

terms of processing time and adequate security to maintain the integrity of the Canadian passports and costs, which are directly reflected in the fee structure. Services provided by this activity are highly visible and the risks associated with the issuance of passports containing errors or inaccurate information clearly point to the importance of high quality performance. Control procedures and the audit of passport returns assure the levels of service and a good international reputation of Canadian passports.

420 PRODUCTIVITY RATE

The level of human resources needed to produce a certain volume is determined by standards of productivity. The rate is defined as the number of travel documents issued per person-year. Figure 3 provides a comparison between achieved or forecasted and standard productivity rates.

Figure 3: Volume, Person-Years and Productivity Rates

	<u>1991-92</u> <u>Budget</u>	<u>1992-93</u> <u>Budget</u>	<u>1993-94</u> <u>Budget</u>	<u>1990-91</u> <u>Actual</u>
Volume in Canada for passports	1,146,563	1,205,595	1,229,318	1,180,538
Volume in Canada for other travel documents	7,656	6,772	6,903	6,569
Volume in Canada for official travel documents	7,781	7,633	7,779	10,240
Volume of issues abroad	<u>73,000</u>	<u>75,000</u>	<u>76,000</u>	<u>71,960</u>
Total volume	1,235,000	1,295,000	1,320,000	1,269,307
Total person-years	460	480	484	434.6
Productivity rate	2,685	2,700	2,725	2,921
Standard productivity rate	<u>2,650</u>	<u>2,650</u>	<u>2,650</u>	<u>2,650</u>
Cost per passport	\$28.57	\$29.73	\$30.33	\$26.43

430 FINANCIAL PERFORMANCE

In order to achieve the objectives set up in Section 110, results and forecasts are shown in the following sections. Because the Passport Office as a revolving fund has to maintain its accountability on both the modified cash accounting and accrual accounting basis, differentiation of both sets of results and forecasts should be made to facilitate the comprehension. There is a section explaining the responsibilities of consular services abroad