

Passport Canada - Passport Services

**Update on Status of Action Plan to
Address the report of the Auditor General
June 2006**

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INTRODUCTION

In the post 9-11 environment, Passport Canada has undergone a rapid and significant transformation from an organization with a primary focus on service to one with an increasingly stronger focus on security: from an organization issuing travel documents to a security driven department involved in identity confirmation and international safety measures. The passport document itself has evolved, becoming a key signifier of identity and a basic requirement of participation in the global market place. Passports have become a primary asset for Canada and Canadians, providing proof of identity and citizenship, evidence in support of entitlement to all manner of government services and benefits, facilitating international travel and commerce, supporting global cooperation in anti-terrorism efforts and contributing to international and domestic security.

Passport Canada has experienced significant challenges and pressures as a result of new expectations and its evolving role. Demand for Canadian passports continues to rise, and the cost of providing secure, world-class documents has risen in the wake of more stringent security requirements while the fees charged have remained flat.

In a report issued on April 5, 2005, the Auditor General captured the essence of these difficulties, noting that Passport Canada is struggling to meet increasing security expectations and demands for service. The audit, conducted in 2004, focused on the main issues of the security measures and identity verification undertaken by Passport Canada, the quality of service to the public, and the extent of compliance with authorities for setting user fees. The report contained both specific recommendations and general observations for needed improvements.

In analyzing the report, Passport Canada noted that concerns and recommendations covered virtually all dimensions of our business: Security, Service, Management Practices, and Standards and Fees. These four areas are the basis for the Canadian Passport program as a whole, and underlined the need for Passport Canada to take a more holistic approach to improvement efforts. Thus, while Passport Canada has regularly reassessed and reconsidered its products and business practices over a number of years, the Report of the Auditor General ultimately provided a clear focus and additional impetus to evolve and improve in a more strategic fashion.

Accordingly, one of several priorities for improvement efforts in management practices was the development of a Strategic Management Framework, to help the organization take a more integrated and horizontal view. It represents a results based approach to the management of the Canadian passport program, and it provides a foundation to build the Agency as a more strategic, pro-active organization. The framework will guide priority setting, help to establish key performance indicators, improve performance reporting, and modernize accountability, thereby improving results. This is a key achievement and a tangible result of improvement initiatives in response to the Auditor General's report.

The updated version of Passport Canada's *Action Plan* in response to the Auditor General Report on Passport Services presents the status of action items, with additional detail, and timeframes for completion of those items outstanding.

Passport Canada's commitment to laying a strong and new foundation has led to significant accomplishments since the release of the Auditor General's report. More is yet to come: in the actions we are taking, we are not only addressing the recommendations of the Auditor General, but are positioning Passport Canada to deliver a stronger and better passport program in the years ahead.

CHANGE MANAGEMENT

3.65 Performance Information <i>PPPD</i>		
OAG Comment:		
The business plans of the Passport Office further elaborate on three major areas of performance: service to the public, security, and the stability of its operation. It has included extensive information in its annual reports about service to the public; however, there is limited performance information to Parliament about security and the stability of its operations.		
PPTC Response:		
Identification of performance measures is an essential component of the Strategic Management Framework that will be implemented and will assist with reporting requirements.		
Actions:		
2005-2006	2006-2007	2007-2008
<p>Four strategic theme teams have completed strategy maps that were rolled up to become the Corporate Scorecard.</p> <p>The subsequent Corporate Scorecard was delivered to, and approved by Passport Canada's (PPTC) Executive Committee (EC) in January 2006.</p> <p>A Communication Plan was developed in March 2006.</p> <p>The Corporate Scorecard including performance measures linked to strategic objectives was delivered to EC in March 2006. Performance measures address all areas of the organization and will assist the Executive Committee to assess performance in the areas of security, service to the public, finance and overall operations.</p>	<p>The Balanced Scorecard methodology will be cascaded down to the Bureau level for the development of Bureau level scorecards.</p>	<p>Full implementation of Balanced Scorecard throughout the organization down to the divisional level.</p>

3.70 Contingency Planning *PPCF / PPDD*

OAG Comment:

There was no contingency plan, emergency fund or temporary service locations to deal with unprecedented demand. The Passport Office did not have an integrated risk management approach to ensure that it would be able to react to emergencies and cope with service demands before those emergencies became service failures.

PPTC Response:

Decisions regarding service points and improvements based on a risk management approach will be implemented.

Actions:

2005-2006	2006-2007	2007-2008
<p>A financial contingency plan was presented to Passport Canada's Executive Committee on 11 January 2006.</p> <p>Business Continuity Plans for emergency preparedness have been completed for all thirty-three offices in the regions.</p> <p>A project to develop a formal, national process to improve how PPTC manages fluctuating demand in its passport offices, print centres and call centres is currently in the definition stage. The process will allow PPTC to better manage its capacity by facilitating load-balancing between regions and offices.</p>	<p>The approved contingency plan was completed with the new Budget Management Framework. A contingency reserve of 2.5% of forecast revenues was established in the 2006-2007 budgeting exercise.</p> <p>Defining this project was one of the main agenda items in the National Operations Management Conference in May 2006 and has been identified as the top priority for the current fiscal year.</p> <p>PPTC will have a formalized process for improving its management of fluctuating demand within its current capacity by November 2006.</p>	

3.71 Forecasting and Influencing Demand *PPPD*

OAG Comment:

Inability to forecast and influence demand places an undue burden on service.

The Passport Office does not have complete control over this phenomenon. However, it can influence demand to some degree. As early as its 2000-2002 business plan, it discussed the concept of “flattening the demand cycle”.

PPTC Response:

In December 2004, the forecasting model integrated some policy parameters in order to better measure demand.

The next steps for the Passport Renewals program have been identified. The focus has shifted in order to be more client-centred and will now be a self-identified process.

Systematic consultation of the public will be undertaken in order to better understand the causes of fluctuations of demand and the impact of policies on demand. Working with the Conference Board of Canada, this will enable PPTC to obtain more precise forecasts that would reflect social and political factors.

Pilot of an applicant appointment process for first time applicants to arrange a time to submit their application in person.

Actions:

2005-2006	2006-2007	2007-2008
1) Completed in December 2004.		
2) A project team was established for the Renewals project. A business case was developed for the Renewals project. The principles for the Renewals process were established with the Executive Committee. Among these principles are assumptions that a Renewal program for Canadians will be based on a self-identification process, a combined and simplified application form, and the inclusion of questions on criminality to address Passport Canada’s enforcement of sections 9 and 10 of the <i>Canadian Passport Order</i> .	2) A business case with organizational impact will be prepared and presented to the Executive Committee. A new application form will be introduced which will combine all In Canada application forms into one application. A Privacy Impact Assessment will be undertaken to ensure that the proposed questions on criminality adhere to privacy legislation.	2) Implementation of the Renewals process.
3) Surveys were conducted in December 2004 and April 2005. Surveys scheduled for December were delayed due to the election call. The most recent Omnibus survey was	3) The volume forecast will be reviewed and revised, if required, based on survey data and a Conference Board update.	3) Ongoing surveys and reviews will be part of the forecasting process.

<p>conducted in March 2006.</p> <p>PPTC will review the forecast three times per year using the methodology established for PPTC by the Conference Board and by using survey data in support of the forecast findings.</p>		
		<p>4) Pending the availability of internal capital funding, a pilot project will be established for an appointment process for first time applicants to arrange a time to submit their applications in person.</p>

3.75 Reporting on Performance *PPPD / PPCF / PPDD*

OAG Comment:

Develop and report on additional service standards, including information services such as e-mail, other correspondence, and telephone.

PPTC Response:

The Annual Report for 2004-2005 included more performance information for security and stability as well as phone service standards and performance. PPTC will report more extensively on performance indicators for all service standards.

Actions:

2005-2006	2006-2007	2007-2008	
<p>The CEO and the Executive Committee have approved the Annual Report.</p> <p>Standards for telephone enquiries have been established and reported in the Annual Report.</p> <p>PPTC will develop and report on additional service standards. It will introduce additional measures in 2005-2006 to improve service in the areas of correspondence including e-mail and telephone inquiries.</p>	<p>Performance measures related to security and corporate improvement were developed as a result of the Strategic Management Framework and were reported in the 2005-2006 Annual Report.</p>		
<p>PPTC has developed four performance indicators (PIs) to measure Call Centre performance:</p> <table border="1" data-bbox="256 1772 691 1869"> <tr> <td> <p>Access to the phone system 95% of callers will not get a busy signal</p> </td> </tr> </table>	<p>Access to the phone system 95% of callers will not get a busy signal</p>	<p>To further improve Call Centre performance, PPTC will undertake four other initiatives:</p> <p>1. Revamped Website: PPTC launched a new, user-friendly Website in the first quarter of 2006-2007. The new site is designed to reduce call volumes</p>	
<p>Access to the phone system 95% of callers will not get a busy signal</p>			

<p>Access to agents 80% of callers who request an agent will be put in the queue</p>	<p>by making key information more accessible on the Web.</p>	
<p>Waiting times in the queue 75% of callers will speak to an agent in less than 8 minutes</p>	<p>2. Automated load-balancing: In May 2006, PPTC upgraded its servers with software that will automatically re-route callers to another server if their assigned server is full, or in case of server failure. This will significantly increase the percentage of callers who have access to agents and reduce wait times in the queue.</p>	
<p>Access to information through the IVR (no agent required) 60% of callers will find the information they require without speaking to an agent</p>	<p>3. New messages to reduce call length and volume: In August 2006, PPTC included a script within the IVR that will provide answers to common questions, encourage callers to visit the website if appropriate, and ensure people are prepared when an agent becomes available so that call times are reduced.</p>	
<p>The indicators were developed using Treasury Board guidelines for measuring phone service performance.</p>	<p>4. Priority queue for lost/stolen passports: In May 2006, PPTC has instituted a priority queue for lost/stolen passports.</p> <p>PPTC will use Call Centre performance reports to validate or update the framework so that targets reflect PPTC and client expectations. PPTC will also be able to develop a business case for increasing or maintaining service targets, as required.</p>	
<p>PPTC has been reporting monthly against these indicators since November 2005. To improve Call Centre performance, PPTC has undertaken three improvement initiatives:</p> <p>1) Load-balancing with existing capacity: Calls from three area codes were re-assigned to the Gatineau server from the overloaded Montreal server in February 2006.</p> <p>2) Addition of new resources: PPTC has added 14 full-time and 2 part-time resources to handle call volumes. In March 2006, five full-time resources started working</p>	<p>The indicators were developed using Treasury Board guidelines for measuring phone service performance.</p> <p>The new Call Centre Service Standards will be reflected in the Annual Plan of Fiscal year 06/07.</p>	

at the Montreal call centre. In April 2006, eight full-time and two part-time resources started work at the Gatineau call centre.

3) Training of agents: In April 2006, call centre staff were trained to ensure that all agents have the knowledge they need to respond to all types of calls.

With the implementation of the Mission Print Passport Project (MPPS), an international service standard of 15 days has been established. The service level is being monitored weekly.

As of April 1, 2005 PPTC has established the following performance standards for correspondence:

- Letters with Minister's signature: 25 working days
- Letters with CEO's signature: 25 working days
- E-mails (INFOPASS): 2 working days

A report was prepared in March 2006 evaluating performance against the correspondence service

PPTC is undertaking a review of its existing service standards relating to client service to determine if the current standards are valid, and what if any gaps exist. Initial findings were presented to PPTC Executive Committee for approval. PPTC will develop an implementation plan by November 2006.

3.77 and 3.82 Management of Improvement Initiatives PPPD

OAG Comment:

The Passport Office has not prioritized those projects and weighed their relative importance. We found that the Office used no formal criteria to separate priority from non-priority projects, for ranking projects according to greater or lesser importance, or for sequencing projects in the order they must take place.

PPTC Response:

- 1) A Project Management Bureau was established and will assess projects against stated criteria found in the Project Management Framework
- 2) The Strategic Management Framework will assist in the identification of priorities in line with strategic goals and targets.

Actions:

2005-2006	2006-2007	2007-2008
<p>1) A Project Management Bureau was created in February 2005.</p> <p>The resulting project management framework will standardize and formalize the process. Better impact assessments, costings and prioritization of projects will result.</p>	<p>1) An updated corporate project governance structure and project framework was reviewed and approved by the Executive Committee in March 2006 and was implemented in June 2006.</p> <p>A priority-setting tool for corporate initiatives was integrated with the strategic management framework and the new Management Committee is in the process of determining the prioritization of the strategic initiatives aligned to the four strategic themes.</p>	<p>1) Better impact analysis, costings and prioritization of projects.</p>
<p>2) Four strategic theme teams have completed the strategy maps that were rolled up to become the Corporate Scorecard.</p> <p>The subsequent Corporate Scorecard was delivered to, and approved by, the Executive Committee in January 2006.</p> <p>A Communications Plan was developed in March 2006.</p> <p>The Corporate Scorecard including performance measures linked to strategic objectives will be delivered to EC in March 2006. Performance measures address all areas of the organization and will assist the Executive Committee to</p>	<p>2) A quarterly performance review will be undertaken of the Balanced Scorecard with the Executive Committee.</p> <p>A yearly strategic planning conference in the fall will be held with the Executive Committee and a review of priorities will be undertaken in relation to external and internal factors.</p> <p>The Management Committee is assessing a weighting criteria tool for initiatives to be used to determine the prioritization of the strategic initiatives aligned to the four strategic themes.</p>	<p>2) Ongoing strategic and business planning activities.</p>

<p>assess performance in the areas of security, service to the public, finance and overall operations.</p> <p>EC has defined strategic initiatives aligned to the four strategic themes.</p>		
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3.78 and 3.82 Management of improvement initiatives PPPD / PPCD

OAG Comment:

We found that management had not fully analyzed the impact of concurrent improvement projects on each other. We found that the quality of analysis for setting up new offices was poor and did not address many of the key requirements of a business case: cost benefit analysis; key assumptions and constraints; or implications on future operational cost.

PPTC Response:

- 1) A Strategic Management Framework will be implemented to integrate strategic and business planning throughout PPTC.
- 2) An Activity Based Management (ABM) system will be implemented to assist with financial planning, facilitating alignment between resources used and activities undertaken by PPTC and the products and services offered.
- 3) A business case process was developed for all PPTC projects and initiatives.

Actions:

2005-2006	2006-2007	2007-2008
1) A Corporate Scorecard linking strategic objectives with initiatives was delivered to the Executive Committee in January 2006.	Executive Committee meetings will be organized around corporate performance as reported through the Balanced Scorecard. Business, financial and human resources planning will be integrated as part of the Balanced Scorecard process.	
2) Phase 1 of Activity Based Costing was completed and it established costs of all products, services and delivery channels.	Phase 2 in the implementation of ABM, which is activity based planning and budgeting in the entire organization, occurred in the summer of 2006.	
3) A business case process was completed on December 31, 2005. The template will be integrated in the new PPTC Project Management Framework in the first quarter of 2006.	Results will be reported in fiscal year 2006-2007. A process for costing has been integrated within the Project Management Framework.	

3.79 Management of Improvement Initiatives PPHD

OAG Comment:

Project management and policy change initiatives have a direct impact on the jobs of Passport Office staff. We found no long-term, consolidated human resources plan to address the impact of Project Management and Policy change initiatives.

PPTC Response:

The Human Resources Plan will be reviewed and will be modified against emerging priorities.

Actions:

2005-2006	2006-2007	2007-2008
<p>A revised interim plan was developed and is being implemented for 2005-2007.</p> <p>A National Recruitment and Resourcing Plan was developed for examiners.</p> <p>Given the significant changes introduced to HR management by the introduction of the <i>Public Service Modernization Act</i> (PSMA), <i>Public Service Employment Act</i> (PSEA) and other new legislation in Fiscal year 05/06, Passport Canada focussed its energies on these implementation issues. The training of the entire Executive Committee in Integrated HR and Business Planning at the Canada School in March 2006 will provide the impetus for development of an Integrated HR and Business Planning process in fiscal year 2006-2007.</p>	<p>Development of integrated HR and Business Plan process.</p> <p>Increase Human Resources capacity to respond to PPTC needs</p> <p>Training needs were identified for managers to provide them with the necessary understanding of the effect the necessary changes required by PSMA and to exercise their delegated authority.</p> <p>Managers will take the required training during the course of the fiscal year.</p>	<p>Implementation of the new integrated process within PPTC's strategic planning framework.</p>

3.81 Management of Improvement Initiatives *PPCD*

OAG Comment:

Many technological and quality assurance improvements will need to be made to increase the security around the issuing of passports. As well, the Passport Office plans to make several changes to service delivery. In our view, even considering the improvements to service that have been made, its current management systems and practices are not adequate to meet those challenges of changes to service delivery.

PPTC Response:

- 4) A Continuous Improvement Council has been convened. Their mandate is to provide advisory oversight on issues of improvement and provide recommendations to the Executive Committee.
- 5) An Integrated Service Strategy and Model will be developed to analyse service from the client perspective and will establish service principles upon which to base service improvements.

Actions:

2005-2006	2006-2007	2007-2008
<p>1) In January 2006, the Council requested directorates to identify areas of improvement to address in the next fiscal year 2006-2007.</p> <p>In February 2006, the Council met and established priorities for improvement for 2006-2007</p>	<p>1) In April 2006, a presentation of the strategy and approach was made to the Executive Committee. The strategy and approach will be incorporated and integrated into each Bureau's business plans. In April 2006 Bureaus began implementing the selected daily improvements.</p>	
<p>2) The Integrated Service Strategy project began with an identification of the current process from the client perspective.</p>	<p>2) Service Model principles were developed and presented to the Executive Committee. Client service commitments and capabilities will be developed. Short-term and long-term initiatives to advance the strategy will be defined.</p>	<p>2) The Service Strategy initiatives will be implemented.</p>

SECURITY AND IDENTIFICATION

3.28 Personnel Clearances PPSD

OAG Comment:

Security clearance levels need to be reviewed and updated as required.

We are concerned that contrary to government policy, individuals with inadequate security clearance potentially have access to some critical assets.

PPTC Response:

- 1) Security clearances for those working with the issuance system have been updated.
- 2) An analysis will be undertaken to look at all PPTC positions and clearance requirements.

Note: The new requirement for Secret security clearances for all persons handling blank passports is linked to the declaration of passport blanks as a National Security Asset.

The Government of Canada National Security Policy now defines **Classified information** as “information related to the national interest that may qualify for an exemption or exclusion under the *Access to Information Act* or *Privacy Act*, and the compromise of which would reasonably be expected to cause injury to the national interest.”

Secret is now defined as the “level of classification that applies to information or assets when its accidental or deliberate compromise, removal, modification, interruption or destruction could reasonably be expected to cause serious injury to the national interest.”

The delivery of Canada’s passport program abroad necessitates hiring both non-resident Canadians and non-Canadian locally engaged staff (LES). The requirement for a Secret security clearance is more tightly controlled since 9/11. Secret clearances are generally not possible for non-Canadian employees at Canadian missions abroad. For this reason Passport Canada along with DFAIT is analysing options, including the repatriation of entitlement privileges, so that missions abroad can continue to provide passport services while remaining in compliance with security policies.

Actions:

2005-2006	2006-2007	2007-2008
1) Completed. The 42 full service examiners now have the appropriate security clearance.		
<p>2) The analysis is almost complete. Personnel clearances in the Call Centres and Print Centres have been upgraded.</p> <p>A new Treasury Board Secretariat (TBS) standard will affect security clearances but the standard has not yet been released. Prior to the change in government, the anticipated date for implementation was June 2006. However, Passport Canada is proceeding with security clearances based on expectations of this new</p>	<p>2) Implementation of the new TBS standard for personnel security clearances for all passport examiners in Canada.</p> <p>Steps to improve the security of handling passport assets at missions abroad are addressed in section 3.57 of this document. For locally engaged staff PPTC is working with DFAIT to minimize the risk this process imposes. Risk has been minimized through the repatriation of printing and will be further reduced through the repatriation of entitlement.</p>	<p>PPTC is studying a phased approach, in consultation with DFAIT – Consular, for the repatriation of the entitlement process.</p>

standard. Clearances for employees in Central Operations have been upgraded.		
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3.30 Quality Assurance PPDD / PPCD

OAG Comment:

Quality assurance of the examiner function is lacking.

A system that checks whether an examiner is making the proper decisions about the identity documents presented by an applicant and other entitlement functions.

PPTC Response:

A credible quality assurance program will be implemented. Independent audits will be performed by the Inspector General Office of the Department of Foreign Affairs based on established criteria with the goal of identifying the baseline in this fiscal year.

Actions:

2005-2006	2006-2007	2007-2008
<p>In January 2006, the Executive Committee approved the funding and methodology for a quality assurance baseline activity based on the premise of a statistically sound and systematic review of passport application examination activities. The details of the activity were developed in consultation with the Inspector General of DFAIT and the sampling methodology was developed in consultation with Statistics Canada.</p> <p>The quality assurance baseline activity evaluates critical points on the identity page of the passport. Elements include: surname, given name, date of birth, city of birth, country of birth, and citizenship.</p>	<p>A snapshot of quality was undertaken by Operations in July 2006 and this will form the baseline for comparison purposes.</p> <p>A methodology for the program will be developed using the snapshot as a baseline. The methodology will be established under current conditions and will be revised as processes are improved, for example the introduction of Facial Recognition technology.</p> <p>Capacity within PPTC to support the program will be developed using coaches/mentors already in place in offices / regions.</p> <p>Investment will be made in current capacity to support the compliance portion of the program.</p>	<p>Improvements to the methodology and review of compliance to methodology will be ongoing.</p>

3.31 Document Verification Tools PPSD / PPDD

OAG Comment:

Examiners do not have all the proper tools readily available.

A black light is needed to see the security features on the latest Canadian citizenship card.

Magnifying glasses for document examination were generally not part of examiners' standard equipment.

PPTC Response:

- 1) Document Identification Tools to strengthen the ability for examiners to verify the authenticity of identity documentation have been distributed.
- 2) Training material was developed to accompany Document Identification Tools. PPTC is currently arranging "Fraud Awareness" training sessions with the RCMP.
- 3) Based on the Fraud Awareness training provided by the RCMP, the Human Resources Bureau will develop training modules for regions.
- 4) In addition to the Quality Assurance Program, Passport Canada is implementing both a Regional Security Advisor Program and a Compliance Program within the Security Bureau.

Actions:

2005-2006	2006-2007	2007-2008
1) Completed.	A random check will be undertaken to determine whether these tools are available and in use.	A random check will be undertaken to determine whether these tools are available and in use.
2) Completed. Distributed in April 2005.		
3) Three Fraud Awareness training sessions were conducted and at least one employee was trained in each office in November and December 2005.	3) Modules have been distributed. Training for all regions is complete (September 2006).	3) Ongoing training as required based on regional requirements.
4) Eight Regional Security Advisor positions have been classified and funded, and staffing is underway to be completed in June 2006. Two Security Advisors will be located in each region. The Compliance Manager position has been created and staffed. Related training has been identified, some courses completed, and others confirmed or planned. The first compliance review was undertaken in October 2005 and action had been initiated based on results. Job descriptions for four	4) Regional Security Advisor staffing is underway with expected completion in the third quarter of 2006-2007. The Canada-wide, inter-departmental, staffing process has taken longer than expected due to the level of interest. The Regional Security Advisor program will be deployed, and training and operational plans will be developed. Four Compliance Officer positions will be staffed. Incumbents will be trained and will undertake one full compliance review at each	An evaluation of Regional Security Advisor and Compliance Officer presence to determine the effectiveness of program will be launched.

Compliance Officers have been classified. Staffing actions were initiated in January 2006 and the results are expected with candidates in place by April 2006.	issuing authority in Canada.	
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3.34 Guarantor Checks *PPDD / PPSD / PPPD*

OAG Comment:

Checks on guarantor information are not performed as required.

Passport Office procedures require that examiners conduct guarantor checks on a significant percentage of applications. However, there is no national reporting on this activity, and the Passport Office could not demonstrate that this objective was achieved.

PPTC Response:

- 1) A job aid regarding guarantor checks has been distributed to the Operations Bureau.
- 2) Evaluation of the value of the metric and the activity will be undertaken.

Actions:

2005-2006	2006-2007	2007-2008
<p>1) Completed</p> <p>A job aid regarding guarantor checks was distributed in February 2005. Training was completed across the country in the summer and fall of 2005.</p> <p>PPTC established a database to report monthly on recorded guarantor checks in June 2005. Examiners record their guarantor checks in the passport issuing system.</p> <p>PPTC now reports monthly on guarantor checks as part of its overall Report on PPTC Performance Indicators, which is submitted to PPTC's Executive Committee.</p> <p>By re-allocating resources, PPTC has been able to significantly increase its guarantor check verification rates without impacting service delivery over the past year. In April 2005, the national verification rate was around 12%; in January 2006, it was over 19%.</p> <p>Substantial additional gains are impaired by potential impacts to service as well as resource constraints.</p>	<p>2) An assessment of the value of metric will be undertaken to validate the 25% target.</p> <p>A review of the policy will be conducted following the evaluation of the value of the metric.</p> <p>PPTC will continue to work towards the 25% verification rate until the assessment of the metric and the policy review is complete. A strategy will be developed to ensure compliance to the policy through the Quality Assurance Program.</p>	<p>The new guarantor policy will be developed based on the results of the assessment and with the awareness that PPTC is evolving through the use of new methods, due to the interoperability of systems, to verify identity. The Quality Assurance Program will also monitor compliance to the policies and procedures for guarantor checks.</p>

3.35 and 3.38 Vital Statistics Verification *PPPD*

OAG Comment:

Examiner confirmation of vital statistics is difficult to perform.

Work toward establishing electronic links with CIC and the provinces to validate automatically the identity data on an application.

PPTC Response:

An inter-Departmental and inter-Provincial project to establish electronic links with the provinces called the National Routing System (NRS), in order to authenticate birth certificates, is underway.

Actions:

2005-2006	2006-2007	2007-2008
A pilot is underway with Alberta and B.C., the Canada Revenue Agency (CRA), Statistics Canada and PPTC. The pilot project has been extended to April 2006.	Actions for NRS - Global for 2006-2007 include: <ul style="list-style-type: none">- Developing a federal government approach to Federal / Provincial vital events data-sharing.- Develop a recommendation for ministerial consideration of the NRS Project.- Expansion of the federal and provincial partners involved in the project.	Implement the recommendation of ministers.

3.36 Vital Statistics Verifications PPDD / PPPD

OAG Comment:

Confirming vital statistics is difficult for examiners.

Such links would provide immediate confirmation of data and allow examiners to check for reported deaths.

PPTC Response:

A survey of the number Vital Statistics verifications made and an analysis of the reasons for verifications has been undertaken.

Actions:

2005-2006	2006-2007	2007-2008
<p>A survey of the number of vital statistics verifications made was undertaken in each Region in February 2005.</p>	<p>The National Routing System (NRS) project will address data sharing of vital events information.</p> <p>A specific internal project has been initiated for PPTC, as an NRS partner, to develop a complete set of PPTC requirements (business, technical and financial and schedule). This documentation is required by the NRS – Global project to perform their activities for the development of an overall business case. The NRS-PPTC requirements documentation were completed in August 2006. In addition, the NRS-PPTC internal project is repatriating the NRS-PPTC pilot equipment (test and production) from Statistics Canada. The NRS-PPTC functionality will be maintained as the interim NRS-PPTC solution while the NRS-PPTC final solution is developed and implemented.</p>	

3.41 Access to the passport issuance system *PPCD*

OAG Comment:

Access to the passport issuing system needs to be restricted. We found very poor control over the granting of access rights to users. Data administrators, system administrators, case management officers, entitlement review analysts, and operational and non-operational office managers all have user access profiles that allow them to issue a passport.

PPTC Response:

- 1) Access to the issuance system IRIS® has been rectified through a clean up of user accounts and profiles.
- 2) An audit process will be established.

Actions:

2005-2006	2006-2007	2007-2008
<p>1) PPCI performed several cleanups of inactive IRIS accounts and established a procedure whereby account administration requests for certain privileged IRIS applications have to be approved by security.</p> <p>In December 2005, Operations completed the reviews of its IRIS account profiles and user profile assignments to ensure they reflect security requirements and are based on "need to have".</p> <p>To help ensure that these accounts remain current, Operations has instituted an ongoing monthly review process, which started in May 2005. Each month, Operations selects a sample of 20 of its employees from HRIS and confirms their IRIS profile and status with the relevant manager. Anomalies are corrected immediately and a copy of the report is filed with Registry.</p>	<p>The monthly review has been modified so that a sample of IRIS accounts is taken and then verified against HRIS.</p>	
	<p>2) The Information and Technology Division will be revising the PPT083 Account Creation / Deactivation Request form to include more information for the creation of IRIS accounts. This information will include, but is not limited to account expiry dates, profile change information and justifications for the change. Various reports will be</p>	

	generated to monitor and delete expired and inactive accounts.	
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3.43 Watch lists PPSD

OAG Comment:

The Passport Office cannot effectively enforce certain provisions of sections 9 and 10 of the Canadian Passport Order.

If applicants do not have alerts against their names on the automated watch list, examiners have no way of knowing whether decisions need to be made under section 9. Similarly, security personnel cannot know if they should consider revoking a person's passport under section 10. In addition, we could not find any documented criteria for making discretionary decisions to refuse or revoke a passport.

PPTC Response:

- 1) The Public Key Infrastructure has been installed and provides the secure electronic link to allow PPTC to share information in a secure environment with Correctional Services Canada and with Canada Border Services Agency/Citizenship and Immigration Canada
- 2) Negotiation of additional MOUs with partner departments will expand Passport Canada's authority, ability, systems and resources to populate their system lookout list with current and appropriate data to enable Examiners to make entitlement decisions.
- 3) The entry of this data in Passport Canada's system lookout list allows Entitlement Review Analysts to confirm eligibility of applicants.
- 4) An analysis and breakdown of the process for the application of section 9 and 10 of the *Canadian Passport Order* was undertaken.

Actions:

2005-2006	2006-2007	2007-2008
<p>1) Memoranda of Understanding (MOU) have been negotiated with:</p> <p>Correctional Services Canada - signed March 2005</p> <p>Canadian Police Information Centre - completed and requires signature only</p> <p>Canada Border Services Agency/Citizenship Immigration Canada - signed June 2004. The MOU relates to data-sharing for lost and stolen passports.</p> <p>Royal Canadian Mounted Police - signed December 2005</p>	<p>1) The MOU between PPTC and Citizenship and Immigration Canada (intelligence) - to be negotiated in 2006.</p>	
<p>In January 2005, the Security Bureau established a working group and initiated a quality and quantity review of all information</p>		

currently recorded and stored in their system lookout list. The review will include confirming the legal authority to collect and retain the information, and ensure that names are removed from the list as required by law. This review will be undertaken concurrent with the development of the case management system.		
	2) PPTC's mandate is such that adaptations will be required to the standard RCMP MOU for access to Canadian Police Information Centre records.	
	3) PPTC is participating in Phase 2 of the inter-departmental National Routing System project that should include citizenship verifications. The project charter for the review of the System Lookout system was completed in June 2006. This will clarify past use of fields, document procedures for continued use, and remove data for which there are no further legal grounds for retention. Funds will be requested through the internal PPTC budget review exercise and the project is expected to require 12 to 18 months to deliver.	
	4) The MOU between PPTC and the Canadian Security and Intelligence Service – to be negotiated in 2006	
5) Sections 9 and 10 of the <i>Canadian Passport Order</i> (CPO):		
9a - completed application	No issue. All passports are issued based on completed, signed application forms.	
9b - stands charged in Canada	<p>PPTC established a secure link with the RCMP in April 2006 and ran 1,000 passport applicants against one of three CPIC databases as a pilot. The CPIC data is available only in a free text format that requires manual intervention to analyze and process.</p> <p>Initial indications are that this program is not achievable within the current business model. The proposed Case Management System, with improved data exchange technology, and a significant investment in incremental resources would be required to fully implement the program.</p> <p>PPTC will include full implementation of CPIC checks as one part of an interoperability project that will be implemented in parallel with the design and delivery of the Case Management System, and the amendment of the passport fee..</p>	
9c - charged outside Canada	<i>The Privacy Act</i> protects the rights of Canadian citizens who access Consular services through Canada's missions abroad. Security Bureau is exploring the feasibility of obtaining information on persons	

	charged outside Canada through Interpol.
9d - forbidden to leave Canada	<p>As per the MOU signed on March 31, 2005, a secure link was established with Correctional Services Canada in February 2006 to download, encrypt and save Correctional Services Canada data electronically. The Privacy Impact Assessment was signed off by DFAIT and forwarded to the Office of the Privacy Commissioner (OPC) in February 2006. The initial download of 23,000 records took place in February 2006. A chain of technical problems was encountered from February to May 2006. As each problem was resolved, another surfaced. A technical solution was being tested in June that is expected to resolve all outstanding issues.</p> <p>The information provided by CSC relates to federal offenders only. An alternative for provincial offenders would be covered by CPIC as per 9b above.</p>
9e - Section 57	Security Bureau will conduct an off-line search of the CPIC database to identify the names and dates of persons convicted under Section 57 within five years from the date of conviction.
9f - indebted to the Crown	Information is provided by DFAIT in the form of CAMANT notes or e-mails.
9g - has valid passport	The Central Index will generate an alert if the applicant already holds a valid passport.
10a - charged outside Canada with equivalent	See 9c above.
10b - assists to commit indictable offence outside Canada	Information is received through DFAIT, CBSA and other partners.
10c - permits someone to use	Information is received through DFAIT, CBSA and other partners.
10d - obtained falsely	This is the focus of Security Bureau's intelligence program.

3.43 Watch lists PPSD**OAG Comment:**

The Passport Office cannot effectively enforce certain provisions of sections 9 and 10 of the *Canadian Passport Order*.

If applicants do not have alerts against their names on the automated watch list, examiners have no way of knowing whether decisions need to be made under section 9. Similarly, security personnel cannot know if they should consider revoking a person's passport under section 10. In addition, we could not find any documented criteria for making discretionary decisions to refuse or revoke a passport.

PPTC Response:

Amendments to the application form regarding sections 9 and 10 of the *Canadian Passport Order* will be implemented.

Subsequent to the decision to amend the application form, PPTC determined that links with CPIC would better address this deficiency.

Actions:

2005-2006	2006-2007	2007-2008
PPTC approved and will implement the amendment of all application forms to include information on criminal charges or probation orders.	Links with CPIC continue to be tested with the goal to develop a unit to do this work by end of the fiscal year. A full time manager has been hired and a consultant engaged to support this initiative.	

3.50-3.51 Weaknesses in the investigation of sensitive cases PPSD

OAG Comment:

In the absence of an effective case management system, the [Security] Unit has only some manual records on its investigative activity. Such records do not allow PPTC to assess the outstanding workload, the rate of effective resolutions of investigations, or resources requirements.

PPTC Response:

- 1) A structure has been developed for security files
- 2) A MOU with Royal Canadian Mounted Police (RCMP) is being updated to deal with case investigations.
- 3) The management structure of the Security Bureau has been modified

Actions:

2005-2006	2006-2007	2007-2008
<p>1) While a case management system is being developed, Security Bureau records and tracks investigative workload on a spreadsheet and uses this to provide basic management information on investigations.</p> <p>The project team began documenting the Business Requirements.</p> <p>In January 2006 the Project Management Bureau contracted Allstream MTS to conduct a needs analysis and to identify business requirements for a Security Case Management System by May 2006.</p>	<p>1) Security Bureau initiated the development of a priority rating scale that is compatible with the RCMP PROOF (Priority Rating of Operational Files) system.</p> <p>The Case Management System high-level business requirements were completed in April 2006</p> <p>Procurement of the hardware and software for the Case Management System will be completed by February 2007</p>	<p>1) The Case Management System will result in improved tracking and management of intelligence and investigations of suspicious activity.</p> <p>The Case Management System will assist in the determination of program effectiveness and resource requirements through management reporting.</p> <p>Development of the solution for the Case Management System is planned for August 2007.</p> <p>Testing of the new Case Management System is planned for December 2007.</p> <p>Deployment and training of the Case Management System is planned for April 2008.</p>
<p>2) A MOU was signed with RCMP on December 15, 2005 and includes arrangements for case investigations.</p>	<p>2) Security Bureau is drafting internal procedures for the management of files under the 2005 MOU with the RCMP. These procedures were completed in September 2006.</p>	<p>2) PPTC will strengthen its regional and central processes for referrals to the RCMP, and through follow-up with RCMP will ensure that the disposition of criminal investigations is documented on security files. Results will be analysed to promote effective referrals.</p>
<p>3) The staffing of a Manager of Investigations is complete.</p> <p>A competition to staff high-level investigators is in progress. The Regional Security Unit structure has been approved and one position has been filled.</p>	<p>3) Regional Security Advisor staffing is underway with expected completion in the third quarter of 2006-2007. The Canada wide, inter-departmental, staffing process has taken longer than expected due to the level of interest.</p>	

3.57 Issuance Abroad PPSD

OAG Comment:

Control over issuance of passports by missions abroad presents several risks.

Consular staff do not consistently receive the same formal training and qualification as domestic examiners.

Missions still print passports using the older booklet.

PPTC Response:

- 1) Creation of a Foreign Operations Division within Passport Canada's Security Bureau with a mandate to:
 - _ Act as Passport Canada's primary liaison with DFAIT and Missions
 - _ Communicate passport program policies, procedures, directives, and tools to missions
 - _ Align the Security Bureau with key corporate security and service initiatives impacting the passport program abroad
 - _ Manage secure mission passport inventory
 - _ Participate in DFAIT led mission program audits
 - _ Generate Annual Baseline Reports to facilitate strategic objectives
 - _ Provide subject matter expertise to internal/external stakeholders
- 2) Passport production will be repatriated from missions abroad to Canada.
- 3) Baseline Report on mission passport activity.

The baseline report is intended to be a primary source of information on all passport related activities undertaken at each issuing mission abroad. The report will provide the information from which mission risk assessments can be produced.

- 4) Consular training will be revised to be more in line with PPTC examiner training.

Actions:

2005-2006	2006-2007	2007-2008
1) The Division was created in May 2005. Phase 1 of full staffing was completed by March 31, 2006.	Full staffing will be completed by end of fiscal year 2006-2007.	
2) The pilot for Mission Print Passport Solution (MPPS) was successfully conducted November 4, 2005. The project was implemented worldwide by March 31, 2006. Missions now issue only ICAO compliant temporary passports to Canadians with an urgent requirement for travel. Passports for Canadians who apply from abroad are issued at the Mississauga Print Centre, using the same high-quality documents received by	Live on-line quality assurance of mission files and correction of errors prior to print was implemented on 1 April 2006 as part of the alerts clearance process. A risk management plan was implemented on 1 June 2006 to manage this quality assurance process and includes the establishment of a permanent committee to monitor evolving risks and implement changes as the program evolves.	PPTC will be undertaking a phased approach, in consultation with DFAIT – Consular, for the repatriation of the entitlement process.

<p>Canadians in Canada.</p>	<p>MPPS has reduced the number of passports produced by missions by about 90% as they now only issue temporary and emergency passports.</p> <p>Return of the stock of old blue books and labels has been initiated. In conjunction with DFAIT's PMP provider, an inventory module was developed for installation in June 2006. Procedures have been distributed to missions and two staff were hired in June 2006 to track and manage the process.</p> <p>A second phase of the inventory control program will enable PPTC to track inventory from its release by PPTC vault to receipt and use by missions.</p>	
<p>3) Baseline report <i>draft</i> was presented to CEO on December 23, 2005.</p>	<p>Baseline report was circulated to Directors General in June 2006.</p>	
<p>4) Review of the training program with an online component is ongoing and has 2 phases.</p> <p>Phase 1: Develop a distance-learning program that is more in depth than the current training manual. PDF modules will be available on the intranet and participants will be required to complete an online exam.</p> <p>Design of training modules for missions on Entitlement Policy to be completed by March 31, 2006</p> <p>Consultations with DFAIT's Consular Bureau on content and design in February 2006.</p>	<p>4) Pilot of training modules started at five missions in July 2006.</p> <p>Implementation at missions abroad will occur in the 3rd Quarter of 2006.</p>	<p>4) Evaluation of performance against training to be conducted in Fiscal year 07-08.</p> <p>Interactive training modules to be developed for training of staff at missions.</p>

3.58 Security Risk Assessment *PPSD*

OAG Comment:

Conduct a detailed security risk assessment of the passport examination and security functions, identify gaps in the fulfilment of its mandate under the passport order, and take appropriate action. Such an assessment should address Passport Office examiner's security clearances, the conduct and recording of guarantor checks, system profiles, the completeness and accuracy of its watch list and methods used to share date with other federal and provincial agencies, its lessons learned process, and its management of investigations.

PPTC Response:

- 1) DFAIT has assisted in the development of the first risk assessment
- 2) A risk assessment has been launched to address strategic risk in the area of security.
- 3) Risk analysis will be used in determining the requirements for the new issuance system
- 4) The creation of new Regional Security units reporting to both regional and Passport Office headquarters will further ensure that the security continuum, from identity verification to passport printing, is strengthened. In fiscal year 2005-06, eight new regional security officers will be hired for this purpose. The units will be located in regional headquarters across the country and will support the compliance program, conduct on-site interviews of applicants with complex cases, and investigate fraudulent applicants or applications.

Actions:

2005-2006	2006-2007	2007-2008
<p>1) Passport Services at Missions: A risk and control assessment of the Mission Print Passport Solution by DFAIT has taken place. Recommendations were made and action items will be implemented in response in 2006-2007.</p> <p>Terms of Reference for a Risk Assessment Study of the entire issuance process, from receipt of the application to printing, have been completed.</p>	<p>1) Procedural compliance: Audit of compliance to entitlement policy, procedures and training. The audit will assess and assist toward standardization. To be done in fiscal year 2006-2007.</p> <p>Management of IT Security: An extension of the audit at DFAIT; necessary to meet TBS and OAG requirements. To be done in fiscal year 2006-2007.</p> <p>The Risk Assessment Study of the issuance process will be completed in the fall of 2006.</p> <p>A Risk Management Framework will be developed for all of PPTC, which will integrate the results of both risk assessments (MPPS and issuance). An audit of passport mission services abroad is being undertaken by DFAIT and will be completed in 2006-2007.</p>	
<p>2) Completed the risk analysis that is phase 1 of the project.</p> <p>The Baseline Report on operations abroad, prepared by Security Bureau, provides a pre-requisite to the development of a detailed</p>	<p>2) Passport Canada is redefining the mandate of the Security Bureau to identify core functions and processes. From this review, a three-year strategic plan and restructuring recommendation will be developed.</p>	

security risk assessment.		
3) High-level requirements and associated workflows were identified for the next generation system. However, the Executive Committee decided to establish a service model that would identify process needs from the client's perspective. This model will help determine the system needs in support of the process.	3) Service Model principles will be developed and presented to the Executive Committee.	
4) Eight Regional Security Advisor positions have been classified and funded, and staffing is underway to be phased in between September 2006 and March 2007. Two Security Advisors will be located in each region.	<p>4) Regional Security Advisor staffing is underway with expected completion in the third quarter of 2006-2007. The Canada-wide, inter-departmental, staffing process has taken longer than expected due to the level of interest.</p> <p>Security Bureau is initiating a project to conduct a full review of the System Lookout system. This will include clarification of past use of fields, documenting procedures for continued use, and removal of data for which there is no further legal grounds to retain. Funds will be sought internally for this initiative.</p>	

INTRODUCTION OF FEES

3.93 Treasury Board conditions with respect to consular fees were not allowed *PPCD*

OAG Comment:

When the Treasury Board approved the introduction of the consular fee in 1995, it required the Department of Foreign Affairs and International Trade, as it was then called, to absorb future costs and fully disclose the cost of consular services in its Main estimates. However, there has been little cost information about consular services in the departmental annual reports to Parliament. Passport applicants were not consulted as required and are not in a position to know what they are paying for or how the funds collected relate to the operations of consular activity.

PPTC Response:

A plan is being developed to ensure compliance to all aspects of the new *User Fees Act* (UFA), including the client consultation requirements.

Actions:

2005-2006	2006-2007	2007-2008
<p>The Plan for the <i>User Fees Act</i> was presented to EC on May 11. A more detailed briefing on implementation of the consultation exercise was presented to Executive Committee on February 1, 2006. Although public consultations were forecast to be initiated in March 2006, because of the delays resulting from the federal election, the process will commence in Fiscal year 06-07.</p>	<p>Passport Canada is currently undergoing a review of its funding arrangement. Should a fee increase be required, Passport Canada would undertake the necessary consultations, as outlined in the UFA.</p>	

3.94 New user fee legislation imposes additional requirements *PPCD*

OAG Comment:

The Passport Office was not fully meeting the requirements under the Treasury Board policy on external charging. This legislation imposes additional requirements for transparency on how costs justify fees and on expected service levels. The Passport Office is not ready to comply with the new legislation because it lacks reliable cost information related to service standards.

PPTC Response:

An Activity Based Management system will result in better information in regards to costing and capacity within PPTC.

Actions:

2005-2006	2006-2007	2007-2008
Phase 1- ABC Models are completed. Costs have been established for all products, services and delivery channels. Output data has been validated.	Phase 2 in the implementation of ABM, which is Activity Based Planning, will be complete in the fall of 2006. PPTC has surveyed clients against several attributes. This data will be asses and used to make service decisions.	

3.96 New user fee legislation imposes additional requirements *PPCD*

OAG Comment:

The Passport Office should:

- Develop reliable cost information tied to service standards to justify current user fees and any future increases to user fees, and
- Improve its method of client consultation to comply with new user fee legislation and ensure it has an appropriate mechanism for resolving fee disputes.

PPTC Response:

- 1) An Activity Based Management system will result in better information in regards to costing and capacity within PPTC.
- 2) Public consultation on user fees will be undertaken.

Actions:

2005-2006	2006-2007	2007-2008
1) Phase 1: Development of ABC model by December 2005 is complete.	1) Phase 2 is to implement ABC in summer 2006. The Costs for the two remaining delivery channels will be established in time for Phase 2 implementation in summer 2006.	
2) The Plan for the <i>User Fees Act</i> was presented to EC on May 11. A more detailed briefing on implementation of the consultation exercise was presented to Executive Committee on February 1, 2006. Although public consultations were forecast to be initiated in March 2006, because of the delays resulting from the federal election, the process will commence in 2006-2007.	2) Public consultations are subject to the results of Passport Canada's review of its funding arrangement and the Minister's support for a fee increase.	

3.62 and 3.63 Service Standards <i>PPDD</i>		
<p>OAG Comment:</p> <p>Key service standards exist but gaps remain.</p> <p>The service standards were lowered in December 2001 without the required consultation with stakeholders.</p> <p>Standards for such examiner functions as identity verification and citizenship determination do not exist. There is also no national standard on examiner output and error rate - the number of applications examiners are expected to process each day and the number of errors that could be expected.</p>		
<p>PPTC Response:</p> <p>The first review of examiner error rates has been undertaken. The issue will be addressed with the Quality Assurance Program.</p>		
<p>Actions:</p>		
2005-2006	2006-2007	2007-2008
<p>In January 2006, PPTC approved the funding and methodology for a quality assurance baseline activity of passport application examination activities. The details of the activity were developed in consultation with the Inspector General of DFAIT and the sampling methodology was developed in consultation with Statistics Canada. The quality assurance baseline activity evaluates critical points on the identity page of the passport.</p>	<p>A snapshot of quality was undertaken by Operations in July 2006, this will form the baseline for comparison purposes.</p> <p>A methodology for the program will be developed based on ISO standards using the snapshot as a baseline. The methodology will be established under current conditions and will be revised as processes are improved, for example the introduction of Facial Recognition technology.</p> <p>Capacity within PPTC to support the program will be developed using coaches/mentors already in place in offices / regions.</p> <p>Investment will be made in current capacity to support the compliance portion of the program.</p>	<p>Improvements to the methodology and review of compliance to methodology will be ongoing.</p>
	<p>PPTC is undertaking a review of its existing service standards relating to client service to determine if the current standards are valid, and what if any gaps exist. Initial findings were presented to PPTC's Executive Committee for approval in August 2006. PPTC will develop an implementation plan by November 2006.</p>	

3.73 Services through Members of Parliament PPDD

OAG Comment:

There is no formal agreement governing the process and the office has not analyzed the security issues presented by this method of delivery.

PPTC Response:

A review of the Member of Parliament process has taken place and procedures to better formalize the process, in order to reduce risk, have been implemented.

Actions:

2005-2006	2006-2007	2007-2008
<p>In 2005, PPTC conducted a review of its Member of Parliament (MP) service channel. As a result we have formalized the process of application requests made by MPs on behalf of constituents, taking into account security, privacy and legal issues.</p> <p>The constituent is now required to sign a consent form to ensure that the information exchanged between the MP and PPTC on behalf of the constituent is compliant with the <i>Privacy Act</i>. To improve security, passports are mailed directly to the applicant's mailing address or can be picked up by applicants at our regional walk-in service locations.</p> <p>All changes will ensure the service standard of 20 days is maintained. Urgent and expedited service requests will be re-routed to the regional walk-in service locations in order to comply with the relevant policy.</p> <p>A six-month trial of the new process has been presented to the Minister. To launch the trial, an information package has been developed to communicate the changes in service to MPs on March 24, 2006.</p>	<p>Results of the trial will be used to assess the future of service delivery through MPs.</p>	

3.74 Client Consultation PPCD / PPPD**OAG Comment:**

The Passport Office has not analyzed which of its different delivery methods are more desirable. The Passport Office needs to involve clients in setting reasonable standards that it can meet at reasonable cost without compromising passport integrity.

PPTC Response:

A plan is being developed to ensure compliance to all aspects of the new *User Fees Act* (UFA), including the client consultation requirements.

Actions:

2005-2006	2006-2007	2007-2008
The Plan for the <i>User Fees Act</i> was presented to EC on May 1, 2006. A more detailed briefing on implementation of the consultation exercise was presented to Executive Committee on February 1, 2006. Although public consultations were forecast to be initiated in March 2006, because of the delays resulting from the federal election, the process will commence in 2006-2007.	Passport Canada has surveyed clients against several attributes. This data will be assessed and used to make service decisions.	