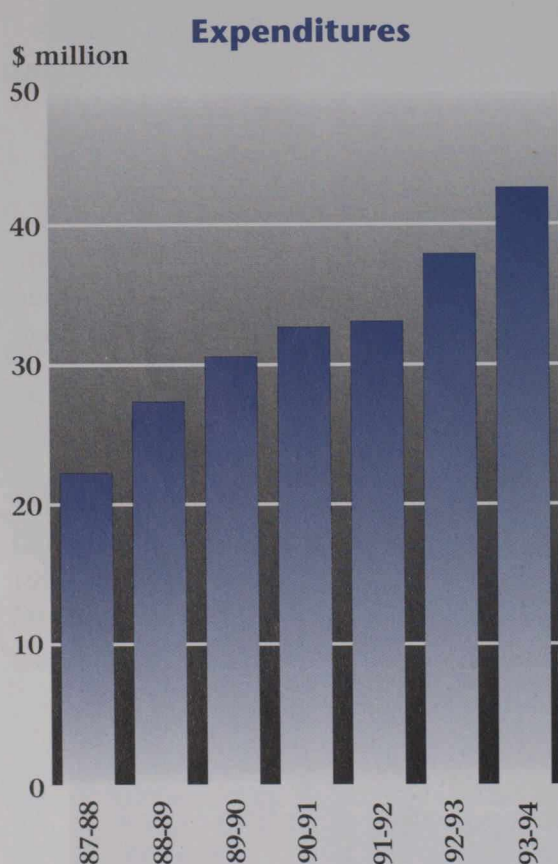


Expenditures

Total expenditures for the fiscal year 1993-94 were \$42.6 million, \$3.9 million lower than the revenues for the year. The expenditures increased by \$4.7 million over the 1992-93 fiscal year. About 48 per cent of the 1993-94 expenditures were salaries and employee benefits, 49 per cent represented operations and maintenance, and three per cent were capital expenditures.



Eastern Operations

Eastern Operations is responsible for the issuing of travel documents in the area which includes Quebec and the Atlantic provinces. There are currently eight issuing offices: Fredericton, Halifax, Jonquière, Laval, Montreal, Sainte-Foy, Saint-Laurent, and St. John's, Newfoundland. The Eastern Regional Directorate office is located in Montreal.

The Eastern region met and surpassed its productivity goal by four per cent. The travel advisory concerning travel to the United States caused a huge increase in passport demand at offices in the Eastern region. Management quickly responded by hiring people to handle the increased volume. The impact was highest in the St. John's, Halifax, and Fredericton issuing offices.

Steps were taken to allow more flexibility in handling travel document requests at the three metropolitan offices in Montreal. To reduce the waiting time for service, managers arranged to exchange resources among their offices.

Because of its central location, the Montreal issuing office is very busy in the early morning hours. To accommodate its clients, this office now opens at 7:30 a.m. A survey was done to assess the needs of clients and, as a result, Halifax, Fredericton, Sainte-Foy, and Jonquière have also extended their hours.

Empowerment of personnel throughout the Eastern region has improved service to clients, by giving individual staff members more responsibility in the issuing process.

The issuing offices have introduced a green light system, to ensure that patrons who must return to the Office for some reason are not kept waiting a second time. Clients seem much happier with this system.

In the Eastern region we have improved waiting rooms making them more functional and attractive for both clients and employees. In cooperation with Human Resources Services, we have also improved workrooms to simplify steps required by new methods of production.

The offices at Sainte-Foy and Fredericton have moved to spaces better adapted to their needs with better accommodations for quality of service.