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The Passport Office is made up of the following functional and operational divisions: Strategic Planning, Management Services, Human Resources Services, Finance and Administration, Security and Foreign Operations, Western Operations, Ontario Operations, Central Operations and Eastern Operations.

The Passport Office is client-oriented and provides services directly to the Canadian public. Its organizational structure reflects this orientation. The following organigram (Figure 1-1) illustrates the relationship among the various parts of the organization and reflects the Passport Office's commitment to quality of service. The client is at the core of the Passport Office activities.

The Passport Office operates 31 points of service, including 28 issuing offices located throughout the country, mail-in service, Certificate of Identity and Official Travel (see Appendix B). The Office employs 434 indeterminate employees and 115 determinate employees.

The Office is in the process of empowering its employees to enable them to resolve complex issues when dealing with clients. The Chief Executive Officer consults with and asks for operational advice from the management team consisting of directors and managers.

To ensure that all senior officers have a clear view of the Agency's operations and objectives, the Chief Executive Officer signs an annual contract with each director, setting out their responsibility and accountability.



*From left to right - Malka Simon, Roger Blais, Andrée Gagné, Judith Lefebvre, Joyce Cochrane
Ottawa Office*

Have Passport Will Travel

It is not unusual for Canadians to spend many weeks planning a trip abroad. But few will likely give much thought to the one thing above all others they must have to enter a foreign country — a valid passport. They do, however, know what they want; a fast, effective service and a very affordable passport. Over the years the Passport Office has worked diligently to meet the expectations of the travelling public.

To personalize its service, the Passport Office has carefully selected the location of its 31 points of service. Because offices are located in urban areas, the Agency can serve 85 per cent of its clients in person. The average turnaround time to process an application submitted in person is five days, 10 days if submitted by mail.

Care is taken to ensure that offices are located near parking areas and in buildings that are accessible to persons with a disability. Service is available in both English and French and arrangements can be made to communicate with persons with a visual impairment and with persons who are hard of hearing.

Emergency services are available after normal office hours, on weekends and on statutory holidays.