Management Services

Management Services Division has the responsibility to:

- audit completed passport applications;
- develop and/or maintain all major computer systems;
- provide management with a variety of statistical reports that indicate the status of operations;
- develop short- and long-range projections upon which management can base its budget and business plans;
- perform technical evaluations of materials and equipment used in passport production; and
- develop new systems that incorporate the latest technologies to ensure that the security and integrity of the passport book and issuing systems are maintained.

In 1990-91, Management Service's quality auditors reviewed over 81,000 completed requests for passports and other passport services processed at missions. Each issuing office received a monthly audit report detailing apparent discrepancies. Overall, the number of passport services requiring further clarification from missions has remained below 2% for several years, including the 1990-91 fiscal year.

Data Analysis Section reviewed more than 129,000 alerts generated when passport records were added to the Master Index. Clearing 35,000 of the alerts required contact with the issuing office and the applicants.

The Organization and Methods Section is responsible for maintaining and processing statistical information related to productivity which is essential for management to gauge performance, construct accurate budgets and control person-years. During the Gulf War, daily reports were produced to assist management in using resources effectively.

The Electronic Data Processing Section made major changes to the machine-readable passport computer systems in 1990-91. The original microcomputers have been replaced and the software revised to ensure that the integrity and reliability of the systems are maintained.

The quality of Canadian passport books and the security features found within them ensure that the Canadian passport is held in high regard world-wide. Yet recent developments in the world of high technology have reduced the effectiveness of some security features. To ensure that Canadian passports remain secure, the Passport Office evaluates and reviews current technologies and trends, working directly with other governments, private industry and international agencies who have the same concerns.

REGIONAL OPERATIONS

Regional operations handle approximately 75% of the national volume of passport applications. It is through contact with these offices that most Canadians form their impression of the organization. It is primarily in the regions, therefore, that the goal of further improvements in quality of service must be realized.

In May 1990, a new reporting structure was introduced to improve efficiency in the regions. Nine regional office directors, responsible for twenty-one offices, formerly reported to the Chief Operating Officer. They have been replaced by three regional directors who have been given greater administrative responsibility and authority. Each regional office manager reports to one of these directors.

Eastern

Training is centralized in Montréal for regional staff to ensure that policies and procedures are applied consistently throughout Eastern Operations. Centralizing training has proven to be cost-effective, reducing duplication and ensuring enhanced quality.