

CHAPTER 2 - A YEAR OF ACCOMPLISHMENT

During the year we met and exceeded all of the objectives detailed in the 1993-94 Business Plan although more work is foreseen on the development and implementation of the Human Resources Management Plan.

Objectives enunciated in the 1993-94 Business Plan were:

- Security Enhancement Plan
- Technology Enhancement Plan
- Management Operations Review
- Review of the Framework Document
- Human Resources Management Plan
- Quality of Service Initiatives
- Communications Plan
- Audit Plan
- Empowerment

The Security Enhancement Plan was advanced by the opening of three new offices which enabled more people to apply for their travel documents in person. We focused guarantor verification towards selected areas, and mail-in service was centralized for reasons of efficiency and enhanced security. The Security and Foreign Operations Directorate addressed the upgrading of the Case Management System, an improved training program for consular staff, audits of operations, and, in cooperation with Consular Operations and Emergency Services, a study of passport

issuance abroad. At the recommendation of the Auditor General, the Passport Office also introduced a project to determine the extent of fraudulent use of lost or stolen citizenship certificates in passport applications.

Phase I of the Technology Enhancement Plan (TEP) started in September 1993 and was completed on March 11, 1994. It identified future client needs and requirements for the renewed issuance process, and conceptualized alternatives for work flow and an information technology infrastructure. The user requirements identified in this process



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were then incorporated into reengineered work flow diagrams which are being used to develop a prototype for Phase II.

In order to achieve the most efficient renewal processes, the entire passport issuance system was examined. The Passport Office Executive Committee was then asked to decide on a number of issues related to security, finance, policies and procedures, access to information, new products and services, and operations. Specifics included: the guarantor system, data capture requirements, a biometric verifier,