

2. That rigid specifications be laid down for examination work and that qualified personnel be selected to meet these specifications.
3. That a career plan for examiners be provided as a necessary incentive for sustained effort and work improvement.
4. That a training programme be inaugurated to ensure that examiners receive adequate instruction to enable them to discharge their duties competently and to be ready to staff agency offices if decentralization is adopted.

TRANSIENT EMPLOYEES

43. In addition to the Examination Section there are other sections in the Passport Division such as the Telephone Inquiry and Public Counter which suffer from the bad effects of transient employees. The passport operation cannot be fully effective if employees are constantly being moved in and out, unless the jobs they fill are simple to learn and require little training. Many jobs in the Division are complex and take employees six months to a year to acquire proficiency. A serious problem then, confronts management who must cope with the inadequacies of inexperienced personnel for an unreasonable length of time.