



Efforts have been made towards more productive management, both in increasing efficiency and in meeting operational deadlines.

Electronic systems and techniques have been improved throughout the organization.

Negotiations with Canada Post took place regarding Priority Courier and the distribution of application forms. Promising efforts were made to establish fees for courier services over an eighteen month period.

The Directorate is also carrying out a pilot project with the Alliance of Canadian Travel Associations (ACTA) for the distribution of passport application forms.

The Directorate, in cooperation with Management Services, has refined specifications for the passport book and label which will ensure better quality control. The new specifications will be used when determining the awarding of contracts for the supply of the newly designed passport.

A passport application in braille is now available by special request.

One of the major achievements of Administration was the development of comprehensive corporate accommodation standards. These standards have been communicated to the various regions and are presently being implemented. Several leasehold improvements were also completed making passport offices more functional.

A new issuing office opened in Surrey, British Columbia, on April 1, 1992. The Administration Section, in conjunction with Western Operations, was heavily involved in preparation for the opening, arranged the purchase of equipment and furniture, and supervised the implementation of the security systems. Arrangements were also made for the opening of the Laval office.

An inventory of communications systems (excluding the Office's 800 number) is underway to determine the adequacy of current systems, how they might be improved, and their comparative costs.

The Directorate has also developed further expertise in preparing consulting and professional service contracts in accordance with Treasury Board regulations.

The Directorate published the Annual Report for 1990-91, the first Annual Report since the Office became a Special Operating Agency. A glossary of passport terms in both official languages was also published.

Initial research was completed for the development of a Passport Office logo and colours. When approved, they will enhance corporate culture and awareness for all employees as well as for the Canadian public.

Strategic Planning is a new function within the Finance and Administration Directorate. It was introduced to enable the Passport Office to adapt readily to change. Strategic Planning is responsible for developing long-term corporate strategies and objectives and for coordinating the preparation of corporate documents.

The Section produced a comprehensive Business Plan for 1992-93 which identified the operating objectives of the Passport Office, the activities to be undertaken to meet those objectives and the resources required. The Section further developed an Interim Strategic Plan which articulates the long term strategies of the Passport Office. In order to enhance internal communications, the Manager of Strategic Planning participated in regional conferences to elucidate the short term objectives of the Agency.

Strategic Planning prepared slide presentations on the Passport Office and on the Security and Technology Enhancement Plans. These presentations were delivered by the Chief Operating Officer to various groups including the Passport Office Advisory Board which met for the first time on November 18, 1991.