



result of the review, the Government announced in its 1995 budget substantial cuts in spending over the next three years.

### *Client Services*

Quality of service has been a key strategic objective of the Passport Office since its inception as a Special Operating Agency. Nonetheless, the three factors outlined in this section – Business Renewal, the Blueprint and the Program Review – make it more important than ever to ensure that we are providing services as effectively, efficiently and economically as possible. We continue to develop service standards that reflect the expectations of the public with respect to the services we offer. These service standards enable us to meet or exceed these expectations.

## **2.5 Service Standards**

Clients in general define quality of service in terms of both the value of the products and the value of the services they purchase. The value of the product is represented by what is delivered, and can be measured quantitatively; the value of the service refers to the manner in which it is delivered, and is measured qualitatively. Clients assess the quality of service as the service is being performed.

Passport Office clients are making similar demands for faster, better and cheaper service. They require quality of service standards that meet or exceed their expectations; service standards that are measurable; and they want to be able to provide feedback on our services.

Our clients communicate their service expectations through a variety of means, including direct contact with staff (examiners in particular), written correspondence and client surveys. On a daily basis our clients convey to examiners their expectations and level of satisfaction with the service. For the past three years, the Western Operations division has conducted client surveys in the western region of Canada. The results of these surveys are very satisfactory and indicative of the high quality of service provided by the Passport Office. In 1995-96 we will undertake a client survey across Canada.

Client service lies at the core of the corporate philosophy of the Passport Office, embodied in our Mission, Vision and Values statements. The Agency is constantly developing and quantifying service standards including the following: