

- For three consecutive years Western Operations has conducted a **survey of passport applicants**. The surveys focused on clients needs and ways of improving service. The excellent results achieved demonstrate the Passport Office's dedication to providing quality service to Canadians. The conclusions of the survey will be used to improve service in other parts of the country.
- In 1994-95 the Office initiated a **major review of passport policies and procedures** to ensure their uniform application in all 31 points of service.

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The Office must constantly find **new business opportunities** to meet rising production costs. Some of these opportunities are directly related to the new processes and technological innovations that the Technology Enhancement Plan will put into effect. Notable among these is the development of a wallet-sized passport card. It is intended to facilitate movement of travel to and from the United States and overseas destinations.

The Passport Office is also looking at a number of ways to reduce expenses. These include more effective marketing techniques and entering into joint ventures and colocation arrangements with other federal departments and agencies. It is also studying ways to make better use of its resources, including charging for services currently offered free or below cost.

Performance Indicators

To measure our success, the Passport Office uses the following indicators of efficiency: volume, productivity, revenue and expenditures.

Volume

In 1994-95, the Passport Office issued 1,397,223 travel documents, an increase of nearly 6 per cent over the previous year and an increase of 7 per cent compared to the 1994-95 Business Plan forecast. Of the documents issued, 1,339,285 were issued in Canada and 57,938 were issued abroad.

Travel Documents Issued
million

