

PART II. Opening of Branch Passport Offices

Discussions were held with Passport Division officials to determine the operations to be done and decisions to be taken in order to implement Government policy on the decentralization of the passport issuing function:

WHAT IS TO BE DONE?

Part I of this report develops the options and implications which are open to the Department. In summary the conclusions reached was that the "Branch Office will examine all applications which are received but process only urgent and others up to its operating potential and refer, on a daily base, the balance to Headquarters for processing".

WHAT NEEDS TO BE DONE TO ACCOMPLISH THE OBJECTIVE?

Having decided what is to be done, a determination must be made of the resources required to accomplish the objective. Using estimates arrived at through analysis of present workload (see Part 4) a qualitative determination can be made of the number of staff, the amount of space and the number of machines required to process a given number of passport applications. A far more difficult task is the requirement for trained personnel and systems and procedures necessary to operate.

Of paramount importance in the development of a training programme is the establishment of a set of complete manuals of procedures and policies. As a first step in the programme to open branch offices, it was decided to commission a study, to be conducted by the O & M officer of the Passport Division

- to determine the procedure presently being followed in the Passport Division;
- to prepare a procedures manual of staff training and instruction;
- to recommend improvement in existing procedures.