

OFFICE OVERVIEWS:

HEADQUARTERS OFFICES AND DIVISIONS

A well-managed, modern immigration system is fundamental to maintaining our national and economic security. USCIS must be ready to face any challenge that presents itself. Whether it is the changing demographics of our customers, fluctuating and unpredictable demand for immigration services, new kinds of security threats, legislative mandates, or the tragedy of a man-made or natural disaster, we must be prepared to respond effectively.

USCIS component offices form the core of USCIS Operations, acting in conjunction to fulfill the USCIS mission and vision and guide our actions, our decision-making, and the processes we use to enhance and modernize our infrastructure and operations. The following section provides a brief overview of each office and its specific function within the agency.





Nancy Guilliams, Chief,
Office of Administration

OFFICE OF ADMINISTRATION

The Office of Administration provides the essential administrative services, policy and guidance to support USCIS operations and their customers. The office plans, develops and implements agency-wide policies, procedures and internal controls in the areas of, Asset and Facilities Management and Acquisition.

Its mission is accomplished through the Facilities Management, the Asset Management and the Contract Support Divisions in headquarters, as well as the Field Support Center in Burlington, Vt. The headquarters office is responsible for planning, programming, budgeting, and policy decisions, whereas the Field Support Center is responsible for

executing the programs and policies developed by headquarters.

The goal of the Facilities Management Division is to provide a safe, secure, and productive work environment for its employees and customers. It manages an annual rent budget of approximately \$168 million and an investment budget of over \$61 million for planning and managing space. The Asset Management and Contract Support Division provides guidance and assistance to USCIS offices regarding all aspects of personal property management and has accountability of agency-wide property valued at almost \$120 million. It also offers guidance and assistance with acquisition document preparation. The Field Support Center gives direct support to 140 USCIS field locations, including project management and execution for lease acquisition, and a full range of asset management support. It also provides management and oversight for the acquisition of goods and services, being responsible for almost \$1 billion in annual acquisitions and administration of approximately \$5 billion in existing contracts.

ADMINISTRATIVE APPEALS OFFICE

The Administrative Appeals Office (AAO) has jurisdiction over appeals from decisions on most immigration petitions and applications that are entered by USCIS regional service centers, district offices, and field offices worldwide.

The opportunity to file an appeal after a petition or application has been denied allows a petitioner or applicant to attempt to overturn the adverse decision. There are numerous types of petitions and applications within the AAO's jurisdiction, including employment-based immigration petitions, various waivers, legalization, and



John Grissom, Acting Chief,
Office of Administrative Appeals

temporary protected status applications.

Selected AAO decisions are designated by the USCIS Deputy Director as USCIS Adopted Decisions, making them binding on all USCIS personnel. These Adopted Decisions provide a mechanism to establish consistency in interpretation and application of immigration and nationality law among all USCIS employees. Because the AAO reviews decisions from all USCIS offices throughout the world, it is in a unique position to detect patterns of fraud and to provide quality assurance to the USCIS adjudication process.

The AAO produces appellate decisions that provide fair and legally supportable resolutions of individual petitions and applications for immigration benefits. These decisions provide guidance to petitioners, applicants, practitioners, and government officials in the correct interpretation of immigration law, regulations, and policy. The AAO is staffed with 88 USCIS personnel, most of whom are attorneys, and ten contract personnel who operate and maintain the AAO file room.

CHIEF COUNSEL

The Office of the Chief Counsel (OCC) provides specialized legal advice, opinions, determinations, regulations, any other assistance to the USCIS Director, and represents the agency in visa petition appeals before the Executive Office for Immigration Review.

With a highly skilled team of more than 150 attorneys nationwide, OCC on a daily basis fields a wide range of inquiries concerning immigrant and non-immigrant employment and family-based petitions, adjustment of status, adoptions, inadmissibility and waivers, naturalization, asylum and refugee status, and contract and administrative matters. OCC provides comprehensive litigation support to the Department of Justice's Office of Immigration Litigation and the Offices of the United



Lynden Melmed, Chief Counsel,
Office of the Chief Counsel

States Attorney. OCC's areas of responsibility include providing legal education and training to USCIS staff, and advising USCIS and Department of Homeland Security (DHS) staff on legislative, regulatory and national security issues.

Since its formation in July 2003, OCC has expanded and refined its headquarters and field structures to ensure maximum efficiency and responsiveness. At headquarters, OCC is divided into expert teams including the Adjudications Law Division, Asylum and Refugee Law Division, Commercial Law Division, Ethics Division, Litigation, Regulations and the National Security & Records Verification Law Division.

OCC's field structure takes the form of four regional offices: Northeast, Southeast, Central and Western. OCC's regional offices work closely with headquarters staff to communicate developments and trends, and to formulate litigation strategies.

In addition to its regional offices, OCC also has a Service Center Division that provides particularized support to service centers throughout the country.

The Training and Knowledge Management Division is dedicated to expanding the availability of resources, education and information technology within USCIS' legal and operational components. Through the Training and Knowledge Management Division, OCC has offered educational modules on the issuance of notices to appear, determining good moral character, effective writing, exercising discretion, and adjudicating waivers.



Rendell L. Jones,
Chief Financial Officer

CHIEF FINANCIAL OFFICER

The Office of the Chief Financial Officer (OCFO) serves as the principal advisor to the Director and executive leadership in all areas of budget and financial management. The OCFO strives to acquire the necessary resources to meet mission responsibilities and effectively manage and control costs to ensure resources are strategically deployed to front-line mission responsibilities. The OCFO is an integral partner in USCIS' mission to improve the administration of benefits and immigration services for applicants by exclusively focusing on obtaining and protecting the resources that support immigration and citizenship services. The OCFO manages the agency's \$2.7 billion annual budget and ensures sound financial reporting to the Congress, the Office of Management and

Budget, U.S. Department of the Treasury, U.S. Department of Homeland Security, and the public.

The OCFO has five divisions including the Budget Division, Planning Division, Financial Management Division, Resource Management and Competitive Sourcing Division and the Lockbox Operations Division. All OCFO staff, including 84 federal employees and approximately 50 contractors, are located at headquarters in Washington, DC, with the exception of the Financial Operations Staff in Burlington, Vt. and Lockbox Operations Staff in Chicago, Ill.

CITIZENSHIP

The mission of the Office of Citizenship (OoC) is to foster immigrant integration and participation of immigrants in American civic culture. OoC promotes education and training on fundamental civic principles and the rights and responsibilities of citizenship, provides federal leadership on civic integration issues, and celebrates the meaning of citizenship for immigrants and citizens.

OoC develops civic education products and resources to assist immigrants through each step of their journey towards civic integration and citizenship. The materials of OoC help immigrants gain a deeper understanding of U.S. history and government and learn to identify with the basic civic values that unite Americans. OoC reaches out to immigrants with information and resources at different stages including at the earliest opportunity overseas, when they become permanent residents, as they apply for naturalization, and as they become new citizens. As appropriate, materials of OoC are made available for newly arriving immigrant groups in their native languages and for individual and classroom use written at appropriate English language learning levels. The OoC also promotes educational resources that facilitate English as a Second Language (ESL) acquisition. Through partnerships, OoC develops unique products and uses innovative methods to widely disseminate products and shares civic integration information with immigrants and immigrant-serving organizations.

OoC provides a variety of training resources to adult educators and community and faith-based organizations. These resources promote a deeper understanding of U.S. history, civics, the naturalization process, and enhance the



*Alfonso Aguilar, Chief,
Office of Citizenship*

quality of civics and citizenship instruction for immigrants. OoC hosts training conferences to refine and enhance the skills of adult civics and citizenship instructors and volunteers. OoC is expanding online training and technical resources that support the integration of civics and citizenship content into English as a Second Language (ESL) instruction. One goal of OoC is to increase the number and capacity of individuals and organizations that offer ESL and civics/citizenship classes to immigrants.

OoC also uses training opportunities to ensure the new naturalization test serves as an instrument of civic learning. OoC provides training resources specific to the new test's content and skills and has developed training for USCIS officers to ensure standardized test administration across the country.

OoC has a unique role within the federal government to promote civic integration ideas and raise awareness of the importance of immigrant integration. OoC promotes and fosters dialogue on U.S. civic integration policy among all sectors of society as well as the international community. OoC Chief is a leading spokesperson on the topic of civic integration and attends many meetings, conferences and events in the United States and abroad as a speaker. As the leading entity in the interagency Task Force on New Americans, OoC is promoting an Americanization movement for the 21st century in partnership with various professional and community sectors in the United States. OoC also coordinates with a variety of organizations and groups

to encourage volunteerism among both U.S. citizens and new immigrants and to celebrate the positive contributions of immigrants and naturalized citizens.



Christopher Bentley, Acting Chief,
Office of Communications

COMMUNICATIONS

The USCIS Office of Communications contains key external and internal communication components of the agency. The office is divided among five divisions: Media Relations, Community Relations, New Media, Internal Communications, and Strategic Communications.

OCOMM's comprehensive and cohesive approach to internal and external communications greatly enhances the agency's effectiveness when communicating changes in laws, regulations, processes, and procedures affecting more than 18,000 employees and millions of customers. This approach

enables USCIS to strategically position its messaging while providing employees and customers with the tools and information needed to accomplish the agency's mission of securing America's promise as a nation of immigrants. USCIS does that by providing accurate and useful information to its customers, granting immigration and citizenship benefits, promoting an awareness and understanding of citizenship, and ensuring the integrity of the nation's immigration system.

CONGRESSIONAL RELATIONS

The Office of Congressional Relations (OCR) is responsible for advising USCIS executive leadership on legislative and operational matters of interest to Members of Congress. OCR serves as the primary point of contact for Members of Congress and their staff, handling inquiries on immigration policy, individual cases, and USCIS operations. OCR coordinates closely with the Office of Legislative Affairs at the Department of Homeland Security (DHS) to ensure that USCIS issues and concerns are represented in DHS legislative strategies. OCR is responsible for ensuring that USCIS has a uniform congressional relations strategy that is consistent with USCIS core values. OCR implements the National Congressional Strategic Plan for more than 100 USCIS congressional liaisons nationwide. The plan provides guidance, standards, and best practices.

Within headquarters, the OCR functions are divided into two branches. The Operations Branch focuses primarily on handling congressional inquiries relating to specific cases, educating field liaisons and congressional staff, identifying trends and problems in immigration practice and procedures facilitating changes to policies and procedures as necessary.

The Legislative Branch works with Congress and executive branch agency officials on immigration policy and legislation, including the preparation of testimony for hearings and briefings for Members of Congress and their staff. The Legislative Branch facilitates discussions on legislative issues, coordinates agency views, and provides technical drafting assistance on legislation to Members of Congress and staff.



*James McCament, Chief,
Office of Congressional Relations*

DOMESTIC OPERATIONS DIRECTORATE

The Domestic Operations Directorate (DOMO) ensures that citizenship and immigration information, and decisions on immigration benefits, are provided to domestic customers in a timely, accurate, consistent, courteous and professional manner. DOMO manages the processing and adjudication of more than seven million applications per year and provides services to millions of its customers through in-person encounters at its field offices and via the USCIS call centers.

The Domestic Operations Directorate consists of five divisions; the Office of Field Operations; Service Center Operations; Information Customer Service; Operations Planning Division; and the Policy and Regulation Management Division.

Field Operations manages four regional offices, 26 districts comprised of 90 field and support offices, 136 Application Support Centers and the National Benefits Center. DOMO's field offices interview applicants for lawful permanent residence status and citizenship.

Service Center Operations (SCOPS) manages four service centers that adjudicate applications and petitions that do not require face-to-face contact. SCOPS performs approximately 70% of all adjudications, and does file preparation for all immigration petitions and applications.

Information Customer Service coordinates and manages the USCIS telephone centers. They identify, plan, develop, and implement USCIS customer service initiatives, serving as the customer-service liaison for USCIS.

Operations Planning Division (OPD) provides program guidance and support to the Domestic Operations enterprise to ensure the effective adjudication of immigration benefits. OPD is responsible for the Staffing Analysis Model that is used to identify staffing levels required to support day-to-day operations. OPD also manages the monthly Integrated Multi-Annual Performance System reports that are used by field personnel to actively manage work.

The Policy and Regulation Management Division (PRM) coordinates and manages development of policy and regulations affecting domestic operations components.



Donald Neufeld, Acting Associate Director,
Domestic Operations

PRM consults with all affected components on crosscutting issues and coordinates with the Office of Policy and Strategy, Office of Chief Counsel, and the Office of the Executive Secretariat to ensure compliance with good guidance and rulemaking practices and procedures. Officers work closely with service center and field operations divisions to draft policy memorandums and regulations covering a wide range of immigration benefits, and to ensure that processes and procedures are in place to provide smooth delivery of high quality services and products.

EMERGENCY MANAGEMENT AND SAFETY

The Office of Emergency Management and Safety (OEMS) is charged with “Creating a Culture of Preparedness” at USCIS. OEMS provides the oversight, training, and management of the USCIS Emergency Preparedness, Continuity of Operations (COOP), Continuity of Government (COG), and Occupational Safety and Health (OSH) programs. OEMS controls and maintains the USCIS Alternate (continuity) Site and Emergency Management training facility in Harrisonburg VA, where USCIS headquarters components and offices carry out their respective Mission Essential Functions during emergencies or Continuity of Government (COG) situations.

The Chief of OEMS is supported by a staff of 10 federal employees and contractors. OEMS provides training and coordination to more than 300 collateral duty safety officers and Emergency Management Coordinators across USCIS.

To ensure preparedness and continuity, OEMS provides coordination, support, assistance, and guidance to USCIS offices, directorates, managers, and supervisors in the development of COOP plans and Occupant Emergency Plans, and selection of alternative sites. The OSH Program also coordinates all activities and reporting under the Occupational Safety and Health Administration acts to protect USCIS employees and contractors.



*James Riley, Chief,
Office of Emergency Management & Safety*

EQUAL OPPORTUNITY AND INCLUSION

The Office of Equal Opportunity and Inclusion (OEOI) helps USCIS ensure equal employment opportunities are afforded to USCIS employees and job applicants. There are two divisions within OEOI responsible: Division of Diversity and Inclusion, and the Complaints Resolution Division.

The Division of Diversity and Inclusion focuses on helping USCIS identify barriers to equal employment opportunity in all phases of employment, from recruiting and hiring to training and promoting. This is accomplished through an active and regular review of both demographic statistics and USCIS policies, as well as through collaboration with other programs within USCIS on efforts such as recruiting, drafting, and implementing policies.

The Division of Diversity and Inclusion also helps USCIS with the initiative to recruit and leverage individuals with disabilities, including disabled veterans. This is achieved by recruiting individuals with disabilities who are eligible for employment through special hiring authorities. This also helps USCIS ensure that disability accommodations are provided efficiently and appropriately by identifying and removing barriers for individuals with disabilities once hired.

The Complaints Resolution Division manages Equal Employment Opportunity (EEO) complaints that arise, including the counseling mediation, investigation, and settlement of EEO complaints. Most of the adjudicatory functions of EEO complaints are performed by the Department of Homeland Security's Office for Civil Rights and Civil Liberties.

EXECUTIVE SECRETARIAT

The Office of the Executive Secretariat (Exec Sec) was established in 2006 within the USCIS Office of the Chief of Staff. Exec Sec's main purpose is to ensure that internal and external executive correspondence and communications are efficient, purposeful, coordinated, and controlled. Working closely with its counterparts throughout the Department of Homeland Security, Exec Sec assures correct and timely production and transmission of official materials, and advocates for USCIS in Department-wide clearance processes.



*Tracy Thompson, Chief,
Equal Opportunity & Inclusion*



*Yvette LaGonterie, Chief,
Executive Secretariat*

The Exec Sec directs and facilitates USCIS' regulatory and directives management programs; administers an initiative to improve the written products of USCIS; establishes guidance for preparing and overseeing internal USCIS written products; and ensures that USCIS' image is presented in a consistent, professional manner.

In its role as the "Facilitator of Success," the Exec Sec established and maintains a website that provides easy access to guidance on the wide range of issues. Within the Exec Sec, the Regulatory Management Division (RMD) helps edit, track and review compliance related to agency regulatory documents. RMD coordinates the updates to the USCIS Annual Regulatory Plan, and ensures compliance with the Paperwork Reduction Act.

HUMAN CAPITAL AND TRAINING (HCT)

The Office of the Chief Human Capital and Training (HCT) provides strategic human capital management direction, services, and oversight. HCT ensures USCIS has the right people with the right skills through recruiting efforts, determines critical workforce skills and competency requirements, and provides leadership development and training. HCT has a front office and two divisions: Human Capital Management Division and Training and Career Development Division.

The Human Capital Management Division (HCMD) addresses human resources policy, programs and talent management; workforce planning; performance and business systems; and work life, labor relations, and employee relations. The division develops and implements policy and guidance, and provides oversight of human resources operations to facilitate a high quality, high



*David R. Howell, Chief,
Human Capital and Training*

functioning USCIS workforce. HCMD supports management in planning, developing, organizing, and supervising USCIS staff to accomplish the agency mission. HCMD directs and oversees the shared service provider (Customs and Border Patrol Human Resources staff) to ensure customer interests, organizational needs and requirements are identified, understood, and fully met. HCMD establishes USCIS performance measures and tracks those measures to evaluate services received and to assess program effectiveness to assure customer satisfaction for human capital related areas. HCMD provides labor and employee relations programs to facilitate a cooperative work culture and support a high performing workforce. HCMD sets initiatives to accomplish USCIS hiring goals to support USCIS in achieving its mission and meeting production goals.

The Training and Career Development Division (TCDD) manages USCIS Academy programs and operates the training center and the Academy business center. The division provides policy, guidance, and programs for training and career development to ensure USCIS employees are mission ready and successful in their current jobs while building the USCIS workforce needed for the future. TCDD manages the Academy's learning programs and operations, determines employee training and career development requirements, and develops training to ensure organizational needs and requirements are identified, understood, and fully met.

INFORMATION TECHNOLOGY (OIT)

The Office of Information Technology (OIT) provides information technology (IT) leadership, technical expertise, and strategic vision necessary to enable USCIS to deliver effective, efficient, and secure immigration services. OIT leads USCIS in the design, development, delivery, and deployment of IT services and solutions that transform America's immigration system. OIT additionally promotes a quality approach to achieving business effectiveness and efficiency in the use of information systems.

The IT Strategic Programs Division ensures strategic and architectural alignment of the Office of Information Technology (OIT) activities and resources with USCIS mission requirements by means of goals, governance, policies and procedures, and intelligence analyses of USCIS data.



Jeff Conklin, Chief Information Officer,
Office of Information Technology

The IT Service Engineering Division designs, develops, and maintains IT services in support of enterprise business requirements through the use of systems engineering best practices to sustain a center of engineering excellence.

The IT Service Delivery Division ensures IT services are provided as required and agreed upon between the service provider (USCIS OIT) and the customer (USCIS IT Community). To ensure compliance, the IT Service Delivery Division oversees the process and activities of IT financial management (e.g. budget formulation and execution), service level management, IT provisioning, IT workforce management, and acquisition and contract administration functions.

The IT Service Support Division manages and supports IT services that are appropriate to the business requirements of the USCIS. The division provides a comprehensive, consistent, and cohesive set of best practices for IT service management processes.

NATIONAL SECURITY AND RECORDS

VERIFICATION DIRECTORATE

The National Security and Records Verification Directorate (NRSV) is responsible for strengthening the effectiveness of USCIS' national security efforts; enhancing the integrity of our country's legal immigration system by deterring, detecting, and pursuing immigration-related fraud; and combating unauthorized employment in the workplace. NSRV is also modernizing the agency's recordkeeping and records verification processes to provide accurate immigration-related information to partners and stakeholders who have a legitimate interest in that information.

NSRV's five strategic goals reflect its mission to:

- Strengthen national security and public safety
- Enhance integrity of the legal immigration system
- Facilitate innovation
- Provide reliable information promptly
- Build partnerships.

NSRV is comprised of the Fraud Detection and National Security Division (FDNS), Records Division, Verification Division, National Records Center, and Information Technology Program Executive Office.



*Gregory B. Smith, Associate Director,
National Security & Records Verification Directorate*

Fraud Detection and National Security Division (FDNS) enhances the integrity of the legal immigration system by identifying threats to national security and public safety, detecting and combating fraud, and removing other systemic vulnerabilities. FDNS denies benefits to those who are not eligible by vetting applicants and beneficiaries whose initial security screening indicated a possible criminal, public safety, or national security concern.

The Records Division maintains U.S. immigration records which document individual persons entry into the United States to naturalization. The division also maintains information for genealogical research. The Records Division focuses on customer service, delivery, communications, partnerships, and accountability.

The National Records Center (NRC) provides customers with timely access to information from the agency's A-files and subsidiary data systems. NRC operations include records, information liaison, and case resolution. The NRC is also responsible for the USCIS Freedom of Information Act Program.

The Verification Division has two programs, E-Verify and the Systematic Alien Verification for Entitlements program. The programs enable government agencies to verify the immigration status of benefit-seeking applicants and allow participating employers to verify their new employees are authorized to work in the United States.

POLICY AND STRATEGY

The Office of Policy and Strategy (OP&S) was established pursuant to the Homeland Security Act. OP&S's legal mandates include:

- Providing national immigration policies and recommendations in consultation with district and field offices
- Performing research, evaluation and analysis on immigration services issues
- Developing and coordinating the Strategic Plan for USCIS
- Coordinating immigration policy issues with Department of Homeland Security (DHS) headquarters and affiliated agencies



*Carlos Iturregui, Chief,
Office of Policy and Strategy*

The mission of OP&S underwent significant change in FY 2008 as OP&S gained responsibility for coordinating USCIS regulations. OP&S is comprised of seven divisions, each covering a defined policy or mission area.

OP&S assists USCIS employees with all parts of the policy or regulatory development process (issue identification, policy options, analysis, research, regulatory development, and training on new regulatory changes) to ensure USCIS promulgates rulemakings and policy guidance that align with both the agency and DHS strategic priorities and goals.

OP&S routinely consults with relevant stakeholders within and outside of USCIS and DHS. In addition, OP&S conducts research, evaluations, and works closely with researchers in federal agencies, think-tanks, private bar associations, community based organizations, and academic institutions studying immigration and citizenship issues.

OP&S continues to promote and advance new initiatives related to immigration, particularly those that are cross-cutting or interagency in nature.

PRIVACY

The USCIS Privacy Office was established on July 9, 2008. The office's central responsibilities include:

- Developing USCIS privacy policy
- Ensuring agency adherence to applicable privacy mandates in coordination with USCIS program offices and the Department of Homeland Security Privacy Office
- Conducting training for employees and contractors on privacy laws, regulations, and policy
- Providing advice and technical assistance in the development of privacy-related documentation



Donald Hawkins, Chief,
Office of Privacy



Lori Scialabba, Associate Director,
Refugee, Asylum & International Operations Directorate

REFUGEE, ASYLUM, AND INTERNATIONAL OPERATIONS DIRECTORATE

The Refugee, Asylum, and International Operations (RAIO) Directorate extends protection, citizenship, and other immigration benefits to eligible individuals. RAIO detects fraud, protects national security, and advances USCIS strategic priorities in the international arena. RAIO has 828 employees and comprises the three operational divisions. The Refugee Affairs Division is a headquarters-based operation whose officers' travel to conduct refugee processing. The Asylum Division has eight domestic asylum offices. The International Operations Division has three overseas district offices (Mexico City, Bangkok, Rome) and 30 field offices. With a broad footprint extending from U.S. embassies and consulates to additional refugee processing locations, RAIO is the face of USCIS abroad.

RAIO officers conduct refugee and asylum interviews in the United States and in dozens of overseas locations, authorizes parole for individuals in emergent and humanitarian circumstances, and conducts a full range of other immigration benefit adjudications. RAIO officers also provide resettlement services to underprivileged individuals from Cuba and Haiti, reunite separated refugee family members, unite prospective adoptive parents with children who are in need of a home, and travel to overseas military bases to naturalize men and women as U.S. citizens who serve in the U.S. military. In furtherance of USCIS' mission and United States interests, RAIO liaises with United States and foreign government, international organizations, civil society, and private entities worldwide. RAIO is vigilant in safeguarding the integrity of USCIS' various programs by deterring and detecting fraud and threats to national security.

SECURITY AND INTEGRITY

The USCIS Office of Security and Integrity (OSI) safeguards USCIS information and assets by providing guidance, training, and tools to supervisors, employees, and contractors. OSI also coordinates physical security at USCIS office locations and identifying threats through internal reviews and investigations.



Jan Lane, Chief,
Office of Security & Integrity

OSI operates USCIS' Command Center that provides situational awareness to USCIS senior leadership, operational managers, and other inter-agency components 24 hours a day, seven days a week. OSI staff conducts personnel security background investigations, suitability screenings, and grants security clearances for USCIS employees and contractors.

OSI investigates allegations of employee misconduct related to waste, corruption, fraud, or mismanagement. OSI's internal and external review functions proactively promote self-inspections and program compliance. OSI conducts program and operational reviews to assess the effectiveness, efficiency, quality, and integrity of agency programs, policies, and procedures. OSI also provides audit liaison support to all USCIS programs, includ-

ing those conducted by the Government Accountability Office and the Department of Homeland Security's Office of the Inspector General to help ensure the integrity and effectiveness of USCIS programs.

With more than 300 federal employees and contractors employed by OSI, located in headquarters and field office locations nationwide, the office forms the core of a robust organizational element that provides a critical resource in promoting and enforcing internal security, integrity, and professional responsibility.

TRANSFORMATION PROGRAM OFFICE

TPO is responsible for leading, managing, and facilitating the comprehensive transformation of the business processes, tools and technologies associated with the adjudication of benefits.



Gregory L. Collett, Chief,
Transformation Program Office

TPO is vested with decision-making authority specifically related to the transformation of the benefits adjudication business process of USCIS. Responsibilities include:

- Strategic and tactical planning
- Solution development & implementation
- Organizational change management
- Organizational and external communications
- Contract management and oversight
- Budget formulation, execution, and management

TPO will manage multiple contracts in support of USCIS' transformation: a Solutions Architect contract to assist with acquiring, integrating, and delivering services to transform business processes; a program support contractor; and federally funded research and development center to assist in administrative and program oversight functions. TPO may issue other contracts as needed to assist in implementation.

The current benefits adjudications process is paper intensive and form-centric, making it difficult for USCIS to efficiently process benefits, combat identity fraud, and provide other government agencies with the information required to quickly identify criminals and possible terrorists. USCIS envisions a process based on a person-centric model, enabling customers and their representatives to become account holders who engage in electronic transactions.

