

organization to adapt to changing circumstances. The mission statement has been reproduced as a poster, reprinted in all corporate documents and communicated to all employees. As a result, all employees are aware of the mission and are evaluated on the basis of how well they contribute to it.



From left to right - Back row: Maridy Ayco-Carthew, Nelly Zilberberg
Front Row: Cindy Plua, Joan Clarke
Ontario Operations

The Passport Office is a highly motivated service-oriented organization that achieves its high standards while operating in a fiscally responsible manner. The Office is committed to producing travel documents with the highest regard for cost-effectiveness while enhancing its quality of service, according to defined service standards, and maintaining the security of the travel documents it issues. Its staff is its greatest asset. They have been encouraged to take the initiative to resolve complex issues and to accommodate the travelling public in every reasonable way. The organization recognizes and awards outstanding service.

Special Operating Agency Status

In 1990 the Passport Office underwent a major transformation — it became a Special Operating Agency, one of the first five Special Operating Agencies set up by the government of Canada to improve services to Canadians. As a Special Operating Agency, the Office places great emphasis on the use of sound business practices in the delivery of its services. While the Office operates like a private sector enterprise, it is a government institution, an Agency of the Department of Foreign Affairs and International Trade.

The Passport Office finances its operations entirely from the fees charged for passports and other travel documents and must generate sufficient revenues to meet expenditures. The Office operates under a revolving fund and can accumulate an annual surplus (or deficit) of up to \$4 million. The Office can also carry over surplus revenues from year to year to offset future shortfalls. To date, the accumulated surplus stands at \$29.2 million.

As a Special Operating Agency, the Passport Office has greater management flexibility to achieve its results. In exchange for its increased autonomy, the Office is accountable for meeting demanding performance standards.



Ginette Tremblay, Executive Assistant
Executive Office