

1992-93 Other Activities related to the objective of improving the employee environment.

In 1990, we set up a Passport Office Examiner Training (POET) Committee to recommend strategies to promote effective and efficient examination of passports and to ensure consistency in the passport-issuing training and examination. One of its recommendations was that examiner training be a key consideration in the development of the human resources management plan. Accordingly, in 1992-93, we will take action on a number of specific measures suggested by the Committee.

Furthermore, the personnel function of the Passport Office will be decentralized. A personnel generalist will be situated in each regional operation to assist the regional directors in the exercise of their delegated personnel authority.

A particular attention will be paid to the physical environment of our employees located at Headquarters and other issuing offices.

Resources Required. Costs associated with the above activities are as follows:

- human resources management plan, training and other personnel activities: \$472,000; and
- Hull floor spacing: \$360,000.

3.5 Internal Communications Plan

Objectives. The importance of communication for organizational effectiveness cannot be underestimated: organizational goals will be accomplished only if they are clearly and concisely defined, communicated to and understood by the individuals who comprise the organization and to the Canadians served by the Passport Office.

In line with our primary strategic concerns regarding improvement of the employee environment, we will develop an internal communications plan emphasizing the continuation of developing of a strong corporate culture and values, and fostering a sense of affiliation among Passport Office staff.

1992-93 Activities. In the coming year, we will

- develop a corporate visual identity, subject to appropriate levels of approval, to express our SOA status and enhance our image. These could be used on our stationery and corporate documents, in public areas, and also in exhibit and promotional materials;
- begin publication of a newsletter to strengthen corporate culture, promote a sense of belonging and provide recognition; and
- involve employees in the management process and foster a team spirit by communicating to them our vision, strategies and objectives, and explaining the impact of these on the organization's day-to-day operations. This will be accomplished, inter alia, by having the strategic planning team participate in regional conferences and meetings.

Resources Required. For development of a corporate image and initial printing of stationery and publication of a newsletter: \$ 66,200.

3.6 Strategic Plan

In 1992-93, we will complete the development of a Strategic Plan which will identify the long-term strategies allowing us to respond more readily to the changing environment. The plan will be developed with the participation of the management team of the Passport Office.