

### 3.4 Role of the Office Supervisor

At most Immigration posts day-to-day supervisory responsibility can be left in the hands of the Officer-in-Charge or the Assistant Officer-in-Charge. This is so because most posts have on average only 4 or 5 locally-engaged support staff to supervise. However, at Port of Spain and ten other major immigration posts, the number of support staff is greater, ranging from eight at the smallest of these major posts to twenty-three at the largest. When the number of junior Canada-based officers and local Immigration Program Officers (IPOs) is added to this supervisory burden, it is evident that a real span of control problem can occur unless some supervisory duties can be delegated.

The delegation problem appears to have manifested itself in Port of Spain in recent years. Some three years ago the "Office Supervisor" was moved to a newly created Immigration Program Officer position. Although the "Office Supervisor" position was re-staffed, the responsibilities previously assigned to the position were changed, so that a good deal of the day-to-day supervision of Registry and Correspondence staff was assumed by the Assistant Officer-in-Charge. Whatever the merits of this change at the time, it is the team's opinion that certain adverse procedural consequences have resulted. The most significant of these was to involve the Assistant Officer-in-Charge too heavily in the day-to-day operation of the registry and correspondence unit, thus by-passing the present Office Supervisor. As a result the abilities of this latter position have been under-utilized, office discipline has suffered and inefficient procedures have continued unchecked.