I. Highlights

Production automation

The year 1999-2000 witnessed an innovation: the Passport Office converted from producing passports manually to automated production. The implementation of the IRIS automated passport production system across the country, as well as the methods of production, will result in major changes in the way the Passport Office operates. It will pay particular attention to these changes by ensuring a gentle transition that is respectful of the employees, and that will ensure that service (level and provision) and quality are the same, if not better. These measures will help the Passport Office to enhance its performance, especially in terms of integrity and security, and to meet the needs of its clients. In the first year, however, the introduction of IRIS will result in a temporary drop in productivity.

Human resources

The Passport Office expects to make a major effort to increase the quality of its human resources management. An overall Human Resources Plan will be developed, which will include a training plan and a review of the mechanisms for reviewing employee performance and for providing feedback. The Office will resume the enhancement of the human resources information system (HRIS) by improving its access. In addition, it will pay particular attention to two challenges: the implementation of the new Universal Classification Standard (U.C.S.), and the reallocation of human resources as required for automated production.

Integrity and security

The improvement in activities to support the integrity of the empowerment process and the evaluation of risks and threats to security will strengthen the efforts of the Passport Office to facilitate the movement of people with travel documents through borders, while maintaining Canada's reputation in the international community.

Alternative service delivery

While continuing its efforts to diversify the ways in which it delivers services, the Passport Office will continue to upgrade its alliances and partnerships with other organizations. A series of pilot projects involving certain government departments and agencies (for example, Canada Post, Citizenship and Immigration) will be assessed to determine what efficiency gains the Passport Office has achieved and what benefits have accrued to its clients.

Research and development

The Passport Office is continuing with its research efforts concerning the passport card. This involves developing a technology to be shared with other departments including Citizenship and Immigration, and other international organizations. Besides increasing passport security, this research activity could lead to a shared service for the production and manufacture of cards for other government departments.