



MONTHLY PRODUCTIVITY VARIATIONS  
TO FORECAST FOR 1990-91

previous record was 3,250 passports per person-year.)

To meet its service commitment during this extraordinary period, the Passport Office used the equivalent of one normal year in overtime. In addition, absences from the office for vacation and training purposes were minimized making a significant decrease of 18% over the previous February.

The measures taken to maintain service under exceptional circumstances contributed to these astonishing productivity results. The staff of the Passport Office must be commended for their commitment and skill in meeting this challenge.

The gain in productivity of 8.8% above forecast for the year was neither expected nor should it be considered the norm. February alone accounted for 45% of the gain in productivity for the entire fiscal year. With the conclusion of the Gulf War and the economy showing signs of recovery, the Passport Office is expecting a less dramatic year in 1991-92. The experience with coping, first with dropping and then with skyrocketing volume, will assist the organization in meeting such challenges in future.

## HEADQUARTERS

Improved service to the customer depends on clear policy direction and operational support from an efficient centralized administration. Most administrative aspects of the Passport Office's work are centralized in Hull.

## Finance and Administration

The Finance and Administration Division established a project team and working plan for the preparation of the Passport Office's first Annual Report as an SOA by preparing an unofficial Annual Report for 1989-90. The model developed out of this process has guided the preparation of this Annual Report and will guide this process in future years.

