

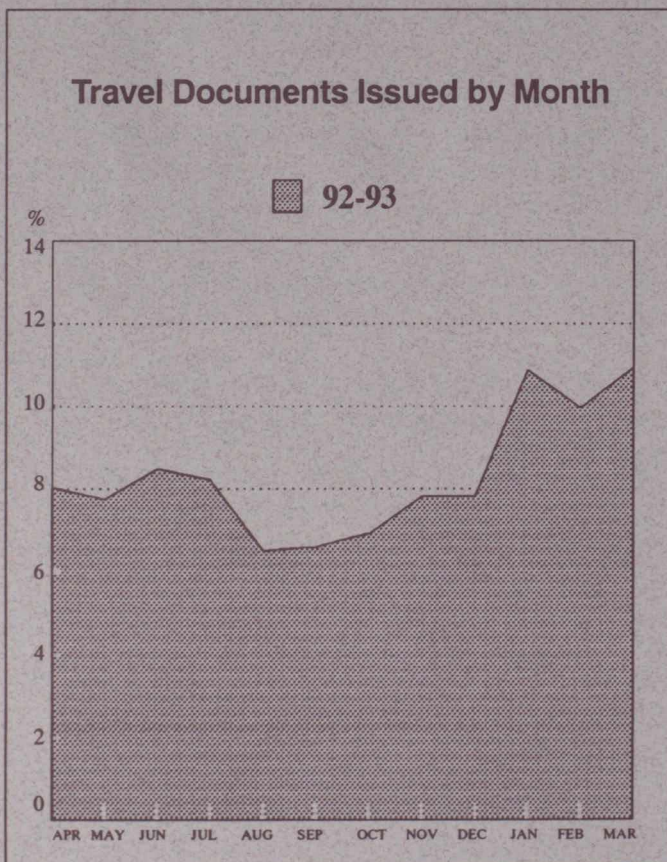
2.7 Productivity

Historically, the productivity rate has been the most important efficiency indicator within the Passport Office. Each year, the Passport Office establishes productivity rates for the Agency as a whole, for each regional operation and for each issuing office, per month and for the fiscal year.

The productivity rate is defined as the number of travel documents issued per person-year. There are two variations of the rate. The first takes into account overhead and the second includes operations personnel only.

In 1992-93, we had a target of 499 person-years. In fact, we employed up to 580 people at any one time to handle seasonal fluctuations in demand. The seasonal fluctuation in demand is illustrated in *Graph 2*.

GRAPH 2



2.8 Management Contracts

In line with the corporate objectives of efficiency and economy, we have improved our management control and accountability system.

A contract is drawn up annually between the Chief Operating Officer and each director. This sets out their specific authorities, accountabilities and responsibilities for the period, and ensures that there is a common view of Passport Office operations and the factors necessary for success. It also commits directors to use allocated resources — human, financial and material — efficiently and with the highest regard for probity and prudence.

2.9 1993-94 Performance Targets

Volume

The estimated volume of travel documents issued in 1993-94 by the Passport Office in Canada and by Canadian missions abroad will reach 1,369,000. This represents an increase of 9.7% over 1992-93, as indicated in *Graph 3*. A further increase in the volume of 9.2% in 1994-95 over the preceding year is also forecast.

GRAPH 3

