

IV. Strategic Imperatives and goals

All of these factors and pressures require that the Passport Office consider a number of critical issues. In order to make continuous improvements in the provision of quality service and the issuance of honest and secure travel documents, the Passport Office must: (1) pursue efficiency and performance in a consistent and ongoing way; (2) make use of technological advances; (3) seek diligently for alternative ways to deliver services in collaboration with its partners and its alliances; (4) reconsider its service and productivity goals at a fundamental level.

In its Strategic Plan, the Passport Office has established a viable and gradual strategy. It includes four strategic imperatives which define the direction of its efforts to meet the requirements of its mandate, mission and vision, the needs of its clients, and the existing constraints. The imperatives thus define the area of the objectives and operational activities of the Passport Office.

The four imperatives are as follows

I) Exploit the concept of Alternative Service Delivery to its full potential in order to reduce duplication and costs, achieve government-wide goals and attract new alliances that leverage our core competencies.

II) Provide management with the necessary skills, information and processes in order to strengthen the decision-making capabilities of the Passport Office.

III) Accelerate the application of technology to our processes to ensure that employees at all levels have the tools and information they need to operate in a rapidly-changing environment.

IV) Re-engineer the application process in order to reduce impositions on our clients.

Corporate Goals

Taking into account the changes that have occurred in the Passport Office since the current strategic planning cycle was implemented, the Executive Committee (EC) has reviewed its mission critical results in light of constraints and changes in the environment. Among them, the EC has established the most pressing priorities. Translated into corporate goals, they are,

- Reduce costs and increase cost-effectiveness
- Improve staff effectiveness
- Improve employee morale
- Maintain/increase client satisfaction
- Improve the state of our finances