

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The year 1994–95 was very significant for the Passport Office. It was a year in which we paid tribute to an important event in our history while at the same time eagerly looking to the future for ways to improve the quality of service to the travelling public.

Twenty-five years ago we became a more accessible organization. The three regional offices we opened in Toronto, Montreal and Vancouver brought us much closer to the people we serve. Undoubtedly this was a radical departure for a highly centralized organization that had little direct contact with its clients at that time. Since then, we have evolved into a service-oriented organization, and as such we provide the highest quality of service to our clients. Today with 31 points of service strategically located throughout the country, we can serve most of our clients personally.

We have now reached another significant milestone in our evolution. I am very pleased that we are in the vanguard of federal agencies using information technology to improve service while reducing operating costs. We have been very deliberate in everything we have done to usher in the era. Through the Technology Enhancement Plan, the Office has undertaken a comprehensive business renewal of the issuing process of Canadian travel documents. With its four distinct phases, the Plan sets a clear course for our future development.

I am also pleased about the progress we have made in empowering our staff. For several years now we have provided empowerment training for our employees. It has given them the self-confidence needed to solve complex issues.



*Robert J. MacPhee  
Chief Executive Officer*

The effectiveness of our short and long-term planning capability is evident as we continue to meet and exceed our objectives. And to no one's surprise, our regional surveys showed that our clients are highly satisfied with our services.

As we look to the next 25 years, the Passport Office will continue to strive for excellence in serving the Canadian public. I have no doubt that the combination of careful planning and a highly motivated workforce will enable us to meet the challenges ahead.

A handwritten signature in dark ink, which appears to be "R. MacPhee". The signature is fluid and cursive, written over a light background.