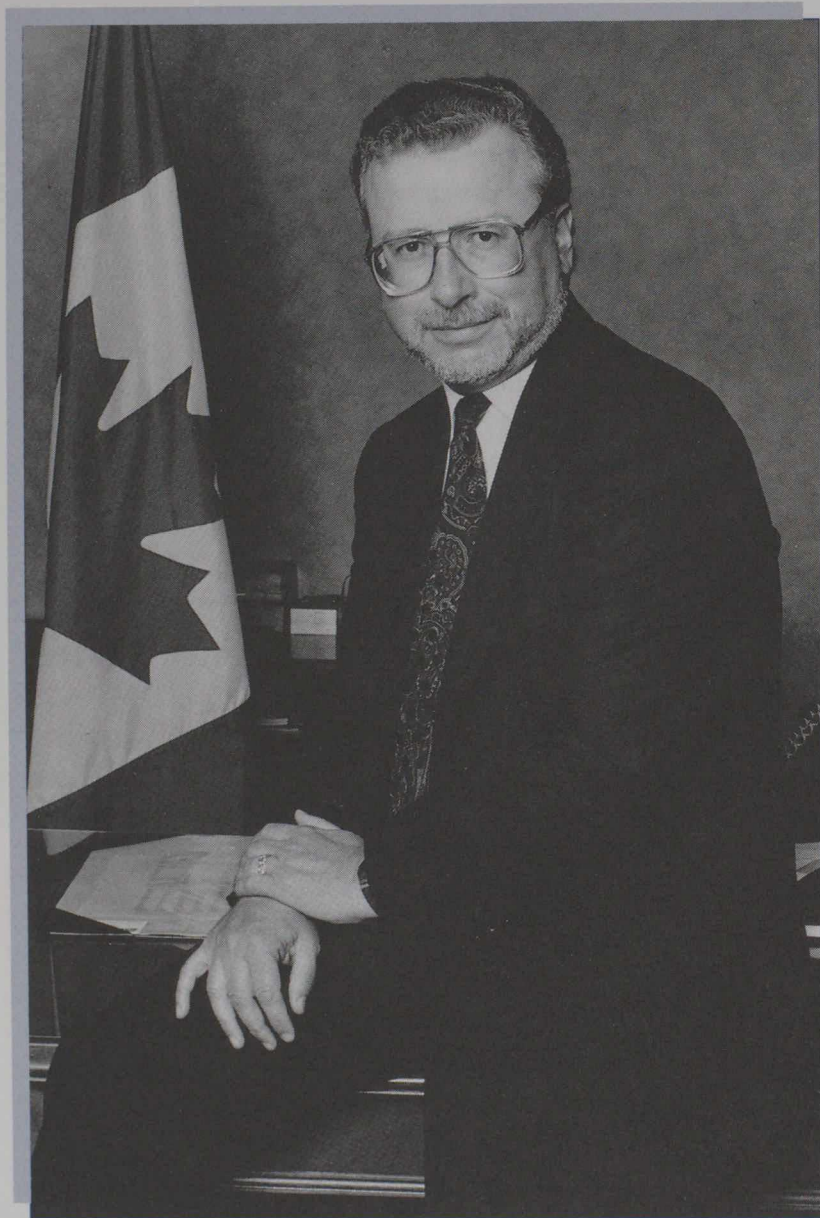


## Message from the Chief Operating Officer



Since joining the team of the Passport Office in May 1991, I have learned that its excellent reputation is well deserved. Its stature was achieved through years of effort by the hard-working, dedicated people who produce and issue Canada's internationally respected travel documents.



Robert J. MacPhee  
Chief Operating Officer

Clearly, the employees of the Passport Office are our biggest asset. They have met and exceeded the demands of the past; they look to the future with anticipation and enthusiasm.

We have discussed many changes during 1991-92 and have embarked on several initiatives which will affect our operation in the future. They include technological enhancements, the development of a new passport booklet, a revised organizational structure that gives more responsibility and accountability to managers, better human resource management and improved communications and training.

We implement these changes knowing that security will present a continuing concern; quality of service will become even more important as our clients' expectations of us grow; and the cost of delivering our products and services will be under constant pressure.

I am confident that with the support of the fine team of employees I am privileged to lead, the Passport Office will continue to be successful in meeting the challenges ahead.

Robert J. MacPhee  
Chief Operating Officer