

The programs consist notably of human resources strategic planning, occupational health and safety, classification, staffing, staff relations, training and development, employee orientation, career management program, employee performance feedback, to name a few.

In the course of the last years, the Directorate has undertaken various major initiatives to foster a more strategic human resources management approach within the organization. Its activities permit to show cohesiveness and effectiveness while demonstrating leadership and integrity through its human resources management key activities.

SOME OF THE MAJOR PROJECTS UNDERTAKEN LAST YEAR ARE:

- development and delivery of a tailor made human resources training pertaining to staffing and staff relations to all the managers of the organization;
- establishment of an instrument of delegation in human resources management enabling managers to make the appropriate decisions;
- further implementation of a decision-making framework: The Passport Office's Human Resources Manual. The added policies permit us to adapt the specific needs and context of a special service agency

while taking into account the legislative bounds of the Federal Canadian Public Service. A consulting process of different actors including unions, is part of the process to formalize our practices;

- orchestration of the national reclassification exercise of the passport examiner position;
- participation in the development of the TEP;
- to liaise and consult with different central agencies, federal departments, unions in order to obtain additional delegations or during dispute resolutions;
- monitoring of practices to ensure that the Passport Office respects the various Acts governing the human resources management;
- updating and delivery of the examiners' training programs considering future changes in the technology;
- participation to various interdepartmental committees in order to make known the position and needs of the Passport Office, as a Special Operating Agency, in order to influence the orientation of the human resources management practises of the Federal Public Service.

SECURITY POLICY AND ENTITLEMENT

This division, formerly called Security and Foreign Operations, has primary responsibility for ensuring the integrity and security of Canadian travel documents. To this end, it works vigorously to frustrate the efforts of those who would wish to obtain Canadian passports by illegal means.

The division was reorganized this year to create a more effective team, better equipped to make use of advanced technology to enhance the security of the passport issuing process. As part of the reorganization, an Advisory Group on Secure Documents was created. Composed of experts in the field of document security,