
During the year, the Passport Office continued to encourage the empowerment of employees as a means to improve the quality of service provided to the Canadian public.

Phase two, with its heavy emphasis on testing and research, was completed in 1995. Virtually every aspect associated with passport production was tested, including cost-benefit assessments.

Phase three will see the testing of new systems and processes in an on-site operational setting. Phase four will see a renewed Passport Office with the newly developed equipment and procedures fully operational.

The Management Operations Review initiated in 1992-93 consisted of two projects: the Operations Review Project and the **Resource Allocation Review Project**. The Operations Review Project identified and implemented a standardized production process across the organization. The **Resource Allocation Review Project** developed a new resource allocation model based on the new standardized production process. The model provides for a more efficient reallocation of resources, leading to increased productivity and improved service to the Canadian public.

The Passport Office gives high priority to providing consular staff with the necessary training needed to issue Canadian passports. In the past, Passport Office staff has responded on an ad hoc basis to training requests from foreign missions, in most cases by travelling to missions to give classroom instruction.

The **Consular Training Initiative** takes advantage of technological innovations such as videos to provide a comprehensive self-learning training package. It is expected to both reduce training costs and standardize the method of instruction. During the year, the Consular Training Officer was heavily involved in adapting current training packages to new computer systems being introduced in Canadian missions.

The Human Resources Management Division developed a strategy for **human resource management** which will be followed by a comprehensive review of policies and procedures.

During the year, the Passport Office continued to encourage the **empowerment** of employees as a means to improve the quality of service provided to the Canadian public. Throughout the organization, front line employees were given more authority to resolve complex issues.

To help meet the needs of its clients, the Passport Office has encouraged **Quality of Service Initiatives** throughout the organization. In the 1994-95 fiscal year the Office undertook the following three initiatives:

- To complement the efforts of regional offices to determine the service expectations of clients, the organization took part in a **national study last year conducted by the Institute for Research and Public Policy**. The study focused on the services and activities of several Special Operating Agencies. The Strategic Planning Division developed a set of client service standards for the Passport Office. These service standards reflect the Mission and philosophy of the Passport Office as a Special Operating Agency.