

The Development of Strategic Imperatives

In 1996, the Passport Office asked three groups to look carefully at the environment in which we operate, in order to identify factors that affect and influence us. The groups were comprised of over forty Passport Office managers and several external expert advisors. From various reports, surveys and recommendations, other stakeholders were indirectly involved. From this myriad of information, thirty-seven influencing factors were identified and filtered to form the four strategic imperatives.

Among many factors identified, the importance of the passport as a security device and government document was recognized. Alliances with the private sector could provide opportunities for developing and marketing Canadian technologies while alliances with other public sector agencies would contribute to public sector renewal. We must devise new business approaches, processes and techniques, and we must realize our goals with the fiscal restraints placed on us. Through alternative cost management approaches, alliances, the application of technology and the possible introduction of the new Passport Card, we hope to advance to the next level of performance. But the key influence to our success is our people, and the recognition that their skills, training and talent provide opportunities for the Passport Office.

Conclusion

In order to be successful in a changing world, the Passport Office needs to be adaptable and creative. Most of all it needs to communicate well. This can be achieved only by understanding our environment, our clients, our people and our abilities.

The extensive information gathering process that is part and parcel of the strategic planning process has enhanced our understanding of these keys to success.

Instead of viewing this process as a single event for the organization, we will continuously review and seek out new information that will identify our core competencies, demands and challenges. This continuous review will yield a better understanding and hopefully better results.

