

have to be increased considerably in order to provide adequate service to the public even if only for emergencies. It also became apparent that it was not possible to sort out legitimate urgent applications from those where the applicant wished to take advantage of existing facilities. This resulted in the overtaxing of the resources of these offices.

It was concluded that not only would a much larger staff be needed by the branch offices initially, but that productivity would be seriously reduced and operating expenses increased by an unmanageable increase in the volume of urgent applications. In effect, this would increase the time required to process applications submitted by well organized travellers.

SPECIAL CONSIDERATIONS

More recent experience indicates that not only genuine emergencies, but also the threat of strikes (i.e. Air Canada) causes an up surge in the number of requests for priority service. Furthermore, the conditions for the sale of space on Charter Flights, which are becoming increasingly popular, are such that pressure is applied to speed up the issuance of passports.

Computer Study

Another factor arising since the submission of the original discussion paper in December, 1967, relates to possible use of a computer to process passport applications, having the objective of improving passport security and service, reducing average processing time and reducing staffing costs and errors. The initial inquiry was made to Management Improvement Branch of Treasury Board in May 1968, and in due course the Bureau of Management Consulting Services (B.M.C.S.) was commissioned by the Department to undertake "a feasibility study of the use of a computer based system for passport processing and records". The