

400 PERFORMANCE INFORMATION AND RESOURCE JUSTIFICATION

410 SERVICE LEVELS

Since Cabinet's direction in 1968 to begin to open regional passport offices, the Passport Office has been very successful in encouraging Canadians to make use of the over-the-counter service offered by regional passport offices that is more convenient and efficient and provides greater security. In Canada, only 17% of applications are currently submitted by mail and the balance are presented at the regional passport offices or the public counters in Ottawa and Hull. Although the marginal rate of return from further encouragement to use counter services is diminished from previous years' gains, the Passport Office Management Plan incorporates initiatives that will pursue the maximum potential for their use without seeking authority to require Canadians to appear personally. Based on these initiatives, Figure 1 shows the relevant target service levels for the planning years.

Figure 1: Target Service Levels for Travel Documents Issued in Canada

	<u>1991-92</u>	<u>1992-93</u>	<u>1993-94</u>	<u>1990-91</u> <u>Actual</u>
Through the mail	17%	17%	17%	17%
Over the counter	83%	83%	83%	83%

Passports are normally issued in three days when applications are submitted in person at regional offices. Applications mailed to Ottawa normally take seven days plus mailing time to process. Posts abroad handle about 70,000 applications annually, representing 6% of the total volume. Figure 2 illustrates 1989-90 levels of service in relation to time standards for the issuance of passports on receipt of applications and includes the expected service levels for the planning years.

Figure 2: Service Levels for Passports Issued in Canada during 1989-90

	<u>1989-90</u> <u>Actual</u>	<u>1991-92 to 1993-94</u> <u>Forecast</u>
Through the mail (complete applications)		
7 days	97%	97%
14 days	100%	99%
Over the counter		
3 days	96%	96%
5 days	100%	99%

A major consideration in the management of this activity involves establishing a suitable balance between an acceptable level of service in