

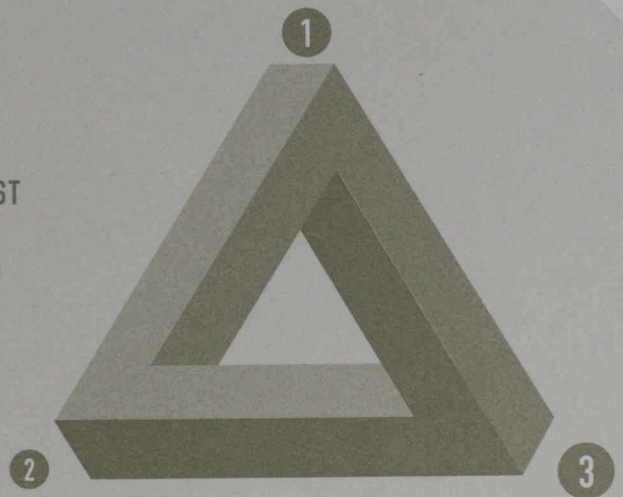
## THE CHALLENGE

In carrying out its mandate, the Passport Office must constantly balance the variables of quality of service, security and cost. Client service lies at the core of the corporate philosophy of the Passport Office. Today it is more important than ever before to provide service as efficiently, effectively and economically as possible.

The organization recognizes that its employees are its most important asset in serving the public. To this end, the Office has taken a number of steps to develop a highly motivated workforce. Employees have been encouraged to take the initiative in dealing with complicated issues. The Office has rewarded those who consistently perform their duties at a high-level. It has also provided employees with the tools they need to do the job. Work areas have been improved, training courses offered and the latest in information technology is being introduced throughout the organization.

In recent years, the Passport Office has enhanced its management techniques by focusing on strategic management. Strategic management provides long-term strategic direction, determines the appropriate use of resources, sets standards, and evaluates client and employee feedback.

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Enhanced security measures, often incorporating sophisticated technology, are being applied across the organization to provide for an even more secure passport in the future. High standards must be constantly maintained to preserve the international reputation of the Canadian travel document. The integrity of the system that produces this passport can never be put at risk.

In an era of financial restraint, the Agency must also employ sound management practices. Production costs must be constantly monitored but must not be cut at the expense of quality of service and security standards. To find an effective balance is the challenge the Passport Office faces in the day-to-day carrying out of its duties.