

VII. Performance Objectives

Standards of service

Passports are normally issued in Canada within five working days when an application is submitted in person at one of the offices located in this country. Where the client uses the mail, the application will normally be processed within ten working days. The time taken to process travel documents is shown in the Table below.

Productivity

The concept of productivity is used in the Passport Office to assess the efficiency of the organization. The productivity rate, that is the number of travel documents issued per full-time equivalent (FTE) has two components. The first includes only operational staff, while the second includes both operations and administrative services. The rate is calculated globally, for each region and for each office, on a monthly or an annual basis.

The Table below shows projections for the annual productivity rate during the period of four fiscal years ending on March 31, 2002, and anticipated productivity in 1998-1999. The forecasts for 1999-2000 and 2000-2001 show productivity of 2,423 and 2,602 respectively. The decline is explained by the changes in operations resulting from the implementation of IRIS on the national level. However, note the substantial rise in the productivity rate to the 1998-1999 level. It should be noted that the productivity rate reflects the seasonal changes in demand for travel documents by Canadians:

Planned performance objectives

	Estimate 1998-1999	Forecast 1999-2000	Forecast 2000-2001	Forecast 2001-2002
Time taken				
Applications received by mail	97% in 10 days 100% in 17 days	Some applications must be examined in greater detail (security checks), which explains the discrepancies.		
Applications made in person	98% in 5 days 100% in 7 days			
Productivity objectives				
Travel documents issued by employees	2,628	2,423	2,602	2,601
Travel documents issued by production employees	3,484	3,284	3,535	3,542