administrative support group consists of nine permanent and six casual staff. Due to the reassignment of duties, the improved supervisory structure that will permit an equitable

distribution of clerical and stenographic workload, it is felt that the present services can be provided by 12 permanent positions.

It is therefore recommended that: -

*Three casual support staff positions
be deleted from the administrative
support staff section.*

METHODS AND PROCEDURESRegistry, Mail and Photocopying Services

No procedures have been set up for the handling of incoming mail.

The self-taught clerk has devised her own procedures for processing mail and because of inexperience and lack of training handles each piece of mail individually through the complete cycle. When she is unable to determine whom the recipient should be, the item of correspondence is sent to the Regional Director for redirection. The mail for the scientific and technical staff on the sixth floor is placed in a sorting rack for each person to pick up. There is no delivery service to the scientific and technical staff located on the sixth floor.

Many of the letters sent to individuals and companies outside the Department are over the signature blocks of members of the clerical staff. Unless special circumstances are involved, the mail is sent out at the end of each day. Reference numbers appear on only a portion of the outgoing mail.

Recommendation:

Standard registry methods and procedures be instituted and service increased, along the following lines:

- 1. Mail opening procedures be instituted whereby all the mail is opened, stamped and then sorted.*
- 2. The incoming mail for the Wetlands Project should be opened and stamped by the registry clerk rather than duplicating mail handling functions in that area.*

3. *The date stamp should include a consecutive number which would be used to record the volume of incoming mail and as the reference on the file jackets.*
4. *Greater use be made of file numbers on the outgoing correspondence which should result in more file numbers appearing on the incoming mail for improved sorting and speedier distribution.*
5. *When some doubt exists as to the proper recipient, the Administrative Officer should provide guidance.*
6. *Regular mail delivery should be made to both floors eliminating the requirement of the staff having to pick up their own mail in the mailroom.*
7. *Outgoing mail, particularly of an administrative nature, should be over the signature block of the Regional Director.*
8. *Mail should be sent out at noon and at the end of the day.*
9. *More, if not all, outgoing mail should bear reference numbers.*

The Registry Clerk is presently spending thirty per cent of her time on coding and filing. When the Departmental Registry Study is completed and a standard coding system is in use throughout the Department, the coding in the registry will be reduced since all departmental incoming correspondence will be coded.

Recommendations:

For those letters which now arrive with a file reference, approximately ten per cent, the letter be clipped to the front of the file before it is delivered to the recipient. That party would initial the letter and place it on the file for return to the registry.

When a reply is required, the typist should place the incoming correspondence and the reply on the file before it is returned to the registry.

Utilization of the standard departmental file folders be implemented to accommodate the standard 'B.F.' system.

Photocopying

Currently all members of the staff, including scientific and technical, make their own copies on the photocopy equipment and this sometimes results in a queing situation. The daily record of photocopy work is costed to the various sections at the start of the following day. This information is never used although it takes forty minutes per day to compile. Much abuse is made of the machine in producing volume work which could be produced more economically elsewhere.

Recommendations:

Relocate the photocopy machine to the registry office and have requests for photocopy work picked up and returned with the next mail delivery run. Rush orders could be filled by other than the Registry clerk.

Eliminate the daily costing distribution.

Establish limits for production runs and when it is not satisfactory to have large volumes produced elsewhere, the Administrative Officer's approval must be obtained.

PURCHASING AND SUPPLY

Purchasing has been the responsibility of the Storeman and, due to lack of supervision, this function has not always been performed within the departmental purchasing regulations. Financial signing authority is often exceeded, standing offer agreements are not always utilized, non-purchaseable items are purchased, tenders are not called for and the Department of Defence Production's purchasing facilities are not used to advantage. All purchasing has been carried out using Local Purchase Orders and the Local Purchase Authority Form has been limited to field office use.

There appeared to be legitimate complaints from field people concerning their difficulties in obtaining the items necessary to carry out their assignments. Many purchases for the field staff and the branch offices were acquired in Edmonton. Often a member of the storeman's staff would pick up the item locally, bring it back to the Edmonton office, repack and label it, then take it to the airport for shipment. Suppliers could have been requested to ship direct or the item procured in the field.

Purchasing problems can be grouped into three categories:

- (1) Little or no leaway in specifications by the requisitioner.
- (2) The government purchasing methods are sometimes involved and lengthy due to tendering procedures.
- (3) Purchasing in Edmonton has been handled by the storeman and he has assumed the responsibility of auditing the requirement rather than only performing the procurement function.

Recommendations:

The purchasing function be handled by the Administrative Officer.

Purchasing regulations be adhered to.

Field staff perform their own purchasing within regulations.

Scientific and technical staff be requested to do more preplanning in the area of supplies required for their projects.

Scientific and technical staff to clearly define specifications and whenever possible, indicate satisfactory substitutes.

Local Purchase Authority forms be used in Edmonton, where applicable.

The current stock keeping systems are complex and cumbersome, requiring unnecessary clerical work for the size of the stores in the Western Region.

A three-card system is used for approximately 2,200 items ranging from teaspoons to a walk-in-freezer. An additional set of cards is used to control two types of stationery, another for furniture and equipment plus the record books for each member of the field staff and the branch offices. It was observed that at least one half man-year is involved with the complicated posting procedures.

It is our understanding that the Materiel Management Division will be issuing a new guideline which will define Major Equipment, Minor Equipment (Controllables) and Expendables. Estimates are that eighty (80) per cent of all purchases will be classed as expendable. The

guideline will state that items under ten dollars will be classed expendable if and when there is any question as to its classification. This new guideline will greatly reduce the requirement for the present card system since such items as screwdrivers, under ten dollars, will no longer be accountable. In this particular example, this will eliminate forty-seven sets of cards now recording the screwdrivers in the Region.

The Edmonton office staff has been supplying field offices with stationery and this practice should be discontinued. It adds the costs of reshipping, the extra handling in Edmonton, the storage space in Edmonton and the requirement for Edmonton to re-order more often to maintain their stock level. Field offices should be supplied from Edmonton only in emergency situations.

Recommendations:

Based on the new guideline, set up a new storekeeping record system for Major Equipment and Accountables using the proper departmental cards.

Maintain a file of issue slip copies (unit accounting) of all accountable items issued to the field staff. When an item is returned, the copy of the original issue slip is removed from the returnee's file.

Have all field offices order their stationery direct from Ottawa instead of from Edmonton.

Use a re-order flag system for stationery items and eliminate the present card system.

Consider disposal of most of the non-assigned non-used photographic equipment.

Separate the storeman's function from the purchasing function.

ACCOUNTS SECTION

The accounts clerk performs duties not related to his work while other staff are involved in financial processing. He has been handling contracts for some casual scientific employees, primarily because he appears to be one of the more experienced support personnel. The storeman is presently responsible for the office petty cash which could be assigned to this position or one of the senior stenographers.

Recommendations:

Assign the responsibilities of contracts to the personnel clerk.

Assign the petty cash to the accounts clerk or a stenographer.

Petty cash is used very extensively in the Edmonton office and the transactions are often over the intended five dollar maximum set by guideline number 10. Some of the larger firms could submit accounts each month for all transactions and the petty cash transactions could be greatly reduced. This would result in an increase of the number of accounts to be processed.

Recommendation:

Arrange to have the larger, more frequently used suppliers submit monthly accounts.

As stated previously, procurement is handled by the stores section and because of the remote location of this group, with respect to the Accounts Section, duplicate sets of documents are maintained. With procurement reassigned to the Administrative Officer, there would be advantages in locating the Accounts Section close to the Administrative Officer.

Recommendation:

Locate the accounts section adjacent to the Administrative Officer's office and use only one numerical file to serve procurement and accounts.

It was observed that accounts are not being forwarded each day to the Regional Treasury Office, cash receipts are not deposited daily. In spite of this, the Accounts Clerk is absent from the office for numerous and lengthy periods of time. The following recommendation reinforces the suggested relocation mentioned above.

Recommendation:

Supervision and direction are needed in the Accounts Section.

There are forty-two (42) vehicles operating in the region and each oil company submits one bill per month. The clerical work involved in allocating costs to specific areas is very time consuming. Each vehicle's operating cost and maintenance cost is recorded on the

monthly vehicle operating cost report MV 2. The clerical work could be reduced by charging all vehicle operating costs to one activity and then using the results of the yearly vehicle operating cost report MV 3 to journalize proportionately the year's costs to the individual activities.

This has been discussed with a Motor Vehicle Committee member and there should be recommendations from this group on this subject.

Time did not permit sufficiently detailed observations and analysis to re-organize the Accounts Section to optimum effectiveness, although it was apparent to the team that considerable improvement could be made. It was felt, however, that with the reassignment of duties and elimination of unnecessary work, a potential reduction of one position may be made if the section received closer supervision and direction.

PERSONNEL FUNCTION

Because the Personnel Clerk has been assigned many time-consuming duties not related to her basic responsibilities, inadequate attention has been given to the personnel function. The incumbent has been required to supervise the steno pool and to supervise and assist in both registry and the library. As a result, it was observed that position descriptions are not available for all positions; numerous staff members have been involved in the preparation of contracts for casual, seasonal and special project employees; there is no central depository of all contracts which would be very useful in the preparation of renewed or new similar contracts; many people are involved with the preparation of contracts without the requirement of qualified advice from a personnel representative.

Recommendations:

The Personnel Clerk position be relieved of the responsibility for the supervision of Administrative Support Staff.

The Personnel Clerk assist the respective supervisors in the preparation of position description for all positions on the establishment.

The Personnel Clerk be responsible for the format of all staff hiring contracts and assist the respective supervisors in the preparation of the contracts.

STENOGRAPHIC POOL

A two-week sample period was taken of the work performed by the three stenographers and the two casuals who comprise the typing pool. The observations and analysis indicated that seventy-one (71) per cent of their time was spent typing, seventeen (17) per cent on general clerical work and twelve (12) per cent on personal or idle time. This distribution is close to the 70:15:15 proportions recommended by the Public Service Commission. During the analysis of the production of the stenographers, minimum Public Service Commission standards of 120 lines per hour, while typing, were also used to rate the output of this group.

Application of these minimum standards to the two-week output indicated an average rating of 34%. The typing output of the group could easily have been produced by 3 stenographers and still provide a cushion to meet foreseeable peak periods.

Recommendations:

The occupant of the senior typing position, ST 4, be assigned the responsibility of pool supervisor.

The pool consist of a working pool supervisor and two typists.

A line count record be maintained.

If required to meet unusual peak workloads, contract typists be hired for short periods.

LIBRARY

Observations made by team members indicated that the library operation was disorganized and was not providing the service to professional staff. It was found that scientific and technical staff spent considerable amounts of time searching for information, or personally visited outside libraries for reference material. These observations were verified through interviews with scientific and technical personnel.

It was found that the library clerk required further training to adequately perform the required duties and because of lack of proper attention, was receiving conflicting advice from various people in the regional office.

Recommendations:

The librarian should receive supervision from only one member of the staff.

Proper library procedures should be installed and maintained. This could be accomplished by hiring a professional librarian for a short term contract (or arrange for a member of the library staff in Ottawa) to assist in setting up the library while training the library clerk.

MOTOR VEHICLES

There are twenty-two (22) vehicles assigned to the Edmonton office, nine to Saskatoon, four to Vancouver, three to Winnipeg, two to Fort Smith and one to Inuvik and Whitehorse for a total of forty-two (42) vehicles. Eleven vehicles were acquired during the past year and the others were driven a minimum of 3,001 miles up to a maximum 29,992 during 1967.

The Edmonton vehicles average 1,324 miles per month over the year with the highest monthly average being 2,175 in June. From May to September, the monthly averages are over 1,600 miles, while November to February, this is below 1,000 miles.

At Saskatoon, the year's monthly average per vehicle is 973 miles. May to September, the monthly averages are all over 1,300 miles with a high in May of 1,737. From December to April, the monthly averages are all below 500 miles per month.

At Inuvik the vehicle reports show a yearly useage of only 3,000 miles.

The above information suggests the possibility of reducing the number of automobiles in the Region through pooling arrangements and rentals for peak use periods. However, it is understood that the Motor Vehicle Committee are studying comparable situations and recommendations in this area should be based on their findings.

BRANCH OFFICE ADMINISTRATION

The support staff in the branch offices have received little or no administrative direction from Edmonton.

In Saskatoon, the two stenographers indicated a requirement for overtime during the last year. This was apparently the result of one clerical position remaining vacant for a considerable length of time. The position has since been filled and as the incumbent becomes familiar with the work, the backlog of work should be reduced or eliminated.

Winnipeg office appears to be adequately looked after by the one stenographic position.

The Vancouver office support staff consists of two stenographers. A one-month representative sample was obtained of the typing output and subjected to the same analysis as regional output. Daily log forms were also completed by the stenographers to evaluate other than typing activities. Analysis of the volumes of all work performed revealed that one position could adequately provide the support service requirements for the Vancouver office.

Recommendations:

Regular administrative direction and contact from the Administrative Officer in Edmonton be established and maintained.

The Vancouver office staff should be reduced to one stenographer.

APPENDIX IPROPOSED METHODS AND PROCEDURES
WETLANDS ADMINISTRATION PROGRAM

1. The program area would be selected, municipality lists and assessment books obtained and aerial photographs ordered as in the present system.
2. A cursory appraisal of the photographs of a township or specific area, would be made by the appraisal supervisor who would mark those areas favourable and those not favourable for the program.
3. Areas not suitable for the program would be listed on the automatic typewriter by their geographic description codes and the by-product tape coded so as to indicate unsuitable for the program. (Tape A.)
4. The typist would then head up routing sheets for all suitable areas and the by-product tape used to produce labels for the required files.
5. Information would be added to each routing sheet from the municipality list. An alphabetical sort of this group of routing sheets would, at this time, determine if more than one parcel of land belonged to one owner.
6. Assessment would be made and the routing sheets extended.

7. About this time, or possibly earlier as the time frame determined, a general delivery mailing to all property owners in the selected area would advise the people of the program and that they might be receiving an offer.
8. Those parcels assessed, but not qualified for the program, would be listed and the by-product tape would contain the geographic description code and other information. (Tape B.)
9. Offers would be made to those whose holdings qualified and a by-product tape containing the full name and address plus the geographic description code and the assessment data would be placed in each file. This tape would be used for follow-up purposes.
10. The offer letters would request replies by a set date and those not replying would be deemed not interested. Portions of the tapes would be used to produce a single tape containing full information on all rejected or non-replied to offers. (Tape C.)
11. A search would be made of the titles of those indicating interest in accepting the offers and these would be obtained by sending one list to the township by using the individual tapes from each file to prepare the list.
12. Any non-clear titles would require that a letter be sent to the alleged owner. This letter would be prepared from the tape from the file. A by-product tape would be produced at the same time. (Tape D.)

13. Contracts would now be prepared using the tapes from each file (corrected, if necessary due to any changes at time offer accepted or title searched) and one complete tape of all contracts in the area would be produced. (Tape M.)
14. Any contracts refused or not returned within a set time would be listed. (Tape E.)
15. Using tape M another tape would be produced, eliminating the names and addresses and any land covered by tape E. This tape would contain the geographic description codes and pertinent information required for statistics. (Tape F.)
16. Also using tape M and reproducing names and addresses, the geographic description code, and the dollar amount, a cheque list would be produced and a by-product tape for use in subsequent years. (Tape C.L.)
17. The cheques and copies of the signed contracts would be distributed as in the present system.

By-Product Benefits

In subsequent years, the tape C.L. would be used ten months later to send out enquiry letters regarding the continuance of the contract and then twelve months later to produce a new cheque list and tape C.L. No. 2.

Tapes A through F could be used to provide statistics after conversion to cards and processed through a computer.

SUMMARY OF RECOMMENDATIONS

1. *The Canadian Wildlife Service Branch take over the full responsibility for staffing and the staff of their Wetlands Project, and supply the Resource & Economic Development Group with all reports and information plus copies of contracts which they might require from the program.*
2. *Appraisals be made prior to any public contact and offers made for those properties that meet requirements.*
3. *All future contracts be rounded off to the nearest dollar.*
4. *Only adjoining sections of land under one ownership that qualify be included on one contract and that all one owner parcels not adjacent to each other be handled on separate contracts.*
5. *The Program Management staff be relocated to the north-west corner offices.*
6. *The Regional Director and Administrative Officer be relocated to the north-east offices.*
7. *Erect a partial wall between the assessors' and clerks' workplaces.*
8. *An automatic typewriter with a paper tape attachment be procured. The punched tape would be used to reproduce the original information and could be used to produce cards to provide the statistical information for regional management.*
9. *Six positions be identified as surplus in the Wetlands Administrative Section.*
10. *A position "Senior Administrative Officer" be established to co-ordinate the two groups and relieve specialist staff of non-professional involvement.*
11. *The present position Administrative Officer be made responsible for direct supervision of the regional support staff other than Wetland Project personnel.*
12. *Switchboard and receptionist duties be assigned, as at present, to a stenographer.*

13. *The permanent position approved to assist the Storeman be abolished.*
14. *The positions in Central Registry and the Library should be filled by permanent staff.*
15. *The senior stenographer should be appointed pool supervisor to handle the delegation of typing assignments and the assigning of the switchboard duties.*
16. *Three casual support staff positions be deleted from the administrative support staff section.*
17. *Standard registry methods and procedures be instituted and service increased, along the following lines:*
 1. *Mail opening procedures be instituted whereby all the mail is opened, stamped and then sorted.*
 2. *The incoming mail for the Wetlands Project should be opened and stamped by the registry clerk rather than duplicating mail handling functions in that area.*
 3. *The date stamp should include a consecutive number which would be used to record the volume of incoming mail and as the reference on the file jackets.*
 4. *Greater use be made of file numbers on the outgoing correspondence which should result in more file numbers appearing on the incoming mail for improved sorting and speedier distribution.*
 5. *When some doubt exists as to the proper recipient, the Administrative Officer should provide guidance.*
 6. *Regular mail delivery should be made to both floors eliminating the requirement of the staff having to pick up their own mail in the mailroom.*
 7. *Outgoing mail, particularly of an administrative nature, should be over the signature block of the Regional Director.*
 8. *Mail should be sent out at noon and at the end of the day.*
 9. *More, if not all, outgoing mail should bear reference numbers.*

18. *For those letters which now arrive with a file reference, approximately ten per cent, the letter be clipped to the front of the file before it is delivered to the recipient. That party would initial the letter and place it on the file for return to the registry.*
19. *When a reply is required, the typist should place the incoming correspondence and the reply on the file before it is returned to the registry.*
20. *Utilization of the standard departmental file folders be implemented to accommodate the standard 'B.F.' system.*
21. *Relocate the photocopy machine to the registry office and have requests for photocopy work picked up and returned with the next mail delivery run. Rush orders could be filled by other than the registry clerk.*
22. *Eliminate the daily costing distribution.*
23. *Establish limits for production runs and when it is not satisfactory to have large volumes produced elsewhere, the Administrative Officer's approval must be obtained.*
24. *The purchasing function be handled by the Administrative Officer.*
25. *Purchasing regulations be adhered to.*
26. *Field staff perform their own purchasing within regulations.*
27. *Scientific and technical staff to clearly define specifications and whenever possible, indicate satisfactory substitutes.*
28. *Local Purchase Authority forms be used in Edmonton, where applicable.*
29. *Based on the new guideline, set up a new store-keeping record system for Major Equipment and Accountables using the proper departmental cards.*
30. *Maintain a file of issue slip copies (unit accounting) of all accountable items issued to the field staff. When an item is returned, the copy of the original issue slip is removed from the returnee's file.*

31. *Have all field offices order their stationery direct from Ottawa instead of from Edmonton.*
32. *Use a re-order flag system for stationery items and eliminate the present card system.*
33. *Consider disposal of most of the non-assigned non-used photographic equipment.*
34. *Separate the storeman's function from the purchasing function.*
35. *Assign the responsibilities of contracts to the personnel clerk.*
36. *Assign the petty cash to the accounts clerk or a stenographer.*
37. *Arrange to have the larger, more frequently used suppliers submit monthly accounts.*
38. *Locate the accounts section adjacent to the Administrative Officer's office and use only one numerical file to serve procurement and accounts.*
39. *Supervision and direction are needed in the Accounts Section.*
40. *The Personnel Clerk position be relieved of the responsibility for the supervision of Administrative Support Staff.*
41. *The Personnel Clerk assist the respective supervisors in the preparation of position description for all positions on the establishment.*
42. *The Personnel Clerk be responsible for the format of all staff hiring contracts and assist the respective supervisors in the preparation of the contracts.*
43. *The occupant of the senior typing position, ST 4, be assigned the responsibility of pool supervisor.*
44. *The pool consist of a working pool supervisor and two typists.*
45. *A line count record be maintained.*
46. *If required to meet unusual peak workloads, contract typists be hired for short periods.*

47. *The librarian should receive supervision from only one member of the staff.*
48. *Proper library procedures should be installed and maintained. This could be accomplished by hiring a professional librarian for a short term contract (or arrange for a member of the library staff in Ottawa) to assist in setting up the library while training the library clerk.*
49. *Regular administrative direction and contact from the Administrative Officer in Edmonton be established and maintained.*
50. *The Vancouver office staff should be reduced to one stenographer.*