Each year the Office establishes productivity targets for the Agency as a whole and for each operational division. Both the Executive Committee and the Advisory Board approve these targets.

The number of travel documents issued in Canada increased by 7 per cent compared to 1993–94. Two unrelated factors had an impact on increasing the number of travel documents issued in 1994-95. Probably the more important factor was the end of the recession. In poor economic times, most people regard foreign travel as a luxury they can no longer afford. But as the economy began to show unexpected growth, the number of Canadians travelling to foreign destinations increased.

The other factor originated in the previous year. In December of 1993, a travel advisory to the Canadian public suggested that those travelling to the United States by public transportation should carry a valid travel document. The advisory received media coverage, prompting an

unexpected demand for passports. The demand continued throughout most of the 1994–95 fiscal year, but began to decline by the last quarter of the year.

The volume of travel documents issued abroad decreased by 13 per cent. This decrease is due mainly to the fact that Canadians living in the U.S. now send their passport applications to Ottawa. They apply for a passport in missions in the U.S. only on an emergency basis.

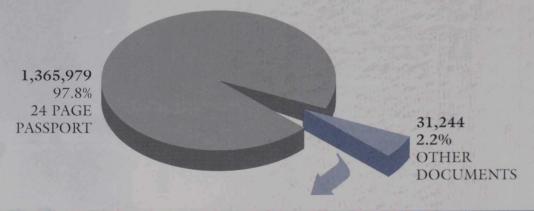
Of the 1,397,223 travel documents issued, about 98 per cent of the documents were the 24-page passports and the remaining 2 per cent consisted of other documents.

## Productivity

Historically, the productivity rate has been the most important efficiency indicator within the Passport Office. Each year the Office establishes productivity targets for the Agency as a whole and for each operational division. Both the Executive Committee and the Advisory Board approve these targets.

Senior management uses productivity targets to allocate resources, monitor efficiency and develop short–term and long–term objectives.

## **Travel Documents by Type**



48 Page Passport R.T.D. Special C. of I. Diplomatic Emergency