

U.S. DEPARTMENT OF JUSTICE  
EXECUTIVE OFFICE FOR IMMIGRATION REVIEW

**Fiscal Years 2008-2013  
STRATEGIC  
PLAN**



January 2008

---

## **Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013**

---

### **Introduction**

The Executive Office for Immigration Review (EOIR), created in 1983 as a separate agency within the U.S. Department of Justice (DOJ), is responsible for adjudicating immigration cases. Under the delegated authority of the Attorney General, EOIR interprets and administers federal immigration laws and regulations by conducting immigration court proceedings, appellate reviews, and administrative hearings in certain types of immigration-related cases. EOIR is independent of the Department of Homeland Security (DHS), which is charged with enforcement of federal immigration laws.

EOIR's mandate is to provide fair, expeditious, and uniform interpretation and application of immigration law. This is accomplished through various adjudicative functions including immigration hearings and appellate review of decisions in immigration matters. These proceedings provide a process through which individuals can defend themselves against government immigration charges, complaints, or denial of benefits, or through which they can seek relief from penalties imposed on or against them.

EOIR's Strategic Plan for Fiscal Years 2008-2013 provides a comprehensive, multi-year framework for carrying out its mission. It is oriented toward EOIR's vision to be the world's best administrative tribunals, guaranteeing fairness and due process for all. It provides DOJ, the Congress, DHS, the federal courts, and the public with a report on the challenges EOIR faces over the next several years, and a blueprint for how the agency plans to address these challenges. It lays out the strategic goals and objectives the EOIR has set for itself, and will serve as a yardstick against which the agency will measure progress.

### **The Department of Justice Strategic Plan**

The foundation of EOIR's Strategic Plan is the DOJ Strategic Plan for Fiscal Years 2007-2012. The DOJ Strategic Plan was published in June 2007, and reflects the Department's continued commitment to fight terrorism and crime. EOIR's efforts are found in Strategic Objective 3.5 of the Department's Strategic Plan. Although EOIR's efforts are only displayed under one strategic objective, all three of the Department's strategic goals are relevant to EOIR.

- *Goal I – Prevent terrorism and promote the nation's security.* Several of the September 11, 2001, terrorists were in the United States illegally. Timely identification of individuals who have violated immigration laws and subsequent referral of those individuals to EOIR will allow for efficient resolution of

---

## Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013

---

immigration cases, which will improve the Government's capability to prevent, disrupt, and defeat terrorist operations before they occur.

- *Goal II – Prevent crime, enforce federal laws, and represent the rights and interests of the American people.* Efficient resolution of immigration cases by EOIR, a necessary step in the removal of many criminal aliens, will reduce the threat of crime.
- *Goal III – Ensure the fair and efficient administration of justice.* Objective 3.5 under this goal, “adjudicate all immigration cases promptly and impartially in accordance with due process,” is specifically tailored to EOIR. This objective is the foundation for this agency's strategic planning effort.

### Executive Office for Immigration Review

EOIR, an agency within the Department of Justice, is composed of trial and appellate administrative tribunals that hear cases involving charges of immigration violations. On behalf of the Attorney General, EOIR interprets and administers federal immigration laws and regulations through immigration court proceedings, appellate reviews, and administrative hearings in certain types of immigration-related cases. The basic body of U.S. immigration law is the Immigration and Nationality Act (INA), which is implemented by regulations specified in Titles 8 and 28 of the Code of Federal Regulations (CFR). EOIR's organization and functions are described in 8 CFR, Part 1003 and 28 CFR, Part 0, Subpart U.

The Attorney General has delegated certain aspects of his authority under the Immigration and Nationality Act to EOIR. EOIR's mission is:

*To provide for the fair, expeditious, and uniform interpretation and application of immigration law.*

The Board of Immigration Appeals (BIA or the Board) was established in 1940 to handle appeals of immigration decisions of the former Immigration and Naturalization Service (INS). In 1983, the Department of Justice consolidated the immigration court functions of INS and the appellate functions of BIA and created EOIR. Moving the adjudication function to EOIR made the immigration courts independent of INS, the agency that was charged with enforcing federal immigration laws and initiating removal proceedings for aliens who have violated these laws.

On March 1, 2003, the Homeland Security Act of 2002 moved the functions of INS from DOJ to DHS. As a result, DHS now represents the government in immigration cases before EOIR's tribunals, which remain in DOJ, further enhancing the separation of the enforcement and adjudication functions. EOIR also is separate from the Office of Special Counsel for

---

## **Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013**

---

Immigration-Related Unfair Employment Practices (OSC) in the DOJ Civil Rights Division, which prosecutes unfair immigration-related employment practice claims; and the Office of Immigration Litigation (OIL) in the DOJ Civil Division, which represents the government in the federal courts.

The Board of Immigration Appeals has nationwide jurisdiction to hear appeals of decisions made by immigration judges or certain DHS officers. The Board's decisions are binding on all immigration judges and on DHS unless modified or overruled by the Attorney General or a federal court. Central to the BIA's role is the issuance of precedent decisions interpreting the often complex immigration laws and providing nationwide guidance to the immigration courts, DHS, and the private bar. A DOJ interim rule, published in December 2006, established that the Board would consist of 15 members.

The Office of the Chief Immigration Judge (OCIJ) provides overall program direction, articulates policies and procedures, and establishes priorities for the immigration courts. The immigration courts conduct proceedings in individual cases. In most immigration proceedings, DHS has filed charges against the alien respondent and represents the Government in seeking the respondent's removal from the United States. Immigration judges assigned to the immigration courts decide the cases independently under statutory and regulatory guidelines. Currently, there are 54 immigration courts and numerous other hearing locations served by more than 200 immigration judges.

EOIR has a third adjudicating component, the Office of the Chief Administrative Hearing Officer (OCAHO), which was added to EOIR in 1987. OCAHO conducts hearings in civil penalty cases arising from provisions of immigration law concerning the unlawful employment of aliens, unfair immigration-related employment practices, and civil document fraud. These cases are brought to OCAHO by DHS, the DOJ Office of Special Counsel for Immigration-Related Unfair Employment Practices, or in some employment practices cases, by the individual charging party. Additionally, OCAHO adjudications are governed by the Administrative Procedure Act, which contains certain procedural requirements. These requirements, and OCAHO's procedural rules, which are modeled on the Federal Rules of Civil Procedure, combine to make litigating these cases different from the immigration cases handled by other EOIR components. For example, OCAHO rules permit litigants the full range of discovery, provide for pre-hearing conferences, and generally use the Federal Rules of Evidence as a guide when cases proceed to hearings. In many ways, therefore, OCAHO's administrative adjudications closely resemble conventional civil litigation before the federal district courts.

EOIR's operating environment has changed dramatically since the agency's inception. Changes in immigration law and regulations have created new case types and new forms of relief. There have been increased receipts in some types of cases, and substantially decreased receipts in other types of cases. The Board grew from 5 to 23 authorized members between the

---

## Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013

---

agency's creation and 2001, and was subsequently reduced to 11 members after the FY 2002 implementation of procedural reforms. The Board has handled its increased work load in part through the appointment of temporary Board members. In December 2006, an interim rule was published, increasing the size of the Board to 15 members. The authorized number of immigration judges has increased to more than 250. Changes in workload and a significant increase in the number of EOIR adjudicators and support staff have required a concerted hiring and training effort.

### EOIR's Vision and Core Values

*“Through teamwork and innovation, to be the world's best administrative tribunals, guaranteeing fairness and due process for all.”*

To achieve this vision, EOIR has established and is guided by core values. These core values represent principal themes for directing the agency toward the ideal expressed in its vision statement. These core values are compatible with the DOJ Strategic Plan.

- **Equal Justice Under the Law.** EOIR must administer and interpret immigration laws and regulations efficiently and consistently to ensure fairness and due process for all. Agency staff will treat those who appear before its tribunals with respect, dignity, and compassion.
- **Commitment to Excellence.** EOIR is committed to excellence, and seeks to provide the highest level of service to those who appear before its tribunals.
- **Honesty and Integrity.** EOIR adjudicators and staff are committed to upholding high standards of integrity and ethical behavior.
- **Teamwork.** EOIR staff will work as members of a team to further the goals and objectives of the agency. While EOIR values differences among individuals, and respects differing views among the components, EOIR is one agency moving in a unified direction. EOIR's leaders recognize that its employees are its most important resource and are committed to providing opportunities for individual growth and development.

### External Strategic Planning Challenges

As EOIR works toward achieving its vision, the agency is continually faced with external challenges beyond its control that could affect the attainment of its goals and objectives.

---

## Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013

---

- EOIR's workload depends on the number of matters filed before it. The agency has no control over the number of cases filed or their complexity. DHS determines EOIR's initial caseload by filing charging documents alleging violations of the immigration laws of the United States. The nature and number of the proceedings and the number of appeals from immigration court decisions are determined by the parties themselves. In addition, changes to the immigration laws, regulations, and caseload, as well as DHS policies and budgeting, can have a dramatic impact on EOIR's workload.
- EOIR operates as part of a larger international community. The lure of jobs in this country, as well as political unrest and economic turmoil in other countries, encourage migration. EOIR expects that many persons will continue to attempt to violate the immigration laws of the United States, as well as to seek refuge in this country.
- EOIR must be poised to handle not only its routine workload, but also emergency or special situations, such as a sudden influx of asylum seekers.
- Technology is evolving more rapidly than ever before. EOIR will need to make significant changes in its information technology and its business processes to provide its customers with the level of service that they expect. The Government Paperwork Elimination Act and the e-Government Act of 2002 required agencies to provide electronic alternatives where practicable and to promote the use of innovative technologies. While the advantages are obvious, the conversion to electronic processes will require substantial resources. Some of EOIR's data is highly sensitive and must be protected accordingly.

Notwithstanding these external challenges, EOIR is dedicated to achieving its mission of adjudicating in a timely and thoughtful manner the cases that come before it. Through planning, EOIR will ensure that its staff, technology, and court processes are in place to meet the challenges the agency faces. Using this plan as a guide, EOIR managers will provide the leadership required to guide the agency through the 21<sup>st</sup> century.

### Internal Strategic Planning Challenges

In addition to the external challenges noted above, EOIR faces a number of internal issues and challenges which are addressed in this plan. EOIR will address these internal challenges over the next six years.

- **Attorney General's directives:** In August 2006, the Attorney General issued 22 directives to EOIR that have enabled the agency to ensure that its adjudicators are

---

## Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013

---

given the tools they need to continue to provide due process to the individuals appearing before them. In coordination with the Department of Justice, the leadership at EOIR is implementing the recommended changes and enhancing accountability while ensuring due process.

- **Technology:** EOIR is committed to partnerships with other federal agencies to improve data sharing, while protecting the privacy interests of individuals, resulting in process efficiencies that provide taxpayers with the highest return on their technology investments.
- **Workforce:** With constant changes in immigration laws and new uses for technology in the court and in the office, EOIR must take steps to ensure that workforce planning and skill development efforts are appropriately focused. EOIR will ensure that employees at all levels of the agency are capable of contributing to the accomplishment of the organization's important mission and strategic goals. EOIR will replenish its workforce through new recruitment initiatives that will concentrate on the skill sets needed for the future.
- **Records Management:** All DOJ employees are records creators and/or custodians. EOIR must identify its records and ensure that they are handled properly, from creation to final disposition. With the advent of new technologies, there are more forms of records than before, all of which must be handled and disposed of properly. EOIR will work to ensure that retention schedules are established and followed for all pertinent records and that systems of records are created when necessary.
- **Pro bono representation:** A longstanding area of concern is the large number of unrepresented aliens in immigration proceedings. Although the majority of the aliens who appear in immigration court are unrepresented, EOIR staff have established a Legal Orientation Program (LOP) to increase aliens' knowledge about their rights throughout the immigration court process. In addition, the BIA *Pro Bono* Project has paired private *pro bono* attorneys with unrepresented aliens for the appellate portion of the aliens' cases. EOIR will continue to encourage *pro bono* representation, as effective representation can enhance the adjudicative process.
- **Integrity:** EOIR's immigration judges, Board members, and administrative law judges (ALJs) must ensure that the EOIR tribunals provide a fair process through which aliens can exercise their due process rights. EOIR's leadership responsibilities demand that all members of the agency maintain the highest levels of integrity and trustworthiness. EOIR's adjudicators, as the public face of EOIR, must demonstrate these qualities to the public.



---

## Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013

---

### Strategic Goals and Objectives

The strategic goals and objectives that EOIR has adopted for fiscal years 2008-2013 are based on EOIR's mission and are designed to help EOIR meet the challenges noted above. Each strategic goal and its supporting objectives will be discussed in some detail. EOIR's goals are:

***Goal 1:** Adjudicate all cases in a timely manner while ensuring due process and fair treatment for all parties.*

***Goal 2:** Deliver services to the public in a professional, courteous, and timely manner.*

***Goal 3:** Implement electronic filing to achieve excellence in management, administration, and customer service.*

***Goal 4:** Provide for a workforce that is skilled, diverse, committed to excellence, and exhibits the highest standards of integrity.*

### Plan Implementation

Strategic planning is not a one-time effort; rather, it is a process. The process involves several steps: setting long-term goals and objectives, translating these goals and objectives into budgets and component initiatives, implementing the component initiatives, and monitoring their performance.

EOIR's Strategic Plan for FY 2008-2013 is the first step in this process. In it, EOIR's Director and Executive Staff have put forth long-term goals and objectives for the agency. EOIR's future budget requests and annual operating plans will continue to reflect the themes and goals established in this plan. The Director and Executive Staff will make decisions on funding for component initiatives based on how well particular initiatives will move the agency in the direction established by the Strategic Plan.

#### **Goal 1: Adjudicate all cases in a timely manner while ensuring due process and fair treatment for all parties.**

EOIR's primary mission is to provide for the fair, expeditious, and uniform interpretation and application of immigration law. Hence, the agency has made timely and fair case



---

## Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013

---

adjudication its first goal. EOIR's Goal 1 mirrors the Department's Strategic Objective 3.5 (adjudicate all immigration cases promptly and impartially in accordance with due process). Because EOIR's workload depends on the number of matters filed by the parties, the agency has no control over the number of cases filed or their complexity. Nonetheless, EOIR must take every action to anticipate its future workload and to position itself to process all cases efficiently.

➤ ***Objective 1.1: Adjudicate cases within specified time frames.***

In the Department of Justice Strategic Plan for FY 2007-2012, four EOIR adjudication priorities are identified, with specific processing time frames for each. Goals have been established for each of EOIR's adjudicative components. Additionally, EOIR has identified processing time frames for each type of case that it adjudicates. With the exception of statutorily-mandated deadlines, EOIR has determined that completing 90 percent of a particular type of case within the established time frame is an acceptable long-term result.

Through the quarterly analysis of component workload, OCIJ will monitor each immigration court to identify any that have not met the established time frames and take action (e.g., refined case management techniques, resource realignment, and/or technology enhancements) as necessary and feasible to assist courts in meeting their case completion goals. BIA will sustain processes to ensure the Board's success in meeting established time frames for adjudication of cases. OCAHO will monitor its caseload and take action as necessary to ensure that case completion goals are met.

Agency managers will analyze the agency's reported goals on a periodic basis to ensure that they are suitably ambitious. Any changes will be reflected in the Department's key indicators.

Measures/Milestones for Objective 1.1
---------------------------------------

Measure:	Number of case types in which the time frame goals were met and percent change from the last reporting period.
Milestone:	Annual reassessment of reported goals.

➤ ***Objective 1.2: Implement improved caseload management practices.***

EOIR's caseload has changed significantly over the past few years. For several years, the caseloads for OCIJ and BIA increased sharply, before beginning to stabilize. EOIR will consider these changes in workload, establish better methods to project future workload, and adjust

---

## Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013

---

resources accordingly. Additionally, EOIR will refine its current caseload management practices to ensure that cases move through the system as efficiently as possible.

EOIR's leadership will review current staffing and workload to determine if resources are distributed appropriately and, based on this workforce analysis, redistribute resources as necessary to maximize output of all components. EOIR staff will continue to work in conjunction with DHS to develop models to improve predictions of immigration court workload so that EOIR can make appropriate budget requests. The volume, nature, and geographic concentration of EOIR's caseload is, to a great extent, tied directly to the initiatives undertaken by DHS. It is therefore critical that EOIR work closely with DHS to coordinate new budget initiatives and to ensure that resources are allocated to achieve optimal results.

In addition, managers will continue to evaluate and implement various caseload management techniques. The courts will continue to systematically reduce the number of cases pending longer than one year; the Board will ensure that all cases that meet the criteria for single Board member decision are decided in that manner; the Board also will ensure that three Board member panels are provided the necessary resources to adjudicate the cases meeting the appropriate criteria.

Measures for Objective 1.2
----------------------------

Measure:	Clearance ratio for OCIJ (cases completed divided by cases received).
Measure:	Clearance ratio for BIA (appeals completed divided by appeals received).

➤ ***Objective 1.3: Encourage pro bono representation.***

An area of interest within EOIR is the large number of unrepresented aliens in immigration proceedings. Effective representation can enhance the adjudicative process. To ensure that unrepresented individuals understand the nature of the proceedings, as well as their rights and responsibilities, immigration judges will continue to provide information to aliens regarding court processes.

EOIR's *Pro Bono* Program, established in FY 2000, represents an important step forward in the agency's efforts to expand and improve representation for aliens in proceedings. EOIR will continue to assess the areas of need for enhanced private sector *pro bono* representation throughout the country, with particular attention given to juveniles and detained aliens.

---

**Executive Office for Immigration Review  
Strategic Plan Fiscal Years 2008-2013**

---

EOIR staff will ensure that non-governmental organizations provide rights presentations to assist detained individuals who will appear in immigration court. In addition, EOIR will increase the use of video conference technology to allow counsel to appear by televideo, where practicable. The agency also will work with national, state, and local bar associations to better educate their members on the need and opportunity for *pro bono* service to aliens appearing before EOIR's tribunals.

Measures for Objective 1.3
----------------------------

Measure:	Number of aliens served by LOP; percent change from last reporting period.
Measure:	Number of aliens served by BIA <i>Pro Bono</i> Project; percent change from last reporting period.

**Goal 2: Deliver services to the public in a professional, courteous, and timely manner.**

The public sector is increasingly emphasizing the need to serve the customer. EOIR must ensure that excellent customer service is provided throughout the entire process. Timely, consistent, professional, and courteous treatment are customer service priorities that are important to all who appear before EOIR's tribunals. Many persons who appear before EOIR's adjudicators have little familiarity with the process; this is further compounded in some cases by their difficulty with the English language. In dealing with these challenges, EOIR will treat all persons with respect, courtesy, and cultural sensitivity. EOIR is committed to providing high quality customer service regardless of whether the alien or practitioner contacts the agency by phone or Internet, seeks information in person at one of EOIR's offices, or appears before one of EOIR's tribunals.

➤ ***Objective 2.1: Create a culture of customer service as an integral, permanent component of EOIR programs.***

Customer service is a high priority for EOIR. EOIR will continue to move toward creating an organizational culture that supports customer service by providing employees with training and adequate resources to provide high quality service to its customers. The agency needs to recognize the diversity of the persons who appear before EOIR's tribunals and take actions as necessary to ensure that appropriate special needs are met.

---

## Executive Office for Immigration Review Strategic Plan Fiscal Years 2008-2013

---

EOIR also will attempt to make the courts more accessible by expanding the use of video and telephonic hearings in appropriate situations.

Another important area of customer service concerns requests under the Freedom of Information Act (FOIA). EOIR will process all FOIA requests with an emphasis on customer service to the requesters and on teamwork with other agencies' FOIA components. In addition, EOIR will strive to comply with statutory requirements and goals for timeliness and responsiveness, including a reduction in the percentage of cases processed beyond the statutorily required time periods.

EOIR components will strive to provide outstanding customer service to internal customers by providing timely responses to statistical requests and information technology issues.

Measure for Objective 2.1
---------------------------

Measure:	Number of backlogged FOIA requests and average length of time pending.
----------	--

➤ ***Objective 2.2: Provide information resources and services to appropriate individuals and entities.***

By providing timely, consistent, and accurate information to its customers, EOIR will reduce the frequency of redundant contact between EOIR and its customers. EOIR will continue to maintain the 1-800 number for individuals to check on the status of their next hearing, and the organization will enhance that capability by providing an electronic avenue as well.

EOIR will increase the amount of useful information on its web site, including the Virtual Law Library. EOIR also will continue to provide user-friendly materials, such as the BIA Practice Manual and the OCIJ Practice Manual, to assist immigration law practitioners before EOIR's tribunals. EOIR will add information to its web site, within federal privacy guidelines, when the agency determines that an issue has been raised a certain number of times through the FOIA process.

EOIR also will enhance public awareness of and confidence in EOIR's attorney discipline program. It will do so through its notices on the EOIR Internet site, as well as internally through the Fraud and Abuse Program within the Office of General Counsel.

---

**Executive Office for Immigration Review  
Strategic Plan Fiscal Years 2008-2013**

---

Milestone for Objective 2.2

Measure:	Ensure that EOIR's web site is continually updated and contains current press releases, policy guidance, and precedent decisions.
----------	---

**Goal 3: Implement electronic filing to achieve excellence in management, administration, and customer service.**

In this era of rapid technological development, EOIR's adjudicators and other staff increasingly rely on a wide range of technologies to do their work. Integrating constantly evolving technologies to enhance EOIR's adjudicative and administrative functions will be an ongoing challenge. To meet this challenge, EOIR is engaged in a multi-year, multi-phased project, termed eWorld, to make the transition from paper to electronic documents for its official records. As eWorld implementation progresses, other government agencies, attorneys, parties to immigration cases, and interested persons will be able, as authorized, to submit materials electronically to EOIR's adjudication components. Upon full implementation, most filings will be processed in electronic form. EOIR adjudicators and staff will use the electronic records in their work. Progress toward achievement of this goal will lead to success in EOIR's primary mission-oriented goal of adjudicating cases in a timely and fair manner.

➤ ***Objective 3.1: Implement a Digital Audio Recording (DAR) system.***

EOIR is moving toward implementation of a digital recording system to replace the antiquated analog recording equipment that historically had been used to create the official transcripts of immigration hearings. By substantially improving audio quality, digital recording technology reduces inaccuracies and eliminates inaudible and indiscernible passages. It also solves the problem of missing or damaged tapes. This will save adjudication time, as it will eliminate the need for judges to repeat a hearing because too many portions of the tape are inaudible.

When respondents file appeals with the Board, the recorded hearing will be electronically sent to transcribers in lieu of physically delivering analog tapes by courier, thereby drastically reducing the time required to receive and transfer recordings for transcription as well as reducing vulnerabilities for lost or damaged recordings. In addition, EOIR oversight and management staff will be able to access recordings of hearings within minutes of the proceeding's completion, providing new avenues for EOIR management to oversee and review immigration judges' conduct in the courtroom.

---

**Executive Office for Immigration Review  
Strategic Plan Fiscal Years 2008-2013**

---

Access to digital audio recordings directly by the DOJ Civil Division litigators, DHS, and alien attorneys/representatives will greatly enhance resolution of issues in cases in which tapes are not routinely transcribed, or in which issues regarding the sufficiency of the record have emerged.

Measure for Objective 3.1

Measure:	Status update on DAR implementation.
----------	--------------------------------------

➤ ***Objective 3.2: Implement the Immigration Review and Information Exchange System (IRIES) to facilitate collaboration within DOJ and with other government entities.***

The President's Management Agenda encourages the use of information technology to facilitate communications between agencies and with the public. IRIES will serve as the conduit through which EOIR will share data with its external business partners in the federal government. This project will enable EOIR to provide timely documents and information to law enforcement agencies.

EOIR will work with DHS to exchange information more efficiently and effectively, striving to eliminate various manual processes and enhance the accuracy of information vital to both agencies. EOIR and the Civil Division also will allow interaction between their systems for purposes of federal immigration litigation. EOIR will eliminate, or at least greatly alleviate, issues of cross jurisdiction, court frustration, and timely and effective litigation strategies by allowing EOIR data to populate Civil databases through IRIES.

Certified administrative records will be delivered electronically through IRIES, dramatically reducing shipping time frames and limiting occurrences of lost or damaged records, which will enhance the security of record delivery. By coordinating documentation and information exchanges between the various federal immigration litigation stakeholders, EOIR will be able to minimize the current frustrations, inconsistencies, and susceptibility to abuse, such as the recent examples of forged Board decisions and notices.

Measure for Objective 3.2

Measure:	Status update on IRIES implementation.
----------	--

---

**Executive Office for Immigration Review  
Strategic Plan Fiscal Years 2008-2013**

---

**Goal 4: Provide for a workforce that is skilled, diverse, committed to excellence, and exhibits the highest standards of integrity.**

The Department's Strategic Plan states that DOJ's "most important resource is its people.... The DOJ mission and our strategic goals could not be achieved without these loyal, skilled, and dedicated employees." Similarly, the Government Accountability Office Comptroller General has noted that "the key competitive difference in the 21<sup>st</sup> century will be people. It will not be process. It will not be technology. It will be people." EOIR's largest expenditure each year is in the area of personnel services and benefits. EOIR must continue to view its employees as a resource to be managed carefully. EOIR's managers need to view training as an investment in the agency's future.

► ***Objective 4.1: Foster integrity and accountability to ensure public trust in EOIR's case adjudications and managerial practices.***

In order to be effective and to engender public trust and confidence in EOIR's decisions, employees need to be held accountable for their actions. The Attorney General's review of EOIR in 2006 highlighted the importance of judicial temperament for agency adjudicators. EOIR managers will promote integrity, economy, efficiency, and effectiveness within the agency. It is important that those who appear before EOIR's tribunals have trust in the agency and in the work that it does.

EOIR will maintain a robust Ethics program, providing training to employees and answering questions promptly. EOIR's Employee and Labor Relations program will provide outstanding service and accurate advice to EOIR's management officials regarding employee conduct, grievances, and management/labor relations. In addition, EOIR will ensure an effective Equal Employment Opportunity (EEO) consultation, resolution, and complaint process.

Milestone for Objective 4.1
-----------------------------

Measure:	Finalize and implement a process for the intake, tracking, and resolution of complaints against immigration judges and Board members.
----------	---



---

**Executive Office for Immigration Review**  
**Strategic Plan Fiscal Years 2008-2013**

---

➤ ***Objective 4.2: Improve the strategic management of human capital.***

The most valuable asset that EOIR has is its employees. Workforce analysis and succession planning are extremely important to the agency to ensure that operations can continue despite turnover in the staff. EOIR will implement plans to strengthen employee skills and to replenish the workforce through strategic recruitment initiatives to recruit for the skill sets needed for the future.

In order to recruit and retain highly qualified individuals, EOIR will continue the policies that make the agency a desirable place to work. To that end, EOIR will emphasize being a “family friendly” workplace by providing a wide range of work life options for its employees, where feasible, recognizing that different operational units within the agency have different staffing needs. The agency also will promote initiatives that support employees in balancing the demands of their professional and personal lives.

EOIR will continue to support efforts to promote diversity, ensuring that its management and staff reflect the diverse ethnic and racial cultures that make this nation great. To that end, EOIR will strive to make opportunities available to the fullest extent for women, minorities, and persons with disabilities.

Milestone for Objective 4.2
-----------------------------

Milestone:	Creation of staffing plans for each office that take into account new skills needed to achieve EOIR’s mission in the future.
------------	--