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To reinforce the business nature of its operations, the Passport Office has an Advisory Board with membership drawn from both the public and private sectors. The role of the Board is to provide strategic advice to the Passport Office and to review and recommend for approval by the Chief Executive Officer and the Deputy Minister the corporate documents of the Agency. The Board meets twice a year and consists of seven members including representatives from the Department of Foreign Affairs and International Trade, other government departments and agencies, other Special Operating Agencies and the airline and travel industry (see Appendix A).

The Passport Office publishes four major corporate documents: the Framework Document, the Strategic Plan, the Business Plan and the Annual Report. These documents are essential management tools used in the development and implementation of the long-term strategies and the short-term business objectives of the Office and in the evaluation of the Agency's performance.

The Framework Document is the Charter of the Agency and sets out the responsibility and accountability framework of the Office. It is revised every three years to reflect developments. The current Framework Document was last revised in 1994.

The Strategic Plan outlines the long-term objectives and strategies of the Office. The current Plan, completed in 1992-93, charts the direction of the Passport Office until the end of the 1996-97 fiscal year.

The Business Plan identifies the Office's business goals and objectives for the next fiscal year, outlines the strategies for achieving them and forecasts required resources.

The Agency's Annual Report evaluates its major activities and accounts for its financial performance in the preceding fiscal year.

Organization

Since becoming a Special Operating Agency, the Office has paid closer attention to its organizational structure. When necessary, it has shifted responsibilities and reorganized itself to better reflect the business philosophy and corporate culture of the Agency.

The Passport Office is headed by a Chief Executive Officer who together with the directors of the Agency form the Executive Committee. The Committee is responsible for all policy and operational decisions of the Office.

