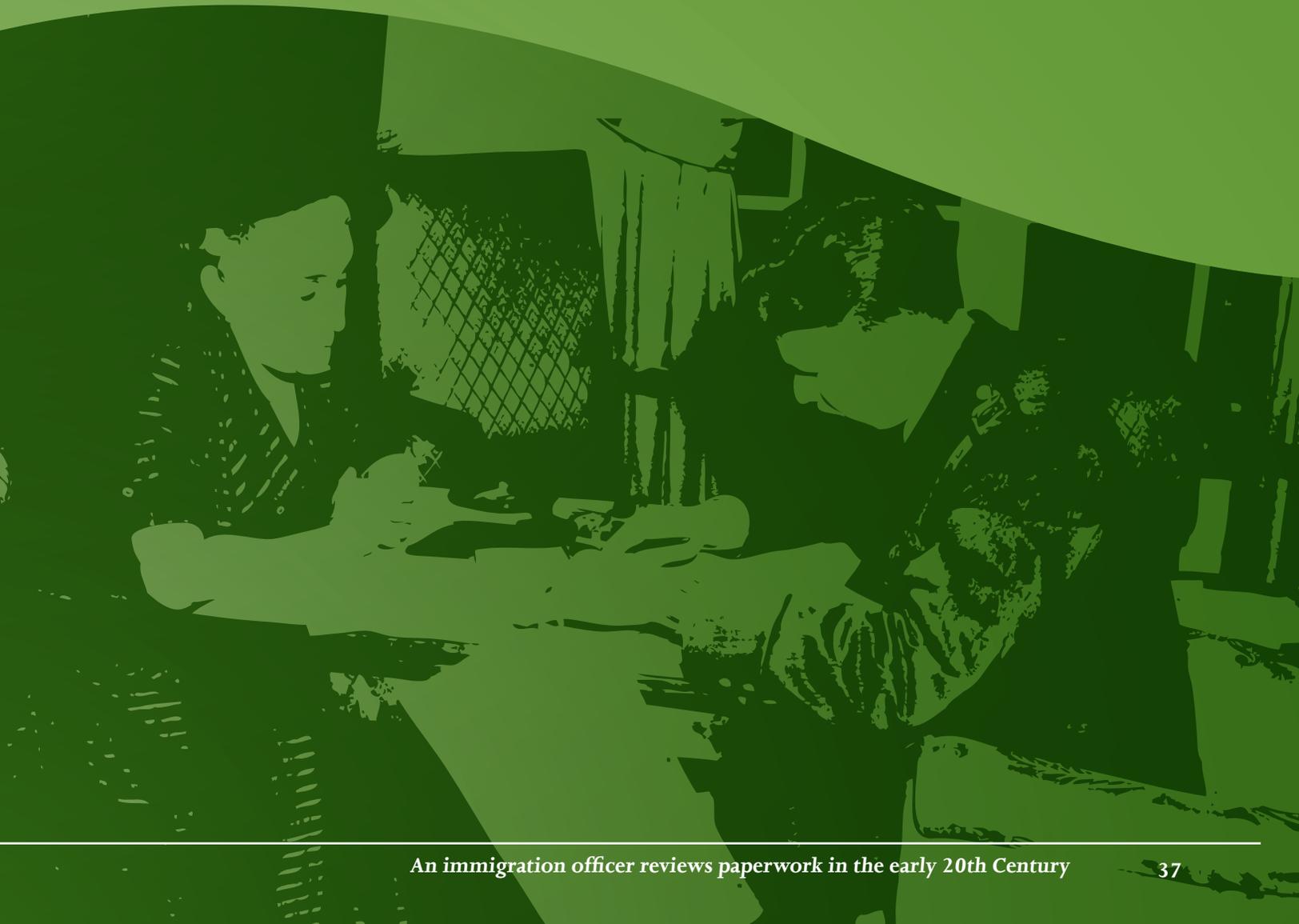


GROWTH MANAGEMENT: BUILDING A 21ST CENTURY IMMIGRATION WORKFORCE

In FY 2007, USCIS restructured its fee schedule, the first major change to our fees in 10 years. As a result of this restructuring, significant funds were earmarked for improving USCIS' performance in processing immigration-related petitions and applications. In conjunction with these fee increases, the USCIS Director created the Growth Management Oversight Unit (GMOU) to track implementation of the critical enhancements funded by these new revenues.



GROWTH MANAGEMENT

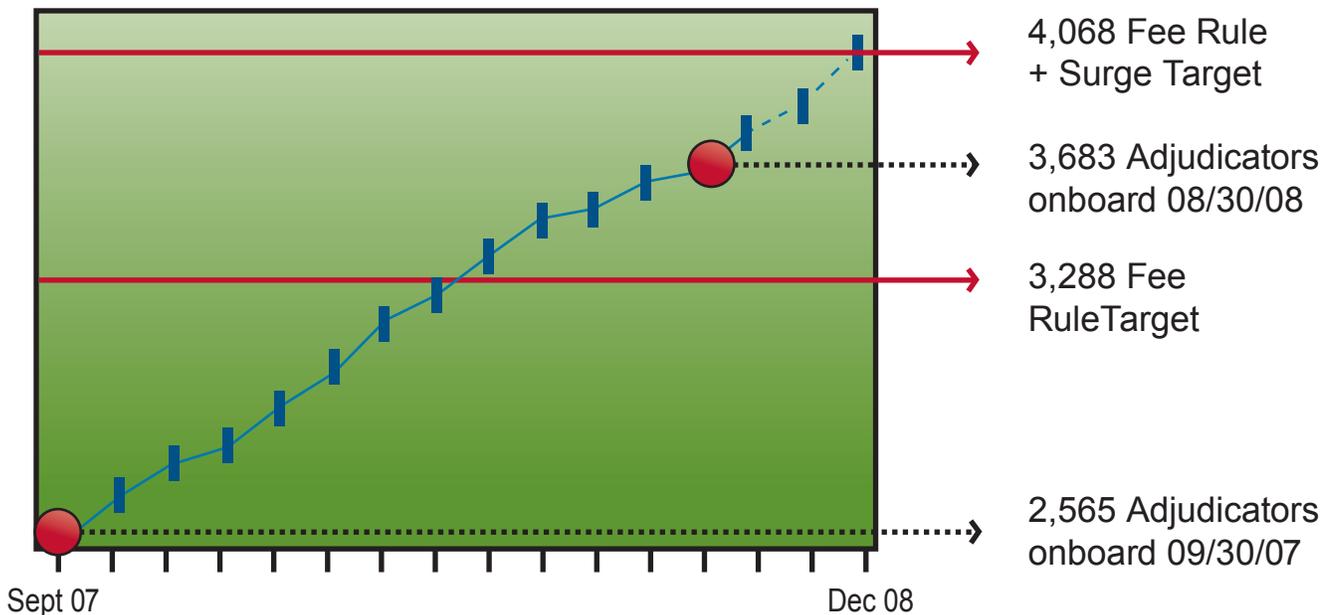
GMOU has two primary functions. The first was to oversee the hiring of approximately 2,700 new government employees, ensuring they are hired and trained in a timely manner. Approximately half of the new positions are immigration services officers, who review and process immigration-related applications; the other half is composed of specialists necessary to maintain day-to-day operations as well as provide administrative support. The second function is to track improvements to USCIS' infrastructure, including, facilities, training, internal processing improvements, and upgrades to its information technology (IT) systems. In all, these improvements will allow USCIS to more efficiently process applications and provide better customer service while providing enhanced security against fraud and possible threats to our homeland.

In FY 2008, USCIS used new revenues from the revised fee schedule to:

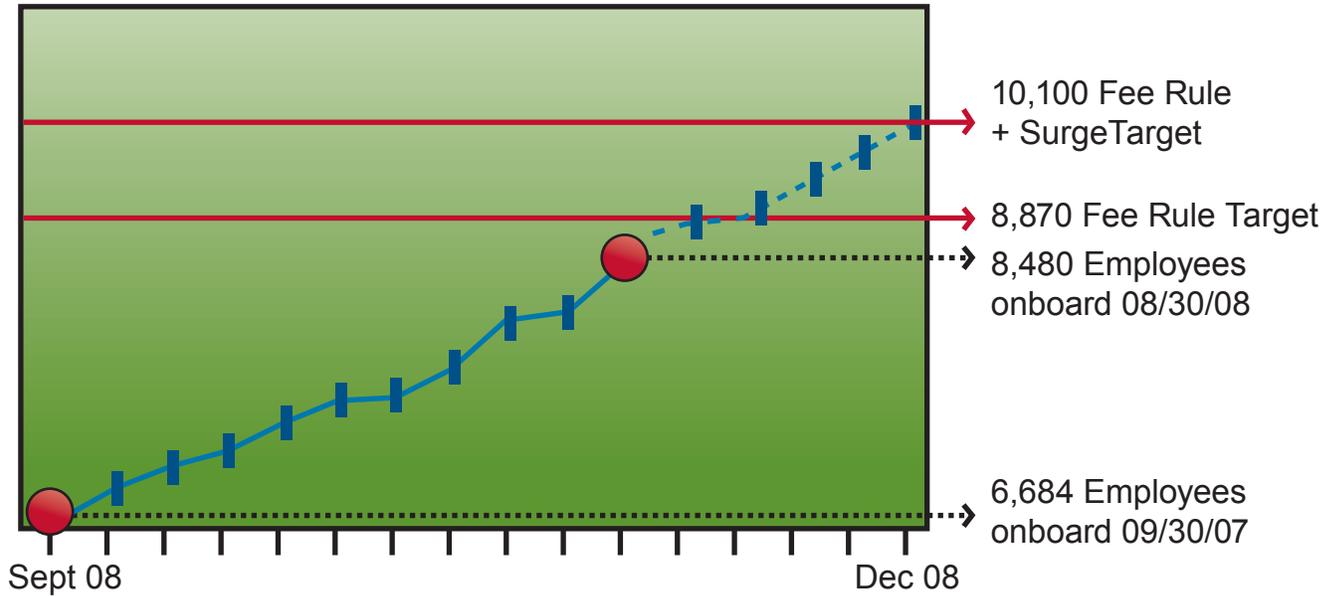
HIRE 1,517 NEW FEDERAL EMPLOYEES

Increasing the agency's capacity to adjudicate applications is one of the keys to improved performance. Infused with new revenues generated by the revised fee schedule, USCIS was responsible for increasing its workforce by a total of 1,517 new employees.

Adjudicator Growth



Fee-Rule & Surge Growth



Of these, 723 were to be immigration services officers, who directly process immigration applications. The other 794 positions support USCIS operations in various ways and include customer service representatives, program auditors, administrative staff, legal counsel, fraud detection and national security officers, and IT specialists.

In addition to obtaining these 1,517 new positions, USCIS received authorization to hire 1,200 more employees as a result of an unexpected surge of applications filed during the third quarter of FY 2007 that required additional resources beyond those allocated via the revised fee schedule.

By the end of FY 2008 more than 1,700 new staff had been added to the USCIS workforce to support these new requirements (see graphs below). Of these, over 1,000 were hired and trained as immigration services officers by the end of FY 2008.

More work remains, but the progress made to date is noteworthy, especially when con-



sidering that the rate of hiring in FY 2008 was four to five times higher than the norm in previous years and was all done while maintaining the federal government's standards and procedures for civil service hiring.

The Growth Management Oversight Unit also oversaw additional enhancements funded by the new revenues. Thanks to the efforts of managers across all levels of USCIS, the following is a sample of the achievements seen to date:

CREATION OF THE SECURE MAILING INITIATIVE

(\$31.6 MILLION PER YEAR)

USCIS has partnered with the U.S. Postal Service (USPS) to develop a secure, customer-friendly system for sending documents such as Alien Registration Cards and Employment Authorization Permits via USPS Priority Mail. The system will enhance the way USCIS monitors the delivery of secure documents and allow USCIS customers to track shipment of their documents online.



ENHANCE AND IMPROVE TRAINING

(\$37.4 MILLION PER YEAR)

The Office of Human Capital and Training established the USCIS Academy, a new institution that provides professional education and training opportunities for employees at all levels.

In addition to providing substantive entry-level training, the USCIS Academy provides intermediate and advanced immigration training, offers continuous learning opportunities for professional and leadership development, and encourages members of the workforce to further their education during their careers through reimbursement of expenses for college-level courses and executive education.

FUND INFORMATION TECHNOLOGY (IT) INITIATIVES (\$109.9 MILLION PER YEAR AND 88 FEDERAL STAFF)

The Office of Information Technology (OIT) is leveraging USCIS' new resources to make needed improvements to the IT infrastructure of USCIS. Additional funds were necessary to upgrade and maintain the USCIS information technology environment, which includes programs to support a national security-based immigration process that is more effective and customer focused. One of the programs will provide necessary technology upgrades to the current USCIS legacy IT systems so that these comply with federal regulations, law, and guidelines.



Another program focuses on upgrading and maintaining the USCIS IT operating environment so that it can sustain continued operations, reduce IT security risks and information sharing limitations through hardware and software standardization, and maintain USCIS' ability to process cases and support other federal agencies. The third program provides USCIS with the capability to implement quick IT solutions as well as feature or functional enhancements to the legacy IT environment to address ongoing critical needs and legislative changes.

