

Excellence

The pursuit of **excellence** will be marked by the development of a set of instruments and tools specifically designed to measure performance. The full implementation of the integrated system of managing finances and materiel, and the system of accounting by activities will ensure more effective and efficient management of resources. A review of the mechanisms relating to controls and planning will ensure more effective decision-making.

Financial situation

Losses are expected in the first few years. To deal with them, the Passport Office has developed a Long-Term Financial Plan (LTFP) which includes measures that will make it possible to achieve a balanced budget while providing quality service to clients.

Year 2000 Compliance

The Passport Office has completed its assessment of all its systems and is developing an emergency plan to deal with the "Year 2000" or "millennium problem".

Detailed Plan

Appendix "B" contains a detailed description of the main activities for 1999-2000.

II. Basic activities

The central activity of the Passport Office is the issuance of travel documents that enjoy international prestige. To attain the goals and objectives it has set itself in terms of performance, the Passport Office must invariably evaluate the *integrity* of travel documents and the *security* of the eligibility and issuing process, while at the same time providing top-quality service and aiming at a balanced budget through a careful examination of the cost of providing services.

Clients can also apply in person at the 28 offices located across the country or make use of the mail. The Passport Office also issues diplomatic passports and special passports. In the latter case, the Passport Office provides a "personalized" service: it looks after obtaining visas at no extra charge. It also issues travel documents for refugees (as defined in the 1951 United Nations Convention) and provides certificates of identity for landed immigrants who cannot obtain passports from their country of origin. The Passport Office also provides service throughout the world at Canadian missions abroad.

All these services must be both efficient and economical. In addition, sometimes service must be provided on weekends or to meet very tight deadlines.