

Scenario 16

The immigration unit was receiving complaints about delays in actioning requests. There was a large backlog in the filing area.

Action

- i. The physical layout of the office was changed from a maze to something that was user friendly. More emphasis is place on communication with the public.
- ii. Teams were created to replace the functional units so that people could rotate among several specializations every four months.
- iii. Activities were assessed to see if they still needed to be done. Needless forms and data capture were eliminated.
- iv. Canada-based officers now rotate among three broadly based activity areas: immigrant processing, visitor processing, and central service. This provides more training to both Canada-based and locally engaged staff.

Results

- i. The backlogs have been eliminated and processing time reduced. The error rate is lower.
- ii. Time is available for training and conference attendance. Officers spend less time doing clerical work and overtime has been eliminated. The two senior officers now have time for representational activities.
- iii. All staff members were able to take their vacations on time during the peak summer period.

Scenario 17

With the introduction of technology in the Social Affairs Program, the Head of the File Registry suffered severe stress. The important role that this employee performed for many years wherein she and she alone could locate the relevant files when officers required them was taken away from her. For her, it meant a loss of prestige and a loss of control. She feared losing her job as well as losing her staff.

Decision

She was encouraged to learn command mode i.e. to tap the data bank and to do an analysis of the movement of immigrants through the office by nationality.