

A message from the CEO

It seems that every few years we experience great change as an organization. In 1985 we were pioneering the Machine Readable Passport technology. In 1990 the change was a move to Special Operating Agency (SOA) status. As one of the first five SOAs we have been instrumental in developing and advancing the concept in Canada. Today, the SOA is part of the greater Alternative Service Delivery (ASD) initiative which is high on the government reform agenda, and an integral part of "Program Review".

We take special pride in being vested with the discretionary Ministerial authority to establish, administer and implement the policy pertaining to passports. Also, we have been a responsible governmental agency, promulgating the appropriate policies under the Royal prerogative, to protect the integrity of our document.

As part of the evolution of the SOA concept, we are seeking refinements, clarifications and authorities which will enable us to better serve our clients, preserve the integrity and reputation of the passport, and operate in a cost efficient manner.

Strategic planning is also an evolving process. We developed the first strategic plan to guide us through the initial stages as an SOA. As a result of the planning five years ago, the Passport Office has improved service to Canadians by increasing the number of issuing offices, incorporating longer hours at offices and introducing the Technology and Security Enhancement Plans. Among many other activities and projects, we also upgraded accommodations, developed a resource allocation model and implemented a Human Resources Management Plan. We have accomplished much over the past five years.

We also have to look to the future and ensure that what we have and do today will give us the necessary people, tools and abilities to get us where we want to be tomorrow. We need to constantly monitor our environment to understand the factors that affect the activities at the Passport Office.

As you will see in this plan, change over the next few years will take many forms. We will have an up-to-date technology-based passport issuance process. We will continuously evaluate the entire passport application process to identify aspects that can be updated or changed to provide better service to our clients, enhance security and reduce costs. We will be working with other government agencies about ways we can help each other to become more efficient. In order to be successful at all of these initiatives, we have to provide our employees with the necessary skills, information and processes to bring about these changes.