

c) Available at branch offices should be a large nucleus of trained supervisory personnel competent in all matters related to the issue of passports and to have available by the scheduled opening date (January 1, 1970) a sufficient number of trained examiners, passport writers, machine operators and others needed for the maintenance of a fully operating passport issuing service. In relation to the proposed opening date, the provisioning of this degree of trained staff will be difficult.

d) Although the workload at headquarters could be reduced by up to 48%, a corresponding reduction in staff is not visualized as a reservoir of competent staff would be required for deployment at branch offices to meet emergency situations.

CONCLUSIONS

From review of the three options outlined and discussions with senior officials of the passport office, it has been concluded that the second option offers the best solution, particularly as it would provide essential service for urgent cases, but without compromising the ultimate acceptance of a central computerized system, should this prove to be feasible and advantageous to the Department. It is our conclusion that the Department should aim initially for a branch operation which is capable of being expanded, if necessary, in emergencies, but which could also be contained should its role develop mainly into a pre-screening operation.

In summary, under Option 2, it is felt that more control can be exercised over workload than under either Options 1 or 3.