# Internal Audit and Risk Management Services

## Audit Report

# KIOSK Audit

# KIOSK Audit

*Project No. 6583/01*

***Internal Audit and Risk Management Services***

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## 1.0   EXECUTIVE SUMMARY

On April 1, 2001 the Treasury Board of Canada implemented a new Internal Audit policy to better position and strengthen the internal audit function across government. In accordance with this new policy, the Internal Audit and Risk Management Services (IARMS) developed an annual Resource Utilization Plan for audit work in support of HRDC from July 2001 to June 2002. This plan was submitted to and approved by HRDC's Audit and Evaluation Committee (AEC). One of the assurance audits the AEC approved was for HRDC's Kiosks.

HRDC has approximately 5,000 kiosks which are self-contained, automated touch-sensitive screens that allow citizens to access HRDC's internet site and Job Bank, Appli-Sys (Employment Insurance (EI) claims taking), and Labor Market Information applications. Approximately 75% of HRDC's kiosks are for internal use at local Human Resource Canada Centers with the other 25% for external use at $3^{rd}$ party sites such as public libraries, community centers and shopping malls. Since their introduction in the early 1990s, kiosks have become an important way for delivering HRDC services to Canadians.

HRDC will be reducing the number of its external kiosks with its introduction of other alternative service delivery methods for citizens, such as web sites. It is doing this because it is committed to continuously modernizing and improving its client service and has identified an opportunity to offer citizens different service delivery options other than external kiosks. HRDC's strategy of reducing its external kiosks, in light of existing (and emerging) alternative service delivery methods, has the potential to more practically meet client needs.

The audit objectives were to assess the Management Framework, and Delivery and Support Levels of HRDC's kiosks for appropriateness. Audit findings are based on inquiry, discussion and documentation (computer logs, reports, etc.) analysis. Information was gathered from NHQ and the five HRDC regions of Nova Scotia, Quebec, Ontario, British Columbia and New Brunswick between October 2001 and December 2001. The audit objectives, scope, criteria and methodology can be found in Appendix A.

This internal audit was conducted in accordance with both the Treasury Board Policy on Internal Audit and the Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing.

> We concluded that the Management Framework and Delivery and Support levels for HRDC's kiosks are appropriately managed based on the audit work performed. All audit assessment criteria were met. However, we noted some additional issues for management's consideration.

The following recommendations resulted from this audit.

1. We recommend that, in coordination with the implementation of the Kiosk Statistical Reporting program, NHQ Systems' Client, Regional and Systems Services group and the regions should develop a comprehensive kiosk training program to be offered to interested regions.

2. We recommend NHQ Systems' Client, Regional and Systems Services group and the regions should find ways to ensure the Kiosk Administration program contains current and correct information and is used accordingly.

3. We recommend that NHQ Systems' Client, Regional and Systems Services group should install an anti virus software on all kiosks (HRDC's national standard is McAffee).

4. We recommend that as long as there are external kiosks, NHQ Systems' National Operations Services should assess its position on having the National Service Desk accept third party service request/calls for HRDC's external Kiosks.

5. We recommend that HRDC should use the Generic Remote Kiosk Lease Agreement as the basis for all new third party contracts for external kiosks.

6. We recommend that NHQ Systems Client, Regional and Systems Services and regions should establish kiosk availability standards for which regions are held accountable.

7. We recommend that NHQ Systems' Client, Regional and Systems Services and the regions should review the annual regional kiosk funding requirements (based on HRDC's strategic direction as described in its 'Rationalization of Kiosks' document).

The Management Action Plan to address the above recommendations is contained in Appendix B.

## 2.0  INTRODUCTION

On April 1, 2001 the Treasury Board of Canada implemented a new Internal Audit policy to better position and strengthen the internal audit function across government. In accordance with this new policy, the Internal Audit and Risk Management Services (IARMS) developed an annual Resource Utilization Plan for audit work in support of HRDC from July 2001 to June 2002. This plan was submitted to and approved by HRDC's Audit and Evaluation Committee (AEC). One of the assurance audits the AEC approved was for HRDC's Kiosks.

Kiosks are self-contained, automated touch-sensitive screens that allow citizens to access HRDC's Internet site and Job Bank, Appli-Sys (Employment Insurance (EI) claims taking), and Labor Market Information applications. According to the Systems' Client, Regional and Systems Services (CRSS) group, HRDC has 5,018 kiosks:
- ➢ 3,766 for internal use, providing front-end services at HRDC's local offices and partner locations;
- ➢ 1,195 for external use, located at libraries, community centers and shopping malls; and
- ➢ 57 in storage.

Since their introduction in the early 1990s, kiosks have become an important method for delivering HRDC services to Canadians. Kiosks have allowed for clients to move from a paper-based environment to an electronic service delivery environment. For example, upward of 70% of EI applications are now received via HRDC's internal kiosks.

Development and maintenance of kiosks involves a number of HRDC groups:
- ➢ Employment Insurance (EI);
- ➢ Employment Programs Branch (EPB);
- ➢ Systems; and
- ➢ Regional and local organizations

In addition, there are external third party partners such as libraries, community centers and shopping malls.

During the conduct of this audit, two national kiosk studies were underway.
1.  The 'Kiosk Site Criteria Study' developed criteria to assess existing and future deployment of external Kiosk sites and resulted in the 'Rationalization of Kiosk' document (December, 2001). This study was refined into the 'Rationalization of Kiosks'.
2.  The 'Kiosk Information Study' is currently identifying Kiosk information required by management, technical personnel and program representatives in the regions. A Kiosk Statistical Reporting Program (a by-product of the Kiosk Information Study) is also currently under development.

Although this audit was autonomous from these two national studies, its auditors worked in concert with and built upon them, aware of HRDC's strategic direction for kiosk management.

In November 2001, HRDC's Service Delivery, EI, EPB and Systems groups proposed and obtained authorization from HRDC's senior management to reduce external kiosks by

approximately 33% for fiscal year 2002/03. The remaining external kiosks will be reviewed annually as to their retention. Since HRDC now has its kiosk applications ready for the web, the need to maintain external kiosks is not as paramount today as it was in the past. As citizens become more aware of and conversant with HRDC's continuing expansion of its alternative methods of service delivery (e.g. web accessibility) the need to maintain external kiosks will become redundant.

The audit objectives (see Appendix A) were to assess the Management Framework, and Delivery and Support Levels of HRDC's kiosks for appropriateness.

Information was gathered from NHQ and the five HRDC regions of Nova Scotia, Quebec, Ontario, British Columbia and New Brunswick.

Fieldwork took into account differences from an operational, systems and client perspective. On-site visits and interviews were held with both national and regional representatives from EI, EPB, Finance and Administration Services (FAS) and Systems, HRCCs and third party sites. Interviews were conducted with HRDC's New Brunswick region by video and teleconference.

The audit was conducted between October 2001 and December 2001. Audit findings are based on inquiry, discussion and documentation (computer logs, reports, etc.) analysis.

This internal audit was conducted in accordance with both the Treasury Board Policy on Internal Audit and the Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing.

# 3.0   AUDIT FINDINGS

All significant audit findings are presented in this section in accordance with the audit objective(s) and criteria, which are described in detail within Appendix A. They include assurance statements on all of the criteria regardless of whether or not the performance expectations have been met.

## 3.1   OBJECTIVE: Management Framework

### 3.1.1   Criteria: Operational and strategic planning is being done.

**NHQ and regions are performing operational and strategic planning for kiosks.**
Kiosk planning includes continuous development of national web-based applications (i.e. Appli-Web and Job Bank) and moving to an internet environment (Government On Line - GOL). With the evolution of kiosk applications for the web and GOL, we noted that other on-line services from other federal government departments are also emerging on various web sites (e.g. Industry Canada's Community Access Programs (CAP), Treasury Board's Service Canada). Even within HRDC, there are presently more than 100 web sites (NOTE: HRDC is initiating actions to consolidate these various sites). It was outside this audit's scope to assess the content of these other web sites.

However it is our opinion that the possibility exists that some of HRDC's web sites, and those of other government departments, may duplicate the information found in HRDC's kiosk applications or contain similar information. To operationally and strategically plan effectively for delivering HRDC services via kiosks, HRDC needs to continue to be aware of and priorize converging kiosk applications/web sites, both internally and with other federal government departments.

With the evolution of kiosk applications migrating to web sites (e.g. Job Bank, Appli-Web, the latter planned for national implementation February 2002), HRDC is in the process of developing a kiosk transition strategy in support of its modernizing services initiative. It is our opinion that this planning process, whereby EI, EPB, Systems, and regions collaboratively continue to work toward a rationalization of kiosks, will lead to a more efficient use of kiosks and better coordination in HRDC (and government) operations.

HRDC (National Kiosk Steering Committee, GOL&BT and Service Delivery) is continuing to identify potential duplications and opportunities for leveraging kiosk applications and alternative service delivery methods with other similar venues (e.g. GOL, linkages to other government web sites).

### *3.1.2   Criteria: Organization and relationships are articulated.*

**Organization and relationships are articulated for Kiosks within HRDC.**
NHQ Systems' CRSS organization has a Kiosk and Telephony Services (KATS) group with a mandate to provide citizens with automated self-service kiosk services.

All regions visited had established a kiosk governance structure, which includes Regional Service Delivery Operations Committees and/or Modernization of Services Committees (EI, EPB, Income Security Program, Systems, and FAS are represented). Some regions also have a Regional Kiosk Advisory Committee that addresses the management of kiosks.

Within the regional governance structure, HRCC Directors are responsible for negotiating the location of external kiosks with third party sites that facilitate Pan Canadian activities (e.g. aboriginal/youth centers), federal/provincial relations (e.g. social services) and a federal presence in the community (e.g. Alternate Service Delivery Sites).

### *3.1.3   Criteria: Management aims and direction are communicated.*

**Management aims and direction are communicated** through the national and regional kiosk steering committees, minutes of these committee meetings, other associated meetings (e.g. Service Delivery), teleconferences and workshops. Additionally, a kiosk funding formula was developed with NHQ/regions, along with kiosk policies and procedures.

The Government of Canada's (GOC) Service Delivery Vision (SDV), as articulated in HRDC's 'GOL Information Guide', states the vision to be a "one-stop shopping network which includes kiosks".

We agree that HRDC's (National Kiosk Steering Committee, GOL&BT and Service Delivery) strategic reduction of external kiosks remain focused on being aligned with the Government of Canada's Service Delivery Vision and HRDC's Modernizing Service Initiative.

### *3.1.4   Criteria: Human resources are managed.*

**Human resources are managed within HRDC for kiosks.**
We noted that the KATS group (within the CRSS organization of NHQ's Systems' branch) has a 'Human Resource Vulnerabilities and Strategy' document, and 'Learning Plans and Performance Agreements' for staff.

All regions and HRCCs visited had appropriate resources devoted to kiosk management. We also observed five different models for providing human resource support to external kiosks.

1. Co-op students (New Brunswick region)
2. Private company (NexInnovations) maintenance contract (Ontario region)
3. Internal HRCC staff (Nova Scotia and Quebec region)
4. Regionally hired technical employees (BC/Yukon region pilot)
5. Third parties (i.e. public library)

While all models are unique to each region's requirements, they all successfully support their respective group of external kiosk.

We noted that HRDC has tools to assist in the management of kiosks, such as the Kiosk Administration program, that indicates whether kiosks are working based upon Internet Protocol addresses. However, some regions were not aware of the program's technical requirements, which affected the maintenance and availability statistics for kiosks. Regions acknowledged that NHQ provides telephone and web support for the program but has yet to provide any formal training. In our opinion, this has left some regions unsure about how to best maximize the use of the Kiosk Administration program.

NHQ will soon be releasing a Kiosk Statistical Reporting program that will further compliment and use information from the Kiosk Administration program. Regions have been asked to provide their implementation and training requirements.

### *Recommendation #1*
***We recommend that, in coordination with the implementation of the Kiosk Statistical Reporting program, NHQ Systems' Client, Regional and Systems Services group and the regions should develop a comprehensive kiosk training program to be offered to interested regions.***

### *3.1.5   Criteria: Controls are implemented to assess risks and manage quality/change.*

**Controls have been implemented to assess kiosk risks and manage quality/change.**
The CRSS group controls the change management of kiosk software by using HRDC's standard Component Installation Request (CIR), Advance Notice of Program Release (ANPR) and Software Tracking System (STS) processes. Regions indicate that this process works well and has been used for some time now.

### 3.2    OBJECTIVE: Delivery and Support

#### 3.2.1    *Criteria: Operations (e.g. kiosk configuration, security) are managed.*

**Operations are managed with select observations noted below.**
All regions reported that the kiosk environment has been technically stable since the Kiosk 5.0 release in October 2000. However, although internal kiosks can be reconfigured remotely, because they use static IP addresses and are always connected to the network, external kiosks can not, because they use dynamic IP addresses and are not connected. We are aware that CRSS is planning to address the issue of remote configuration for external kiosks in the next software release, and HRDC's impending national upgrading to Windows 2000 will help facilitate this. It is IARMS' and Regional opinion that remote configuration of external kiosks should eliminate the need for HRDC personnel to travel to external kiosks for configuration purposes, resulting in potential savings.

We agree that NHQ Systems' Client, Regional and Systems Services group should continue with the development of remotely configuring external kiosks with HRDC's upgrading to Windows 2000.

We observed that the Kiosk Administration program is not being fully used in all regions. For example, NHQ uses the statistics supplied by Kiosk Administration but some regions do not, since they believe the program is not always accurate. Therefore, some regions maintain their own (duplicate) kiosk inventory rather than the one supplied by the Kiosk Administration. In our opinion, for HRDC's Kiosk Administration statistics to be consistently current and correct both NHQ and the regions must populate the Kiosk Administration program regularly with accurate information for inventory control and other automated reporting capabilities.

##### Recommendation #2
*We recommend NHQ Systems' Client, Regional and Systems Services group and the regions should find ways to ensure the Kiosk Administration program contains current and correct information and is used accordingly.*

There is no anti-virus software on the kiosks as of January 1, 2002. In our opinion, if the Kiosks were to be infected by a virus, there is a potential for operational disruption.

##### Recommendation #3
*We recommend that NHQ Systems' Client, Regional and Systems Services group should install an anti virus software on all kiosks (HRDC's national standard is McAffee).*

#### 3.2.2    *Criteria: Service levels/third party services are defined.*

**Service levels/third party services have been defined and are being monitored in the regions with select observations noted below.**

As indicated in Criteria 3.1.4 above (*Human Resources are managed*), all five regions visited had their own unique model to support service levels and third party services.

We noted that HRDC's National Service Desk (NSD) does not accept service requests/calls from third party sites (e.g. external kiosk sites, provincial Social Service offices, aboriginal locations, etc.). As a result, two regions visited have established their own Regional Service Desks (RSD) while the other three regions resolve external kiosk problems locally. This results in none of the service requests/calls being recorded by HRDC's NSD, therefore making national trend analysis for service requests/calls from third party sites difficult. In our opinion, since HRDC has an established NSD, maintaining a RSD may not be the most effective use of HRDC resources.

*Recommendation #4*
***We recommend that as long as there are external kiosks, NHQ Systems' National Operations Services should assess its position on having the National Service Desk accept third party service request/calls for HRDC's external Kiosks.***

We also observed that the 'Generic Remote Kiosk Lease Agreement', which describes roles and responsibilities (i.e. kiosk maintenance (rebooting, changing paper and cleaning) and liabilities) of third party sites, is not being used in all locations. While service levels have been defined in the regions visited, they vary; there is not one national standardized level of HRDC service for all third party sites.

*Recommendation #5*
***We recommend that HRDC should use the Generic Remote Kiosk Lease Agreement as the basis for all new third party contracts for external kiosks.***

### 3.2.3   Criteria: Performance, capacity, problems and incidents are managed.

**Performance, capacity, problems and incidents are being managed for kiosks in all regions visited.** However, we noted that some existing kiosk management tools could be better utilized.

HRDC has various tools and statistics available to manage kiosk performance. For example, the national 'Weather Report', driven by the Kiosk Administration program, indicates kiosk availability (e.g. 100% is sunny, 96% is partly cloudy, etc.). However, most regions visited did not use this report since they doubted its accuracy. Further, we could not find a clearly defined national availability standard or target for which regions were held accountable.

*Recommendation #6*
***We recommend that NHQ Systems Client, Regional and Systems Services and regions should establish kiosk availability standards for which regions are held accountable.***

### *3.2.4   Criteria: Costs are identified and attributed*

**Costs are identified and attributed by maintaining budgets and allocations at both NHQ and regions.** However, not all regions are in agreement about how the kiosk funding formula should be determined.

The regional kiosk funding formula is based upon the number of internal and external kiosks for which a region is responsible and attaches a dollar figure to each for maintenance. Some regions believe the funding to be satisfactory, while others believe it to be insufficient.

We noted that the Ontario region cited one kiosk software release that cost $144,000 or more than 70% of their $205,000 annual software release budget received from NHQ. The kiosk funding formula is based on two external kiosk software releases per year. Regions are required to find the funding internally to cover additional costs for software releases.

However, HRDC expects to reduce external kiosk maintenance requirements at third party sites due to:
  ➢ its strategy to reduce external kiosks (because of the existence/emergence of other alternative service delivery options);
  ➢ the ability to remotely configure external kiosks with Windows 2000 (which should reduce travel costs and better utilize staffs' time); and
  ➢ the planned implementation (iVolution) of centrally controlled and funded Remote Network Access (which will replace Internet Service Provider funding requirements in the regions).

**<u>Recommendation #7</u>**
***We recommend that NHQ Systems' Client, Regional and Systems Services and the regions should review the annual regional kiosk funding requirements (based on HRDC's strategic direction as described in its 'Rationalization of Kiosks' document).***

### *3.2.5   Criteria: Users are educated and trained.*

**Users are educated and trained at both HRCCs and third party sites** to assist HRDC clients in using the kiosks as noted by IARMS from visits to these sites.

## 4.0  CONCLUSION

We concluded that the management framework and delivery and support levels for HRDC's kiosks are appropriately managed based on the audit work performed. A Management Action Plan (see Appendix B) is attached to address the recommendations in this report.

In our professional judgement, sufficient and appropriate audit procedures have been conducted and evidence gathered to support the accuracy of the conclusions reached and contained in this report. The conclusions were based on a comparison of the situations as they existed at the time against the audit criteria. The conclusions are only applicable for the Kiosk Audit.

This internal audit was conducted in accordance with the Treasury Board Policy on Internal Audit and the Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing.

*APPENDIX A*

## AUDIT OBJECTIVE, SCOPE, CRITERIA & METHODOLOGY

## OBJECTIVE

The audit objectives were to assess the Management Framework, and Delivery and Support Levels of HRDC's kiosks for appropriateness.

## SCOPE

The audit was conducted at NHQ and four regions: Nova Scotia, Quebec, Ontario and British Columbia, as well as New Brunswick via video conferences. These regional visits took into account volume variations, accessibility/non-accessibility issues and regional differences from an operational and client perspective. On-site visits and interviews were held with both national and regional representatives from Employment Insurance, Employment Program Branch and Systems. Selected HRCCs were also visited in each region.

## CRITERIA

The following criteria, which was applied to this audit, are referenced from the Information Systems Audit and Control Association's (ISACA) 'Control Objective for Information and Related Technology' (COBIT). ISACA's COBIT is an internationally recognized IT/IM standard.

       Management Framework
- Operational and Strategic planning is being done
- Organization and relationships are articulated
- Management aims and direction are communicated
- Human resources are managed
- Controls are implemented to assess risks and manage quality/change.

       Delivery and Support
- Operations (e.g. system security, KIOSK configuration) are managed
- Service levels/third party services are defined
- Performance, capacity, problems and incidents are managed
- Costs are identified and attributed
- Users are educated and trained

## METHODOLOGY

As per Treasury Board's Internal Audit Guidelines, assurance was provided through interviewing appropriate HRDC management and staff as well as some third party hosts of KIOSKs. Documentation reviews of KIOSK studies (e.g. KIOSK Site Criteria Study, KIOSK Information Study) and strategy papers were undertaken. Applicable files and historical data were analyzed for trends and assurance of program management and monitoring. We conducted this audit during Q3, 2001/02.

*APPENDIX B*

# KIOSK AUDIT - MANAGEMENT ACTION PLAN

| IARMS RECOMMENDATION | CORRECTIVE MANAGEMENT ACTION PLAN | EXPECTED COMPLETION DATE | DIRECTORATE LEVEL WITHIN THE BRANCH |
|---|---|---|---|
| **3.1.4 Human Resources**<br><br>**#1.** In coordination with the implementation of the Kiosk Statistical Reporting program, NHQ Systems' Client, Regional and Systems Services group and the regions should develop a comprehensive kiosk training program to be offered to interested regions. | **In-progress**<br><br>A comprehensive training plan is a deliverable of the Kiosk Statistical Reporting System implementation plan.<br>➢ Training strategy and funding estimate.<br><br>➢ Training will take place when funding becomes available<br>➢ Funding is currently unavailable | Completed April 30,2002<br><br>TBD | Ken Vachon |

| IARMS RECOMMENDATION | CORRECTIVE MANAGEMENT ACTION PLAN | EXPECTED COMPLETION DATE | DIRECTORATE LEVEL WITHIN THE BRANCH |
|---|---|---|---|
| **3.2.1 Operations are managed**<br><br>**#2.** NHQ Systems' Client, Regional and Systems Services group and the regions should find ways to ensure the Kiosk Administration program contains current and correct information and is used accordingly. | **In-progress**<br><br>Phase One: External Kiosk Rationalization<br><br>1. A monthly production monitoring report will be produced by the Kiosk team and will be sent to the Regional Systems Coordinators<br><br>2. Create consolidated list of remote kiosks<br><br>3. Develop an approach to dealing with more than one kiosk registration record for a kiosk.<br><br>4. Develop method of controlling the creation of new Kiosk Registrations. Each implementation has seen the regional staff replacing old registrations number with new ones.<br><br>5. Physical Inventory is being reconciled with count of the Kiosk Administration Database. Regions will be requested to perform a post Kiosk 6.0 Implementation clean-up of all registered kiosks that are in-active<br><br>Phase Two:<br><br>1. An inventory module will be added to the Kiosk Admin database. The database will be populated with information from the regions. | Completed Mar 31, 2002<br>Completed April 30, 2002<br>Completed April 30, 2002<br>Completed May 31, 2002<br><br><br><br>June 28, 2002<br><br><br><br>Q3 / Q4 | Ken Vachon |

| IARMS RECOMMENDATION | CORRECTIVE MANAGEMENT ACTION PLAN | EXPECTED COMPLETION DATE | DIRECTORATE LEVEL WITHIN THE BRANCH |
|---|---|---|---|
| **3.2.1  Operations are managed.**<br><br>**#3.** NHQ Systems' Client, Regional and Systems Services group should install an anti virus software on all kiosks (HRDC's national standard is McAfee) | **In-Progress**<br><br>Kiosk team is working with IT-Security and Network Management.<br>➢ CIR McAfee 4.5.1<br><br>➢ Develop a remote kiosk solution to obtaining McAfee updates including project plans.<br>➢ Verification that McAfee licenses are available<br>➢ Purchase licenses ($70,000), OPPM<br>➢ Anti-virus update release from Software Distribution for implementation<br>   ➢ Internal kiosks<br>   ➢ External kiosks | Completed April 30,2002 Completed Mar 31, 2002 Completed<br><br>Completed<br><br>Completed April 10, 2002 Q2 | K. Vachon |
| **3.2.2  Service levels/third party services are defined.**<br><br>**#4.** As long as there are external kiosks, NHQ Systems' National Operations Services should assess its position on having the National Service Desk accept third party service request/calls for HRDC's external Kiosks. | A request to Peter Ringlet, National Service Desk Manger, to look into this recommendation has been made.<br><br>This issue has been referred to HRDC National Service Desk (NSD).  Currently, the NSD does not support third party service providers outside of national contracts.  There is no funds to support opening NSD to third party service requests.  "Alternative options being considered through regions where resources are available." (22-04-2002) | | Peter Ringlet Ken Vachon |

| IARMS RECOMMENDATION | CORRECTIVE MANAGEMENT ACTION PLAN | EXPECTED COMPLETION DATE | DIRECTORATE LEVEL WITHIN THE BRANCH |
|---|---|---|---|
| **3.2.2   Service levels/third party services are defined.**<br><br>**#5.** HRDC should use its Generic Remote Kiosk Lease Agreement as the basis for customizing any new third party kiosk contracts (should any be negotiated). | Distribute Generic Kiosk Lease Agreement to all Regional Systems coordinators | Completed April 30, 2002 | K. Vachon R. Embury |
| **3.2.3   Performance, capacity, problems and incidents are managed**<br><br>**#6.** NHQ Systems Client, Regional and Systems Services and regions should establish kiosk availability standards for which regions are held accountable. | The Kiosk Services Section will:<br>1.   Review current performance measures<br>2.   Identify Regional issues with the Kiosk Weather Report<br>3.   Revise and seek regional agreement on performance measure<br>4.   If required, revised corporate performance measures | Sept. 30, 2002 | K. Vachon Regional Systems Coordinators |
| **3.2.4   Costs are identified and attributed**<br><br>**#7.** NHQ Systems' Client, Regional and Systems Services and the regions should review the annual regional kiosk funding requirements based on HRDC's strategic direction as described in its 'Rationalization of Kiosks' document | The Kiosk Section, with consultation with the Regions has completed a review and update of the kiosk funding formula. | Completed Mar 31,2002 | M. Zommo K. Vachon |