

2. Business Assumptions

This section identifies the assumptions underlying the Business Plan and the business targets specified for 1992-93. It also explains the concepts of demand and productivity and the methods used to establish these rates.

2.1 Product

The passport is a unique and valuable document providing evidence of identity and citizenship to passport holders. It is required for entry into many countries. Possession of a passport enables Canadians to travel freely and safely. The Passport Office is authorized to issue the following travel documents:

- 24-page passports;
- 48-page passports;
- special passports;
- diplomatic passports;
- emergency passports;
- refugee travel documents; and
- certificates of identity.

2.2 Market

The Passport Office has a monopoly in the business of issuing Canadian travel documents. Despite the absence of competition, it continually looks for ways to provide better service, and seeks other business opportunities. Being self-driven, it sets itself criteria for such matters as product security and service levels, and assesses its performance on an ongoing basis.

2.3 Service

One of our prime objectives as an SOA is to improve the quality of service to our clients. This objective has always been a concern and the ability to improve service depends on our most valuable asset, our employees. Consequently, increased attention will be paid to providing a positive working environment for all employees.

Of particular importance is the role of the Passport Office examiners who interact directly with clients. A training package for examiners, tailored to the organizational needs, has been developed.

Clients' perception of the quality of service is also influenced by such aspects as the image of competence, care and professionalism of our personnel, error rates, the proximity of a Passport Office, time spent waiting when applications are submitted and passports picked up in person, and turn-around time for mailed-in applications. Improvements in these areas are weighed against the need for a high level of security and their cost.

2.4 Security

The value of the Canadian passport lies in the international reputation for integrity, not only of the passport book itself but also of the issuing process. For this reason, it is of prime importance that this level of integrity be protected, maintained and improved as appropriate, while continuing to provide the level of service Canadians have come to expect.

2.5 Business Framework

Operating under a revolving fund, the Passport Office finances its operations from revenues generated by passport services. With the designation of the Passport Office as an SOA, it was determined that the period wherein the revolving fund would generate revenues sufficient to meet expenditures was to remain four years. The Passport Office is, therefore, required to break even at the end of fiscal year 1993-94. The revolving fund may accumulate surpluses or deficits up to a maximum of \$4 million, in its *Accumulated Net Charge Against the Fund's Authority* account, and is authorized to carry over surplus revenue to offset future shortfalls.