

to address the needs of our staff and managers. By expanding skills and training, we can use the talents of our people to create new business opportunities, and still be praised by our clients.

This year, our employees faced chaotic work conditions (ice storms, postal strikes, politically sensitive issues) and still exceeded their performance expectations. And thanks to them, the Passport Office continues to excel at providing economical, efficient and high-quality services for all Canadians. This year was another year of change, and our personnel received even more training and development, particularly as increased automation takes hold.

Examiners received client service training, training diversity, and training in dealing with clients. As well, the Passport Examiner Recruitment and Apprenticeship Program (PERAP) had been revised and improved for new examiners. Many employees had to adjust to organizational changes, including a pilot for self-directed work teams and quality circles in production areas. Training was provided, and the pilot was monitored for six months.

A corporate self-assessment initiative was implemented: through surveys, environmental scans and working groups, we were able to identify new areas of improvement, and managers were given more freedom to determine their resource requirements. From a planning perspective, the Passport Office implemented a number of initiatives. Included was a project to identify job specific competencies in each region through focus groups and teams. As well, the organization had to plan for the large scale Universal Classification Standard (UCS), an improved way of approaching classification and human resources. Training on health and safety issues and concerns was also addressed this year.

#### **SUMMARY**

The Passport Office knows this was a very successful year from a people perspective, and that it owes the success to its employees and their dedication. As just one example: during a security project, we found ourselves short-staffed in one region, and two people in the Eastern region volunteered to relocate. Thanks to our people, we are able to continue to provide high quality services.

  
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