



## Detention Management

ERO oversees the nation's largest civil detention system, which holds a highly transient and diverse detainee population. The ICE detention system houses men, women, juveniles and families, representing virtually every country in the world. Meeting the unique and ever-shifting needs of such a variegated population is a major challenge, and ERO takes seriously its responsibility for providing a safe, secure and humane environment for detainees.

Illegal aliens who are apprehended and determined to need custodial supervision are placed in detention facilities. Those who are released from custody constitute ERO's non-detained docket. Every case, whether detained or non-detained, remains part of ERO's caseload and is actively managed until it is formally closed. ERO processes and monitors detained and non-detained cases as they move through immigration court proceedings to conclusion.

Through an aggressive inspections program, ERO ensures its facilities follow ICE's National Detention Standards (NDS). ERO's Detention Standards Compliance Unit sees that detainees in ICE custody reside in appropriate conditions of confinement.

The NDS were originally issued in 2000 to facilitate consistent conditions of confinement, access to legal representation, and safe and secure operations across the detention system. ICE is revising the original 2000 NDS to reflect a new set of Performance-Based National Detention Standards that focus on results or outcomes. Each detention center must meet the specified standards. In 2009, ICE undertook a major detention reform effort to improve management and administration of the civil detention process for aliens held in ERO custody. This reform effort included the creation of the Office of

Detention Policy and Planning and independent Office of Detention Oversight to provide specific attention to detainee care and to design a more effective civil detention system.



## ICE Health Service Corps

The ICE Health Service Corps (IHSC) oversees the agency's comprehensive health care program for detainees in ICE custody. IHSC staff consists of more than 900 U.S. Public Health Service commissioned officers, federal civil servants and contract support staff who provide care to detainees in ICE facilities as they await an appearance before an immigration judge or removal from the U.S.

The challenge of providing medical care to immigration detainees is particularly acute due to the transience of the population — most detainees are only in ICE custody for a number of days or weeks. On any given day, IHSC provides direct care to approximately 15,000 detainees housed at 24 designated facilities throughout the nation. In addition, IHSC oversees daily medical care provided to an additional 17,000 detainees housed at detention facilities without IHSC staff.

Care for immigration detainees is made even more challenging by the fact that illegal aliens are a medically underserved population, typically lacking regular access to professional health care services and facilities. In many instances, the care provided to detainees in ICE custody is the first professional medical attention they have received in their lives, and it is not uncommon for detainee health screenings to identify chronic and serious health conditions that have gone previously undiagnosed. When necessary, ICE coordinates off-site specialty and emergency care, and consultations for detainees with particularly serious medical conditions.











# Efficient and Effective Management

## DIRECTOR'S OFFICE

The Director's Office (DO) provides operational oversight and official guidance for all of ICE's directorates.

DO leadership offices include:

- Office of the Principal Legal Advisor;
- Office of Professional Responsibility;
- Office of Detention Policy and Planning;
- Office of State, Local and Tribal Coordination;
- Office of Congressional Relations; and
- Office of Public Affairs.

## Office of the Principal Legal Advisor

ICE's Office of the Principal Legal Advisor (OPLA) is the largest legal program in DHS, providing legal advice, training and services in cases related to the ICE mission. OPLA is the exclusive legal representative for the U.S. government in exclusion, deportation and removal proceedings before the Department of Justice's Executive Office for Immigration Review. Moreover, OPLA attorneys litigate immigration-related hearings that involve criminal aliens, terrorists and human rights abusers. OPLA also provides critical legal support to ICE components, focusing on customs, worksite enforcement, ethics, employment law, tort claims and administrative law issues.

## Office of Professional Responsibility

The Office of Professional Responsibility is responsible for upholding DHS standards for integrity and professionalism, by investigating allegations of misconduct involving ICE and CBP employees, providing oversight of the detention system and more.

## Office of Detention Policy and Planning

The Office of Detention Policy and Planning is responsible for leading ICE's effort to overhaul the current immigration detention system.

## Office of State, Local and Tribal Coordination

The Office of State, Local and Tribal Coordination fosters partnerships with ICE's law enforcement counterparts to promote the safety and security of the homeland. OSLTC oversees ICE ACCESS, an umbrella of services offered to assist state, local and tribal law enforcement officers.

## Office of Congressional Relations

The Office of Congressional Relations handles outreach to the U.S. Congress, with a strong focus on promoting greater understanding of ICE operations, policies, programs and initiatives among members of Congress, congressional committees and their staffs.

## Office of Public Affairs

The Office of Public Affairs is the agency's public face, dedicated to telling the story of ICE and building understanding of, and support for, the ICE mission through outreach to employees, the media and the general public. OPA strives to maintain transparency, consistency, accuracy and credibility in the agency's communication effort.

## MANAGEMENT AND ADMINISTRATION

The M&A directorate's professional managers and mission support staff provide a solid integrated information technology infrastructure; lead a dynamic human capital program that includes aggressive recruitment endeavors; execute sound and cost-effective financial management policies, standards and systems; and establish acquisition strategies and oversight of procurement activities and contracts.

M&A is comprised of 11 offices that are responsible for essential needs, including ICE's budget, expenditures, accounting and finance, procurement, human resources and personnel, workforce recruitment, equal employment opportunity, information technology systems, facilities, and property and equipment management.

M&A offices include:

- Office of the Chief Information Officer;
- Office of the Chief Financial Officer;
- Office of Acquisition Management;
- Freedom of Information Act Office;



- Privacy Office;
- Office of the Chief Diversity Officer;
- Officer of Training and Development ;
- Office of Policy;
- Office of Human Capital;
- National Firearms and Tactical Training Unit; and
- Office of Equal Employment Opportunity.

## Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) provides information technology (IT) services and products. OCIO has developed a number of critical IT initiatives that will help ICE modernize its IT systems, adapt and conform to modern IT management disciplines, and provide IT solutions throughout ICE.

## Office of the Chief Financial Officer

The Office of the Chief Financial Officer (OCFO) provides effective and efficient management of all ICE financial resources through the implementation of business best practices and by linking strategic planning, budgeting and performance reporting.

OCFO manages ICE's financial and physical resources, promoting integrity and accountability, delivering the highest quality financial management services, providing exemplary facility and property management services, and managing the development, execution and monitoring of sound performance-based budgets.

## Office of Acquisition Management

The Office of Acquisition Management (OAQ) offers a strategic approach to procurement. OAQ works with internal and external organizations to improve the agency's overall business performance.

As the acquisition arm of ICE, OAQ procures various products and services such as:

- Law enforcement services and products, including handcuffs, hand restraints, guns and ammunition;
- Detention and removal services, such as temporary housing, food, clothing and transportation, including air charter flights for removal operations; and

- Operational support like data analysis, interpreter services and clerical support.

## Freedom of Information Act Office

The Freedom of Information Act (FOIA) Office is a centralized office that receives, tracks and processes all FOIA requests according to the law. Anyone can request access to federal agency records or information under federal FOIA law. Federal agencies are required to disclose records upon receiving a written request, except for those records that are protected from disclosure by exemption or exclusion under the FOIA.

## Privacy Office

Ensuring that personal information is respected and safeguarded is a key concern for all federal agencies and is critical to earning the public's trust. The Privacy Office is responsible for ICE's compliance with federal privacy laws and policies.

To accomplish this, the Privacy Office:

- Provides agency guidance and oversight regarding the collection, maintenance, use and dissemination of personal information on individuals;
- Implements policies and procedures to protect personal privacy and enhance the quality of personal information held by ICE;
- Works with relevant system and program managers to complete all required privacy compliance documentation;
- Oversees the handling of any loss or breach of personal information held by ICE;
- Addresses privacy complaints from employees and the public; and
- Provides privacy advice, training and educational materials to ICE personnel.

## Office of Diversity and Civil Rights

The Office of Diversity and Civil Rights (DCR) provides ICE employees with the tools and resources necessary to meet the needs of a diverse workforce. DCR ensures that ICE develops and utilizes programs and services that promote an inclusive work environment where all employees can contribute their full potential in support of organizational effectiveness.



DCR is responsible for directing and integrating the application of the Civil Rights Act of 1964, as amended, and other applicable nondiscrimination complaint systems and affirmative employment programs.

DCR ensures that applicants and employees are treated in a non-discriminatory manner in compliance with established laws, regulations and executive orders.

DCR also helps the agency promote a culturally diverse workforce and a work environment that allows employees to achieve their full potential.

ICE is committed to creating a viable and diverse work environment, free from discrimination, for all employees. To ensure compliance, the agency collects, prepares and safeguards statistics concerning race, national origin and sex, as well as data on individuals with disabilities.

## Office of Training and Development

The Office of Training and Development (OTD) establishes and maintains standards for ICE training programs and curricula, facilitates the accreditation of ICE training programs, and oversees training delivered to ICE personnel. ICE maintains training and leadership academies in Glynco, Ga., Charleston, S.C., and Dallas, Texas. OTD also oversees ICE's online training programs.

In addition, OTD is responsible for gathering data to measure the effectiveness of the agency's training programs. It also integrates training programs across the agency to create economies of scale and ensures the most efficient and effective use of limited resources and assets.

## Office of Policy

The Office of Policy identifies, develops and effectively communicates ICE's organizational priorities and policies to internal and external stakeholders. The office's professional staff focuses on risk and strategic management, operations and international affairs, and management policy.

The Office of Policy serves all ICE personnel through policy analysis, legislative analysis, risk and strategic initiatives, and policy briefings.

## Office of Human Capital

The Office of Human Capital (OHC) provides strategic programs, client services and workforce relations support to ICE employees. OHC provides oversight and guidance to ICE's managers, ensuring compliance with human resources

(HR) policies and practices.

ICE's two HR Service Centers are located in Dallas, Texas, and Laguna Niguel, Calif. HR specialists at these centers focus on recruiting and retaining a highly qualified workforce, while managing the agency's day-to-day HR operations.

OHC's goals include the following:

- Implementing workforce planning strategies to optimize organizational effectiveness;
- Developing human capital programs, policies and strategic planning for HR issues affecting ICE; and
- Creating an environment that values employees and promotes work-life balance.

## National Firearms and Tactical Training Unit

The National Firearms and Tactical Training Unit (NFTTU) provides ICE personnel with the necessary firearms, protective equipment, training, guidance, and tactical and logistical support to complete their jobs.

The unit was established to increase safety and improve the tactical proficiency of the armed workforce, while maintaining accountability for property.

The NFTTU also provides armory services to CBP and the Federal Protective Service under shared service agreements.





