

Be that as it may, all our clients generally have the same needs: they want a passport that is respected in all countries, issued within a reasonable time, and with accessible points of service and convenient office hours, although their specific priorities may vary. For example, for business travellers it is essential that the passport be issued quickly and that it contain enough pages. Recreational travellers, for their part, prefer points of service that are easy to access and office hours that fit their schedules.

III. The situation in 1999-2000

In its ongoing planning, the Passport Office takes into account the dynamics of organizational context, the market and the environment. This forces it to emphasize certain aspects of its own activities in order to remain productive, efficient and in touch with current realities. In addition, it must look to the future in order to have the people, the tools and the skills that will enable it to meet the requirements of the market and its clients. The main items involving change are a result of changing expectations of clients and of the public service, the introduction of new technologies, certain basic trends, and the harsh reality of budget cuts, to which no organization is immune.

The primary change factors fall into two categories: the first consists of elements, linked to the environment as a whole, that may have an effect either directly or indirectly on organizations and individuals. The second consists of factors that impact more explicitly and directly on the Passport Office, factors that relate to its mandate and its activities. These factors are presented in greater detail in Appendix "D".

Overview of trends

Pressures created by these main trends have a direct effect on the services of the Passport Office. Economic factors such as globalization and the increasing integration of economies and markets, technological factors such as those relating to information and communication (e-commerce and the Internet), and cultural and demographic factors such as the imposing presence of the baby-boom generation, all exert pressures on government services. These pressures point in a specific direction: services must be provided that not only meet the requirements of efficiency and speed but are also reliable and honest.

Factors relating directly to the mandate of the Passport Office create similar pressures: while clients expect service that is easier to access, our partners in government pursue similar objectives in terms of performance and service. Employees are looking for a work environment that is rewarding to them, and in which they can grow.