

video, *"The First Step In Your Journey"*, public service announcements in *"Maclean's"* and *"L'actualité"* summer travel supplement, and participation at national and provincial travel fairs. The Environics Research Group was commissioned to conduct a client satisfaction survey among recent purchasers of Canadian passports. The survey was undertaken in two phases: a qualitative phase involving a series of four focus group sessions, and a quantitative phase involving an intercept survey among clients who visited a passport office, and a telephone survey among clients who received a passport by mail. While allowing for regional variation, the Canadian public who participated in each phase of the survey expressed satisfaction with the services offered by the Passport Office.

Passport Policy continued its incremental improvements by developing a streamlined policy in the treatment of documentary evidence of citizenship for limited validity passport cases, by discussing with guarantor groups to expand the eligible guarantor list, and by implementing a new procedure to provide passport services to applicants who are visually disabled. In addition, a new decision making tool, the Policy Decision Request, was developed to guide senior management through the intricacies of policy change.

Records Management provided information retrieval services on policy and administrative files as well as 33,631 corporate file research requests from clients such as the Privacy Co-Ordinator, Consular Division, Headquarters and Regional Offices to respond to the needs of the public. Records Management also undertook a study to research and analyze the records management needs of the Passport Office to pave the way for an automated records management system—a system designed to reduce the paper burden and facilitate access to information for our users. A link to the Secure Integrated Global Network (SIGNET) System was installed to enable electronic communication with the Department and with the 150 missions abroad which assisted in improving services provided to Canadian travellers around the world.

One of the major quality of service initiatives of the 1-800 telephone service was the reclassification of its telephone operators from CR-03 to CR-04 to empower them to handle more complex enquiries. The messaging system was continually monitored, reviewed, and modified to reflect up-to-the-minute changes in application requirements and communication of information to clients in the most efficient and effective manner.

## HUMAN RESOURCES SERVICES

The Human Resources Services Directorate is responsible for the development of a large variety of strategic programs that must be efficient and respond to the specific needs of the agency. The directorate also assures the delivery of operational programs and offers

functional guidance to Regional Human Resources Advisors. All the activities are oriented to carry out the Passport Office's mandate. Doing so, it contributes a highly competent and efficient workforce to the organization in a timely fashion.