U.S. Department of Justice
Immigration and Naturalization Service

INS Communique

Volume 21, Number 1 January 1998

1997 INS COMMISSIONER'S CONFERENCE

Leading for RESULTS

Memorandum

Subject: FY 98 Budget Appropriations

Date: January 15,1998

From: Commissioner Doris Meissner

To: All INS employees

The President recently signed an appropriations bill for the Immigration and Naturalization Service, providing INS with $3.8 billion for FY98. This represents a 17 percent increase over FY97 funding levels, and a total of $534.1 million more than last year's final funding availability. It is a record-level budget that continues the strong support for the important work each of you do every day.

I believe that by providing us with this funding—more than we requested—the Congress has sent the message that the Service is on the right path toward achieving results in many key priority areas including border control, inspections, technology development and improvement, detention and deportation, and adjudications. Some of the highlights of the FY98 budget package are provided below, broken down by thematic program area. The Office of Budget has issued summary information already, and will be issuing more detailed information in the near future.

Border Control

The following items will help ensure that our border control strategies are carried out effectively:

- $125.3 million for 1,000 new Border Patrol agents and 136 support personnel; and
- $16.2 million for continued ENFORCE and IDENT development and deployment;

Inspections

The following items will help ensure that our inspections initiatives are fully implemented and appropriately managed:

- $17.7 million and 277 positions to improve facilitation at sea and air ports of entry;
- $3 million for the expansion of the SENTRI program in Laredo and Hidalgo, TX, and Nogales, AZ (subject to available receipts); and
- $3.1 million to purchase and install card production machines for the Border Crossing Card Replacement program.

Naturalization Initiatives

The following items will help ensure that our strategy to implement improvements in the Service's naturalization processes is put in place as expeditiously as possible:

- $67 million and 130 positions for fingerprint processing, space, and supplies;
- $16.8 million for the purchase and installation of electronic fingerprint scanners;
- $5.3 million for naturalization ceremonies; and
- $5.2 million to modify the CLAIMS system to support naturalization case processing.

Detention and Deportation

The following items will provide necessary enhancements in the Service's expanding detention and deportation and removals programs:

- $48.3 million and 181 positions for 1,864 additional detention bedspaces at INS facilities in Buffalo, NY, and Krome, FL, as well as a contract facility and other State and local contracts;
- $12.1 million and 42 positions to locate and remove deportable aliens, and $6.8 million and 29 positions to expand the local jail program.

Infrastructure, Automation, and Service

Finally, the following other items will each help the Service achieve its overall goal of improving infrastructure, technology, and customer service.

- $75.9 million for Service construction projects nationwide;
- $11.5 million for joint INS/Customs Service automation programs;
- $11.1 million to improve the Service's records infrastructure;
- $5.0 million and 43 positions in permanent funding to respond to inquiries at the Law Enforcement Support Center (LESC); and
- $3.1 million for 37 positions related to FOIA/Privacy Act processing requirements.

FY98 marks the fourth straight year that INS has received record funding increases. It is our obligation not only to the American people, but to ourselves, to ensure that these funds are used efficiently to accomplish our mandate of facilitating legal immigration, preventing illegal immigration, and providing benefits such as naturalization in the most professional manner possible.

I very much appreciate your continued hard work and dedication to providing the Nation with strengthened enforcement of our immigration laws and improved service to our customers. I am looking forward to a productive, innovative, and challenging new year.

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Director of International Affairs Phyllis Coven checks in and gets her materials at the start of the 1997 Commissioner's Conference. (See special insert, page 7)

Office of Inspections Holds First-Ever Seaport Streamlining Initiative

Attendees at the Seaport Streamlining Initiative meeting in Washington, DC, stand in front of the U.S. Navy Memorial.

By Catherine Paler-Amaya
HQ Office of Inspections

The Office of Inspections held its first meeting of the Seaport Streamlining Initiative (SSI) in Washington, DC, on November 17-21, with participants including Inspectors, designated union representatives, port directors, regional representatives, and Headquarters staff. The gathering was the first national working group ever convened to address issues solely related to the seaport environment.

The meeting focused on analyzing INS' current seaport inspection processes regarding cruise ships and cargo vessels. Ideas were solicited on how those processes could be improved, with many of the suggestions centering around the need for improved technology in the seaport environment. In particular, participants stressed the need to automate the manual paper manifest process. Issues dealing with cruise ship inspections in the Caribbean were also addressed.

Ports represented at the SSI included: Dutch Harbor, AK; San Francisco, CA; Bellingham, WA; Honolulu, HI; Long Beach, CA; Duluth, MN; Corpus Christi, TX; Houston, TX; Detroit, MI; Providence, RI; New York, NY; New Orleans, LA; Savannah, GA; Port Canaveral, FL; Ft. Lauderdale, FL; and Charlotte Amalie, U.S. Virgin Islands.

The meeting was the first of many that will occur over the next five years in the effort to modernize the seaport inspection process. Said Michael D. Cronin, Assistant Commissioner for Inspections, "Seaport inspections and regulations have not changed much in over 75 years. The SSI is the first step in identifying where common-sense business changes should be made. As a former seaport inspe ctor in Norfolk, I look forward to the changes this initiative will bring."

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UPDATE: RECORDS MANAGEMENT

RAPID Implementation Key to Improving Service's Data Integrity

As INS conducts its daily business, its employees rely heavily on the information in the Service's mainframe systems, as well as its paper file. To improve the integrity of all records—paper and electronic—the Service is developing a comprehensive solution called the Records and Process Improvement Design (RAPID). In addition to improving the timeliness, reliability, and quality of electronic data, the goals of RAPID include standardizing records processes and procedures, increasing accountability for paper files, reclaiming and making more effective use of existing file room space in field offices, and improving customer service.

In support of RAPID's mission to increase user reliance on accurate electronic records, offices can begin to consolidate and reconcile their record holdings. Offices with the Receipt and Alien-File Accountability and Control System (RAFACS) can use the following reports to support this cleanup initiative.

Duplicate Files in FRC/Masterfile (Option N): Offices can run this report to identify files marked as both active and retired in RAFACS. The file should be located, and the appropriate record (active or retired) deleted from RAFACS.

File Listing by Status Code Report (Option Q): Offices should run this report to determine what files have been in transit for over a week (use status code "K"). Files should not take longer than a week to be received by another section. This report will help to reconcile file location discrepancies. Both the receiving and sending offices should search for the file and update RAFACS once it is located.

Multiple File (A&T) Report (Option P): Offices should use this report to match and consolidate the A-Files with the corresponding temporary files, substitute files, and/or work folders. This will be a large report. Note: when temporary files, substitute files, etc. are merged with the corresponding A-Files, they must be deleted from RAFACS (use Option 1 of the Special Functions menu).

Masterfile Codes/Status Error Report (Option M): Offices should use this report to identify what files have been charged to an invalid (or no longer used) section or responsible party.

In addition to this cleanup initiative, the transition to RAPID will include a pilot program with the Los Angeles district office, scheduled to begin in 1998, that will involve an overall records centralization initiative.

THE FILE DRAWER

File Less; File Daily

Don't let your files crowd you out of your office. INS personnel can use mainframe systems, such as RAFACS, to consolidate and clean up files.

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Correction: In the sidebar accompanying the story on Service hiring levels in the December 1997 Communique, the number of Border Patrol agents was reported incorrectly. Over the past two years, the number of agents has increased *by* 2,017, reaching a total of 6,898 at the end of FY97.

Helicopter Becomes Delivery Room During Border Patrol Rescue

For perhaps the first time in the history of the Border Patrol, a medivac helicopter became a delivery room during a sector evacuation attempt.

The story began in the early morning hours of October 21. El Paso sector Border Patrol Agent Jeffrey T. Wilson and Senior Patrol Agent Mark Von Rompaey were on duty at the traffic checkpoint along New Mexico's Highway 54, approximately 40 miles north of El Paso. While monitoring traffic moving north toward Alamogorgo, Agent Wilson noticed fire coming from a car stopped at the checkpoint. Inside the car was Miguel Hernandez, who was on his way to El Paso's Columbia Medical Center with his two-year-old son and his pregnant wife Consuelo who was already in labor. After observing the situation, Agents Wilson and Rompaey immediately jumped into action, extinguishing the fire and determining the status of Mrs. Hernandez.

Because she was already in labor, Agent Wilson decided to drive the entire family to El Paso in a marked sedan. But just 20 minutes into the trip, Consuelo began to scream, her labor pains getting more severe. Knowing he would most likely not make it to El Paso in time by car, Agent Wilson informed sector radio operator Vernon Johndro of the circumstances, who then summoned help from a medivac helicopter from El Paso's William Beaumont Army Medical Center.

Within minutes the helicopter was on the scene, and with Agent Wilson comforting Consuelo, she was loaded on for transport to the military medical center at Fort Bliss. Agent Wilson then personally took her husband and son to the hospital.

Things progressed more quickly than anyone anticipated, how ever, and minutes later, newborn Michelle Hernandez made her way into the world mid-flight, with her proud father as close by as he could be–in touch with Consuelo via Agent Wilson's radio.

SBPA Mark Von Rompaey stands with BPA Jeffrey T. Wilson at the El Paso sector's Alamogordo station.

NY District Immigration Advisory Council Holds First Meeting

By Dawn Di Angelo
New York District Office of Public Affairs

On September 25 at the U.S. Court of International Trade, the New York District Advisory Council on Immigration Matters conducted its inaugural meeting. New York is the first district to have an advisory council of this kind. Its purpose is to assess local policies and practices affecting customer service and suggest recom mendations for improvement. It also seeks to develop new partnerships to build and enhance a broader understanding of immigration policies.

The council was established under the guidelines of the Federal Advisory Committee Act of 1972, which requires that it contain a balanced representation of skills, knowledge, expertise, and views among its membership. It is comprised of 17 members and 10 alternates, including community members, district personnel, a Commissioner's appointee, and a consular representative.

All members were first provided with an overview of the Service and a general orientation of the customer benefits process. Future activities were also on the agenda, and the commitment to work together was solidified. Chairperson Charles Troy then introduced the council's membership and explained the primary function of the council. The meeting focused on methods that could be used to address public issues and community concerns regarding immigration matters. Subcommittees on naturalization, policy and planning, and communications, as well as a steering committee, were also discussed and formed. Each will conduct fact-finding and research, with infor mation collected presented at subsequent meetings.

The council provides an opportunity for the district and the community to work together to share information and eliminate the confusion and rumors that exist in many immigrant communities, according to New York District Director Edward McElroy. "We must listen to the voices of the community for we are their sounding board, and we will be the examples for others to follow," he said at the meeting.

Document Reduction Clarification:

INTERIM RULE REMAINS IN EFFECT

In the December issue of the *Communiqué*, the article on document reduction (page 9) requires additional clarification. As noted in the article, the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), signed into law on September 30, 1996, provides for a reduction in the number of acceptable documents that newly hired employees can present to an employer to establish their identity and employment eligibility.

The 29 documents currently printed on the reverse side of the 11/21/91 version of the Employment Eligibility Verification form (Form I-9) are divided among three lists: List A, which lists documents that establish both identity and employment eligibility; List B, which lists documents that establish identity only; and List C, which lists documents that establish employment eligibility only. An employee must present either one document from List A or one document each from Lists B and C.

IIRIRA provides for a reduction in the number of acceptable List A and List C documents, and authorizes the Attorney General to add documents to these lists under certain circumstances. As first passed, this provision applied to hiring (or recruiting or referring) occurring on or after a date (not later than September 30, 1997) designated by the Attorney General. A bill signed by President Clinton on October 6, 1997 extended the deadline to March 30, 1998.

In order to implement the provision before the September 30, 1997 deadline, the Service issued an interim rule that became effective before this deadline was extended. This rule, published as 62 Fed. Reg. 51001-51006 (September 30, 1997), was effective on September 30, 1997. Because the interim rule designates September 30, 1997 as the effective date for the IIRIRA document reduction provision, it currently remains in effect, notwithstanding the deadline extension. Therefore, the statement in the article in the *Communiqué* advising employers to disregard the interim rule was incorrect.

The purpose of the interim rule was to maintain the status quo as much as possible while the Service developed a comprehensive document-reduction initiative. The interim rule amended the regulations by: removing four documents from List A; modifying the acceptability of the foreign passport with a Form I-94 as a List A document; and clarifying and expanding the receipt rule under which work-eligible individuals who are unable to present a required document may present a receipt under certain circumstances. The rule made no changes to Lists B or C. Employers are to continue to use the current Form I-9 (11/21/91 version) until a revised Form I-9 is published by the Service.

In a rulemaking expected to be published in the Federal Register in the near future, the Service will propose more comprehensive changes to the employment verification process, a further reduction in the number of acceptable documents, and a revision to the Form I-9. The public will be provided an opportunity to comment on this proposed rule. Until a final rule is effective, the Service will withhold enforcement of civil money penalties for violations associated with the changes made by the interim rule.

The final rule will contain a revised Form I-9. INS will undertake a comprehensive public education effort to notify employers about the revised employment eligibility verification rules and how to obtain and use the new I-9.

Miami District's Natz. 75+ Pilot Helps Elderly Gain Citizenship

In an effort to help facilitate the examination of elderly citizenship applicants, as well as to make them more comfortable with the naturalization process, INS' Miami District has implemented a pilot program known as Natz. 75+.

According to the district's Director of Public and Congressional Affairs Lamar Wooley, the program targets seniors who are eligible for citizenship, are 75 years old or older, and have filed an application for naturalization and received an acknowledgment of that application from the Service.

Speaking of the program when it was first announced, District Director Bob Wallis said, "It is my goal to create a more user-friendly INS in the Miami district. We are sensitive to the needs of our community, and are reaching out to seniors [who are] eligible for citizenship where they feel the most comfortable—in their own neighborhoods."

As part of the initiative, he said, eligible senior and outreach

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IN OPENING REMARKS, COMMISSIONER STRESSES LEADING FOR RESULTS

Welcoming nearly 300 Service managers from districts, regions, Border Patrol sectors, and service and administrative centers from around the country to Albuquerque November 4, INS Commissioner Doris Meissner took the opportunity to explain the theme of the week-long Commissioner's Conference: 'Leading for Results'.

"If we appreciate the challenge we have had to overcome," the Commissioner said alluding to the themes of the past three annual Service conferences, "we must now appreciate what comes next: leading for results."

To begin a discussion of this theme, she first introduced the Service's new 'leadership team', which includes three recently selected regional directors, the new executive associate commissioner for Field Operations, and recently appointed Border Patrol chief. These new appointments, she said, "bring an extraordinary mix of skills and experience [to the Service] that I believe will be extremely valuable to the agency."

Michael A. Pearson, INS' newly selected executive associate commissioner for Field Operations talks with Commissioner Meissner prior to his formal introduction to the Service's managers and supervisors.

The Commissioner then took a few moments to detail some of the accomplishments of FY97 that illustrate the advances the Service has made in a wide range of programmatic areas. These accomplishments included managing the growth of the Service workforce by over 2,500 people, and enrolling and providing basic training for over 3,400 employees at the Service academies and Leadership Development Center. In addition, she said, the Service removed 62 percent more criminal and noncriminal aliens in FY97 than in the previous year, topping the "ambitious goal" set at last year's Commissioner's Conference by 20 percent. At the same time, the Service's Atlanta, Miami, Newark, Chicago, and Dallas districts each removed more than twice as many illegal aliens in FY97 than they did in FY96. Finally, she said, Border Patrol apprehensions reached a 17-year low in the San Diego sector, the Service successfully implemented a wide range of IIRIRA provisions, and made significant progress in improving the overall naturalization process and the fingerprint process in particular.

'Leading for Results', she continued, means not resting on the accomplishments of the past, while learning from missteps that have been made. "We are very strongly positioned to call on our experience and skills to move forward with a very ambitious agenda," she said.

Implementing this agenda comes at a complex time for the Service, she said. Calling 1997 the "year of details," she thanked those members of the Service who came to Headquarters to temporarily staff positions—specifically recognizing Mark Reed, Brian Perryman, William Yates, and Joseph Cuddihy—and saying that she understands the stress that these details placed on district and other local offices.

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COMMISSIONER ANNOUNCES NEW MEMBERS OF INS' EXECUTIVE STAFF

One of the highlights of the Commissioner's opening remarks at this year's conference was her announcement of several new executive staff positions, including the three regional directors and the director of the Headquarters Office of Field Operations.

Saying that the new 'leadership team' appointees will provide "an extraordinary mix of skills and experience that I believe will be extremely valuable to the agency in the future," she introduced **Michael A. Pearson** as the Service's new executive associate commissioner for Field Operations, **William R. Yates** as the Eastern Region director, **Mark K. Reed** as Central Region director, and **Johnny N. Williams** as Western Region director.

With the exception of Pearson, each of the selectees has extensive time with the Service, but the Commissioner stressed his experience in the areas of migration operations and enforcement when he was introduced for the first time during the conference. A colonel in the United States Army, Pearson comes to INS as the former deputy director of Military Personnel Management within the Office of the Deputy Chief of Staff, Personnel, Department of the Army. A career military police officer with over 24 years of Army experience, Pearson previously served as the Military Police brigade commander and chief of police of Fort Hood, TX, and as the deputy chief of staff of the United States Army Criminal Investigation Command. In addition, while at Fort Hood, he established and commanded the 1994 Haitian migrant operations at Guantanamo Bay, Cuba. "Mr. Pearson comes to us with the highest recommendations," the Commissioner said in making the announcement, "and I am convinced that he will make an outstanding EAC for Field Operations."

The Service's new executive associate commissioner for Field Operations, Michael Pearson.

Commissioner's Conference 1997

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In addition, she said that while the Service put forward a major reorganization plan in FY97, this proposal has been withdrawn (except for the components dealing with administrative centers), and "a broader review of the structure overall" needs to be considered. For example, she said, "we need to ask ourselves whether the detention structure should be separated" from other Service components. In addition, the Commissioner said, a closer look needs to be taken at the demographics of the Service's offices compared to the populations of the legal immigrant communities which use their services. Several suboffices, she said as an example, are currently larger than the district offices to which they report.

"We need to position ourselves to move into the future," the Commissioner continued, "and produce the results we know we can achieve. Things get solved by strong, effective leadership. Leadership can make almost any structure work. We must continue to work [together] and be leaders. Leader ship is absolutely essential to capturing the enormous potential of the human resources that are coming into the agency."

Finally, in light of the recent Commission on Immigration Reform suggestion that INS is on "mission overload" and that the President should consider moving several of the Service's responsibilities to other agencies, the Commissioner stressed her commitment to keeping the agency together as one unit.

"I want to be very clear on my position with respect to the proposal, she said. "I believe that INS makes sense as one organization. We have a complex mission, but it is a mission that is interconnected."

Yates, who had been detailed to Headquarters as acting associate commissioner for Field Operations, was previously the director of the Vermont Service Center. With more than 23 years of INS experience, he has been with the Eastern Region since 1983, when he began working as a regional immigration examiner. In 1986 he became the assistant regional commissioner for Investigations, and worked as the director of the Organized Crime Drug Enforcement Task Force at Headquarters from 1990 to 1993, when he moved to the service center.

Reed, who had also most recently been detailed to Headquarters as acting executive associate commissioner for Field Operations, moves to the Central Region from San Diego, where he had been the district director since 1995. He worked previously as the deputy district director in the San Antonio, TX, district from 1991 to 1995, and was the special agent in charge of the El Paso, TX, Intelligence Center (EPIC) from 1987 to 1991. He was also the deputy director in the Honolulu, HI, district from 1985 to 1987 and the coordinator of the Western Region's anti-smuggling programs from 1982 to 1985. In total, he has 23 years of Service experience.

Williams, the new Western Region director, is intimately familiar with the area, having served as the chief patrol agent in the San Diego sector since 1995. With 26 years of INS experience, Williams was key to the successful implementation of Operation Gatekeeper along the Southwest border in California, and was also the first Western Region director, holding the position in an acting capacity from June to December 1994. Before that, he served as the chief patrol agent in the El Centro, CA, sector, and as the deputy chief patrol agent in the Yuma, AZ, sector from 1984 to 1990. He was also the assistant chief patrol agent in the El Paso, TX, sector from 1983 to 1984 and the patrol agent in charge at the Sierra Blanca station from 1980 to 1983, beginning his enforcement career as a Border Patrol agent in the Laredo sector in 1971.

Also during her morning welcome, the Commissioner reintroduced Gus De La Viña, formerly the Western Region director, as the new head of the Border Patrol effective January 1. Calling him the 'architect of Operation Gatekeeper,' she expressed her "personal gratification and thanks for his taking on the challenge [of this new position]."

Seated together for their formal introduction as INS' new leadership team were (l. to r.): incoming Central Region Director Mark Reed, Eastern Region Director William Yates, and Border Patrol Associate Commissioner (and former Western Region director) Gus De La Viña.

A TRULY MOVING AWARDS CEREMONY

In one of the most touching and moving Service awards ceremonies in recent memory, Commissioner Meissner made each of the presentations personally. Perhaps no presentation was more touching, however, than that of the Newton-Azrak Award for Heroism in the Line of Duty that was given posthumously to Border Patrol Agent Stephen C. Starch of the El Cajon station.

Before being killed in a tragic accident earlier this year, Agent Starch courageously saved the lives of two aliens trapped under a burning vehicle within the San Diego sector. His award was accepted by his wife, father, and brother David, who asked to say a few words in Stephen's memory. He recalled that all through high school, Stephen had never been very neat. But when he took David on a ride-along after becoming a Border Patrol agent, his brother remembers Agent Starch taking two hours getting ready, shining boots that he knew would get dirty the moment he stepped out of his vehicle.

When asked by his brother why he was doing this, Stephen replied that while it wasn't required, he did it every time he went out into the field. "He was proud of his job," David concluded with a tear in his eye, "and he tried to do it with honor."

To all of the award winners, the Commissioner had this to say in her congratulatory message: "The recipients of these awards personify the theme of this year's conference—Leading for Results. All of the recipients represent INS employees worldwide who are dedicated to doing the best job possible for the good of the Service and for the nation. I offer my congratulations and sincere thanks to this year's award recipients who represent all INS employees who meet these goals each and every day. I am proud of the individual commitment to excellence that these employees displayed to meet these challenges."

A complete list of 1997 Commissioner's Award winners follows:

1997 COMMISSIONER'S EXCEPTIONAL SERVICE AWARD

Presented in recognition of the performance of a special service in the public interest which is over and above normal requirements and of an outstanding and distinctive character in terms of improved operations, public understanding of the Service's mission, or accomplishment of one of the major goals of the Service. This is the most prestigious award granted within the Service.

Patrick T. McDermott
Regional Counsel - Central Region

1997 COMMISSIONER'S MERITORIOUS SERVICE AWARD

Presented in recognition of accomplishment of assigned duties in such an outstanding manner as to be clearly noteworthy among all those who have performed similar duties, or performance of assigned tasks in such an exemplary manner as to set a record of achievement that will inspire others to improve the quality and/or quantity of their work. This is the second highest award granted by the Commissioner.

Jacquelyn A. Bednarz
Special Assistant
Office of Programs - Headquarters

Charles R. Hastings
Special Assistant
Office of Human Resources and Development - Headquarters

Michael J. Rendon
Assistant Officer in Charge
Hartford Suboffice - Boston District

Kevin L. Stevens
Deputy Regional Chief Patrol Agent
Central Region

1997 COMMISSIONER'S NEWTON-AZRAK AWARD

This award is named in honor of Theodore L. Newton, Jr., and George P. Azrak, two young Border Patrol officers who were kidnapped by smugglers during an investigation and later murdered. This award is presented for contributions, service or accomplishments reflecting unusual courage or bravery in the line of duty and/or for a heroic or humane act during times of extreme stress or in an emergency.

Stephen C. Starch
Border Patrol Agent
San Diego Sector - El Cajon Station

Guadalupe Chacon and Elizabeth M. Ebisuzaki
Border Patrol Agents
San Diego Sector
Imperial Beach Station

Stephen S. Martin
Border Patrol Agent
Tucson Sector
Douglas Station

C. James Englehardt
Supervisory Border Patrol Agent
Tucson Sector
Douglas Station - Fulton Station

1997 COMMISSIONER'S EMPLOYEE OF THE YEAR AWARD

This award is designed to recognize employees who excel in their particular occupational area. Nominees must have accomplished one of the following:1) performed their duties in such an outstanding manner as to set a noteworthy record of achievement that will inspire others to attain equally high standards of performance; 2) demonstrated remarkable skills, initiative and/or creative ability in a complex assignment for which the nominee was primarily responsible, or through participation in a special Service project or program, that resulted in significant benefits to the Service's program; 3) demonstrated leadership in spreading the use of modern technologies among the employee's peers; 4) demonstrated enthusiasm in learning to use and using modern technologies in the work place; or 5) demonstrated enthusiasm in assisting the public in connection with official duties.

SECRETARIAL SUPPORT

Mary Esther Martinez
Secretary - San Diego District

TECHNICAL SUPPORT

Susan-Rae Glinka
Staff Assistant
Administrative Center - Burlington

Kay H. Jost
Personnel Management Specialist
Phoenix District

Newton-Azrak Award winners Stephen S. Martin and C. James Englehardt.

OFFICER CORPS

Evaristo E. Robinson
Deportation Officer
New York District

James L. Bealts
Supervisory Detention
Enforcement Officer
Tampa Suboffice - Miami District

WAGE GRADE

William W. Shinn
Aircraft Mechanical Systems Inspections Supervisor
Del Rio Sector

1997 COMMISSIONER'S SUPERVISOR OF THE YEAR AWARD (GS-13 TO GS-15)

Presented in recognition of demonstration of unusual ability in overcoming organizational difficulties and/or shortages in manpower, funding and/or equipment resources to achieve objectives; exceptional organizational and/or planning ability in the achievement of a major project or objective that was extremely complex, sensitive, and/or labor intensive; or ability to create a working environment in which subordinates work to their utmost capacity and achieve objectives over a sustained period of time in an efficient manner and with exceptional quality.

Thomas D. Homan
Supervisory Special Agent
Phoenix District

Dorothy C. Swartwood
Personnel Officer
Administrative Center
Burlington

1997 COMMISSIONER'S QUALITY AND PRODUCTIVITY IMPROVEMENT AWARD

Presented in recognition of meritorious action during an emergency or in response to an unforeseen urgent situation; significant and noteworthy accomplishments of goals or programs despite problems or setbacks; significant and noteworthy improvements in systems, operations, or procedures as a result of creative and/or innovative initiatives; and/or any activity taken over a significant period of time with high public visibility and resulting in efficient and effective furtherance of the Service's mission.

Margaret Aira
Personnel Management Specialist
Office of Human Resources and Development - Headquarters

Ross S. Anderson
Asylum Officer
Office of International Affairs
Headquarters

Joyce Chiang
Assistant District Counsel
Office of Programs - Headquarters

Ramon Garcia
Facilities Program Officer
Office of Administration
Headquarters

Janelle J. Jones
Immigration Officer - Headquarters

Keith A. Jones
Assistant Director, Information Resources Management
Administrative Center
Laguna Niguel

Pamela K. Larson
Management Analyst
Administrative Center - Twin Cities

Chien V. Le
Architect
Office of Administration
Headquarters

Joan E. Ochs
Staff Accountant
Office of Financial Management
Headquarters

INSpect Development and Implementation Group
Office of Internal Audit - Headquarters

Fee Policy and Rate Setting Branch
Office of Budget - Headquarters

Research and Development Division
Office of Human Resources and Development - Headquarters

Air Operations
Marfa Sector

Vehicle Maintenance Facility
San Diego Sector

Violent Gang Task Force
New York District

1997 COMMISSIONER'S AWARD FOR INTERAGENCY ASSISTANCE

Presented in recognition of invaluable assistance to the Service in an emergency situation to which the Service could not otherwise have responded.

Ernest C. Mercier
Southwest Area TD
U.S. Customs Service

Samuel H. Banks
Acting Commissioner
U.S. Customs Service

1997 Commissioner's Conference

Ernest C. Mercier represented the U.S. Customs Service in receiving the Commissioner's Award for Interagency Assistance. In Washington, DC, following the conference, the Commissioner presented a similar award to Acting Customs Service Commissioner Samuel H. Banks.

1997 COMMISSIONER'S EQUAL EMPLOYMENT OPPORTUNITY AWARD

Presented in recognition of superior service in motivating employees through direct encouragement and assistance to develop their full potential and utilize their skills to the greatest possible extent, evidenced by promotion of lower-graded and under-utilized employees, and recognition through awards of lower level employee achievements; achieving effective employee utilization as evidenced by integrating women, minority groups and handicapped employees successfully in the unit; or demonstrating concern for employee needs as evidenced by attendance at EEO training and consideration of EEO goals in providing training, promoting employees, assigning overtime and creating new job opportunities.

Sham Quon Chin-Gee
Supervisory District
Adjudications Officer
New York District

1997 COMMISSIONER'S ATTORNEY OF THE YEAR AWARD

This award honors attorneys who have distinguished themselves in the pursuit of excellence for the benefit of the Immigration and Naturalization Service.

Julia K. Doig
Appellate Counsel
Office of the General Counsel
Headquarters

Jane Thomson
Assistant District Counsel
San Antonio District

Randa Zazoug
Assistant District Counsel
New York District

1997 COMMISSIONER'S ROOKIE ATTORNEY OF THE YEAR AWARD

This award honors attorneys hired during the previous year who have distinguished themselves in the pursuit of excellence for the benefit of the Immigration and Naturalization Service.

Carlos Lopez
Assistant District Counsel
Miami District

1997 COMMISSIONER'S DISTRICT COUNSEL OF THE YEAR AWARD

This award honors district counsels who have distinguished themselves in the pursuit of excellence for the benefit of the Immigration and Naturalization Service.

Patricia M. Vroom
District Counsel
Phoenix District

1997 COMMISSIONER'S AWARD FOR EXCELLENCE IN LEGAL OR ADMINISTRATIVE SUPPORT

This award honors nonattorney personnel in the Legal Proceedings Program who have distinguished themselves in the pursuit of excellence for the benefit of the Immigration and Naturalization Service.

Dolores A. Wyffels
Administrative Officer
Office of the General Counsel
Central Region

1997 COMMISSIONER'S CHALLENGE AWARDS - SPECIAL RECOGNITION

Extraordinary effort at implementing IIRIRA

Illegal Immigration Reform and Immigrant Responsibility Act Implementation Team

Enhance INS cooperation and participation with local enforcement authorities, state and local government communities.

Achievements in this category may be demonstrated by promoting cooperative mechanisms for participating with local, state and nongovernment organizations to enhance the Service's effectiveness and stability of the participating groups and communities; expanding INS cooperation and interaction with local law enforcement authorities, state and local governments and the media.

Walter T. Hempel II
Senior Special Agent
Law Enforcement Support Center
South Burlington

Continue building INS' infrastructure and strengthening professionalism. Achievements in this category may be demonstrated by actions aimed at sustaining employees through developing retention plans and actions; sustaining equipment through maintenance and replacement; enhancing safety operations; enhancing ADP support; using competency-based assessments to modernize/support the selection process; developing/ modernizing financial systems; improving data integrity; or an extraordinary effort at implementing IIRIRA.

Jennifer R. Lee
Director - Leadership
Development Center - Dallas

Eleanor M. Miller
Personnel Management Specialist
Office of Human Resources and Development - Headquarters

Mary L. Galetich
Employee Development Specialist
Administrative Center -
Twin Cities

Improve adjudicative services. Achievements in this category may be demonstrated by displaying excellence in the implementation of quality assurance procedures or improving local processes; improving data integrity; or an extraordinary effort at implementing IIRIRA.

Joan K. Lewis
Computer Specialist (Systems Analyst) Office of Information Resources Management - Headquarters

Freedom of Information Act/ Privacy Act Group
Office of Files and Forms Management Headquarters

Reduce unauthorized employment and increase the effectiveness of worksite enforcement. Achievements in this category may be demonstrated by increasing employer enforcement activity and the removal of illegal workers; assisting employers to achieve compliance and developing partnerships with states and private industries to hire legal replacement workers; by refining the systems, procedures, policies and documentation; improving data integrity; or an extraordinary effort at implementing IIRIRA.

Andrew J. Irwin IV
Marc W. Sanders
Special Agents - Dallas District

Worksite Enforcement Unit
Phoenix District

Increase removals of deportable and inadmissible aliens. Achievements in this category may be demonstrated by improving the deportation process in areas such as alien detention, transportation or welfare; increasing criminal alien removal; improving data entry and tracking; enhancing and streamlining removal capability; increasing the apprehension and removal of absconders; or an extraordinary effort at implementing IIRIRA.

Detention and Deportation Branch
Los Angeles District

Hipolito Acosta
Officer in Charge
Monterrey Suboffice
Mexico City District

Strengthening border control and facilitation Achievements in this category may be demonstrated by successfully implementing the Attorney General's initiatives; developing successful ideas for improving the control at and between the ports-of-entry; strengthening facilitation and enforce ment efforts at the ports-of-entry; developing/re-engineering intelligence programs; improving data consistency, time liness and applicability; or an extraordinary effort at implementing IIRIRA.

San Ysidro Port of Entry

1997 COMMISSIONER'S LABOR-MANAGEMENT PARTNERSHIP AWARD

This honorary group award is designed to recognize recipients for superior achievement in furthering the objectives of labor-management partnership within the Service. Achievements in this area may be demonstrated by the degree of improvement in the parties' relationship achieved through their partnership efforts. It may be evidenced by a variety of indicators, such as a reduction in grievances, unfair labor practice charges and other disputes; resolution of difficult problems through voluntary means, without the need for third party intervention, and cooperative implementation of programs without the need for formal negotiations (as contrasted with prior adversarial methods of resolving problems and disputes); and the existence of favorable external publicity for the INS as a result of its improved cooperative labor-management relationship.

San Diego District/American Federation of Government Employees
Local 2805

Vermont Service Center/American Federation of Government Employees
Local 2076

INSpect team members stand with their Commissioner's Award following its presentation. Pictured (back row, l. to r.) are: Kathleen Stanley, David Howell, and Director of the Office of Internal Audit John Chase. Front row, l. to r. are: Carolyn McGee, Renee Downs, and Commissioner Meissner.

1997 Commissioner's Conference

Strengthen anti-smuggling and anti-terrorism and overseas deterrence Achievements in this category may be demonstrated by successfully implementing the Attorney General's Initiatives; initiating and/or expanding activities which identify, prevent and disrupt smuggling, terrorism, organized crime and related document fraud; increasing overseas enforcement and/or deterrence functions; reviewing, redesigning or developing data integrity; or an extraordinary effort at implementing IIRIRA.

John W. Cummings
Deputy Director
Office of International Affairs
Headquarters

ATTORNEY GENERAL COMMENDS SERVICE PERSEVERANCE AT CONFERENCE LUNCHEON

Attorney General Janet Reno

"I commend you for the work you have done, and am so very proud of you."

In remarks that clearly came from the heart, Attorney General Janet Reno stressed professional accountability and "staying connected to the people we work with" during the luncheon on the opening day of the Commissioner's Conference.

After being introduced by the Commissioner, who called her "an extraordinary friend of INS," the Attorney General held up a small gift from the Service—a miniature replica of a Border Patrol bullet-proof vest. The AG has been instrumental in ensuring that the Patrol has received the equipment it needs, the Commissioner said, including boots, radios, and protective vests that properly fit all Service personnel, including female agents. All agents now have vests that fit, the Commissioner announced, saying that Reno, more than anyone else, was responsible for ensuring that it happened. Besides, the Commissioner said handing the AG the mini vest, she can use it in the line of duty, as "she is our protector." This is fourth Commissioner's Conference that the Attorney General has attended, Meissner said, "and I know that is absolutely a record."

Reno, for her part, began her remarks by talking about all that INS has overcome in the past four years. "You have coped with extraordinary growth...a devalued peso...and building infrastructure," she said. "You deserve such praise because you did not back down. You have been magnificent."

She then turned to the family of fallen Border Patrol Agent Stephen Starch and recalled her trip to Lubbock, TX, for his funeral, saying, "Ms. Starch, I will always remember coming there, and finding out how much Stephen's fellow agents valued his work."

Continuing on the theme of national service, the Attorney General held up an enlarged letter to the editor of the Miami Herald, her hometown newspaper, which discussed the excellent work local INS officers had done in helping one man through the maze of ensuring his wife received the proper paperwork to become a permanent resident of the United States. "This is an example of the caring people of the Immigration and Naturalization Service," she said.

Next recognizing the Border Patrol, Reno specifically made note of agents Steven Martin and James Engelhardt, both of whom were instrumental in bringing to justice a former Border Patrol agent now serving time for his involvement in a drug smuggling operation. It is the integrity and courage of these two men, in the face of threats from those who saw them as deceiving a fellow agent, she said, that should be looked on as all that is right with the Service today. "I am so proud of the courage and sacrifice that these INS employees illustrate," Reno said. "They set a tone that good behavior will be rewarded and bad behavior punished."

Finally, the Attorney General noted several significant Service accomplishments that have been achieved over the past year, including the implementation of IIRIRA and success in removals as evidence that "what I have seen is people who are committed to this nation" in the face of seemingly overwhelming tasks.

"I've watched you deal with issue after issue that seem too difficult to deal with," she said in concluding her remarks, "and you have dealt with them and you have made me proud. I commend you for the work you have done. I am so very proud of you and so very proud to serve with you. Thank you for the great work you have done for this nation."

CITIZENS' ADVISORY PANEL RELEASES REPORT TO ATTORNEY GENERAL

The CAP concluded that INS has "taken the initial actions necessary to address its immediate concerns" in the areas of the complaint process, training issues, and employee professionalism.

INS' Citizens' Advisory Panel (CAP) released its first report to the Attorney General in October and presented the results at the Commissioner's Conference, concluding that the Service has "taken the initial actions necessary to address its immediate concerns" in the areas of the complaint process, training issues, and employee professionalism—the subjects the CAP addressed in its first year of operation.

Citing the significant growth within the Service in the past several years, as well as changes in the Immigration and Nationality Act, the report concluded that "certain organizational impediments" still exist in the Service's current complaint process, "making it difficult for complainants...to follow their complaint to resolution, and that INS should "make the complaint process visible and comprehensible to those who may need access to it." Suggestions to accomplish this goal included providing materials on INS enforcement policies to community organizations and training community representatives on complaint procedures.

In addition, the report stated that first-line supervisory training and the development of a field officer training program "are the key to the development of a professional law enforcement culture within the Border Patrol."

More specifically, the report suggested that INS:

- Ensure that Spanish-English posters and complaint forms be readily accessible in areas that are available to detainees and the general public;
- At the direction of the Attorney General, develop materials explaining the regulations for the use of firearms, use of force, vehicle pursuits, searches, site inspections, and the power to arrest, interrogate, and detain, and that these materials be distributed to the public;
- Develop guidelines for the application of discipline across the Service;
- Use unsubstantiated complaints as a "management tool to identify trends in abuse [of the system] and flag employees who may need additional training or supervision";
- Keep internal training as a top priority Service-wide, with a focus on customer service, cultural awareness, bias prevention, civil and constitutional rights, the range of penalties and sanctions, and the INS complaint process; and
- Develop and provide systematic in-service training at regular intervals, as well as external training opportunities.

The CAP also stressed in the report that there is "merit to continued citizen involvement" in an advisory capacity within the Service, recommending that a body of this type be institutionalized within the Department's Civil Rights Division, the Office of the Inspector General, and INS' Office of Internal Audit.

In the past, INS "has responded quickly" to a variety of CAP recommendations, according to the report. For example, at the October 1995 meeting, held in Houston, TX, the CAP "expressed serious reservations" about INS' training plans for first-line supervisors. As a results, the approach to supervisory was redirected and the curriculum of the Service's Leadership Development Center (LDC) substantially revised. Accordingly, Commissioner Meissner was praised for her "commitment and responsibility" in "recognizing the legitimacy and urgency of the concerns of panel's members."

Comprised of nine private citizens, five Department of Justice employees (including the Commissioner and the director of INS' Office of Internal Audit, John Chase), and one non-voting member from the government of Mexico, the CAP met in February 1997 at INS Headquarters to finalize the draft report.

BREAKOUT SESSION 1: THE GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA)

Assistant Commissioner for Planning Sue Curda details changes anticipated as a result of the implementation of the Government Performance and Results Act (GPRA) during a conference breakout session.

Calling the Government Performance and Results Act (GPRA) "the way the government is going to work in the future," David Howell of the Headquarters Office of Policy and Planning (OPP) opened the morning's first breakout session and introduced Sue Curda, also of OPP, who provided an overview of the Act.

The basic intent of the Act, which was passed in 1993 and will be implemented by the Service beginning this fiscal year, is that government move in the direction of strategic planning, performance plan development, and a careful analysis of the results that were (or were not) achieved. "There is a whole new movement toward how government is being run," Curda said. "No longer can [an agency] spend lots of money and have nothing to show for it."

The key objectives of the Act, Curda continued, are: 1) instilling accountability, 2) increasing effectiveness and 3) improving decisionmaking. The key questions that managers will have to continually ask themselves in the future, she said, are: "What is the purpose of this program?," "How is it doing?," and "How do I know?"

To develop accurate answers to these questions, the Service, and at the larger level the Department, has developed a new focus on strategic planning, which includes developing very specific, realistic, mission statements and program plans that cover a six-year time frame. The development of these plans, she said, should involve significant stakeholder input and should be directly related to the annual planning process that specifies shorter-term goals.

Once the plan is implemented, a system will be developed to evaluate concrete performance results on an annual basis, with reports issued to the Attorney General, and plans specified for addressing goals not met. The first of these reports, she said, will be due from the Service to the Department in March of the year 2000, just over two years from now.

Next, Curda outlined how the Service's programs fit within the Department's strategic development process. While there is only one specific immigration goal, there are at least two other areas under which INS activities fall, she said, including border and interior enforcement and data integrity improvement.

Finally, Curda said that the current Service priorities system will change markedly with the implementation of the Act. "The overall mission of the agency will be looked at through GPRA," she said, stressing that the top priorities developed for FY98 and beyond will focus on 'change issues' instead of the broad Service activities covered in the past. As an example of such an issue she cited the Service's successful reform of the entire asylum program.

Following Curda's presentation, Jolene Lauria-Sullens of the Office of Budget presented information on how the current budget process will also have to change, including accepting more input from the field, once the Act goes into effect.

BREAKOUT SESSION 2: THE NEW INS ADMINISTRATIVE AND STAFF ACTION MANUALS

Headquarters Office of Field Operations Special Assistant Maurice Clifford enjoys a conference breakout session.

Calling them "new and refined tools that will enable us to better lead and gauge our accomplishments," Executive Associate Commis sioner for Management George H. Bohlinger III formally unveiled the Service's new Administrative and Staff Action Manuals during the second conference breakout session.

The Administrative Manual, developed over a five-month period by a team led by Management's Linda Greene and containing 45 percent fewer pages than the original, represents the first time in five years that the Service's overall procedural guidelines have been reviewed and updated. Stripped of extraneous material related to field operations, the document contains "the day-to-day procedures you need to do your job," Greene said. The components of the manual, including personnel, property, and financial information, were detailed in the November issue of the Communiqué, and Greene said that a new protocol has been developed to update both the electronic and hard-copy versions of the document for distribution to Service employees. In what is believed be a Service first, she then logged on to the INS Intranet and demonstrated in real time how the manual could be accessed and searched.

Following Greene, Renee Lyles demonstrated how the Service's new simplified and standardized Staff Action Manual (SAM) can be accessed using the INSERTS CD-ROM. Scheduled to formally replace the existing INS Correspondence Manual this month, the SAM includes electronic templates that will clarify and simplify the development of Service communications, as well as a new correspondence clearance system that will eliminate the blue tracking sheet and yellow file copies that are the hallmarks of the current process. The SAM also includes office protocols and procedures, according to Lyles, and will be easily updatable in the future.

Finally, Steve Freedman of the Office of Management unveiled the Service's new Employees' Handbook, which is also available in both hard-copy form and on the INSERTS CD-ROM. As detailed in the December issue of the Communiqué, the manual contains information that is essential to all employees, including sections on pay and leave, retirement planning, agency assistance programs, and hiring procedures.

"Each of these documents will allow INS employees to make better use of their time through increased efficiency," Bohlinger said in concluding the session. "We are particularly proud of these products and the people who put them together, and we welcome your input on how they might be made even better."

BREAKOUT SESSION 3: COMPENSATION RESTRUCTURING

Introduced by Director of the Headquarters Office of Human Resources Development Carol Hall, Cathie Kasch provided an overview of series classification, pay, and overtime issues currently pending within the Service.

Acknowledging that several issues related to employee compensation have been "areas of complaints" within INS, Kasch began by addressing a selection of these concerns, including administratively uncontrollable overtime (AUO) for law enforcement employees, law enforcement adjustment pay, the lack of portable overtime pay for employees changing positions, and the lack of pay parity across program units (Inspections versus Border Patrol, for example).

To address these and other overarching compensation issues, Kasch said that the Service has begun conducting steering and working group meetings designed to reform and more completely standardize INS' human resources structure. The result of these meetings has been the development of a multi-tiered plan to address the compensation-related concerns that have been voiced. The components of this plan include:

- A classification study that will review grade-level allocations across the Service and potential series consolidation for some positions;
- Career-path studies were conducted on a long-term basis;
- A first-ever work scheduling study;
- A review of Immigration Inspector 6c (early) retirement options (which could be difficult, as these employees are not currently classified as law enforcement officers); and
- Overtime pay, including Immigration Inspector parity with similar Customs Service employees, for inclusion in the Service's FY99 budget proposal.

Finally, Kasch discussed systems under development where AUO would be replaced entirely with another system of compensation that would also allow overtime pay to count towards retirement, the TSP, and other benefits programs.

Members of a traditional Aztec dance troupe display their ornate costumes following the completion of the 'Fire Dance' at the Commissioner's Conference evening banquet.

BREAKOUT SESSION 4: NATURALIZATION INITIATIVES UPDATE

Presenting the accomplishments the Service has made since the development of the Executive Office of Naturalization Operations, Director Robert Bratt detailed, for the first time before a large management group, the new direction of INS' citizenship initiatives.

The goal of the reengineered program, Bratt said, is to reduce the processing time, while ensuring the integrity of the entire process. Reducing the backlog of the estimated 1.5 million cases pending at the time of the conference is an admirable goal, he said, "but if you don't improve the process, you're going to be right back where you started."

The base requirements considered when planning the development of the new system, he said, included a direct mail system for applicants that can be applied nationwide, an improved fingerprint process, and improved automation—most notably through the continued deployment of the CLAIMS 4.0 naturalization processing system and the Internet to collect information on benefits applicants.

While these specific items are being implemented, Bratt continued, the Service must keep focused on three broader goals: 1) improving the overall integrity of the system using methods that can be applied to other Service benefit provision programs as well, 2) improving overall customer service initiatives, and 3) ensuring the standardization of newly implemented programs in all Service districts.

Specifically, Bratt said, the reengineered process currently being developed would begin by naturalization applicants mailing their completed forms, without fingerprints, directly to INS. Fingerprints would be taken later by INS-supervised contractors at 'application support centers' strategically located throughout the United States, with placement focused on the six Service districts with the historically highest level of applications. Prints would be taken electronically, with the smallest of the centers processing 20,000 electronic sets per year, and the largest able to handle over 100,000 cases annually. The centers will also have the capability to take digital photographs of applicants in the future, and could act as testing sites if needed.

It is expected, Bratt continued, that the majority of the centers would open before the end of December 1997, with sites to include Chicago, Los Angeles, Newark, New York, San Francisco, and Miami. In all, it expected that 44 cities nationwide will have application support centers in the near term, with a total of between 80 and 85 likely to eventually be in place.

The key to the centers, Bratt said, is that they will be customer-friendly, with store-front locations and extended hours during the week. Also, with new fingerprinting technology currently being tested in the field, the Service will be deciding this month whether all of the centers will eventually have the electronic 10-finger printing capability.

Pilot centers were first tested in the Arlington, VA, and Baltimore, MD, districts, Bratt said, allowing the Service to determine in advance whether the new system components, including the direct mail, fingerprinting, and CLAIMS 4.0 automation positively affect productivity levels. For those applicants unable to travel to an application support center, mobile units will be implemented with set schedules for processing in other areas.

Moving into a more detailed discussion of the evolving naturalization technology initiatives, Bratt stressed that "all of these changes need to be done in conjunction with the changes we are currently doing in the records management program." He also said that an interactive Web site has been proposed through which applicants could simply enter their A-number to get immediate information on the status of their pending application. Automation, he said, will eventually mean "the end of the NQP (Naturalization Quality Procedures) as we know it," stating that "there is no reason why this should not be the model for the Federal government [as a whole]." Finally, he said, bar code technology will eventually be used to ensure the integrity of all information moving through the system, both within the Service and between INS and the FBI.

Concluding the session, INS General Counsel David Martin discussed the ongoing revocation process for those aliens incorrectly naturalized during the *CitizenshipUSA* initiative, saying that as of November the Service had only found about 300 applicants with felony records that should have disqualified them from becoming citizens. About 6,000 additional cases remained to be investigated, he said, although it is expected that some cases will not have to be run through the entire judicial process for a variety of reasons.

At a Headquarters press briefing the week following the conference where the new fingerprinting system and other naturalization process improvements were announced, Commissioner Meissner said that despite the slowdown in processing in FY97, over 700,000 applications were completed, more than in any year except FY96. "We are committed to reducing the backlog," she said, "and we are asking for the continued patience [of applicants] as we move toward an improved system."

BREAKOUT SESSION 5: SERVICE HIRING UPDATE

As of the end of FY97 there were over 25,100 INS employees officially on the Service roles, according to Dick Ulrich of the Headquarters Office of Human Resources and Development, the presenter for the fifth breakout session of the day.

While this figure represents a nearly 35 percent increase in INS staffing over the past two years alone, includes over 6,800 Border Patrol agents (up from 4,881 in FY95), and is expected to grow to 28,000 by the end of the fiscal year, the Service still had not reached 100 percent of its hiring goals for FY97 at the time of the conference.

One of the reasons that the Service did not meet its hiring goal in its totality by the end of FY97, Ulrich said, is that attrition has led to additional spaces that need to be filled. This, combined with a current Service position vacancy rate of about six percent (1,700 jobs) has led to a new way of addressing the hiring challenges—overhiring. That is, the Service now mandates that two percent more people are hired than it is projected will be on the rolls by the end of the fiscal year in anticipation of those people who will be leaving the agency voluntarily.

The Border Patrol, Ulrich said, is one component of the Service that did meet 100 percent of its staffing goals by the end of the fiscal year. This was partially the result of aggressive, targeted recruiting efforts that have been developed and implemented based on the fact that the ratio of new agents brought in to the hiring process to those completing training and entering on duty remains at 20 to 1, down from a high of over 40 to 1. Combined with agents who move to other law enforcement agencies, recruiting, hiring, and training, have to be at their best, he said.

The Immigration Inspector workforce has also grown significantly over the past two years, Ulrich said, with 1,000 new positions filled, and the Detention program has seen even more expansion, experiencing 88 percent growth over the past 24 months.

In concluding the session, Ulrich described how the TAPS telephone application system, now being used for Border Patrol hiring, will soon also be used to recruit new Immigration Inspectors, and detailed the recent improvements made to facilitate the hiring process for both positions.

BREAKOUT SESSION 6: INS' NEW FINANCIAL MANAGEMENT SYSTEM

Describing the components of INS' newly implemented financial management system during the last session of the day, Robert Bevilacqua of the Headquarters Office of Financial Management first detailed the 14-month process employed to ensure it was up and running by October 1997. The system software was selected in late March, he said, with an interagency agreement between INS and the departments of the Treasury and Commerce to implement the system in place by May.

Working with two contract partners, the Service is implementing the system in phases, with the October version limited in the number of enhancements it contains. The cornerstone of the new system, according to Bevilacqua, is the ability for information that is to be shared by the three agencies to be entered directly into the system. This includes, among other items, data on recurring financial activities such as leases and phone bills, as well as on employer sanctions and fines.

Training on the new system was begun prior to the conference at the Service's Burlington, VT, and Dallas, TX administrative centers, he said, with phase two of the system—including a debt-collection system and asset-management component—currently being developed, along with a graphical user interface (GUI) that will replace the existing text interface. A travel and procurement module is also under development.

Lastly, Bevilacqua detailed the proposed reorganization of the Service's administrative centers. Pending at the Department of Justice at the time of the conference, it would entail new responsibilities for each center, with Dallas handling transaction processing, Burlington acting as the debt–management center, and Twin Cities working as the payroll management center.

CONTINUED PARTNERSHIP STRESSED DURING UNION PRESENTATIONS

Conference participants including Assistant Commissioner for Administration David Yentzer (left), Ellie Miller, HQ Office of Human Resources and Development, and INS General Counsel David Martin (right) listen to a special session on union/management partnerships.

Opening the fourth day of the Commissioner's Conference, National Border Patrol Council head T.J. Bonner stressed the need for continued labor/management cooperation and partnerships as the only way to ensure that the goals of both groups are reached in the future.

"We may not agree on the solutions to all of our [concerns], Bonner said, specifically mentioning the grievance-resolution process and the need to address claims of unfair labor practices, "but if we simply continue to litigate to resolve the problems, we will move forward very slowly."

It is the view of the Border Patrol union, he continued, "that labor-management partnerships are the key to reducing conflict and the amount of time that managers have to spend working with individual employees" to address these issues. In addition, Bonner continued, "the partnerships allow the front-line workers to have input into the way the agency's work is performed by empowering the employees."

Speaking next, Dennis Smith, western region vice president of the national INS Council concurred, and, referring to the FOIA awards accepted by the Service's district directors during the conference banquet, said, "I don't want to take anything away from them, but it is [all] the employees of this organization that make us look good."

In introducing the INS union representatives and then closing the morning session, Executive Associate Commissioner for Management George H. Bohlinger III took the opportunity to speak directly to the Service's managers about the partnership initiatives. "It is clear what partnerships with labor mean to both sides," he said. "There is no question that whatever we undertake we are in together. It is a journey we will never complete unless we go hand-in-hand."

"I look forward to continued and sometimes heated discussions," Bohlinger concluded, "as that is what makes them healthy." There is a difference, he said, "between disagreement and disloyalty."

COMMISSIONER PRESENTS FOIA/PA AWARDS AT CONFERENCE BANQUET

Recognizing the considerable progress that the Service's Freedom of Information Act/Privacy Act (FOIA/PA) offices have achieved over the past year, Commissioner Meissner presented a series of special awards during the formal banquet at this year's conference.

"In response to long-standing Department of Justice criticism for the backlog of unprocessed FOIA/PA requests, I made a commitment to decrease this backlog," the Commissioner said in presenting the awards. "I am pleased to recognize these components who have made the most headway in reducing their FOIA/PA backlog."

Service FOIA/PA offices receiving this year's awards included:

- The California Service Center for exceeding their mandate by 29 percent and volunteering to assist two sister offices in reducing their existing backlog;
- The Eastern Region's Buffalo, NY, district office for meeting their mandated goal, reducing the backlog, and exceeding their total goals by 50 percent as of September 30, 1997;
- The Central Region's Houston, TX, district office for exceeding their established goals by 27 percent;
- The Western Region's Portland, OR, office for consistently meeting the goals set for FY97;
- The Charlotte, NC, suboffice within the Atlanta, GA, district for achieving its mandated goals over the past three years despite receiving as many FOIA/PA requests as a full-time office;
- The Central Region for experiencing only a 19 percent increase in the overall growth of its FOIA backlog—the least among any INS region;
- The Headquarters FOIA/PA Operations Section for aggressively attacking its backlog and exceeding their mandate by 37 percent while, like the California Service Center, helping to reduce the backlog in sister offices;
- The Seattle, WA, district office for maintaining backlog control since January 1996 and totally eliminating their request backlog by September 30, 1997;
- The San Francisco, CA, district office for consistently processing their requests without creating a backlog; and
- The Nebraska Service Center for maintaining a zero balance on its FOIA backlog for all but two months of calendar year 1997.

Atlanta District Director Tom Fischer accepts an award from the Commissioner on behalf of his district for FOIA/Privacy Act processing accomplishments.

CONFERENCE SPEAKER CHIP BELL: QUALITY MUST INCREASE TO MEET INCREASING CUSTOMER EXPECTATIONS

Conference plenary speaker Chip Bell urged INS managers and supervisors to focus as much on the process of delivering quality customer service as on the product delivered.

As the plenary speaker on the final day of the 1997 Commissioner's Conference, motivational speaker Chip Bell told Service managers that the key to improving customer service in the future is effectively establishing 'partnerships' with those who seek INS products and benefits. Talking in a Texas-based southern drawl, Bell stressed that at a time when service is getting better across the board—both in the private and public sectors—the only way INS can keep up is to determine what keeps customers loyal to the organization and continue providing it. Quality must increase to meet customer expectations, he said, or the result will be a perceived decrease in the level of customer service that is being provided.

While customers who don't get the service they expect simply "vote with their feet" and go somewhere else if they are not satisfied, Bell said, the situation with government agencies is at the same time different and the same. That is, while people who are applying for naturalization benefits can't go anywhere else for these benefits, for example, they can let their local community-based organizations and congressmen know if they are not getting the service they think they should receive. The result, as in the private sector, is a strain on the trust-based 'partnership' that can be built through meeting the customers' expectations for service, quality, and timeliness.

Surprisingly, when customers complain, Bell continued, it may be the best thing that can happen to an organization. It shows they care enough to think that their opinion matters (as it should) and that they are willing to work for the service they desire. It also allows the provider to know which specific areas it needs to improve to meet the customers' expectations.

Finally, Bell said, it is important to remember the 'process' as much as the 'product' when working to provide the public with the service it is seeking from the agency. Most customers assume that they are going to get a quality product, he said. But what they talk about is the process of getting to that point.

No one gets off of an airplane and tells their friends, "Well, we made it onto the ground," he concluded. "What they talk about is how bad the food on the plane was or that their luggage got lost."

Commissioner's Conference 1997

INS FY97 PRIORITY ACCOMPLISHMENTS

As detailed at the Commissioner's Conference, the Service made enormous strides in all of its program areas during FY97. The accomplishments below summarize the excellent work completed.

Border Enforcement and Facilitation

• Increased the number of Border Patrol agents on duty, with 6,863 at the end of FY97, an increase of 985 (17 percent) from the beginning of the fiscal year. 316 IDENT terminals were deployed (105 percent of the FY97 goal), including 65 integrated ENFORCE/IDENT terminals.

• Illustrating the success of Operation Gatekeeper, Border Patrol apprehensions of illegal aliens crossing the border reached a 17-year low. Highlighting three years of continued results, FY97 apprehensions in the San Diego sector decreased more than 40 percent from FY96 and nearly 50 percent from FY95.

• Building on the progress of Operations Hold the Line, Safeguard, and Gatekeeper, in August 1997 the Service began implementing Operation Rio Grande to gain control of the border in New Mexico and south Texas. This included increasing Border Patrol and Inspector staffing, improving equipment and technology available in the field, and working to facilitate legal crossing at ports of entry. Implementation of Rio Grande reinforced the Service's commitment to its comprehensive border-control strategy.

• Implemented IIRIRA provisions related to expedited removal process for aliens arriving in the United States either without valid entry documents or attempting entry by fraud. The Service will publish the final regulation in early FY98.

• Increased the levels of multi-agency vehicular checkpoint, train-check, and linewatch operations in El Paso, the East County area of San Diego, Arizona, and McAllen. Significant impacts on crime rates and apprehensions are evident.

• Made progress in implementing a biometrics-based border crossing card (BCC), including an MOU under which the State Department agreed to adjudicate BCC applications at their consular posts in Mexico and collect the required biometrics.

• Met its Intelligence program reengineering goals by developing the Intelligence Program Strategic Plan and set of standard operating procedures for Border Patrol sector Intelligence units and district Intelligence offices.

• Successfully implemented the Performance Information Management System (PIMS). Inspections will be initiating the piloting and roll-out of the Inspections Travelers Examination (INTEX) system which will provide enforcement effectiveness information as part of the overall PIMS database.

Strengthen Anti-smuggling, Anti-terrorism and Overseas Deterrence

• Achieved impressive results in connection with major smuggling cases. Examples include a multi-regional/international investigation resulting in the dismantling of an alien smuggling and exploitation ring in New York City involving deaf Mexicans, a national demonstration project investigation linking anti-smuggling efforts to worksite enforcement, the first joint INS/FBI task force investigating alien smuggling, and an investigative proposal targeting camionetta companies transporting illegal aliens border areas to worksites throughout the United States.

• Met overseas enforcement goals including the placement of expanded overseas staffing under Operation Global Reach, increasing interagency and international cooperation on enforcement issues, and the enhanced training of foreign law enforcement and immigration officials.

Increase the Removal of Deportable and Inadmissible Aliens

• Removed 111,794 deportable and inadmissible aliens in FY97, exceeding its fiscal year target by 20 percent. INS removed 62 percent more inadmissible aliens in FY97 than in the previous year.

• Increased criminal removals by 35 percent compared to FY96, for a total of 50,165. The Service removed 14,851 criminal aliens through the Institutional Hearing Program (IHP) by identifying and processing deportable inmates prior to their release from Federal, State, and local institutions. Through IHP, the Service removed 44 percent more aliens than in FY96, and increased IHP removals from Federal institutions by 70 percent.

• Increased noncriminal removals by 92 percent compared to FY96 levels. Much of the dramatic increase in noncriminal removals was due to the implementation of the expedited removals procedures authorized by IIRIRA. Of the 61,629 noncriminal removals, 23,064 were expedited removals that were accomplished since April 1, 1997.

Continued on page 26

Reduce Unauthorized Employment and Increase the Effectiveness of Worksite Enforcement

• The Service exceeded its goal for both criminal and administrative case completions, by 14 percent and nine percent, respectively. The Service completed 4,668 lead-driven administrative cases in FY97, exceeding FY96 completions by 13 percent. Criminal cases presented to the U.S. Attorneys Office increased by 46 percent from FY96, for a total of 129 in FY97.

• Increased fines levied against employers for "substantive violations," to 55 percent of total fines in FY97, up from 39 percent in FY96. Worksite enforcement cases completed in the targeted industries represented 54 percent of all cases, in line with the National Targeting Plan strategy.

• Identified 33,951 jobs previously held by unauthorized workers. The Service entered into agreements with three states to share information from worksite enforcement operations to promote state-run replacement worker programs that foster the hiring of legal workers.

• Worked with the Social Security Administration to develop a joint employment verification pilot, which served as a prototype for one of the three employment pilots mandated by IIRIRA. A notice soliciting volunteer employers for the new verification pilots was published in September 1997, and comments and employer elections are now being received. Liaison officers were designated in every INS district where the pilots will initially be offered, and other outreach efforts to identify and assist participants continue.

Improve Adjudicative Services

• Formed a separate division, the Executive Office of Naturalization Operations, to handle naturalizations. Since May 1997, the office has redesigned the naturalization process to guarantee integrity, incorporate state-of-the-art technology, and provide improved customer service.

• Successfully piloted the FD-258 Fingerprint Tracking System and is implementing the Machine Readable Data (MRD) program in all four service centers. Average turn-around time from the FBI for MRD-processed fingerprints associated with naturalization applications was reduced to 14 days.

• Opened a prototype National Customer Service Center, with telephone coverage provided at 22 pilot sites. Since the pilot began, INS has increased call answering capability by over 100,000 calls per month and reduced the average time on hold for telephone inquiries to just under five minutes.

Commissioner's Conference 1997

Continue Building INS' Infrastructure and Strengthening Professionalism

• Increased employee ranks by more than 2,500 in FY97. Sectors met 100 percent of all officer hiring goals and INS district offices met 95 percent of their officer hiring goals. Over the past two fiscal years, INS has experienced tremendous gains in its officer corps, with a gain of 83 percent in detention enforcement officers, a 40 percent gain in Border Patrol agents, a 30 percent gain in inspectors, and a 25 percent gain in special agents.

• Enrolled more than 3,440 officers in basic law enforcement training and 2,050 graduated by the end of FY97. Another 1,784 officers received advanced training. The Service also trained over 16,256 employees on

IIRIRA Implementation

• Successfully implemented several major provisions of the new immigration law, IIRIRA, including sections related to reducing employment of unauthorized workers, revising refugee, parole and asylum procedures, and developing and testing status verification pilot projects. At the same time, the Service worked with Congress and non-governmental organizations to ensure that various components of the law were implemented as smoothly as possible.

• In May 1997, signed a cross-servicing arrangement with the Treasury Department to procure a new Financial Management Information System. Initial operational capability was achieved on October 1, 1997.

• Completed administration of the competency-based assessments for promotion to Border Patrol managerial positions, with 2,450 promotional candidates currently in the database.

• Spent $46.6 million to replace over-age and over-mileage Service vehicles.

• Awarded a contract to McDonnell Douglas Helicopter Systems permitting an estimated acquisition of 45 helicopters over a five-year period. By the end of FY97, funding was provided to purchase a total of seven helicopters to be delivered in March 1998.

• Provided 13,300 basic office automation training positions and 173 positions for LAN Academy training.

Enhance INS Cooperation and Participation with Local Law Enforcement Authorities, State and Local Governments, and Communities

• INS made great strides in FY97 to improve community relations. The community relations officer (CRO) position was created as a focal point for identifying and resolving immigration-related community issues and concerns, and for educating the public on new immigration laws and regulations. By the end of the fiscal year, seven officers were on board in key districts and sectors, with another three CRO positions allocated Servicewide.

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COMMISSIONER CLOSES CONFERENCE STRESSING MAIN THEMES FOR 1998

Key Areas will be Naturalization, Interior Enforcement, Data Integrity

Closing the Service's annual conference on Friday morning, Commissioner Meissner spoke of the three program areas she considers key to the achieving the Service's mission in the coming year: naturalization, interior enforcement, and ensuring data integrity.

"First and foremost is naturalization," she said speaking to the Service senior managers. Making the Service's new citizenship initiatives work, she continued, "will take the full cooperation of all of us. The next six to 12 months will be the time when we will turn this ship around." But it will also be a time for change, she continued, with a need to focus heavily on outreach to ensure that the public is constantly informed about policy and procedure changes that may have and effect on them.

Regarding interior enforcement, the Commissioner said that the most significant challenge to this "major area of focus" will be working across district lines and connecting the work that is being done on the border with that being done in other parts of the country.

Speaking on data integrity, which she said refers to not only statistics but "the care and thoroughness with which we do our jobs every day," the Commissioner stressed that the move toward improved technologies can only be successful if accompanied by an across-the-board commitment to quality work accomplished as completely and accurately as possible.

Blaine, WA, Border Patrol Chief Carey James stands with Commissioner Meissner during a break between morning discussion sessions.

Next, she stressed the need for continued management of the Service's growth, including a continued focus on support hiring, especially in the first quarter of the fiscal year. Personnel details will likely continue, she said, and the Service priorities will be rolled out as soon as they are completed.

Finally, the Commissioner said, "What I will take back [from the conference] is a strong, clear 'yes' that the agency should remain as one organization. And that we will therefore work toward the idea of a [programmatically] integrated Service, while looking toward how we can provide items such as improved customer service effectively. We need to move forward together to achieve results and prove that we do make sense as one agency."

Continued from page 26

• Activities dealt with a wide range of issues around the country, including: educating the public on IIRIRA implementation and the effects of welfare reform; conducting a storefront operation in San Diego; responding to citizen reports of alien trafficking patterns and requests for information; implementing a major community relations operation in coordination with Operation Rio Grande along the southern border; resolving immigration-related conflicts in rural Illinois; expanding state and city library citizenship outreach projects in Illinois; and conducting listening conferences and public education seminars in New York with various community groups and local government representatives.

• Consultations on the designation of immigration enforcement functions to state and local law enforcement officers in Utah resulted in the development of a draft memorandum of understanding (MOU) for the Salt Lake City pilot. The MOU is currently at the Department of Justice for comment.

• Service representatives met with community groups from California and Texas to understand the INS issues underlying day labor site problems, and a grant was awarded by the Department's Bureau of Justice Assistance to the Los Angeles County Commission on Human Relations to conduct a day labor project.

• Conducted national public awareness efforts on naturalization, the disability regulation, and numerous components of IIRIRA, which involved congressional, media, and nongovernmental organization briefings, teleconferences with field offices.

• Coordinated with DOJ and Federal benefit-granting agencies to develop new verification guidance for Federal public benefits.

'Four Directions: A Time for Unity' Theme of
NATIVE AMERICAN HERITAGE CELEBRATION

Celebrating the theme "Four Directions: A Time for Unity," 1997's Native American Heritage Month was commemorated in a special ceremony at INS Headquarters on November 19, with the specific directions representing a variety of symbols including the seasons, compass directions, and world cultures.

Native American entertainment and cultural education was provided by Kevin Locke, a nationally known dancer and indigenous flute player who speaks the Lakota language. Raised on the Standing Rock Sioux Reservation in South Dakota, Locke became a skilled cedar wood flute player and also an expert at traditional hoop dancing, both of which he performed at the celebration. In addition to spinning 24 hoops at a time into traditional Native American symbols, Locke taught the audience several words in sign language, and stressed the differences between the many Native American dialects by saying the word for coffee in several different languages.

Overall, said keynote speaker Executive Associate Commis sioner for Management George H. Bohlinger III before Locke performed, approximately one percent of the Service workforce is comprised of Native Americans—an increase of 13 percent compared to FY96 levels. In addition, over the past year, one percent of all INS promotions went to Native Americans (including four percent to supervisory-level positions), one percent of all Special Act Service Awards were given to Native Americans, and Native Americans comprised four percent of all Executive Potential Program participants.

"Our record [in this area] is something that I have felt particularly concerned about since I came to INS a year-and-a-half ago," Bohlinger told those who attended the celebration. "These hiring numbers are not particularly encouraging, and we have to personally work harder to try to increase the Native American application rate and ultimate employment rate within the Service."

PROGRAM HELPS ELDERLY

Continued from page 6

sites are found with the help of representatives of area community-based organizations. For example, Wallis met in early October with seniors regarding their naturalization applications at the city's Little Havana Activities Center and the Nutrition Centers of Dade County. More than 40 applicants over the age of 75 took advantage of the oppor tunity to get first-hand information about the citizenship process at the two sites. Based on this success, future pilot sites have been planned for neighborhood locations in both northern and southern Dade County.

People on the Move

At Headquarters:

Lori Scialabba, formerly a deputy general counsel in the Headquarters Office of General Counsel, has been appointed to the position of principal deputy general counsel. Scialabba was the acting principal general counsel during Paul Virtue's detail as acting EAC within the Office of Programs.

In the Field:

Thomas R. Johnson, formerly the deputy chief patrol agent in the Houlton, ME, Border Patrol sector, has been selected as the chief patrol agent of the Ramey, Puerto Rico, sector. Johnson is a 22-year INS veteran and began his career as a Border Patrol agent in the McAllen, TX, sector in 1975. He then moved to the Swanton, VT, sector as a Border Patrol agent in 1978, and was named the patrol agent in charge of the Van Buren, ME, station in the Houlton sector in 1984. He was the assistant chief patrol agent in Houlton from 1987 to 1991, when he was named the sector's deputy chief patrol agent.

INS Information Delivery Survey

This survey is being used to assist INS' User Services Branch deliver training content and materials, and potential job aids to INS personnel. The goal is to gather information on the types of training and information updates that you have received in the past, and how well you felt it prepared you for your job and your level of comfort with computer systems.

Please take the time to respond carefully. Your responses will assist us in developing the means to deliver new material, updates to systems, and other job aids. It will also help us to identify the types of training required by different groups based on job roles and functions performed. When you have completed the survey, simply remove it and return in the envelope included with this newsletter. The return postage is pre-paid for employees in the United States and its territories.

1. Do you read the INS Communiqué? Yes No
   If yes, then answer items 2-39. If no, please skip to item 40.
2. How often do you read the INS Communiqué?
   - ☐ Every month (every edition)
   - ☐ When I'm looking for specific information
   - ☐ 4-6 times per year
   - ☐ 1-3 times per year

The Communiqué regularly includes the following subjects.
For each subject please use the scale to indicate how frequently you read each topic by circling the appropriate number.

	Always	Frequently	As Often as Not	Infrequently	Never
3. Administration News (including procurement and facilities)	1	2	3	4	5
4. Asset Forfeiture News	1	2	3	4	5
5. Records Management News	1	2	3	4	5
6. Budget News	1	2	3	4	5
7. Files & Forms Management News	1	2	3	4	5
8. Human Resources & Development News	1	2	3	4	5
9. Security Office News	1	2	3	4	5
10. FOIA/Privacy Act News	1	2	3	4	5
11. Office of EEO News	1	2	3	4	5
12. Inspections News	1	2	3	4	5
13. Border Patrol News	1	2	3	4	5
14. Investigations News	1	2	3	4	5
15. Detention and Deportation News	1	2	3	4	5
16. International Affairs/Asylum News	1	2	3	4	5
17. Training News	1	2	3	4	5
18. Administrative Center News	1	2	3	4	5
19. Public Service Updates	1	2	3	4	5
20. Statistics Updates	1	2	3	4	5
21. Commemorative Month News	1	2	3	4	5
22. Naturalization News	1	2	3	4	5
23. New Law/Regulation News	1	2	3	4	5
24. Conference Updates/Commissioner's Conference	1	2	3	4	5
25. Commissioner's Message	1	2	3	4	5
26. Technology News	1	2	3	4	5
27. Awards News	1	2	3	4	5
28. Field Office/Sector Profiles	1	2	3	4	5
29. Immigration 101 Column	1	2	3	4	5
30. People on the Move	1	2	3	4	5
31. Historical Photos	1	2	3	4	5

Based on your experience and perceptions, respond to items 32-37 using the following scale.

(1)Strongly Agree (2)Agree (3)Neither Agree nor Disagree (4)Disagree (5)Strongly Disagree

32. The Communiqué adequately represents the work of INS and its programs.	1	2	3	4	5
33. The actions of the sectors or districts are being covered adequately in the Communiqué.	1	2	3	4	5
34. The photography in the Communiqué helps convey the content of the newsletter.	1	2	3	4	5

35. The Communiqué's graphics help convey the content of the newsletter.	1	2	3	4	5
36. The regional features and "day-in-the-life" pictorials and articles are important to me.	1	2	3	4	5
37. The information in the Communiqué is unbiased.	1	2	3	4	5

38. What would you like to see more of in the Communiqué? Check all that apply.

- ☐ Foreign Office News
- ☐ Headquarters News
- ☐ Personnel News
- ☐ Other _____
- ☐ Program and Policy News
- ☐ Operations News
- ☐ Special issues/editions

39. What percentage of information about the INS do you get from the Communiqué?

- ☐ 100%
- ☐ 75-99%
- ☐ 50-74%
- ☐ 25-49%
- ☐ 10-24%
- ☐ Less than 10%

40. Do you have access to cc:Mail at your location? Yes No

If yes, please answer item 41. If no, go on to item 43.

41. Do you check the Bulletin Boards in cc:Mail? Yes No

If yes, please answer item 42. If no, go on to item 43.

42. If yes, which of the Bulletin Boards do you check? Mark all that apply.

- ☐ 96Act
- ☐ Advance Notification
- ☐ BIA Interim Decisions
- ☐ Budget Bulletins
- ☐ cc:Mail/Organizer
- ☐ Civil Surgeon List
- ☐ Congressional News Today
- ☐ DACS Info
- ☐ EEO News and Views
- ☐ Enforcement Highlights
- ☐ FOIA/PA Bulletin Board
- ☐ General Counsel's Update
- ☐ HQ Intelligence BBS
- ☐ INS Admin
- ☐ INS Forms
- ☐ INS General Info
- ☐ INS Security Info
- ☐ INS Statistics
- ☐ Internal Audit Info
- ☐ LDC Update
- ☐ Nat. Labor-Mngt Prtnershp Cncl
- ☐ Naturalization Operations
- ☐ OIRM outREACH info
- ☐ OIRM Technical Bulletins
- ☐ Personnel Highlights
- ☐ Servicewide Phone Directory
- ☐ Travel Manager Info
- ☐ Vacancy Listings
- ☐ Welfare Reform
- ☐ Worksite Info Network (WIN)
- ☐ Other_____ _____

43. Do you use any DOJ Mainframe systems (such as CIS, RNACS, AMIS, etc.)? Yes No

If yes, then answer item 44. If no, please move on to the Training and User Support section.

44. Please list the DOJ Mainframe systems to which you have access.

_____

_____

45. The Teleview screen displays broadcast messages when you first log onto DOJ Mainframe systems. Do you read the Teleview Broadcast messages? Yes No

Training and User Support

Use the following scale to respond to items 1-12.

(1) No Experience (2) Novice (3) Intermediate (4) Advanced

What is your level of experience with the following operating systems?				
1. DOS	1	2	3	4
2. Windows 3.x	1	2	3	4
3. Windows 95	1	2	3	4
4. MAC OS	1	2	3	4
5. OS/2	1	2	3	4
What is your level of experience with the following software applications?				
6. MS Word	1	2	3	4
7. WordPerfect	1	2	3	4
8. MS PowerPoint	1	2	3	4
9. Microsoft Excel	1	2	3	4
10. Lotus 123	1	2	3	4
11. cc:Mail (or other electronic mail program)	1	2	3	4
12. Other (please specify) _____	1	2	3	4

_____	1	2	3	4
_____	1	2	3	4

13. Have you ever used the Internet? Yes No
14. Does your office provide you with access to the Internet? Yes No
15. What types of training delivery method/media have you experienced? Mark all that apply.

- ☐ Instructor led classes
- ☐ Video teleconferencing
- ☐ Computer Based Training (CBT)
- ☐ Internet (WEB based training)
- ☐ Multimedia tutorials
- ☐ Self-study guides
- ☐ Electronic Bulletin Boards (in cc:Mail)
- ☐ cc:Mail messages with updates
- ☐ Office memos
- ☐ Posters
- ☐ Other (please specify)
  _____
  _____

Using the following scale, please indicate how effective you find each type of training delivery method/media in the list. If you have not experienced a specific delivery method/media, indicate N/A.

1) Very Effective 2) Fairly Effective 3) Effective 4) Not Too Effective 5) Not Effective
N/A) Not Applicable

16. Instructor led classes	1	2	3	4	5	N/A
17. Video teleconferencing	1	2	3	4	5	N/A
18. Video	1	2	3	4	5	N/A
19. Broadcast classes	1	2	3	4	5	N/A
20. Computer Based Training (CBT)	1	2	3	4	5	N/A
21. Internet (WEB based training)	1	2	3	4	5	N/A
22. Multimedia tutorials	1	2	3	4	5	N/A
23. Self-study guides	1	2	3	4	5	N/A
24. Electronic Bulletin Boards (in cc:Mail)	1	2	3	4	5	N/A
25. cc:Mail messages with updates	1	2	3	4	5	N/A
26. Office memos	1	2	3	4	5	N/A
27. Posters	1	2	3	4	5	N/A
28. Other (please specify)						
_____	1	2	3	4	5	
_____	1	2	3	4	5	

Below is a list of methods that are usually provided to remind you of training you have received. Please use the scale below to rate how effective you find each method. Indicate N/A if you have not used a particular method.

1) Very Effective 2) Fairly Effective 3) Effective 4) Not Too Effective 5) Not Effective
N/A) Not Applicable

29. Handbook	1	2	3	4	5	N/A
30. Quick Reference Card	1	2	3	4	5	N/A
31. Day Timer Insert (reference divider)	1	2	3	4	5	N/A
32. Calendar	1	2	3	4	5	N/A
33. Post-it-Notes	1	2	3	4	5	N/A
34. Pocket Cards	1	2	3	4	5	N/A
35. Newsletters	1	2	3	4	5	N/A
36. Other						
_____	1	2	3	4	5	
_____	1	2	3	4	5	

If given a choice how motivating would you find each type of training delivery method/media in the list. Please use the following scale.

1) Very Motivating 2) Motivating 3) Somewhat Motivating 4) Not Too Motivating 5) Not Motivating

37. Instructor led classes	1	2	3	4	5
38. Video teleconferencing	1	2	3	4	5
39. Video	1	2	3	4	5
40. Broadcast classes	1	2	3	4	5
41. Computer Based Training (CBT)	1	2	3	4	5
42. Internet (WEB based training)	1	2	3	4	5
43. Multimedia tutorials	1	2	3	4	5
44. Self-study guides	1	2	3	4	5
45. Electronic Bulletin Boards (in cc:Mail)	1	2	3	4	5
46. cc:Mail messages with updates	1	2	3	4	5
47. Office memos	1	2	3	4	5
48. Posters	1	2	3	4	5
49. Other (please specify)					
_____	1	2	3	4	5
_____	1	2	3	4	5

Using the following scale, indicate your preference for how you would like to receive updates to systems on which you have previously been trained.

1) Definitely would like to receive updates in this way
2) Probably would like to receive updates in this way
3) Not sure
4) Probably would not like to receive updates in this way
5) Definitely would not like to receive updates in this way

50. Instructor led classes	1	2	3	4	5
51. Video teleconferencing	1	2	3	4	5
52. Electronic Bulletin Boards (in cc:Mail)	1	2	3	4	5
53. cc:Mail messages with updates	1	2	3	4	5
54. Quick Reference Cards/Guides	1	2	3	4	5
55. Manuals	1	2	3	4	5
56. Office memos	1	2	3	4	5
57. Posters	1	2	3	4	5

Using the following scale, indicate your preference for how you would like to receive general INS information (policies, changes in law, etc.). If you have not experienced a specific delivery method/media please indicate N/A.

1) Definitely would like to receive updates in this way
2) Probably would like to receive updates in this way
3) Not sure
4) Probably would not like to receive updates in this way
5) Definitely would not like to receive updates in this way

58. Instructor led classes	1	2	3	4	5
59. Video teleconferencing	1	2	3	4	5
60. Electronic Bulletin Boards (in cc:Mail)	1	2	3	4	5
61. cc:Mail messages with updates	1	2	3	4	5
62. Quick Reference Cards/Guides	1	2	3	4	5
63. Manuals	1	2	3	4	5
64. Office memos	1	2	3	4	5
65. Posters	1	2	3	4	5

66. What other means of receiving training, updates, and general INS information would you find to be effective/motivating?

_____

_____

67. Is there anything else you would like to recommend to help us increase the effectiveness of our training?

_____

Demographic Information

This section will be used to gather data about the type of INS locations that we have reached during this survey, as well as general information that will be used to quantify Servicewide responses.

Job Location Code: _____

Type of Site:

- ☐ Administrative Center
- ☐ District Office
- ☐ Service Center
- ☐ Port of Entry (airport, seaport, land border)

Type of Office:

- ☐ Admin.
- ☐ Asylum
- ☐ Detention and Deportation
- ☐ Examinations
- ☐ Inspections
- ☐ Investigations
- ☐ Information Resources Management

Grade/Rank: _____

Communique INS

The ***INS Communique*** is published by the Headquarters Office of Public Affairs to inform employees of the Immigration and Naturalization Service about official and unofficial activities. Readers are invited to submit articles, photographs, and letters to the editor. Write to INS Public Affairs, Washington, DC 20536; or ✆ (202) 514-2648.

This newsletter and other useful information are also available on the Internet through the INS web site at http://www.ins.usdoj.gov.

Doris Meissner, *Commissioner*
Julie Anbender, *Director of Public Affairs*
Mitch Katz, *Editor*

Cover: Incoming Border Patrol Chief Gus De La Viña and new Western Region Director Johnny Williams stand together during the 1997 INS Commissioner's Conference in Albuquerque, NM.