

## 2. Cost control

- o Cost per passport and productivity measurements
- o Achievement of financial mandate - balanced books

## 3. Security Practices

- o Counterfeiting detection and control
- o Appropriate scrutiny of applicants
- o Information from and to Immigration, Canadian Police, etc.

## 4. A Responsible Employee Environment

- o Continuing review and improvement

## 5. Product Improvement

- o Look and content of passport
- o Integrity and reliability of passport

The above objectives are often contrasting and must be balanced. For example, rapid service comes at a higher staff and operating cost, particularly given the increases in volume reported above. Also, increased security checking of passport applications causes both delays in processing time as well as increased costs. This latter truth is something that the PPO must come to address in view of the security concerns recently raised.

All of these objectives are very much the present operating concern of the PPO, and are measured where possible on a regular basis. Application turnaround times and productivity costs are charted, and the PPO have traditionally initiated a number of improvements to production techniques, validation procedures, and quality