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EXECUTIVE SUMMARY
FINAL REPORT
TASK FORCE ON FINANCIAL MANAGEMENT

1. The mandate of the Task Force is at Annex A to Chapter I of the report. Essentially, the Task Force was required to make recommendations concerning the most appropriate financial management and control systems for the Department, the financial organization and staff classifications, and the related training, personnel selection and personnel evaluation. The Task Force was also required to take into account the relevant comments of the Auditor General in the report of his 1982 comprehensive audit.

2. In Chapter II, the report sets out the information needs which were identified. In particular, the Task Force noted the Auditor General's comment that, at present, "The only complete financial statement issued by the Department is at year-end for the Public Accounts". The financial information needs of the Department arise from:

- a) the Accounts of Canada (Central Accounts);
- b) the Treasury Board Policy and Expenditure Management System; and
- c) the operational and financial reporting requirements of the Department, monthly or as required.

3. Chapter II sets out the details of the financial information needs which can be summarized as those arising from the standard responsibility center/reporting object structure and those which will be generated by the activities/sub-activities of the eventual Operational Planning Framework (OPF). The Task Force:

- a) finds that, in some instances, the minimum information requirements set out in the TB Guide on Financial Administration and the Comptroller General's Guide on Systems Specifications are not being met in the Department;
- b) concludes that the information needs arising from the current responsibility center structure are not adequately met, particularly with regard to commitment/de-commitment mechanisms, timeliness and detail of the information; and
- c) articulates the information needs which could be identified at the time of writing in relation to the OPF.

4. In Chapter III, the report first sets out the major criteria by which the Department's financial systems can be assessed. This is followed by a review and an evaluation of the financial systems currently serving the Department: