

to HQ computer files from remote offices. Canada has also been a leader in working with the International Civil Aviation Organization (ICAO) and international colleagues in the design and development of counterfeit-protected machine readable passports.

During the study, however, it was realized that to appreciate fully what the future direction of informatics should be for the PPO, it was essential to examine the global and technological trends that would influence and perhaps alter the focus of the PPO during the same period. This is so because informatics is in fact of fundamental significance to the PPO; the primary mandate of the PPO now and particularly in the future can realistically only be realized with the computer technologies available. In other words, what the PPO hopes to achieve in terms of services is driven or constrained by what informatics technology can provide. Informatics awareness must therefore be considered as both strategic and tactical in nature.

The media exposure in the fall of 1991, which occurred as the study was underway, underscored this point of view. The apparent evidence of easily obtained fraudulent passports resulted in the recent announcement of a number of operational changes, including more direct personal contact by applicants with PPO offices and reduced availability of mail order passport services. Yet such a change, while necessary, would ideally also involve an on-line linkage for application processing between the many issuing offices and the HQ computer files. Assessment of the security objectives of the PPO results in the conclusion that on-line computer links to all issuing stations is a necessary condition to future informatics plans.

The study therefore did consider not only emerging 90's technologies that might influence the PPO but also social and political concerns of the next decade that may be expected to "pull" the PPO into new service directions and which will also enable the PPO to augment its role in a proactive manner. Some of the concerns reviewed were:

- o Societal pressures - there will likely be increased volumes and security demands for passports and other travel documents, highlighting the activities, data integrity, and methodologies of the Passport Office.