

February was a record-setting month. One office delivered almost 30% of its annual volume while another exceeded the previous February volume by 376%. The Eastern Operations increased volume by 86% over the previous February while the Western Operations increased by 62%. Passport issuance for this period was the single highest monthly volume on record: 158,922 passports compared to a February average for the five previous years of 102,866 passports.

In March, there were residual effects on demand but they were diminishing. If not for the aberration of passport issuance during the Gulf War, there would have been little or no change in volume from the previous year.

**Productivity**

In the 1990-91 fiscal year, the Passport Office completed the first full cycle of the planning and accountability process, which provides a comprehensive set of productivity objectives for each division. This process assists managers in monitoring their productivity against the forecast figures for their specific office.

With an actual volume of 1,269,307 passports and 434.6 person-years, overall productivity was 2,921 passports per person-year. This represents an increase of 4.8% over

the previous year and 8.8% over the forecast of 2,685 passports per person-year.

Effective management, better-trained staff and increasing passport demand have steadily increased Passport Office productivity over the past five years.

Productivity gains in the first four months reflected the increased demand for passports and improved management techniques. Productivity fell below forecast levels as the recession began to affect volume. By adjusting staffing levels, managers re-established control in October and November but productivity again decreased in December as the recession worsened.

During December, most operations are normally preparing to enter peak season by hiring and training new staff. This year managers were cautious because of the recession and the decreasing volume. By January, when the Gulf War was declared, human resources were low. The extraordinary increases in volume immediately reversed the trend in productivity.

All staff, including management, concentrated on passport production to cope with the volume. In February, productivity skyrocketed to 4,224 passports per person-year in Canada, 54% above the monthly forecast and the highest productivity ever registered at the Passport Office. (The

Fiscal Year	Passports Issued	% Change	Productivity (Passports per Person-Year)	% Change
1985-86	1,004,651	—	2,556	—
1986-87	981,396	- 2.3%	2,624	+ 2.7%
1987-88	1,061,586	+ 8.2%	2,674	+ 1.9%
1988-89	1,100,357	+ 3.7%	2,684	+ 0.4%
1989-90	1,195,185	+ 8.6%	2,786	+ 3.8%
1990-91	1,269,307	+ 6.2%	2,921	+ 4.8%

FIVE-YEAR PRODUCTIVITY RATES