

CASE STUDY

The Australian Passport



Using technology for providing cutting edge delivery and Performance Management



Australian Government

Department of Foreign Affairs and Trade

THE AUSTRALIAN PASSPORT

Since 1949 when the words 'Australian Passport' replaced the words 'British Passport' on the cover of an Australian passport, technology has played a vital part in passport production. Today, an Australian passport is issued every 27.5 seconds.

The Passports Branch (part of the Department of Foreign Affairs and Trade portfolio) has consistently been at the cutting edge of passport technology. New technology investments have meant that Passport applications are now scanned directly into the passport system using Intelligent Character Recognition (ICR). Furthermore, the department is continually improving security with features such as the digital printing of passport photographs and biometrics.

Consistent with the Passports Branch's goal to provide a world class passport service, recent improvements have been made in the internal processes to deliver on their agreed objectives by adopting and automating the Balanced Scorecard Methodology.

Some of the key objectives of the Passports office include:

- ▶ Maintaining a high level of service
- ▶ Increasing staff satisfaction
- ▶ Improving fraud protection
- ▶ Improving productivity
- ▶ Minimising lost and/or stolen passports

Passports Branch wanted to manage and monitor key activities such as:

- ▶ Training
- ▶ Passport fraud
- ▶ Staff leave
- ▶ Budgets
- ▶ Client services
- ▶ Accountability
- ▶ Contractual performance
- ▶ Appropriate staffing levels
- ▶ Production targets

A key to delivering an effective passport service rests with the performance of the main business partners including Australia Post and Centrelink.

“A key benefit Passports identified was linking the balanced scorecard performance to the payment of a staff productivity bonus. Efficiency gains clearly demonstrated that people are incentive driven and need to be appropriately recognized and rewarded”

- Patrick Maher, Branch Accountant

THE JOURNEY TO THE DEVELOPMENT OF THE PASSPORTS BALANCED SCORECARD

Phase I – Purchasing CorVu CorStrategy:

The journey began with a workshop attended by key management staff to define interactive scorecards, strategy maps, briefing books, dashboards, and pre-built reports and views.

The first phase of the implementation started in March 2004, and took two weeks where Passports initiated the structure, and deployed the measures. The data was gathered from the nine passport offices throughout Australia's states and territories. The data collected in the scorecard is now analysed on a monthly basis by Senior Management and is used to monitor the performance of each office.



THE JOURNEY TO THE DEVELOPMENT OF THE PASSPORTS BALANCED SCORECARD (continued)

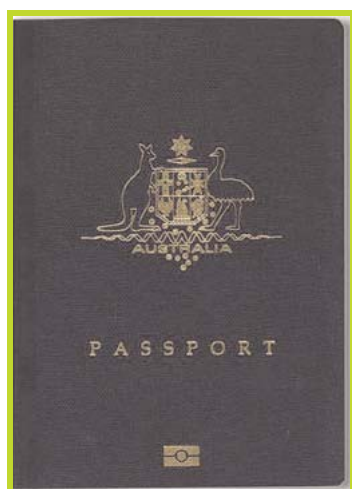
Phase 2 – Increasing utilisation of the Product through training:

In July 2004, Passports Branch invested in further CorVu training to bring all staff up to speed in the use of the balanced scorecard. The training program further enhanced the use of the product as the data collection process and purpose of the scorecard was well defined and understood.

Phase 3 – Moving to HyperVu:

In November 2004, Passports Branch deployed HyperVu. HyperVu provides online access to the CorVu modules in an interactive zero footprint browser based environment. It provides fast and easy access to reports, graphs, executive dashboards, and scorecards via a web browser to a large number of users. HyperVu provided access to the Passports scorecard in a user-friendly format that staff could easily access and read.

Onsite training delivered over a (2) two-month period allowed Passports Branch to hone their graphs, weblinks and data more effectively. Ultimately, this enabled the Passports Branch to customise facilities as appropriate to their needs.



PERFORMANCE BENEFITS

The benefits to the Passports Branch have included access to comparative data by each office, trending data for each performance measure, and a consolidation of all data into the Branch scorecard. By clearly defining their objectives and performance measures, Passports Branch was able to:

- ▶ Improve budget monitoring
- ▶ Improve monitoring of performance - 10 day turn-around for normal applications and 48 hour turn around times for priority processing applications
- ▶ Monitor efficiency - and focus on key areas not meeting targets

The Passports Branch aims to serve its clients in a highly professional and business-like way including:

- ▶ Providing a world-class passport service
- ▶ Being helpful and polite at all times
- ▶ Making sure there are appropriate passport services for Australians living in rural, remote and regional areas, and for people with disabilities
- ▶ Being consistent in applying passport policy
- ▶ Serving clients promptly
- ▶ Providing clear and accurate information
- ▶ Understanding what clients need

CorVu's scorecard solution enables the Passports Branch to provide all of the above benefits through cutting-edge technology to meet customers' demands.