

The team's experience in Port of Spain had led it to the conclusion that procedural and equipment improvements are feasible to increase immigration outputs, but that they must not be considered in isolation from other factors which affect productivity. The team noted that in Port of Spain for example a major factor which directly contributes to the program's backlog is the cyclical pattern of applications. The summer influx of visitor applications, largely consisting of student and temporary worker cases, is given precedence thereby delaying the processing of immigrant cases. While improved equipment and procedural systems will alleviate the backlog of immigrant cases, other managerial practices will be required to minimize it effectively. Similarly, the team noted that organizational considerations - reporting relationships and the division of responsibilities - not only in themselves affected productivity, but also imposed an important constraint on the design of improved procedures. The effective introduction of the proposed procedural and equipment improvements to other posts is likely to be affected by such organizational considerations. Finally, the relationship of office layout to procedures and organization was identified by the team as an important factor in productivity. The installation of new equipment and revised procedures will therefore require modest changes to the physical layout of the work area when they are implemented.

A list of the recommendations made in this report together with the scope of their possible application is presented below.