

Services provided by the Passport Office are highly visible and the risks associated with the issuance of passports containing errors or inaccurate information clearly point to the importance of high quality performance. Control procedures and the audit of passport returns assure the levels of service and a good international reputation of Canadian passports.

### Productivity Rate

As noted earlier, the productivity rate is defined as the number of travel documents issued per person-year. *Table 2* shows the levels of productivity for the four-year period ending March 31, 1994.

exceeding \$4,000,000 as a balance between revenues and expenditures.

The fee structure of the Passport Office is set for a four-year period to avoid accumulation of excessive surpluses and deficits and inconvenience to the public.

With the designation as a Special Operating Agency on April 1, 1990, the four-year break-even period, during which the Passport Office generates revenues sufficient to cover its expenditures, began in the fiscal year 1990-91 and extends to the end of the 1993-94 fiscal year.

TABLE 2

### Volume, Person-Years and Productivity Rates

|                                                     | 1992-93<br>Forecast | 1993-94<br>Forecast | 1990-91<br>Actual | 1991-92<br>Forecast |
|-----------------------------------------------------|---------------------|---------------------|-------------------|---------------------|
| <b>Volume</b>                                       |                     |                     |                   |                     |
| Passports issued in Canada                          | 1,253,087           | 1,346,875           | 1,180,538         | 1,151,083           |
| Official travel documents issued in Canada          | 8,524               | 9,135               | 10,240            | 7,855               |
| Other travel documents issued in Canada             | 8,389               | 8,990               | 6,569             | 7,730               |
| Issues abroad                                       | 83,000              | 85,000              | 71,960            | 80,000              |
| <b>Total volume</b>                                 | <b>1,353,000</b>    | <b>1,450,000</b>    | <b>1,269,307</b>  | <b>1,246,668</b>    |
| <b>Total person-years</b>                           | <b>539.4</b>        | <b>569.1</b>        | <b>434.6</b>      | <b>459</b>          |
| <b>Productivity rate</b>                            | <b>2,508</b>        | <b>2,548</b>        | <b>2,921</b>      | <b>2,716</b>        |
| <b>Productivity rate, production personnel only</b> | <b>3,046</b>        | <b>3,000</b>        | <b>3,403</b>      | <b>3,196</b>        |

### Financial Performance

On February 14, 1980, the Treasury Board approved a submission (T.B. 769377) seeking the re-establishment of the Passport Office Revolving Fund with a continuing authority not

The Passport Office finances all its activities and recovers its costs from revenues derived from passport services fees. On January 1, 1992, the Governor in Council approved an amendment to the Passport Services Fees Regulations. *Table 3* indicates the current fees and the forecast volume for 1992-93.