

330 ORGANIZATION

The Headquarters administrative services of the Passport Office are centralized in the National Capital Region and provide personnel, financial and administrative management as well as policy direction and operational support to issuing offices.

In addition to the mail services operation and the two personal services locations in the National Capital Region, there are 21 regional offices throughout Canada providing personal service to Canadians. Outside Canada, the issuance of passports is handled by the consular services of the Department. The revenue raised from the fees for this service abroad is credited to the Passport Office Revolving Fund and the Fund in turn is charged a fee for services provided abroad.

340 SIGNIFICANT ACCOMPLISHMENTS FOR 1989-90

- volume in 1989-90 was 8.6% higher than the previous year (total issues for 1988-89 were 1,100,357 accomplished with 410 person-years at a productivity rate of 2,684 passports per person-year as compared to 1,195,185 issues in 1989-90 with 429 person-years and a productivity rate of 2,786);
- financial position at year-end almost reached the break-even point with a loss of \$388,423 (accrual accounting) and a deficit of cash flow (cash accounting) of \$106,024;
- the Passport Office Framework Document and the 1990-91 Business Plan were prepared for approval to secure Special Operating Agency Status;
- significant research and development was accomplished towards our goal of introducing a more secure passport using digital imaging, a system that may well be an internal innovation.

350 SIGNIFICANT ACCOMPLISHMENTS FOR 1990-91

- successful establishment of the Passport Office as a Special Operating Agency effective April 1, 1990 with an approved Business Plan;
- volume in 1990-91 was 6.2% higher than 1989-90. Total issues reached 1,269,307 and was accomplished with 434.6 person-years at a productivity rate of 2,921 passports per person-year;
- loss of \$581,586 (accrual accounting) and a deficit of cash flow (cash accounting) of \$1,284,238 were reported for 1990-91;
- reorganization of the Passport Office to eliminate a span of control weakness for the Chief Operating Officer position;