



ations Review is to improve the delivery of travel documents to the Canadian public and to create an environment conducive to enhanced efficiency. Standardization is important to ensure that all passport offices provide efficient service.

Quality of Service initiatives accomplished during the year include the introduction of a national customer toll-free telephone number, a customer traffic management system, surveys of clients' needs and expectations, and an independent review of the Examiner Training Program to see where it might be improved. An Audit Plan lets management carry out an independent assessment of the quality of the Passport Office's internal controls and business processes, as well as recommendations and suggestions for continued improvement.

Finally, through reorganization and the creation of an Executive Committee, important steps were taken toward empowerment, a Passport Office initiative to give managers and staff more authority.

The following reports will highlight these accomplishments and demonstrate the pride of achievement shared by the people of the Passport Office.

### Performance Indicators

#### Volume

The demand for passports traditionally reflects the trend in international travel, the strength of the economy and the volatility of the currency market. In making its predictions on the demand for travel documents in a given year, the Passport Office relies

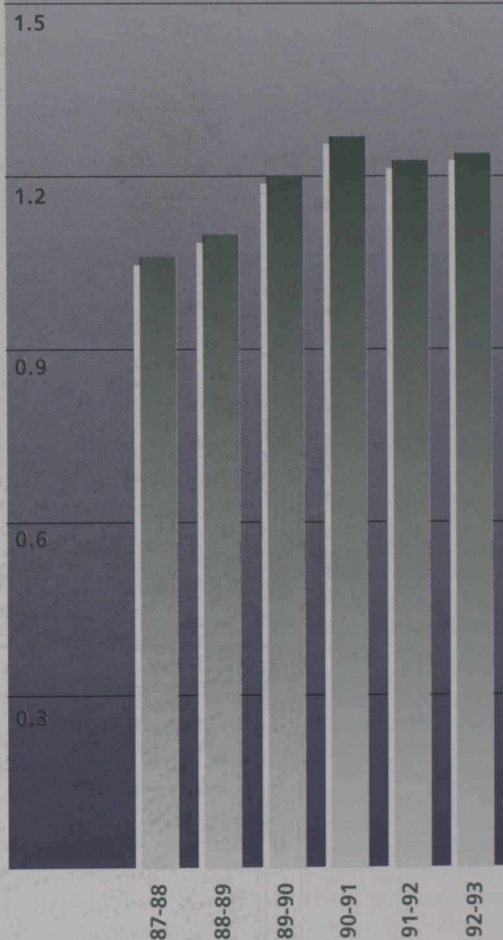
on statistics from Transport Canada, the Conference Board of Canada and Statistics Canada. In 1992-93 the Conference Board anticipated a 3.2 percent growth in the Gross National Product. In fact, the GNP grew by only 1.4 percent. At the same time, Transport Canada had predicted an increase in international travel of over ten percent; the actual increase was only four percent. As a result, the Passport Office did not receive the 8.2 percent surge in demand for passports predicted in the 1992-93 Business Plan.

Nevertheless, during the 1992-93 fiscal year the Passport Office issued 1.1 percent more travel documents than in the previous year. Domestic operations delivered 1,163,741 passports (up 0.8 percent over last year) and foreign operations delivered 77,381 documents (up 4.7 percent).

#### Productivity

During fiscal year 1992-93, the Passport Office's overall productivity (calculated by dividing the total number of passports issued by the total number of person-years) was 2,480 passports per person-year. This figure is in line with the Business Plan target of 2,508. Productivity results are significantly lower than last year (by 10.4 percent in Canada and 10.1 percent globally), but this was forecasted in the Business Plan and is expected to be temporary. The introduction of the Security Enhancement Plan was costly in terms of human and materiel resources, and affected the productivity rate. Now that the Plan has been implemented and staff are familiar with it, productivity should stabilize.

**Travel Documents Issued  
Titres de voyage délivrés**  
million / en million



Specifically, the Security Enhancement Plan required the hiring of extra personnel, the training of employees, the opening of new offices, and the renovation of existing offices to accommodate the increased number of in-person applicants and other features of the Plan. The Certificate of Identity Section and the Finance and Administration Directorate were provided with additional resources to compensate for their increased workload.