

Increased monitoring of the workplace environment and employee satisfaction with it will permit us to react and adjust to employee needs effectively and rapidly.

We have developed a Human Resources Management Plan including a training policy that espouses the management of change and continuous learning. Particular emphasis has been placed on developing a structured examiner accreditation and training program.

In 1995-96 we will continue the implementation of the Human Resources Management Plan and will undertake a comprehensive review of human resources policies.

2.8 Strategic Management

In recent years many private sector companies and public sector organizations have been forced to rethink the ways in which they do business. New technologies, globalization of the economy, lack of resources, and shifting demographics and patterns of consumer behaviour are just a few examples of forces that have contributed to reshaping the ways business is done.

Progressively, the private sector has embraced change in its management techniques and instituted the practice of strategic management permitting companies to respond rapidly to the changing environment. Like the private sector, the Passport Office has enhanced its management techniques by focusing on long-term strategic planning, business planning and the management of change.

Strategic management provides long-term strategic direction for the Agency, determines the appropriate use of resources for attaining objectives, sets standards to assess performance, and evaluates employee feedback. The Passport Office develops a Framework Document, long-term Strategic Plan, annual Business Plan and Annual Report.

The Passport Office *Strategic Plan 1992-93 to 1996-97* combines the stability of a common vision with the flexibility of strategic objectives:

- ▶ **Quality of service:** focuses on the utilization of modern technology and communications to improve service to clients; and
- ▶ **Quality of working life:** aims at improving the work conditions of our employees.