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The Passport Office, like every government office, has great demands every year to do three things: reduce costs, increase efficiency, and reduce costs. That was not a typo. The need to develop alternative service delivery models,

to develop joint programs, to foster communication and information sharing, to implement automation, and to decrease inefficiencies, are some of the ways to increase the value of every dollar. The question is not so much how much money is being spent, but rather whether the funds are managed in the most effective manner.

In 1990, the Passport Office became a Special Operating Agency (SOA). These agencies, currently numbering over 15, were created by the government to promote sound business practices and efficiency in the delivery of government programs. As an SOA of DFAIT, the Passport Office operates on a cost recovery basis. This means that all expenses are met from revenues derived from fees. There is no annual parliamentary appropriation, therefore service is supported by the user rather than the taxpayer in general.

This year, we implemented numerous projects and organizational changes that resulted in both short- and long-term savings for our organization.