

Each year, the Passport Office must meet demanding performance criteria in responding to the economic environment. To improve the quality of service to our clients, we are currently investigating new products and services, but we remain conscious of the importance of security and cost.

The Passport Office has a management Advisory Board which consists of seven members including representatives from the Department, central agencies, other Special Operating Agencies, Crown corporations, and the private sector. (See Appendix A.)

The Board meets at least twice a year, and its members provide strategic advice related to long-term ventures and shorter-term exigencies. It also reviews and recommends to the Deputy Minister the corporate documents of the Passport Office, including the Framework Document, the Business Plan, and the Strategic Plan. These documents are vital to the functioning of the Passport Office, reviewing its current status and charting its future.

The Framework Document constitutes the charter of the Agency and outlines the general principles of responsibility and accountability. It was completely revised in 1993-94.

The annual Business Plan identifies the business goals and objectives for the fiscal year, outlines strategies for achieving them, and forecasts required resources. The Plan is reviewed by the Advisory Board and recommended for approval by the Deputy Minister of Foreign Affairs.

The Strategic Plan, approved by the Deputy Minister, outlines the Passport Office's long-term objectives and strategies. The first Plan was completed during the fiscal year 1992-93. It will guide the management, programs and activities of the Office until the end of the 1996-97 fiscal year.

The Annual Report evaluates the major activities of the Office and accounts for its financial situation over the preceding fiscal year. This document is the Passport Office's fourth Annual Report.

### **Organization**

The reorganization of 1992-93 shifted some responsibilities within the Passport Office to better reflect the Special Operating Agency philosophy and the corporate culture of the Agency. The principles underlying the new structure are: a clearer separation between operations and support functions; formation of an Executive Committee of the Passport Office; focus on strategic planning and the development of long-term corporate objectives; corporate focus for policy development; and enhanced emphasis on security. The changes in structure have enabled the Passport Office to meet its strategic objectives and respond more readily to changes in the environment and in public demand.

At the heart of the decision-making process is the Executive Committee, comprised of the Chief Executive Officer and the Directors of the Passport Office. Together, they make the corporate policy decisions that affect the operation of the Agency.

The Passport Office is composed of nine directorates, namely, Strategic Planning, Management Services, Human Resources Services, Finance and Administration, Security and Foreign Operations, Western Regional Operations, Ontario Regional Operations, Central Operations, and Eastern Regional Operations.

At the end of the 1993-94 fiscal year there were 29 passport issuing offices across the country, including a central office for