



## Personnel Administration

The Personnel Administration Directorate offers advice and support to management and staff in the areas of: classification, staffing, staff relations, official languages, personnel security, conflict of interest, human resources planning, training, health and safety, performance evaluation and recognition, employment equity, and compensation services. A key concept, as outlined in the Passport Office's Statement of Values, is the commitment to provide the Canadian public with a quality of service which exceeds expectations. To provide this level of service, the Passport Office depends on its employees. Accordingly, the Office continues to emphasize employee training and development, not only to ensure their commitment but to improve the quality of their working life.

During the year, the Passport Office met several strategic objectives related to improved service delivery through training and development. A training module was prepared,

accompanied by an innovative video on dealing effectively with the public using quality-of-service principles. The video was shown across Canada during the introductory annual Examiner Training Course and at refresher courses. The importance placed on training is illustrated by the fact that the 1992-93 training budget exceeded the previous year's by five percent.

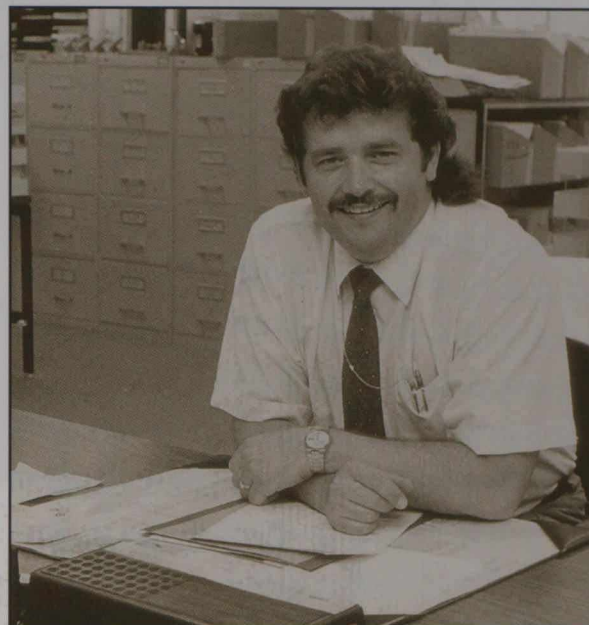
Personnel Administration obtained the assistance of Training and Development Canada to conduct a quality review and operational assessment of the Examiner Training Course and to propose recommendations for future improvements in the content, organization, structure and training methods of the program. The Executive Committee adopted Training and Development Canada's recommendations.

Personnel Administration's creation of a data base tracking each employee's training has allowed management to review training decisions on a regular basis, and to ensure that all employees receive adequate and appropriate instruction.

The Passport Office upholds, as one of its values, the encouragement and recognition of high standards of achievement. This year an Incentive Awards Program was introduced. It encompasses the Merit, Long Service, Suggestion, Division, Friendship and Service to the Public awards.

The decentralization of authority to the regional directorates represented one of Personnel Administration's major accom-

plishments during the year, and also marked the achievement of a significant corporate objective. The Regional Personnel



Advisor positions were classified and all three were staffed by March 1993. Decentralization of all staffing activity was targeted and has been completed. Other activities such as training, staff relations and classification functions are being decentralized gradually.

Personnel Administration has been challenged this year by the passing of the *Public Service Reform Act* which came into force on April 1, 1993. This is the first time in over 25 years that significant changes have been made to legislation governing staffing and collective bargaining in the Public Service. Many parts of the current legislation have not changed. Merit continues to be the basis for recruitment, promotion and other appointment activities

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