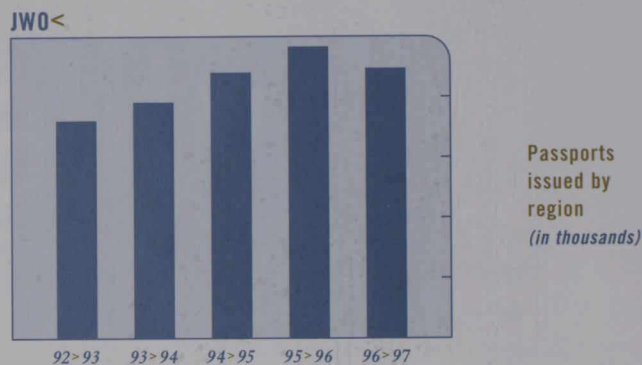
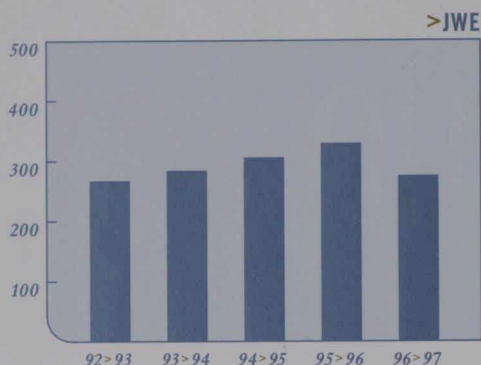


Regional summaries

In Eastern Operations, comprised of St. John's, Halifax, Fredericton, Jonquière, Sainte-Foy, Laval, Saint-Laurent and Montreal, 274 889 passports were issued. Because of the successful training, business development and empowerment of passport examiners this year, any and all customer enquiries could be addressed and resolved at this first point of service. Guidelines to address the most complex and frequently asked questions were also developed, resulting in better client services and faster response times. Plans to improve the reception areas for clients was implemented in several offices. The successful use of debit/credit cards resulted in more effective services in Montreal, and will soon be implemented elsewhere. Recently, it was recognized that remote areas of the region have difficulty in accessing Passport Offices. As a result, improved outreach projects and accessibility strategies have expanded services. Promotional material was

sonal safety. Finally, the Western district also implemented a de-layered organizational model, and empowered examiners.

The Ontario Directorate, with offices in Brampton, Hamilton, Kitchener, London, North York, Scarborough, St. Catharine's, Thunder Bay, Toronto and Windsor, reported issuing 447 254 passports. Productivity remained high despite uneven client flow, mostly through the co-operation and willingness of staff to assist in other offices. A new system for providing weekend services was initiated, with one point of service for the entire region. As well, two pilot offices successfully implemented the debit/credit card service. With the development of outreach projects, teaching aids and promotional material, awareness of passport services and procedures were promoted across the region. Practices and procedures were evaluated, and improvements were made with a direct result on service and efficiency. The pioneering of a Helpdesk



produced in a variety of media formats.

The Western Directorate, with offices in Winnipeg, Regina, Saskatoon, Edmonton, Calgary, Vancouver, Surrey and Victoria, issued 317 156 passports. The Surrey call centre opened this year, receiving 240 037 calls from the region, 31.3 percent of which were operator handled. Pilot offices successfully implemented the debit/credit card service, and about 30 percent of clientele took advantage of the option. New processes were implemented to serve the Department of National Defence (DND) and received noticeable and positive results. Established partnerships with provincial and federal government organizations including the RCMP, CIC, provincial governments and consular services abroad improved information sharing. The Western region annotated video library provided home study in such areas as management, customer relations, information technology and per-

service was directed specifically for improving systems for archiving and retrieving information, and improved the operational efficiency of system pilots. Empowered examiners enhanced their skills to provide improved services.

Central Operations, with offices in Hull and Ottawa and with responsibilities for the mail-in service, Refugee Travel Documents, Certificates of Identity and Official Travel, reported that net productivity and performance was maintained, and 276 921 passports were issued. The conversion of passport examiners by empowerment improved client services. Travel shows and presentations promoted passport services, as did tours for visiting dignitaries. Revised passport application tracking systems improved services with the House of Commons, and service quality was evaluated and overseen for the major client-DND.