

- iii) **Client surveys.** In 1992, a survey of passport applicants was conducted in Western Region offices. Almost 400 people completed the survey. Results showed 90% of respondents found Passport Office staff courteous and friendly; 60% believe we provide a quality service for a reasonable fee. In 1993-94, we will extend this effort to other regions.
- iv) **Independent review of examiner training program.** How members of the public judge the service they receive from the Passport Office depends largely on their experience with our examiners. The prominent role of the examiners underlines the importance of ensuring that they have access to a first-rate training program. With this in mind, we have designed a training package. The next step involves having the program assessed by Training and Development Canada and seeking their suggestions for possible improvements.

Resources required:

- i) Toll-free telephone service. Until real experience is acquired, it will not be clear what the additional costs of the enhanced service will be. First analysis indicates that system operation and long distance charges are expected to amount to \$350,000. One-time capital costs will total \$50,000.
- ii) Customer traffic management system: \$40,000.
- iii) Client surveys: \$20,000.
- iv) Independent review of examiner training program: \$20,000.

3.8 Communications Plan

Background. To improve our links with the general public, various private- and public-sector organizations and our employees, the Passport Office has developed a comprehensive Communications Plan comprising both external and internal communications strategies.

The external strategy focuses on a number of target groups including applicants, guarantors, travel agents, government and corporate

associates, special interest groups (such as ethnocultural communities and the visually or hearing-impaired) and the media. Communications activities ensure that the expectations of these groups are monitored and their needs for information about our services, policies and procedures are met.

In our 1992-93 Business Plan, we acknowledged the importance of internal communications for organizational effectiveness. Accordingly, we developed a corporate visual identity to express our SOA status and enhance our image; began publication of a newsletter to strengthen corporate culture, promote a sense of belonging and provide recognition; and involved employees in the management process and fostered a team spirit by communicating to them our vision, strategies and objectives, and explaining the impact of these on the organization's day-to-day operations.

Objectives

- The main objective of the external communications strategy is to enhance and build client confidence in the Passport Office's policies, procedures and programs, while emphasizing "partnership" with our industry, government and corporate associates.
- The internal communications strategy is designed to cultivate and enrich a corporate culture that will produce a well-informed, effective, service-oriented work force.

Anticipated Benefits. As with other quality-of-service initiatives, well-executed Communications Plans will enhance the reputation of the Passport Office.

In addition, employees who have a sense of affiliation with the organization and understand our goals will be more committed to accomplishing them.

1993-94 Activities. The delivery of communications in the Passport Office is decentralized, with regional and functional directors assuming a high degree of authority and responsibility, including that of developing Communications Plans. The