



As a result, all employees are aware of the mission and are appraised on the basis of how well they contribute to it.

1.4 Charter

In much the same way as a commercial company operates under a charter granted to it by a government, a Special Operating Agency operates under a Framework Document. The Framework Document is in essence the SOA's charter.

The Passport Office Framework Document sets out the Agency's mandate and role; mission, vision and values; organization and accountability framework; relationships with its clients, its parent department and other organizations; and performance evaluation criteria. It also identifies the authorities delegated to the CEO. The CEO has the same level of authority as the Deputy Minister with regard to a number of financial, administrative and human resources functions.

The Framework Document is reviewed every three years. In 1993-94 the charter was completely reconceptualized. It was subsequently reviewed by the Advisory Board and approved by the Deputy Minister.

1.5 Organization

The Passport Office is organized into five functional and four operational divisions, comprising 31 points of service. (See Appendices B and C for the Passport Office Organization Chart and 31 Points of Service in Canada.)

The senior decision-making body in the Passport Office is the Executive Committee, chaired by the Chief Executive Officer. The Committee consists of all directors of the Agency.

The organigram (Figure 1-1) illustrates the relationship between the various parts of the organization and reflects the Passport Office's commitment to quality of service. The client is at the core of the Passport Office activities.