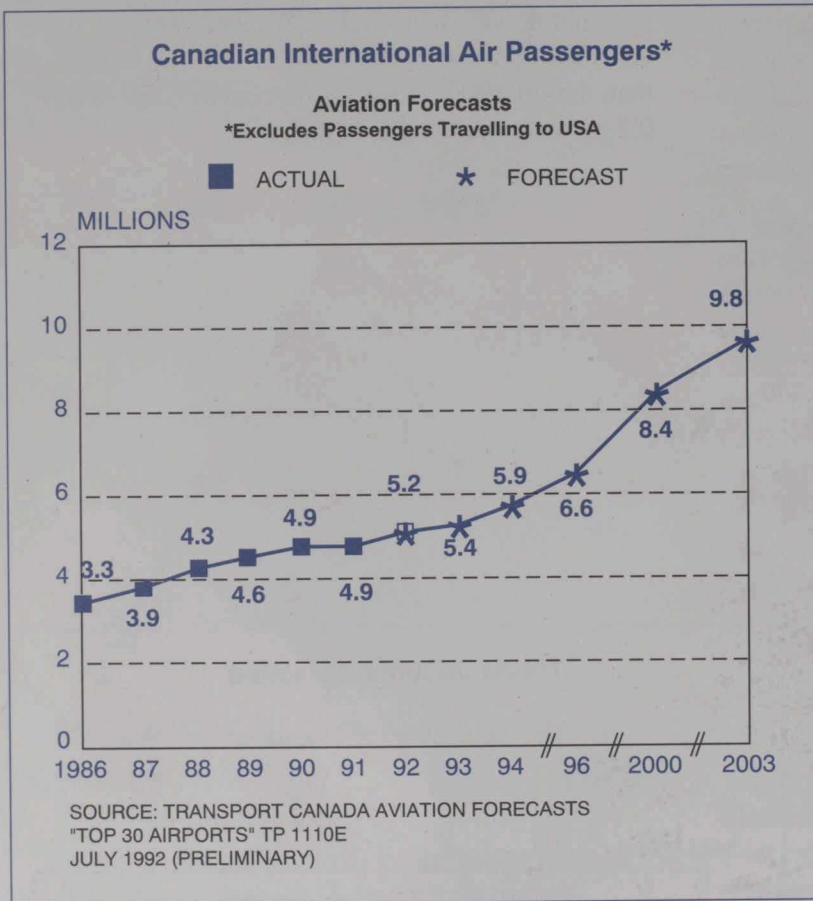




This slowdown is expected to be of short duration. Transport Canada shows a general trend of sustained increase in international travel well into the 21st century.



The trend in Canadian passport activity in 1991-92 is shown by the volume for Eastern Operations (down 7.2 percent from 1990-91) where the Gulf War had a strong impact on demand; and in Central Operations (down 6.3 percent) which lost some of its activity to regional offices because of the strikes by the Public Service Alliance of Canada (PSAC) and Canada Post.

Productivity

The productivity target for the Passport Office as a whole, established in the 1991-92 Business Plan, was 2,685 passports per person-year. The actual rate achieved was 2,757 passports per person-year. This constitutes an increase of 2.7 percent over the Business Plan target.

In the first and second trimesters, the slow rate of economic recovery affected the demand for passports, lowering volume by 2.9 percent and 6.7 percent respectively. During this period managers relied on their experience to control budgets and meet objectives.

In the third trimester, the strikes of Canada Post and the PSAC had temporary negative effects on productivity. Increased security measures recommended to the Minister in the autumn of 1991 affected productivity by requiring more human resources for the production and distribution of passports. Despite the resulting drop in productivity, the cushion created by strict management practices earlier in the year allowed the Office to carry out the recommendations while still meeting 1991-92 productivity objectives.

By increasing the personal contact with passport applicants, by augmenting security controls and by expanding smaller offices, the Office is continuing to increase the level of human resources required for the production of passports. Additional resources will also be assigned to Certificates of Identity to increase efficiency in the face of an ever-growing demand.