

The opening of new offices and the secondment of an Ontario manager to the Technology Enhancement Plan team provided new opportunities for staff advancement. These assignments will hold staff in good stead as offices continue to move toward empowerment.

## Central Operations

Central Operations is located in the National Capital Region. It is responsible for the Hull and Ottawa issuing offices, central processing units, Certificates of Identity, Official Travel, and mail support.

Central Operations experienced an unusually high demand for passports in the third quarter of the fiscal year which put a heavy demand on services in Ottawa-Hull, both at the issuing offices and through the mail.

As of September 1, 1993, Central Operations assumed responsibility for the delivery of passport services, by mail, to Canadian citizens residing in the United States. This decision was aimed at reducing costs to the taxpayer, but Central Operations also saw it as an opportunity to provide better service. Canadian consulates in the U.S. would take as long as six weeks to issue a passport. The new service has met and exceeded the 10-day service standard on the application form. Central Operations and the Administration worked with Canada Post Corporation to develop an effective and secure system for delivering passports to Canadians living in the United States. Customers have been satisfied and complimentary. Canadian consulates are still responsible for providing urgent passport services.

The reorganization of Central Operations in September 1993, in response to the Capelle Report, provided managers with clear responsibilities, authorities, and the resources to provide services to clients. The reorganization affected all Central Operations employees. The 60 most affected were retrained and reassigned without loss of service during the period. The restructuring also organized employees into units for team building, resulting in a greater sense of empowerment. Concurrent with this reorganization, new client service facilities were opened for Official Travel, Certificate of Identity, and applicants at the Hull issuing office.

During the transfer of the Passport Office to Public Security Canada, Central Operations was directly involved in transition activities. We also coordinated the introduction of a new Canadian passport booklet in the fall of 1993.



*L to R: Serge Bogé, Daniel Champagne, Francine Morin, Marie-Claire Parent, Ron Nasrallah, Cathy Rego, John Milchak, Marjorie Forsythe, Marie-Helene Farmer, and John Murray (Certificate of Identity, Official Travel, and Hull Public Services)*

During the year, Central Operations worked with the House of Commons administrative services to improve our services and to ensure accountabilities for application fees and passports.