



CHAPTER 2

MEETING OBJECTIVES

The 1992-93 Business Plan clearly identified the objectives of the Passport Office for the fiscal year. They were:

- to strengthen security in the issuance of passports;
- to initiate the implementation of a Technology Enhancement Plan;
- to define, develop and start implementing a Human Resources Management Plan;
- to develop and implement an Internal Communications Plan; and
- to complete the development of a Strategic Plan.

Overall, the Passport Office has accomplished its goals, and exceeded expectations.

The Office has promoted security through the furthering of the Security Enhancement Plan. More applicants have been appearing at issuing counters to request their passports in person; guarantor checks have been heightened; documentary evidence of citizenship is now retained on file while passports are being prepared. In addition, the Passport Office, in a major reorganization, placed further emphasis on security through the creation of a new Security and Foreign Operations Directorate.

The Technology Enhancement Plan, the backbone of the Passport Office of the future, identifies and seeks ways to incorporate the latest technology to improve all areas of production, including statistical measurement and quality control. The TEP



has evolved since the 1992-93 Business Plan, which foresaw a gradual redesign and implementation over several years. The Passport Office is now proceeding to contract with an industry systems designer/integrator through all stages of analysis, design and development.

A framework has been developed for a Human Resources Management Plan that will focus on the people of the Passport Office. A preliminary draft of the plan describes the current human resources of the Passport Office and sets out strategic objectives, principles and values including consultation with staff, two-way communication and the treatment of staff with dignity, respect, honesty and equity.

The Passport Office has developed not only the Internal Communications Plan, but an External Communications Plan as well. Important steps have been made in

developing a corporate culture that stresses employee self-actualization through mission, vision and values statements, a corporate logo and an employee newsletter. The Passport Office is also looking at ways to reach out to the Canadian public, through a strong corporate identity and public relations campaigns.

The Strategic Plan identified in the Business Plan was published during the year. It charts the course of the Passport Office until 1996-97. It has been widely disseminated, and all employees have been encouraged to read it and assimilate its goals.

Looking beyond the Business Plan, a Management Operations Review was initiated. It consists of two projects: Operations Review and Resource Allocation. Objectives are to develop and implement standardized processes for passport production, and to develop a new resource allocation model based on the new process. The goal of the Management Oper-

Opening of the Laval Office, April 1993. From left to right: Richard Goyer, Alderman (St-Martin); Jean-Louis Bédard, President, Société de développement économique de Laval; Monique Gauthier, Acting president, City of Laval; Guy Ricard, MP Laval-West; Vincent Della Noce, MP Laval-East; the Honorable Monique Landry, MP Blainville-Deux-Montagnes; Guy Dufort, Manager; Jacques Tétreault, MP, Laval-Centre; Robert J. MacPhee, CEO; Michel Leduc, Director, Eastern Operations.

L'ouverture du bureau de Laval en avril 1993. De gauche à droite : Richard Goyer, Conseiller municipal (St-Martin); Jean-Louis Bédard, Président, Société de développement économique de Laval; Monique Gauthier, Présidente intérimaire, Ville de Laval; Guy Ricard, Député, Laval-Ouest; Vincent Della Noce, Député, Laval-Est; l'Honorable Monique Landry, Députée, Blainville-Deux-Montagnes; Guy Dufort, Directeur de district; Jacques Tétreault, Député, Laval-Centre; Robert J. MacPhee, PDG; Michel Leduc, Directeur, Opérations de l'Est.