

3.5 Review of the Framework Document

Background. The Passport Office began operating as a Special Operating Agency in April 1990. As such, it undertakes to meet specific performance objectives. These objectives and how the agency will be held accountable for them, together with any special administrative flexibilities required to meet them, are set out in a Framework Document. Item 6.1 of the Passport Office's Framework Document calls for a review of the document every three years or more often if necessary.

In the past year, a major reorganization of the Passport Office has taken place, placing greater emphasis on security and on strategic and business planning. In addition, we have articulated statements of our vision, mission and corporate values.

Objective

- To amend the Framework Document to reflect the current organization, culture and philosophy of the Passport Office.

1993-94 Activities. In the coming year, we will undertake, in consultation with the Department of External Affairs and the Treasury Board Secretariat, a comprehensive review of the Framework Document in the light of the above changes.

Resources required. The financial resources required to undertake the comprehensive review and publish the revised Framework Document amount to \$25,000.

3.6 Human Resources Management Plan

Background. The Passport Office's record of service excellence is attributable to our most valuable asset—the people who deliver our services. The way we manage our employees is, therefore, of critical importance.

In the past year we developed a draft of a plan for the management of human resources covering the

five-year period from 1993 to 1997. The draft plan describes the current human resources management environment of the Passport Office and sets out strategic objectives, principles and values. It provides the structure and orientation for all human resources management planning and activities, and the data and observations necessary to identify priorities. It also enunciates a set of five management principles covering commitment to corporate values; leadership; consultation with staff; two-way communication; and the treatment of staff with dignity, respect, honesty and equity.

In addition, two of the corporate values of the Passport Office, enunciated in the long-term Strategic Plan—quality people and recognition of achievement—relate directly to human resource management.

In 1992-93 we introduced the Passport Office Incentive Awards Program to encourage high standards of achievement and to recognize exceptional contributions such as outstanding performance, long service and practical suggestions for improvement.

Objectives. The strategic objectives for human resources management are as follows:

- To demonstrate to all employees of the Passport Office that they are the agency's most valued resource.

Anticipated Benefits. Successful implementation of the plan will lead to a wide range of benefits for staff, management and ultimately the public. Among these are the following:

- Staff will know, understand and support the vision, mission and values of the Passport Office.
- Management and staff will know and abide by the management principles.
- Morale and organizational commitment will be higher.
- Career plans and training plans will be implemented for employees.
- Superior performers will be given developmental opportunities.