

roughly one third of all passports issued across Canada during the fiscal year. Despite all the unknowns, and with productivity higher than forecast, Ontario region never wavered from providing five-day turnaround service to our clients.



*L to R: Edwina Bennett, Edie Sousa, Laurel Heaton, and Marilyn Rego, Kitchener Office*

The new offices share the same design, modular furnishings and colours familiar to clients of the Toronto, North York, and Windsor offices.

The London office began displaying the work of local artists in its waiting room and the idea has spread to the issuing offices in Kitchener and St. Catharines. Art associations were approached about mounting displays to be changed on a regular basis. The art beautifies waiting-room walls and promotes local artists at no cost to the Passport Office. Both employees and clients appreciate it.

The Ontario region continues to emphasize quality of service in all our offices. For example, a green light system at the North York office ensures that returning clients do not have to wait in line a second time.

A customer traffic management system at the Toronto Passport Office, and a cash register pilot program in North York, have proven to be more efficient for examiners.

The systems also produced information for the management team which alerted them of the need to redeploy staff to better serve clients during busy periods.

Issuing offices also hired part-time staff. This provided management with the flexibility to adjust to peaks in business while still holding the line on productivity targets.

To further improve service, a number of offices sent examiners to make presentations to school, church, and other groups planning trips and wanting passport information.

Ontario Regional Operations developed and delivered brochures and "Information Guides" to over 2,000 travel agents in Ontario and to members of Parliament located in communities without issuing offices. Where members of Parliament were in reach of a passport office, managers visited the constituency offices and briefed new MPs and their staffs and provided them with educational materials. The opening of the new Kitchener office was marked by a display in the Kitchener Fairview Mall.

In new locations, and elsewhere if possible, offices were staffed so that every member could complete the entire issuing process, following the passport from entitlement, through guarantor checks, to production and finishing. This has meant flexibility in managing office demands, and increased job satisfaction. It is also consistent with the Operation Review Committee's recommendation that guarantor verifications be done by one and the same examiner.

At the regional conference, in spring 1993, staff exercised increasing authority, showing that good training, coaching, and experience has prepared them well for empowerment.