

several posts at which the new Immigration Act and local circumstances had resulted in substantially increased elapsed times for immigrant processing. A review conducted by Employment and Immigration in July, 1980 indicated that Port of Spain had an average elapsed time for all cases of 375 days in the first quarter of 1980, compared to a global average of 223 days. This longer than average processing time was compounded in Port of Spain by an increasing backlog of cases in process, making it a post at which procedural and equipment changes could yield important processing benefits. Port of Spain was also the closest of the posts at which elapsed time for processing was considered above average, so that the costs of performing and implementing a study would be minimized if it were done at this post.

1.3 Method of Study

Background information on Port of Spain and Immigration procedures generally was gathered from Inspection Service (PIN) and Country Programme Reports, from Immigration statistical reports and from Immigration officials in Ottawa. One O&M analyst visited the Consulate General in New York in early November, 1980 to familiarize himself with Immigration operations at a post and to develop a basis for comparison with operations in Port of Spain. At Port of Spain a team consisting of two O&M analysts and one Immigration Foreign Service officer, evaluated the potential for improved procedures and equipment during an on site visit between 17 and 26 November, 1980. This was done through a step by step examination of the various procedures, by interviews with all Immigration staff and by observation of the processing of individual cases. Prior to the team's departure, the High Commissioner and the Immigration Officer-in-Charge were briefed on the team's preliminary conclusions.