

The Department already participates in a similar team assignment of assignments at Canadian missions abroad where immigration officers are located. These foreign administrative inspection teams could serve as a model for the same service operations. In terms of past responsibilities for budget planning and operation there is much to compare between the far-flung foreign posts and the operation of individual CMC's within a network of 450 Offices located across Canada.

The assignments contained in reports from the management teams would greatly increase the degree of understanding of the regional factors of the operation of the individual office within its large territory. The complete picture of the operation of a CMC would give an in-depth picture of the real life activities which persons now based on sheets of activity, statistics, job orders and their recommendations, training plans, etc. do not convey. The Division is partly proud of its staff. The establishment of management committees across from within the Division would help to meet all of their effective participation of the programs of the Division in the same community they seek to serve.

The Committee recommends that the Division consider the formation of 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 Canada Immigration Offices, to advise managers and staff on methods to improve the efficiency of their operations and to report to management of the Division at both the regional 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 of respect about the need for understanding of the Division's primary responsibility to job seekers and its need for the cooperation...