

EXAMINATION SECTION

41. This section is staffed by clerical workers who examine passport applications to ensure that the applicants are entitled to receive a Canadian passport. Each examiner is expected to process 180 applications a day. The number of errors made by examiners suggests that the work of the section should be reviewed to determine the reason for these errors and the proper relationship between production and quality of work.
42. The practice of moving personnel in and out of the section frequently should also be reviewed. This practice results in a constant mix of inexperienced, partly experienced and experienced examiners with the latter always in the minority. The examination of passport applications is one of the most important functions in the Passport Division and in order to discharge it, experience is essential. It cannot be overly stressed that measures should be taken to ensure that transient employees are kept to a minimum and that experienced examiners are always in the majority. Experienced examiners include senior examiners who are referred to as administrative assistants. It is from among this group that personnel would be chosen to staff agency offices. Some corrective measures suggested are these:
1. That non-rotational positions be established to ensure that employees will be retained in the section.