

Under Phase III, to be started in November 1992, we will

- evaluate the results of investigations by the Passport Office and other investigative bodies into the extent of personation in connection with passport applications;
- analyze the experience with increased personal appearance generated by Phase I and II initiatives;
- assess the value of opening other economically viable offices;
- review passport controls related to children;
- study passport issuance abroad in collaboration with External Affairs and International Trade Canada;
- undertake research into the possibilities of incorporating image capture technologies in the process of passport production and the passport itself; and
- prepare a status report to the Secretary of State for External Affairs and propose additional activities, if warranted.

1992-93 Other Activities. In addition, during 1992-93, Security Services of the Passport Office will be restructured to reinforce the security of premises, documents and employees.

Medium-sized passport offices located in non-government buildings will be provided with security guards.

The measures undertaken in the course of implementing the Security Enhancement Plan are labour-intensive and will, therefore, require adjustment to our productivity rates and service levels.

Resources Required. The estimated resources required in fiscal year 1992-93 to carry out the Security Enhancement Plan activities are indicated in Table 6. The restructuring of Security Services is estimated at \$207,500. The cost of the security guards in medium-size offices is estimated at \$112,300.

TABLE 6

Estimated Resources Required		
Phases	\$	Person-Years
Phase I	1,075,782	13.65
Phase II	2,467,432	22.80
Phase III	34,714	1.0

3.3 Technology Enhancement Plan

Objectives. Recognizing that informatics represents both a tactical and a strategic resource, in 1991-92 we initiated the development of a plan to guide the specification and implementation of new systems and technologies to manufacture passports in the short and medium terms.

The first step in this process was the commissioning of an independent study to review our current operations and the emerging technologies that might affect us. The study recommended that we embark on an early program to restructure our operations with the following objectives:

- to create an on-line processing environment to link all passport offices and other issuing locations, and to permit later connection of other users, such as Immigration officials, for passport validation purposes;
- to incorporate emerging image capture and management technologies, and to develop corresponding document image workflow and management operational systems; and
- to adopt new passport production methods to permit digitized information to appear directly in the passport itself.

Implementation of the plan would permit us to increase the efficiency with which we produce passports, and to maintain our international leadership in the design and development of counterfeit-protected, machine-readable passports.