the annual effect on salaries. Individual costings are made by comparing the current annual salary (and/or bilingual bonus) as recorded on the employee pay record to the new annual salary (and/or bilingual bonus) from the pay input document, dividing the difference by the number of pay days in the fiscal year, and multiplying this daily rate by the remaining pay days in the fiscal year.

The pay input documents also provide the main source of input for calculating changes in the person-year count on the pay ledger. Transfers between groups, promotions, appointments, separations, and secondments affect the person-year count. A sample of a completed Pay Ledger is shown in Appendix "C-1".

Monthly Salary Summary Sheet: This sheet provides a monthly salary budget summary by employee group. It is prepared monthly from information on the pay ledger. The summary is used to produce the monthly financial forecasts and person year utilization reports. It also becomes the base document for preparing the Salary Costing Schedule for the Main Estimates and the budget input. A sample of a completed Salary Summary sheet is shown in Appendix "C-2".

In addition to these records, a file of outstanding Staffing Actions and Acting Pay Requests is maintained and used soley to support financial forecasts.

The manual upkeep of the Pay Ledger and Monthly Salary Summary Sheet is very labour intensive. The salary costing calculations are done manually on a desk-calculator using the same repetitive mathematical formula. Revised salary data used in the calculations is taken from the pay input documents, while a wall calandar is used to determine the remaining pay days in the year. This area is susceptible to automation in our view.

In addition, ADAF manual record keeping of employee salary information and person year counts duplicates other manual and automated Personnel records located elsewhere in the Personnel Bureau. The