

reception/mail opening, document attachment, file creation, filing, bringing forward files, and file chargeout. Assistance to the registry clerks is regularly provided by staff from the Visa/Correspondence section. Visa/ Correspondence also handles outgoing mail in addition to its normal typing function. Occasional assistance to the Visa/Correspondence section is provided by the secretary to the Officer-in-Charge. This secretary also types for both the OIC and the AOIC, answers telephones, maintains manuals and registers incoming telegrams.

3.3 Impact of Procedural Recommendations

Specific procedural changes recommended in this report will require organizational changes to be made in Port of Spain. Rather than present these proposed changes here as separate items, they are presented in the next chapter in the context of the procedural improvement which generated them. Two general observations will be made however. The first is that while some specific organizational changes have been recommended in this study, the introduction of all procedural changes recommended in this report will likely require a general review of the duties of the administrative support positions. The second observation is that procedural systems, no matter how thorough their original design, will only be as efficient as their management allows them to be. Under changing circumstances, as, for example, seasonal workload fluctuations, constant fine tuning is required to ensure procedural efficiency. There are indications in the present procedures at Port of Spain that inadequate tuning has taken place to eliminate inefficient procedures.