



### The Challenge

The Passport Office was initially designated a Special Operating Agency with a view to improving service to the public. The quality of that service depends on the efficiency and dedication of employees. Passport Office examiners deal directly with the public on a day-to-day basis. In many issuing offices, clients are asked for suggestions on improving service, and new courses are offered to examiners to help them handle the most difficult cases efficiently and with tact. In fulfilling its function, the Passport Office is constantly striving to bal-

ance the variables of security, service and cost.

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

Both service and security must be achieved within a climate of financial restraint; but cost considera-

tions must never outweigh these other requirements.

The Passport Office finances its operations entirely from revenues generated by passport and other travel document fees. Under a revolving fund, it must generate sufficient revenues to meet expenditures over a four-year period. And it is required to break even at the end of fiscal year 1993-94. The revolving fund may accumulate surpluses or deficits up to a maximum of \$4 million per year, and is authorized to carry over surplus revenue from year to year to offset future shortfalls.

### QUALITY OF SERVICE QUALITÉ DE SERVICE

