

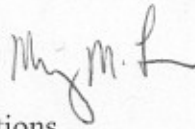


U.S. Immigration
and Customs
Enforcement

JUN - 8 2006

MEMORANDUM TO SPECIAL AGENTS IN CHARGE

FROM:

Marcy M. Forman 
Director,
Office of Investigations

SUBJECT:

Office of Investigations, Special Agent in Charge (SAC) Staffing
Templates

The Office of Investigations (OI) Staffing Templates were developed to provide a consistent means for determining the supervisory and support staffing requirements needed to sustain our special agent workforce throughout our 177 domestic field offices. These templates were also developed with the purpose of providing managers at all levels access to, and an understanding of, the OI domestic field office staffing model. For explanation and future reference, the following four domestic field office templates are attached:

- 1) The SAC Office Senior Management Template;
- 2) The SAC/Deputy SAC Office Group Supervisor Template;
- 3) The Assistant SAC (ASAC)/Resident Agent in Charge (RAC) Office Group Supervisor Template; and
- 4) The OI Domestic Field Office Support Staffing Template.

The templates describe the optimal staffing level that OI believes is necessary for sustained operations and is the target that we are striving to attain. OI intends to use these templates as guides to determine supervisory and support staffing levels when developing staffing requirements and distributing funded positions.

The templates do not reflect the actual funded positions in OI. Once stabilized, the OI *Table of Organization* (T.O.) will reflect those positions that are funded and may be filled. The T.O., therefore, will invariably show a smaller number than the templates authorize. The templates also do not reflect any waivers that have been approved that result in a deviation from the template. Waivers to the templates are reflected in the T.O. and are maintained separately.

Methodology

The non-supervisory GS-5/13 Criminal Investigator position is the basis by which supervisory staffing requirements are determined. Only Full-Time Employee (FTE)

criminal investigator positions allocated to the organizational code in question are considered in developing the supervisory staffing requirements. Due to their temporary nature, contract employees, temporary or detailed employees, part-time employees, over-hires, or positions designated for transfer in the future, are not considered.

The Support Staffing Template determines support staff requirements based on the total office FTEs they support. Further work on the administrative template is pending.

Waivers

The OI Templates provide a baseline standard for our field offices. Where certain special circumstances are present, waivers to the template can be requested. Waivers should be prepared in memorandum format with a complete justification for the deviation from the template. Waivers should be sent from the SAC, through the Workforce Management Unit, to the Director of Investigations for approval. Funding may not be immediately available to hire against new positions approved through the waiver process. Approved waivers will be maintained in the Workforce Management Unit and reviewed annually for continued applicability.

Future reviews

The goal of the template is to balance the need to sustain reasonable enforcement-to-support and supervisor-to-employee ratios while providing the best possible oversight and support for enforcement operations. These templates are living documents and are regularly under review, therefore, proposals to improve the templates are encouraged and should be submitted to the Workforce Management Unit.

If you have any questions regarding the OI Staffing Templates, please call Section Chief (b)(6) (7)(C) Workforce Management Unit, at 202-616-(b)(6) (7)(C)

Attachments

Office of Investigations - SAC Office Senior Management Template

Columns reflect supervisors
authorized for each office. *Note 1*

(b) (7) (E)

SAC/DSAC OFFICE
GROUP SUPERVISOR TEMPLATE

(b) (7)(E)

(b) (7)(E)

**ASAC/RAC OFFICE
GROUP SUPERVISOR TEMPLATE**

*(1 GS for every 7 funded full-time OI Agent positions
beginning with the 3rd Group)*

(b) (7)(E)

(b) (7)(E)

Office of Investigations - Domestic Office Support Staffing Template

(b) (7) (E)

Office of Investigations - SAC Office Senior Management Template

(b) (7) (E)