

**Commission of Inquiry into Certain Allegations Respecting Business  
and Financial Dealings Between Karlheinz Schreiber and the Right  
Honourable Brian Mulroney**

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**REPORT BY THE PRIME MINISTER'S OFFICE ON THE PRIME MINISTER'S  
CORRESPONDENCE UNIT PROCEDURES AND THE HANDLING OF  
LETTERS FROM KARLHEINZ SCHREIBER TO PRIME MINISTER STEPHEN  
HARPER, JUNE 2006 TO SEPTEMBER 2007**

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**Report on the  
Prime Minister's Correspondence Unit Procedures  
and the Handling of Letters From  
Karlheinz Schreiber to Prime Minister Stephen Harper,  
June 2006 to September 2007**

**Submitted to:  
Commission of Inquiry into Certain Allegations Respecting Business  
and Financial Dealings Between Karlheinz Schreiber and  
The Right Honourable Brian Mulroney**

**By the Prime Minister's Office**

**February 5, 2009**

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## **INTRODUCTION**

This report has been prepared by the Prime Minister's Office (PMO) in compliance with the faxed letter dated November 26, 2008 from Nancy Brooks, Commission Counsel, Commission of Inquiry into Certain Allegations Respecting Business and Financial Dealings Between Karlheinz Schreiber and the Right Honourable Brian Mulroney, to Paul Vickery, Director and Senior General Counsel, Justice Canada, requesting a report describing in detail the PMO's policies and procedures relevant to the processing of Mr. Schreiber's correspondence to Prime Minister Harper.

### **I. PRIME MINISTER'S CORRESPONDENCE UNIT PROCEDURES**

#### **A. Background**

PMO employs between 6 and 8 individuals in the PMO Correspondence Unit (PMC) to manage the Prime Minister's personal and political mail. A current (from July 2008 onwards) and a former (from February 2006 to June 2008) organization chart are provided as Appendix 1 and 2. In addition to the letters, e-mails and faxes forwarded to PMC by the Privy Council Office (PCO) Executive Correspondence Unit (ECU), the PMC receives numerous requests for letters, special messages, and courtesy notes from PMO personnel, Ministers, Senators, Members of Parliament, and party officials. PMC received and handled approximately 30,000 items of correspondence in 2006-2007 and 37,000 in 2007-2008.

#### **B. Process for Postal Mail**

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As noted in the Report on the Privy Council Office's Executive Correspondence Procedures and the Handling of Letters from Karlheinz Schreiber to Prime Minister Stephen Harper, June 2006 to September 2007 (PCO Report), at pp. 1-2, PMC manages correspondence that is political or personal in nature.

Personal and political mail is defined as mail that relates to the Prime Minister's constituency business and role as a Member of Parliament; party political matters (such as party leadership, party organization, and caucus affairs) and the private life and personal interests of the Prime Minister.

In addition to handling personal and political mail, PMC sometimes identifies particular issues it wishes to handle directly, either because the Prime Minister knows the individual or the issue is of particular interest to the Prime Minister or his staff. PMC determines on an ongoing basis which issues are of particular interest and informs ECU.

Letters received by PMC are sorted by subject on a daily basis by the Correspondence Analyst or Administrative Assistant. The Correspondence Manager reviews the letters once they have been sorted. The letters are then assigned and forwarded into WebCIMS to the appropriate PMO employees or PMC Writer who will be responsible to review, prioritize, and prepare a response, if required.

It should be noted that not all letters receive replies. PMC would generally not respond to letters that fall into the categories described in Appendix Six to the PCO Report, at p. 16.

The Correspondence Manager is responsible for identifying letters in the political and personal mail that could be of interest to the Prime Minister. Similarly, since July 2008, the Principal Secretary examines information copies of the priority mail (e.g. letters from Heads of State and Government, community leaders, prominent business people, and other politicians) received from ECU and identifies the letters that should be brought to the Prime Minister's personal attention.

### **C. Process for Electronic Mail**

As noted in the PCO Report, political and personal e-mails are transferred electronically to PMC. E-mails are printed and, if appropriate, responses are prepared and sent electronically through the Prime Minister's e-mail account.

## **II. HANDLING OF KARHEINZ SCHREIBER'S LETTERS TO THE PRIME MINISTER**

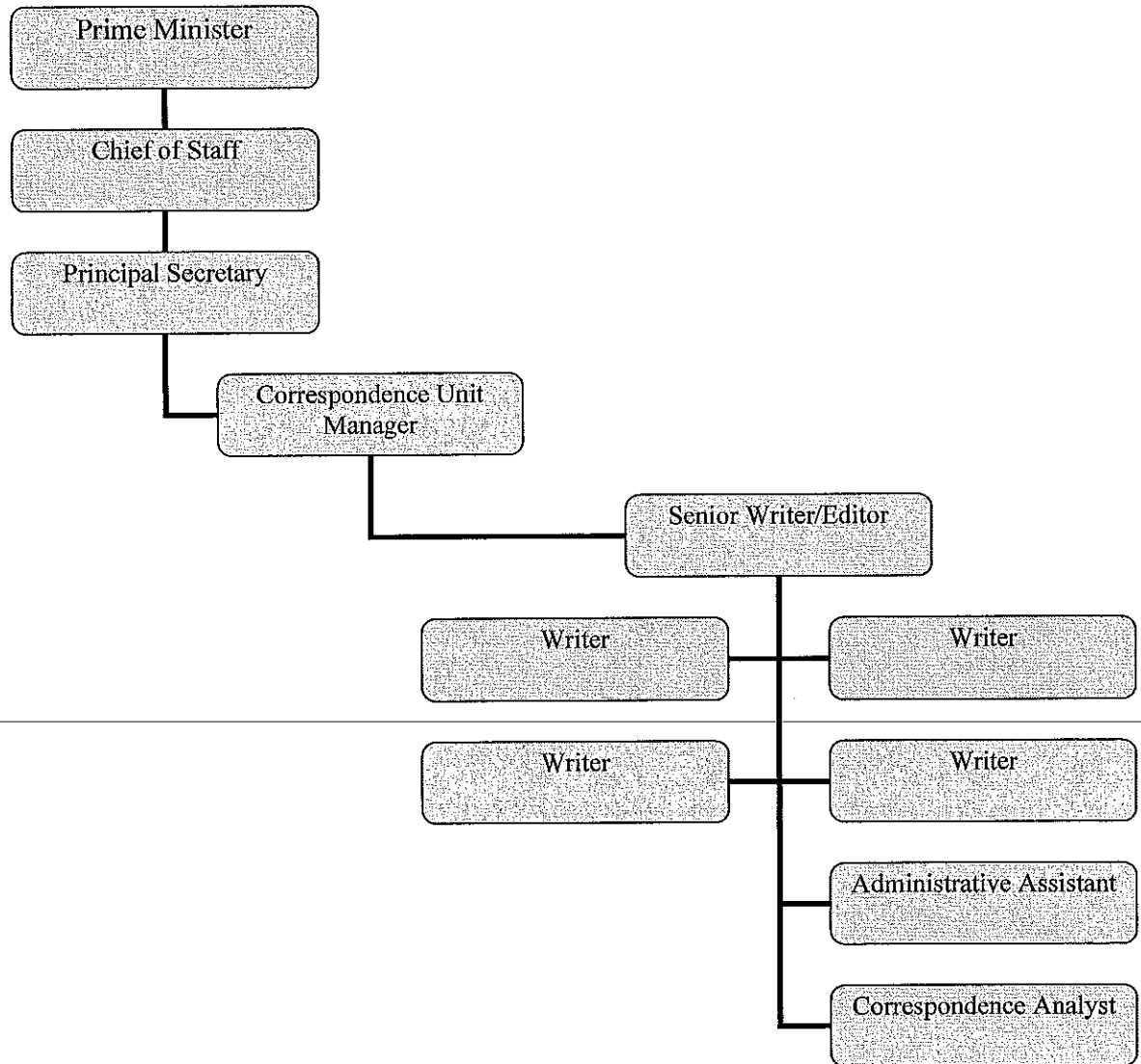
A total of four letters from Karlheinz Schreiber to the Prime Minister were transferred, as regular mail, by ECU to PMC between June 16, 2006 and September 26, 2007. The four letters were dated June 16, 2006, August, 23, 2006, May 3, 2007, and September 26, 2007. The letter of November 30, 2006 was copied to the Prime Minister's Chief of Staff for information. PCO determined that no reply was required because the matter was still pending before the Minister of Justice.

The letter of June 16, 2006 was forwarded by PMC to the Executive Assistant to the Deputy Chief of Staff for direction. PMC was instructed by the Assistant to the Deputy Chief of Staff to file the letter without response, which is a common practice. The PMO/PMC maintains discretion to handle the Prime Minister's mail, in consultation with senior staff when appropriate.

Over time, the responsibility for consultation concerning correspondence shifted from the Deputy Chief of Staff to the Chief of Staff. As a result the letters of August 23, 2006 and May 3, 2007 were forwarded to the Executive Assistant to the Chief of Staff for direction. PMC was instructed by the Executive Assistant

to the Chief of Staff to file both letters without response. The letter of September 26, 2007 was filed without response by PMC. The decision to file was based on previous instructions PMC had received to file the letters without response.

**Appendix 1: Current PMO Correspondence Unit Organizational Chart  
(From July 2008 onwards)**



**Appendix 2: Former PMO Correspondence Unit Organizational Chart  
(From February 2006 to June 2008)**

