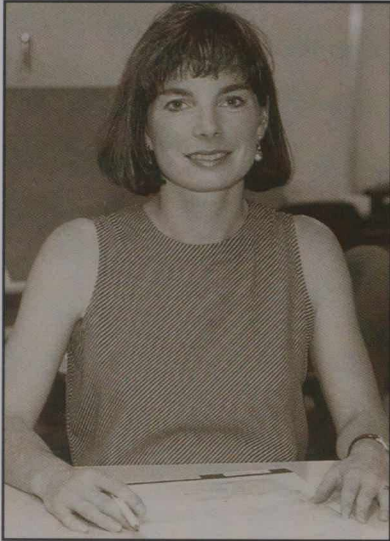




CHAPTER 1

THE BUSINESS OF THE PASSPORT OFFICE

The Passport Office is charged with the issuing, revoking, withholding, recovery and use of Canadian passports. It provides guidance to missions issuing passports abroad and supervises all matters



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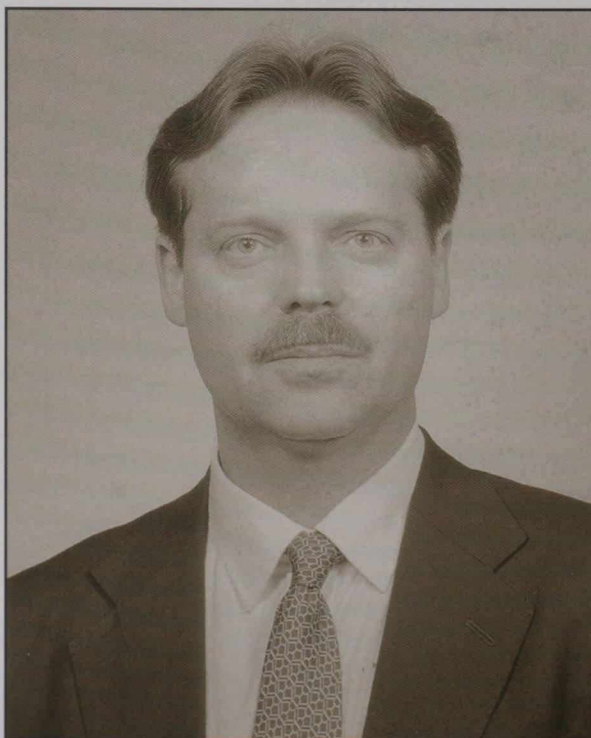
relating to Canadian travel documents. The Office derives its mandate from the *Canadian Passport Order*.

The primary aim of the Passport Office is to offer Canadians the best possible passport service. To do this, the Office must deliver passports to the public with efficiency, provide passports that are internationally recognized for their authenticity and security, and operate in a financially responsible manner.

The activities of the Passport Office enable Canadians to travel abroad safely, for business or pleasure, to gain an awareness of foreign lands and to further their appreciation of Canada's place in the world community.

Special Operating Agency Status

In 1990, the Passport Office became a Special Operating Agency (SOA). These agencies currently number over 15 and were established by the government to promote sound business practices and efficiency in the delivery of government programs.



Hans von Donhoff,
Strategic Planner.

Hans von Donhoff,
Planificateur stratégique.

In this economic climate, the Passport Office must meet progressively more demanding performance criteria. Not only must it find new ways to enhance its products and services, it must also meet rigorous standards of security.

The Passport Office Advisory Board consists of seven members including representatives from the Department, central agencies, other Special Operating Agencies, Crown Corporations and the private sector. (See Appendix B.)

The Board meets twice a year, and provides strategic advice to the Passport Office. It also reviews and recommends for approval the corporate documents of the Passport Office, including the Framework Document, the Business Plan and the Strategic Plan.

The Framework Document constitutes the charter of the Agency and outlines the general principles of responsibility and accountability.

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

The Strategic Plan outlines the Passport Office's long-term objectives and strategies. The first Plan was completed during 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