

Factors	Description	Pressures	Opportunities
Security	The trade in humans, that is to say, illegal migration, offshore smuggling, including children, are transnational crimes that are on the increase. (Smuggled goods cost federal and provincial governments close to 400 million dollars each year).	Follow the evolution of the type of crime and the type of perpetrator.  Improve the security and integrity of official documents.	Continuously upgrade policy and procedures relating to the design and the delivery of documents, the supervision of passport delivery, and the protection against alteration and forgery.
<b>II. FACTORS: related to the mandate and basic activities</b>			
Clients	A 1998 client survey revealed that 90 percent of those surveyed indicated they were satisfied with our services. However, among the most important and frequently-mentioned aspects to monitor, we note: access to telephone information, location and access in person to offices, particularly in urban areas (time to find parking, travel distance to branches); waiting time to be served; business hours.	To pursue objectives for excellence in service delivery. To re-evaluate service standards and attributes on an ongoing basis. To improve access to offices, in particular for those who are far from urban areas.	To pursue activities that meet needs (call centres, receiver-agent and collocation projects (particularly in out-of-the-way areas), reinforcing use of the mail). Increasing use of electronic breakthroughs for transactions. Friendly, respectful service that is more rapid and more relevant; longer office hours.
The federal government	Itself under pressure, the government is seeking to improve the quality of the service to the public. To do this, the Clerk of the Privy Council established five points in her 1998 annual speech: establish partnerships and alliances, decompartmentalize departments and their components; exploit and learn the new technology; prepare public servants to better meet the challenges of the future; provide more integrated services and ensure better public participation in the decision-making process.	To take advantage of the strengths of each individual while recognizing each one's limitations  Better integration of services among the three levels of government; a greater integration between departments; better service to the public by offering easier access; establishment of virtual organizations, continued learning and effective leadership.	To pursue the implementation of the strategic imperatives and its programs, as well as of the excellence model adopted by the Passport Office.
Passport Office Employees	A 1998 employee survey indicated that employees were relatively satisfied with their work and that they understood the mission and vision of the Passport Office well. However, they believed that management at the Passport Office should make the work environment more pleasant by improving general communication, and	More frequent and transparent communication between management and employees. Efforts to promote empowerment.	Greater management efforts to establish transparent communication and consultation mechanisms.  To make manifest use of employee contributions.  To encourage empowerment and to find flexible delegation mechanisms.