

1993-94 Activities. Having developed a draft of the Human Resources Management Plan, we will now proceed to the next stage of the process to refine the document and commence consultation with both senior management and employees. The Plan will then be finalized, and we will proceed with implementation. The finalization of a plan that reflects the values of the Passport Office and that is meaningful to employees — a plan that is specific and practical — is a daunting challenge. Considerable consultation and staff work is required to ensure that this is accomplished.

Resources required. The production of the plan will take most of the 1993-94 fiscal year. Implementation will begin immediately upon its completion. The timing of implementation and resources required can only be finalized at that time.

3.7 Quality-of-Service Initiatives

Background. Quality of service is one of the two key strategic objectives of the Passport Office. Moreover, in our *Strategic Plan 1992-93 to 1996-97*, we recognized that in order to improve service, we must become more client-driven; that is, we must become aware of the needs of our clients and tailor our services to meet their needs.

However, to do this effectively requires that we develop a conceptual framework for quality of service, including detailed objectives, the criteria against which the success of the quality of service initiatives can be measured, and the assessment methodology. The development of this framework is a long-term undertaking. In the interim, therefore, we propose to undertake a series of specific measures:

- a national toll-free telephone system;
- a customer traffic management system;
- client surveys ;
- an independent review of the Passport Office examiner training program.

Objective

- To imbue Passport Office operations with a stronger service orientation.

Anticipated Benefits. Improvements in quality of service will maintain and enhance the excellent reputation of the Passport Office. As well, with the burden of answering telephone enquiries reduced, improvements in efficiency are expected.

1993-94 Activities

- i) **New toll-free telephone system.** To improve the management, quality and timeliness of response to telephone enquiries, in March 1993 we put into service a national toll-free telephone system. The system provides 24-hour electronic information across Canada and 9-to-5 personal service for all regions. Staffed by bilingual operators, the service furnishes information on passport policies and regulations, and on the status of applications submitted by mail. All published telephone numbers for regional offices have been redirected to the 1-800 system. Local telephone information services have been retained for economic reasons in Montreal and Toronto.

The service will be closely monitored to ensure that an acceptable level of service is maintained. A telephone call management software will be purchased to allow for detailed performance tracking and real-time problem recognition.

- ii) **Customer Traffic Management System.** To improve the efficiency with which our clients are served, we will install a personal computer-based system in selected issuing offices. On arrival, clients will indicate the service they require by pressing a button on the ticket dispenser. The ticket will confirm the service selected, assign the client a place in line and indicate estimated waiting time. In addition to creating a more relaxed waiting—and working—environment, the system will collect the data necessary to generate daily statistical reports and create staff schedules, thus improving productivity. A pilot system has already been implemented in the Vancouver office.