

Efforts will be made to empower staff to handle situations as they arise, and new programs will recognize both team and individual success. Specific proposals include:

- ❖ a training module on dealing effectively with people by applying quality-of-service principles;
- ❖ the development of a refresher course that would include a quality-of-service module;
- ❖ ongoing training for term and indeterminate employees; and
- ❖ review of current training policies and procedures in all directorates to ensure that adequate and appropriate training is provided to enable employees to deal with clients effectively.

2. SECURITY ENHANCEMENT PLAN

An internal review conducted by the Passport Office recommended, in light of socio-political realities, a series of enhanced security measures to protect the integrity of the passport and to ensure continued safe travel for Canadians abroad.

The Passport Office has developed and begun to implement a Security Enhancement Plan, approved by the Secretary of State for External Affairs. The Plan is being implemented in phases, over a period of several years, to ensure that the changes in the operations do not adversely affect either clients or staff.

Phase I, which focused primarily on increased guarantor verification, was implemented in 1991-92.

Phases II and III are being implemented in 1992-93. Under Phase II, the Passport Office is continuing to place increased emphasis on encouraging the public to apply for passports in person. This approach will be supported by the opening of five additional issuing offices. Increased personal appearances will present the opportunity for passport officials to perform security assessment on a face-to-face basis.

