

The systems research and development phase will involve the actual technical research, design, specification and full prototype development of the system alternatives selected. The design solution will include the significant aspects of documentation scanning, graphics digitization, storage and retrieval, and an effective process redesign to maximize the benefit of such technologies. Process interfaces to the existing Master Index database and system are also a fundamental component.

**Resources required.** The level of financial resources required in 1993-94 depends largely on the scope of work agreed upon with the business associates and the contract negotiator. The Passport Office TEP team will consist of 6 to 7 Electronic Data Processing specialists and human systems, communications and operations professionals.

### 3.4 Management Operations Review

**Background.** The Management Operations Review Plan was initiated in 1992-93 to move the Passport Office ahead to better service and productivity. The Plan consists of two separate projects: the Operations Review Project and the Resource Allocation Review Project.

The Operations Review Project involves identifying and implementing standardized and improved production processes. The Resource Allocation Review Project is concerned with measuring all activities and processes of the Passport Office, and reframing the Resource Allocation model.

The Operations Review Project is particularly important in that it strategically underpins other projects such as the Technology Enhancement Plan and the Human Resource Management Plan.

A team of operations managers and O&M professionals has been working since October 1992 to describe the passport production systems in place and to frame standardized models.

#### *Objectives*

- To develop and implement standardized processes for passport production.
- To develop a new resource allocation model based on the new process.

**Anticipated Benefits.** Benefits of the Management Operations Review include:

- a more uniform level of service to clients;
- better support through a standardized process for the introduction of new technologies;
- improved human resources management, including an equitable distribution of resources, and better training;
- improved internal communication.

**1993-94 Activities.** Standardized and improved production models will be approved by the Executive Committee in the first quarter and implementation will begin.

When the standardized processes are in place (possibly as early as the third quarter), the Resource Allocation Review Project will begin. Framing of new resource distribution models will involve a review of productivity-measuring techniques and the application of these techniques to measure the Passport Office activities including the newly standardized processes. Part of the goal is to provide production managers with a deeper knowledge of how these models are constructed and how the production statistics that they generate can be properly and effectively used. The revised Resource Allocation Model will be submitted to the Executive Committee for approval.

**Resources required.** It is expected that these activities can be carried out for \$150,000 (including 1 PY).