

Executive Summary

The Passport Office Business Plan for 1993-94 identifies the operating objectives of the Agency, the activities to be undertaken to meet them and the resources required. It formalizes the management team's commitment to attaining the objectives, and serves as both a management and an internal communications tool. It is approved by the Under-Secretary of State for External Affairs. The Plan is updated annually.

Business Assumptions

The Passport Office is responsible for delivering passport services in Canada and supporting Canadian missions in the delivery of passport services abroad in accordance with the Canadian Passport Order (P.C. 1981-1472 4 June, 1981).

As a Special Operating Agency (SOA), one of our primary objectives is to continue to enhance quality of service. The ability to meet this objective depends on our employees. A positive working environment must be provided, particularly for those who interact directly with passport applicants. Improvements in service quality must, however, be weighed against both the security of the document and the cost to the operation.

The value of the Canadian passport lies in the integrity of both the passport and the issuing process. This integrity will be protected, maintained and improved, while retaining the quality of service.

The Passport Office is revenue-dependent, and is required to break even over four-year periods. The travel document, whether it be a regular, diplomatic or special passport, a refugee travel document, or a certificate of identity, is the sole source of revenue. The volume of business is determined by demographic and economic factors beyond our control.

Decisions related to the variables of quality of service, security and cost have an impact on the

annual productivity rate. The productivity rate is the number of passports issued per person-year. The Plan establishes standard service levels for both mailed-in applications and those submitted in person, and sets out the productivity rate for 1993-94.

1993-94 Objectives

The following are our priorities for 1993-94:

- to maintain and enhance the integrity of the Canadian passport;
- to begin the re-engineering of passport production and management processes to take advantage of modern technologies, and the implementation of a fully on-line operation;
- to achieve better service and productivity by standardizing processes for passport production;
- to review and recommend amendments to the Passport Office Framework Document;
- to institute good human resource management practices that promote efficiency and high quality service;
- to introduce a stronger service orientation to Passport Office operations;
- to improve communications with the general public, the media and employees;
- to improve the Passport Office's internal controls and business processes;
- to improve the organizational structure of the Passport Office by empowering employees.

Security Enhancement Plan. The initiatives undertaken in 1992-93 to strengthen security in the issuance of passports and to reduce the possibility of fraud have been successfully implemented. Accordingly, in 1993-94, we will integrate these security initiatives into our day-to-day operations.