

The first step in the process was an independent study that examined the deficiencies of the existing systems and identified new technologies now available that could be incorporated into the production system.

The study recommended that the Passport Office:

- ❖ embark soon on a program to create an on-line processing environment linking all of its offices and other issuing locations. The on-line environment would also permit later connection of other users, such as immigration officials, for passport validation purposes;
- ❖ introduce emerging image transfer and management technologies into the process to offer greatly enhanced security;
- ❖ introduce a new passport document and production process to permit the use of digitized photographs, signatures and other biometric information; and
- ❖ begin collecting biometric data in a form that can ultimately be transferred to, or used directly with, the eventual system.

Aside from the security aspects, the benefits to be derived from adopting this long-term strategic approach to informatics would:

- ❖ provide a framework for detailed planning and budgeting;
- ❖ assist management and staff in adjusting to change;
- ❖ permit the organization to take advantage of appropriate technologies as necessary to improve its products and level of service;
- ❖ ensure that limited financial and personnel resources are invested in well-planned activities in order of priority;
- ❖ maximize preparedness for unforeseen events and demands; and
- ❖ provide the framework for an approach to the management of informatics resources that takes into account the life expectancy

