

3.0 1993-94 Objectives

3.1 Introduction

We have established the following priorities for 1993-94:

- to maintain and enhance the integrity of the Canadian passport;
- to begin re-engineering passport production and management processes to take advantage of modern technologies, and implementing a fully on-line operation;
- to achieve better service and productivity by standardizing processes for passport production;
- to review and recommend amendments to the Passport Office Framework Document;
- to institute good human resource management practices that promote efficiency and high-quality service;
- to introduce a stronger service orientation to Passport Office operations;
- to improve communications with the general public, the media and employees;
- to improve the Passport Office's internal controls and business processes;
- to improve the organizational structure of the Passport Office.

3.2 Security Enhancement Plan

Background. In 1991, the Secretary of State for External Affairs requested a review of security procedures and approved a series of measures recommended by the Passport Office to identify the extent of illegal activity, to strengthen security in the issuance of passports and to reduce the possibility of fraud.

The following were the major initiatives advanced in the Security Enhancement Plan:

- measures to encourage personal appearance by passport applicants; these included

opening new offices in Surrey, B.C. and Laval, Quebec; discontinuing the acceptance of bulk applications through travel agents; and requiring applicants who mailed in their applications but who lived near an issuing office to pick up their passports, thus offering examiners an opportunity for visual verification;

- increasing the ratio of guarantor checks from 10% to 20%;
- tightening documentation checks and retaining supporting documents during the period of issuance;
- comparing vital statistics information held by selected provincial authorities against Passport Office records;
- alerting MPs to the possibility of misuse or fraud by those making use of the service provided by their constituency offices in accepting applications and delivering them to the Passport Office;
- undertaking a joint Passport Office/Consular Affairs study of passport issuance abroad.

To cover the anticipated increase in cost that these measures represent, the fee for the regular passport was increased.

Results Achieved. The measures outlined above have achieved the objectives cited. The Passport Office has ascertained that the level of passport fraud is limited while identifying opportunities for a re-focusing of control procedures (see 1993-94 *Activities*).

In addition to these measures, the Passport Office undertook a major reorganization in 1992, creating a new Security and Foreign Operations Division. This new division will lend renewed emphasis and priority to security and control concerns.

Because of the security threat posed by professionally forged, stolen or illegally obtained support documents, we have also taken an active