

1. Introduction

1.1 Purpose of the Business Plan

The purpose of this Business Plan is to identify the operating objectives of the Passport Office for 1992-93, the activities to be undertaken to meet those objectives, and the required resources. More specifically, it:

- analyzes the business assumptions and general trends which influence our activities; and
- specifies the financial and other performance targets which must be met in 1992-93.

The Business Plan formalizes the commitment of the Passport Office management team to attaining the financial and other objectives set for 1992-93, and forms the basis for measurement of our performance. It constitutes an important vehicle for internal communications and is updated annually.

1.2 Background

The Passport Office is an agency of External Affairs and International Trade Canada (EAITC). The Passport Office is authorized by the Secretary of State for External Affairs to administer all matters pertaining to the issuance, revoking, withholding, recovery and use of passports. It advises Canadian missions abroad on the issuance of passports, trains consular officers, and obtains visas for official travel.

The Passport Office is organized into a central administration and four operational divisions (Eastern, Ontario, Western and Central) comprising 23 issuing offices ranging from St. John's, Newfoundland to Victoria, British Columbia (see Appendix A for the location of issuing offices).

The management team comprises the Chief Operating Officer, four directors at Headquarters and three regional directors. In addition, there are 21 managers in the regions and 19 at

Headquarters (see Appendix B for the organization chart of the Passport Office).

Recognizing that the Passport Office is a self-contained unit whose role is the delivery of services directly to Canadians, the government designated it one of the first five Special Operating Agencies (SOA) in December 1989. The Passport Office began operating as an SOA on April 1, 1990, and is oriented towards improved quality of service to its clients and improved efficiency.

In line with the SOA concept, a Passport Office Advisory Board has been established with a mandate to provide advice of a strategic nature on initiatives proposed by the Chief Operating Officer, and to review and recommend approval of the corporate plans of the Passport Office.

The Advisory Board consists of seven members and a Secretary. The permanent Chair of the Board is the Legal Advisor, Legal Affairs Branch, EAITC. There are two other permanent departmental members: the Assistant Deputy Minister of the Corporate Management Branch, and the Chief Operating Officer of the Passport Office. The Chief Executive Officer of another Special Operating Agency is a member on a two-year rotational basis to promote and facilitate the exchange of information and experience of other Special Operating Agencies. Another member of the Board is the Assistant Secretary of the Treasury Board Secretariat. In addition, there is a member from a Crown Corporation and a member from the private sector. The Director, Finance and Administration of the Passport Office is the Secretary to the Advisory Board and the Manager, Strategic Planning is the alternate Secretary (see Appendix C for the membership list of the Advisory Board). The Advisory Board meets on a regular basis twice a year: in the spring and in the fall.

Information on our program objectives may be found in section 2.3 of the Framework Document.