

ACTION PLAN IMPLEMENTATION STATUS UPDATE
REPORT TO THE EVALUATION, PERFORMANCE MEASUREMENT AND REVIEW COMMITTEE - AS OF MARCH 31, 2011

Resolution and Individual Affairs			
Summative Evaluation of the Contributions to Indian Bands for Registration Administration (1570-7/09054)			
<i>APPROVAL DATE: 24/09/10</i>			
PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
1. RELEVANCE			
<p>1. INAC should review the role that Indian Registry Administrators (IRAs) play in the administration of the Indian status card as part of the registration process, given the new security context of the SCIS.</p>	<p>With the implementation of the new Secure Certificate of Indian Status card, the security context has increased for the CIS and SCIS issuance processes, as well as the registration process and the Indian Registry System.</p> <p>Therefore, in the short-medium term, we will focus our efforts towards improving accuracy of the data and protection of the personal information in the Indian Registry System (IRS). We will review all Users, including IRAs, of the IRS to assess the reason for access and the level of access.</p>	October 2010	<p>Status: Request to Close (Completed)</p> <p>Update/Rationale: As of 31/03/2011:</p> <p>In Aug/Sept 2010 reviewed and verified continued need for access of all account holders. Dormant accounts (inactive beyond 3 months were closed). Quarterly review of dormant accounts implemented.</p>
	<p>With the implementation of the proposed <i>Indian Act</i> amendments (McIvor decision – Bill C-3), it is proposed that the IRAs will assist applicants in filling out their forms and sending it to the Winnipeg Processing Unit established to deal with the projected 45 – 65K applications.</p>	December 2010	<p>Status: Request to Close (Completed)</p> <p>Update/Rationale: As of 31/03/2011:</p> <p>IRAs will not be required to assist applicants in filling out their forms. IRAs may choose to assist or refer the client to the 1-800 number for assistance. IRA Focus Group on C-3 Form held December 8, 2010. Presentations on C-3 implementation made to regional IRA meetings Jan-Mar 2011.</p>

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	<p>Although the Secure Certificate of Indian Status (SCIS) national deployment model is not finalized, it is envisaged that some IRAs may have an active role. They may be requested to take ICAO standard photographs, photocopy or scan ID documents, help fill out applications and send documents, including original birth certificates, to the SCIS Intake centre.</p> <p>A communication plan will be developed to inform Regions and Chiefs and Councils of any changes that may result from the review of access and use of the IRS, and role in the registration and SCIS processes.</p>	<p>September 2010</p> <p>October 2010</p>	<p>Status: Underway</p> <p>Update/Rationale: As of 31/03/2011:</p> <p>IRAs provide intake of border-crossing SCIS. IRAs will play a role assisting applicants to fill out forms. SCIS intake by IRAs implemented in Alberta in Treaty 7 area, October 2010.</p> <p>Status: Request to Close (Completed)</p> <p>Update/Rationale: As of 31/03/2011:</p> <p>Strategy developed in October 2010 for Treaty 7 SCIS and national implementation.</p> <p>AES: Underway, almost completed</p>
2. DESIGN AND DELIVERY			
2A. DESIGN AND DELIVERY			
INAC should refocus the Program, ensuring that the design and delivery processes in place are appropriate to	As part of the RPMI, there will be an examination of current processes procedures at the national, regional, and	August 2010	<p>Status:</p> <p>Update/Rationale: As of 31/03/2011:</p>

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<p>provide accurate, timely and complete Indian Registry Information and that the objectives of the Program are clearly articulated and communicated.</p>	<p>IRA levels to develop simplified, standardized and more efficient processes and procedures. The RPMI will:</p> <ul style="list-style-type: none"> ○ Identify any quick fixes or improvements that can be implemented immediately. ○ Update the processes and procedures and standardize across the country. ○ Implement national training; and update training modules to reflect changes. ○ Standardize HQ functional guidance in terms of training module content and delivery. ○ Develop common reference tools based on modernized registration processes developed in the Winnipeg and HQ Units. 	<p>April 2010 and ongoing</p> <p>March 2011</p> <p>June 2011</p> <p>June 2011</p> <p>June 2011</p>	<p>Status : Request to Close (Completed)</p> <p>Update/Rationale (as of 31/03/2011): Ongoing and scheduled for completion in Fall 2011.</p> <p>Status : Underway A number of quick fixes and improvements were implemented. Ongoing during Initiative.</p> <p>Status : Underway</p> <p>Started in May – September 2010 a new standardized processes and procedures have been developed for registration with an examination of regional processes beginning this spring.</p> <p>Status: Underway</p> <p>Draft new manual complete for registration.</p> <p>Status: Underway</p> <p>Some common reference have been developed and shared with Regions.</p> <p>Status: Underway</p> <p>Some common reference tools have been developed and shared with Regions.</p>

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	<ul style="list-style-type: none"> ○ Implement a Performance Measurement Strategy for the registration process. <p>A Quality Assurance program unit will be set up to review all inputs into the IRS and a Monitoring and Compliance program will verify accuracy of data and processes in collaboration with Audit and Evaluation Sector.</p> <p>In line with a three year vision to integrate registration and SCIS issuance into one seamless process. The RPMI is working closely with the SCIS project and Winnipeg Processing Unit to ensure a smooth integration of the three initiatives into one seamless process.</p> <p>A communication plan will be developed articulating the new vision and objectives.</p>	<p>March 2011</p> <p>December 2010</p> <p>October 2010</p>	<p>Status: Underway</p> <p>Elements/components of the PMS have been developed.</p> <p>Status: Underway</p> <p>Partial implementation –waiting for the completion of essential components of the PMS.</p> <p>Status : Underway</p> <p>Registration at Headquarters and under Bill C-3 are now integrated into one seamless process with application for the SCIS issuance.</p> <p>Status : Underway</p> <p>Vision communicated through regional visits and presentations on Registration</p> <p>Modernization /C-3/SCIS implementation to all Regions and IRAs</p> <p>AES: Underway</p>
2B. DESIGN AND DELIVERY			Status:
INAC should take steps to address the			Update/Rationale:

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backlog and give consideration to closing incomplete files where applicants have not contacted the IRA or INAC within a specified period of time.	The current RPM initiative will examine and reorganize the way the workload is managed and establish a prioritization system.	August 2010	As of 31/03/2011: Status : Request to Close (Completed) Processes mapped and refined. Implemented First-in, First-out policy, and a Service Standard to process Registration within 120 days. Backlog eliminated.
	As we develop processes and procedures we will institute a file closure policy where files with no response or inactive files within 3-6 months will be closed depending on the document requirement.	November 2010	Status : Request to Close (Completed) Implemented BF 90 & 120 policy. If no response within a BF period, file is closed. If respond within period, integrated into workload.
	Working closely with the IT team, we will improve IRS coding to capture adequate data which provides statistics. This information is required to address backlog strategically.	August 2010	Status : Underway Requires system modifications. On hold.
	The new processes and procedures, national training program, and Quality Assurance program will help increase productivity and improve client service.	December 2010	Status : Underway Eliminated entitlement backlog and implementation of 6 month service standard and BF system has improved client service. Other aspects underway.
	A communication plan will be developed around these procedural changes, as well.		Status : No longer relevant Changes communicated through Directives. AES: Underway

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<p>2C. DESIGN AND DELIVERY</p> <p>Depending on any re-design of the program, INAC should:</p> <p>i. address the recruitment and retention issues surrounding competent IRAs.</p> <p>ii. provide guidelines and common tools to ensure consistency and rigour, as well as national training and regular functional monitoring for all IRAs.</p>	<p>(i) Recruitment and retention issue is primarily linked to compensation formula of the Program and other factors. For example, there has not been a salary (compensation) review since 1993.</p> <p>In conjunction with the review of the role of the IRA with respect to registration and SCIS issuance, we will engage with Regions, Chiefs & Councils and IRAs to develop recommendations to address this issue.</p> <p>(ii) As noted above (2A), a new robust Monitoring & Compliance, Quality Assurance units and national training coordinator position.</p> <p>Manuals and common training tools will be provided towards implementing a modernized, standardized approach, including continuous functional guidance.</p>	<p>December 2010</p> <p>November 2010</p> <p>December 2010</p> <p>June 2011</p>	<p>Status:</p> <p>Update/Rationale: As of 31/03/2011:</p> <p>Status : No action</p> <p>Pending publication of report which will be shared with stakeholders to facilitate discussions.</p> <p>Status : No action</p> <p>Pending publication of report which will be shared with stakeholders to facilitate discussions.</p> <p>Status: No Action</p> <p>Scheduled for September 2011.</p> <p>Status : Underway Work on manuals started. Scheduled for completion by October 2011.</p> <p>AES: Underway</p>
<p>3. ACCOUNTABILITY</p>	<p>To work with Audit and Evaluation Sector and as part of the RPMI, to</p>		<p>Status:</p>

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INAC should develop a performance measurement strategy to guide monitoring and reporting activities and to support decision-making and effective, efficient resource use.	<p>develop Performance Measurement Strategy.</p> <ol style="list-style-type: none"> 1. Set up a Quality Assurance Unit through which will check accuracy of data of current Registration, Winnipeg and SCIS workloads based on risk analysis approach. Will provide a monthly report and suggest adjustments, if required. 2. The current Registration, Winnipeg, and SCIS units, will also submit similar dashboard to allow us to assess progress and resources utilization. 3. There will be regular monitoring and compliance reviews of HQ, Winnipeg and Registration units, regional staff, and IRAs. 	<p>December 2010</p> <p>October 2010</p> <p>November</p>	<p>Update/Rationale: As of 31/03/2011:</p> <p>Status : Underway</p> <p>QA positions created in Entitlement and C-3 teams.</p> <p>Status: Request to Close (Completed)</p> <p>Implemented.</p> <p>Status: Underway</p> <p>Implemented for HQ, Regions and IRAs.</p> <p>Status : No Action</p> <p>Pending creation of Monitoring and Compliance Unit.</p> <p>AES: Underway</p>
<p>4. SUCCESS AND IMPACTS</p> <p>INAC should develop a common job description for IRAs, clarifying their registration responsibilities.</p>	<p>A draft job description is being prepared and will be revised to reflect any change of roles and responsibilities of the IRA, including the decisions of IRA in SCIS issuance.</p>	<p>March 2011</p>	<p>Status:</p> <p>Update/Rationale: As of 31/03/2011:</p>

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			Pending publication of report which will be shared with stakeholders to facilitate discussions. AES: Pending Implementation
5. COST-EFFECTIVENESS			
5A. INAC should look at the feasibility of encouraging bands to pool resources and funding to attract and retain competent, full-time dedicated IRAs.	Under Program Authority Renewal, consideration will be given to including a new program incentive element to encourage retention of IRAs. We will also review the feasibility of Bands to pool Resources or increase role of Tribal Councils to provide the service. With a clear role and adequate salary, training, tools and equipment, IRA's may choose to stay longer in their positions.	January 2011	Status: Update/Rationale: As of 31/03/2011: Pending publication of report which will be shared with stakeholders to facilitate discussions. AES: Pending Implementation
5B. INAC should review the per event portion of the formula to ensure that IRAs are compensated for the actual cost of their tasks.	This will be dependent upon the results of the examination and modernization of the role of the IRA and creation of new job description. We are also examining the possibility of incentives.	January 2011	Status: Update/Rationale: As of 31/03/2011: Pending publication of report which will be shared with stakeholders to facilitate discussions. AES: Pending Implementation
6. SPECIAL CONSIDERATION			
INAC needs to have a well-established validation/verification process in place to ensure the accuracy of the registration recorded in the IRS.	See Reponses in Recommendation 3.	November 2010	Status: Update/Rationale: As of 31/03/2011: AES: No update provided