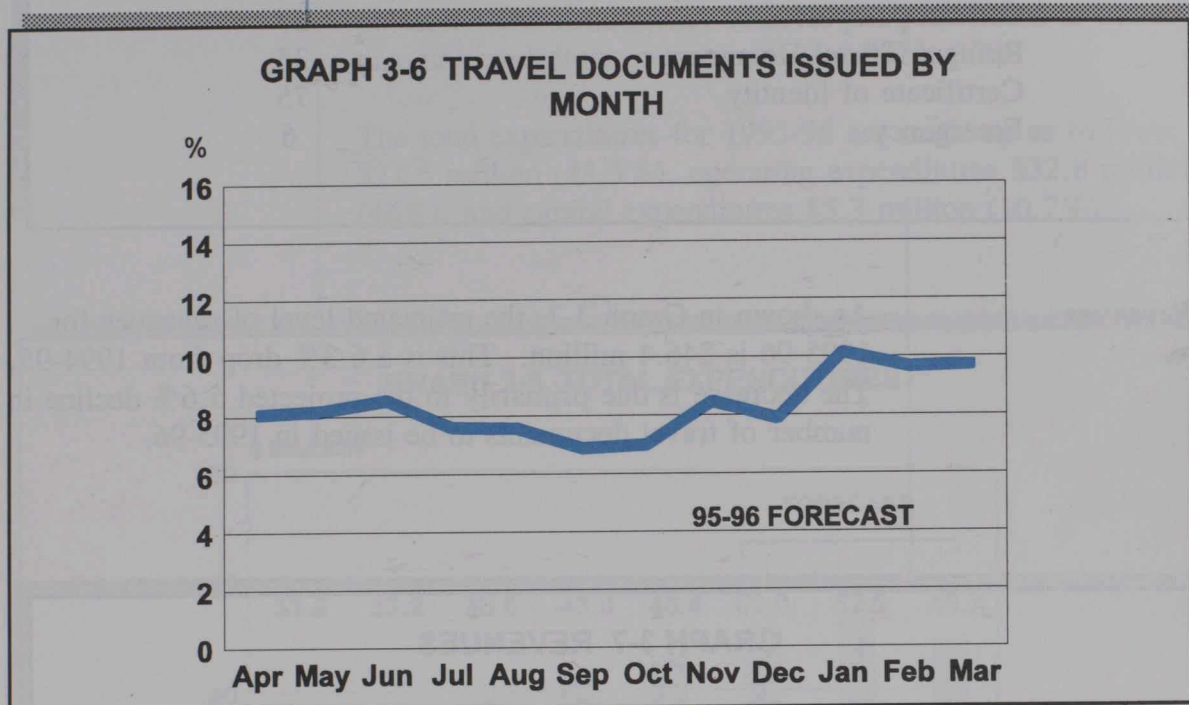




The productivity rate is influenced by the seasonal fluctuation in demand for travel documents (Graph 3-6). As most travel occurs in the last quarter of the fiscal year, our resources are most heavily utilized during this period.



The productivity rate is an essential management tool in the planning of efficiency objectives and the utilization of human resources. Productivity targets are approved by the Executive Committee and the Advisory Board.

The productivity rate is not the only measure of efficiency used by the Passport Office. Other measures, including unit costs and other financial indicators, are being used. Measuring productivity allows the Passport Office to assess performance relative to plans and provides flexibility in adapting to changing demand.

### 3.2 Financial Analysis

#### *Fee Structure*

The Passport Office finances its operations and recovers costs from revenues derived from fees charged for passport services. Table 3-4 shows the current fee structure, last revised on January 1, 1992.