



## 1.0 INTRODUCTION

### 1.1 Purpose of the Business Plan

The purpose of the Business Plan is to identify the operating objectives of the Passport Office for 1995-96, the activities to be undertaken to meet those objectives, and the required resources. In addition, it:

- ▶ analyzes the business assumptions and general trends that influence our activities; and
- ▶ specifies the financial and other performance targets that must be met in 1995-96.

The Business Plan formalizes the commitment of the Passport Office management team to attaining the financial and other objectives set for 1995-96, and forms the basis for measurement of our performance. It also constitutes an important vehicle for internal communication. It is reviewed and updated annually.

### 1.2 Special Operating Agency Status

The Passport Office is an agency of the Department of Foreign Affairs and International Trade (FAIT).

Recognizing that the Passport Office is a self-contained unit whose role is delivery of service directly to Canadians, the Government designated it one of the first five Special Operating Agencies (SOAs) in December 1989. We began functioning as an SOA in April 1990 with the aim of operating in an effective, efficient and economical fashion in delivering our services to the Canadian public. Management decisions are based upon sound business practices and improved quality of service to customers.

While an SOA is, like the rest of the department, accountable to the Minister through the Deputy Minister, what sets it apart is that it is given more direct responsibility for results and management flexibilities needed to perform as well as possible. It thus operates in a more entrepreneurial fashion. In exchange, an SOA makes a commitment to meet certain service levels and performance targets. This accountability is embodied by the Agency's Framework Document or charter, the annual Business Plan and the Annual Report.

In line with the Agency's SOA status, a Passport Office Advisory Board, similar in concept to a private sector Board of Directors,