

and was heavily involved in working groups including the one which developed a corporate mission for the Public Security Portfolio.

Strategic Planning also contributed to the development of corporate culture and its dissemination throughout the Passport Office, by publishing a regular newsletter, *Passages*, and through posters and other communications.

## Management Services

The Management Services Directorate includes: Information Systems, Computer Services, Organization and Methods, Communications, and Passport Policy.



*Paul Cavanagh, Information Systems Management Services*

In October 1992, the Operations Review Project was launched to synchronize and standardize production procedures in all issuing offices across the country. The Directorate successfully improved production processes and published a complementary procedures manual for the "in person" application process required under Phase I of the Operational Review Project. These steps prepared the way for Phase II of the project which included the

development of a Resource Allocation Review. The review started in November 1993 after the framework was approved by the Executive Committee.

Management hopes that this project will improve systems throughout the organization. For example, the Certificate of Identity section has faced a backlog from a fast-growing demand in the last two years — a situation which should improve with the implementation of the Operations Review Project.

Since July 1993, all correspondence has been handled by the Correspondence Unit which is developing ways to simplify its processes and work more efficiently. The Unit has published monthly statistical reports on volume, language, and type of correspondence. Now that we are able to identify the types of letters we receive, some adjustments may be made to the quality of service which will result in fewer letters being processed.

The Unit created a data base of approximately 75 prepared texts to be used in response to correspondence. Technological enhancements improved the method of producing letters through a dedicated printing station, an automatic envelope feeder, and electronic communication with directors.

A major effort was required in the changeover from department to department which occurred this year. This affected the development of the corporate logo, correspondence, and the forms and publications of the Passport Office.

During the course of the fiscal year, Management Services formulated the mandate of the Passport Policy section. To do this, the management team looked at entitlement and the role and purpose of the travel document.

Entitlement includes the type of information needed to substantiate the claim of a passport,