

3. 1992-93 Objectives

3.1 Introduction

We have established the following priorities for 1992-93:

- to strengthen security in the issuance of Canadian passports;
- to increase the efficiency in the production of passports and maintain Canada's leadership in the design and development of secure passports through, inter alia, the use of modern technology;
- to define, develop and begin implementation of a comprehensive Human Resources Management Plan which will contribute to the improvement of the employee environment and, in turn, the quality of service to clients;
- to develop and implement an internal Communications Plan to continue to foster a strong corporate culture and a sense of affiliation among our employees; and
- to complete the development of a Strategic Plan, and increase management control and accountability to ensure that financial and performance targets are met.

3.2 Security Enhancement Plan

Objectives. In 1991, the Secretary of State for External Affairs directed a review of security procedures and approved a series of measures recommended by the Passport Office to strengthen security in the issuance of passports and reduce the possibility of fraud.

Background. The resulting Security Enhancement Plan is being implemented in phases over a period of several years to ensure that the measures do not jeopardize our ability to maintain a reasonable level of operation for our clients and staff.

Phase I initiatives implemented during 1991-92 comprised the following:

- increase in the sampling of guarantor verifications to a minimum of 20% at all offices;
- projects to quantify the extent of personation for the purpose of passport fraud undertaken in collaboration with other investigative bodies and provincial vital statistics authorities;
- return of passports to regional offices for pick-up in person or by a family member;
- retention of documentary evidence of citizenship during processing of passport applications; and
- review of the passport guarantor policy.

1992-93 Activities. In 1992-93, Phase II and III initiatives will be implemented. Under Phase II,

- new passport offices will be opened in Surrey and Laval (spring 1992), Mississauga (summer 1992) and St. Catharines and Kitchener (fall 1992) to encourage personal appearance by passport applicants; and
- April 1, 1992, travel agents and other entrepreneurs will retain the privilege of picking up completed passports for their clients, but will no longer be permitted to submit passport applications on their behalf.