



disruption, the office operated within its staffing limitations and still met increased security requirements.

Metro managers and Vital Statistics representatives agreed on an acceptable interim arrangement to document newborn babies for limited validity passports until Vital Statistics can process their birth certificates.

Two examiner training courses were delivered resulting in 19 new examiners being trained for the Ontario Operations. In the Metro Toronto area, personal threats and assaults are on the rise. To help staff cope with the stress associated with personal danger, training by the police force was arranged for the North York office staff and included in the examiners' course. This initiative was consistent with the Passport Office's concern for its employees.

The Toronto area has the highest ratio of detection for fraudulent activities and impersonations in the country. Specifically, a scam to sell birth certificates to illegal immigrants was discovered by alert Passport Office employees, resulting in many convictions.

Throughout the Metro Toronto area, the Passport Office has developed systems for better product delivery – whether through increasing telephone lines or by enhancing the capability of employees by providing them with more specific guidelines. In Scarborough for example, more stringent procedures were established for contacting passport guarantors; and written instructions were given to examiners for screening Ontario birth certificates.

The London issuing office ran a highly efficient service while at the same time garnering public recognition for the Passport Office as a whole. The office participated in two trade shows, presented

popular travel-related videos during the busy season, and assisted various tour groups.

In Hamilton, management was enhanced through the refinement of the responsibilities of the Head, Public Services and the creation of a new position of Head, Production and Administration.

Despite the strike, a daily productivity rate of 50 passports was maintained. The Hamilton office alone issued almost 49,000 passports during the year.

Larger quarters are currently being sought for the Windsor office, and in 1992-93, new issuing offices will open in Waterloo, Mississauga and St. Catharines.

### **Western**

Western Operations extends from Manitoba to British Columbia and encompasses eight issuing offices. (The Surrey office was officially opened on April 1, 1992.) The Operations met its projected financial targets and objectives and managed its resources efficiently.

The demand on the Vancouver office had almost doubled since its opening in 1970, and office space became inadequate. Planning for an additional Lower Mainland regional office at Surrey was carried out, requiring a great deal of preparation both from an operations and a management perspective. Until its opening, hours were extended at the Vancouver office.

To improve service by ensuring clear and consistent interpretation of policies and procedures, weekly management teleconferencing calls were introduced. Headquarters personnel were included in the calls to discuss the following issues: policy, finance, security, management services and personnel.