

The Passport Office was also subject to Official Languages deregulation. We identified and justified which of our offices should provide "active offer" in both official languages according to Treasury Board directives, using the 1993 census statistics. We also undertook a major review of our policies, guidelines, and procedures with regard to our language deregulation obligations as a government organization.

In January 1994, a newly appointed director carried out a complete reorganization of Human Resources Services. The Directorate analyzed its services and organizational structure. Clients expressed their needs and personnel responded by reorganizing and focusing their energy to provide service to all other sections of the Agency. The reorganization was completed in time for implementation on April 1, 1994.

Human Resources Services is now composed of three teams. The Strategic and Program Development Team focuses on the development of policy and procedures in the areas of classification, staffing, staff relations, pay and benefits, and human resources planning. The team will also consult with and provide guidance to human resources advisors at headquarters and in the regions.

The National Capital Region Operational Team provides the day-to-day operational services with a multidisciplinary approach to staffing, classification, staff relations, pay and benefits, official languages, and human resources planning.

The regional human resources advisors provide services to their specific regions and have a functional reporting relationship with the Director of Human Resources Services. The advisors' participation and input into policies, procedures, and the Business Plan will ensure that regional perspectives and concerns are taken into account.

This change was implemented in order to improve service delivery to the management team and employees of the Passport Office, and to reflect the corporate values of the Agency.

Finance and Administration

The Finance and Administration Directorate provides support to all managers of the Passport Office in matters concerning Finance, Administration, and Records Management.

In addition to the 11,000 payments processed during the year and the performance of its regular planning, reporting, and monitoring activities, Finance has undertaken three major activities: a revision of the Passport Office's financial delegation instrument, a feasibility study on statistical sampling, and a budget reduction exercise.

Finance has revised the financial delegation document to provide greater flexibility to the Passport Office and to its management team. The delegation document will be approved by the Minister of Foreign Affairs during the next fiscal year. The revised delegation document is congruent with the Passport Office's Framework Document.

A feasibility study was performed to assess whether the Passport Office could implement statistical sampling to improve the efficiency of its account verification and payment requisitioning process. The results of the study revealed that the implementation of statistical sampling at the payment requisitioning stage is feasible. Accordingly, a sampling plan was developed and approved by senior management. The training of employees and the implementation of the sampling plan will be undertaken during 1994-95.