

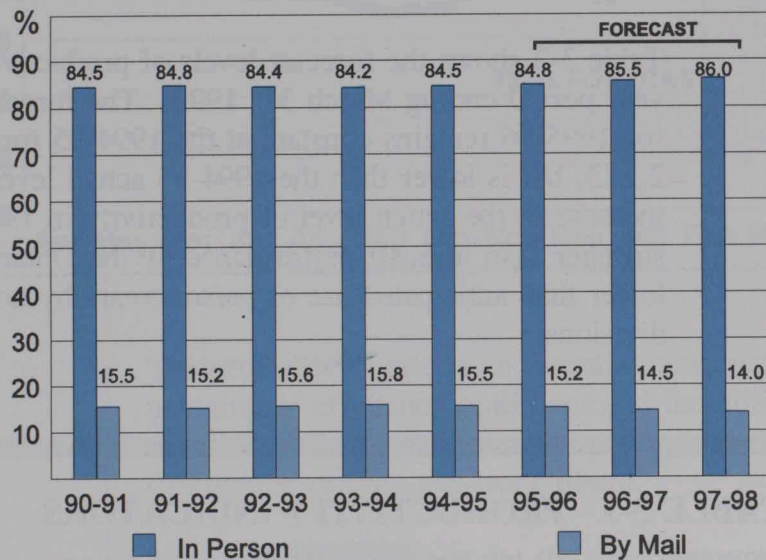


### Type of Service

Canadians can submit their applications for passports either by mail or by going to one of the 28 issuing offices located across the country. The Passport Office operates 31 points of service, including the mail-in, Certificate of Identity and Official Travel offices.

The opening of new offices in recent years has resulted in an increased number of applications submitted in person. As shown in Graph 3-5, in 1995-96, it is estimated that 85% of all applications will be submitted in person. Only 15% of applications will be mailed. In the future, the number of applications submitted by mail is expected to decline.

**GRAPH 3-5 APPLICATIONS SUBMITTED IN CANADA**



### Turnaround Time

Passports are normally issued in Canada in five working days when applications are submitted in person at public counters. Applications mailed in normally take ten working days to process (see Table 3-2).

### Productivity

The concept of productivity has been used by the Passport Office to assess the efficiency of the organization. The rate of productivity is defined as the number of travel documents issued per person-year. There are two variations of this rate. The first includes operations personnel only; the second includes overhead. The productivity rate is calculated for the organization as a whole,