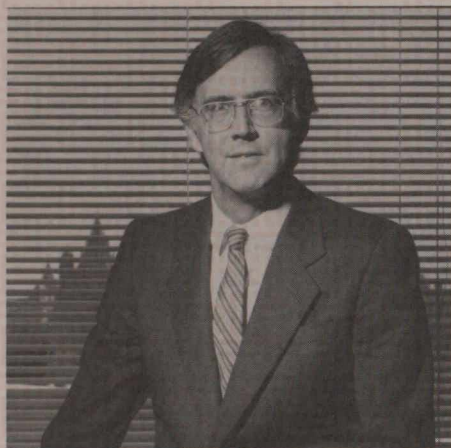


FOREWORD FROM THE ACTING CHIEF OPERATING OFFICER



During the last year, the Passport Office has undergone the transition to a Special Operating Agency (SOA) of External Affairs and International Trade Canada. The transition went smoothly in large measure because, for over 20 years, the Passport Office has been applying the same business-like approach envisioned by the federal government for SOAs.

The opportunity to pursue progressive improvements to the operation of the Passport Office was seized with enthusiasm by Passport Office management. With the assistance of the Department, both the Framework Document and the Business Plan required to establish the Passport Office as an SOA were prepared and approved by the Treasury Board effective April 1, 1990.

In this first full year of operation, significant achievements confirm the appropriateness of the selection of the Passport Office as one of the first agencies to become an SOA. Some of these achievements are:

- passports were produced at the rate of 2,921 per person-year, which significantly exceeds the forecast productivity rate of 2,685;
- the delivery time of passports to mail service applicants was reduced by five days through negotiation with Canada Post

Corporation of a more secure service at acceptable cost;

- passport prototypes have already been developed incorporating several leading edge technologies and internally developed security features that will maintain the international reputation that the Canadian passport now enjoys. The new-format passport will be introduced once document and system reliability have been assured at acceptable cost; and
- an effective response was mounted to an unforeseeable 40% increase in overall passport demand during February 1991 — a direct result of security requirements established by the aviation industry in North America for photograph identification during the Gulf War.

The body of this report will provide more detail of performance expectations and results for the year, but it can be confidently stated that in 1990-91 “more was done with less.” A 6.2% increase in overall demand occurred in 1990-91 with a 4.8% productivity gain over 1989-90 resulting in a reduction of 21 person-years. The forecast operating deficit was also reduced by 30.3% from the levels projected in the 1990-91 Business Plan. These accomplishments were achieved while maintaining or improving service standards. For example, during the period of extraordinary demand for passports in February brought on by the Gulf War, some of our regional offices experienced daily increases as high as 800%. In response, experienced staff were transferred to the offices hardest hit and overtime was used where required to maintain both service delivery standards and the integrity of passport entitlement determination. During the period, absenteeism was virtually non-existent while stress was at its maximum. Our employees simply met the challenge with competence and commitment.