

especially in the area of training, and the recent reorganization, coupled with planned sub-delegation of staffing authority to line management, will vastly enhance managers' ability to manage.

521 Training

Historically, the Passport Office has taken a conservative approach in allocation of funds to training. However, future requirements for a skilled management team, and the concerns arising from the Work Force 2000 studies, exert upon management a pressure to place greater premium on the selection and the developmental training of personnel with potential for leadership. The 1991-92 training budget should increase substantially beyond the normal increment attributable to inflation. Similarly, significant training-related travel expenses will be incurred in achieving objectives established by the Passport Office Examiner Training Committee and in satisfying new expectations in the training of managers at all levels.

522 Promotion of productive management

Productive management benefits will accrue from the formalization of delegation of personnel authorities as approved by the Deputy Head in the Framework Document. These authorities embrace staffing, employment equity, classification, staff relations and official languages. As a consequence, the training of Directors and Managers to exercise sub-delegated staffing and other authorities will receive a high priority. The product of this exercise will be a greatly enhanced ability to efficiently discharge personnel administration responsibilities locally.

523 Improvement and development of better performance measurement systems and techniques

The groundwork already exists for systems to measure performance in delivery of personnel services. Computerized activity reports form the basis upon which comparisons for efficiency can be made. In 1991-92, these systems will be further developed not only as performance measurement tools, but also as instruments of management information.

530 FINANCIAL PLAN FOR 1991-92

For the last fiscal years, the Passport Office has focused its financial function on these concepts: involvement of the managers in the budget process, improvement of the managers' knowledge of the financial function and its purpose, increased delegation of authority to managers, enhancement of managerial tools to be provided to managers and importance for managers to be accountable. There are no major changes in the financial plan for the upcoming year and emphasis will be placed on improvement and development of financial reports. This will provide managers with simple, complete, timely and accurate financial information reports that will serve to support managers in their accountability responsibility. As a result of their participation, they contribute towards the achievement of the Passport Office objectives.