

The Challenge

The Passport Office was designated a Special Operating Agency with a view to improving service to the Canadian public. The quality of that service depends on the efficiency and dedication of employees. Passport Office examiners deal directly with the public on a daily basis. Increasingly, clients are consulted on ways to improve service. These suggestions are implemented where practical and built into the courses we offer to examiners.

The value of the Canadian passport lies in its international reputation for integrity and security. Canadian documents are highly regarded in this respect. Current high standards must be maintained, and technological developments ensure an even more secure document in the future.

Both service and security must be achieved within a climate of financial restraint and sound management. Considerations of cost must be balanced against these other two requirements.

The Passport Office finances its operations entirely from revenues generated by passport and other travel document fees. Under a revolving fund, the Passport Office must generate sufficient revenues to meet expenditures over a four-year period. The Passport Office was required to break even at the end of fiscal year 1993-94, but in fact showed a surplus. The financial rules by which the Passport Office operates allow the revolving fund to accumulate a surplus (or deficit) of up to \$4 million per year, and authorizes the Office to carry over surplus revenue from year to year to offset future shortfalls. To date, the accumulated surplus stands at \$21 million.

Quality of Service

