

access the Passport Office. It will ensure that clients are aware of the services available and the procedures required to obtain travel documents.

To accomplish this task, the external communications strategy will focus on identified target groups within the Canadian public, including applicants, travel agents, guarantors, government and corporate associates, special interest groups (such as airlines) and the media. Communications programming will provide each segment of the public with timely, consistent, well-planned information regarding the Office's policies, programs and services as they pertain to the specific interests of each target group.

The Communications Plan will ensure that all target groups are better served by the Passport Office because their needs are being met. The Plan will monitor public expectations and promote positive perceptions by clients of the service provided by the Passport Office. Ultimately, it will improve the quality of service.

5. MANAGEMENT OPERATIONS REVIEW

As a Special Operating Agency, the Passport Office is committed to efficiency and the provision of high-quality service. To improve the delivery of travel documents to the Canadian public, the Agency will undertake an extensive review of the operations involved in the issuing process. Particular attention will be paid to procedures and practices involved.

The current system is characterized by a lack of standardization of these procedures and practices, and resource predictions are based on outdated work studies. The managers of the Passport Office will undertake the operations review to redress this situation.

The Management Operations Review will result in new work standards based on cooperatively established work flow processes, in new productivity and quality of work measures and in a new resource allocation model. This review reflects the philosophy of the Government of Canada regarding improvement of quality of service and increased efficiency in the use of resources.

