



The poet Robinson Jeffers once wrote: "Lend me the stone strength of the past and I will lend you/The wings of the future...."

One of the strengths of the Passport Office is the fine service it provides to the public. In the future, continued emphasis will be placed on enhancing that service.

Like any vital organization, to succeed the Passport Office must be capable of change and growth. The challenges anticipated in the coming years are being met by new initiatives. The innovations anticipated will pave the way for the Passport Office of the 21st century to be even more successful than it is today.

The dynamic world situation is making increasing demands on the agency's services. World travel and, specifically, travel abroad by Canadians will be affected by the economy and by the international political situation.

Political pressure exists at the international level to put a stop to criminal counterfeiting and facilitate identification of fraudulent passports. With the Security Enhancement Plan, Canada will maintain the integrity of the travel document and develop new technological innovations leading to an even more secure passport. The new design will introduce enhanced security features that will deter counterfeiting and facilitate incorporation in the passport booklet of new image transfer technologies.

The Office foresees a time when the documents will also be dispensed differently. Already more emphasis is being placed on the actual appearance of the applicant at the issuing office. This trend will continue.

The long-term Technology Enhancement Plan (TEP) is a strategy which responds to both the increased volume of business forecast and the demand for increased security. Through the integration of Passport Office systems, networks and data resources into overall government operations, the Passport Office predicts streamlined service. The technology being introduced will be the most advanced of its kind and will be flexible enough to meet the long-term needs of the Office. Canada also

anticipates other nations applying the new technology to their own documents so that international travel intelligence will be readily available on a wide scale.

The Technology and Security Enhancement Plans emphasize the need for regionalization and decentralization of Passport Office functions. Staff in the regional offices will be given more responsibility and accountability. The Passport Office is embarking on a program of decentralization, beginning with Personnel Administration in 1992-93.

Besides its commitment to the public, the Passport Office has a commitment to its employees. They are vital to the vision of the Passport Office, because they will bring that vision to life. In the interests of overall productivity, steps are being taken throughout the Agency to ensure a superior working environment.

As part of its Human Resources Management Plan, the Passport Office will develop long-term policies on such matters as employment equity, training and a career development program.

Demands on the Passport Office continue to increase at a pace that often outsteps available office accommodation. In the future, there will be more emphasis on increasing space and comfort both for employees and for the public. Plans include expanding offices, renovating and refurbishing existing offices and applying ergonomic principles for employee comfort and efficiency. Information systems will be updated, and staff trained to use the technology to advantage.

Efforts are also underway to encourage confidence among Passport Office employees through knowledge of the importance of the service they provide, and increased participation in decision making. A more current mission statement and the development of a corporate visual identity and colours will reflect the organization's SOA status and enhance the corporate culture. An employee newsletter will strengthen camaraderie, promote a sense of affiliation and provide a vehicle for the recognition of superior performance.