

Executive Summary

The Passport Office Business Plan for 1992-93 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 abroad in delivering 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 should be provided, particularly for those who interact directly with passport applicants. Improvements in service quality must 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, or 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 rates. The productivity rate is the number of passports issued per person-year. Standard service levels for both mailed-in and applications submitted in person are also established. To improve management control and accountability, management contracts are drawn up with directors and managers.

1992-93 Objectives

The following are our priorities for 1992-93:

- to strengthen security in the issuance of passports;
- to initiate the implementation of a Technology Enhancement Plan;
- to define, develop and begin implementation of a Human Resources Management plan;
- to develop and implement an internal Communications Plan;
- to complete the development of a Strategic Plan.

Security Enhancement Plan. In 1992-93, the Passport Office will implement Phase II and III of the Security Enhancement Plan recently approved by the Secretary of State for External Affairs. In Phase II, emphasis will be placed on opening new offices to encourage personal appearance by passport applicants. Phase III will comprise evaluation of the results of earlier initiatives, the preparation of a status report, and proposal of initiatives for Phase IV.

Technology Enhancement Plan. Following refinement of the implementation plan, we will begin installing the initial image capture system and building an image database. We will also select the design for a new passport book that will deter fraudulent replication or alteration and facilitate later incorporation of image capture and management technologies.