

1993-94 Communications Plans prepared by directors analyze the communications environment of the respective region or function, identify target audiences, set out specific and measurable objectives and recommend effective strategies.

Specific external communications activities to be undertaken include:

- participation in travel industry shows;
- the placement of information kiosks in strategic high-traffic areas (e.g. shopping centres, airport terminals);
- visits to, and seminars for, local organizations such as schools and associations representing ethnic minorities and visually or hearing-impaired people;
- the maintenance of close working relationships with the travel industry;
- media relations and special events to promote new offices.

Internal communications activities specified by regional and functional directors include various initiatives, including the use of video technology, to develop and maintain a sound organizational culture and to foster the development of individual employees.

Management Services provides corporate level communications services including communications policy guidance and coordination, production of common promotional materials, operation of the national toll-free enquiry service and coordination of the corporate identity program. In this connection, it will, among other things, ensure consistency in the approach to communications planning by beginning work on a Passport Office communications policy and procedures manual. It will produce brochures, video and kiosk materials for use at exhibitions or in regional offices, and purchase national level advertising. It will expand the 1-800 system and purchase a telephone management computer.

**Resources required:** to be absorbed by existing resources.

### 3.9 Audit Plan

**Background.** The Passport Office must meet the challenge of delivering an effective product while meeting stringent targets for efficiency and economy. To help managers meet these objectives, in 1992-93 we took steps to strengthen our internal audit function by commissioning a multi-year Audit Plan.

The multi-year Plan describes all audit activities to be carried out over a five-year time-frame. The Plan was based on an in-depth examination of the Passport Office organization, including all operations and internal administrative functions, to define the potential audit universe and to break it down into key areas of management activity. Accordingly, the Plan includes a description of the agency's audit universe and proposes a review of the following areas of management activities:

- strategic and business planning and reporting;
- security management;
- operations management;
- financial management;
- human resources management;
- information technology management;
- corporate relations;
- quality management.

#### *Objective*

- To provide management with an independent assessment of the quality of the Passport Office's internal controls and business processes, as well as recommendations and suggestions for continual improvement.

**Anticipated Benefits.** The major benefits are:

- more rational organization of internal auditing;
- identification of opportunities for improving systems and controls;