Industry Canada

Industrie Canada

Audit of Quebec Region

July 1997

Canada

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Executive Summary

The main focuses of the Quebec region audit are finance, administration, human resources and informatics. According to the audit team, the management and control features of the various elements related to finance, administration, human resources and informatics are adequate. However, some improvements are required by regional management to ensure greater efficiency in the management of operations. The issues for discussion are outlined below, in a succinct way, without providing their context.

Finance

The billing and fund receipt process for the district offices of Measurement Canada need to be improved in order to ensure a more efficient operation framework and a better control.

There is no reconciliation of funds received for the revenues of Corporations, Consumer Products and Intellectual Property.

Administrative Services

The control of the vehicle fleet in the regional office could be improved.

The control of capital assets and computer equipment inventories is inadequate.

There is no process in force to ensure the consistency of record coding, storage and archiving throughout the sectors. Moreover, there is no common policy between the sectors concerning the coding of records.

Human Resources Management

At the human resources management level, it was noted that some responsibility centres did not have a formal system in place for the control of leave and time off in lieu of overtime. As well, the lack of a human resources management plan, at the regional level, leads to not having a total control over the work force concerning aspects such as skills, experience, language requirements, age and equal participation.

Details of these findings are presented in the fourth section of this report. The Branch has been informed of the findings presented in this report and has taken immediate action to address most of the identified weaknesses.

1.0   Regional Organization

The audit of the finance, administration and human resources management functions of the Quebec Region was approved as an integral part of the Audit and Evaluation Branch Plan for the fiscal year 1996-1997. The Quebec Region reports to the Regional Executive Director, who reports in turn to the assistant deputy minister, Operations, in Ottawa. There are 363.5 full-time employees working for the Region, measured in terms of employee full-time equivalents (FTEs). Their distribution by reporting structure is summarized in the table presented in Annex "A".

2.0   Audit Scope and Purpose

The general purpose of this audit is to determine the effectiveness, the efficiency and the economy of the administrative, financial and human resources management functions of the regional Office and to assess the relations between the headquarters and the Regional Headquarters, as well as the relations between the Regional Headquarters and the district offices.

The scope of the audit includes all the administrative and financial activities of the Region, the operational planning and the performance communication to the headquarters. More precisely, our analysis includes a review of the:

- management framework, including workforce reduction, administrative support, organization, etc.;

- human resources management, including classification, staffing, official languages, payroll, overtime, staff security, etc.;

- financial function, including control of expenses, contracting, travel expenses, budget control, revenue control, accounts receivables and contributions management (Sec. 33 and recoveries)

- administrative services, including asset, capital, vehicle and record management, as well as staff security;

- informatics services, including informatics strategy, systems, software, equipment and security.

The audit was conducted in the regional office located at 5, place Ville-Marie in Montreal, and at the following district offices:

Ste-Foy:	Spectrum Management
Sillery:	Bankruptcy and Measurement Canada
Montreal, Place Victoria:	Measurement Canada and Aboriginal Affairs
Montreal, 6850 Sherbrooke East:	Consumer Products and Measurement Canada

3.0   Audit Approach

The used methodology to audit the value-for-money is based on the General Auditor of Canada Guidelines in the Comprehensive Auditing Manual. This methodology consists of verifying that the region has accomplished its objectives and of reviewing the impact of performance measurement systems, as well as the effectiveness, efficiency and economy of different processes. The audit team conducted the work in order to report on the use of resources, including the following cases:

- non compliance with authority instruments (directives, policies, etc.);

- lack of adequate control or documentation;

- negligence in the effectiveness, efficiency, and economy of processes;

- lack of a performance measurement system.

The work was conducting while taking into account the relevance of observations and the level of risk for the organization. Our approach consisted of auditing records, conducting interviews with managers and employees, and holding three scenario sessions with employees directly responsible for the functions related to finance, administration and human resources management.

The affected managers were provided with a discussion sheet for each audited management component to inform them of the key findings. This approach allowed us also to validate the information and to clarify the outstanding items.

4.0   Audit Findings

4.1   Management Framework

The Quebec Region reports to the Regional Executive Director, who in turn reports to the Assistant Deputy Minister, Operations, in Ottawa. The Region consists of 363.5 full-time equivalent employees (ETPs).

The organizational structure of several sectors is of matrix-type because of their reporting relationships with the headquarters and their operational relationships with national programs in Ottawa. For other sectors, the organizational structure is centralized due to their reporting and operational relationships with the headquarters in Ottawa.

To ensure an efficient communication, the Regional Executive Director has taken the lead in including sector and service managers who do not report to her directly in her regional executive committee. This initiative is appreciated by managers and ensures an effective communication between the various responsibility centres.

4.2   Finance

The Finance service reports to the Financing, Re-engineering and Administration Director. This service is composed of the following six positions: one FI-2, one FI-1, one AS-2 and three clerks. Following the study conducted by the Region on administrative services, it is planned to change

the current structure for a more horizontal one where all the staff will report directly to the Director.

Our audit consisted of reviews with regards to operating expenditures, revenues and contribution programs.

4.2.1 Operating Expenditures

The control of operating expenditures is usually done through the audit of budgets and proves used to authentify expenditures.

In the case of budgets, it was noted that there is an adequate control through the RAMS and MRAMS systems. However, some responsibility centres have chosen to maintain a parallel control system, either manual or software, such as EXCEL or LOTUS. These situations have been observed in Bankruptcy and Spectrum. These responsibility centres have difficulty in accessing the RAMS system and in printing reports. This results in an overlap of control mechanisms for transactions. There are some fund commitments that were not captured in the RAMS system. Although the implementation of a new financial system (SAP) by 1998 is planned, it would be useful to consider these weaknesses and thus to ensure that the commitments will be captured and that the overlapping of control systems will be avoided.

In the case of expenditures, we verified supplier files, employee travel claims and files related to acquisition cards. In total, 96 financial transactions regarding the fiscal year 1996-97 were verified. It was noted, in general, that these transactions were appropriately approved and that the supporting documentation was adequate. Moreover, the expenditures were approved by the Managers of responsibility centres and the audit is appropriately conducted by Finances, in accordance with Section 33 of the Financial Administration Law.

Recommendation:

1   The Finance, Re-engineering and Administration Branch should, in conjunction with informatics services, ensure that all the managers can access the RAMS system directly on the screen and on hard copy, and that all the employees of responsibility centres are adequately trained to use the system. The same points should be considered in implementing the new financial system.

4.2.2 Revenues

Revenues come from the following sectors :

Spectrum Management	Corporations
Licences	Incorporation fees
Telecommunication fees	Annual tax return fees
Equipment registration	Reproductions and certificates
Inspection of boat facilities	

Measurement Canada   Bankruptcy

Weights and measures inspections   Superintendent's levy

Electricity and gas inspections   Name search

Consumer product standard   Registration fees on estate in bankruptcy

                                                      Unclaimed dividends and undistributed assets

Consumer Products

Trustee licence fees

Label numbers (CA)

With regards to **Spectrum Management**, our audit in the Montreal and Quebec City district offices showed that there is, in general, a good control of invoicing and fund collection. However, it was noted that the mail is opened by only one employee, which prevents the acknowledgement of received moneys. Moreover, there is no journal voucher that is kept for the fund collection (blotter).

In the case of **Measurement Canada,** our audit in the Montreal and Quebec City district offices revealed some weaknesses that do not ensure an adequate control of the department's fund collection and an efficient business management. The noted weaknesses are the follow:

- inspection certificates and invoices result in overlapping, which delays the recovery process for a period of 1 to 30 days;

- invoices from the Weights and Measures section in the Quebec district are not pre-numbered;

- the mail opening is not done by two people and the received funds are not recorded in the blotter in order to ensure an adequate audit trail;

- there is no reconciliation between the amounts recorded as revenues in the system cash book, the deposits and the amounts registered as revenues in the RAMS system;

- the Montreal district does not abide by the standard requiring that a deposit be made as soon as an amount of $500 is reached; we noted a deposit frequency of approximately two times per month for an average of $6,900 per deposit;

- the Quebec district does not have a security container and funds are kept in a locked desk drawer.

In the case of **Corporations, Consumer Products and Intellectual Property**, the control of fund receipt seems adequate, but there is no reconciliation between the received amounts and the registered amounts in the RAMS system. Funds are presently collected by the reception at 5 Place Ville-Marie and are delivered to an AS-2 (Manager, Accounting) of Finance service. The AS-2 signs-off the available log book at the reception before receiving the funds, which are then

deposited on behalf of the General Receiver of Canada. However, we have noticed that there was no reconciliation between the deposited funds, the registered deposits in the RAMS system and the funds delivered to the AS-2. This raises a significant risk, as the deposits can vary from $200 to $2,000 per day.

Recommendations:

2   The Finance, Re-engineering and Administration Branch should review the billing and fund receipt process for Quebec's district offices in cooperation with Measurement Canada, to ensure a more efficient operation and a better control of fund receipt.

3   The Finance, Re-engineering and Administration Branch, in cooperation with the receipt steward of 5 Place Ville-Marie, should ensure that the fund reconciliation provided to the accounting manager is done on a monthly basis. An independent person should compare revenues recorded in RAMS with those recorded in the receipt log book and that are provided to Finance.

4   The Finance, Re-engineering and Administration Branch should clearly advise all responsibility centres about the procedures to be taken for the mail opening process and for the deposit of received funds. This procedure helps to ensure that two individuals assist in opening the mail at any time and that journal vouchers are maintained for moneys received by mail (blotter).

4.2.3   Contributions

The Quebec Region has three contribution programs: Aboriginal Affaires, Tourism (Canada/Quebec Agreement 1992/1997), and Canada/Quebec Subsidiary Agreement on Industrial Development.

Our audit focussed on a sample of 33 financial files. The files related to outstanding projects are maintained by project officers from various sectors. When Finance receives a payment request, the file audit is carried out by using the Audit Program for Disbursement. In the case of an audit under the section 33 of the Financial Administration Act (FAA), files are fully reviewed.

4.3   Administrative Services

The administrative function of the Region includes the management of procurement, inventories, telecommunications, mail, office space, records, health and safety at work, as well fleet management, including the greening program.

During the preliminary phase of the audit, it was noted that procurement, telecommunications, and health and safety at work were well managed and, therefore, no follow-up was made during the detailed audit.

The physical security of Place Ville-Marie was recently subject to an audit by the department's security services. The draft report mentions some areas that could be improved and provides a list

of recommended corrective actions. The audit team supports the report and encourages that the Region adopts the recommended corrective actions as soon as possible.

4.3.1   Fleet Management

As of October 1996, the vehicle fleet in the Quebec Region consisted of 113 cars, light trucks, and trucks. Each sector or district office is responsible for managing these vehicles, with the exception of vehicles reserved for the Regional Headquarters at Place Ville-Marie.

During the audit, it was noted that the control mechanisms are adequate in the districts. However, with regards to the Place Ville-Marie vehicles for which the Regional Headquarters are responsible, some improvements should be made.

It was noted that all the vehicles had journey log books, except for seven vehicles managed by the Regional Headquarters of Place Ville-Marie. This situation exists since the merger of the departments. Furthermore, in the log book used for Place Ville-Marie vehicle reservations, the destination was often omitted.

Monthly odometer readings are sent to the GE system for all vehicles of the regional fleet. The fleet managers send this data by fax. No district office has presently an access to the GE system. The Regional Headquarters have an access software since two years, but the software is not used. However, the bilingual version of this software is available only since August 96.

Most of the district offices' vehicles bear a departmental mark approved by the Treasury Board. The few exceptions are those vehicles used for surprise inspections, as well as the recently purchased vehicules, pending an appropriate time for the marking. Each fleet includes one or two unmarked vehicles for surprise inspections. In the case of the Place Ville-Marie fleet, the Tourism, Spectrum, Information Technologies and Consumer Products vehicles and those used by the Regional Office are not marked, although they have not been officially exempted. However, the department's policy stipulates that a special authorization is required to use an unmarked vehicle, either for special investigations, or for any other reasons.

At the district level, it is very rare that an employee be authorized to keep the vehicle overnight or during week-ends. With regards to six vehicles managed by the Regional Headquarters at Place Ville-Marie, the log book used for registration indicates that, in most cases, vehicles are brought back in the morning, which indicates that the users usually keep the vehicle at home overnight.

It was also noted that the vehicle used by Public Relations could not be identified in the GE list, and that there is a lack of clear and recent information on the use of all parking lots reserved for the department.

Recommendations:

5   The Region should ensure that the GE system is accessible to the vehicle fleet managers in the districts.

6   To prevent the use of vehicles for personal reasons and to prevent that some users benefit from an unstated taxable benefit, the Regional Headquarters should:

-        require the use of a journey log book in all vehicles;

-        ensure that the vehicles not bearing a departmental mark be marked or be subject to an official exemption;

-        ensure that users of the vehicles managed by the Regional Headquarters bring them back to Place Ville-Marie by the end of the day, unless the situation justifies it.

4.3.2   Inventory Management

The implementation of the Equipment and Assets Management Information System (EAMIS) started during summer 1996 with the development of an inventory in each sector. This inventory, coordinated by the Regional Headquarters, includes technical and computer assets of more than $500, "attractive" assets such as cellular phones, walkie-talkies, as well as assets that employees bring home. During the training sessions provided to the future system users at the end of January 1997, some sectors had still not completed their inventory.

The EAMIS system is available to the department over the past few years. However. the Quebec Region waited until summer 1996 before starting to use it. During that time span, several sectors had stopped managing their property inventory, while others had to develop an assets management system to ensure the control of technical and computer assets. This situation resulted in a lack of regional asset control and a duplication of efforts caused by the existence of parallel systems.

At the Regional Branch of Measurement Canada, the inventory of laptops, desktops and technical equipments for the Region is conducted following a request from the Headquarters in Ottawa. It was reported that no one had heard about the EAMIS system. At Consumer Products, the Progress system is used to manage the inventory. According to the sector manager, the EAMIS system was not yet available when they decided to use an inventory management system two years ago in order to better control operations. In consequence, there is a duplication of assets management systems, as these two sectors still made an inventory for EAMIS, with the exception of the Regional Branch of Measurement Canada.

The inventory developed for the EAMIS system had to be completed in December 1996, according to the Regional Headquarters. However, several sectors had still not completed it during the training on the system use for future users in the district offices, in the last week of January 1997. The system was therefore not yet officially and completely used. The offices that had not yet completed their inventory were the following:

-     Spectrum Management, Place Victoria Montreal;

-     Measurement Canada, 6850 Sherbrooke East, Montreal (almost completed);

-     Bankruptcy, Montreal office;

-     Bankruptcy, Quebec City office;

- International Commerce;

- Subsidiary Agreement on Industrial Development;

- Aboriginal Business;

- Tourism.

Tags with bar codes were fixed systematically on all assets in the inventory. All the sectors seem to have complied with the assets categories for inventory purpose. On the other hand, the audit of already made inventories shows that there is a lack of information in several cases concerning the purchase order number, the date received and the unit price, especially for goods acquired several years ago.

Recommendation:

\# 7   The Region should ensure that inventories are made as soon as possible and that a follow-up is conducted by the Finance, Re-engineering and Administration Branch in order to confirm that the inventories are developed adequately and that there is no duplication between the departmental system and the system implemented by the sectors.

4.3.3   Records Management

To ensure the effectiveness and efficiency of operations, records classification and storage should help to retrieve information efficiently and make it available on a systematic basis.

The audit showed that the sectors do not share a common policy for the coding of records. Some sectors use the coding system of their former department, while others do not have a comprehensive system. The role of the Region's administrative services is limited to coordinating record mailing and claims to the archives and to providing a training for sectors.

The interviews with the Director of Mail and Recors Distribution in Ottawa and with project officers of the Branch confirmed that there is presently a national system for records management, to which all sectors have complied, with the exception of Quebec. The system was implemented as a result of the merger between the four departments; the automated systems of each department were than migrated into a new system with the following components: "RIMS" (Recorded Information Management System); "CICS" (Corporate Information Classification System); Electronic Document Management System.

In the Quebec Region, no process is available for now to standardize the coding, stocking and archiving of records throughout the sectors. The audit in each sector showed that:

- some sectors are revising their records management system or, at a minimum, their coding system (classification keys), either for operational records   r for administrative records;

- some sectors have chosen to computerize their records as much as possible, while others still prefer hard copy records;

- some sectors have made virtually no change since the merger of the departments, which can make it difficult to handle records due to the lack of an adequate coding and classification system.

It seems that the absence of a person in charge of the records room at the 8th floor makes it difficult to implement a comprehensive records management system. The different systems used in the respective sectors demonstrate the lack of consistency between sectors. In some sectors, the present situation can result in loss of information, as well as important delays in the retrieval of records. Consequently, there is a need to standardize records management throughout the Region.

Recommendation:

\# 8   The Region should implement, as soon as possible, the information management system used presently in the other regions, as well as a common records management procedure in all the sectors of the Region, including coding, classification and archiving.

4.4   Human Resources Management

Human resources management for the Quebec Region includes workforce planning, work relations, classification, performance evaluation, staffing, payroll, and training. The audit also focussed on the section 41 of the Official Languages Act.

Our audit work showed that there is an adequate management of work relations, job classification, staffing process, official languages, and training.

Our review of existing resources also lead us to conclude that the Region has initiated a **downsizing** which is expected to be completed in 1998-1999. More precisely, it was noted that the downsizing was well planned. After almost two years of operations, the regional office had almost met its objective of 198 full-time equivalents (FTEs). As of December 31, 1996, the Region had 201 FTEs, with five or six planned departures before March 31, 1997. The number of EX employees has decreased from thirteen to six and is expected to go down to five by April 1997. The anticipated departure records are also well maintained.

Our audit has, however, revealed some weaknesses in terms of payroll management and human resources management planning.

4.4.1   Human Resources Management Planning

A good human resources planning is important so that the organization has a sufficient number of skilled and motivated employees to meet the organizational objectives, to ensure an adequate succession control, and to create a training plan focussed on needs.

Our audit demonstrated that there is presently no corporate human resources management plan at the regional level. However, the Regional Directorate has started recently to take action in order to prepare a departmental Action Plan, based on the document "La Relève" submitted to the Assistant Deputy Minister, Operations. This document outlines how to ensure a skilled succession within the department for the short and long term.

The lack of a **human resources management plan** for the Region impedes its workforce control in terms of skills, experience, language requirements, age, and equal participation. The interviews with managers show a need for workforce analysis. For example, inspectors in the district office of Measurement Canada in Montreal are, on average, more than 50 years old. As the replacement of inspectors requires a special training, this situation could cause a problem in the near future.

The departmental Action Plan will be based, in part, on the human resources action plan being completed by the Spectrum Management. Subsequently, this experience will be extended to the entire sector, then to the other sectors. It is expected that the corporate plan will be completed by April 1. The action plan developed by the Spectrum Management includes different elements that are being integrated in a comprehensive system. Those elements are a training plan, a succession plan, a career plan, as well as an employee list with birth and service dates, the level of function and status. Furthermore, the formats of the career plan and the succession plan are in process of being matched. The latter is determined by the demographic development of the workforce and constitutes a tool which helps to further the overall analysis.

The "La Relève" project, which outlines the content of the future departmental Action Plan, contains a series of objectives relating to training, excellence, staff turnover, leadership, skill profiles, etc. However, there is still a need to integrate this element in a structured plan specific to the organization of the department. An other document aimed at modelling the future departmental Action Plan presents mixed strategies related to human resources, which address issues such as re-skilling, employee security and well-being, change management and workforce adjustment.

In consequence, it was noted that the overall human resources management plan for the entire Region is under development

We also observed a certain degree of negligence on behalf of some managers to complete their employee evaluations. As of November 1996, only 80% of reports, due since January 1996, were completed.

Recommendations:

9   The Regional Executive Director should ensure that the departmental human resources action plan is developed by considering the following elements.

- determination of human resources needs in terms of specialization and experience;

- workforce evaluation (age, retirement, seniority, etc);

  determination of training needs;

- downsizing plan (departmental level); and,

- development of an integrated human resources management plan which will be extended to all sectors

10   Human Resources and sector managers should take necessary action in order to ensure that the employee performance evaluations are completed within a reasonable period.

4.5   Informatics Services

Informatics services are part of the Intelligence and Information Section. Only Spectrum Management and Consumer Products have their own computer expert for the management of systems designed for existing programs. Our audit mainly focussed on computer security and on the issue surrounding the Year 2000 system compliance of the Region.

4.5.1   Informatics Strategy

In February 1996, the Region conducted a study on its informatics needs and developed a strategic framework for information and technology management in Quebec. This study allowed to identify the strengths and weaknesses of the Region and to submit recommendations approved by the management. The major weaknesses are the servers which must be upgraded for more powerful computers. The Region made a serious effort to implement an informatics strategy that was developed to ensure a better service to users. In general, users are satisfied with the services presently delivered and recognize that the advocated strategy will allow an enhancement of services, mostly with regards to the speed of network interaction. The Region plans to acquire new equipments that will substantially improve the speed of systems.

The new structure of informatics services will enable the delivery of a more equitable service for all users and, for this, service agreements are expected to be concluded with each sector and service. These agreements will clearly establish the needs of everyone and the cost recovery method. There is already an agreement with Aboriginal Affairs, and an agreement with Bankruptcy is in process of being signed. Subsequently, other agreements will be established with Spectrum Management, Industrial Development, Measurement Canada, and Tourism.

The establishment of a cost recovery system is also expected according to the agreements signed by April 1st, 1997. To identify the needs of everyone, the Region is testing the "Brainstorm" software, that will be coupled with Lotus Notes to identify the equipment of each user.

Recommendation:

11   The audit team recommends that service agreements with sectors be established as soon as possible so that a cost recovery and allocation structure be in effect for the fiscal year 1997-1998.

4.5.2   Informatics Security

With regards to computer security, it was noted that there is an appropriate control of the access to network rooms, except in the Quebec City District, Belvedere Street, where we noticed that the door is always unlocked and the network room is accessible at anytime by all the employees of Bankruptcy, Measurement Canada, KPMG (Consultants), Health Canada (that has an access to the floor for the use of the stamp machine), as well as by maintenance employees and visitors. All

these individuals have therefore access to the servers of Measurement Canada and of Bankruptcy, as well as to the backup copies.

The Region seems to have an efficient and secure approach for the re-formatting of hard disks before their disposal. However, the Region does not have a procedure for the disposal of diskettes and tapes containing protected information.

Servers are protected against overvoltage and disruptions, but not all work stations have overvoltage connections.

Access to the network seems to be well protected; a communication software is in place, equipped with a control system using passwords and follow-up procedures. Passwords are automatically controlled by the Novell system which stores the last ten words. The user must change his/her password every 90 days. Passwords are however composed of five characters, instead of six, as required by the department's standards (that is, an alpha-numeric combination and not a dictionary word or a proper name). It was also observed that the Region uses a multiple access account for visitors, which is always accessible and protected by the same password.

All the networks are protected by an anti-virus software which blocks any virus once it is detected. For work stations, hard disks are checked each time the computer is turned on, however the diskette storage drives (drives "A" or "B") are not automatically checked up. The storage of electronic data is done completely only one a w   , instead of every night, and the information is stored on site. Informatics services perform the   hiving of data every night, but only by modules, because there is not enough space on the band to execute a complete archiving of the network. It is planned to soon change the server and the storage unit, which would address the situation.

Recommendations:

12   Any access to (computer) network rooms should be limited to network or information administrators. Informatics services managers should verify the existence of such control measures in the districts and report to the Informatics Services.

13   In case of no departmental procedures, the Region should ensure that procedures are in place for the disposal of information contained on bands, diskettes, etc.

14   The Informatics Services of the Region should ensure that all passwords contain a minimum of six letters, as stipulated by the department's standard. They should also ensure that temporary passwords (for visitors) are changed regularly.

15   The password of network administrators should be changed more frequently (on a monthly basis).

16   The Region should ensure that a complete archiving of computer data is executed on a daily basis in order to ensure information security.

4.5.3   Y2K System Compliance

The threat of the Y2K transition is that 80% to 90% of current computer systems could stop operating once the year exceeds 1999. The reason is simply that most software have only two digits for the year and when, in year 2000, the date will be registered as 00, some year-based calculations could be biased.

A working group was formed in Ottawa, and all regions are participating. This committee has asked each parti pant to:

- make an inventory of different applications which support their systems; the inventory should cover business applications (software) and those developed specifically for their needs, such as databases, equipment and system software (Novell, NT);

- perform an operation assessment to determine if the Y2K transition will cause any problems;

- determine which applications must be redone;

- conduct an assessment of impacts;

- evaluate the selected solution;

- proceed by pilot project(s).

During the audit, it was noted that no work was yet conducted by Region regarding this matter. Since the departure of the Information and Technologies Management Director in November 1996, no representative of the Regional Office has attended to the meetings of the National Committee. It was also noticed that most of the regional offices have note provided the information required by the Committee, in fall 1996. We were just recently advised by the leader of the National Committee that a second request would be done shortly.

Following our discussions with the management, it was noted that the manager, Corporate Information and Technology (Diane Lemire) was appointed to represent the Regional Office on this national Committee.

Recommendation:

17   The Region should proceed, as soon as possible, to assess the systems used in the Region, as required by the National Committee. Carole Laurila, member of the National Committee and employee of the Audit and Evaluation Branch, offers her assistance to help the Regional Office in formulating its action plan. Carole works presently with the CIPO team in the development of their Y2K action plan.

Distribution of Full-Time Employees (FTEs) per Sector and Service

Sectors and Services	# of Full-Time Employees (FTEs)
I -Sectors and Services with Employees Reporting to the Regional Executive Director	
Regional Executive Director Office	3
Spectrum Management	93
Information Technology	5.5
Consumer Products	21
Executive Services and Public Affairs	5
Human Resources	8.5
Finance, Re-engineering and Administration	11
Information and Technology Management	15.5
Strategic Information	3
Canada-Quebec Agreement on Industrial Development	8
International Commerce	19
Analysis, Policy and Consultation	5.5
II - Sectors and Services with Employees Reporting to Ottawa	
Industrial Development	16.5
Canada-Quebec Subsidiary Agreement on Tourism Development	8
Bankruptcy	58
Measurement Canada	72
III -Employees reporting to the Aboriginal Business Director, Ontario Region	6
IV - Employees Working for Decentralized Services	
Info-Entrepreneur	3
CITI	2
Total Regional Staff	363.5