

# MANAGEMENT MANAGEMENT SERVICES

In 1995-96, Management Services Division provided its services through Information Systems, Computer Services, Organization and Methods, Written Communications, Communications and Marketing, Passport Policy, Records Management and the 1-800 telephone service. Also under the Management Services umbrella was the Technology Enhancement Program—a five-phase initiative to re-engineer the passport issuing system with the use of new technologies for image processing and document management.

The year under review coincided with Phase III of the Technology Enhancement Program. Within this phase, work progressed rapidly on the design and development of the computerized system, OSCAR (Optimized System for Capture, Archival, and Retrieval). An OSCAR functional specifications document was prepared detailing exactly how the system is expected to operate from the examination stage through to data entry and archival storage. The final architecture requirements were established which include the hardware, software, and network elements needed to implement OSCAR. The equipment and peripherals necessary for a system development environment were purchased and installed at the contractor site. Upon Treasury Board approval for the final phase of the Program, the Technology Enhancement Program will proceed with installation of pilot systems in selected offices and the final roll out of OSCAR.

The TEP team examined the production technology for the machine-readable passport production system and put forth a recommendation to further investigate two technologies.

Computer Services' project to implement Windows and Perfect Office achieved significant results by greatly enhancing employees' working life and service

offered to the client. The new office automation software includes many state-of-the-art features such as a graphical environment and an integrated E-mail and appointment calendar. Technical support and network hardware have also been improved to ensure a high level of service. The network operating system was upgraded to provide a more comprehensive management and wide area network capability.

As part of the in-house management consulting service, Organization and Methods introduced a management interactive Resource Prediction Model that responded to the changing managerial environment. It also initiated the feasibility stage of an automated executive information support system that would integrate the organization's functional and operational data into a comprehensive "one stop shop" information system. Ad hoc consulting projects included forecasting the impact of consular fees, designing and implementing a passport blank inventory control system, assisting in a debit/credit card feasibility study and acting as operational and functional information liaison with the OSCAR team.

Written Communications adopted a new approach for producing written materials, known as *Information Mapping*. The approach is an effective method of analyzing, organizing, and presenting complex information and was used in revising the Passport Policy Manual. Internal manuals were revised or republished to better communicate procedures and policies to employees and were enhanced to include a new cover design, binders, and tabs to emphasize our communications mandate and corporate identity.

Corporate Communications and Marketing undertook several special projects to further the travelling public's awareness of Passport Office services. These projects included the production of an award winning