

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The year 1993-94 was an excellent one for the Passport Office, during which we made significant progress in the implementation of the business renewal of the issuance process of Canadian travel documents.

It was also a year of self-examination and analysis as our accountability was transferred from External Affairs and International Trade Canada to the Public Security Portfolio and then to Foreign Affairs and International Trade. This process was very challenging as we had to adapt quickly to the changing environment; but being part of the Public Security Portfolio provided us with an opportunity to see ourselves from a very different perspective. We will be able to draw on the learning experience in the future.

The Passport Office met and surpassed the objectives enunciated in our 1993-94 Business Plan. The Technology Enhancement Plan, currently under way, is the most comprehensive program of structural change in the issuance process of Canadian travel documents ever undertaken by the Passport Office. Phase I of the Plan, successfully completed in March 1994, dealt with future client needs and the design of the new information technology infrastructure. Phase II encompasses the development of the architecture of the new computer and technology

systems. The Passport Office has also successfully implemented the Security Enhancement Plan.



*Robert J. MacPhee
Chief Executive Officer*

During the year, a new Framework Document, the charter of the Passport Office, was developed to reflect the new philosophy and culture of the Agency, its mission and other corporate values, and to make the organization more flexible and adaptable to change.

A multi-year audit of all operations and functions of the Passport Office is now being carried out, and preliminary results have been positive.