

The Strategic Planning Process

In the Passport Office, the process for strategic planning is based on consultation—with clients, suppliers, central agencies, the Department of Foreign Affairs and International Trade (DFAIT), Passport Office managers and employees, other "partner" departments and external experts. This consultation and information gathering is an ongoing activity that will lead to an annual re-evaluation of the strategic plan. New information will be analyzed and, accordingly, incorporated into the plan. In effect, the strategic plan will be a rolling plan, always looking four years ahead, never stagnating.

Two-way communication between and among the various levels of the organization is crucial for both developing and implementing any strategy. EC decisions are described and recorded in a Record of Decision (ROD) available to all Passport Office employees. Employees will be able to follow and understand funding decisions and strategic initiatives as they happen.

In addition, it is planned that the ROD will also inform officers in both DFAIT and the Treasury Board Secretariat (TBS) about our strategic and business plans and related decisions. Through this internal and external communication, stakeholders will know what we are doing, why we are doing it and the expected benefits of doing it.

The Passport Office strategy is to focus on four key initiatives or imperatives. Because we consider these initiatives to be critical to our success, we call them our strategic imperatives. The use of "imperative" denotes the urgency, importance and commitment within the Agency.

We believe that four strategic imperatives are a manageable number to which our employees will be able to relate, assist in achieving results and learn from the experience.

The Passport Office will measure its success against the expectations of its clients, its employees, its department (DFAIT), the government as a whole, and private sector associates.

The Strategic Imperatives

For years the goal of the Passport Office has been to provide the highest level of client service, at the lowest cost, while maintaining the security and integrity of the passport. The reality of today is that like all of government, we still need to do better.