

AS THE AGENCY HAS RECENTLY SUBMITTED PLANS TO SIMPLIFY ITS BUDGET ACCOUNT STRUCTURE, LITTLE WORK SHOULD BE REQUIRED TO VALIDATE THAT THIS APPROACH SUPPORTS THE NEW ORGANIZATION

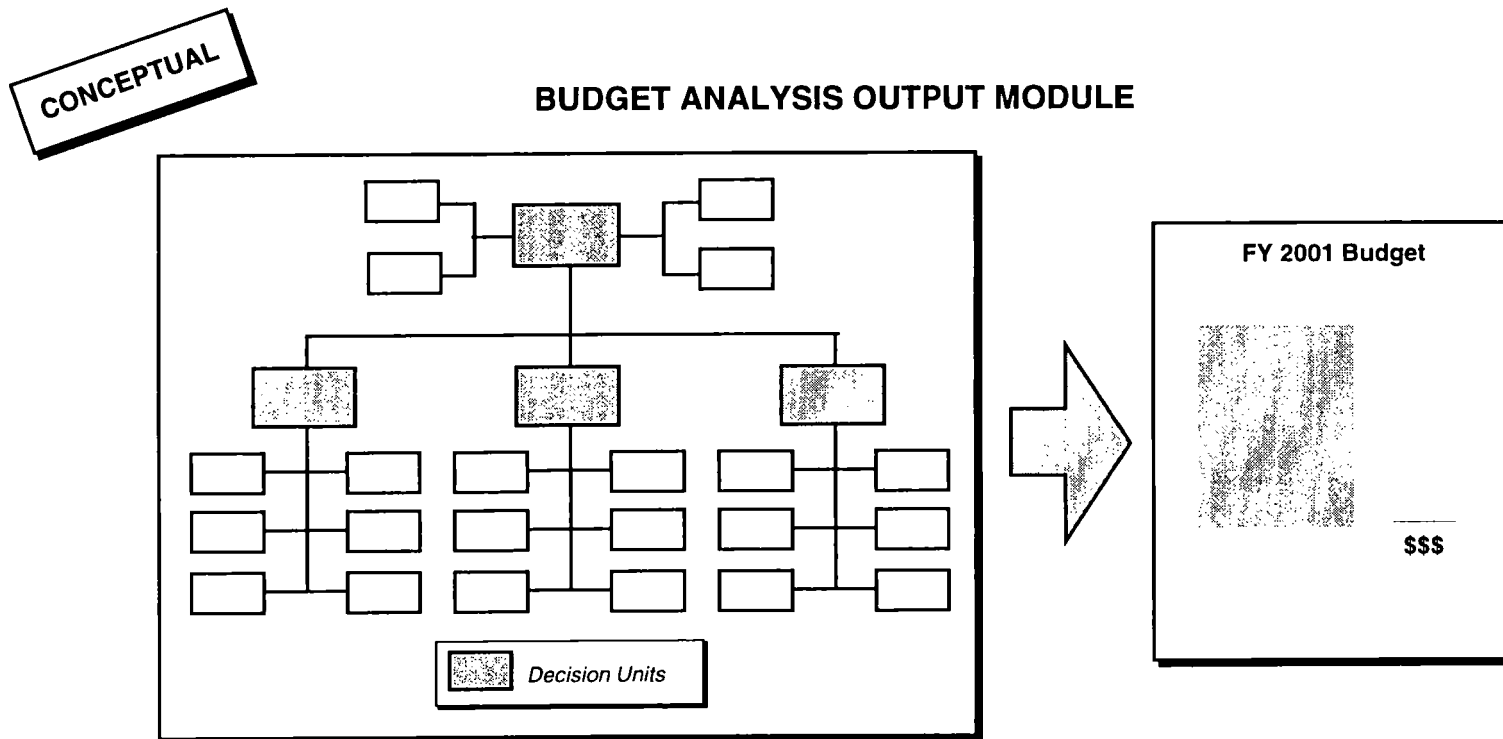
WORK MODULE 4.0: REFINE BUDGET ACCOUNT STRUCTURE TO SUPPORT NEW ORGANIZATION

KEY QUESTIONS
• Does the revised budget account structure enable the clear tracking of funds between service and enforcement? • What is the proper number of decision units in the new organization structure and where should those reside? • How will the new budget structure maximize the effective distribution and tracking of funds to the field?

MODULE OBJECTIVES
• Validate that the budget structure sent to Congress best fits the objectives of the new organization • Refine the proposal as necessary to fit both the structural and non-structural objectives of the restructuring effort

Phase II A ... Refine Budget Structure ...

**THE END PRODUCT IS VALIDATION THAT THE NEW SET OF DECISION UNITS AND ACCOUNTS
WORK FOR THE NEW ORGANIZATION AND CREATION OF THE FY 2001 BUDGET**



RPCH993-002-057M

SHARED SUPPORT DESIGN DETERMINES THE AMOUNT OF SUPPORT REQUIRED AT THE LOCAL LEVEL, ACTIVITIES THAT CAN BE SHARED ACROSS UNITS AND WHAT NEEDS TO BE PROVIDED AT HEADQUARTERS

WORK MODULE 5.0: SHARED SUPPORT BLUEPRINTING AND CFO OFFICE

KEY QUESTIONS

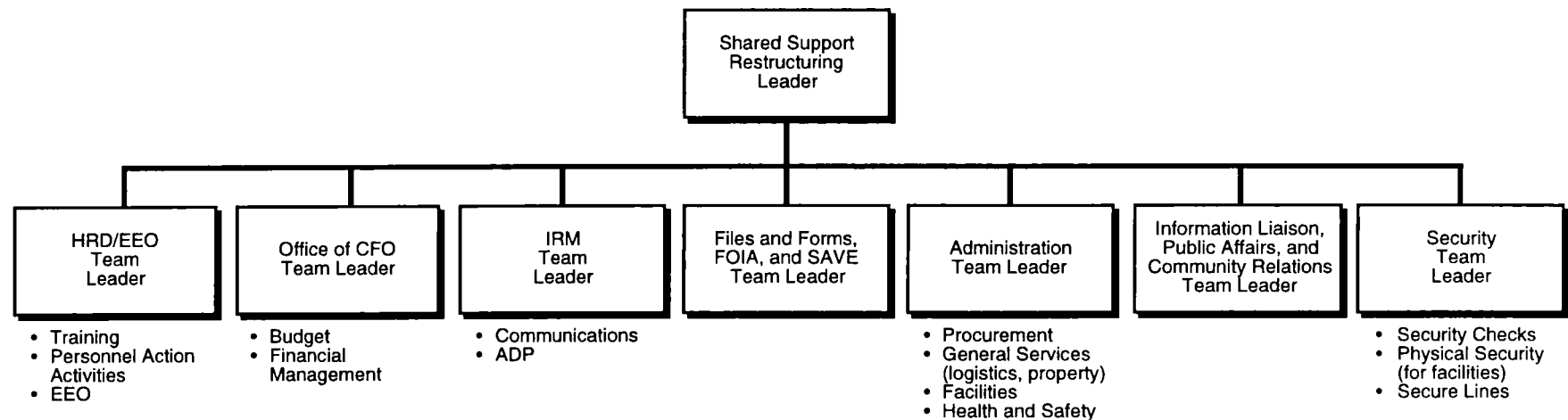
- Which shared support activities are best performed locally—within the Immigrant Services or Enforcement Operations structure?
- Which shared support activities are best shared between units or performed at Headquarters?
- How can support be most effectively and efficiently provided? Is new technology required? Should processes be reengineered?
- How should the amount of resources required for each local area be determined? (i.e., modular approach)
- Which activities should be shared between service and enforcement areas?
- How should performance levels be negotiated, measured and enforced for support that is provided on a shared basis or at headquarters?

MODULE OBJECTIVES

- Determine which support activities should be performed at the local level, which should be shared across INS, and which should be centrally managed and provided
- Design support processes for the new organization that align authority and responsibility and improve service levels
- Develop a staffing model for support provision—e.g., what kind and how much additional support is required for each new Border Patrol agent hired?
- Build templates and processes for setting up and agreeing to service levels between providers and users of shared/centralized support

BLUEPRINTING SHARED SUPPORT FOLLOWS A MODULAR APPROACH—SEVEN SUB-TEAMS WOULD DETERMINE WHERE AND HOW SPECIFIC FUNCTIONS ARE PERFORMED FROM HQ DOWN TO THE FIELD LEVEL

SHARED SUPPORT MODULE STRUCTURE

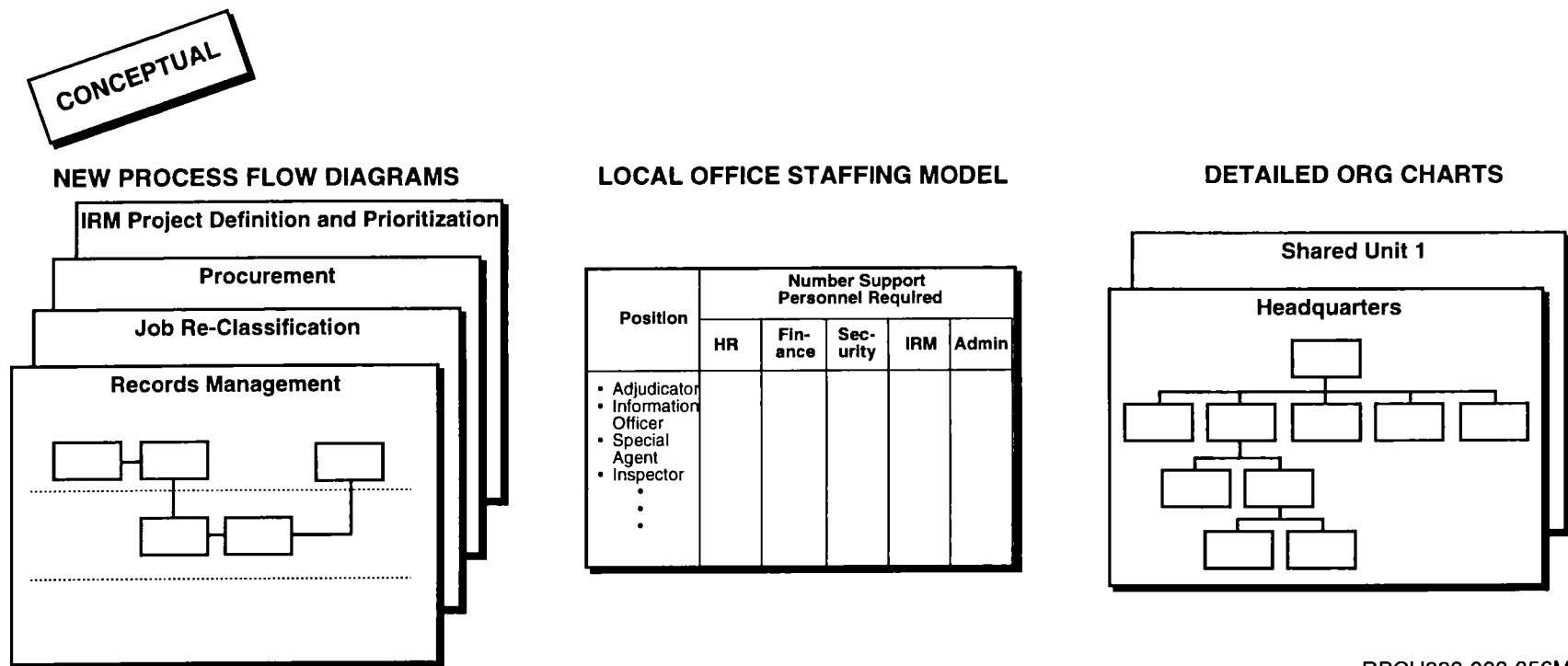


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THIS WORK MODULE INCLUDES DESIGN OF THE OFFICE OF THE CFO AS FINANCE AND BUDGETING ARE SHARED SUPPORT ACTIVITIES

THE SHARED SUPPORT MODULE CREATES THE PROCESS FLOWS AND STAFFING MODELS NECESSARY TO BEGIN IMPLEMENTING THE NEW SHARED SUPPORT STRUCTURE

SHARED SUPPORT MODULE OUTPUT



RPCH993-002-056M

PHASE II B TEAMS WILL THEN DESIGN LOCAL SUPPORT UNITS BASED ON THIS MODEL

V. PHASE II B MODULES—DIVISION BLUEPRINTING

- Immigrant Services (6.0)**
- Enforcement Operations (7.0)**

PHASE II B WORK MODULES BEGIN AFTER LAYING THE ANALYTICAL GROUNDWORK AND SETTING UP PROJECT MANAGEMENT AND INFRASTRUCTURE (PHASE II A)

- The exact set of worksteps to be performed by Phase II B teams depends to a great extent upon the results of Phase II A, particularly as quick wins are identified in the Baseline Work Module
- This section presents a general plan for the Phase II B work modules
 - At a basic level, the worksteps for the Division Blueprinting teams are very similar to the Shared Support work (Module 5.0)
 - These workplans, however, have been written to reflect specific design requirements wherever possible

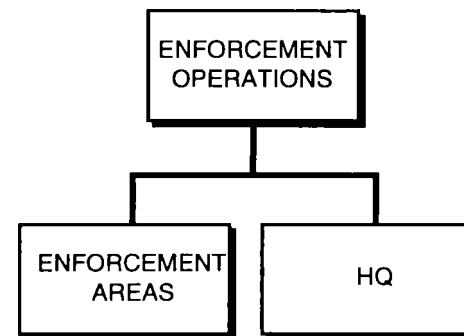
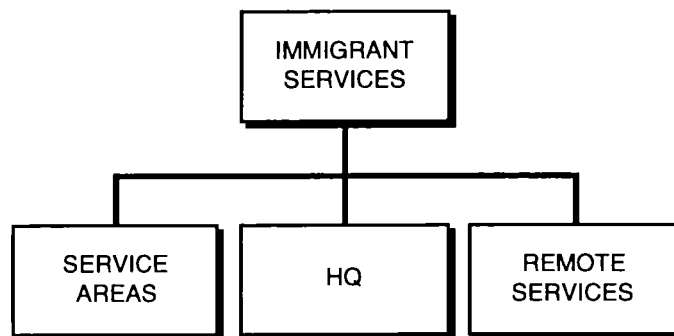
DIVISION BLUEPRINTING WORK MODULES DETAIL HOW THE NEW ORGANIZATION WILL FUNCTION WITH SEPARATE CHAINS OF COMMAND FOR SERVICE AND ENFORCEMENT

WORK MODULES 6.0-7.0: DIVISION BLUEPRINTING (IMMIGRANT SERVICES & ENFORCEMENT OPERATIONS)

KEY QUESTIONS	MODULE OBJECTIVES
• What activities need to be performed in Immigrant Services and Enforcement Operations? What is the minimum efficient scale for these functions? • What activities will take place locally (e.g., at an Enforcement Sub-Area office), shared at the Area level, and at HQ? • How will activities/processes be coordinated within and across operational units and with Headquarters? • What knowledge, skills, and abilities are required for key positions? • How will field and headquarters organizations be structured? Who will have accountability/control over key functions? • How will International operations and Asylum fit into the new Immigrant Services and Enforcement Operations structures? What about their respective support activities? • What metrics will be used for monitoring and evaluating performance? Relationship/ similarity to existing metrics? • What are the anticipated transition costs/investments (e.g., technology) and plan for implementation?	• Develop the operational vision and organization structure for Immigrant Services and Enforcement Operations—in the field and at HQ—including: – Organization charts – What activities are performed where, including International operations and Asylum – Process flows – High-level staffing requirements – Performance metrics • Identify options for transitioning to the new organization and the expected costs/ investments • Involve key INS personnel in the design effort to capture innovative thinking and experience while promoting ownership and buy-in

THERE ARE TWO DIVISION BLUEPRINTING TEAMS IN PHASE II B—SUB TEAMS ARE LIKELY TO EXIST TO DETAIL SPECIFIC OPERATIONS IN A GIVEN LOCATION (e.g., REMOTE SERVICES)

DIVISION BLUEPRINTING TEAMS



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TEAM FINDINGS WILL BE INTEGRATED BY THE RESTRUCTURING TEAM LEADER FOR THE WORK MODULE (e.g., IMMIGRANT SERVICES TEAM LEADER)

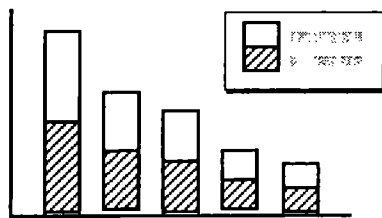
THESE TEAMS WILL ALL FOLLOW A HIGHLY ANALYTICAL PROCESS THAT BEGINS WITH A DETAILED UNDERSTANDING OF THE WORK THAT CURRENTLY IS BEING DONE (BASELINE)

CONCEPTUAL

ORGANIZATION*

Detention Officers by Unit

Examiners by Unit

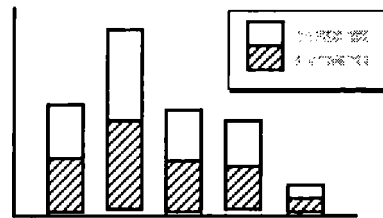


BASELINE ANALYSIS

WORKLOAD*

Border Crossings by POE

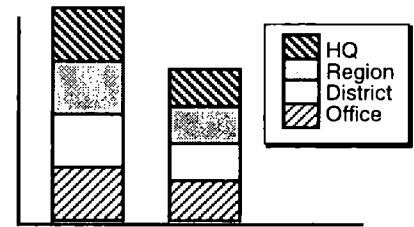
I-765 Applications Received



PERFORMANCE*

Continuance Rates by Unit

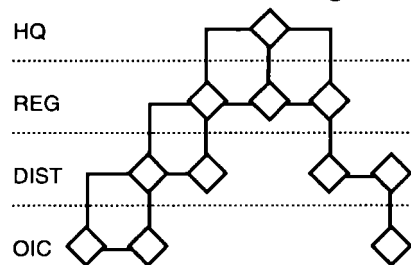
Time to Close Fraud Cases



PROCESS FLOWS

Stay of Deportation Process

Fraud Case Handling



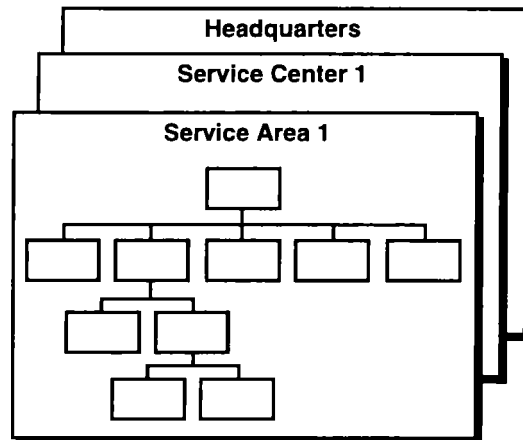
* Phase II B teams will extend the work performed in Phase II A as necessary

THE DIVISION BLUEPRINTING TEAMS ARTICULATE HOW THE NEW STRUCTURE WILL OPERATE BY PRODUCING DETAILED ORGANIZATION CHARTS AND NEW PROCESS FLOWS

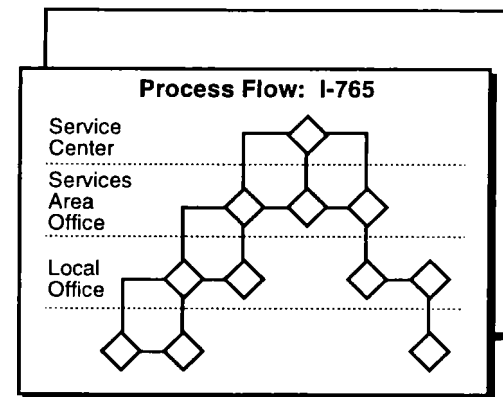
CONCEPTUAL

IMMIGRANT SERVICES MODULE EXAMPLE

ORGANIZATION CHARTS



PROCESS FLOW DIAGRAMS



- Which unit is responsible for what part(s) of which process(es)
- Criteria for hand-offs
- Clear instructions to minimize "exception processing"

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VI. PHASE II B MODULES—INTEGRATION MECHANISMS

- Strategy (8.0)**
- Integration Requirements (9.0)**
- IRM (10.0)**

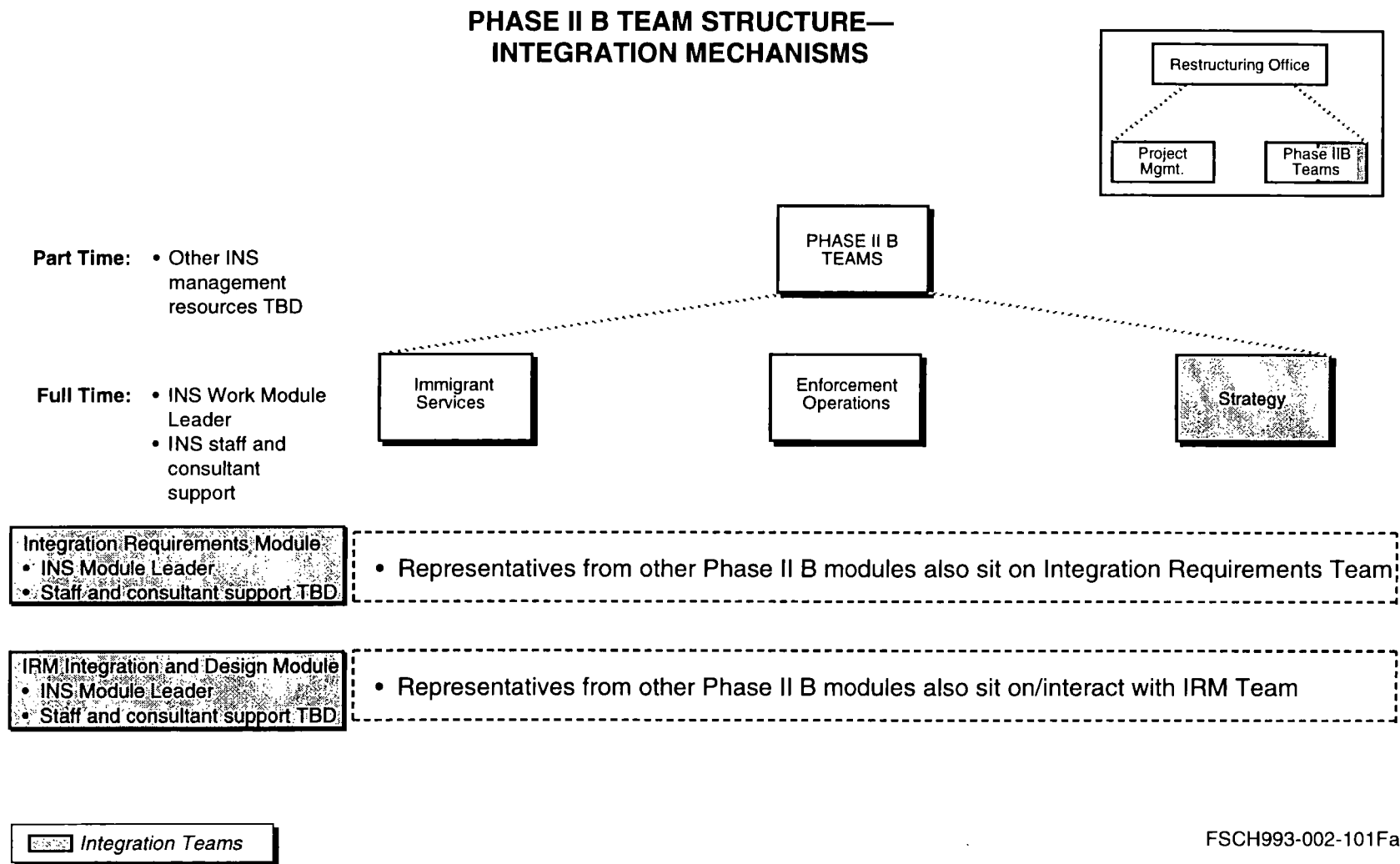
INTEGRATION MECHANISM WORK MODULES WILL ADDRESS INTEGRATION ISSUES AND DESIGN HOW SERVICE AND ENFORCEMENT OPERATIONS WILL BE BROUGHT TOGETHER

WORK MODULES 8.0-10.0: INTEGRATION MECHANISMS

KEY QUESTIONS
• How do enforcement and immigrant services need to achieve integration in operations and management? • How will integrating activities/processes (including R&D/program development, possibly budgeting and planning) be coordinated within/across field units, headquarters, and third parties? • Which of these activities should be performed within the new Strategy unit? How should this unit be structured? • Given that many of the Phase II teams will recommend IRM changes to support the new organization, how will these changes be prioritized and implemented? • What knowledge, skills, and abilities are necessary to successfully perform key activities? • What performance metrics will be used to measure the effectiveness of integration? • What are the anticipated transition costs/investments (e.g., technology) and approximate timing of implementation?

MODULE OBJECTIVES
• Design integrative mechanisms for key operational and managerial processes, including: – R&D/program development – Budgeting and planning – Specific linkages between service and enforcement • Structure the Strategy unit to perform its new analytical, facilitation role • Understand needed IT changes (as a result of restructuring) and prioritize these requests for implementation

THERE ARE THREE INTEGRATION MECHANISM TEAMS—STRATEGY HAS DEDICATED TEAM MEMBERS, THE OTHER MODULES DRAW MEMBERS FROM DIVISION BLUEPRINTING TEAMS



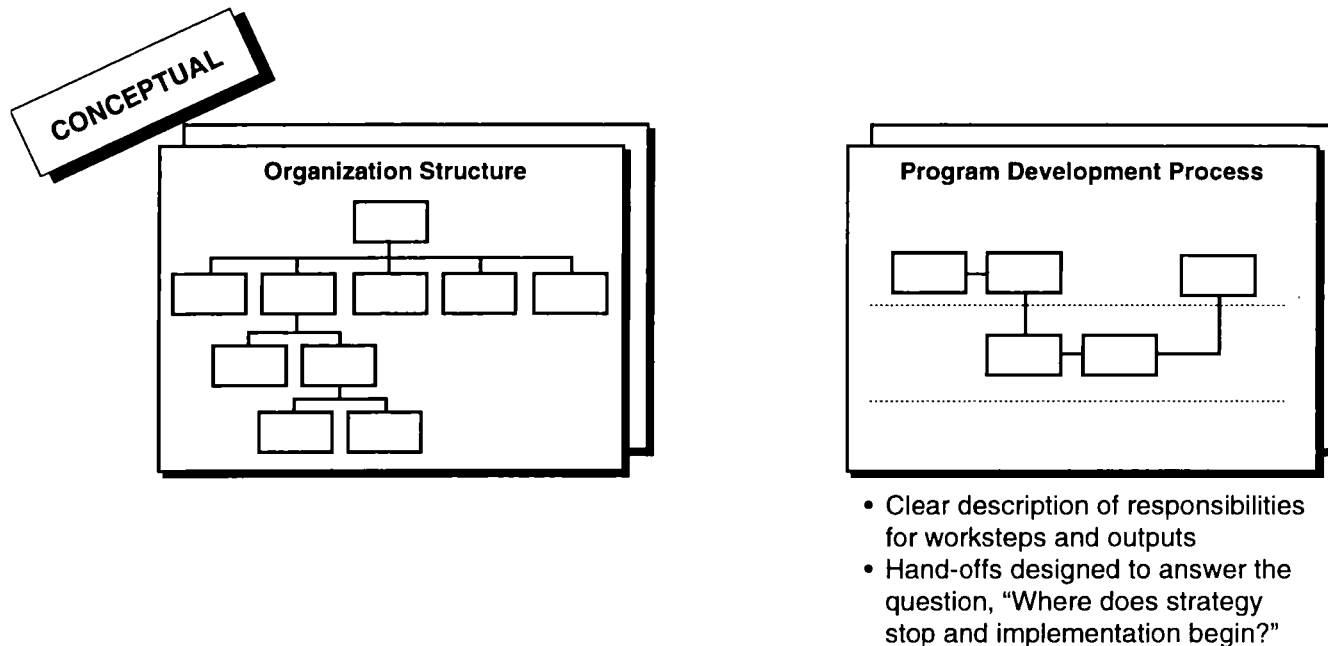
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THE STRATEGY WORK MODULE WILL RECOMMEND WHICH ACTIVITIES SHOULD BE PERFORMED IN THE STRATEGY UNIT AND HOW THE PROGRAM DESIGN PROCESS (R&D) WILL TAKE PLACE

- With the separation of service and enforcement operations into two separate chains of command, this unit plays a critical integration role for the agency
- In designing a new R&D/program development process, the team should benchmark how other agencies and commercial organizations effectively perform this activity

THIS MODULE WILL PROPOSE BOTH THE DETAILED ORGANIZATION STRUCTURE AND THE REDESIGNED PROGRAM DEVELOPMENT (R&D) DEVELOPMENT PROCESS

STRATEGY MODULE OUTPUT



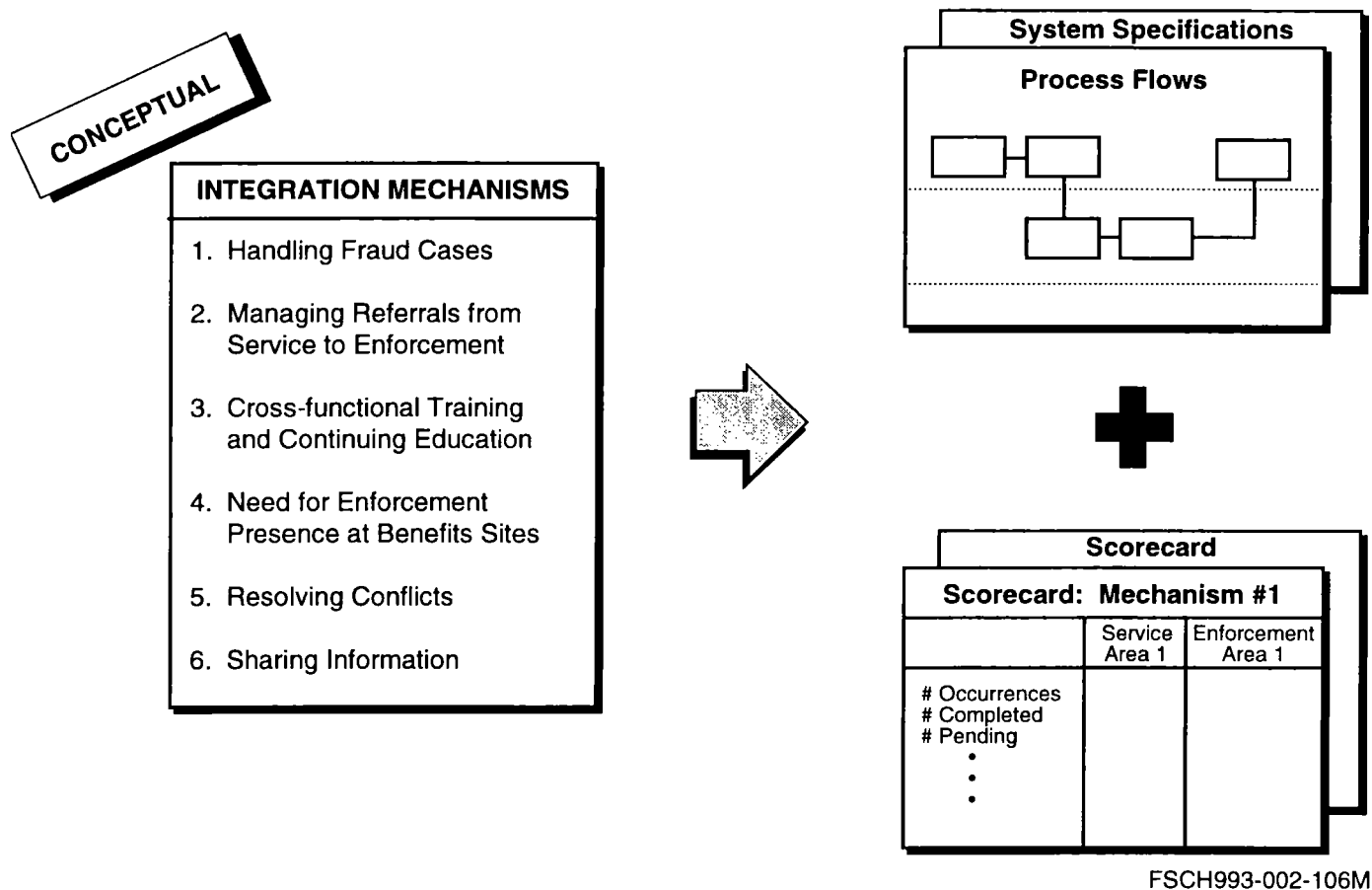
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THE INTEGRATION REQUIREMENTS WORK MODULE IDENTIFIES KEY POINTS OF INTEGRATION REQUIRED AND DESIGNS MEANS TO ACCOMPLISH THESE LINKAGES

- Works closely with other Blueprinting teams—in many ways is a “virtual team” as most or all of its members are permanent members of other teams (see page VI-2)
- Ensures current integration is not lost—highlights these key integration points and requirements for the future
- Brainstorms new “out of the box” ways that this vital integration could be achieved in the new organization
- Provides a feedback loop to other Blueprinting teams—shares interim findings and recommendations that may be useful to other work modules in their design

A LIST OF INTEGRATION MECHANISMS WILL BE PRODUCED, ALONG WITH DESIGNS FOR HOW THEY WILL WORK AND HOW PERFORMANCE WILL BE MEASURED

INTEGRATION MECHANISMS MODULE OUTPUT

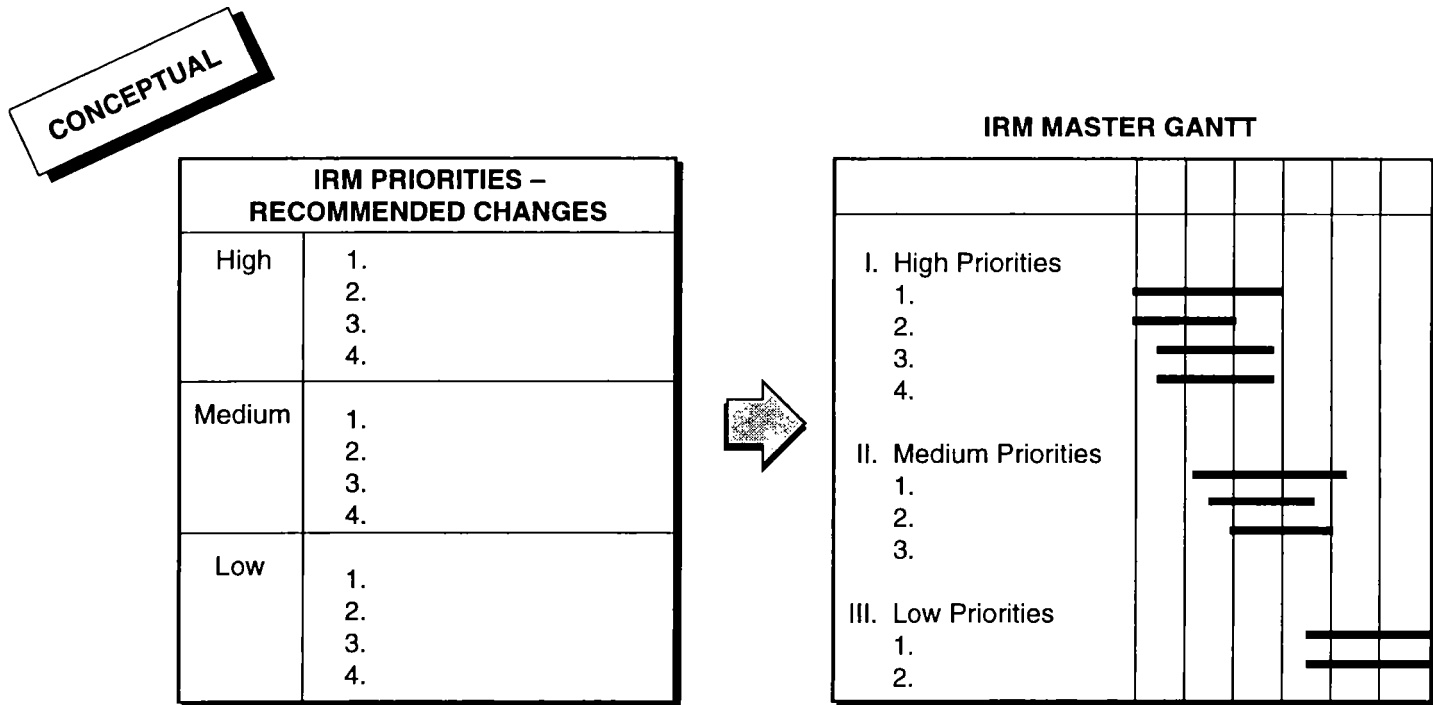


THE IRM INTEGRATION AND DESIGN WORK MODULE TRACKS AND PRIORITIZES IRM CHANGES RECOMMENDED BY PHASE II TEAMS

- IRM team members will be drawn from other Phase II teams as needed, depending on the number of IRM changes anticipated from that work module. For example:
 - Immigrant Services, Enforcement Operations and Shared Support may have dedicated IRM team members on their Division Blueprinting team (heavy involvement expected)
 - Strategy and Integration Mechanisms teams may have IRM liaisons identified (less frequent involvement anticipated)
- As IT changes are recommended, the IRM team consolidates them into a master list that can be prioritized for phased development—these requests must be considered along with other efforts currently underway
 - Prioritization and timing reflect all initiatives in the pipeline or under consideration (i.e., not just those associated with restructuring)
 - Planning is consistent with the Commissioner's Priorities and resource constraints

A PRIORITIZED LIST OF IRM CHANGES AND CORRESPONDING IMPLEMENTATION PLANS WILL BE DEVELOPED FOR IRM TO USE GOING FORWARD—PERFORMANCE WILL BE MEASURED BASED ON THESE PLANS

IRM CHANGES MODULE OUTPUT



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**APPENDIX A: RESTRUCTURING BENEFITS BY
DIVISION**

RESTRUCTURING BENEFITS FOR IMMIGRANT SERVICES

RESTRUCTURING GOAL	HOW RESTRUCTURING WILL IMPROVE PERFORMANCE
Establishes processes appropriate to the nature of the work	• Consolidates high volume back office processes, focused on workload and backlog management of paper and data, taking advantage of economies of scale • Places emphasis on customer service interface processes, including scheduling, queuing, staff cross-training, response time management • Identifies and deploys different service models, such as mobile units or dedicated full service offices, to meet community needs
Provides an effective process platform for defining and developing technology	• Automated workflow routing, prioritization, and management • Key management information on aging, backlogs, receipts, closed cases to monitor performance
Reduces the mix and complexity of management's role to provide greater focus	• Focuses on one key function of the INS mission: benefits provision • Reduces the range and complexity of day-to-day operational issues
Clarifies responsibility and authority to enhance accountability—pushes down decision making to the appropriate level in the organization	• Provides clear, end-to-end accountability for service provision – Program design – Program/mission execution, nationally or within a geographic area – Day-to-day operations – Budget responsibility and tracking – Performance measurement

RESTRUCTURING BENEFITS FOR IMMIGRANT SERVICES (CONTINUED)

RESTRUCTURING GOAL	HOW RESTRUCTURING WILL IMPROVE PERFORMANCE
Aligns knowledge, skills, and abilities (KSAs) with the nature and needs of the function	• Focuses KSAs on professional customer service – Operations research—work flows – Understanding of scheduling, queuing theory, workload management, response time management – Phone and face-to-face interaction – Appropriate policies on front-line decision-making and empowerment • Provides appropriate training and on-the-job support
Provides career paths that promote development of specialized technical and management skills	• Incorporates management skills needed to run services – Customer interface – High volume processing • Provides career paths with increasing levels of responsibility within Immigrant Services – Increasing complexity of services – Need for specialized skills, competencies
Maximizes integration within Enforcement—establishes effective integration between Service and Enforcement	• Formalizes processes to integrate between service and enforcement, e.g., identification and pursuit of potential fraud • Identifies responsibilities for integration within Immigrant Services and incorporates them into accountability model

RESTRUCTURING BENEFITS FOR ENFORCEMENT OPERATIONS

RESTRUCTURING GOAL	HOW RESTRUCTURING WILL IMPROVE PERFORMANCE
Establishes processes appropriate to the nature of the work	• Case management – Development of cases based on intelligence reports – Development of case-based incidents • Volume processing of people through ports of entry – Scheduling – Queue management – Fraud detection • Facilitates integration with other agencies and their processes, e.g., Customs
Provides an effective process platform for defining and developing technology	• Data mining for intelligence operations, case development • Statistical analysis of port of entry volume, for scheduling and flow management
Reduces the mix and complexity of management's role to provide greater focus	• Focuses on integration between border and interior to provide more comprehensive and coordinated approach to enforcement • Reduces the range and complexity of day-to-day operational issues
Clarifies responsibility and authority to enhance accountability—pushes down decision making to the appropriate level in the organization	• Provides clear, end-to-end accountability for the Enforcement function – Program design – Program/mission execution, nationally or within a geographic area – Day-to-day operations

RESTRUCTURING BENEFITS FOR ENFORCEMENT OPERATIONS (CONTINUED)

RESTRUCTURING GOAL	HOW RESTRUCTURING WILL IMPROVE PERFORMANCE
Aligns knowledge, skills, and abilities (KSAs) with the nature and needs of the function	• Focuses KSAs on law enforcement professionalism across the board – Criminal investigation and intelligence – Border inspections and management – Detention and deportation – Appropriate policies on front-line decision-making and empowerment • Provides appropriate training and on-the-job support
Provides career paths that promote development of specialized technical and management skills	• Incorporates management skills needed to run Enforcement – Development and use of intelligence, including undercover operations – Coordination with wide range of law enforcement entities to pursue cases – Management of high stress, potentially life-threatening environment • Provides career paths with increasing levels of responsibility within Enforcement – Increasing complexity of cases, coordination – Need for specialized skills, competencies
Maximizes integration within Enforcement—establishes effective integration between Service and Enforcement	• Formalizes processes to integrate between service and enforcement, e.g., identification and pursuit of potential fraud • Identifies responsibilities for integration within Enforcement and incorporated them into accountability model

RESTRUCTURING BENEFITS FOR SHARED SUPPORT (Unique to Shared Support)

RESTRUCTURING GOAL	HOW RESTRUCTURING WILL IMPROVE PERFORMANCE
Provides right balance of scale and local service	• Assesses the nature and type of support services to ensure economies of scale are captured, but local support to be provided within the Immigrant Services and Enforcement Operations structures where needed • Allows functional units—Immigrant Services and Enforcement Operations—to have a direct say in how services are provided by other units (shared or at HQ)
Establishes Shared Support performance agreements as fundamental basis of operation	• Establishes direct, quantifiable agreements on type and level of service • Measures Shared Support against performance agreements and provide operational units with recourse if agreements are not met
Instills a customer-service orientation	• Clearly defines the operations units as the customers of Shared Support – Products/services – Pricing – Responsiveness/timeliness – Integration into function support
Provides accountability for support services	• Provides clarity of responsibility and performance – Defines ownership for Shared Support – Establishes agreements between operational units and Shared Support – Measures and manages against the agreements

APPENDIX B: DETAILED WORKPLANS

MODULE 1: DESIGN AND ESTABLISH RESTRUCTURING OFFICE

WORKSTEP	OUTPUT	RESOURCES
1.1 Design Restructuring Office (RO) – Articulate roles, responsibilities and work approach (Team Charter and workplan—What needs to be done? Why? When?) – Develop staff position descriptions (KSAs) and estimate resource requirements – Design process for selecting RO staff – Identify project management tools required to do the job (e.g., Microsoft Project management software)	• RO team charter and workplan • Position descriptions for RO staff • Process for staffing the RO • Project management tools identified and procured	• INS senior leadership team involvement (as required for key decision making) • Consulting resources—TBD
1.2 Design RO Processes and Templates – Design reporting mechanisms and frequency (how often do Phase II teams meet to share results on progress to date?) – Create standard report templates (what information do Phase II teams present at these progress sessions?) – Outline how key processes will work—issue identification, conflict resolution and decision making	• Master GANTT chart with team meetings • Report templates • Processes designed • Mechanism to track and monitor items that require legislative changes and other approvals	• Same as above
1.3 Create Communication Sub-team and Strategy/Plan – Draft team charter and workplan – Identify KSAs of team members – Select team – Perform a stakeholder analysis to identify communication needs – Analyze existing communication mechanisms and frequency (what do we do today? what works well?)	• Sub-team charter and workplan • Communication sub-team established and staffed • Communication strategy and plan developed for all stakeholder groups (Stakeholder, message, medium and frequency) • Communication channels and mediums in place (e.g., hot line with questions, newsletters, "lunch with the Commissioner", etc.)	• TBD • Communication team would likely include INS representatives from Public Affairs, Congressional Relations and Field Operations • Size of communication team: 4-6 team members (with staff support as required)

MODULE 1: DESIGN AND ESTABLISH RESTRUCTURING OFFICE (CONTINUED)

WORKSTEP	OUTPUT	RESOURCES
1.4 Create HR Transition Sub-team and Strategy/Plan – Draft team charter and workplan – Identify KSAs of team members – Select team – Perform a stakeholder analysis to identify HR transition needs – Communicate processes to Phase II teams	• Sub-team charter and workplan • HR transition sub-team established and staffed • Template for staffing plan—staff requirements, impact analysis on existing staff • Process defined for filling new positions and transitioning staff (with HR—approach must be consistent across the agency)	• TBD • INS representatives from HR with expertise in job design, etc. • Size of team: 4-6 team members (with staff support as required)
1.5 Prepare for Detailed Blueprinting (Phase II B) – Finalize overall blueprinting team structures and articulate key integration points/coordination required – Define team orientation approach (sessions and documentation required) – Create team-specific kickoff documents (initial workplans) – Articulate KSAs for team members (specific to each team and general rules) – Design a process for team member selection (how do we decide who participates?)	• Overall project team structure with linkages identified • Orientation approach and summary document • Team kickoff documents • Process for team member selection and KSAs • Team rosters (members)	• Same as above

MODULE 2: CONDUCT BASELINE ANALYSIS

WORKSTEP	OUTPUT	RESOURCES
2.1 Determine Scope of Baseline and Clarify Expected Output – Define baseline scope (units, activities to be included) – Review data availability/accuracy by unit and activity – Define measures, ratios (e.g., will vacant and temporary positions be included?) – Agree to list of operating statistics to be included in baseline (e.g., # deportations, # adjudications)	• Data collection templates and approach – Units and activities to be analyzed – Data elements and statistics to be used – Standardized sources for each data element • High-level output design	• INS staff from OPP, HR, Finance • Selected INS managers for data review • Consulting resources– TBD
2.2 Build Integrated Baseline Database – Collect data (organizational, workload, performance) – Build database – Classify data into existing (and future) units/activities	• Integrated database with key organizational, workload, and performance data linked together – HR data (name, unit, position, activity, etc.) – Workload data for service and enforcement activities (e.g., # removals) – Key performance indicators (e.g., completion rates for adjudications)	• Same as above
2.3 Test Data Integrity – Share baseline data with managers for validation – Revise baseline database as necessary	• Targeted quality checks, i.e., review of organization and workload data by selected field managers	• Same as above
2.4 Conduct Analyses and Build Baseline – Build organizational component (e.g., activities, employees) – Build activity component (e.g., # removals) – Assess performance (e.g., \$/deportation)	• Completed analysis of INS operations according to workstep 2.1, for example: – \$ and FTEs/unit and activity – Quality, cycle time, productivity and service measures/activity and/or unit	• Same as above
2.5 Summarize Results and Identify Opportunities – Understand who does what and where – Understand costs (where is the money spent) – Understand current performance levels	• Baseline summary document – Summary of organization, workload, and performance analyses – Opportunities for improvement – Best practices	• Same as above

MODULE 3: DEVELOP OPTIONS FOR MANAGEMENT BOUNDARIES

WORKSTEPS	OUTPUT	RESOURCES
3.1 Define Design Criteria – Identify key drivers to draw new management boundaries for Service and Enforcement – Examine criteria used by other agencies – Prioritize and attach weight to criteria	• List of design criteria to be used	• INS field managers • Consulting resources—TBD
3.2 Evaluate Existing Management Boundaries Against Design Criteria – Draw current boundaries and footprint – Evaluate current boundaries	• Maps showing regions, districts, sectors and sub-offices • Evaluation of current management boundaries (using design criteria outlined in workstep 3.1)	• Same as above
3.3 Conduct Analysis to Develop Alternative Boundaries – Analyze workload volumes (with baseline team) – Understand population distribution by geography – Comprehend immigration flows and traffics – Draw other agency footprints (FBI, Courts etc.) – Gain insight from field managers	• Results of analysis	• Same as above
3.4 Draw Options (2-3) for New Boundaries and Choose Preferred Option – Outline options – Evaluate each option against design criteria – Identify overlap between service/enforcement options – Highlight advantages and disadvantages of similar boundaries for enforcement and service – Recommend best option	• Profile of 2-3 management boundaries for service and enforcement • Evaluation of each against design criteria • Rationale for recommendation of best option	• Same as above
3.5 Map Existing Structure to Recommendation – Identify areas for change – Highlight challenges/barriers to implementation – Communicate results with other teams	• Summary document	• Same as above

MODULE 4: BUDGET ANALYSIS AND REFINEMENT

WORKSTEP	OUTPUT	RESOURCES
4.1 Refine Proposed Budget Account Structure to Support Future Organization – Review budget implications of new organization structure – Analyze proposal submitted to Congress to determine if additional changes are required – Make additional modifications as needed – Map new account structure to existing structure	• New streamlined budget structure to support new organization	• INS staff TBD from Budget, Financial Management • INS management time as necessary • Consulting resources–TBD
4.2 Gain Approval from OMB and Congress – Describe strengths/weaknesses of new account structure – Present to OMB and Congress	• New account structure submitted to Congress and other parties as required (e.g., OMB)	• Same as above
4.3 Re-formulate Budget Using New Decision Unit Structure – Build budget database for new structure – Create linkages between old budget database and new decision unit structure – Re-create budget using new structure	• New FY 2001 budget so that: – Budget decision units support new organization structure – Budget structure is simplified	• Same as above • <i>Please Note: Additional work will be required after detailed blueprinting is complete (Phase II B) to reallocate resources to new structure and footprint</i>

MODULE 5: SHARED SUPPORT DESIGN

WORKSTEPS	OUTPUT	RESOURCES
5.1 Understand Shared Support Baseline – Study baseline data from work module 2.0—activity definitions (what is support?) and key linkages in support processes (inputs and outputs) – Understand opportunities for improvement and implications for detailed blueprinting – Identify additional data desired to fill out Shared Support baseline—organization, workload and/or performance analyses (Including process flows) – Collect additional data as needed	• Complete baseline of Shared Support including current organization structure, activity placement, workload and performance measures (e.g., staffing #s, detailed process flows, etc.)	• INS team members from Field Operations and Management—exact number TBD • Leverage existing work efforts and previous studies (DOJ, NAPA, GAO) • Consulting resources—TBD
5.2 Develop Design Criteria for Shared Support – Develop set of criteria to be used in evaluating alternative structures (What are desired outcomes or goals of restructuring?) – Tie shared support criteria to four agency restructuring objectives	• Design criteria for Shared Support	• Same as above
5.3 Develop a Decision Framework for Placement of Support Activities – Create a decision tree framework to be used in determining activity placement – Utilize best practice/benchmarking data to craft this decision logic	• Decision tree framework for activity placement (should also be used in later blueprinting efforts—Immigrant Services and Enforcement Operations)	• Same as above
5.4 Recommend Activity Placement – Utilize decision framework created in 5.3 above to determine where specific activities should be performed (locally, shared, at HQ) – Identify technology/other tools required to re-invent how support services are performed and by whom – Draft high level process flows for how work would be performed (Work linkages and input/output)	• Decisions on activity placement for each function (e.g., Which HR activities must be performed locally? Which can be shared or performed remotely?) • High level process flows for how these activities would be performed • Identification of needed IT enhancements and other tools	• Same as above

MODULE 5: SHARED SUPPORT DESIGN (CONTINUED)

WORKSTEPS	OUTPUT	RESOURCES
5.5 Summarize Functional Recommendations—Understand Implications – Create a summary of recommendations—a consolidated view of which activities will be performed at various levels – Understand implications for blueprinting—what is different from how things are done today? how could this view impact footprint decisions and job redesign?	• Summary of activity placement recommendations • Highlight implications for blueprinting	• Same as above
5.6 Analyze Current Footprint, Highlight Areas for Improvement and New Office Structure Required – Identify geographies where changes to the existing footprint are desirable (e.g., local offices require these support capabilities) – Develop “model office” templates and modular approach to sizing, i.e., what are the different ways to provide different support activities? – Outline plans to get from current footprint to desired state (transition plan, timing, approach)	• Shared support office templates / modules • Footprint options and potential transition plans	• Same as above
5.7 Build Organization Charts and Highlight New Job Positions Required – Build organization charts and modular approach to Shared Support at HQ and in shared units—define accountability for all key functions, delineate reporting relationships of local shared support personnel – Identify new job positions required and summarize roles, responsibilities and knowledge, skills and abilities (KSAs) needed for each – Finalize process flows for activities in new structure (continuing work from workstep 5.4 above)	• Description of recommended structure for Shared Support: – Organization structure and support modules for all key activities – Process flows for future state—how various units work together	• Same as above

MODULE 5: SHARED SUPPORT DESIGN (CONTINUED)

WORKSTEPS	OUTPUT	RESOURCES
5.8 Develop Staffing Methodology & Preliminary Estimate of Resources Required – Understand support needs based upon appropriate drivers (e.g., number of staff supported, service levels required) – Develop methodology for estimating staffing requirements given key drivers—create a shared support staffing model – Perform preliminary estimate of resource requirements (to be finalized after blueprinting is complete)	• Identification of staffing drivers for each activity • Shared support staffing model • Preliminary estimate of resource requirements	• Same as above
5.9 Design Performance Management System for Shared Support – Articulate key performance measures and service level expectations for all key activities – Design process to ensure that service levels are maintained—could include writing service level contracts between field and shared support units	• Key performance measures for activities • Process designed for performance monitoring	• Same as above
5.10 Develop High Level Implementation Plans – Define expected performance improvements – Develop implementation approach; worksteps, timing and people responsible – Brainstorm potential barriers/obstacles to implementation – Provide a preliminary estimate of implementation costs	• Complete implementation plan including: – Anticipated future performance (i.e., improvements or benefits expected with restructuring) – Implementation approach (i.e., pilot vs. national roll-out); worksteps, timeline, key milestones and people responsible – Potential risks/barriers – Preliminary implementation cost estimate	• Same as above

MODULE 5: SHARED SUPPORT DESIGN (CONTINUED)

WORKSTEPS	OUTPUT	RESOURCES
5.11 Document Blueprint Recommendations – Create a document that summarizes all blueprinting recommendations – Publish this document for approval by INS Senior Management Team and for communication to the field	• Final report for Shared Support Blueprint Recommendations: – Organization structure/support modules designed to staff level with accountabilities for key activities clarified – Assessment of proposed Shared Support organization structure against design criteria (workstep 5.2) – Process flows for future state—how various units work together – Staffing model and preliminary estimate of resources required—including high level impact analysis – Performance management system detailed—performance measures and process to ensure service levels are delivered – Shared Support “templates” or modules – Footprint transition plan—modifications desired, timing and approach – Complete implementation plan (see workstep 5.10)	• Staff as mentioned above

MODULE 6: BLUEPRINT IMMIGRANT SERVICES

WORKSTEP	OUTPUT	RESOURCES
6.1 Understand Immigrant Services Baseline – Study baseline data collected in Phase II A , work module 2.0 – Understand opportunities for improvement and implications for detailed blueprinting – Identify additional data desired to fill out Immigrant Services baseline—organization, workload and/or performance analyses – Collect additional data as needed	• Complete baseline of Immigrant Services including current organization structure, activity placement, workload and performance measures (e.g., staffing #s, detailed process flows, etc.)	• Part-time INS team of 6-8 Immigrant Services managers • Consulting resources—TBD
6.2 Develop Design Criteria for Services – Develop criteria to be used in evaluating alternative structures and determining activity placement – Tie services design criteria to four agency restructuring objectives (e.g., improve accountability)	• Design criteria for Immigrant Services design	• Same as above
6.3 Identify Activities that are Scale Sensitive or Require Highly Specialized Expertise – Define activities that fall into these categories – Identify how these functions are performed today and where – Highlight how these activities could be performed and by whom in the future structure	• Scale sensitive activities identified • List of functions requiring highly specialized expertise (e.g., adjudication of certain petitions) • Hypotheses regarding placement of these specialized activities	• Same as above
6.4 Determine Activities Required for HQ, Remote Services, and in Services Areas – Determine which activities are required in each location (scale sensitive or expertise required? support senior management?) – Draft high level process flow for how work would be performed (key linkages with other parts of the agency? work input and output?)	• Decisions on activity placement for HQ, Remote Services (i.e., Service Centers, Phone Centers) and Services Areas • Criteria for which activities can be conducted remotely vs. in Services Areas (i.e., types of petitions) • High level process flows for how these activities would be performed	• Same as above

MODULE 6: BLUEPRINT IMMIGRANT SERVICES (CONTINUED)

WORKSTEP	OUTPUT	RESOURCES
6.5 Determine Activities Required in Local Field Offices – Determine which activities are required in each location – Draft high level process flow for how work would be performed (key linkages with other parts of the agency? work input and output?)	• Decisions on activity placement for field operations offices • High level process flows for how these activities would be performed—including linkages with other INS units and outside parties (e.g., community groups)	• Same as above
6.6 Analyze Current Services Footprint, Highlight Areas for Improvement & Develop Office Structure – Identify geographies where changes to the existing footprint are desirable (e.g., City X needs a services presence for adjudications) – Develop “model services office” templates and approach to sizing, i.e., what are the different ways to provide different service activities—vans vs. full-service offices, etc.? – Outline plans to get from current footprint to desired state (transition plan, timing, approach)	• Services office “templates” • Footprint options and potential transition plans—modifications desired, timing and approach	• Same as above
6.7 Build Organization Charts and Highlight New Job Positions Required – Build organization charts for HQ, Services Areas, Remote Services, and field offices—define accountability for all key functions – Identify new job positions required and summarize roles, responsibilities and KSAs for each – Finalize process flows for activities in new structure (continuing work initiated in worksteps 6.4 and 6.5) – Identify performance metrics associated with key activities and positions	• Detailed description of recommended structure for Immigrant Services: – Organization structure to staff level with accountabilities for all key activities – Process flows for future state—how various units work together – Services performance metrics	• Same as above

MODULE 6: BLUEPRINT IMMIGRANT SERVICES (CONTINUED)

WORKSTEP	OUTPUT	RESOURCES
6.8 Estimate Resource Requirements and Staff Impact – Estimate staff requirements for new and other significantly changed positions – Determine impact on current staff – Identify other job opportunities for impacted positions (with HR team) – Work with HR team to develop the process by which staff will be transitioned to new positions	• Staffing plan—requirements, impact analysis on existing staff (hand-off to Restructuring Office HR team)	• Same as above
6.9 Develop Implementation Plan – Define expected performance improvements (e.g., cycle time) – Develop implementation approach: worksteps, timeline, key milestones and people responsible – Brainstorm potential risks/barriers to successful implementation – Provide preliminary estimate of implementation costs	• Complete implementation plan, including: – Anticipated future performance (i.e., improvements or benefits expected with restructuring) – Implementation approach (e.g., pilot plan): worksteps, timeline, key milestones and people responsible – Potential risks/barriers – Preliminary implementation cost estimate	• Same as above
6.10 Document Blueprint Recommendations – Create a document that summarizes all blueprinting recommendations – Publish this document for approval by INS Senior Management Team and for communication to the field	• Final report for Services Blueprint Recommendations: – Organization structure designed to staff level with accountabilities for key activities clarified – Assessment of proposed organization structure against design criteria (workstep 6.2) – Process flows for future state—how units work together – Staffing plan—requirements, impact on existing staff – Services performance metrics – Services office “templates” – Footprint options and potential transition plans—modifications desired, timing and approach – Complete implementation plan (see workstep 6.9)	• Same as above

MODULE 7: BLUEPRINT ENFORCEMENT OPERATIONS

WORKSTEP	OUTPUT	RESOURCES
7.1 Understand Enforcement Operations Baseline – Study baseline data collected in Phase II A , work module 2.0 – Understand opportunities for improvement and implications for detailed blueprinting – Identify additional data desired to fill out Enforcement Operations baseline—organization, workload and/or performance analyses – Collect additional data as needed	• Complete baseline of Enforcement Operations including current organization structure, activity placement, workload and performance measures (e.g., staffing #s, detailed process flows, etc.)	• Part-time INS team of 6-8 Enforcement Operations managers • Consulting resources—TBD
7.2 Develop Design Criteria for Enforcement – Develop set of criteria to be used in evaluating alternative structures and determining activity placement – Tie enforcement design criteria to four agency restructuring objectives (e.g., improve accountability)	• Design criteria for Enforcement Operations design	• Same as above
7.3 Identify Activities that are Scale Sensitive or Require Highly Specialized Expertise – Define activities that fall into these categories – Identify how these functions are performed today and where – Highlight how these activities could be performed and by whom in the future structure	• Scale sensitive activities identified • List of functions requiring highly specialized expertise • Hypotheses regarding placement of these specialized activities	• Same as above
7.4 Determine Activities Required at HQ and in Enforcement Areas – Determine which activities are required in each location (scale sensitive or expertise required? support senior management?) – Draft high level process flow for how work would be performed (key linkages with other parts of the agency? work input and output?)	• Decisions on activity placement for HQ and Enforcement Areas • High level process flows for how these activities would be performed	• Same as above

MODULE 7: BLUEPRINT ENFORCEMENT OPERATIONS (CONTINUED)

WORKSTEP	OUTPUT	RESOURCES
7.5 Determine Activities Required in Local Field Offices – Determine which activities are required in each location – Draft high level process flow for how work would be performed (key linkages with other parts of the agency? work input and output?)	• Decisions on activity placement for field operations offices • High level process flows for how these activities would be performed—including linkages with other INS units and outside law enforcement agencies	• Same as above
7.6 Analyze Current Enforcement Footprint, Highlight Areas for Improvement & Develop Office Structure – Identify geographies where changes to the existing footprint are desirable (e.g., City X needs an enforcement presence for investigations) – Develop “model enforcement office” templates and approach to sizing—What constitutes a SAC versus a RAC (sub-office)? – Outline plans to get from current footprint to desired state (transition plan, timing, approach)	• Enforcement office “templates” • Footprint options and potential transition plans—modifications desired, timing and approach	• Same as above
7.7 Build Organization Charts and Highlight New Job Positions Required – Build organization charts for HQ, Enforcement Areas and field offices—define accountability for all key functions – Identify new job positions required providing a summary of roles, responsibilities and KSAs for each – Finalize process flows for activities in new structure (continuing work initiated in worksteps 7.4 and 7.5) – Identify performance metrics associated with key activities and positions	• Detailed description of recommended structure for Enforcement Operations: – Organization structure to staff level with accountabilities for all key activities – Process flows for future state—how various units work together – Enforcement performance metrics	• Same as above

MODULE 7: BLUEPRINT ENFORCEMENT OPERATIONS (CONTINUED)

WORKSTEP	OUTPUT	RESOURCES
7.8 Estimate Resource Requirements and Staff Impact – Estimate staff requirements for new and other significantly changed positions – Determine impact on current staff – Identify other job opportunities for impacted positions (with HR team) – Work with HR team to develop the process by which staff will be transitioned to new positions	• Staffing plan—requirements, impact analysis on existing staff (hand-off to Restructuring Office HR team)	• Same as above
7.9 Develop Implementation Plan – Define expected performance improvements (e.g., improved case closure rates) – Develop implementation approach: worksteps, timeline, key milestones and people responsible – Brainstorm potential risks/barriers to successful implementation – Provide a preliminary estimate of implementation costs	• Complete implementation plan, including: – Anticipated future performance (i.e., improvements or benefits expected with restructuring) – Implementation approach (i.e., pilot vs. national roll-out): worksteps, timeline, key milestones and people responsible – Potential risks/barriers – Preliminary implementation cost estimate	• Same as above

MODULE 7: BLUEPRINT ENFORCEMENT OPERATIONS (CONTINUED)

WORKSTEP	OUTPUT	RESOURCES
7.10 Document Blueprint Recommendations – Create a document that summarizes all blueprinting recommendations – Publish this document for approval by INS Senior Management Team and for communication to the field	• Final report for Enforcement Blueprint Recommendations: – Organization structure designed to staff level with accountabilities for key activities clarified – Assessment of proposed organization structure against design criteria (workstep 7.2) – Process flows for future state—how various units work together – Staffing plan—requirements, impact analysis on existing staff – Enforcement performance metrics – Enforcement office “templates” – Footprint transition plan—modifications desired, timing and approach – Complete implementation plan (see workstep 7.9)	• Same as above

MODULE 8: BLUEPRINT STRATEGY

WORKSTEP	OUTPUT	RESOURCES
8.1 Understand Strategy Baseline – Study baseline data collected in Phase II A , Module 2.0 – Understand opportunities for improvement and implications for detailed blueprinting – Identify additional data desired to fill out Strategy baseline—organization, workload and/or performance analyses – Collect additional data as needed	• Complete baseline of Strategy including current organization structure (OPP), activity placement, workload and performance measures (e.g., staffing #s, detailed process flows, etc.)	• Part-time INS team of 6-8 Strategy managers • Consulting resources—TBD
8.2 Develop Design Criteria for Strategy – Develop criteria to be used in evaluating alternative structures and determining activity placement – Tie strategy design criteria to four agency restructuring objectives (e.g., improve accountability)	• Decision criteria for Strategy design	• Same as above
8.3 Identify Activities That Require Highly Specialized Expertise – Define activities that require significant expertise – Identify how functions are performed today and where – Highlight how these activities could be performed and by whom in the future structure	• List of functions requiring highly specialized expertise (e.g., adjudication of certain petitions) • Hypotheses regarding placement of these specialized activities	• Same as above
8.4 Design Process for Research and Development (and Other Key Processes TBD) – Identify how R&D is performed today – Benchmark commercial and governmental best practices – Design new process flow to ensure tie with INS strategic goals and clear ownership of operations within operational units – Clearly delineate roles and responsibilities, e.g., at what point does R&D stop and operations begin? who participates in R&D?	• High level process flows for how R&D (and other key processes) would be performed—including inputs/outputs, hand-offs, roles and responsibilities, and tools/IRM requirements	• Same as above

MODULE 8: BLUEPRINT STRATEGY (CONTINUED)

WORKSTEP	OUTPUT	RESOURCES
8.5 Build Organization Charts and Highlight New Job Positions Required – Build Strategy organization charts—define accountability for all key functions – Identify new job positions required providing a summary of roles, responsibilities and KSAs for each – Finalize process flows for activities in new structure (continuing work initiated in workstep 8.4) – Identify performance metrics associated with key activities and positions	• Detailed description of recommended structure for Strategy: – Organization structure to staff level with accountabilities for all key activities – Process flows for future state—how various units work together – Strategy performance metrics	• Same as above
8.6 Estimate Resource Requirements and Staff Impact – Estimate staff requirements for new and other significantly changed positions – Determine impact on current staff – Identify other job opportunities for impacted positions (with HR team) – Work with HR team to develop the process by which staff will be transitioned to new positions	• Staffing plan—requirements, impact analysis on existing staff (hand-off to Restructuring Office HR team)	• Same as above
8.7 Develop Implementation Plan – Define expected performance improvements (e.g., cycle time for R&D) – Develop implementation approach: worksteps, timeline, key milestones and people responsible – Brainstorm potential risks/barriers to successful implementation – Provide a preliminary estimate of implementation costs	• Complete implementation plan, including: – Anticipated future performance (i.e., improvements or benefits expected with restructuring) – Implementation approach (i.e., pilot vs. national roll-out): worksteps, timeline, key milestones and people responsible – Potential risks/barriers – Preliminary implementation cost estimate	• Same as above

MODULE 8: BLUEPRINT STRATEGY (CONTINUED)

WORKSTEP	OUTPUT	RESOURCES
8.8 Document Blueprint Recommendations – Create a document that summarizes all blueprinting recommendations – Publish this document for approval by INS Senior Management Team and for communication to the field	• Final report for Strategy Blueprint Recommendations: – Organization structure designed to staff level with accountabilities for key activities clarified – Assessment of proposed organization structure against design criteria (workstep 8.2) – Process flows for future state—how various units work together – Staffing plan—requirements, impact analysis on existing staff – Strategy performance metrics – Complete implementation plan (see workstep 8.7)	• Same as above

MODULE 9: DESIGN INTEGRATION REQUIREMENTS

WORKSTEP	OUTPUT	RESOURCES
9.1. Understand Current Points of Integration – Study baseline data collected in work module 2.0 – Identify key points of integration today (Where does integration take place? For which types of activities?) – Detail how integration is achieved (People? Process? Technology?)	• Identification of integration needs—which activities require integration • Understanding of how integration is achieved today—people, process or technology	• Team members drawn from other Phase II B teams • Consulting resources—TBD
9.2 Identify Additional Integration Requirements Inherent in New Organization – Review high-level structure—framework for change – Interview other Phase II teams (i.e., Shared Support, Immigrant Services, Enforcement Operations) to glean additional insight about integration needed – Summarize findings—current points of integration and those required in new structure	• Complete inventory of integration requirements—in existing and future states	• Same as above
9.3 Design Integrating Mechanisms for New Structure – Brainstorm solutions to achieve integration (people, process, technology?) – Detail recommended solution as appropriate (e.g., draw new process flow, design new job position required) – Identify additional tools or resources required in these solutions – Design performance management system (how to ensure that integration takes place and how to measure effectiveness?)	• Proposed solutions for each integration requirement including – Detailed recommendation – Description of tools/resources required – Design of performance management system	• Same as above

MODULE 9: DESIGN INTEGRATION REQUIREMENTS (CONTINUED)

WORKSTEP	OUTPUT	RESOURCES
9.4 Solicit Feedback on Proposed Solutions & Modify Recommendations Accordingly – Review recommendations with other Phase II teams and senior management – Make revisions to recommendations as required	• Revised solutions for each integration requirement including: – Detailed recommendation – Description of tools/resources required – Design of performance management system	• Same as above
9.5 Develop Implementation Plan – Define expected performance improvements (e.g., cycle time) – Develop implementation approach: worksteps, timeline, key milestones and people responsible – Brainstorm potential risks/barriers to successful implementation – Provide a preliminary estimate of implementation costs	• Complete implementation plan, including: – Anticipated future performance (i.e., improvements or benefits expected with restructuring) – Implementation approach (i.e., pilot vs. national roll-out): worksteps, timeline, key milestones and people responsible – Potential risks/barriers – Preliminary implementation cost estimate	• Same as above

MODULE 10: IRM INTEGRATION AND DESIGN

WORKSTEPS	OUTPUT	RESOURCES
10.1 Understand Current Situation—Baseline of Systems, Architecture, and Projects in Place Today – Identify current IRM systems in use and their functionality – Understand linkages between systems/databases by key process – Inventory projects underway, including project scope, goals, deliverable and timeline – Identify preliminary “gaps” in current IRM infrastructure	• Understanding of current architecture and systems in place • Identification of issues and problems with current systems	• STARS contractors and INS IRM staff • Team members drawn from other Phase II B teams • Other Consulting resources—TBD
10.2 Gather IRM Changes From Blueprinting Teams – Outline process by which IRM representatives are involved with blueprinting teams to identify I/T implications (i.e., template vs. liaison vs. full-time team member) – Develop templates for collecting IRM changes – Aggregate IRM changes required from other teams	• Methodology for collecting input, aggregating information/requirements and prioritizing • Aggregated list of IRM changes	• Staff as mentioned above
10.3 Analyze Proposed IRM Changes – Regroup proposed changes as necessary (e.g., combining similar changes proposed by different teams) – Develop criteria for prioritizing IRM requests across various teams (e.g., business case, fit with current environment, etc.) – Prioritize IRM efforts, including ongoing projects and proposed changes, to develop an integrated IRM list	• Summary of IRM modifications and new requirements	• Staff as mentioned above
10.4 Develop Implementation Plan – Define expected performance improvements (e.g., cycle time) – Develop implementation approach: worksteps, timeline, key milestones and people responsible – Brainstorm potential risks/barriers to successful implementation – Provide a preliminary estimate of implementation costs	• Complete implementation plan, including: – Anticipated future performance levels – Implementation approach (e.g., pilot): worksteps, timeline, key milestones and people responsible – Potential risks/barriers – Preliminary implementation cost estimate	• Staff as mentioned above