



CommuniQUÉ

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40TH BIRTHDAY
STIRS MEMORIES
FOR MANY INS
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HEADQUARTERS *News*

NEW TOOLS QUICKEN THE PACE OF YEAR-END AUDIT BY ADAPTING RETAIL-STORE TECHNOLOGY TO INS NEEDS

The once-a-year task of counting the nearly 4.7 million pending INS applications got a very helpful assist in October from a technology lifted, in part, from supermarket shelves.

More-sophisticated cousins of the bar codes found on store products, were affixed in August and September to covers of nearly all "A" files, which hold the supporting documents for an array of INS applications, including those for naturalization. Files now receive a bar code when a new application is received.

The INS' adaptation of the supermarket scanner is called SWIP, which is short for System-Wide Inventory Program. It was designed to make cost-effective use of existing file-tracking systems. It debuted last summer as a tool for simplifying the required year-end inventory of pending cases, but it may ultimately supply data that helps transform application processing.

Though still in a transitional stage, SWIP has already eased the annual audit at 77 INS offices and the four service centers that process the bulk of immigration applications. Instead of a manual count of every pending file, which in 2000 forced offices to "freeze in place" files for a few weeks, INS staff this year picked up hand-held scanners and tallied the bar codes on the entire lot within days. Even loose, or "non-jacketed" applications, were included in this year's count. Though most files were in fact "frozen" for the inventory, SWIP rules provided for pre-positioning files in advance of the freeze to ensure that work continued with minimum interruption.

"For a project of this size, it's going very well," Mary-Lou Collins, a program analyst at the Vermont Service Center in Saint Albans, reported one day into the audit,

which last year kept her center's files frozen for two weeks.

The Vermont center finished file counting in five working days using the SWIP system. The center's 700 employees got back to their primary duty of processing applications a week earlier than in 2000.

Similar time savings were reported in the Western Region, according to Christopher Fowler, the Immigration Services Division's point person for the region's inventory program. "People like the idea that we've moved from a purely manual approach to a more automated procedure."

"There's also greater participation (in the inventory) on the part of programs other than Adjudications," Fowler said.

Refinements of the SWIP system are expected to produce valuable data that could suggest improved procedures for processing applications. "We have great expectations for the future," said Phoenix Assistant District Director for Adjudications Al Gallmann. "It'll be a great management tool."

"One of the things that makes this appealing in the field is that we're getting as much out of this system for INS as we can," said Michael C. Mattice, who manages the SWIP program for the deputy

executive associate commissioner for immigration services.

Becky Stoddard, a program analyst at the Vermont Service Center, said, "We have been taking advantage of this new data base at our center to search for files that have become 'lost.' This is a wonderful offshoot of the program."

Referring to SWIP's overriding theme, "We all count," Mattice said, "We've worked hard to make it clear that the 'we' includes both applicants and INS employees. Because we all count, we should all benefit from the effort."

Improving the annual audit has been a top-priority at INS since the Department of Justice inspector general mandated that the agency develop a more accurate annual audit of its pending application files.

The SWIP bar code distinguishes among the 14 most common INS applications, which generate about 95 percent of the INS' fee revenue and account for about 91 percent of its pending applications. It also takes into account periodic fee increases and the fee waivers granted a few applicants on humanitarian grounds.

The audit closing out fiscal 2000 a year ago received a long-awaited clean, or unqualified, review from the inspector general, prompting a congratulatory visit to INS from then Attorney General Janet Reno during her last week in office.

SWIP was designed to simplify and improve upon the 2000 manual file count, which relied on some statistical sampling to value pending applications. "This year we'll do a 100 percent capture of the value pending on applications," Mattice said.

Improvements in the works include incorporating SWIP functions in the National File Tracking System (NFTS), which is scheduled in 2003 to become the agency's primary file-tracking system.



Mike Mattice holds sheets of bar codes that quickened the pace of file counting during the annual audit of pending applications.

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The staff of Communiqué extends its sympathies, thoughts and prayers to the families, friends and colleagues of those who lost their lives or were injured in the September 11 attacks on New York's World Trade Center and the Pentagon. Like all Americans, we are indebted to the thousands of dedicated public servants - the fire, police and emergency crews - who valiantly and tirelessly responded to the tragedies.

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INS NEWS FROM *the Field*

WASHINGTON DISTRICT INVESTIGATORS SCORE CONVICTIONS IN SCHEME TO ILLEGALLY OBTAIN VIRGINIA DRIVER'S LICENSES

A Northern Virginia real estate agency owner was convicted Aug. 30 of seven felony charges related to a scheme that assisted illegal immigrants from throughout the Northeastern United States fraudulently obtain Virginia identity documents and driver's licenses.

"As a result of the defendant's actions, thousands of illegal immigrants are using fraudulent Virginia DMV (Department of Motor Vehicles) documents to work, to drive, and to reside in the United States," said Kenneth E. Melson, U.S. Attorney for the Eastern District of Virginia.

INS investigators with the Washington District were called into the case by the Virginia DMV, which also requested assistance from the IRS and federal prosecutors. "This case emphasizes the Washington District Office's commitment to work in partnership with state and federal agencies to combat fraudulent activities in our community," said District Director Warren A. Lewis.

A jury deliberated less than an hour before delivering the guilty verdicts in U.S. District Court in Alexandria, Va. A 58-year-old agency owner of Arlington, Va., was found guilty of conspiring to encourage aliens to reside unlawfully in the United States; encouraging such unlawful residence; identification fraud and four counts of money laundering. The maximum possible sentence on the convictions is 20 years imprisonment.

Ten other individuals, including a Northern Virginia attorney, pleaded guilty to charges in connection with the case, according to a statement issued by the U.S. Attorney. Included were three employees of the real estate agency and six persons who recruited clients and drove vans that brought illegal immigrants to Virginia from as far away as Massachusetts.

As described at the time of the agency owner's arrest last February, her two real estate offices in

Falls Church and Manassas Park, Va., prepared and sold notarized false affidavits attesting to Virginia residency of illegal immigrants. (See the March 2001 edition of *Communiqué*.)

Unlike most states, the Virginia DMV had not required applicants to show an electric bill, lease or other document to verify an applicant's residency in the state. Instead, applicants could submit a notarized residency form co-signed by a Virginia resident, or a notarized identity form co-signed by a lawyer.

As a result of this case, the Virginia DMV told the *Washington Post* in late August that it was reviewing its requirements for obtaining identity forms and driver's licenses and aimed to have stricter rules put into effect by early next year.

However, FBI investigations of the Sept. 11 terrorist attacks on the Pentagon and the World Trade Center towers, pushed those plans ahead. Virginia authorities on Sept. 21 stopped accepting the notarized affidavits as the basis for issuing identity, or residency, cards and driver's licenses.

In the real estate agency case, evidence developed by investigators showed that employees notarized fraudulent forms, but also provided applicants with false Virginia addresses and coaching on how to handle the DMV process. The lawyer who pled guilty in the case was accused of pre-signing batches of blank identity affidavits that were later sold individually to applicants.

According to newspaper reports last February, the real estate office charged about \$50 for the notarized forms and \$20 extra for a legitimate Virginia address that would be less likely to arouse suspicion from the DMV. The going rate for a complete package of services - including round-trip transportation from New York or Massachusetts - was about \$300 to \$700 per applicant.



IMPROVED CROSS-BORDER CONTACTS CLEAR THE TRAIL TO MURDER SUSPECT

By Doug Mosier

In a telephone call last February, Mexican authorities described their grisly case against a suspected serial killer who they believed had fled to the United States and was likely on the lam in Dallas.

El Paso Sector Border Patrol Agents Ruben Padilla and Dale Barry, who head up the El Paso Sector's Mexican Liaison unit, took the call and knew they were dealing with a potentially huge case.

If the fugitive wanted in connection with multiple murders in Juarez, Mexico, could be found and returned to Mexican officials, they would both take a potentially dangerous person off the streets and also demonstrate the effectiveness of their fledgling border liaison effort.

The El Paso Sector had established this new link with their Mexican counterparts less than a year before getting the call from police about the fugitive. The message from the Juarez police was tangible evidence that the ever-widening informal contacts between law enforcement agencies on both sides of the border were producing bankable results.

Padilla and Barry compiled the intelligence information gathered from Mexican police about the fugitive and forwarded a report to INS investigators in the Dallas District. The investigators and Dallas County authorities discovered that the suspect had recently been arrested on charges of driving under the influence (DUI) of alcohol. Using the address listed in the DUI charge, INS investigators and Dallas County Sheriff's in March moved in and arrested the suspect without incident on immigration violations.

The man requested a voluntary return to Mexico, and he was arrested by Mexican police at Nuevo Laredo upon his return. He has since

confessed to a total of four murders in the Juarez area.

The idea of a Mexican Liaison unit first took shape in the El Paso Sector in early 2000, when agents made the first informal behind-the-scenes links with authorities from Mexico.

Sector Chief Luis Barker liked what he saw of the initial contacts and gave the liaison effort his strong backing. Recognizing the value of improved communications with Mexican authorities, Barker wanted to nurture the cross-border relationship.

In its first year, the unit has picked up momentum as it gained trust from authorities on both sides of the border, according to El Paso Sector officials. The strongest evidence so far is the level of cooperation and teamwork that allowed authorities to track down one of Juarez's most-wanted fugitives.

However, the headline-grabbing capture of the fugitive is but one example among the unit's expanding resume of accomplishments. The liaison unit continues to open doors that have historically been closed to U.S. law enforcement.

One less-publicized example is a recent agreement to post locator signs along the international boundary. They are intended to help guide Mexican and American authorities assisting Border Patrol agents during heightened periods of border crime.

The Mexican Liaison team also played a key role in facilitating the exchange of two-way radio frequencies, which allow Border Patrol agents to communicate directly with their Mexican counterparts in crisis situations. With direct communications, Mexican Police can respond more quickly and assist Border Patrol agents in cases of attacks on agents.

**LEADERSHIP DEVELOPMENT CENTER
 REVISES COURSES AND TAKES AIM AT
 "ACTION LEARNING" IN 2002**

By Lyle Langton

Now more than ever, learning is essential to an organization's success. Since 1996, the Leadership Development Center (LDC) in Dallas has provided INS managers and supervisors with unique opportunities for gaining leadership skills.

This year, LDC has been busy redefining its role. Starting in fiscal 2002, the center's curriculum is being adjusted and new programs are being added to meet the agency's needs. Seven core management courses will become the heart of the center's new training program. They are:

- ❑ The Basic Functions of Supervision
- ❑ The Human Side of Supervision
- ❑ Managing Challenging People and Events
- ❑ Managing Employment Law and Procedures
- ❑ Basic Management Skills
- ❑ Managing for Excellence
- ❑ Leadership Development

These courses focus on the theme of "Action Learning," which aims to teach employees how to find solutions to the sort of real-world problems that they face in the workplace. While the LDC's existing



Participating in a role-playing exercise at the center are Supervisory Border Patrol Agents Philip Clark and Johnny An, and Supervisory Immigration Information Officer Louise Brown.

management courses are evaluated at an undergraduate-level (and are recognized by some degree-granting institutions for college credit), the new management courses will be more comparable to graduate-level work.

The center has been called upon by several service managers to assist in developing mission statements, strategic plans and to develop programs in team-building and leadership training that are tailored to meet an organization's specific needs. LDC instructors have actively assisted INS offices throughout the country.

Enrollment in LDC training programs was recently opened to personnel of other federal agencies, including the FBI, Bureau of Prisons, Board of Immigration Appeals, Drug Enforcement Agency, U.S. Customs Service and the Department of Agriculture.

The interaction between personnel of different agencies encourages the exchange of ideas and fosters understanding and cooperation within the federal community.

To stay abreast of technological advances, the Leadership Development Center is turning to e-learning as another



Supervisory Border Patrol Agent Robert Correa leads a basic supervisory course with Supervisory Patrol Agents Charles Westbrook, Steve Mangino, Pat Huggins, Doug Rodney and Roger Sears.

training tool for INS employees. The center will soon use this method to provide "just-in-time" learning.

The center expects in December to start offering a program of web-based training solutions that will provide enabling modules related to the INS' labor-management relations, disciplinary and adverse action programs. The program will provide self-paced, scenario-based tutorials, along with exercises providing key information to improve understanding of important INS programs.

A problem confronting the agency is that more than half of current INS executives will become eligible for retirement between now and the year 2005. To prepare for the loss of institutional knowledge and to ensure that the INS is supplied with a cadre of future leaders, the center is implementing the "high potential program." The program, which is expected to be introduced soon, is designed to provide leadership continuity by developing talent from within the INS ranks and encouraging individual advancement.

The Leadership Development Center aims to continue helping INS employees educate themselves by offering training in the essential knowledge needed to work effectively, both individually and as part of a team.

Additional information about LDC courses can be found on the LDC bulletin board, which is available through cc mail.

Lyle Langton is the director of the Leadership Development Center.



INS NEWS *of Note*

COMMISSIONER MEETS WITH AGENTS TO LEARN ABOUT LEADERSHIP TRAINING

What better way to learn about leadership than to talk with top management?

Three Border Patrol agents, each enrolled in a leadership development program, found themselves sitting down with Commissioner James W. Ziglar on Aug. 30. To learn about the development of mid- to high-level managers within the agency, the commissioner wanted to hear first-hand about the agents' experiences.

Senior Patrol Agent Kimberly Kanellakis of the San Diego Sector and Supervisory Border Patrol Agent Ruben Banda of the Harlingen Sector, are enrolled in the Executive Leadership Program, while Border Patrol Agent Samuel Langford of the Laredo Sector, participates in the New Leader Program.

Commissioner Ziglar and the agents were joined by Stephen Mangino, who coordinates the leadership training programs for the Border Patrol. The agents discussed how the programs related to real-life management problems in the field, as well as the merits of each program.

Both the Executive Leadership and the New Leader programs are offered by the Graduate School of the U.S. Department of Agriculture to selected federal employees who are nominated by their supervisors.

The Executive Leadership program is open to employees at the GS-11 through GS-13 levels and provides a 12-month curriculum designed to help employees acquire or enhance their managerial and leadership skills. As part of the training, participants must complete one 30-day assignment and one 60-day assignment outside of their position of record. They are also required to interview at least five federal managers and to shadow one federal manager for a week to observe how concepts presented in the program's formal training are applied in the real world.

The New Leader Program is a six-month course of study that introduces employees at the GS-9 level to several core competencies that are



Meeting with Commissioner James Ziglar, second from left, are Border Patrol Agent Samuel Langford, Senior Patrol Agent Kim Kanellakis and Supervisory Patrol Agent Ruben Banda.

important to a first-line supervisor. It also provides practice in the team skills that are central to modern management. In addition, participants are required to prepare an individual development plan that provides insight into the agency's mission, culture and organizational structure.

"I am looking forward to this program because of the opportunity to work with and learn from employees throughout the federal government," said Agent Kanellakis, who is enrolled in the Executive Leadership course. "I believe this challenge of personal and professional growth will help me to achieve my career aspirations and prepare me to be an effective leader."

Both programs are designed to expose managers to different leadership and managerial styles and perspectives and ultimately to provide the INS with a continuing supply of new leaders.



Twelve INS graduates of the 12-month Executive Leadership Program make a final group appearance on Aug. 31 in Baltimore before returning home.

In the first row are: Miami District Adjudications Officer (DAO) Mathilde M. Dalvery, New York DAO Anouchka Gilles, Dallas Special Agent George Ramirez, California Service Center Adjudications Officer Wan Cheong, Laredo Sector Supervisory Patrol Agent Elizabeth P. Rosales, and Miami District Adjudications Officer William Burd.

The second row includes: Special Agent James W. Buckley, Jr., of the Law Enforcement Support Center, San Diego Sector Supervisory Detention and Deportation Officer Craig K. Raine, Tucson Sector Supervisory Patrol Agent Daniel D. Hann II, El Paso Sector Supervisory Patrol Agent Jimmy D. Thornton, El Paso Sector Supervisory Patrol Agent Ronald LeBlanc, and California Service Center Adjudications Officer Robert G. Lackie.

Peace Corps volunteers at INS

Gregg Beyers

Manager, INS web site
Malaria-control adviser
Thailand; 1966-68

John Evans

Director, Resource Information Center
Trained teachers
Dominican Republic,
1967-69

Joanna London

Attorney, Counsel's Office
Taught English
Ethiopia, 1962-64

Kathie McCleskey

Quality Assurance Training Officer
Museum assistant
El Salvador, 1975-77

Kevin McDonald

Supervisory Detention and Deportation Officer
Built public projects
Ecuador, 1973-75

Hank Poli

Resource Information Center
Taught English
Malaysia, 1976-79

Sally Resnick

Policy Analyst,
Off. of Policy and Planning
Installed water systems
Kenya, 1984-86

Joyce Stadnick

Asylum Training Coordinator
Taught English
Burkina-Faso, 1980-83

For some, the career path to INS starts with a hitch in the Peace Corps

Hank Poli was in his final year teaching English as a Peace Corps volunteer in a coastal community in Malaysia in 1978 when large numbers of small overloaded boats started washing up on nearby beaches after days on the open ocean.

The seaborne migration of what the media described as Vietnam's boat people had begun, and Poli soon was swept up in the task of assisting refugees.

Helping refugees nudged Poli off his planned post-Peace Corps path into teaching, re-routing him into refugee resettlement. Instead of the University of Hawaii, where Poli had been accepted for graduate study in education, he would spend the next seven years in refugee camps in Malaysia and Thailand and also in Vietnam, where he assisted Vietnamese who wanted to resettle in the United States. An orderly departure program, agreed to by Vietnam, offered a safer alternative to the refugees' perilous exodus by sea.

Returning to the United States in the late 1980s, Poli completed law school and spent a few years representing charities, but a compelling interest in refugees pulled him to the INS in 1998 to work as an asylum officer. In that role, he reviewed the applications of individuals who claimed to have a well-founded fear of persecution in their home countries based on their race, religion, nationality, membership in a social group or adherence to political opinions.

Poli is now a team leader in the Resource Information Center of the Office of the International Affairs. The center compiles information about human rights conditions in other nations, which is used to review asylum applications.

He is among at least two dozen Peace Corps veterans who now work for the INS. Despite the long

passage of time since their volunteer days for many, memories of the Peace Corps remain surprisingly fresh and almost universally upbeat. Many, like Poli, found that Peace Corps service put them on a road that ultimately led to the INS, often by way of refugee resettlement work.

Most remember fondly the close personal bonds they established in their host communities and several maintain close contacts with the people and lands where they served. They find humor in frugal habits they developed while scraping by on a Peace Corps allowance of as little as \$50 a month, paid in the local currency. Gathered in a group, they can still argue the relative merits of various medications used to treat digestive-tract disorders, which were epidemic among newly arrived volunteers in most host countries.

As the Peace Corps set out to celebrate its 40th anniversary in September, we caught up with some of the former volunteers now at the INS. What follows are some of their stories.

Ellie Johnsen recalls telling her father in 1972 that she planned to join the Peace Corps. "I wanted to help people, I wanted to travel and I wanted to get out of the Midwest," she said, assigning no particular priority to her motives.

When Johnsen arrived in Thailand to teach English in 1974, the United States' involvement in Vietnam was winding down. Before her two-year

hitch in the Peace Corps ended, the flow of refugees from Southeast Asia had begun, and it picked up speed as Johnsen worked on the Peace Corps staff for a few years. In 1979, she was back in Thailand, this time to assist private refugee-relief agencies. She spent the next 11 years there.

In 1994, she signed on at INS as an asylum officer. "I



Four former Peace Corps volunteers at the asylum office in Arlington, Va., take a few minutes away from reviewing cases to gather in the training room. From left are Kathie McCleskey, Ted Vawter, Ellie Johnsen and David Lewis.

saw this (job) as related to refugee work," said Johnsen, now a supervisory asylum officer and the acting deputy director of the Arlington, Va., asylum office. "It's basically refugee work that's in the United States."

Ross Anderson was already headed for a career in refugee work when his Peace Corps assignment sent him packing to what might well have seemed to be the ideal detour from the world of displaced persons. He taught math, science and agriculture at a trade school on the hard-to-reach Pacific island of Ponape in Micronesia for three years starting in 1976.

However, refugee work was already in his blood. The summer before his senior year at St. Olaf College in Minnesota, Anderson volunteered to work at a Vietnamese refugee center in California as part of a program organized by the Lutheran Church. The work intrigued him and he was good at it. So in 1979, fresh from teaching in Ponape, he took a job with an agency assisting Vietnamese refugees in Hong Kong.

After working for 11 years overseas in refugee relief, Anderson was among the first asylum officers hired by the INS in 1991. He is now an immigration officer working with the refugee division of International Affairs.

Liz Runge recalled that the INS played an initially unwelcome role in her transition from Peace Corps volunteer to refugee-relief work. Wrapping up three years as an agricultural extension adviser in the



Peace Corps veterans attached to the Office of International Affairs gather in the lobby of their building near Headquarters. They are, from left. Ross Anderson, Harriet Riehl, Hank Poli, Jeffrey Weiss, John Evans, Carolyn Ricardson-Rascon and Liz Runge.

Philippines in 1988, Runge discovered that her recently adopted daughter would be delayed in coming to the United States while the girl's immigration petition was pending.

"It took me by great surprise," Runge said. Deciding to stay on in the Philippines, she took a job

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William Strassberger
Public Affairs Officer
Farm cooperative adviser
Cameroon; 1982-84;

Linda Sudmalis
Resource Information Center
Agricultural adviser
The Philippines, 1985-88

Ralph Thomas
Special Assistant,
San Diego Sector
Trained teachers
The Philippines, 1961-63

Ted Vawter
Supervisory Asylum Officer
Installed water systems
Burkina-Faso, 1977-79

Jeffrey Weiss
Director, International Affairs
Taught English
India; 1968-70

PRESIDENT KENNEDY'S CHALLENGE

The Peace Corps' official history traces the point of its conception to a campaign stop by presidential candidate John F. Kennedy in October 1960. Exhausted from a long day of travel and speeches, he arrived at the University of Michigan at 2 a.m. in hopes of getting a few hours of sleep. Instead, he found about 10,000 students waiting in front of the student union to hear him speak.

During an impromptu address, Kennedy laid out a bold experiment in public service and challenged the students: How many of them would be willing to serve their country and the cause of peace by living and working in the developing world?

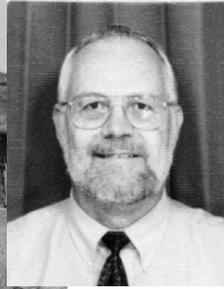
More than 163,000 Americans have taken up Kennedy's enduring challenge in the 40 years since the Peace Corps was founded in 1961.

A planned, week-long, 40th anniversary celebration in Washington, D.C., of the Peace Corps was disrupted by the tragic events of Sept. 11, 2001 that ironically were set in motion by the antithesis of Peace Corps ideals. However, the anniversary events were being rescheduled as this edition was being prepared.

Our survey of former Peace Corps volunteers now working at the INS was necessarily incomplete. If you were a volunteer, or know someone at INS who was, please contact *Communiqué* at ins@casals.com to contribute your story for a follow-up article planned for a later edition.



James Lassiter as a science teacher in Swaziland, 1980-83, and today as a refugee program officer



Affairs. His Peace Corps service took him to India in 1968, where he spent three years teaching English, followed by three years as a country officer overseeing Peace Corps programs in the Republic of the Seychelles, an island nation in the Indian Ocean.

He might have added that the Peace Corps was for many volunteers a great place for romance. Weiss met his future wife when she was assigned as his cross-cultural instructor. They've been married 32 years.

John Evans, who came to INS in 1991 as the founding director of the Resource Information Center, can also give the Peace Corps partial credit for his marriage. He and his future wife met when they were both returned Peace Corps volunteers studying at Tulane University. They raised two daughters, one of whom followed in her parents' footsteps as a second-generation Peace Corps volunteer.

"I'm really here (at the INS) because of my interest in human rights and asylum, which stems from my work overseas," Evans said. He served two years in the Dominican Republic as a rural school teacher-trainer starting in 1967. After graduate school, Evans worked successively as the chief of Peace Corps operations in Honduras and as chief of operations for its Inter-American region.

Harriet Riehl and her soon-to-be husband, Jack, shared two desires in 1967: marriage and joining the Peace Corps. They did both when they each took assignments in Honduras, pausing long enough after arriving in-country to get married. Their first home was in an isolated coastal community set against mountains draped in tropical forest. Riehl served as a teacher-trainer. The work and setting clearly appealed to them because, after a few years back in the United States, they returned to Central

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working with Southeast Asian refugees who were living in camps in the Philippines. "It grew into a great passion," said Runge, who worked with a private refugee program for three more years.

After returning to the United States, she joined the INS as an asylum officer in 1992, later serving three temporary assignments handling asylum petitions of Haitian refugees at Guantánamo Bay, Cuba, and a six-month hitch in Haiti. Runge moved over to the Resource Information Center in 1997. Her adopted daughter is now married with two children.

It is no accident that the mother lode of Peace Corps volunteers at INS is in the Office of International Affairs, with a particular concentration in the Asylum Corps. When the corps was formed within International Affairs in 1991, a call went out to recruit asylum officers with extensive overseas experience. Not surprisingly, many Peace Corps veterans filled the bill. The aim was to

find asylum officers whose experiences in other cultures equipped them to better understand and discern the validity of asylum claims.

"The Peace Corps is a great place for learning cross-cultural skills, learning how to deal with people of many backgrounds and learning how to work inside other cultures," said Jeffrey Weiss, the director of the Office of International



David Lewis, now an asylum officer, taught English in Nepal, 1964-65.



Mary Margaret Stone worked in community development in Cameroon, 1993-95.



Carolyn Richardson-Rascon counseled substance abusers in Malaysia, 1980-82.



Ellie Johnsen, now a supervisory asylum officer, taught English in Thailand, 1974-76.

America, where Riehl served as the associate director of the Peace Corps' educational programs in the region. Riehl joined the INS in 1992 as an asylum officer and for the last seven years has trained new officers.

As the son of an Air Force airman and also as an airman himself, James Lassiter was already well-traveled when he signed up with the Peace Corps in 1980 to teach science at a school in Swaziland in southern Africa. There, he met and married a fellow teacher, who had migrated to Swaziland because of strife in her native Uganda. He later served seven years in various Peace Corps staff positions, including its country director for both Tanzania and Ghana.

For Lassiter, who holds a doctorate in cultural anthropology and Africa studies, the Peace Corps was an extension of his own exploration of "a global cultural connection of the whole world."

Lassiter and his wife sustained minor injuries from the truck-bomb blast that destroyed the U.S. embassy in Nairobi, Kenya, in August 1998. He was buried up to his chest in the rubble of the building's collapsed brick walls, but escaped with just severe bruises. At the time, he was the INS assistant officer-in-charge at the embassy and traveled throughout sub-Saharan Africa to interview refugees and adjudicate their applications for resettlement in the United States. Lassiter, who joined the INS in 1992, is now the INS refugee program officer responsible for refugee resettlement programs in Africa and the former Soviet Union.

Carolyn Richardson-Rascon is one of a few former volunteers at INS who maintains close

formal ties to their host countries. She went to Malaysia in 1980 as a substance abuse counselor helping heroin addicts kick their habits. Now an asylum officer, her days working in drug-abuse counseling are over, but not her interest in Malaysia.

Richardson serves on the board of the Friends of Malaysia, an organization founded by former Peace Corps volunteers to Malaysia to support community-development projects. The group assisted a village in developing an environment-friendly, mini-hydroelectric plant and has also supplied computers to schools.

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Ross Anderson taught math, science and agriculture in Micronesia, 1976-79.



SAN FRANCISCO HAULS HOME THE MEDALS IN CALIFORNIA POLICE SUMMER GAMES

By Sharon Rummery

From the dizzying excitement of roller hockey to the endurance of cross-country competition, the San Francisco District athletes made their mark on the 2001 California Police and Fire Summer Games in August.

In what is better known as the Police Olympics, held this year in San Jose, Special Agent Bryan Jang took home the most medals for the district. He was ranked tops and won three gold medals in the men's open competition in karate-kata; the men's open in karate-weapons, and the men's senior level in karate-kumite. In addition, he won a silver medal in the men's open competition in karate-kumite.

Two gold medals went to Inspector Bill Flynn in weightlifting for a 331-pound bench press and 811 pounds in the push-pull. His push-pull performance set a Police Games state record in his weight class and age group.

Adjudications Officer Carol Keller ran to victory and the women's gold medal in the 10-kilometer cross-country race, and received the silver medal in women's mountain biking.

The Detention and Removal men's runners won a bronze in the 10-K cross-country competition. In bowling, retiree Tim Murray set a new Police Olympics record with the highest overall point accumulation in the over-50 division. He earned that gold medal, plus two more in doubles competition and team bowling. Other INS employees competed in track events, bowling, roller hockey and softball.



Inspector Stuart Tsang sizes up his infield.



Amid a blaze of roller hockey action.



Carol Keller races on wheels (above) and feet (below).



Bill Flynn locks up a gold medal in the bench press.



BORDER PATROL COMPETITORS STRIKE GOLD, SILVER IN NEVADA

By David Garrett

The Temecula Border Patrol Station fielded three participants for the 20th Annual Nevada Police & Fire Games in late August, all of whom were heat-tested as temperatures in Las Vegas topped 100 degrees through most of the outdoor events.

The six-day competition, Aug. 20 to 26, produced a total of eight medals for the Temecula competitors, who are part of the San Diego Sector. Border Patrol Agent Diana Hill won the gold medal in the five-kilometer run, plus silver medals in the 100-meter and 400-meter races.

Supervisory Border Patrol Agent Pat Callahan took home four medals - two gold, one silver and a bronze - in various golf events.

Rounding out the Temecula winners was the Assistant Patrol Agent-in-Charge Rene Gonzalez who won a silver medal in trap shooting, with a score of 98 out of a possible 100.



Medal winners in the Nevada Police Games include Supervisory Border Patrol Agents Pat Callahan and Diana Hill and Assistant Patrol Agent-in-Charge Rene Gonzalez.



Deportation Officer Jim O'Brien aims to pick up a spare.

Finishing a run are Deportation Officers Mike Samaniego, Craig Meyer and John Claypoole, Adjudications Officer Carol Keller and Assistant Deputy District

Director for Detention and Removals Tim Aitken.



INS NEWS FROM *the Field*



Cleveland District Director Mark Hansen welcomes parents and children to the Cincinnati Zoo.

CINCINNATI ZOOKEEPERS TURN ON THE HOSPITALITY FOR NEW CHILD CITIZENS

A special session of the U.S. District Court for the Southern District of Ohio was convened on Aug. 7 near the tiger cages at the Cincinnati Zoo. The special session was called to swear in as U.S. citizens 16 children who came from 10 countries.

U.S. District Judge Susan J. Dlott presided over the ceremony and was assisted by U.S. Rep. Steven Chabot of Ohio's First District in presenting Certificates of Citizenship to the children.

Cleveland District Director Mark B. Hansen flew into the Southern Ohio city to welcome the soon-to-be-citizens and their parents at this annual summer event. Cincinnati Sub-Officer in Charge Patrick A. Elersic administered the oath of allegiance. A group of local school children were invited to lend their voices to the Pledge of Allegiance.

After completing the day's legal affairs, both children and adults adjourned to nearby picnic tables for a snack of punch and cookies.

The zoo citizenship ceremony has become an annual summer event in Cincinnati, a combined effort of the U.S. District Court, the Cincinnati Zoo and local INS staff. For entertainment, the zoo's animal handler conducted a show featuring birds and reptiles. The new citizens and their families were given free passes to the zoo for the day

CITIZENSHIP DAY HOLDS A SPECIAL MEANING FOR 8,300 NEW CITIZENS

The tradition of Citizenship Day was recognized in a special way Sept. 17, as more than 8,300 individuals became new U.S. citizens at 22 naturalization ceremonies across the country.

"Our country's greatness is deeply rooted in our rich immigrant tradition," said INS Commissioner James W. Ziglar. "Granting this precious benefit to those who seek the privileges and obligations of joining our American family is one of the most important things we do."

During the last decade, from 1991 to 2000, 7.4 million immigrants applied for citizenship. That 10-year total exceeded by more than 1 million the number of citizenship applications received during the previous 40 years combined, according to the INS.

The sharp rise in naturalization applications in the mid-1990s imposed an unparalleled workload on the INS examiners, which was on target in mid-September to complete its review of 800,000 naturalization applications during the fiscal year ended on Sept. 30. The INS has worked diligently to increase production levels while maintaining the highest standards of integrity.

Citizenship Day recognizes the signing of the U.S. Constitution in 1787, enabling immigrants arriving in the New World to become U.S. citizens.

NEW CITIZENS PLAY A ROLE IN BUILDING REDEDICATION AT JFK INTERNATIONAL

By Cheryl Wilson

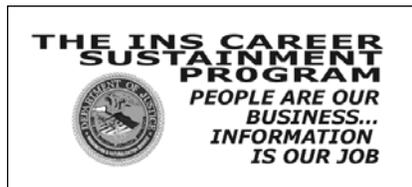
After undergoing major reconstruction, the John F. Kennedy International Arrivals Building at the New York airport of the same name presented its new look to the public on May 24.

As part of the building rededication ceremony, the New York District hosted a naturalization ceremony for 18 new U.S. citizens, including one who had passed through the building more than 40 years before when what we know today as JFK International was called Idlewild. The citizenship ceremony was the suggestion of JFK Inspections Deputy Port Director Richard A. Pileggi.

Pileggi is one of approximately 460 inspectors assigned to work at the busy arrivals building. New York's Kennedy Airport is one of just a few of the world's airports to have handled more than 1 billion passengers in its history.



Three INS Color Guard members present the U.S. flag during rededication ceremonies at John F. Kennedy International Airport.



RECRUITMENT AND SUSTAINMENT LINK ARMS TO ATTRACT AND KEEP TOP EMPLOYEES AT INS

Recruitment and sustainment specialists from throughout the INS gathered in Dallas in mid-August for their first combined Recruitment and Sustainment Summit. They shared ideas and surveyed the direction of programs designed to attract and retain talented individuals for INS positions.

In this, the first of a two-part series, we focus on the new directions in recruiting employees that were presented at the summit, held Aug. 8 to 10 at the INS Leadership Development Center. In the next edition of *Communiqué*, we will look at programs and plans for retaining staff through the Career Sustainment Program.

The headquarters recruitment team emphasized the summit's theme — Partner for Success — throughout their presentations, covering the year in review and a look at future directions of the recruitment program.

Cindy Lowell, headquarters chief of staffing, recruitment and employment policy, opened the recruitment portion of the summit with an overview of the future hiring goals and the challenges facing the INS. She provided insight into why the recruitment and hiring mission is a key issue among the agency's top leadership. Lowell encouraged recruitment specialists in the field to maintain their excellent efforts toward meeting the hiring goals for 2002.

She praised the successful Border Patrol recruitment campaign that could serve as a model for recruitment practices throughout the service.

National Recruitment Program Manager Kathy Hochman provided an overview of a year of transition in which the National Recruitment Program (NRP) broadened its reach to attract job candidates for INS positions. Previously focused on recruitment for Border Patrol positions, the NRP now targets its recruitment efforts for other officer corps occupations, such as immigration inspector, adjudication officer and deportation enforcement officer, as well as marketing all of INS as a desirable place to work.

Marisa Harper, NRP's marketing and advertising manager, discussed several new recruitment initiatives, including the development of individual pamphlets for officer corps occupations and the Outstanding Scholar Program. Additionally, the NRP will be purchasing recruitment incentive items

and new recruitment displays for distribution service-wide.

An informative workshop on the topic of "creating and managing a local print media campaign" was presented by Duke Smith, of the firm Low & Associates, Inc. Smith emphasized the importance of knowing one's intended audience and outlined the necessary steps for implementing and maintaining a successful local media campaign. Local media campaigns are taking on added importance in the coming year, as each region contends with a distinctive set of recruitment needs.

One of the most intriguing items on the summit's agenda was a showcase presentation of creative approaches to recruiting for hard-to-fill positions and in tight-employment markets around the country. Introducing the innovative strategies were Regional Recruitment and Sustainment Managers Ruben Soriano of the Western Region, Rocky Maier of the Eastern Region; and Wanda Lewis of the Central Region

Among the noteworthy approaches undertaken by field staff were:

- ❑ Obtaining the use of vacant housing on a military base to provide reasonably priced temporary accommodations for entry-level immigration inspectors in the high-cost San Francisco area.
- ❑ Developing in-house video advertising designed to increase interest in a career as an immigration inspector. The videos captured scenes of on-the-job inspectors at ports-of-entry.
- ❑ Organizing recruitment seminars at INS facilities and establishing partnerships with state and local employment organizations.
- ❑ Creating databases to track applicants for INS positions, and making encouragement calls to applicants prior to their scheduled test dates.

The summit was also a setting for the headquarters and regional recruiters to exchange ideas, forge relationships and develop strategies, all aimed towards the summit's goal to "Partner for Success." Together, they developed an action plan to meet recruitment challenges in fiscal year 2002, including strategies to improve communications with recruitment partners, applicant-tracking systems, diversity recruitment, and the use of the Internet as a recruitment tool.

INS NEWS FROM *the Field*

DETENTION OFFICER TAKES TO THE OPEN ROAD IN PURSUIT OF GOOD TIMES AND GOOD DEEDS

By Sharon Rummery

Picture a motorcycle club -- hardy, enthusiastic people who love a good time. Now picture this group harnessing much of their collective horsepower and positive thinking to the goal of doing kind deeds, such as helping physically disabled people attain a better life.

And if the good deeds beget good times, it's all the better.

Ensuring that the good deeds and good times continue rolling is the off-duty role that

Supervisory Detention Enforcement Officer Julie Ramirez has fashioned for herself. After winding up the workweek in the San Francisco District, she often exchanges her uniform for biker threads and joins her friends as they head out on the highways of Northern California.

Ramirez joins a group that harnesses the energy of dozens of people who love motorcycle road trips and helping others. They call their group the West Coast Chapter of Hawgs for Dogs for reasons that soon will become apparent.

Each year, Ramirez helps organize the Hawgs, astride their Harley-Davidson motorcycles, into a fun-filled, fund-raising, road trip on behalf of a program that provides trained guide dogs for the blind.

The trip takes the form of a race called a poker run. Members gather at a pre-determined starting point, where each rider receives a playing card and instructions leading to four stops along the route. At each stop, a rider receives an additional playing card, completing a five-card hand at the race's finish



line, usually in the beach town of Santa Cruz, Calif., about 60 miles south of San Francisco.

Over dinner at a local restaurant, members play their hands with the winnings deposited in a special fund to support Guide Dogs of America. Ride sponsors and other events at the dinner raise additional money and by the end of the night, there is always several thousand dollars in the kitty for guide-dog training.

"Those dogs are expensive," Ramirez said. "It costs about \$15,000 to raise and train a dog."

The dogs become treasured guides and companions for sightless people, giving many of them a newfound mobility and an invaluable sense of independence. The Hawgs and the hopes they inspire have been Julie's passion since she and some friends formed Hawgs for Dogs eight years - and several guide dogs - ago.

The work keeps her hopping, arranging spaghetti feeds, selling T-shirts and buttons and attending board meetings throughout the year. A self-described true party person, she says she's a "natural" for the role of calling on prospective sponsors and taking care of the necessary details that ensure success.

The organization raises about \$8,000 each year. Ramirez was recognized for her efforts in 1998 as a Hero of the Combined Federal Campaign.

The kicker is that Ramirez doesn't own a Harley-Davidson, nor does she even ride with the bikers. On club trips, she drives a car.

"Oh, I don't ride, I work," she said. "I do this because a lot of my friends ride bikes, and it's a very good cause."



Liz Runge served as an agricultural adviser in the Philippines, 1985-88.

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For the Peace Corps' 40th anniversary, Richardson was helping to organize a reception with Malaysia's ambassador to the United States to honor the 4,700 Americans who served as Peace Corps volunteers in the country between 1962 and 1983, when the country quit accepting Peace Corps volunteers. In Malaysia, one of the "young tiger" economies of Southeast Asia, "we worked ourselves out of a job," she said.

William Strassberger, an INS public affairs officer since 1996, maintains strong contacts with Cameroon, the country in Africa where he served in the mid-1980s as an adviser to coffee cooperatives and other economic development ventures.

His Cameroon connections were cemented, in part, by his marriage to a nurse in Cameroon, who now works at the National Institutes of Health. Arranging for his wife's visa "is how I first learned about immigration," Strassberger said. He is the president of the Friends of Cameroon, which was started by former Peace Corps volunteers interested in supporting community-based, self-help projects, such as a foot bridge and a bee-keeping project.

Ralph Thomas, now the special assistant the San Diego Sector's chief patrol agent, has had one of the most varied post-Peace Corps career paths. However, long before he became a college professor, served on the staff of a presidential select commission on immigration and refugee policies in the late 1970s, or was a deputy assistant INS

Commissioner in the late 1980s, Thomas taught elementary school in the Philippines as a Peace Corps volunteer.

He was among the first volunteers, joining up in 1961 soon after being discharged from the Air Force but even before Congress formally authorized the Peace Corps' creation. A friendship he formed with another Philippines-bound volunteer, Leonel J. Castillo, would eventually bring Thomas to the INS. Castillo was appointed INS commissioner by President Jimmy Carter in 1977 and summoned Thomas to help. Thomas has since served in a variety of capacities, ranging from congressional relations to working with immigration examiners.

A few weeks after President Kennedy was shot in Dallas in November 1963, David E. Lewis joined the Peace Corps. His assignment, teaching English in a Himalayan community of western Nepal, seemed a custom fit for a Coloradoan who climbed mountains as a hobby. Lewis used his time away from teaching to join other volunteers in an unsuccessful attempt to

become the first climbers to scale a certain Himalayan peak.

Returning home to face his Selective Service board in 1966, Lewis sidestepped the draft by enlisting in the Marine Corps. He served in Vietnam during the 1967 Tet offensive and rose to the rank of captain. At age 60, he notes that he is one of the Asylum Corps' elders and talks about writing a book in retirement that would capture some of his experiences in peace, war and reviewing asylum applications. He suggests with a laugh that it might be entitled: "Surviving the Corps: all three of them."

Gregg Beyer, who served as the first national director of the asylum program, drew a Peace Corps assignment in Thailand in 1966 that posed a big challenge. Working from a base near the border with war-torn Laos, he was an adviser to a provincial director of Thailand's malaria-eradication program. The war on malaria would not be won during Beyers' tour of duty, but his career plans were taking shape. "It was there that I decided what I really wanted to do — public administration," Beyer said. He went on to work 13 years for the UN High Commission on Refugees before joining the INS in 1988.



Harriet Riehl married her husband, Jack, en route to their assignment in Honduras, 1967-69.