



“time chart” that indicates busy and non-busy periods of the day.

Applicant waiting time was monitored to ensure offices were able to meet a target of 15 minutes maximum per applicant. This was met throughout the year, with some exceptions during the Gulf War.

While the Gulf War had a significant impact on the Passport Office nationally, its impact was less spectacular in Ontario. Consequently, when assistance was required in Eastern and Western Operations, Ontario Operations was quick to respond and to loan experienced employees.

As in the other regions, additional security measures, including photo identification for employees and hiring of security staff, were implemented in all offices during the Gulf War.

### Western

As part of the effort to improve quality of service, most regional offices in Western Operations extended operating hours from 7 1/2 hours to 9 hours a day. During the Gulf War, the extended hours had the major effect of reducing applicant waiting times, especially in the larger centres such as Calgary, Edmonton and Vancouver. To aid the smaller offices faced with the sudden increase in volume, staff were loaned from the



Vancouver office and from Ontario Operations to relieve the stress of the increase in volume.

As a result of this unusual month, additional staff were identified as back-up personnel and were given the examiner training course.

### PASSPORT SERVICES ABROAD

Canadian Embassies, High Commissions and Consulates provide passport services to Canadians living or travelling outside the country. This frequently involves emergency services to Canadians whose passports have been lost or stolen. In 1990-91, Canadian missions issued 71,960 passports.

