

# THE ORGANIZATION

In 1990, in an effort to improve service to Canadians, the Government of Canada designated the Passport Office a special operating agency (SOA) of the Department of Foreign Affairs and International Trade. The SOA status of the Passport Office allows it to operate somewhat like a private sector enterprise. Financing its operations entirely from the fees charged for passports and other travel documents, the Office receives no public funds.

## Our Mandate

In 1988, the Secretary of State for External Affairs (now the Department of Foreign Affairs and International Trade) defined the Canadian Passport Order, which charged the Passport Office with the administration of all matters relating to the issuing, revoking, withholding, recovery and use of Canadian passports. The Passport Office also provides guidance to missions issuing passports abroad and supervises all matters relating to Canadian travel documents.

## Our Mission

Our fundamental purpose is to facilitate the travel of Canadians throughout the world by providing internationally respected travel documents and services. We also work in alliance with other government agencies to provide secure identification documents and services.

## Our Vision

We intend to be a role model of successful, efficient service within government.

## Our Values

### Competence

We recruit, hire and train for competence. We encourage and recognize high standards of achievement. We get results through sound management practices.

### Integrity

We maintain a passport issuing system whose processes are sound. Staffed by reliable people, the system enables us to issue travel documents that are internationally honoured and respected.

### Service Excellence

We ask Canadians what their service expectations are, and we aim to meet or exceed them.

## New Governance Structure

The Passport Office has reorganized to streamline decision making and enhance accountability.

A smaller Executive Committee is responsible for corporate policy and strategic planning and accountable for the operational and fiscal efficiency of the organization. The Committee consists of the Chief Executive Officer, the Coordinator of Operations, the Directors of Financial and Administrative Services; Security, Policy and Entitlement; and Management Services and the Secretary.

The Management Committee is made up of all operational directors, two regional managers and managers from support services to ensure broad cross-functional representation. Its job is to oversee the implementation of decisions made by the Executive Committee, to make recommendations about improving processes and to ensure that the Passport Office meets performance objectives.