

issuance of a wallet-sized passport card, a revised fee structure, walk-in service, passport delivery, electronic archives, children's passports, cash control procedures and features, electronic links with other departments and agencies, redesign of the application form and passport book, and quality measurement systems.

All the decisions took into account the Passport Office goals of improving efficiency, security, and service levels, while also addressing opportunities for generating additional revenue.

Phase II of the project is to be completed in 1995. It will encompass the testing of specific critical aspects of the reengineered process in a test centre environment, development of functional specifications, cost benefit assessments, implementation plans for wide-spread renewal, production options for the existing Passport Office documents, and research into volumes and production options for the new passport card. This research will ensure that the redesigned work flow and architectural design will be able to accommodate future travel document needs.

Phase III, which will commence following approval of the project, will include the pilot testing of new systems and processes within an operational setting, followed by full implementation of the renewed Passport Office.

The Management Operations review aims to develop and implement standardized processes for passport production and to develop a new resource allocation model based on these new processes. The Executive Committee has approved the standardized and improved production models, and the Resource Allocation Review Project is under way. The process involves a review of productivity-measuring techniques and the application of these techniques to

measure our activities — including the newly standardized processes.

A new Framework Document has been developed to more closely reflect the current status of the Passport Office which has undergone changes over the past three years. The new Framework Document, or charter of the Agency, reconceptualizes the philosophy, the vision, and the accountability framework of the Passport Office. Achieved through careful analysis of the organization and, after consultation with other Special Operating Agencies, the new Framework Document was a major accomplishment. It was subsequently approved by the Deputy Minister.

The effort involved in coping with two government-wide restructuring exercises contributed to a delay in implementing the Human Resources Management Plan. The Human Resources Services Directorate undertook a comprehensive analysis of its services in consultation with its clients and has been reorganized.

The Strategic Plan recognizes that to improve service we have to become more aware of the needs of our clients and to tailor our services to meet those needs. Quality of Service initiatives implemented during the year in review comprise a national toll-free telephone service, a customer traffic management system within the issuing offices, client surveys, and an independent review of our examiner training program. The three new issuing offices bring more convenient service to the Ontario region.

The Communications Plan involves making our various services known to target groups such as applicants, guarantors, travel agents, government and corporate associates, special interest groups, and the media. The objective of the strategy is to enhance and build client confidence in the Passport Office's policies, procedures, and programs, while