

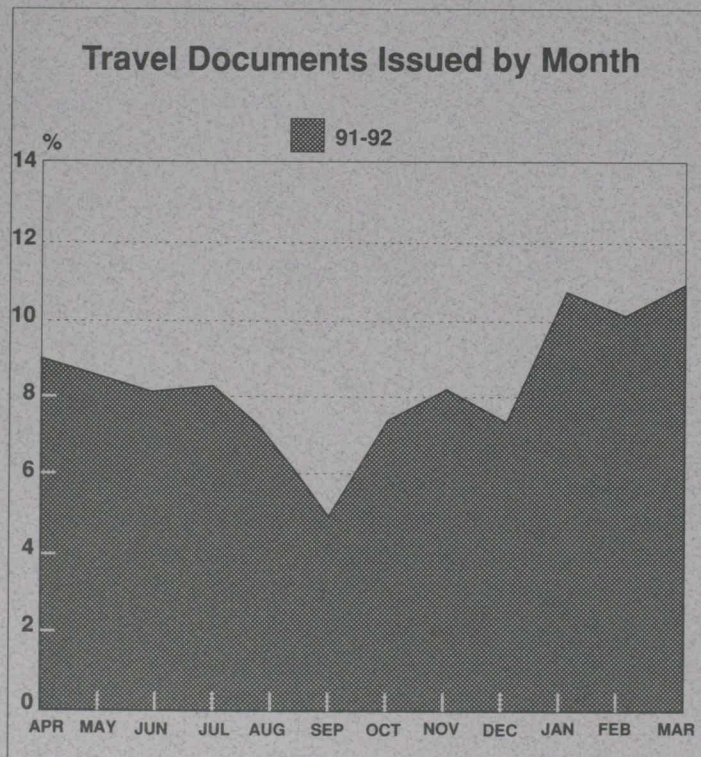
2.7 Productivity

Historically, the productivity rate has been the most important efficiency indicator. Each fiscal year, the Passport Office establishes productivity rates for the Agency as a whole, for each region 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 production personnel only.

In 1991-92, we had a target of 459 person-years. In fact, we employed up to 540 people at any one time to handle seasonal fluctuations in demand. The seasonality of 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 materiel -- efficiently and with the highest regard for probity and prudence. In 1992-93, similar management contracts will be signed between directors and managers.

2.9 1992-93 Performance Targets

Volume

The estimated volume of travel documents issued in 1992-93 by the Passport Office in Canada and by Canadian missions abroad will reach 1,353,000. This represents an increase of 8.5% over 1991-92, as indicated in *Graph 3*. A further increase in the volume of 7.2% in 1993-94 over the preceding year is also forecast.

In 1992-93, about 94% or 1.27 million passports will be issued in Canada. About 6% or 83,000 passports will be issued by Canadian missions abroad.

GRAPH 3

