

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



In December 1989, the Government of Canada announced the reorganization of several services into Special Operating Agencies. The Passport Office—one of the first five such agencies—has been operating as a Special Operating Agency since April 1, 1990.

As an integral part of becoming a Special Operating Agency, an organization must produce a Framework Document and a Business Plan. The Framework Document serves as the organization's charter and sets out, inter alia, the general principles of responsibility and accountability. In addition, the Passport Office also produces a long-term Strategic Plan.

Our first Framework Document was developed in 1990 and was the first Special Operating Agency charter document to be completed. The charter requires that the Framework Document be reviewed every three years. Accordingly, in 1993, we undertook a comprehensive review of the document which now reflects the mission, vision and corporate value statements of the Passport Office as well as the 1992 reorganization with emphasis on empowerment. It also reflects our consultations with several other Special Operating Agencies. The Framework Document is approved by the Deputy Minister of Foreign Affairs upon the recommendation of the Chief Executive Officer and the Advisory Board of the Passport Office.

We are proud of our track record and will continue to pursue vigorously our aim as a Special Operating Agency: to increase the effectiveness, efficiency and economy with which we deliver our services to the Canadian public. Our new charter will help us achieve this aim.

A handwritten signature in black ink, which appears to read "Robert J. MacPhee". The signature is fluid and cursive.

Robert J. MacPhee

Chief Executive Officer

