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Immigration Procedures Study

Port of Spain, Trinidad and Tobago

A Report by
Management Services Division

Rapport préparé par la
Direction des services de gestion

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Project No. 225

Immigration Procedures Study

Port of Spain, Trinidad and Tobago

43-231-407

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February, 1981

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ACKNOWLEDGEMENTS

Members of the study team wish to express their appreciation for the valuable assistance and co-operation received from the High Commissioner, the Officer-in-Charge and all Immigration staff in Port of Spain.

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EXECUTIVE SUMMARY

The Immigration program in Port of Spain, Trinidad was examined in November, 1980 by a team of three: two organization and methods analysts from the Department of External Affairs and a foreign service officer from the Department of Employment and Immigration. The review was conducted at the request of Employment and Immigration as part of a larger task force study to improve overseas productivity. Specifically the team's objectives were to assess the potential for improved productivity through the introduction of new equipment and procedures at one post, to appraise the applicability of such changes at other Immigration posts and to promote the implementation of these changes. This report presents the team's findings with respect to its first objective - the assessment of the need for improved equipment and procedures at one post, Port of Spain.

As a result of its review the team has generally concluded that a number of changes can be made to improve the productivity of this post and that certain of these changes hold the potential for productivity increases at all Immigration posts. Some of the team's recommendations call for the testing of new equipment and procedures in Port of Spain. This approach has been taken both to estimate more precisely the cost/effectiveness of these changes and to iron out any unforeseen operational difficulties prior to their possible adoption by other posts.

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.

SUMMARY OF RECOMMENDATIONS

A. ORGANIZATION

Recommendation 1: The reception counter be manned at all times when the office is open to the public. (Page 16)

Recommendation 12: Mail opening and date stamping be performed in registry. (Page 23)

Recommendation 14: The functions of mail opening and forwarding be consolidated into a single position in the Registry. (Page 24)

Recommendation 15: One person year be transferred from the Visa/Correspondence section to the Registry to handle all mail functions, to assist in answering enquiries, attaching documents to files and generally to assist in Registry. (Page 24)

Recommendation 22: All file creation be performed by the Registry Head with assistance from the Office Supervisor as required. (Page 35)

Recommendation 37: All visa issue responsibilities be assigned to the Assistant Office Supervisor. (Page 55)

B. EQUIPMENT

Recommendation 13: Replacement of the existing franking machine be considered. (Page 24)

Recommendation 16: New lateral file shelving to house all active files, compatible with the proposed new file procedures be purchased for Port of Spain. (Page 27)

Recommendation 17: A file system based on prenumbered file folders or labels be selected, implemented and tested in Port of Spain. (Page 29)

Recommendation 18: Charge-out guides be implemented in place of file jackets as part of a new registry system in Port of Spain. (Page 29)

Recommendation 19: New file folders be designed with a file pocket to house the transaction data sheet and the chargeout card. (Page 31)

Recommendation 26: The computer team implementing the London computer system be authorized to examine the feasibility of computerizing certain aspects of Immigration processing. (Page 39)

Recommendation 31: A BF system based on coloured flags be implemented and tested in Port of Spain. (Page 44)

Recommendation 33: The number of files in offices be reduced by the establishment of a chargeout cabinet in Registry. (Page 48)

Recommendation 42: Two Olivetti typewriters be purchased for evaluation in Port of Spain provided service and training arrangements can be made. (Page 61)

Recommendation 45: A light set of steps or a ladder that can be handled by the female LES be procured for use in the dormant file room. (Page 64)

C. PROCEDURES

Recommendation 2: Files required by the receptionist be delivered by registry staff. (Page 16)

Recommendation 3: CIC offices in Canada be informed of actual processing times at posts abroad and authorized to discourage non-urgent enquiries made before the deadline has passed. (Page 18)

Recommendation 4: Port of Spain inform applicants of the actual processing times in their covering memos and at counter enquiries. (Page 18)

Recommendation 5: Enquiries be segregated to allow non-urgent ones to be responded to as time permits. (Page 18)

Recommendation 6: The Immigration telex register be eliminated and reliance placed on telex copies retained in the Communications Centre. (Page 19)

Recommendation 7: All telegrams be answered within 48 hours of their receipt. (Page 19)

Recommendation 8: A request be submitted by Management Services Division to the Information Systems and Records Management Division (ACI) of External Affairs to investigate the delays in delivery of air freight bags to Port of Spain and to take appropriate action to improve service. (Page 21)

Recommendation 9: The sponsored class register maintained by the receptionist be eliminated. (Page 21)

Recommendation 10: The post eliminate unnecessary statistical reports and registers. (Registers which should be eliminated are listed in Appendix E as numbers 3, 4, 8, 9, 17, 18, 19, 21, 22, 25, 26 and 27). (Page 22)

Recommendation 11: Only the covering document on each incoming letter or application be date stamped. (Page 22)

Recommendation 20: Immigration posts be solicited as to their views on preprinting the immigrant worksheet on the back, outside cover of the new file folders as part of a mail survey on new procedures. (Page 31)

Recommendation 21: All attachments be placed on file within 48 hours of their receipt. (Page 33)

Recommendation 23: Priority be given to Immigrant file creation during the summer months to make the normal turnaround delay coincide better with the summer visitor peak. (Page 36)

Recommendation 24: Lookout procedures should be integrated into registry duties, the microfiche reader be physically relocated in that office and the lookout check be done at the file creation stage. (Page 37)

Recommendation 25: Immigration kits for applicants be prepackaged to expedite file creation. (Page 37)

Recommendation 27: Index and BF cards be put away each day, by Registry clerks only. (Page 40)

Recommendation 28: The recording of processing dates on the file cards be discontinued. (Page 40)

Recommendation 29: The usefulness of a "Soundex" index system be evaluated by External Affairs and a means found for its introduction if it is found to be viable. (Page 41)

Recommendation 30: All correspondence arriving at the Post be indexed not later than 48 hours after its receipt at the post. (Page 41)

Recommendation 32: The separate filing systems for "awaiting interview files" (Guyana) and PAQ files (see section 4.3.1, p.50), and the separation of Guyanese and Trinidadian files be eliminated. (Page 48)

Recommendation 34: Officers be instructed to identify files for automatic destruction after the appropriate dormant period, or, where necessary, for their review as cases are finalized. (Page 49)

Recommendation 35: Immigration headquarters request that regional directors remind Canadian field offices of the importance of attaching file numbers to correspondence sent to overseas offices. (Page 49)

Recommendation 36: Port of Spain adopt the PAQ procedure recommended in the Immigration headquarters memo of November 7, 1980. (Page 50)

Recommendation 38: Immigration management at the Post take steps through training and other means to improve the volume and quality of outputs from the Visa/Correspondence section. (Page 57)

Recommendation 39: The program adopt convocation letters with preprinted addresses for both Guyana and Trinidad and Tobago. (Page 58)

Recommendation 40: Simplification of program form letters be undertaken by the AOIC in consultation with the Officer Supervisor and the head of the Correspondence Unit. (Page 58)

Recommendation 41: Self-adhesive address labels for immigrant and visitor applications be tested in Port of Spain. (Page 59)

Recommendation 43: The Head of Registry address the IMM 8 kit. (Page 62)

D. FACILITIES

Recommendation 44: The Department of Employment and Immigration, in consultation with the Department of External Affairs, establish design criteria for the layout of Immigration offices. (Page 65)

Recommendation 46: The post consider the creation of a separate dehumidified room to house the Immigration photocopier if representations to the service company fail to improve operation of the photocopier. (Page 66)

1. INTRODUCTION

1.1 Background

In August 1980 the Department of Employment and Immigration created a task force to examine various means of improving the productivity of its overseas operations. The need for increased productivity stemmed from two opposing sets of factors. On the one hand, Cabinet had approved an overall increase in the number of immigrants Canada should accept at a time when a new Immigration Act had lengthened the average processing time per case. On the other, general government austerity had restricted the addition of person year resources to cope with the increased volume and complexity of immigration cases.

To resolve this dilemma, the task force was authorized to explore four areas in which productivity gains could be realized. These areas included immigration targets to identify desired post outputs, amended Immigration regulations to expedite the disposition of cases, improved efficiency of office procedures and equipment to facilitate processing and simplified information systems to reduce the burden of post reporting.

1.2 Objectives

Management Services Division's involvement in this exercise came about through a request by the Executive Director of the Immigration and Demographic Policy Branch, Mr. J.C. Best. This request, made in

September 1980, sought the assistance of the Department in the re-equipping of Immigration offices abroad. On the basis of this request, External Affairs agreed to provide the services of organization and methods analysts to participate in a pilot study under the chairmanship of Mr. A.R. Heath, Director of the Data Analysis and Forecasts Division and co-ordinator of C.E.I.C's Task Force on Overseas Processing.

Objectives for the pilot study were summarized by Mr. Heath in a Task Force Progress Report dated October 29, 1980 (Appendix A2). These objectives were:

- 1) to improve the workflow at a selected post (Port of Spain, Trinidad) through an evaluation of new equipment and procedures,
- 2) to describe the improvements made at this "model" post in a manner which would encourage other posts to adopt and implement them,
- 3) to determine the need for new equipment at other posts by means of a survey questionnaire, and
- 4) to develop a plan for the re-equipment of Immigration posts.

Port of Spain, Trinidad was selected for the pilot study for two reasons, one workload related, the other economic. Based on statistics provided from the field, Port of Spain had been identified as one of

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.

2. WORKLOAD PATTERNS

An assessment of the potential benefits of new procedures and equipment in Port of Spain must necessarily relate these benefits not only to the inadequacies of the existing facilities and systems but also to the overall problems faced by the Immigration program at the post. Unless this is done, there is a real danger that improvement efforts will be directed at achieving only modest productivity gains while more significant problems remain unresolved.

Despite the brevity of the team's visit to Port of Spain it became clearly evident that one major factor, apart from procedures and equipment, has a significant bearing on the post's Immigration operations. This factor is the cyclical pattern of the program's annual caseload. Each year (between roughly June and October) the processing of immigrant cases is disrupted by the influx of student and temporary worker applications. Because these visitor applications impose deadlines by which visas must be issued, they are generally given priority over immigrant cases. The effect of this change in priorities is to slow down the processing of current immigrant cases and to delay the commencement of new applications during this period. By late September or early October, therefore, when processing of immigrant cases can again be accelerated, the volume of the accumulated backlog tends to overwhelm the available resources at each stage of the process as the backlog works its way through the system. Moreover, because of the extensive delays experienced by immigrant applications, the volume of work is increased

still further by enquiries from sponsors and candidates regarding the status of their cases.

An additional complication is the fact that seventy percent of immigration cases originate in Guyana, while eighty-five percent of visitor cases originate in Trinidad. While undoubtedly the distance factor contributes somewhat to the lengthy processing time for Guyanese applications, the team considers that the cyclical pattern of the post's workload is a more significant cause of the backlog. Appendix C illustrates the pattern of Port of Spain's workload.

In evaluating the potential effectiveness of changed equipment and procedures the question which arises is whether or not these changes will significantly reduce the backlog. In answer to this question the team has concluded with a qualified yes. While it is unlikely that the backlog will completely disappear with the introduction of new procedures and equipment recommended in this report, the shift in resources made possible by these changes could significantly alleviate the problem.

The backlog in Port of Spain has originated not from the cumulative growth of immigrant cases, but from the annual slowdown in processing of these cases which occurs as 'visitors' are given priority each summer. To eliminate this problem, therefore, the increased productivity offered by the proposed changes would have to enable the post to process both visitor and immigrant cases during the summer months. Although the proposed changes will allow additional processing

to occur during this period, other measures may be required to prevent some backlog.

In theory two kinds of measures may be employed to minimize a workload peak: work can be distributed more evenly over the course of the year or additional personnel resources can be applied during the peak workload period. Increased productivity resulting from the recommended changes will allow the post to adopt either or both of these measures. The productivity increases made possible by the proposed new methods and equipment will take place the year round. For this reason the surplus productivity which occurs during the off peak periods may be used to promote work which would otherwise detract from processing during the summer months - file retirement and destruction, preparation of form letters, stocktaking, preparation of prepackaged Immigration kits (see Recommendation 25, p. 37), and advancing file creation (see Recommendation 23, p. 36). Similarly, if sufficient excess productivity is created during off peak periods and a staff vacancy occurs, the post may wish to consider the conversion of one full-time support staff position to the status of casual, which would enable this person year to be "stacked" as three casual employees during the peak summer months.

3. ORGANIZATION

3.1 General

Given the process nature of Immigration work, there is a direct relationship among three factors which bear on program productivity, namely, organization, procedures and layout. As a change in any one of these factors will affect the others, the team was required to review the organization and layout of Port of Spain's Immigration program in order to fulfill its objective of identifying procedural improvements.

3.2 Present Structure and Responsibilities

The organization of this program is summarized by a chart submitted in the October 1, 1980 Country Program review (see Appendix B).

<u>Position</u>	<u>Title</u>	<u>Incumbent</u>	<u>Position Level</u>
Management	OIC Counsellor	L.J. Champoux	FS2
	AOIC Second Secretary	A.J.F. Humphries	FS2
Cda Based Officers	Second Secretary	R.I. Tunis	FS1
	Second Secretary	S.M. Hodgson	FS1
LES Program Assistants	SR IPO	P.G. Phillips	POS7
	IPO	B. Hamel-Smith	POS7

LES	Office Supervisor	A.R. Akam	POS5
Office Management	Assistant Office Supervisor	U. Stoute	POS4
Registry	Head	Vacant	POS4
	Registry Clerk/Stenographer	M. Thomas	POS3
	" " " "	J.A. Dandrade	POS3
	Receptionist/Registry	O. Chan	POS3
Visa Correspondence	Head	S. Lucus	POS4
	Clerk/Stenographer	C. Sirgow	POS3
	" "	C. Norton	POS3
	" "	D. Campbell	POS3
Secretary	Secretary	J.M. Boissiere	POS5
Char	Char	E.Dick	P/R6

The Officer-in-Charge (OIC) is responsible for the general management of the Immigration program at the post. In addition to these overall management responsibilities, he is involved in the processing of some immigrant cases and conducts interviews in both Port of Spain and Guyana.

According to the draft 1981/82 Country Program report shown to the team, the objectives of the Officer-in-Charge are to:

- a) reduce immigrant processing time to acceptable levels, especially for Family Class applicants,

- b) provide timely processing for student and seasonal agricultural worker applications, and
- c) facilitate the applications of entrepreneurs.

The Officer-in-Charge believes that in order to accomplish these objectives, an additional twenty-four months in locally engaged support staff time will be required. (See Appendix B). He views this additional requirement as consisting of one full-time and one segmented person year, e.g. three staff for one four-month period.

The Assistant Officer-in-Charge (AOIC) is responsible for the supervision of the two Second Secretaries and of the two Immigration Program Officers (IPO) positions, the management of office systems and procedures and the processing of incoming files. All junior officers and support staff with the exception of the OIC's secretary and the char report directly or indirectly to this officer.

The two Second Secretaries are each assigned about 30% of the daily caseload or twenty-five files. As with all officers they conduct an average of two interviews a day, including those scheduled in Georgetown, Guyana.

The Senior Immigration Program Officer is responsible for screening student, sponsored and independent applications. She also maintains an index of schools, manages the Seasonal Worker program,

conducts investigations at the request of Canadian officers and interviews prospective immigrants.

The second IPO is responsible for screening Preliminary Application Questionnaires, for vetting student, worker and visitor applications and for interviewing family class immigrants. Both IPOs each receive approximately 10 files per day.

An Office Supervisor is shown on the chart (Appendix B) as responsible for the two administrative support sections, Registry and Visa/ Correspondence. Her duties also include the preparation of work output statistics, the screening of BF files, file retirement, the provision of assistance to the two administrative support sections as required and the ordering of supplies.

Reporting to the Office Supervisor is an Assistant who provides backup in the event of the Supervisor's absence. In addition, she routinely checks the T1, T2 and T3 of forms 1254 and 1255 to ensure completeness, records statistics, schedules interviews and registers the authorization of visa forms (IMM 1000).

The heads of Registry and Visa/Correspondence are working supervisors who assign work to junior staff, but who also take an active role in the performance of the tasks of their respective sections. Registry clerks are trained to perform all of the various tasks of that section, but are also assigned specific jobs. These jobs include

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.

3.4 Role of the Office Supervisor

At most Immigration posts day-to-day supervisory responsibility can be left in the hands of the Officer-in-Charge or the Assistant Officer-in-Charge. This is so because most posts have on average only 4 or 5 locally-engaged support staff to supervise. However, at Port of Spain and ten other major immigration posts, the number of support staff is greater, ranging from eight at the smallest of these major posts to twenty-three at the largest. When the number of junior Canada-based officers and local Immigration Program Officers (IPOs) is added to this supervisory burden, it is evident that a real span of control problem can occur unless some supervisory duties can be delegated.

The delegation problem appears to have manifested itself in Port of Spain in recent years. Some three years ago the "Office Supervisor" was moved to a newly created Immigration Program Officer position. Although the "Office Supervisor" position was re-staffed, the responsibilities previously assigned to the position were changed, so that a good deal of the day-to-day supervision of Registry and Correspondence staff was assumed by the Assistant Officer-in-Charge. Whatever the merits of this change at the time, it is the team's opinion that certain adverse procedural consequences have resulted. The most significant of these was to involve the Assistant Officer-in-Charge too heavily in the day-to-day operation of the registry and correspondence unit, thus by-passing the present Office Supervisor. As a result the abilities of this latter position have been under-utilized, office discipline has suffered and inefficient procedures have continued unchecked.

The team wishes to clarify at this point that the issue is not one of personalities, but of organizational structure. A span of control for the Assistant Officer-in-Charge which in practice has stretched to as many as fourteen positions does not appear to have allowed close enough attention to be paid to office procedures, given the other supervisory and operational duties of the position. The team wishes to point out that the present Officer-in-Charge has identified the problem and moved to have more activity delegated to the Office Supervisor. Nevertheless, the team believes that further adjustments may be necessary in order to create an organizational structure which will encourage greater procedural efficiency. The team noted heavy management involvement in routine office procedures, which resulted in local support staff feeling uninformed and uninvolved. By delegating more authority to the Office Supervisor, the team believes that better communication would result, managerial continuity would be improved to span the gaps left by rotationality, and closer monitoring could be made of staff productivity.

3.5 Repetitive Duties

There are a number of duties presently carried out by two or more employees which are repetitive in nature and which could more accurately and efficiently be done by one employee. Examples include compiling statistics and dispatch of IMM 1254 and 1255 (T1&T2s). No less than 3 employees are presently involved in this simple procedure. Preparation of immigrant visas, including registering the name and file number in the visa register, as well as completion of form MM.1000 is now handled by two employees who sit in different work areas.

4. PROCEDURES

To appreciate the potential for productivity increases offered by improved procedures and equipment, it is essential to recognize the step by step processing which immigrant cases must undergo. All successful applications, whether they are for Visitors or permanent immigrants, pass through a process which may be subdivided into five steps. In sequence these steps are: 1) application, either by the candidate or a sponsor, 2) document completion, 3) initial screening, 4) approval, consisting of legal, medical, security and occasionally, provincial ratification, and 5) visa issue. Because much of this processing hinges upon the accumulation of written evidence, there is a great deal of manual processing of files. This includes typing and forwarding correspondence, creating and indexing files, attaching documents to files, filing, and forwarding of files for action. In view of the amount of clerical and typing effort required in each case, and in view of the volume of these cases - 11,000 applications last year for Port of Spain alone - improved procedures and equipment could result in significant productivity gains both in Port of Spain and on a world-wide basis.

4.1 Reception, Mail and Messages

Work is received at the post's Immigration Section in five ways:

- 1) in person by applicants arriving at the reception desk,
- 2) by telephone,

- 3) by telex and diplomatic mail from Ottawa,
- 4) by air freight bag from Ottawa, and
- 5) by regular mail.

4.1.1 Reception

The reception counter is officially open to the public between the hours of 9:30 a.m. and 12:00 noon each day. However, as all applicants who visit the office are dealt with each day, the reception counter often remains open past the official closing time.

The counter is normally manned by one receptionist, a registry clerk, who receives assistance as required from other staff. Nevertheless when files are required at the counter, the receptionist often must leave her desk to search for them in Registry. Frequently the search for these files also involves registry clerks, who assist in tracking down files which have been charged out. There is a significant amount of time spent by both the receptionist and the registry staff in locating these files. The time spent on this task by the receptionist leaves the public unattended in the waiting room while the time spent by registry staff disrupts the more routine operations of the Registry.

Ensuring that files are returned to registry expeditiously by officers and attaching documents to files on a daily basis would minimize the time required to serve visiting applicants at the counter. Other

recommendations made later in this report would also reduce this disruption.

Recommendation 1: The reception counter be manned at all times when the office is open to the public.

Recommendation 2: Files required by the receptionist be delivered by registry staff.

4.1.2 Status Enquiries

The team observed that the operation of the registry was constantly being disrupted by telephone calls from and personal visits by applicants enquiring about the status of their applications. In the first ten months of this year counter enquiries, telephone calls, correspondence enquiries and representations averaged per month 2116, 614, 1748 and 213 respectively or a total average per month of 4691 enquiries. If only one half of these recorded enquiries are actual enquiries ("applications received" may be counted as enquiries on the post records) and if on average 10 minutes of staff time is spent per enquiry, then 23,455 minutes or 3 person years would be spent on this function. Allocation of time to this function at present is as follows: .5 person years by a registry clerk who acts as a receptionist half days; approximately .5 person years by the Office Supervisor; one person year by the Junior Canadian based officers and the IPOs; and a third person year from the registry itself. The team does not believe that the

registry can operate efficiently with a staff of four if 1½ person years are devoted to enquiries.

In view of the amount of time spent on enquiries, the team believes that a serious effort should be made to reduce them. In part the enquiries are due to delays in processing which prompt applicants to follow up on their cases. If processing can be speeded up this portion of the enquiries will disappear. It would also appear, however, that some part of the enquiries result from the false expectations which sponsors, applicants and even Canada Immigration Centres have of processing times at posts. These expectations should be corrected by a) informing C.I.C. offices of the actual average processing times at posts, b) encouraging these offices to resist enquiries from sponsors, MPs and others made before this actual deadline is passed, c) revising the Post's covering memo to applicants to read 6 to 9 months instead of 3 to 5 months as the expected waiting time for interview after receipt of the completed IMM 8, and d) instructing the receptionist not to delude applicants by telling them to expect faster processing than she knows will be the case.

It is evident from the procedures used to handle enquiries that Immigration management has decided overtly or inadvertently that the answering of enquiries will be given priority over other registry functions. While the team agrees that certain counter enquiries, representations and certain urgent requests must be given "on the spot" replies, it also considers that a large number of these enquiries can be relegated to lower priority and handled as time permits. Such priorities are essential if a regional immigration post like Port of Spain is to provide equitable services to all countries under its jurisdiction. If all counter enquiries automatically receive on the spot replies, processing of applications from Guyana may be delayed by non-urgent enquiries made by applicants fortunate enough to reside in Trinidad. Enquiry precedence may be established by completing an enquiry form, as is done now, and setting aside the non-urgent ones for action as time permits.

Recommendation 3: CIC offices in Canada be informed of actual processing times at posts abroad and authorized to discourage non-urgent enquiries made before the deadline has passed.

Recommendation 4: Port of Spain inform applicants of the actual processing times in their covering memos and at counter enquiries.

Recommendation 5: Enquiries be segregated to allow non-urgent ones to be responded to as time permits.

4.1.3 Telex Messages

Incoming telex messages are logged by the OIC's secretary in a register. (See Appendix D). This register is used to record eleven items of information about the telex - information which is already contained on the telex itself. It will be noted however that three copies of telexes are now retained by the post: one by the action office, one on the "read file", and one by the Communication Center. Given the low frequency of use for the telex register and the availability of telex copies in the Communications Centre the team believes this register to be unnecessary. Elimination of the register would provide additional time for the OIC's secretary to assist the Visa/Correspondence Section with general typing.

Recommendation 6: The Immigration telex register be eliminated and reliance placed on telex copies retained in the Communications Centre.

The team was informed that a record of outgoing telexes is maintained by the Visa/Correspondence section. While the team did not examine the register, it was told by one officer that incoming telexes have been known to go unanswered for up to a month.

Recommendation 7: All telegrams be answered within 48 hours of their receipt.

4.1.4 Air Freight

He will - Hope it will be easy to demonstrate the facts respectively.

How far back can you go?

Mail forwarded to the post by air freight - an unclassified bag routed through P.O. Box 500 - poses a serious problem for the smooth operation of the program. Post records show that some bags take as long as six weeks for delivery. Moreover it is not uncommon to receive three or four bags in one shipment, with as many as ten bags having been received at one time. The problems posed by these irregular deliveries are that 1) they seriously compound the already difficult problems of cyclical workload peaks, and 2) they add to the already excessive elapsed processing time for immigration cases.

The post's administration clerk informed the team that notification of a bag's receipt at Piarco airport is received within two days of the bag's arrival and that a driver can be sent to pick them up within a further two days. It was the clerk's opinion therefore the longest delays for receipt of bags (six weeks) was due to their being batched for forwarding from Ottawa rather than being dispatched as soon as they are filled. A second explanation offered was that there is some delay in transferring the bags between flights in Toronto. In view of the problems caused by uneven delivery, further investigation is required to determine if service cannot be improved.

Recommendation 8: A request be submitted by Management Services Division to the Information Systems and Records Management Division (ACI) of External Affairs to investigate the delays in delivery of air freight bags to Port of Spain and to take appropriate action to improve service.

4.1.5 Unnecessary Information

The receptionist in Port of Spain maintains a register of sponsored cases which records the number of sponsored applicants. In it is recorded by date, the names of sponsored applicants, their dates of birth, the country of their residence and the number of their dependents for each IMM 1009 received. When asked why this register is maintained the receptionist informed the team that the previous officer in charge wished to determine the effect of the new Immigration Act on these cases. Asked when the last time this register had been referred to by someone other than herself, she replied, "about a year ago". In view of the urgent nature of the post backlog, and it is recommended that maintenance of this register be discontinued.

Recommendation 9: The sponsored class register maintained by the receptionist be eliminated.

The team noted that in general the program is maintaining an excessive number of logs, records and registers. While a number of these statistical records are required by Immigration headquarters, several, which have been initiated by the post, serve no apparent useful purpose.

A list of 29 registers, logs or record books maintained by the post is presented in this report as Appendix E. The team recommends the elimination of twelve of these reports.

Recommendation 10: The post eliminate unnecessary statistical reports and registers. (Registers which should be eliminated are listed in Appendix E as numbers 3, 4, 8, 9, 17, 18, 19, 21, 22, 25, 26 and 27).

4.1.6 Mail

Incoming

Incoming mail is presently opened and date stamped by the receptionist. For each piece of mail all pages are date stamped. Although the reasons for date stamping each page of every incoming document were discussed with program staff, the team remains unconvinced of the necessity for this procedure, especially in view of the more urgent work represented by the backlogged cases.

Recommendation 11: Only the covering document on each incoming letter or application be date stamped.

The assignment of the mail opening function to the receptionist has both advantages and disadvantages. On the positive side it gives the individual something to do while not serving applicants at the counter; on the negative side it adds to the time necessary for incoming documents to be attached to files. Current procedures call for the receptionist to

index incoming mail after it has been opened. As indexing takes place in the Registry and the receptionist does not go off duty at the counter until noon, there is in effect a half day delay in indexing documents. For example, at the end of the second week in November there was a backlog of some 100 pieces of unopened mail. In view of this delay the team recommends that the mail opening function be reassigned to registry staff.

Recommendation 12: Mail opening and date stamping be performed in registry.

Outgoing Mail

Outgoing mail is franked and sealed in the Visa/Correspondence section. Two problems were noted by the team with this function. The first is that space provided to perform the task is inadequate. The second is that the franking machine is not able to seal an envelope containing more than one sheet of paper. To resolve the latter problem the team believes that a replacement for the franking machine be considered. While precise cost estimates were not obtained at the time of writing, the team believes that a better machine, the cost of which could be partially offset by trading in the old one, would be cost/effective in its lifetime.

As to the former problem, the solution lies in transferring the outgoing mail function to the Registry, where more space is available.

The team also recommends that one person year be moved with the function. There are a number of reasons underlying this recommendation. The most important of these is the fact that the Registry backlog represents a more serious long term problem for the program than Visa/Correspondence backlog existent at the time of the team's visit. With the proposed transfer of other duties to Registry, e.g. both incoming and outgoing mail, together with the recommended procedural changes regarding the handling of enquiries, the team considers that additional resources are needed in this section. The transfer of one person year to Registry will provide these necessary resources without seriously undermining Correspondence productivity. (See Section 4.4.2).

Recommendation 13: Replacement of the existing franking machine be considered.

Recommendation 14: The functions of mail opening and forwarding be consolidated into a single position in the Registry.

Recommendation 15: One person year be transferred from the Visa/Correspondence section to the Registry to handle all mail functions, to assist in answering enquiries, attaching documents to files and generally to assist in Registry.

4.2 REGISTRY

4.2.1 File Shelving

The Registry operations of the Immigration program abroad are a vital factor in the success of the program. As processing of individual applications revolves around evidence gathered and recorded in files, the efficiency with which these files are created, indexed, updated, retrieved, forwarded and retired has a significant bearing on the efficiency and in some instances on the effectiveness of other aspects of the process. Evaluations at four separate posts, two in the course of this study (New York and Port of Spain), and two by a previous study (New Delhi and Hong Kong), indicate that equipment and procedural changes could improve Registry operations and therefore increase Immigration productivity generally.

The File Registry in Port of Spain (See plan Appendix L) occupies three rooms in the Immigration Section. The largest, no. 308, is roughly rectangular in shape (approximately 24' X 19'). It contains two banks of wooden filing shelves used for active files:

1. 6 shelves 8ft long 14" wide.

Six linear feet in this bank are unused.

2. 6 shelves 10ft long 14" wide.

Twelve linear feet in this bank are unused.

Both these banks of shelves are custom built to fit into the room. The shelves can carry about 82 files (without pockets) per linear foot. This suggests the maximum capacity of the present system excluding

file pockets is about 8850 files (108ft X 82 files). The number of files estimated to be in the Registry at the time of the study was approximately 6,300 (90'X82 files per foot). About 1900 active files were in circulation.

In addition to the shelves in Registry, there are eight, four drawer filing cabinets located in the corridor adjacent to Room 307. Twenty-eight of the drawers in those cabinets are in use: 20 drawers for student and casual worker files, four drawers for general purpose files and four locked drawers for restricted material. It is estimated therefore that the "shelving" in Registry must accommodate some 10,000 active files.

There are two problems with the existing registry shelving. First, it lacks a mechanism to hold the files upright, making retrieval and putting away of files unnecessarily difficult, and second, its construction has not been designed for the use of standard size file folders. The unnecessary height of individual shelves renders the top shelf useless for filing and adds unnecessarily to the space required for shelving. The team believes that modern filing equipment would add to the efficiency of the registry staff and, through this increased productivity could more than offset its initial cost during its normal life expectancy. Modern shelving would, moreover, permit the introduction of the new procedures described in the following sections of this report.

However, while new shelving is recommended, some question remains as to actual choice of shelves. The New Delhi/Hong Kong team recommended rotary files, largely, it would appear, to accommodate a space problem. As space is not as serious a problem in Port of Spain, the team recommends lateral shelving. It should be noted, however, that while the team recommends new shelving for Port of Spain, it cannot say whether such equipment will be required at other posts. In New York, for example, a member of the team observed that the quality of existing shelves was excellent and could easily accommodate the proposed new filing system. Other posts will therefore have to be contacted to determine whether or not new shelving will be required to implement the proposed file system.

Recommendation 16: New lateral file shelving to house all active files, compatible with the proposed new file procedures be purchased for Port of Spain.

Room 310, which is approximately 15X11 feet, is used for stationery stores, secure storage for visas and dormant files. There are about 147 linear feet of dormant files in this room containing about 11,000 files. An extension of Room 312 contains another 108 linear feet of dormant files and the A.B. Dick, offset printing machine. There are about 8500 dormant files in this room. Therefore the total number of dormant (retired) files in the program is calculated at approximately 20,000, including some 600 in the offices awaiting final review prior to destruction.

The existing wooden shelving on which the retired files are stored while by no means ideal is adequate and no new equipment should be procured for this purpose.

4.2.2 Colour-Coded File Folders

Part of the team's mandate in visiting Port of Spain was to evaluate the applicability of new file equipment recommended by the study team which visited New Delhi and Hong Kong. One of these recommendations was that coloured number labels be used on Immigration file folders. Under the present system in Port of Spain, file numbers are stamped on both the file jacket and an outer jacket which is added to hold the chargeout card. While this system makes excellent use of the existing file hardware, the team concluded that less time would be required overall through the use of prenumbered stickers or folders. This is so primarily because the coloured numbers facilitate the processes of filing and retrieval.

Although the team strongly recommends the use of prenumbered folders or labels in place of the existing numbering system, final product selection could not be made at the time of writing. Nevertheless the team believes that one such system should be selected and installed in Port of Spain on a trial basis. With the results of this test, equipment and procedural specifications may be established for implementation worldwide.

Recommendation 17: A file system based on prenumbered file folders or labels be selected, implemented and tested in Port of Spain.

4.2.3 Charge-out Guides

As noted above, the present filing system in Port of Spain employs a file jacket in addition to the actual file folder. This jacket is made necessary by the use of standard immigration chargeout cards (M›), which, due to their size, would become hard to find on the shelves unless a specific slot were created for them. Given that each file folder is likely to be filed and retrieved several times in the course of processing, each of the active immigrant files is housed in such a file jacket. However this jacket adds some fifteen percent to the volume of files and thus adds to the space required for shelving. A recommended alternative to this system is the use of charge-out guides. Such guides would be inserted on the shelves only when the file is actually removed and would itself be removed from the shelves when the file is returned, thus saving space. The guides provide pockets for attachments and charge-out cards. These pockets allow 'filing' of less important attachments to take place while the file is charged out and clearly indicate, because of the striking colours or tabs, not only that the file is charged out, but to whom it is charged.

Recommendation 18: Charge-out guides be implemented in place of file jackets as part of a new registry system in Port of Spain.

4.2.4 File Folders

One difficulty with the above proposal however is the placement of charge-out cards once the file folder is returned to the shelf. The above procedure eliminates the use of the file jacket - the place where the charge-out card would normally be kept after the return of the file to Registry. An alternative place to house the card will therefore have to be found when the card is not in use. The same kind of problem occurs for two other documents housed in Immigration files: the headquarters transaction data forms, IMM 1254 and 1255 (soon to be combined into one form) and the local Immigrant worksheet. The first of these documents is a record of the decisions made on the case, copies of which accompany the file during processing and are torn off and sent to Ottawa as steps are completed. The second is a local form which shows the status of the case (e.g. documents seen or not seen and the stages of the process which have been completed) and provides space for officer comments and instructions. Both of these documents are assigned to unique positions in the file folder. The transaction data forms are stapled to the inside front cover of the file while the Immigrant worksheet is attached to the file spike. Both of these documents present problems in using the file: stapling of the transaction data worksheet makes use of the file awkward, while attachment of the worksheet creates extra work. This extra work results from the fact that the worksheet must be maintained at the top of the spike so that it can be readily updated.

In view of the problems presented by all three documents (the charge-out card, the transaction data record and the Immigrant worksheet)

two additional changes should be explored. The first is the creation of a file pocket or pockets to house both the transaction worksheet and the chargeout card. Use of such a pocket or pockets would resolve the problem of what to do with the chargeout card when the file is returned, would make the file easier to handle and would facilitate processing of the data form. As a temporary measure the post may simply insert the card in the file. The second change is to remove the worksheet as a separate document attached to the spike and preprint a standard format on the back, outside cover of the file folder. As things now stand, the worksheet must constantly be removed and replaced on the spike as new documents are added to the file in order for it to remain visible. By preprinting it on the file cover the problem would disappear and response time for status enquires could be decreased. Although the space on the back cover of the file is now used for an instruction worksheet, space is also provided on the front cover for this worksheet and is more than adequate for this record.

Recommendation 19: New file folders be designed with a file pocket to house the transaction data sheet and the chargeout card.

Recommendation 20: Immigration posts be solicited as to their views on preprinting the immigrant worksheet on the back, outside cover of the new file folders as part of a mail survey on new procedures.

4.2.5 File Attachments

Under existing registry procedures in Port of Spain, file attachments (incoming mail and internally generated documents) are first presorted into indexers located on a table in the Registry before being placed on file. These indexers group attachments into twelve separate categories. These categories, together with the volume of documents observed by the team at one point in the study, are shown in the following table:

1) IMM. Medical results - Guyana	37 documents
2) IMM. Medical results - Trinidad	27 documents
3) Stage 'B' results	259 documents
4) IMM. 1009/1010/EMP. 2151	89 documents
5) "Unnumbered" correspondence	100 documents
6) "Numbered" correspondence	420 documents
7) Incoming telex	25 documents
8) Student medical results	31 documents
9) "Numbered" student applications	21 documents
10) "Unnumbered" student applications	40 documents
11) Completed IMM. 8 - Trinidad	17 documents
12) Completed IMM. 8 - Guyana	<u>40 documents</u>
	<u>Total 1106 documents</u>

The indexers have been adopted to hold the backlog of attachments which builds up during the summer months. As this backlog is reduced, however, the pre-attachment procedure becomes unnecessary and indeed causes double handling of attachments. The backlog of unattached documents as observed by the team in November was calculated to require only 73 hours to clear up. With the proposed transfer of a person year from Visa/Correspondence to Registry it should be possible to attach documents to files within 48 hours the year round and eliminate the double handling of attachments which now takes place.

That attachments go on file as soon as possible is of paramount importance if the program is to run smoothly. Sampling by the team revealed instances of comparatively recent attachments being filed whereas older documents remained in the indexers. A strong possibility exists therefore that decisions will be made on cases for which the file contains incomplete information.

Recommendation 21: All attachments be placed on file within 48 hours of their receipt.

4.2.6 File Creation

In October 1980, post records indicated that there was an average of some fifteen files a day to be created. In the week ending November 14, 1980 there was a backlog of fifty files to be created, a reduction of two hundred over the backlog of 250 files recorded in the

week of October 10, 1980. On the basis of this reduction and from direct observations, it is estimated that approximately seven minutes is required to create one file.

Immigrant files are created by the Registry Head, while student files are created by the Assistant Office Supervisor. Files are created in the following manner:

- 1) A check is made of the index cards to ensure that no previous file exists.
- 2) The file cover is numbered in two places (the end and a side) using a numbering stamp.
- 3) The file cover is stamped to designate the country of origin and the application category, e.g. student, worker, etc.
- 4) The name of the applicant is written on the side of the file cover.
- 5) A file jacket is created for the file to house the charge-out card.
- 6) An index card is created on which is recorded:
 - (a) applicant name,
 - (b) the assigned file number,
 - (c) the applicant's date of birth,
 - (d) the date of file creation, a space for the date of Visa issue and file cancellation, and
 - (e) other applicant identification details, as required.
- 7) A Bring Forward card is created for the file.

The Team questioned the need for step number 6(d) and the Post agreed that it could be eliminated. Other changes will be required if the proposed new file folders and address labels (Section 4.4.3) are implemented. Three additional points were noted about file creation. The first was that the process was constantly interrupted because the Registry Head was called upon to handle enquiries. As recommended earlier in this report, enquiries should be given priorities to minimize disruption. A second point was that the process of file creation is split between two individuals depending on the category of file to be created. It is the team's view that this task ought to be consolidated into the duties of only one position, the Registry Head, with assistance provided on an as required basis by the Office Supervisor and her assistant. Finally, the team noted that by reducing the number of Immigrant files created during the summer there was a strong likelihood of unnecessarily adding to the number of file enquiries subsequently received. At the present time there is an estimated eight week turnaround time, from the forwarding of the IMM 8 to the return of the completed forms. If the outflow of IMM 8s can be maintained during the summer months this normal waiting period can be made to coincide better with the summer peaks of visitor processing - a time when the program is unable to process immigrants anyway. Moreover by keeping new applicants busy on completion of their IMM 8s, the post could reduce the number of enquiries from these applicants.

Recommendation 22: All file creation be performed by the Registry Head with assistance from the Office Supervisor as required.

Recommendation 23: Priority be given to Immigrant file creation during the summer months to make the normal turnaround delay coincide better with the summer visitor peak.

Lookout Checking

The microfiche viewer for lookout checking is presently located in the Office Supervisor's room. According to the existing procedures, however, it is the officer or the IPOs who perform this task. Moreover lookout checking is performed for independent cases only after the completed IMM#8 is paper screened and, in the case of student applications, at the visa issue stage. In theory, therefore, a good deal of unnecessary work could be done on a case if in fact the applicant does appear on the lookout list. When asked why this task does not occur at an earlier stage in the process (i.e. when a file is created) the team was told that it used to be done in Registry until staff became too busy. The machine was then moved to the Office Supervisor's office where it would be handier for the officers. In view of the clerical nature of this task and the potential for work saving, the team recommends that review of the lookout list be re-incorporated into Registry procedures and the microfiche reader be physically located in that office. Transfer of one Visa/Correspondence person year to Registry (see Recommendation 15, p.24) should provide the necessary resources to accommodate this extra workload.

Recommendation 24: Lookout procedures should be integrated into registry duties, the microfiche reader be physically relocated in that office and the lookout check be done at the file creation stage.

Prepackaged Immigration Kits

Under the present file creation procedures in Port of Spain, application kits are prepared individually as applications (Immigration forms 1009 and 1010) are received. The fact that material necessary to prepare the kit - covering memoranda and brochures, and IMM 8s - are stored in the Visa/Correspondence unit, adds to the time required for this procedure. The team believes that file creation procedures could be expedited if these kits were pre-packaged. A further refinement which would facilitate prepackaging is the consolidation of the covering memoranda for the various categories of Immigration and Visitor applications. Preparation of the pre-packaged kits could be undertaken by the receptionist and by others at non-peak periods. A supply of these kits would then be stored at the work station where file creation occurs.

Recommendation 25: Immigration kits for applicants be prepackaged to expedite file creation.

4.2.7 Indexing

Index cards showing the applicant's name and corresponding file number are currently housed in individual card drawers in alphabetical order. The drawers in use in Port of Spain are decidedly inferior to those in use in New York. The latter allow more than just one small block of name cards to be examined at one time, since the drawers are large enough to handle several letter groupings. While the card drawers in Port of Spain do not need to be replaced immediately, consideration should be given to better equipment when they are replaced.

The question of index cards raises the issue of computerization, since indexing is one of the major potential applications of this automation. Observations made by the New Delhi/Hong Kong team, by the Port of Spain team and by a team member in New York all indicate that theoretically computers could provide major processing benefits. These potential benefits include more rapid index referencing and cross referencing, more rapid handling of file status enquiries, easier transaction data recording and file retirement and more accurate and useful charge-out records. In view of a new computer system currently being installed in London, and the size of London as an Immigration post, the team recommends that the feasibility of computerized Immigration processing be investigated by the External Affairs computer specialists who will be in London this spring to help install the new computer.

While the New Delhi/Hong Kong team questioned the cost of computerization at this time, they tacitly recognized that computerization was potentially feasible. It is clear however that a good deal of initial system design would be necessary prior to implementation should the feasibility of computers be demonstrated. Rather than further postpone implementation by awaiting the advent of less expensive computers, the team recommends that this groundwork on systems design commence earlier, if feasibility can be shown.

Recommendation 26: The computer team implementing the London computer system be authorized to examine the feasibility of computerizing certain aspects of Immigration processing.

At the week ending November 14, 1980 only 40 index cards remained to be put away. It is estimated that this can be done at a rate of about 100 an hour. Therefore there was less than half an hour's work to do to eliminate this backlog. The typists from the Visa/Correspondence section are employed first thing each morning to assist in putting these cards away.

There are 65 drawers of 3"x5" file cards for BF and Index cards. Both kinds of cards are made at the time the files are created. As there are approximately 15 files created a day there are 30 cards from this source to put away. In addition it was estimated approximately 25 BF files are withdrawn each day. On this basis there would be a total of approximately 55 cards to put away each day. This work should take

less than one person-hour of work a day to accomplish. For this reason the assistance provided by all four Visa/Correspondence clerk typists this task is not understood. Adoption of the previous recommendation to reassign one person year from Visa/Correspondence to Registry would allow Registry staff to perform this function without disrupting the typing operation.

Recommendation 27: Index and BF cards be put away each day, by Registry clerks only.

Index cards are simply an alphabetical system referencing the applicant's complete name to a file number. Additional information is added such as date of birth to aid in positive identification. Some redundant information is recorded on the card, namely a red stamp requiring dates to be filled in as processing proceeds. This information serves no useful purpose and should be eliminated. The question of introducing a "Soundex" index system was raised and is supported by the OIC. However a serious constraint was noted which could reduce the value of a "Soundex" system. Guyanese citizens drop their surnames from generation to generation so that the subsequent generation adopts the previous generation's given name as a surname. The OIC was also concerned about how he could provide person-hours for conversion to a "Soundex" system.

Recommendation 28: The recording of processing dates on the file cards be discontinued.

Recommendation 29: The usefulness of a "Soundex" index system for Port of Spain be evaluated by External Affairs and a means found for its introduction if it is found to be viable.

Correspondence/Record to be checked (Indexing)

On November 14, 1980 there were reported to be 250 pieces of correspondence to be indexed. It was estimated that approximately 8.5 hours would be required to complete this task at a rate of one document every two minutes. This is not a task which should be delayed, as it is a principle of good records management that all papers should be filed expeditiously and indexing is an essential first step to filing these documents.

Recommendation 30: All correspondence arriving at the Post be indexed not later than 48 hours after its receipt at the post.

4.2.8 Files to be Combined

On November 14, 1980 there were 300 index cards representing files to be combined. This means that there were at least 150 duplicate files known to be in the Registry at that time. It was estimated that 3 to 4 minutes is required to combine each set of files. Duplicate files are said to be the result of:

1. people applying every month with Preliminary Application Questionnaires (PAQs) and not referring to previous applications. (See PAQ files, Section 4.3.1, p. 50).
2. different names being used on correspondence following the initial application, and
3. Registry not checking the records adequately.

A method of reducing the duplicate files was not determined during this study. However special care when filing index cards might turn up more duplicates at an early stage in the process.

4.2.9 Bring Forward

Apart from the file folder itself, a further aspect of the present filing system which should be changed under a new system is the Bring Forward (BF) mechanism. The existing charge-out system, introduced in early November, 1980, utilizes Bringing Forward file cards, which are stored by date in a separate set of card drawers. As the dates occur the cards are removed from the drawer, the files drawn and the card placed in the file, so that when sent for action a new BF date can be recorded. (The officer records it on the file cover and it is re-recorded on the BF card by Registry).

There was a backlog of four weeks' BF cards to be actioned in the week ending November 14, 1980. It was estimated that this backlog consists of about five hundred files and would take about 30 seconds each to draw.

In addition it is understood that due to the large backlog of BF earlier this year a decision was made not to draw BFs for the period May to September 30. While the OIC is concerned about the failure to draw BFs, the post does not view this situation as a serious problem as officers maintain their own BF system on vital cases.

Nevertheless, it seems obvious that the BF system is in dire need of improvement. To this end three alternate systems were considered.

1. A flag system, under which the officer who wishes to BF a file places a colour coded, numbered flag in the file to designate the month and week for which the file is to be brought forward. (The file would be put away by registry with the flag showing and be drawn at the appropriate date).

The advantage of this system is that no BF cards are required. This would save a great deal of clerical work in the registry.

2. The second system is for the officer to record the BF date on the file jacket and pass it to the registry where all files to be brought forward would be recorded on a single file card by date. (Several BF cards would likely be required for given dates). This system requires more work on the part of the Registry staff than the first alternative.

3. A third alternative would be to maintain the present system, but to BF files on a weekly rather than a daily basis.

On balance the study team believes that the first system involves less work and should be introduced on a trial basis in Port of Spain. The team, therefore, endorses the proposal made by the New Delhi/Hong Kong team to use coloured flags, marked by date, and housed directly in the file folder as a BF system.

Recommendation 31: A BF system based on coloured flags be implemented and tested in Port of Spain.

Procedures for use of this system would operate generally as follows. When the officer decides to BF the file he or she merely inserts an appropriately coloured flag in the folder and records the instruction to BF on the file cover. The flag alerts the registry staff as to the month and date on which the file is to be brought forward. When refiled on the shelf the flag protrudes beyond the tab, clearly indicating that it is to be BFd without the need for additional filing of a card. As the date occurs the file is retrieved, the flag removed and the file forwarded to the appropriate officer as indicated on the file cover. Discussion of such a system with the Immigration Officer-in-Charge at Port of Spain found him amenable to the use of this system. The team therefore recommends a trial of this system to iron out any operational difficulties.

4.2.10 Files to be Put Away

In the week ending November 14 there were 125 files in the Registry to be put away. It was estimated by the Head of Registry and confirmed by the Office Supervisor that this task would take an average of 5 minutes for each file. The team considers this standard to be unacceptably high. The lengthy time now required for this task is due largely to the fact that all returning files to be BFd must go first to the BF desk to be recorded and then to the file shelf to be put away. This processing time could be reduced to less than one minute if the flag type BF system recommended above was introduced.

4.2.11 Files Out of Registry

Files to be put away represent only a small portion of the files actually "out" of registry. A physical count of these files by the team on November 25 revealed 3455 files, including some 1600 retired files, out of registry in various offices around the High Commission (Appendix F). This finding confirmed a major problem also noted by the New Delhi/Hong Kong team, namely the loss of productive time which occurs when some urgent action must be taken on an out file.

To find the file normally involves following the chargeout trail recorded in chargeout registers maintained by registry, officers and the administrative support sections. However, given the lack of

systematized filing of "out" files in most offices, the difficulty of recording out files sequentially on the chargeout registers and the frequent movement of files from one office to another, this search process is particularly time consuming. Indeed, the team noted that due to the lengthy time required to find files, registry staff frequently await the return of files before attaching documents. A sample chargeout register is contained in this report as Appendix G.

One aspect of this problem which may be remedied by the post is the existence of too many places for files to be held when out of Registry. Such places are created when "convenience" systems are introduced without sufficient regard for the costs of such systems. By way of example, in Port of Spain files awaiting interview in Guyana are stored in a separate file cabinet in the Registry. This separate location can add unnecessarily to the time required to process these files.

In the event that a document has to be attached or some other action must take place on these separated files, the registry clerk must first check the active file jacket to identify the actual location of the file. Having gone to the place where the necessary action might have taken place, i.e. the active files, the clerk then must go to a separate cabinet and search through the bundle of unsequenced interview files to find the relevant file.

A second argument against the continuation of this separate interview file location is that the procedure necessary to maintain it,

consumes more time than its minimal benefits warrant. In order to locate these files in the event of an urgently required action, time must be taken to update all the chargeout cards for these files - as much or even more time than would be necessary merely to file and retrieve the files prior to the interview trip. With the improved equipment recommended earlier in this report less time would be necessary to simply maintain these files on the active shelves.

Another example of "convenience" filing is the separation of active file storage into Guyanese and Trinidadian banks. This practice appears to be a hold over from a time when the post had a larger region to administer. The time to make this separation of files by country - the addition of a designation to the file number at file creation - is not worth the effort.

The study team believes that the number of files "out" of Registry, whether in separate, 'convenience' files elsewhere in Registry or in other offices must be reduced. Apart from the elimination of 'convenience' systems, a major step which may be taken to this end is to minimize the number of files held by officers in their offices. A count by the team revealed that some 1300 files were being held by officers and IPOs. Although a portion of these files were dormant (i.e. awaiting final pre-destruction screening), a large number were active.

As the primary function of any file registry is to store files, it is the strong feeling of this team that a much greater effort is

required to get the files through the offices and back to Registry. If this is achieved the need for file search time will be reduced, papers will be put away more expeditiously, enquiries will be answered faster and processing time will be reduced.

In view of the limited number of files which an officer can process on a given day and the amount of search time now spent by registry staff, the team believes that a cabinet to hold charged out files for officers should be set up in the Registry. Officers would then take only those files from the cabinet which they expect to process each day. Incoming telexes and urgent cases would of course continue to be brought directly to officers. A major advantage of this system is that it would reduce the amount of search time for Registry staff.

Recommendation 32: The separate filing systems for "awaiting interview files" (Guayna) and PAQ files (see section 4.3.1, p. 50), and the separation of Guyanese and Trinidadian files be eliminated.

Recommendation 33: The number of files in offices be reduced by the establishment of a chargeout cabinet in Registry.

4.2.12 File Retirement

File retirement procedures now in effect in Port of Spain require officers to screen all files after the appropriate dormant period, before the files can be destroyed. In view of the fact that this screening is done long after the officer has forgotten the details of the

case or by a different officer entirely if a posting has occurred, the team believes that pre-retirement screening would reduce the work of file destruction. If officers were to identify files for destruction as the case is finalized, destruction could take place automatically after the appropriate dormant period. Files which were considered to require additional screening could be marked and separated, so that only these few files would involve the effort now required to deliver and rescreen all files.

Recommendation 34: Officers be instructed to identify files for automatic destruction after the appropriate dormant period or, where necessary, for further review as cases are finalized.

4.2.13 C.I.C. File Numbers

Program staff commented on the delays in processing which result from a failure by Canada Immigration Centre (C.I.C.) offices to indicate their file numbers on sponsored applications. When such cases must be referred back to Canada, time is lost first in tracking down the appropriate C.I.C. office and then the appropriate file.

Recommendation 35: Immigration headquarters request that regional directors remind Canadian field offices of the importance of attaching file numbers to correspondence sent to overseas offices.

4.3 APPROVAL PROCEDURES

4.3.1 Preliminary Application Questionnaire Files

Current procedures in Port of Spain require files and index cards to be made on PAQ applications. If a PAQ application fails on initial screening the file is then BFD for retirement and the index card remains in the card tray. In the event that the applicant is successful on paper screening, an Immigration form IMM 8 is sent to the applicant and the case is processed as an independent class application.

A significant number of the duplicate files in Port of Spain (100 of the 300 known duplicates according to the Office Supervisor) are the result of double PAQ applications. These "duplicate" applications are not caught because a check on existing files is not made until after the PAQ is screened. A recommendation which would eliminate this problem was made by Immigration headquarters on November 7, 1980. This recommendation stated in essence that files would not be created for PAQs which failed paper screening; rather, the PAQ and any accompanying documentation would be returned to the applicant, placing the onus on the applicant to reapply if he or she felt they stood a better chance in future. The adoption of this procedure by Port of Spain would lessen the likelihood of duplicate files and, more importantly, would eliminate the need to create index cards for failed PAQs, and eventually to file or destroy these files.

Recommendation 36: Port of Spain adopt the PAQ procedure recommended in the Immigration headquarters memo of November 7, 1980.

4.3.2 Medicals

The Canadian Immigration Officers experience a great deal of frustration with the Medical involvement at the Post. NH &W have set a quota of 10 cases a week over and above the regular workload on which they are willing to assist in expediting urgent cases. Every effort is made to expedite processing of cases on which medicals are about to expire and arrangements are made at times to extend medicals. Nevertheless, on occasion, the medicals do expire and the applicant is put to the expense and frustration of going through the medical procedures again. The team is not in a position to offer specific recommendations to remedy this problem beyond those mentioned in an October 31, 1980 letter from the Department of External Affairs to Employment and Immigration Canada (see Appendix A¹). Those measures included the emergency allocation of 6 person months to the post, an agreement by N.H.&W. to increase visits by doctors to Guyana and the possible extension of the validity of medical clearances.

4.3.3 Statistics

As part of the process of reviewing immigrant cases, officers complete the T1 and T2 forms for the Headquarters statistical system. This task was estimated by one Canada-based officer to require about five minutes for each case. Much of this work with the exception of the "Selection Assessment Factor" on the T2 is not required for post operations. Pertinent data to aid the typist in preparing the Visa (form

IMM 1000) is also entered onto a work sheet by the reviewing officer. A simplified set of procedures for reporting statistical data will be the subject of a separate task force report.

4.3.4 Interviews and Investigations

The Canadian officers state that approximately 4,000 scheduled and unscheduled interviews of immigrants from Trinidad and 2,500 interviews of immigrants from Guyana are conducted each year. Fourteen visits of two weeks duration are made to Guyana each year to conduct these interviews.

Statistics indicate there are an average of 1.62 scheduled interviews conducted a day at the post per program officer. During the week of November 17 to 21, twenty-seven interviews took place: 6 student, 11 temporary worker, 2 returning resident, 3 family class and 5 independent immigrant. The Canadian officers conducted 7 of these interviews while the remaining 20 were divided between the two IPOs. Appendix H shows the total interviews conducted in the month of August, 1980. (Although the title of this record suggests that the figures included only spontaneous interviews, the team was informed that this record includes all interviews). The report shows a total of 792 interviews as having been conducted. This total represents an average of approximately six interviews per day for each officer during this peak period.

In addition to normal, scheduled interviews there are a relatively high number of interviews conducted for investigative purposes. The types of investigations include review of possible visa fraud and establishment of the legal status of orphans, putative fathers and adopted children. All the Canadian officers and the Senior IPO are engaged in these investigations. It has been known that two officers have worked on the same investigation without each other's knowledge. This duplication suggests that a need exists for better co-ordination of this activity.

4.4 DOCUMENT CONTROL AND VISA ISSUE

4.4.1 Document Control

Once processed by officers and IPOs, files are passed to the Assistant Office Supervisor. Her job is to vet IMM. 1254s and 1255s for completeness, to collect and record statistics for the monthly operational reports and to schedule interviews. Once these actions have been taken the files are forwarded to Visa/Correspondence for appropriate correspondence to be prepared and forwarded.

If the file has been approved for visa issue the Assistant Office Supervisor records the pertinent data on the 'Register of Visas' prior to their being typed by the Visa/ Correspondence section. There is a minimum delay of several days and frequently several weeks before visas are actually typed. (The decision as to when visas will be typed is made by the Head of Visa/Correspondence and is normally based on the expiration date of the medical examination). The effect of this delay is that some visas are typed well after they have been shown as issued on the "Register of Visas". Information on visa issue reported to headquarters is therefore inaccurate with respect to the date of issue.

While this practice may not be too serious, it does raise two interrelated questions. The first is why visas are not typed by the Assistant Office Supervisor. The second and converse question is why the

Register of Visas is not kept by the Head of Visa/Correspondence. The present practice would appear to involve an unnecessary step. Assignment of visa recording to the Visa/Correspondence Section or consolidation of all visa issue duties, including typing, under the Assistant Office Supervisor would eliminate this extra step.

The Country Program Report prepared by the post projected 5000 visas to be issued in 1981/82. This is an average of 22 per day or the equivalent of half a day's work, based on the Employment and Immigration standard for typing visas. (This time standard could be reduced with the aid of the memory typewriter proposed in Section 4.4.4). Given that observation of the Assistant Supervisor's workload by the team found her to be underutilized and that a previous recommendation has been made that student file creation be reassigned to Registry (see Section 4.2.6, p. 35), the team considers that all the functions associated with visa issue can be assigned to this position.

Recommendation 37: All visa issue responsibilities be assigned to the Assistant Office Supervisor.

4.4.2 Correspondence Productivity

The Visa/Correspondence Section consists of the Section Head and three clerk/stenographers. The backlog of work remaining to be completed by this section on November 14, 1980 is detailed in Appendix J.

At the pace estimated by the head of the section to complete these tasks, about forty-four person-days will be required to clear up the backlog. Examples of the pace at which work is being produced and is expected to be produced according to the Section Head are:

- a) 17 Visas produced in five person hours, and
- b) 75 envelopes produced in one person day.

It is understood that the Immigration standard for production of Visas is between 8 and 10 minutes per visa. The report showing the figures for this standard was not obtained. However there are only some 500 keystrokes per visa, or the equivalent of 8.4 lines of type. If this workload was doubled to allow for the difficulty in typing on a form, it should still only require 9 minutes to type a visa. The office supervisor stated that she could produce between 40 and 50 visas a day, while the secretary to the OIC stated that she could produce 35 to 45 a day. Allowing the maximum time of 10 minutes, the 17 visas should have been produced in 170 minutes as opposed to the 300 minutes this task actually took. This latter production rate is therefore less than 60% of the standard rate.

A report produced by the Management Analysis Division of the Civil Service Commission in 1962 stated that the address on an envelope should be considered as two standard, 60 stroke lines and that a typist working in a pool should produce on average not less than 630 lines a day

(1.4 lines a minute). At this pace the 75 envelopes typed as a day's production in Port of Spain is less than half that expected by the Public Service Commission.

Two additional problems were noted by the team regarding the productivity of the Visa/Correspondence Section. The first was that one typist was observed who apparently could not type using the normal touch method. The second was that one officer complained that typing work from the Visa/Correspondence section was not of high quality, in that there were a large number of spelling errors and over strikes. This complaint is unusual given the excellent quality of the self-correcting electric typewriters used by the Program.

These factors lead to the conclusion that the volume and quality of outputs from the Visa/correspondence Section should be improved. The team believes that such an improvement would offset the transfer of one person year to Registry recommended in Section 4.1.6.

Recommendation 38: Immigration management at the Post take steps through training and other means to improve the volume and quality of outputs from the Visa/Correspondence section.

Minor procedural changes could be made in the Visa/Correspondence Section to increase productivity. One such change is the preparation of convocation letters with preprinted addresses for both the Embassy in Georgetown and the High Commission in Port of Spain. Existing

procedures now require typists to stamp the appropriate address on a single convocation letter. This change should be made immediately for Guyana but should be implemented for Port of Spain only after the status of a new lease has been determined.

Recommendation 39: The program adopt convocation letters with preprinted addresses for both Guyana and Trinidad and Tobago.

A second change to improve correspondence productivity is the simplification of the program's form letters. As presently structured many of these letters are too intricate for quick reproduction of stencils. Examples of such intricacy can be seen on the local visa instruction sheet (POS-906 5/80) and the Completion of Student Authorization form (Appendix I). These forms must be laboriously ruled by hand before they can be reproduced.

Recommendation 40: Simplification of program form letters be undertaken by the AOIC in consultation with the Officer Supervisor and the head of the Correspondence Unit.

4.4.3 Address Labels

Reduced resources in the Correspondence unit could also be offset by the use of self adhesive address labels. These labels, first proposed by the New Delhi/Hong Kong study, can be produced automatically and in number by a memory typewriter once the initial keyboarding for one address has been typed. These labels could then be used to address

envelopes quickly for the various kinds of correspondence which must take place concerning each application (eg. sending out IMM 8s, requesting additional documentation, forwarding convocation letters, answering status enquiries, forwarding visas, addressing form letters rather than typing the salutation, labelling case files and identifying the IMM 8 forms as Revenue Canada identifies its personalized income tax forms). Labels may also be used to address correspondence to the various CEIC offices in Canada. These labels may be produced either at the post using the memory typewriter or at headquarters and distributed to all posts.

Recommendation 41: Self-adhesive address labels for immigrant and visitor applications be tested in Port of Spain.

4.4.4 Memory Typewriter

The production of self-adhesive address labels is contingent upon the availability of a suitable, low cost memory typewriter in Port of Spain. Preliminary evaluation of this concept at Immigration headquarters in consultation with the External Affairs word processing manager, prior to the study, had identified the Olivetti 221 as an ideal model. Inquiries made by the team in Port of Spain however revealed that the Olivetti agent in Trinidad, Chrichlow's Office Machines, was not able to provide service for this machine and moreover, in the words of the agent, would not be in a position to do so for some months. In view of the unavailability of local servicing, three options appear open: a) buy the Olivetti and negotiate a special service arrangement, (b) opt for

another kind of memory typewriter (IBM, Olympia and Adler are all represented in Port of Spain) or (c) try out the memory typewriter at another post.

On balance the team believes that if a special service and training arrangement can be made with Olivetti, two machines should be purchased for Port of Spain.

If a single machine were to be purchased for Port of Spain, its location in the Immigration program would pose a problem. Either the machine would have to be located in the Visa/Correspondence section and files will be sent there after file creation, or the machine would have to be located in Registry. As the file creation stage is the first point at which typing of applicant addresses takes place, and as the labels could be used to identify the file folder as well, Registry would be the optimum location for the machine. Moreover, if located in or near to the Registry, the machine would be handy not only for the creation of address labels, but also for visa issue. Transfer of the visa issue function to the Assistant Office Supervisor is recommended in Section 4.4.1 of this report. A memory typewriter would be of great assistance in the production of visas in that the single display on some models would reduce the number of spoiled documents, and the tab memory feature would reduce typing time.

If two machines were to be purchased the cost/effectiveness of this changed procedure could be marginal. However, a second machine

could minimize the potential service problem posed by the lack of service in Port of Spain. In the event that two machines are deemed necessary at other posts, close scrutiny of expected utilization and a clear definition of life expectancy should be made before authorization is given for procurement.

As an alternative to using a memory typewriter to produce labels, the team identified a special machine which will do this job at approximately one third of the cost. This machine, a Stielow addressing machine is available both as a manual and an electric model. Unfortunately, availability of worldwide servicing could not be determined at the time of writing. Moreover this machine has the minor disadvantage of some additional manual handling over that required for the memory typewriter. Nevertheless, the team considers that this machine should be considered as an alternative means to produce labels at posts where the memory typewriter is unsuitable.

Recommendation 42: Two Olivetti typewriters be purchased for evaluation in Port of Spain provided service and training arrangements can be made.

Processing Delays

When an IMM 1009 is received, counted and date-stamped, the Head of Registry creates a file. However, in order to send the prospective immigrant a form letter with appropriate attachments the Visa/Correspondence unit must address a typewritten envelope. This

simple procedure often takes as much as eight to ten weeks due to the backlog in the Visa/Correspondence section. The delay could be overcome by having the Head of Registry prepare the envelope herself.

Recommendation 43: The Head of Registry address the IMM 8 kit envelope.

5 PROGRAM FACILITIES

5.1 Layout

In view of the process nature of Immigration work, the layout of an Immigration office can have an important bearing on its efficiency. A review of Port of Spain's present layout revealed a number of deficiencies. These included too few wickets to handle the influx of summer students and temporary workers, cramped quarters for the Correspondence unit, poor access from the Office Supervisor's office to the Registry and Correspondence units, difficult access for staff to washroom facilities, dispersment of active files due to the inadequacy of registry equipment, separation between the photocopy machine and the printing machine and users, poor access to supplies and excessive distance between the Correspondence unit and officers.

A firm recommendation for large scale changes to office layout at this time cannot be made, however, since negotiations are currently under way on renewal of the chancery lease. Moreover, even if the present lease is renewed, the benefits of major layout changes may not be realized unless the term of the lease is sufficiently long. Nevertheless the team believes some changes to office layout should be considered by post management. These changes are the provision of an additional wicket in an enlarged reception room and a rearranged registry to house a) new

shelving, b) the position transferred from the correspondence unit and
c) mail facilities.

Analysis of the layout in Port of Spain was done not only to evaluate the facilities of that one post, but to determine if common procedural relationships at all posts could generate design criteria which may be employed to establish improved layouts for new or renovated chanceries. Appendix L shows the traffic pattern of a single Family Class application (the most numerous type of case at the post), both for the existing and an alternate layout. Two points emerge from a review of these diagrams. The first is that there is an evident relationship between layout, procedures and organization. For example, it is clear that there is a large volume of traffic between the Registry and officers and between officers and the Correspondence unit. The second point is that the spacial relationships between functional areas may be improved to reduce travel time and therefore to increase potential productive time for staff. This principle is recognized in the design of factories, warehouses and restaurants. Its relevance to the Immigration program is evident from a comparison of the distances between work stations in the alternate and existing layouts shown in Appendix L. While the team cannot recommend the major renovations necessary to implement the alternative layout, the potential time savings offered by an optimized layout suggest that further study to establish an optimal layout for new and reorganized posts should be undertaken.

Recommendation 44: The Department of Employment and Immigration, in consultation with the Department of External Affairs establish design criteria for the layout of Immigration offices.

5.2 Stairs in Dormant File Room

The dormant files stored on the top shelves in room number 310 can only be reached by ascending a flight of moveable, metal stairs. These stairs are extremely heavy and are difficult for the local staff to move. Lighter stairs or a ladder would facilitate better use of this space.

Recommendation 45: A light set of steps or a ladder that can be handled by the female LES be procured for use in the dormant file room.

5.3 Telephones and Photocopiers

In reviewing the facilities in Port of Spain the team was struck by the extent to which the program's operation was hindered by the inadequacy of two facilities which are taken for granted by Canadians: telephones and photocopiers. Communication between applicants, program staff and Headquarters is rendered difficult by poor telephone services, which slow the routine processing of cases and result in a higher proportion of applicants personally visiting the office to conduct

business. Similarly, an unusual amount of time is wasted in operating the program's photocopier, the functioning of which is severely affected by humidity. Although little can be done by the post to improve phone service - the problem stems from the poor facilities in the country generally - some improvement may be possible for the photocopier. Two measures which should be considered by the post are a) the exertion of additional pressure on the supplier either to maintain the machine in better condition or to replace it and b) the isolation of both the machine and paper in a small, dehumidified room. Paper for the photocopier is presently stored in a separate room, beside a dehumidifier. However the room is too large for the dehumidifier to be effective and the photocopier itself must operate in an open area (possibly affecting the fusing process of the toner).

Recommendation 46: The post consider the creation of a separate dehumidified room to house the Immigration photocopier if representations to the service company fail to improve operation of the photocopier.

Office of
The Under Secretary of State
for External Affairs



Canada

Appendix A.1
Canada CC:

Sous-Secrétaire d'Etat
aux Affaires extérieures

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Ottawa, October 31, 1980.

Dear Mr. Love,

Thank you for your letter of September 30 concerning difficulties in implementing the immigration program at the Canadian High Commission, Port-of-Spain.

During the recent meeting of Heads of Post from Latin American and Caribbean countries the difficulties experienced by all posts in implementing the Immigration program in the face of the current paucity of personnel resources emerged as the issue of greatest comment and concern and it was agreed that the situation should be examined on an urgent basis to determine what solutions could be achieved.

Accordingly, officials of my Department convened a meeting with representatives of your Department, the Department of National Health and Welfare and the Treasury Board on October 21 to review the situation and to determine possible solutions. In the light of your letter, specific attention was paid to the situation in Port-of-Spain.

Prior to examining possible solutions, the level of support staff for the immigration and medical programs in Port-of-Spain was reviewed and certain misunderstandings were clarified. As indicated in your letter, in the summer of 1979 one support position was cut from the medical section on the recommendation of an inter-departmental Inspection Team. This resulted in an officer/support ratio the same as in Kingston. During subsequent staff reductions at Port-of-Spain the immigration section did not suffer any loss of support personnel but two positions, which became vacant in January 1980, could not be filled immediately due to the government-wide freeze on staffing. However, when this freeze was lifted in April,

Mr. J.D. Love,
Deputy Minister,
Employment and Immigration Canada,
Hull.

...2

the post took immediate action to staff these two positions and the immigration section support staff is now up to its authorized strength.

Nevertheless, the meeting fully agreed that the situation at Port-of-Spain still presented difficulties. In order to provide a measure of immediate relief we are able to authorize the emergency allocation of 6 person months to the post for this fiscal year and the post has been instructed accordingly.

Furthermore, the Department of National Health and Welfare representative at the meeting agreed that the medical officers based in Port-of-Spain would increase their visits to outlying posts such as Caracas, Georgetown and Bridgetown in order to speed up the processing of medical applications generated by those posts. This should relieve some of the backlog and support staff workload at Port-of-Spain. The posts concerned have been instructed to cooperate by the provision of the necessary support facilities when the medical officers visit.

The Department of National Health and Welfare representative also agreed to examine the possibility of extending the period of validity of medical clearances by a few months. This should help relieve the backlog caused by the expiry of these clearances prior to the issuance of visas. I understand that instructions to this effect have now been issued.

While none of these measures in themselves will completely resolve the problem at Port-of-Spain, they should, taken together, provide a significant degree of relief over the short term and could provide helpful solutions for other posts as well.

The meeting concluded that because of the current ceiling on person years for foreign operations there was no immediate possibility of augmenting the permanent level of support staff at Port-of-Spain in the normal way. As one alternative, however, it was suggested that in future when it is clear that proposed changes in immigration policies or procedures will result in an increased requirement for resources, a request for these resources should be submitted concurrently with the policy recommendation to Cabinet. It was noted that this procedure worked successfully in the recent Cabinet submission regarding the imposition of a visa requirement for Haiti.

The meeting also agreed that the changed procedures in the processing of seasonal workers under the Commonwealth Caribbean Seasonal Agricultural Workers Program was one of the major contributing factors to the increased workload and resulting backlog in Port-of-Spain. It was therefore suggested that it might be advisable to approach the governments of those Provinces which receive seasonal workers with a view to obtaining their approval of a reversion to the system in use prior to the adoption of the new Immigration Act and Regulations whereby the medical examination of seasonal workers was done by the competent medical authority of the sending country. This would greatly reduce the processing time for this program and relieve the pressure on posts and at Headquarters. If you agree with this proposal you might wish to initiate appropriate discussions with the provincial authorities concerned. We would be happy to have our posts undertake the necessary representations with the host government. I look forward to hearing your comments and those of the Deputy Minister of National Health and Welfare (to whom I am sending a copy of this letter) regarding this suggestion.

The meeting also discussed the possibility of simplifying clerical and administrative procedures currently used by immigration and medical officers abroad with a view to reducing the demands on the scarce resources at posts. It was agreed, for example, to study more closely the possibility of having some medical documents sent directly to Ottawa in order to speed up the clearance process and reduce the workload on the posts. While representatives at the meeting were not in a position to propose other time/labour saving procedural changes, it was noted that discussions have begun between officials of our two Departments to undertake an in-depth study of current processing procedures at posts abroad with a view to possible improvements in productivity. A study will be made on a pilot project basis in Port-of-Spain and a team should be at the post for this purpose in about two weeks' time. Hopefully, this exercise will result in other areas of improvement.

I wish to assure you that I fully share your concerns about the difficulties created for our foreign operations by the lack of additional resources at a time when the demands on our posts are increasing. I am prepared to consider all possible solutions to ensure the effective implementation of our programs abroad but I fear that definitive long-term solutions are dependent either on a Government decision to provide the necessary

additional resources or the adoption of new procedures which are less demanding of personnel resources. I would be interested in any comments or suggestions which you might have in this regard.

Yours sincerely,

Under-Secretary.

A.R. Heath
October 29, 1980

Task Force on Overseas Processing
Progress Report

This task force was established in August, 1980 to implement every possible simplification to overseas processing in order to achieve an increase in productivity of more than 20%. This is the overriding objective of the task force, and only by next summer will we know if it is being achieved.

By now efforts have settled down into the areas of targets, regulations and procedures, office equipment and organization and a review of the selection data system. In each area significant improvements are underway.

While it is realized that not all of these proposals will be accepted in the form they are being presented, many of them will take effect before the end of this year. The implementation of others will likely take place before the summer of 1981. In any event we are hoping for an overall reduction of 20% in processing time before July 1, 1981.

Targets

The advantage of targets is that with them posts can operate with an effective view of required output. Targets are defined as final decisions after paper screening. After analysis it was found convenient to group posts three ways depending on the levels called for. The initial assignments were revised in the light of Area Desk input and then sent out for post comment. Targets will be applied starting January.

It is understood that the targets are contingent on there being a sufficient volume of cases passing paper screening and on significant work simplifications being implemented.

Regulations and Procedures

The purpose of this task is to free the posts of unnecessary and counterproductive red tape.

Projects soon to be implemented

- 1) new guidelines for waiving interviews
- 2) new guidelines for use of multi-entry visas
- 3) new guidelines for criminal screening in the U.S.
- 4) new guidelines for completion of SIN applications
- 5) new guidelines for a PAQ discouragement to serve as a document for filing a 1010.

Projects being worked on and expected later

- 1) new instructions for the limitation of Minister's permits in certain medically inadmissible categories
- 2) new guidelines for selective stage B examinations for immigrants
- 3) new guidelines for stage B pending procedures for members of the family class
- 4) roster doctors system in U.S. and elsewhere
- 5) redefinition of dependents to reduce numbers of Order-in-Council requests
- 6) extending validity of medical examinations to one year
- 7) permitting designated physicians to render final medical decisions in M-1 cases
- 8) eliminating need for medicals for students coming for less than 90 days
- 9) eliminating need for medicals for workers from low risk areas coming for less than 1 year.

Projects not quite abandoned

- 1) visa waivers for non-nationals in the U.S.
- 2) reducing flow of representations to posts abroad

Finally the task force has been in touch with the Solicitor General and the Department of Health and Welfare to determine if their procedures can be shortened or simplified. Ideally, subject to agreed guidelines, Immigration Officers could make an independent determination.

Office Equipment and Organization

External Affairs is being heavily involved in this area since equipment has long been their responsibility and Office Procedures soon will be. They have assigned an O&M researcher to work with us. Three tasks are being undertaken.

First, an easy to use and resource freeing BF system is being written up and will be established in any post wishing to employ it. The BF is an essential ingredient to good case management and this system is expected to be a significant help.

Second, 8 to 10 Olivetti ET 221 electronic typewriters will be distributed to posts most in need of them. Two uses are seen:

1. forms filling - because the typewriter can remember several formats making carriage control automatic, and because one can review entries before they are committed to form, a typist's output of visas and other forms should be substantially improved.
2. label preparation - much correspondence takes place with the aid of form letters. By preparing (automatically) several address labels when a case is started, this step will not require the aid of a typewriter and can be greatly speeded up.

These typewriters are well supported world wide and not devastated by electrical current fluctuations. Their introduction will be carefully measured so that External Affairs can determine appropriate purchases in the future.

Third, Port of Spain has been selected for a complete organization and methods analysis. A team will go there to examine current workloads and methods and to devise new ones. It is anticipated that the new practices will require new equipment. This will be purchased and installed and finally improvements documented and evaluated. This project has three objectives:

- 1) Given new equipment and methods, Port of Spain will be on top of its workload.
- 2) Ideas generated here may work elsewhere. They will be disseminated to maximize their utility.
- 3) By supplementing our findings with an equipment survey of all posts, we hope to assist External in developing and gaining approval of a re-equipment schedule.

Immigrant Data System

Selection forms and data are critical to the program but criticized throughout the program. We hope to be able to redress this critical balance. Many improvements will occur.

With respect to the Immigration Data System Overseas, final touches are being given to combining the 1254 and 1255, with the number of written and coded entries being drastically reduced and the format revamped. As far as the Landed Immigrant Data System is concerned, the form 1000 has been redesigned to accommodate modern typewriters and the number of entries reduced from 43 to 36. The Non Immigrant Data System will see a combined and simplified IMM 1102 and 1208, which will no longer serve as a combined authorization and record of entry, but as an authorization only. Proposed changes in the data system include a modified immigration application form (IMM 8), a simplified

method of forwarding information to document control at NHQ, and revised procedures for the completion of Monthly Operational Reports to posts with area responsibilities. The application forms for visas, student and employment authorizations will be reduced from 4 to 2 pages. The above changes should be in place before March 31, 1981.

Training aids are being prepared. Blank aids to applications are being drafted to assist Posts in preparing instructions in local languages. Document flow is being improved and the Monthly Operational Report is being greatly simplified. These improvements will also be applied to selection in Canada.

The new system will be operational in the field by the end of March at the latest. Between then and September Headquarters will depend on an interim system for analysis. Between September 1981 and February 1982 Headquarters service will be fully developed.

J.D. Love
Deputy Minister/Chairman

NOV 13 1980

J.C. Best

Task Force on Overseas Processing
- Progress Report


I am forwarding you a progress report from the Task Force on Overseas Processing. This group was set up in August to do everything possible to simplify work abroad in order that they can meet the levels expected in the early eighties with minimal staff. The work should also have a favorable impact on other areas of concern including timeliness and case control.

Some significant highlights are:

- (1) The introduction of post targets for final decisions is on schedule.
- (2) About 15 changes in regulations and procedures are being introduced. Some are trivial; some complex; all are significant.
- (3) Office equipment ideally suited to our needs has been researched. Together with External Affairs this equipment is being evaluated in a few posts so that they can go to Treasury Board with a cost effective schedule for re-equipment.
- (4) The data system and associated forms are being radically improved.

The entire project has drawn out a marked degree of commitment and enthusiasm from all concerned. I am confident its objectives will be largely met.

ORIGINAL SIGNED BY
W. K. BELL


Executive Director
Immigration and Demographic Policy

POST
MISSION PORT OF SPAIN

COUNTRY

ÉVALUATION

ASSESSMENT

PAR PAYS

FY 1981/82

AF 1981/82

COUNTRY NARRATIVE
ÉVALUATION NARRATIVE PAR PAYS

FY 1981/82 - AF 1981/82

OVERVIEW AND GENERAL RELATIONS

General relations and particularly political reporting will be affected by the narrow focus accorded international and regional affairs by Trinidad and Tobago and its non-participation in broad areas of international interests and concern. The government's preoccupations, directed to the development of the infrastructure and of new industries to provide an alternative income base when oil revenues run out, have become even more inward looking in this, an election year. Increasingly, government's action is motivated by the need to correct, at least temporarily, the worst inadequacies of the public services and avoid politically embarrassing scandals that could have adverse electoral effects. The strength of the governing PNM's party organization, the deeply divided opposition, and the continued presence of Dr. Williams at the helm, however, suggest the continuation of the present government through the next election.

Bilateral relations will continue to focus strongly on government-to-government arrangements relating to airports, penitentiary, warehousing and storage. Pressures to show concrete results will depend in part on the government's perception of how well it is likely to do at the polls.

The foregoing will have a major impact on our trade promotion, general relations and public information programs, but other programs will be more influenced by outside factors.

This is especially true of the IMMIGRATION PROGRAM which is responsive and open-ended to such developments as the strong incentive to emigrate provoked by the political-economic situation in Guyana or the significant increases in British tuition fees for overseas students and its impact on demand to go to Canada instead, or, Canadian decisions to increase seasonal workers.

Studies show this office to be one of the most efficient, but our processing times are among the longest. With present resources, procedures and administrative arrangements, it is not possible to reduce processing times.

From actual 1979/80 figures to forecasts for 1981/82, there should be 11% increase in immigrant applications (to 3000), 19% increase in all visitor applications (to 2650), 35% increase in visitor visas (to 2300), 23% increase in interviews (to 7000), 145% increase in cases awaiting interview (to 1000), and 9% increase in enquiries (to 60,000). A very serious consequence of the growing workload is that over the same time period the average processing time for visa issuance has increased for family class applications from 17 to 27 months, and for independent applications from 23 to 36 months. To cope with this growth and to reduce processing times, we will require an additional 24 person months of LES support staff.

--- TRADE AND INDUSTRIAL DEVELOPMENT

The Trade and Industrial Development program is responsible for sixteen countries under four separate Canadian diplomatic missions.

ORGANIZATION CHART - ORGANIGRAMME

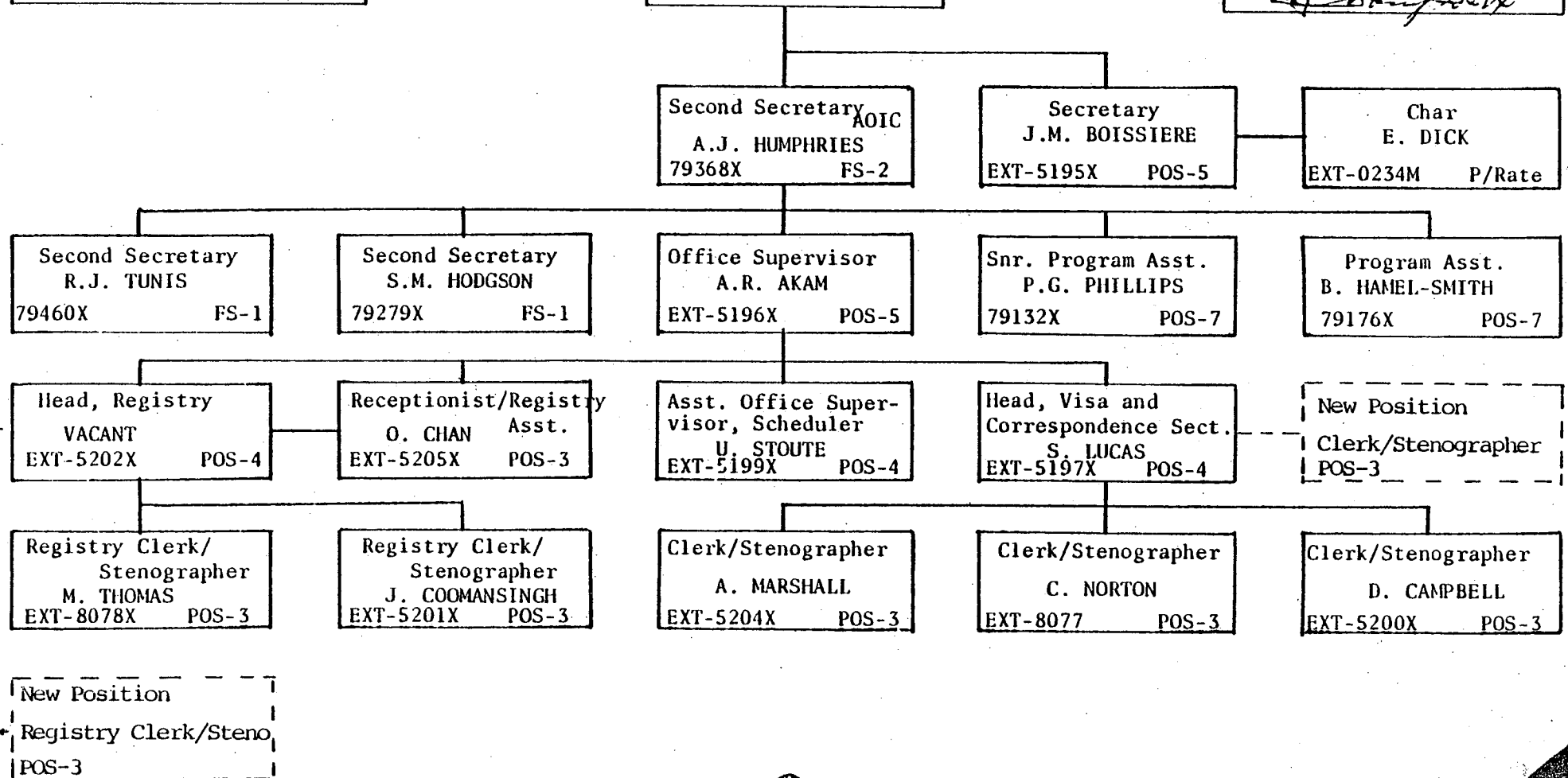
FY 1981/82 - AF 1981/82

Reports To - No. Supérieur immédiat - N° de poste
Title/Titre
Effective Date/Depuis le OCTOBER 1, 1980.

Section - Post/Mission PORT OF SPAIN

OIC - Counsellor (Immig) L.J. CHAMPOUX 79205X FS-3
--

POST PORT OF SPAIN MISSION
Chart Title - Titre de l'organigramme EMPLOYMENT AND IMMIGRATION
Page 16 of 23 pages
Approved by / Approuvé par <i>L.J. Champoux</i>



PORT OF SPAIN
Applications Received (Excluding PAQ's)

1979

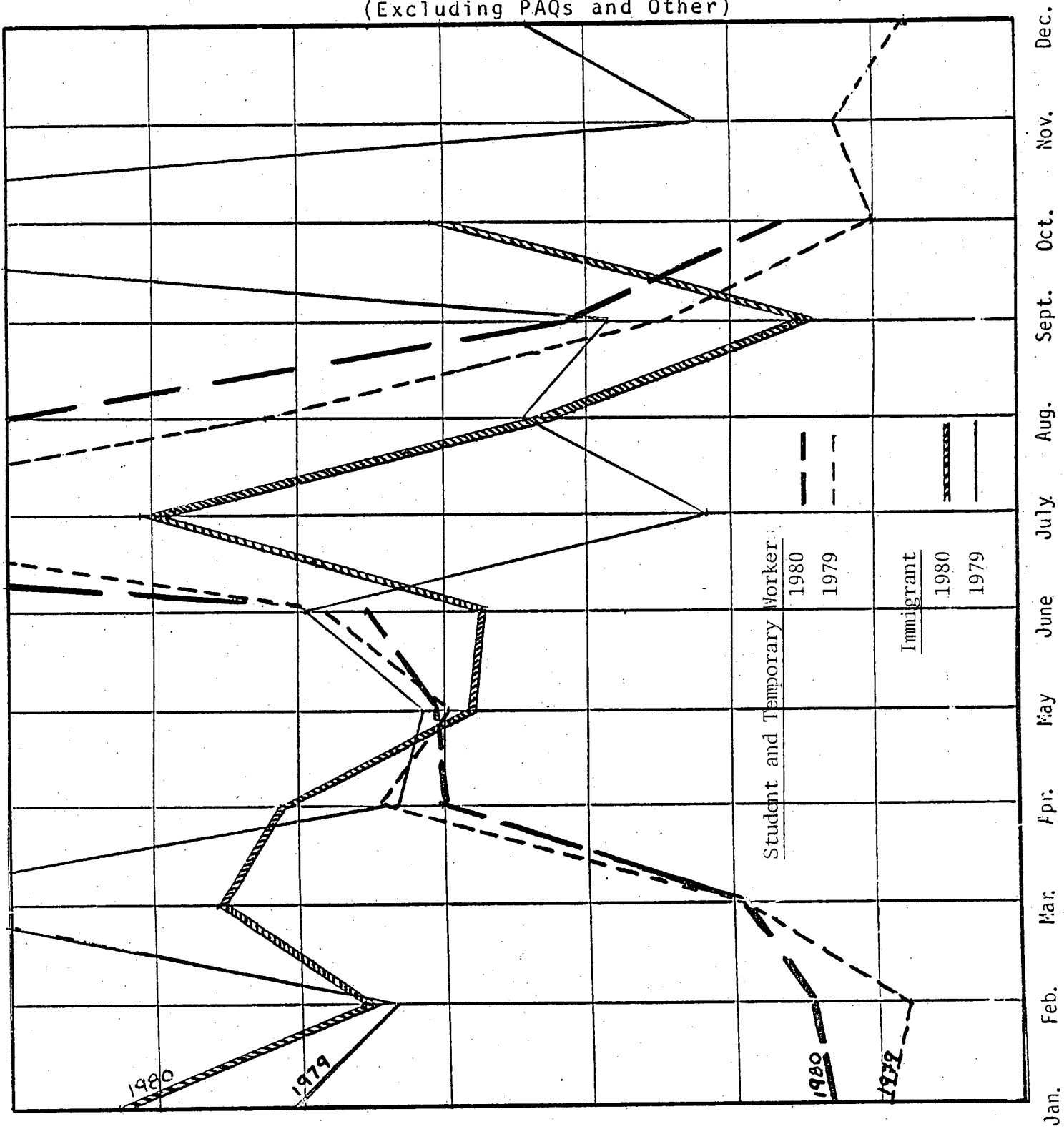
	IMMIGRANTS			STUDENTS & TEMPORARY WORKERS		
	Trinidad	S. America	Total	Trinidad	S. America	Total
January	90	214	304	29	26	55
February	79	184	263	25	22	47
March	133	311	444	86	28	117
April	66	194	260	207	53	260
May	43	206	249	143	95	238
June	84	212	296	225	62	287
July	32	97	129	488	35	523
August	36	170	206	242	71	313
September	48	121	169	99	46	145
October	130	377	507	39	20	59
November	39	96	135	49	27	76
December	60	144	204	32	14	46

1980

	IMMIGRANTS			STUDENTS & TEMPORARY WORKERS		
	Trinidad	S. America	Total	Trinidad	S. America	Total
January	90	287	377	33	48	81
February	66	210	276	68	20	88
March	97	236	333	79	34	113
April	102	206	308	170	70	240
May	69	160	229	190	55	245
June	87	138	225	232	39	271
July	93	273	366	544	45	589
August	64	138	202	362	57	419
September	31	61	92	160	30	190
October	66	181	247	54	45	99
November						
December						

APPLICATIONS RECEIVED

(Excluding PAQs and Other)



405
390
375
360
345
330
315
300
285
270
255
240
225
210
195
180
165
150
135
120
105
90
75
60
45
30
15
0

Jan. Feb. Mar. Apr. May June July Aug. Sept. Oct. Nov. Dec.

VISA ISSUE - PORT OF SPAIN

1979

	IMMIGRANTS			STUDENTS & TEMPORARY WORKERS		
	Trinidad	S. America	Total	Trinidad	S. America	Total
January	38	126	164	34	8	42
February	31	120	151	18	5	23
March	26	133	159	14	10	24
April	49	71	120	121	5	126
May	39	125	164	55	2	57
June	144	137	251	79	28	107
July	18	253	271	442	37	479
August	33	74	107	423	44	467
September	84	155	239	152	18	170
October	99	418	517	16	36	52
November	54	252	306	17	8	25
December	36	136	172	39	13	52

1980

	IMMIGRANTS			STUDENTS & TEMPORARY WORKERS		
	Trinidad	S. America	Total	Trinidad	S. America	Total
January	61	229	290	37	12	49
February	66	148	214	15	13	28
March	152	220	372	88	11	99
April	35	85	120	63	5	68
May	24	59	83	47	1	48
June	73	210	283	116	5	121
July	67	122	199	616	12	628
August	63	79	142	458	43	501
September	37	95	132	545	27	172
October	93	363	456	30	13	43
November						
December						

SOURCE OF DATA: Post recorded data

EMPLOYMENT AND IMMIGRATION SECTION

Date Rec'd 1980	LOG NO.	Date of Tel.	C C	C C	E I H	O T	ORIGINATOR	FILE NUMBERS	S U B J E C T	
									Surname, Given Names	DETAILS
9-11	1679	18-11			✓		BOSTON	E2-56352	URGENT mod clearance	would appreciate response to previous requests.
✓	1678	✓			✓		BOSTON	E2-57704	URGENT mod. clearance Extensions	Appreciate you follow-up adv re Lewis, Alfred E. plus family.
✓	1106	17-11			✓		HULL/IFWIT	649-62957 WP	ORINAK, Ulita Virginia (18/1/83)	Reps from M.P. status plz.
✓	4982	18-11			✓		CHEENY	E0109-8106 IR E0133-8490	KHAN, Neisha (11/5/80)	Subj re-interview re children. Sandra KHAN appears to be ineligible
✓	0006	17-11	✓				OPR ENF. CICTOR ONT-1-0953	3298-2-14453 E0136-8237	-	Corrections to previous telx
✓	0702	✓		✓			NORTH YORK	-	JOHNSON, Una (30.10.80)	Pls. state status of visa?
✓	Telex 207	✓					Spencer Taylor Assoc YCR.	E0112-6992-1	RAJU, Ruth Rebecca Deepa	Pls. review file & adv. when subj may expect visa.
✓	0715	18-11	✓				WINDSOR/13 WILSON	-	RAMTAHAL, Dulcie	No record of subj from info provided. Do you have our file # or other info/adv.
✓	0092	✓		✓			SOUTH WFCI/M. DUDAR	2151 C045549	FORDE, Joan	
✓	0154	✓		✓			TOR W	3296-1-40964 E0109-9664	JAGESAR, Sonia (11/3/82)	Ont. Regnl. office telephoned CIC for report etc. Pls. telex copy of telex to Region ASAP.
✓	0716	18-11	✓				HANFAX/WG LOW	1504-35154 E0133-341324	NARAIKE, Latchme (11/2/81 eff)	Sponsor says docs forwarded for eff. 1/18/80. Have you rec'd?
✓	0056	✓		✓			OTT/MGR	3122-MA-779 E0114-1000-1-eff	HORSEIN, Ahmad (19/11/84 eff)	Adv. of visa has been issued to P.I.
✓	0177	19-11	✓				TOR W/JCT	3296-1-40540	KEMRAJH, Henrick (21/10/82 eff)	Sponsor has submitted stat decl. 14/11/80 cancelling appn
✓	3748	18-11	✓				HAMILTON	3315-132149	Ex-umba Secondary School of Canada	Became operational Jan 79. Inspected on annual basis by
✓	0106	✓		✓			CALGARY	4604-54759	SINGH, Hardeep Rajmuranath (29/7/84)	Pls. provide any pertinent info.

Appendix D

Registers, Logs or Record Books
Maintained by the Program

A) Reception

1. Log book of persons enquiring at the counter, pieces of mail received daily and number of forms and applications distributed to the general public.

B) Visa/Correspondence

2. Record of the serial numbers of IMM forms 1254 and 1255 sent to IDHQ weekly.
3. Log book listing by category the number of IMM form 1000s issued by each typist daily.
4. Log book of incoming calls listing the caller's name and file number, the date, where the call originated from and the purpose of the call.
5. Log book of outgoing telexes.
6. "Registered Mail" log book.
7. Students visaed list - sent to 'B' monthly.
8. Separate IMM 1000 log book for persons destined for Quebec.

C) Office Supervisor

9. Log book of incoming calls (See B 4 above).
10. Register of cancelled/defaced IMM 1000, 1102, 1208 forms as per ID 5.61.

D) Assistant Office Supervisor

11. "Convocation" list for Guyana area visit (name and file number).
12. Scheduled for interview log (Guyana) - records date and time set for interview.
13. Scheduled for interview log (Trinidad) - records date and time set for interview.
14. Visa Register (IMM 1000) - one register for Trinidad, another for the area.

15. P.A.Q. register by area for monthly statistics.
16. Visitor Register (student, worker, tourist, returning resident, Minister's Permit).
17. IMM 1102 book - number of visas issued, date and breakdown by area.
18. Returning resident and Minister's Permit book - number of visas issued, date and breakdown by area.
19. IMM 1208 book - number of visas issued, by date and area.
20. Numbers of T1s and T2s sent to IDHQ (weekly).
21. Employment 2151 (Employment Authorization) Refusal Book - records name and file number of applicant, reason for refusal and date of refusal.
22. Quebec binders. Contain certificat de sélection and lettre d'acceptation for Immigrants and temporary workers destined for Quebec.
23. Register of students destined for Quebec.
24. Register of Canadian Educational Institutions - Records number of students accepted and refused at each institution.
25. Internal Weekly Statistics - number of IMM visas issued, number of files awaiting convocation, number of student files to be created and number of PAQ's to be screened recorded for AOIC.
26. Internal Bi-monthly Statistics. Number of applicants scheduled for interview by priority recorded for AOIC.
27. Log Book of "Discretion exercised" Cases. Records data extracted from IMM 1255 (T2s) - name of P.I., file number, CLPR IMM category and decision after interview.
28. Seasonal Agricultural Worker medical results.
29. "Daily Worksheet" - all employees except Registry personnel.

The Team considers that twelve of these records are unnecessary or duplicate information recorded elsewhere. These records, listed below, can be eliminated.

Records which should be eliminated: 3, 4, 8, 9, 18, 19, 21, 22, 25, 26 and 27.

Files Out of Registry

On November 25, 1980 a physical count revealed that 3455 files were located outside of the cabinets in Registry. The distribution of these "out" files was as follows:

<u>Location</u>	<u>Number of Files</u>
OIC's Office	19
OIC's Secretary's Office	6
AOIC's Office	169
Counselling Officer's Office (1)	386
Counselling Officer's Office (2)	444
SR. IPO's Office	176
IPO's Office	95
Office Supervisor's Office	8
Assistant Office Supervisor's Desk	152
Receptionist's Desk	42
Visa/Correspondence Section	530
Stage 'B'	1022
Registry - to put away	227
Registry - for action	179
	<hr/>
TOTAL	3455

NAME PEARL PHILLIPS

FILE TRANSFER RECORD

DATE Sept 1980

0	1	2	3	4
0125-5170 US = 9 OCT 1980	0137-3181 U.S. 21 OCT 1980	0133-7862 US ✓	0133-8233 Telex 8 OCT 1980	0133-90694 AA 19 SEP 1980
0112-6490 Telex 9 OCT 1980	64311 AJH ✓	0133-7862 US ✓	0137-4113 U.S. = 9 OCT 1980	91164 AA ✓
0112-6470 Reg ✓	102221 Com ✓	0133-7862 US ✓	0125-5023 Com ✓	0114-0454 Com 22 SEP 1980
62220 Com ✓	102101 PA ✓	0133-7862 US ✓	12-6992 Telex ✓	62554 PA 21 SEP 1980
101170 Com ✓	0114-1551 Telex ✓	101602 Vna 3-OCT 1980	62993 AJH ✓	62914 Telex 25 SEP 1980
0125-3400 US ✓	0114-1591 Telex ✓	62807 AJH 3-OCT 1980	0133-7853 US 10 OCT 1980	0125-3714 Reg ✓
0111-290 Com 10 OCT 1980	64311 Vna ✓	62992 PA = 6 OCT 1980	044-0423 Vna ✓	0125-4164 Com ✓
62540 Com ✓	0112-6761 Vna ✓	100672 Reg ✓	080 102153 Vna ✓	0114-1024 Reg ✓
64310 PA ✓	0133-7441 U.S. ✓	0137-2982 Telex = 7 OCT 1980	102153 Telex 17 OCT 1980	102154 Com 29 SEP 1980
64200 Telex ✓	0125-4491 PA ✓	0137-2962 Telex ✓	0133-8193 Com ✓	0133-8084 Telex ✓

5	6	7	8	9
90655 AA 19 SEP 1980	0137-3176 U.S. 8 OCT 1980	0112-7027 U.S. 3-OCT 1980	0137-3119 Com 5 OCT 1980	0137-3119 Telex 27 OCT 1980
90505 AA ✓	102166 AJH 9 OCT 1980	102151 Telex = 6 OCT 1980	0137-8159 Telex ✓	0133-8159 US ✓
90665 AA ✓	0125-4486 Com ✓	0137-3057 Telex ✓	101655 Vna ✓	0112-6949 AJH ✓
101815 RT 22/9/80	101416 PA 10 OCT 1980	64257 Reg 9/10/80	0137-8445 Telex ✓	10062969 PA ✓
753495 Telex 23/9/80	102206 PA ✓	0112-7017 Vna = 6 OCT 1980	0133-8408 Telex ✓	0133-7129 US ✓
0109-5425 Com 7 A SEP 1980	0137-3246 Com ✓	0137-3071 Com ✓	0133-8288 Telex ✓	101929 PA 29 OCT 1980
0114-1445 Com ✓	102166 AJH 4 OCT 1980	0137-3057 PA ✓	0137-8445 PA 30 OCT 1980	0137-3119 Telex ✓
0114-1245 Telex ✓	0125-4136 US ✓	1001-3117 U.S. 9 OCT 1980	101668 Telex = PA ✓	62047 Telex ✓
0125-4045 Com 2	102166 Vna ✓	0137-3057 U.S. ✓	62918 PA ✓	0125-4189 Com ✓
102155 PA ✓	100116 PA ✓	1001-3071 U.S. ✓	100116 PA ✓	100839 PA 30 OCT 1980

Appendix G

SPONTANEOUS INTERVIEWS CONDUCTED

TRINIDAD

MONTH: Aug 1980

FILE NO.	NAME	IMMIGRANTS				VISITOR RR	NON-SEL.	PHONE	REP.	REMARKS
		FC	OTHER	SUBSE- QUENT	WAIVED					
	JH.					3	10	13	1	
	SMH					2	24	30	2	
	RAJ					25	200	150	25	
	BHS					21	P3	42	-	
	PP					60	120	220	5	
	gB (Sect.)					-	-	23	-	
	Reg Book							260	11	
	Total	39	14	5	3	121	437	738	44	
						7				
		39	14	5	3	128	437	738	44	

COMPLETION OF STUDENT AUTHORIZATION - IMM-1208

FILE N° _____

Initials: _____

Number of Presentations: _____ _____ (if more than one entry, insert requested period of entry for each, separated by an oblique stroke) MULTIPLE <input type="checkbox"/>	Number of Weeks: _____ (Counted from week ending: _____ _____ To week ending: _____
Valid for presentation until: _____ _____ (not later than commencement of course of studies)	Border Crossing: YES <input type="checkbox"/> NO <input type="checkbox"/> Number of Presentations: _____
1. Type of Case: 30 (For other applicable codes see TABLE 18)	2. Funds Available: \$ _____ Cdn. (for the period of the current studies)
3. FIELD OF STUDY: *	4. YEAR OF STUDY: *
5. Length of Course: *	6. Date of Issue: _____
7. TERMS & CONDITIONS: I. Prohibited from engaging in employment. II. Course and location of school must be specified III. Period of stay (must be recorded in the "valid until" box. (Refer to Table 23. for other terms which may be recorded and imposed. TEMPORARY STATUS: 10 <input type="checkbox"/> Other <input type="checkbox"/> (Table 13)	
8. VALID UNTIL: _____ (Cannot be greater than 16 months beyond the "Date Signed") Refer to ID.5 for exception.	9. LEVEL OF STUDY: * (Table 21)
10. REMARKS: * (Table 16)	11. EXTENSION NUMBER: _____ * FIRST DOCUMENTATION: 00 <input type="checkbox"/>
12. Special Program (Table 17)	
SECTION D	
13. DATE OF ORIGINAL ENTRY * (Enter the date on which the person being documented entered Canada)	14. ORIGINAL SERIAL NUMBER: * _____

*See reverse side of form

FOR COMPLETION AT INTERVIEW

Medical Examination done by: Dr _____ Date: _____

Departure Date: _____ Course Commences: _____

To collect visa on: _____ Time: _____

Copies of documents to be submitted at time of issuance of visa: _____

Passport on file YES NO

Passport to be submitted: After Medical taken

Phone to bring in Passport NO: _____

To return on: _____

EMPLOYMENT AUTHORIZATION IMM.1102 & VISA
CARIBBEAN SEASONAL AGRICULTURAL WORKERS

Appendix I

S E C T I O N A

Type of Case: 20
(Table 18)

E&I ORDER NO: _____

Name & Address of Employer: _____

Intended Occupation(s) & C.C.D.O. _____

Location of Employment: _____

S E C T I O N B

TERMS & CONDITIONS:

1. MAY ENGAGE AND CONTINUE IN EMPLOYMENT WITH EMPLOYER NAMED AND IN OCCUPATION CITED.
2. MUST REPORT TO THE NEAREST CANADA IMMIGRATION CENTRE WITHIN FIVE DAYS IF EMPLOYMENT WITH AUTHORIZED EMPLOYER IS TERMINATED.

STATUS: 10

VALID UNTIL/DATE: _____

Remarks: _____

S E C T I O N C

EXEMPTION (Line 141): R20(5)(B)(I)

CODE: B 1.2

PERIOD OF ENTRY REQUESTED: _____ Weeks

Counted from Week Ending _____

To Week Ending _____

Period of Employment stated on Telex: From: _____ To: _____

Period of Employment stated on IMM.1256 From: _____ To: _____

M E D I C A L

Date IMS-1017 received from
Ministry of Labour: _____

Date X-ray received: _____

Date Medical results received from H. & W: _____

MINISTRY OF LABOUR WILL COLLECT VISA ON _____

TIME: _____

TRAVEL DATE: _____

TIME: _____

REMARKS: _____

Date: _____

Initials of Officer: _____

Appendix J

1980 Backlogs

TASK	Volumes at:				
	6/10	10/10	24/10	31/10	14/10
Open Incoming Mail					
BFs to pull	8 wks	18 wks	17 wks	13 wks	4 wks
PA Files	200	200		100	125
PA Index Cards		350		40	40
Index Correspondence	180	125	250	135	250
Attachments	500	400	450	600	530
Med. Attachments	40	80	65	105	20
IMM #8s to attach	50	75	10	32	5
Files to combine	325	500	375	300	300
Create files	20	250	50	25	50
Form letters to create	4	18	20	20	10
PA BF cards			50	25	75

0

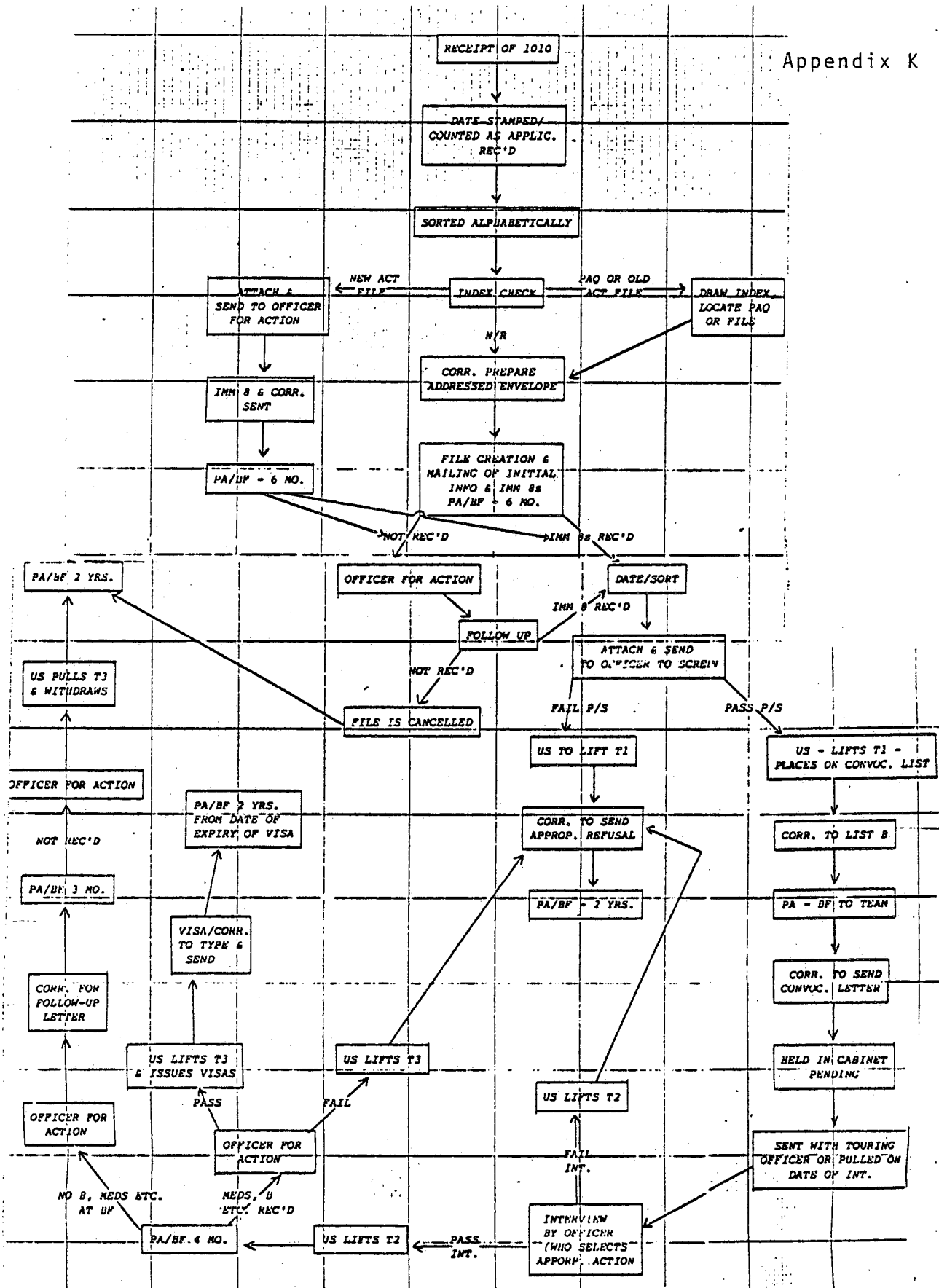
Workflow by Category of
Application

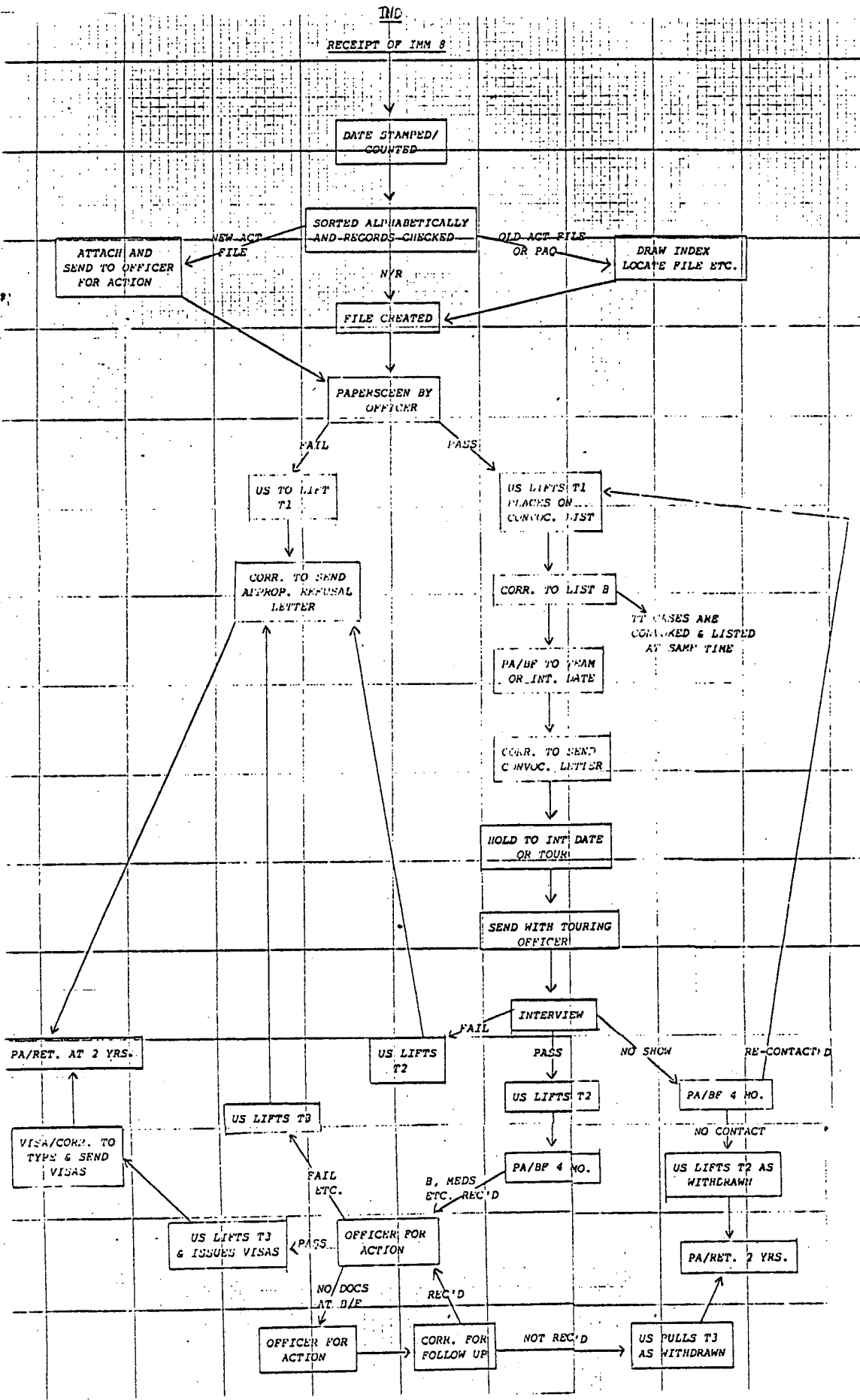
Family Class

<u>STEP NO.</u>	<u>FILE MOVEMENT</u>	<u>REASON</u>
1.	Registry to Correspondence	Receipt of 1009 Type envelope - IMM#8
2.	Correspondence to Registry	File creation, forward IMM#8, BF dated given & PA's
2(a)	If no reply to IMM#8 on BF date, file sent to Officer	Review
2(b)	Officer to Correspondence	Follow-up form letter
2(c)	Correspondence to Registry	BF 3 months
3.	Registry to Officer	For screening
4.	Officer to Statistics Clerk	Lift T1
5.	Statistic Clerk to Correspondence	Stage B Listing
6.	Correspondence to Interview Cabinet (Guyana) or Active file (Trinidad)	BF to Interview
7.	Interview cabinet or Active file to Officer	Interview
7(a)	If no show, officer to correspondence	Contact applicant
7(b)	Correspondence to interview cabinet	BF to Interview
7(c)	Interview cabinet to Officer	Interview
8.	If accepted or not, Officer to Statistics Clerk	Lift T2
9.	If accepted	
9(a)	Statistics clerk to registry	BF 4 months
9(b)	If not accepted, statistics clerk to correspondence	Send refusal letter

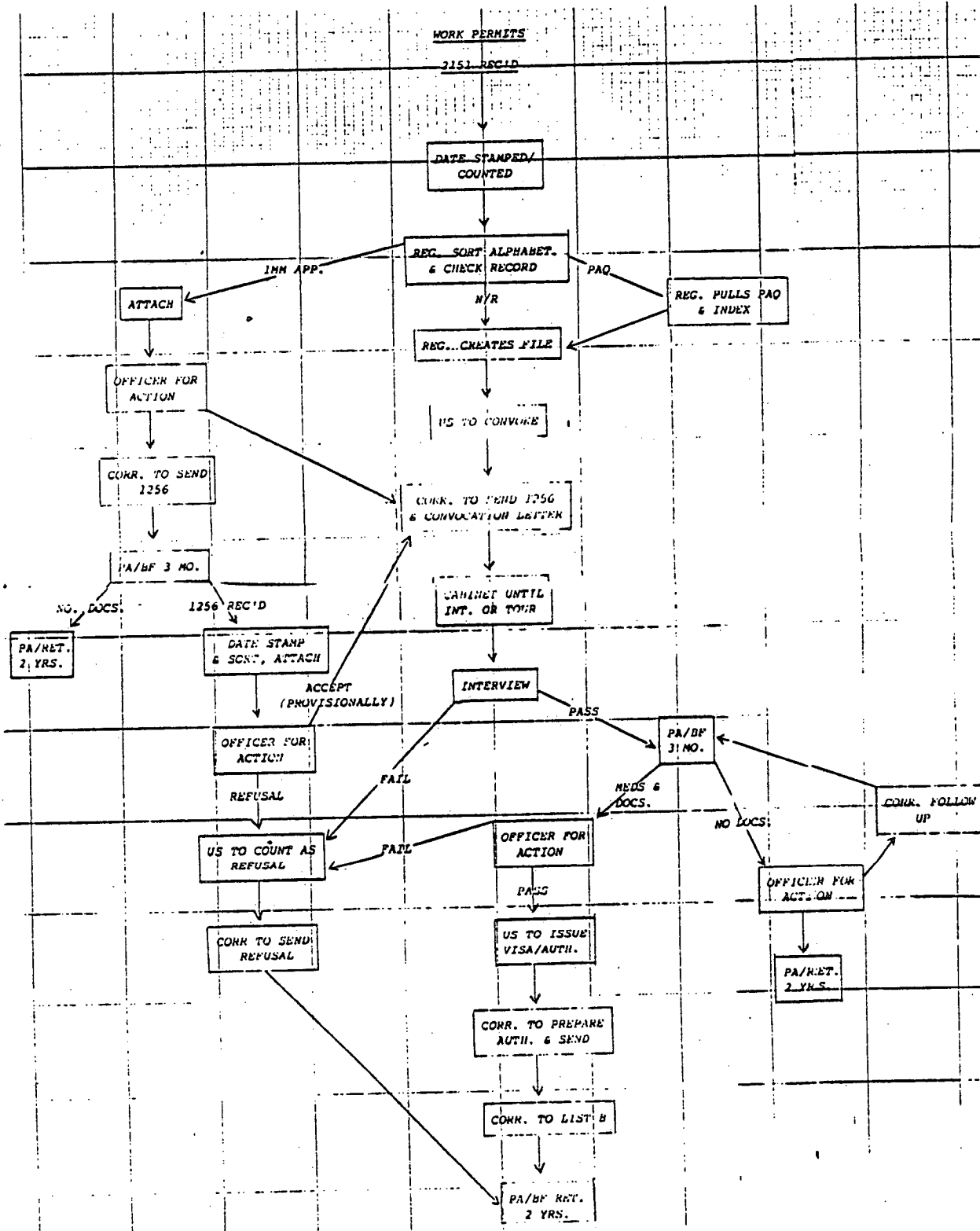
- | | | |
|-------|--|---------------------------------|
| 10(a) | If accepted on interview and documents available on BF date, Registry to Officer | For Review |
| (b) | If accepted but documents not available, Registry to Officer | For Action |
| (c) | If accepted on interview but fails meds. or B, Registry to Officer | For Action |
| 11(a) | As 10(a) above, Officer to statistics clerk | Lift T3 & issue visa |
| (b) | As 10(b) above, Officer to correspondence | Followup letter |
| (c) | As 10(c) above, Officer to statistics clerk | Lift T3 |
| 12(a) | As 10(a) above, Statistics clerk to correspondence | Prepare visa |
| (b) | As 10(b) above, Correspondence to Registry | BF 4 months |
| (c) | As 10(c) above, Statistics clerk to correspondence | Prepare and send refusal letter |
| 13(a) | As 10(a) above, Correspondence to officer | Sign visa |
| (b) | As 10(b) above, Registry to Officer, then process as for 10(a) or 10(b) as appropriate | |
| (c) | As 10(c) above, Correspondence to Registry | Retire for 2 years |
| 14(a) | As 10(a) above, Office to correspondence | Retire file |
| (c) | As 10(c) above
Registry to officer | Pre destruction screening |
| 15(a) | As 10(a) above, Correspond to Registry | BF 2 years |
| (c) | Officer to Registry | Destroy File |

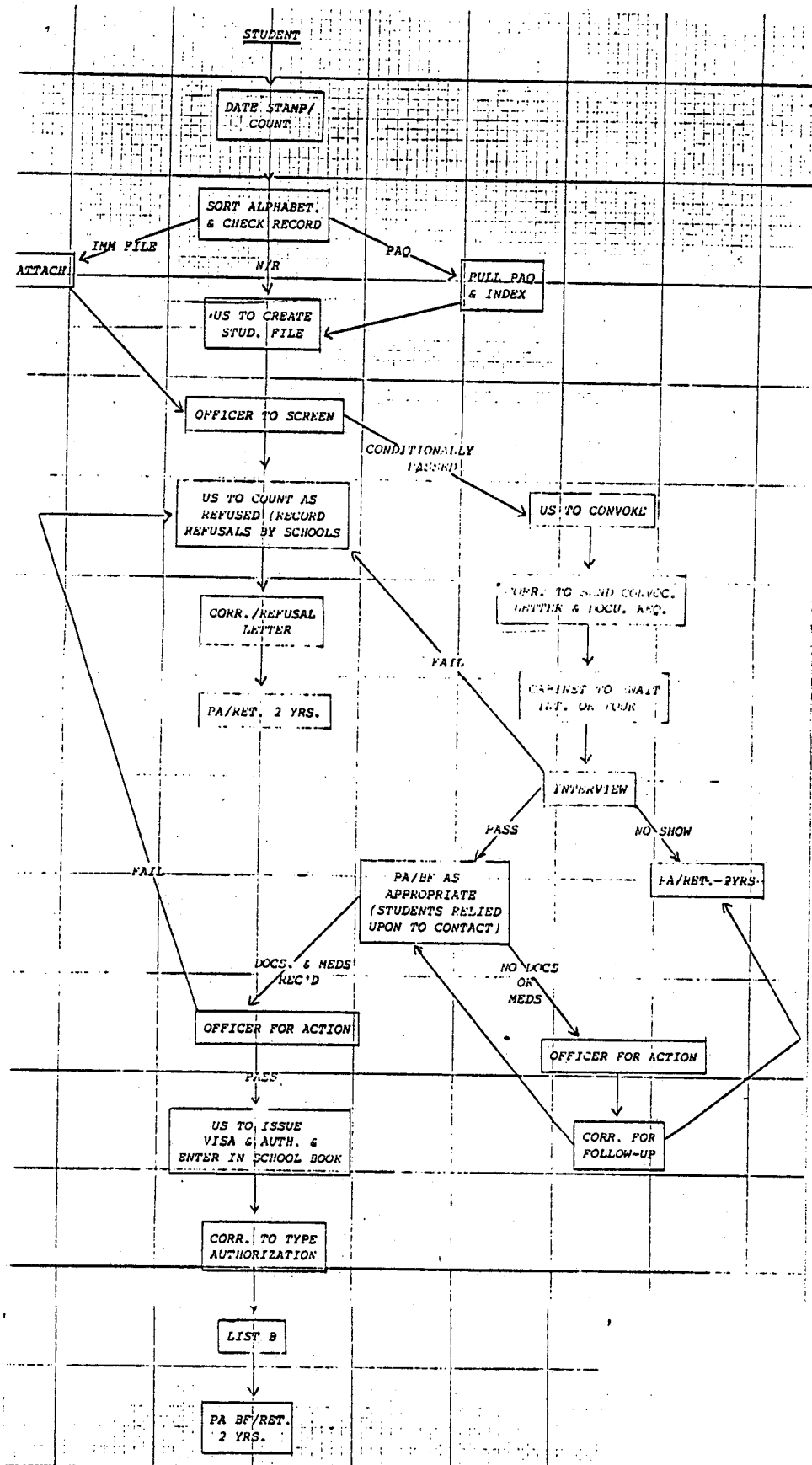
16(a)	Registry to Officer	Pre destruction screening
17(a)	Officer to Registry	Destroy File

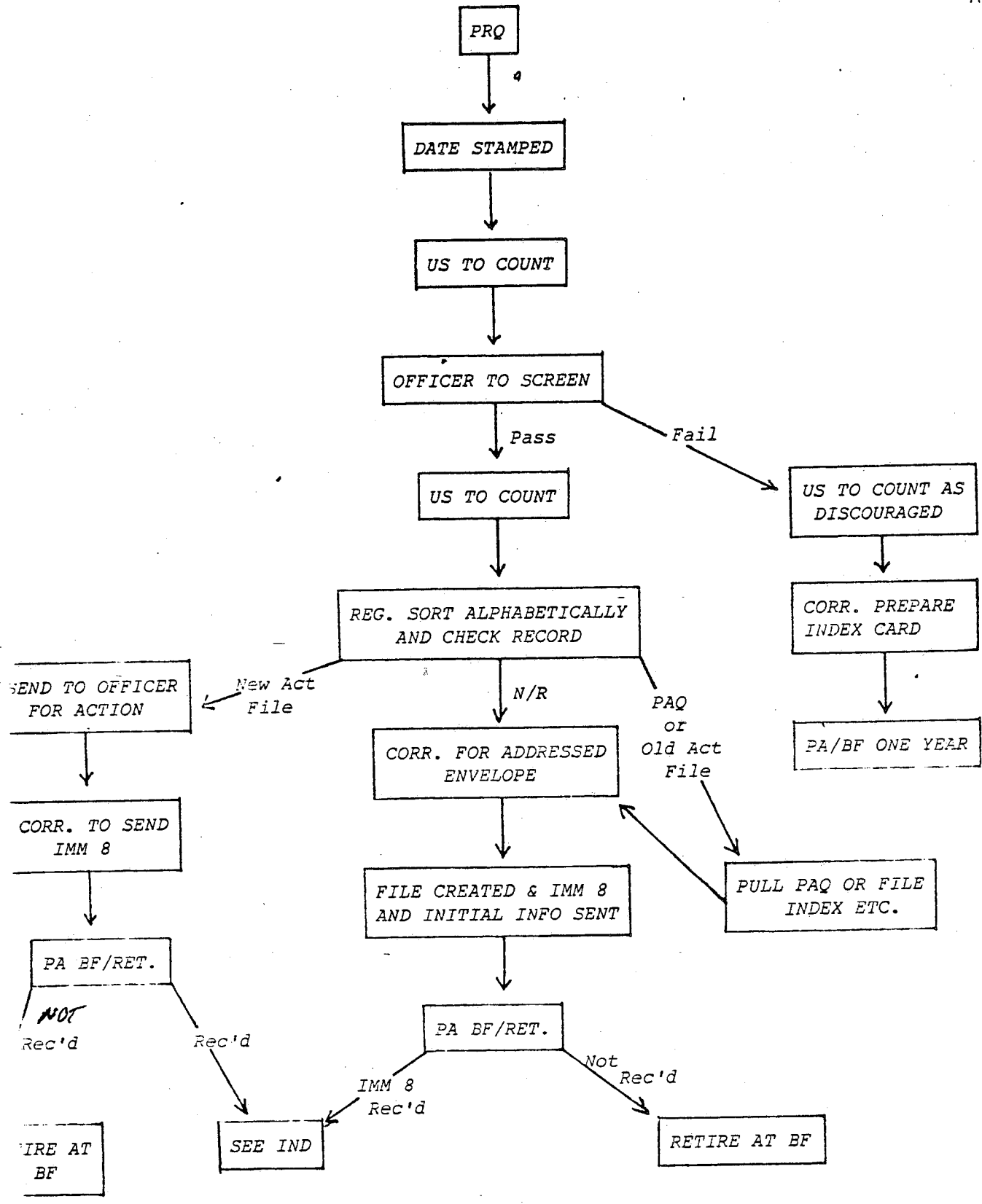




Appendix K







LAYOUT

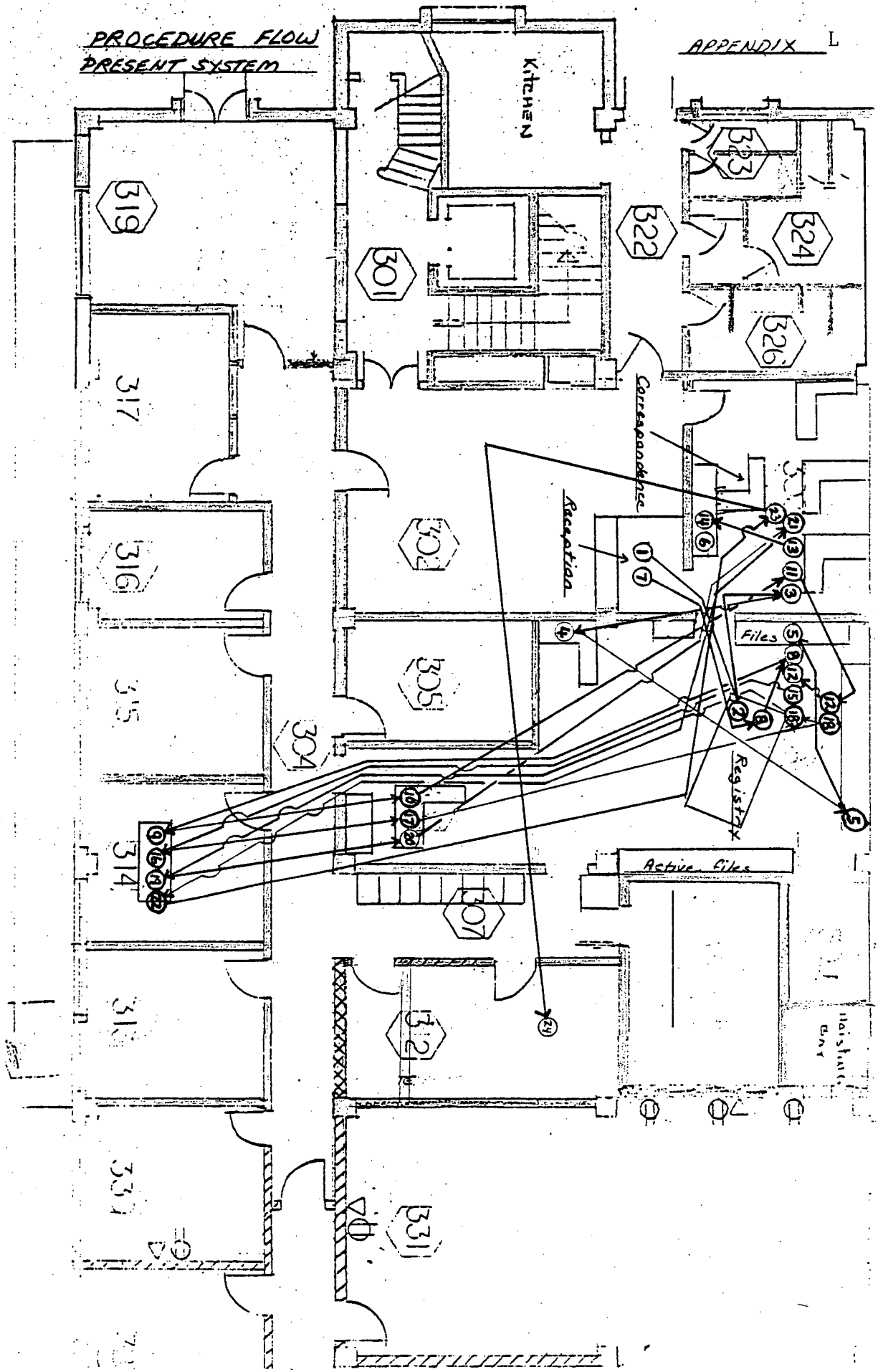
Processing Steps for Family Class Application
Port-of-Spain

- (1) Received 1009
- (2) Sort Mail Alphabetically
- (3) Prepare Address Label (envelope)
- (4) Create File
- (5) PA File
- (6) Send Application (IMM 8) to Applicant
- (7) Receive Completed Documentation
- (8) Pull File, Attach Documentation, Chargeout File
- (9) Send File to Officer for Screening
- (10) Record T1
- (11) List B
- (12) BF File for Interview
- (13) Prepare Convocation Letter
- (14) Send Convocation Letter
- (15) Pull File for Interview, Chargeout
- (16) Send file to Officer for Interview
- (17) Record T2
- (18) PA File -BF (4 months)
- (19) Pull and Send File to Officer
- (20) Record T3
- (21) Visa Prepared
- (22) Visa to Officer for Signature
- (23) Prepare Retirement BF
- (24) Retire File.

SOURCE: Flow chart of procedures prepared by post. (Appendix K).

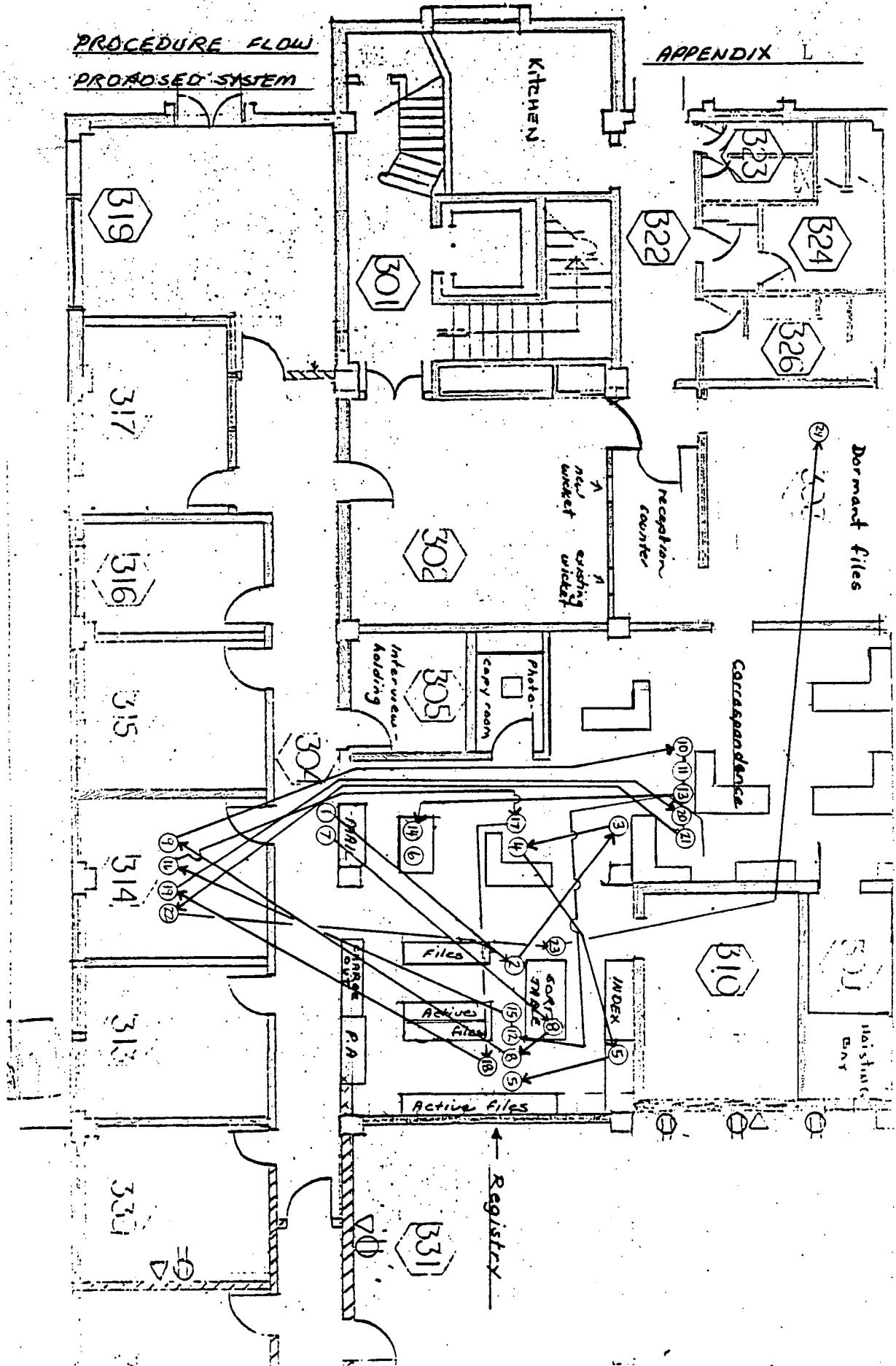
PROCEDURE FLOW
PRESENT SYSTEM

APPENDIX L



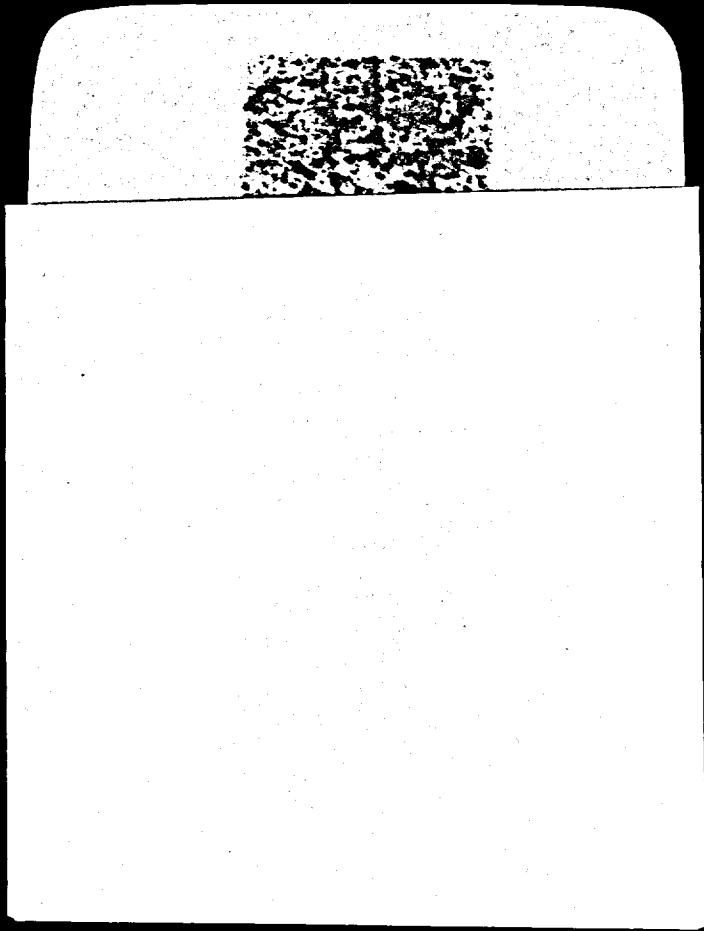
PROCEDURE FLOW
PROPOSED SYSTEM

APPENDIX



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