

Since there are many users, a hierarchy of levels of classification is designed into the system: the highest level represents the parliamentary vote and any additional classifications made by TB allotment; lower levels provide information to responsibility centers and cost centers in progressively greater detail. Aggregations by regions, activities, sub-activities and projects are also possible. Correctional Service Canada has set up 11 reporting levels and Environment Canada 10 (in addition to the normal reporting requirements by standard reporting and line objects).

3.43 The number of required reporting levels will have to be determined on the basis of the allocation of OPF programme elements, activities and sub-activities in the organizational structure of the Department. Experience in the other Departments examined by the Task Force suggests that a meaningful financial management information system requires approximately ten reporting levels. The current Headquarters commitment reporting system is not designed to report on commitments at various organizational levels by programme, activity, sub-activity, responsibility center, cost center and project.

Recommendations. The Task Force recommends that:

6. The number of reporting levels required in the Department be determined on the basis of the responsibilities to be allocated for OPF activities/sub-activities and other operational requirements.
7. The hierarchy of the FMS commitment control system be expanded to provide information to Headquarters managers at all the required levels.
8. The Departmental commitment control system be made up of two processes. One would be for Posts with an automated system (in non-automated Posts, commitment information would continue to be kept manually). The other element would serve Headquarters managers, providing details of Headquarters commitments and summaries of commitments of both Headquarters responsibility centers and the Posts.

#### AN UPGRADED FMS

3.44 As pointed out in paragraphs 3.33 and 3.34, above, there are a few system and implementation options open to the Department. The Task Force members consider that the current combined centralized/de-centralized data processing system best meets Departmental needs, but that it should evolve toward greater de-centralization, i.e., more Posts should be given the capability to process the financial data.