

SUSAN MATASI — WESTERN OPERATIONS

During my first year with the Passport Office, I have been very impressed with the quality and dedication of our employees. Whether they are in Winnipeg or Victoria, their commitment to serving clients is unsurpassed. To support and encourage this commitment, we held focus groups in all western offices to find out how we could assist our employees. Their suggestions were creative and impressive, and I'm happy to say that we have incorporated many of them into our daily business practices. We put together an 18-month action plan based on them. This will undoubtedly help us during IRIS roll-out.

GARY MCDONALD — MANAGEMENT SERVICES AND TEP

For the Management Services and TEP, 1998–99 was the year IRIS came into being. After five years of hard and intense effort, the Passport Office is now ready to enter the new millennium with a state-of-the-art technological infrastructure. This will allow the Passport Office to more efficiently offer a greater number of services to the traveling public, while maintaining its unparalleled level of integrity and security.

PIERRE R. BÉLISLE — FINANCIAL AND ADMINISTRATIVE SERVICES

Two important events characterized our year. First, the implementation of IRIS. To achieve this, Financial and Administrative Services oversaw a record number of office expansions and relocations to accommodate new IRIS counters in all offices.

The second important event was the implementation of PASSAP, the Passport Office's integrated financial and administrative management system. This kind of implementation is never easy and there are inevitable delays. Despite a steep learning curve, employees have successfully mastered the new system which will redefine financial and administrative services.

an applicant can simultaneously apply for passport and citizenship documents (Edmonton), a sharing of call centre service (Surrey) and a joint identity card project. These initiatives, once completed and reviewed, will provide the Passport Office with a set of required criteria for determining a basis for forming a partnership and alliance with both the public and private sectors in an effort to improve services, to provide greater accessibility, to eliminate duplication and to reduce costs.

In addition, to increase access, the Passport Office is also exploring the feasibility of offering services via the Internet.

Improving Our Call Centres:

Computer Telephony Integration (CTI)

This is part of our continuing commitment to serving our applicants through a comprehensive call-centre service. This project, which will replace and standardize all our existing telephone systems and integrate new infrastructure with automated messaging capabilities, began in 1995–96. As of this time, we have purchased new high-end CTI servers and developed software applications to run them. This will allow our Call Centre staff

to track calls, measure caller accessibility rates, and create and update message scripts with ease. Our Call Centres are located in Toronto, Hull, Montreal, and Surrey.

OUR PEOPLE

Training and recognition: investing in our employees

All of the numbers, charts, and graphs in the Performance section of this annual report point to real human achievements. Our *employees* are the real reason for our excellent performance. It's been said before and it's worth saying it again: "we are where we are because of our employees."

The excellence and competence our employees demonstrate are, in part, a direct result of time and effort we invest in training and developing them and in recognizing that the Passport Office truly would not exist without them. We also have incentive programs to encourage our employees to continue their life-long training during their stay at the Passport Office. And we hope this stay will be a long one.

They encourage us both by the quality of their work and their sheer loyalty. One third of our employees have worked in the Passport Office for