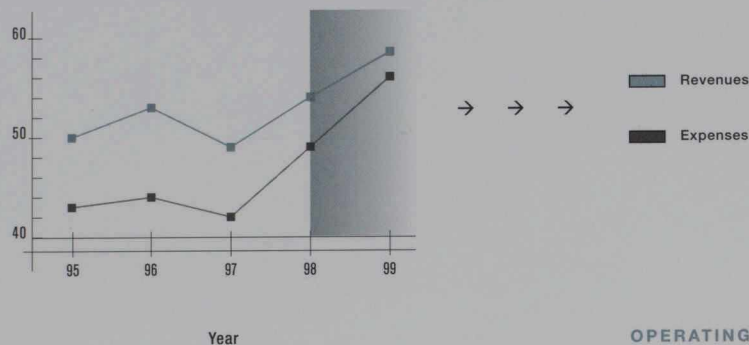


Figure 8 **FINANCIAL RESULTS, 1995-99**
(in millions)



OPERATING EXPENDITURES

General costs—i.e., overhead—have remained at just below one-fifth of overall operating expenditures since FY 1997-98. We intend to keep them at no more than this level.

Productivity: how efficient are we?

Productivity is a measure of efficiency. What resources are needed to do a standard job within a specified time? The Passport Office uses two methods of calculation to determine its productivity. The first takes into account all employees, both corporate and operations. The second involves only operations employees. This boils down to “passports issued” divided by “full-time equivalents.”

In 1998-99, operations employees increased their productivity by 8.2 percent over 1996-97. However, in the coming year, productivity using this method will probably drop because we have hired more staff in anticipation of the national implementation of IRIS.

Service satisfaction

The ultimate judges of our performance are our passport holders. Are they satisfied with the level of service they receive from us?

We believe the answer is yes. In 1998-99, we received over three thousand pieces of correspondence. The subjects ranged from requests for information to complaints about and compliments on our service.

Complaints made up only one percent; compliments six percent and the rest dealt with requests for information.

In addition to counting pieces of mail that condemn or compliment us, we have run extensive surveys and questionnaires to gauge applicant's satisfaction. The results are shown in the accompanying graphics. (see FIGURE 5: Applicant Satisfaction).