



GO Global Organization  
Design Society



Readings in Global Organization Design  
2005 Conference Proceedings

Radically Improved Client Service  
in the Canadian Passport Office

by Robert MacPhee

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# GLOBAL ORGANIZATION DESIGN CONFERENCE

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Radically improved client  
service in the Canadian  
Passport Office

Robert MacPhee, former CEO of  
The Passport Office

August, 2005

# The Organization

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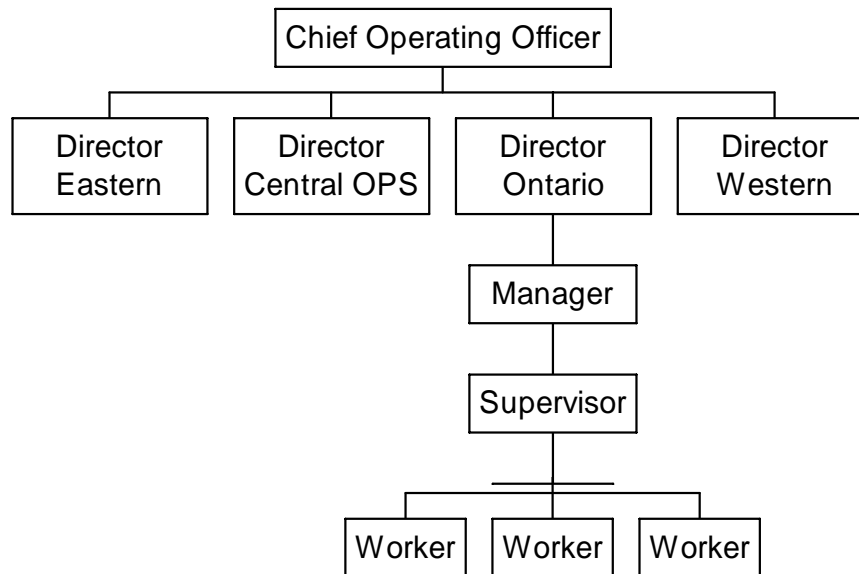
- › The Passport Office
- › Provider of passports and related services to Canadians
- › Special Operating Agency of the Federal Government
- › Headquarters Ottawa based with 26 offices across Canada

# The Need for a Review

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- › Recently created SOA – run in a more business-like fashion
- › Concern with operation of the offices
- › Particular concern about Office Managers

# Passport Office Organization



# Method

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- › Agreed on Scope of Work
- › Document Review
- › 50+ Interviews with:
  - Chief Operating Officer
  - Senior Managers
  - Samples of positions where there appeared to be potential structural issues
- › Time span analysis

# Findings

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- › Stratum 2 Managers (accountable for offices):
  - Variable work done
  - Too much routine work (Stratum 1 level)
  - Too much case work (Stratum 1 level)
  - Not enough Stratum 2 Manager work

# Findings

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- › Supervisor Role:
  - One or two layers of “management” between Stratum 2 First Line Managers and workers
  - Stratum 2 managers insulated from workers
  - Should be a lead hand role and not a layer of management



# Findings

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- › Passport Production Process:
  - Fragmented process
  - Lack of authority at required levels
  - Too paper oriented
  - Too long
  - Too much rework
  - No statistical process review

# Results

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- › Aligned as Stratum 4 organization:
  - Strengthened Stratum 3 roles
  - Clarified Stratum 2 Manager roles
  - Eliminated “layers of management” between Stratum 2 managers and workers
  - Appropriate alignment of Supervisor positions
- › Improved Passport production process

# The Change Process

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- › Results of study shared with entire organization
- › Annual managers' conference focused on redefining their roles and responsibilities.
- › Roles of Directors redefined to reflect changes in managers' positions.
- › Systematic, consistent re-enforcement of 'new vision'.
- › Follow up with accountability framework.

# Results of the Improvement

- › Managers very positive – they now had a real role to play and workers had unambiguous direction.
- › Director's focus expanded from one of downward transactions to broader strategic direction and context setting.
- › Surveys indicated that workers' approaches to their customers improved.
- › Technology reform facilitated.

# Lessons Learned

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- › Organization design a key enabler to good service delivery and change management.
- › Manager must have authority if he/she is to be held accountable:
  - Veto appointment
  - Ensure assignment of tasks
  - Appraise performance
  - Initiate removal of direct reports

# Lessons Learned

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- › Within the context established by the manager a lead worker that:
  - Assigns work
  - Gives feedback
  - Coaches
  - Provides technical support

# Lessons Learned

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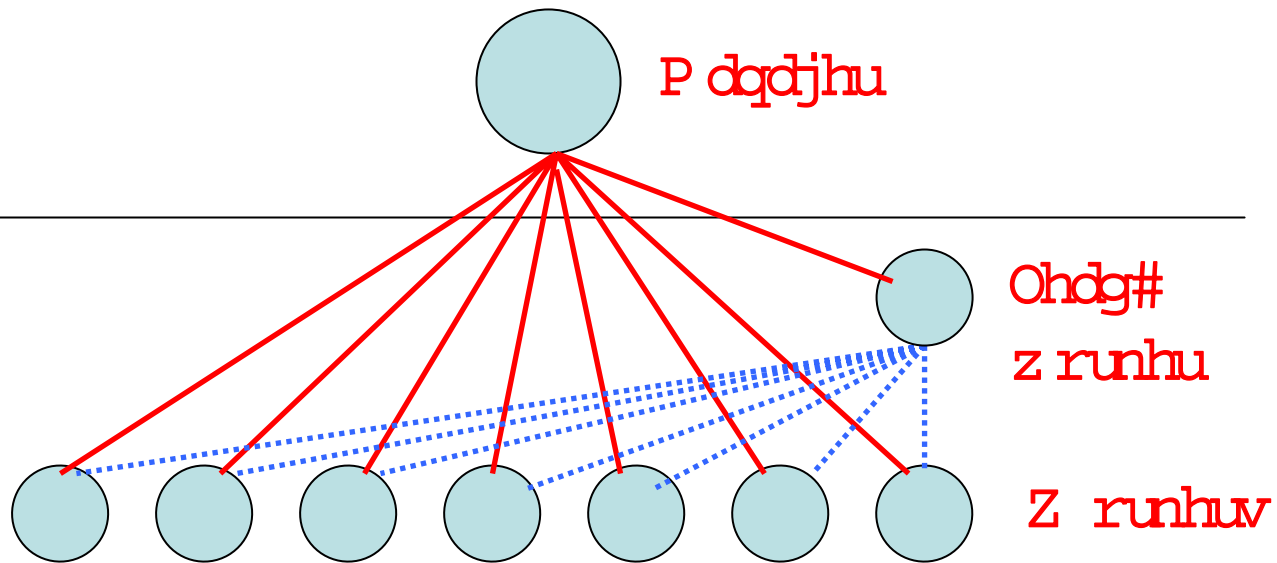
- › Within the context established by the manager a lead worker that:
  - Schedules work
  - Recommends other actions to the manager
  - Can positively impact & facilitate work in the office

# Lessons Learned

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Vwudwkp #5

Vwudwkp #4





# Lessons Learned

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- › People need time to mourn the passing of the old way of doing things.
- › Given the chance most, but not all, employees will welcome new ways of doing things if they believe the change is positive.
- › Would I do it again? ...you bet I would!

# OUR PURPOSE

The Global Organization Design Society is a not-for-profit corporation registered in Ontario, Canada to promote the following objective:

The establishment and operation of a world-wide society of academics, business users and consultants interested in science-based management to improve organizational effectiveness for the purposes of:

Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.

Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources.



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