

The delegation of financial authorities document was reviewed to give management the guidelines, authorities and flexibilities to make decisions and to meet accountability requirements in line with SOA status.

The Division produced and implemented systems to improve the management of passport materials, forms usage, distribution of administrative and departmental publications and translation requests. More efficient processes to prepare the public accounts, financial statements, and budgets (year, mid-year, third quarter review) were established. The Division also generated management and budget monitoring procedures using departmental and internal systems to ensure the financial targets established in the Business Plan were achieved and to provide for various analyses.

In conjunction with suppliers and Supply and Services Canada, the Division enhanced quality control techniques and measures for passport materials. Accommodation specifications were prepared for easier decision-making and to further develop a Memorandum of Understanding regarding roles, responsibilities and authorities between the Passport Office and Public Works Canada. This will allow the Passport Office to have more control over the acquisition of office space that meets the Passport Office's criteria for design, service and security.

Materiel management implemented a computerized inventory system that improves control of capital assets at Passport Offices across the country, and developed an improved method of prioritizing purchases of furniture and equipment.

Personnel Administration

Personnel Administration reorganized to create a management team within the Division, providing specialised support through four discrete units:

- Training and Appraisals (including Occupational Health and Safety);
- Employment Services (embracing staffing, official languages and personnel security);
- Classification and Staff Relations; and
- Compensation.

Personnel Administration assumed new responsibilities in official languages, security and employment equity. Challenges faced by the Division in 1990-91 included adjusting to changes in the regulations governing acting appointments, applying the new Program Management (PM) classification standard, meeting classification and staffing demands emanating from massive reorganization within the Passport Office and responding to a high level of activity arising from the Gulf War.

A customized appraisal form for Passport Office managers was developed and introduced, with the result of dramatic improvements in the quality and utility of appraisals. The new form fully achieves the objective of inter-relating training requests and appraisals.

The Division improved the quality of compensation services by using advanced automated information systems, such as the on-line pay and leave systems. Managers derived significant benefit from having more accurate and up-to-date information and reports on pay and leave.

The Classification and Staff Relations Section introduced a fully automated system for producing organization charts. The Section was also able to improve management participation in classification committees — a clear benefit of the Section's emphasis on promoting the Overview of Classification course to management.

Safety and Health Committees are now operational at Headquarters; in Eastern Operations in Montréal and Saint-Laurent; in Ontario Operations in Toronto and North York; and in Western Operations in Vancouver.