

— services to areas which have large immigrant populations. It is envisaged to initially use 10 managers and 1 auditor per one additional permanent officer. This would be a minimum number of auditors required to monitor and evaluate the performance of each CMC. An audit committee consisting of the Director General of Immigration and the Auditor General would be responsible for the audit of the CMC's financial statements and the audit of its annual report. The auditor should be asked to audit the CMC's annual financial statement and to make recommendations. Participation in such a team should be a matter of mutual agreement between the CMC and the auditor. It should be agreed that the auditor should not be contracted to provide services to other foreign service organizations. These audit recommendations for the evaluation of the ongoing operations of individual offices should be selected by experienced officers who have been on duty for some time in the CMC in both large and small Canadian Service Centres.

The Department already participates in a similar form of assessment of performance at Canadian Service Centres where immigration officers are located. These foreign service inspection teams could serve as a model for the home service operations. In terms of post responsibilities for budget planning and operation there is much to compare between the far-flung foreign posts and the operation of individual CMCs within a network of 430 offices located across Canada.

The assessments contained in reports from the management teams would greatly increase the degree of understanding of the regional director of the operation of the individual offices within his large territory. The complete review of the operation of a CMC would give an in-depth picture of the real differences which exist among the size, number of officers, staff, clients, job officers and their responsibilities, training places filled, etc. do not mean what they appear to be. The Division is partly responsible for dedicating 40% of the establishment to senior management committee posts from within the Division would be the main tool of their effective promotion of the programs of the Division and the large community they seek to serve.

The Committee recommends that the Division consider the formation of Divisional Management Teams, one for each region, drawn from the ranks of experienced manpower officers. These officers should be temporarily assigned to the Management Teams to examine the operations of individual Canadian Service Centres, to advise managers and staff on methods to improve the effectiveness of their operation and to report to management of the ISB first at least the general and national level on the degree to which standards of service are being met in the field.

Concluding observations

The Committee has had a great deal about the need for updating of the Division's primary responsibility to Job Centres and its need for the changes