Background. The study concluded that, along with the emerging technologies, there are a number of socio-political considerations that can be expected to pull the organization in new directions in the coming decade, and also enable it to augment its role. Among these are increased volume of business and demand for increased security; political pressure at the international level to put a stop to criminal counterfeiting and facilitate identification of fraudulent passports; and the possible strategic integration of Passport Office systems, networks and data resources into overall government operations. The study provided a strategic planning framework for implementation, which will take place over four to five years.

1992-93 Activities. We will refine the implementation plan and the timetable. We will begin developing and designing the image capture system with the expectation of being able to commence building an image database. In the coming year, we will also select a prototype design for a new passport book to be readied for production. The design will integrate new enhanced security features that will deter fraudulent replication and facilitate later incorporation of image technologies.

Subsequent proposed steps are as follows:

1993-94   An on-line guarantor database with access from both local and remote passport offices.

Expanded on-line Master Index and Passport Control List databases, or their replacements, accessible by local and remote locations, including missions abroad.

1994-95   On-line access available to federal and provincial databases for vital statistics and other security checks.

1995   Production of passports using digitized photographs, signature and other personal data ("biometrics").

1995+   Processing of applications using document imaging and workflow systems.

1992-93 Other Activities. We will replace the minicomputer.

Resources Required. Development of the new passport book will cost $100,000. Replacement of the minicomputer is estimated at $250,000.

3.4 Human Resources Management Plan

Objectives. The reputation our Agency enjoys for quality rests upon its most valuable asset -- the people who deliver its services. The way we manage our human resources is, therefore, of critical importance. We have established as one of our most important corporate objectives the improvement of the employee environment. The development of a comprehensive human resource management plan is one step towards meeting this objective which reflects the Public Service 2000 philosophy of improving service to the public by instituting good management practices that promote efficiency.

1992-93 Activities. To define, develop and initiate the implementation of a Human Resources Management Plan. The following elements will form the framework upon which the plan will evolve:

– a review of all personnel activities in the context of SOA status and the legislation governing those activities;

– a plan to decentralize personnel authority and accountability;

– an analysis of the interrelationship between personnel activities and the attainment of the organization's objectives. Emphasis on quality of service through specific courses and the development of a mission statement will reinforce the importance of the organization's objectives.

The plan is presently in the embryonic stage. Ultimately, it will be a comprehensive human resource management plan, tailored to the Passport Office's operations and addressing such topics as the planning, acquisition, development, allocation, utilization, retention and evaluation of human resources and of an appropriate reward system.