

emphasizing partnership with our industry, government, and corporate associates.

The delivery of communications has become largely decentralized with regional and functional directors assuming a high degree of authority and responsibility. A large number of activities, specified in the various reports to follow, included participation in travel industry shows, public displays such as kiosks in malls, educational functions, and media relations for special events like the opening of new offices.

The Management Services Directorate continues to provide corporate level communications. In particular, the Directorate has been involved in developing a Passport Office communications policy and procedures manual and has produced audio-visual material to be used around the country.

The Audit Plan outlined in the 1993-94 Business Plan is under way, with several offices already audited and with very positive results.

Empowerment was another important objective of the 1993-94 fiscal year. The Executive Committee is planning to streamline management in regional operations in accordance with the recommendations of the Capelle Report. The Executive Committee has also revised work descriptions for managers, examiners, and production personnel. Opportunities for further empowerment are also being considered.

Performance Indicators

To measure our success, the Passport Office uses several criteria: volume, productivity, revenue, and expenditures.

During the course of the 1993-94 fiscal year, the volume of business of the Passport Office increased slightly over the preceding year, but

was below the expectations of the Business Plan. A weak economy, more restrictive provincial budgets, and a consequent increase in the number of unemployed led to a modest growth in volume of only three per cent up to December 1993.

The management of the Passport Office consistently exercises tight control over human and financial resources to meet its objectives.

In December 1993, a travel advisory suggested that Canadians visiting the United States by public transportation carry a valid travel document. This caused our sales to leap by 18.6 per cent in the last trimester. The number of employees qualified to handle the extra volume was insufficient and the demand occurred during our high season, already the busiest time of the year. Due to an inspiring effort on the part of our employees we succeeded in responding to this demand. The productivity of the office reached a very high level, 14 per cent higher, on average, than our objectives. But the long-term impact on our employees was too strenuous for a repetition of this situation to be considered desirable in the future.

Volume

Globally, 1,319,958 travel documents were issued in 1993-94: 1,253,486 in Canada and 66,472 through foreign missions.

The 1993-94 Business Plan forecast a volume of 1,369,000 passports, 3.7 per cent above the volume achieved. The domestic portion of our business increased while the business at missions diminished.

The total number of travel documents delivered was 6.2 per cent higher than in the 1992-93 fiscal year. The first two trimesters showed about a three per cent growth over 1992-93, while the travel advisory made our sales jump to 18.6 per cent compared to the figures for the third trimester of 1992-93.