

The team wishes to clarify at this point that the issue is not one of personalities, but of organizational structure. A span of control for the Assistant Officer-in-Charge which in practice has stretched to as many as fourteen positions does not appear to have allowed close enough attention to be paid to office procedures, given the other supervisory and operational duties of the position. The team wishes to point out that the present Officer-in-Charge has identified the problem and moved to have more activity delegated to the Office Supervisor. Nevertheless, the team believes that further adjustments may be necessary in order to create an organizational structure which will encourage greater procedural efficiency. The team noted heavy management involvement in routine office procedures, which resulted in local support staff feeling uninformed and uninvolved. By delegating more authority to the Office Supervisor, the team believes that better communication would result, managerial continuity would be improved to span the gaps left by rotationality, and closer monitoring could be made of staff productivity.

3.5 Repetitive Duties

There are a number of duties presently carried out by two or more employees which are repetitive in nature and which could more accurately and efficiently be done by one employee. Examples include compiling statistics and dispatch of IMM 1254 and 1255 (T1&T2s). No less than 3 employees are presently involved in this simple procedure. Preparation of immigrant visas, including registering the name and file number in the visa register, as well as completion of form MM.1000 is now handled by two employees who sit in different work areas.