



passports and other indicators. The Section is also responsible for methods-time-management studies.

Management Services was responsible for the initial development of the Technology Enhancement Plan to be implemented over the next several years. In the initial phase, a study was undertaken to review current operations and emerging technologies that could improve existing systems.

The study recommended that operations be restructured with the following objectives:

- to create an on-line processing environment to link all passport offices and other issuing locations, and to permit later connection of other users, such as immigration officials, for passport validation purposes;
- to incorporate emerging image capture and management technologies and to develop corresponding operational systems; and
- to adopt new passport production methods to permit digitized information to appear directly on the passport itself.

Implementation of the Technology Enhancement Plan will enable Canada to retain its position as a leader in the design and development of counterfeit-protected, machine readable passports, and enhance the international integrity and recognition of the Canadian passport.

The Quality Assurance Section has audited over 109,000 files from issuing offices in Canada and abroad. Fewer than 2 percent of these files needed to be subjected to further observation. A new observation reporting system was introduced to provide offices and management with more meaningful feedback.

The Data Analysis Section reviewed more than 138,000 alerts of which 60,000 required contact with issuing offices and applicants.

Quality Control introduced a procedure to confirm with Vital Statistics Registrars in the provinces the validity of birth certificates submitted with passport applications at missions abroad.

The Quality Control Section also conducted five passport training courses for EAITC staff posted to

missions. Training was also conducted for Social Affairs Officers and locally engaged staff in Eastern Europe and the Middle East.

The Electronic Data Processing Systems Section implemented Local Area Network (LAN), a personal computer based system linking employees at Headquarters. LAN facilitates communication among employees.

The Performance Information Measurement System (PIMS) was further developed by the Organization and Methods Section and participation increased in the planning and budgeting process of the Passport Office.

New initiatives include studies of the work practices of the Approval and Inspection Sections; and the preparation of detailed budget forecasts for each section of Central Operations. New data bases give the Passport Office the exact geographic distribution of the clients of each issuing office, their demographic particulars, and the evaluation of the human resources required for implementation of the Security Enhancement Plan.

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## Regional Operations

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### Central

Central Operations is responsible for approval of mailed-in applications, Certificates of Identity, issuing offices in Ottawa and Hull, official travel, operational support, policy and promotion, and security.

During the year, the Security Enhancement Plan was developed. The plan will be implemented over the next four years, and the first phase has already been completed. There is now a greater emphasis on guarantor verification and on clients appearing in person to apply for travel documents. In 1991-92, over 85 percent of passports were claimed in person. A number of security policies are also being reviewed in light of the increase throughout society of computer fraud and drug-related crime.