

Our Key Stakeholders

We have many stakeholders, each equally important to our development. Our clients are our most visible stakeholders—over 1.3 million clients submit applications for passports each year. They expect to receive secure documents and quality service at a reasonable cost. Citizens and the government expect efficient and affordable government services and a secure travel document system. Our employees require the tools, resources and support to do their jobs as well as recognition for a job well done.

Strategic Planning and the Organization

The federal government is placing a greater focus on strategic planning to achieve its fiscal and social policy objectives. Decisions must be based on a clear understanding of our long-term objectives, our client needs and our role within government.

In the Passport Office, the key decision makers are the members of the Executive Committee (EC), comprised of the CEO and all Directors and equivalents. EC's main focus is corporate decision-making and medium-term strategic planning while also supporting the CEO in long-term strategic planning. EC, in turn, is supported by operational and functional managers throughout the organization who are responsible for day-to-day management and implementation of EC decisions. Managers and equivalents are also an important source of information and upward feedback to Directors concerning policies, priorities, the environment and the implementation of strategic imperatives.

Employees in both the passport issuing offices and functional support units are responsible for delivering our services. Passport issuing office employees are our connection to the client. They act as the "eyes" and "ears" of our organization and as such are able to pass on client comments as well as their own ideas on how to improve the Passport Office operations. Functional support unit employees are also intrinsically involved in the smooth running of the organization by providing services to operations that enable both headquarters and the regions to be managed in an efficient manner. Further, functional employees use their interactions with suppliers and other departments to scan for opportunities and "best practices" that could improve the Passport Office's performance.