

ELISE MORIN — HUMAN RESOURCES

My first year as director of Human Resource was an excellent one. Our all-out effort to implement the new Universal Classification Standard means we are ready to put it into effect along with the rest of other government departments. IRIS training is going very well. Through all of this, I was as impressed with the employees' involvement, teamwork, and openness as I was with all-bilingual executive meetings, collaboration at all levels (due to the CEO's guidance on resolving issues cooperatively), and the energetic focus on corporate goals—un pas de plus. With this excellent esprit de corps, I look forward to helping bring the Passport Office into the next millennium.

JOCELYN FRANCOEUR — SECURITY, POLICY AND ENTITLEMENT

The organization improved its efficiency through three developments over the past year. First, now that local offices are allowed to process certain types of applications without requiring case-by-case clearance from headquarters, the issuance process is much quicker. Second, the connectivity project implementation between DFAIT's consular operations and the Passport Office has improved the integrity of our issuing processes. And finally, our investigation and adjudication procedures have received excellent feedback from law enforcement and immigration agencies around the world. They see it as a further effective deterrent to passport fraud and illegal smuggling of people.

A Step Forward: Where We Are Going

Every year, the Passport Office reviews its strategic plans and business accomplishments. The purpose is to reassess external and internal factors that may hinder the success of the Passport Office's mission-critical results.

From this year's review we have determined that, in order to keep improving the quality of our service and to maintain the integrity and security of the travel documents we issue, the Passport Office must continue its efforts in four directions. First, we must increase efficiency and productivity. Second, we have to take advantage of technological improvements. Third, we must continually look for alternative ways to deliver services. Fourth, we must always evaluate our service and productivity goals.

The result of this assessment confirmed the validity of our Strategic Plan, with some minor adjustments. The Strategic Plan contains four Strategic Imperatives. They assist our efforts in the fulfillment of our mandate, vision, and mission. They serve as principles in our endeavors to meet the needs of our applicants and remind us of the constraints under which we operate. In this way, the four Strategic Imperatives determine the

specific actions required for us to move forward. (These actions are outlined in our Business Plan.)

The four Strategic Imperatives (SI) are as follows:

1. Fully explore Alternative Service Delivery. This will help reduce duplication and costs, achieve government-wide goals, and attract new alliances and partners.
2. Provide management with the necessary skills, information, and processes to strengthen their decision-making capabilities.
3. Accelerate new technology implementation to ensure that employees at all levels have the tools and information they need.
4. Re-engineer and streamline the application process to reduce inconvenience for our clients.

This year, the Executive Committee also examined the Passport Office's internal governance structure. This involved reviewing its corporate planning framework, redefining major components, and creating better linkages among major planning blocks. The result of this exercise has partly lent itself to the review of the Passport Office's mission-critical results and