

- the direction of management's attention to key factors affecting economy, efficiency and effectiveness.

1993-94 Activities. The next step will involve consultations with the appropriate authorities within EAITC. Based on the results of the consultations, implementation of the Audit Plan will follow.

Resources required: \$185,000.

3.10 Empowerment

Background. In 1992 the Passport Office was reorganized to create a structure more in keeping with current requirements and reflective of our SOA Status. This reorganization put into place the key components of our organization and assigned responsibilities at the directorate level. At the time these changes were introduced it was recognized that further refinement of accountabilities, authorities and responsibilities at the management and working levels was required. The Executive Committee shares the PS-2000 objectives of layering and empowering employees and, to prepare for these changes, commissioned a review of the organizational structure at the manager to working level of the Passport Office by Capelle and Associates.

The study found a number of opportunities for improvement in both organization structure and work processes. Accordingly, nine recommendations for organization-wide improvements were made.

After testing these recommendations and their implications for the Passport Office and its employees, the Executive Committee accepted the recommendations and has elaborated a work plan to implement them. An essential part of the work plan is communication with employees about what the changes are and what they will mean. The introduction of these measures will be managed so as to avoid unnecessary disruption, to increase confidence through appropriate training and to promote endorsement of all staff.

Objectives. The objective of the review is to bring about improvements in the organization structure of the Passport Office. The term "organization structure" means the inter-relationships within the organization and related accountabilities and authorities.

Anticipated Benefits. The measures to be taken will result in:

- higher quality work and greater efficiency by employees who are empowered and encouraged to make those decisions that they need to do their job;
- a clearer idea on the part of employees as to what is expected of them;
- clearer lines of authority.

1993-94 Activities. The Executive Committee of the Passport Office has taken the decision to reduce the number of management layers in accordance with the study recommendations. As part of the work plan, the Executive Committee will be developing revised work descriptions for managers, examiners and production personnel. The Committee will also identify, as part of the examiner training program, opportunities for further empowerment. Full implementation of the recommendations will not take place before 1994-95.

Resources required: nil.