

Technology Enhancement Plan. Since the publication of the 1992-93 Business Plan, the Technology Enhancement Plan has evolved in both concept and timetable. In 1993-94, we will select through the Request for Proposal process an industry associate with whom we will carry the project forward through its successive phases of analysis, design and system implementation. In the coming year, we will define project and user requirements and begin the research and development of alternative systems.

Management Operations Review. The Executive Committee will approve standardized and improved production models in the first quarter of the year. Once the standardized processes are in place, new resource allocation models will be constructed for the Committee's approval.

Review of the Framework Document. We will undertake, in consultation with the Department of External Affairs and the Treasury Board Secretariat, a comprehensive review of the Framework Document in the light of the major reorganization of the Passport Office in the past year and the newly articulated vision, mission and corporate values.

Human Resources Management Plan. In 1992-93, we developed a draft Plan. In the coming year, we will refine the document and begin consultations with senior management and employees before finalizing the Plan and proceeding with its implementation.

Quality-of-Service Initiatives. To foster within the Passport Office a stronger service orientation requires that we develop a conceptual framework for quality of service. This is a long-term undertaking. In 1993-94, therefore, we will undertake a series of specific measures. We will put into service and closely monitor a national toll-free telephone service; install a computerized customer traffic management system in selected offices; conduct surveys of passport applicants; and seek an independent review of the newly designed examiner training program.

Communications Plan. The communications function within the Passport Office is decentralized. In 1993-94, regional offices and functional divisions will participate in travel industry shows; place kiosks in strategic areas; visit organizations such as schools and associations representing ethnic minorities and the disabled; maintain close working relationships with the travel industry; and carry out media relations and special events to promote new offices. Various internal communications initiatives will also be undertaken. Management Services will continue to provide certain corporate level communications services, and will begin work on a Passport Office communications policy and procedures manual.

Audit Plan. In 1992-93, we commissioned a multi-year audit plan. In 1993-94, we will consult with the appropriate authorities within EAITC and, based on the results of these consultations, begin implementation of the plan.

Empowerment. In 1992, the Passport Office was reorganized to create a structure more in keeping with current requirements and reflective of our SOA status. Further refinement of accountabilities, authorities and responsibilities at both the management and working levels will be required. To prepare for these changes, we commissioned a review of the organizational structure, and made the decision to reduce the number of management layers in accordance with the study recommendations. In 1993-94, the Executive Committee will be developing revised work descriptions for managers, examiners and production personnel, and identifying opportunities for further empowerment.