



U.S. Citizenship and Immigration Services

RAIO DIRECTORATE – OFFICER TRAINING

RAIO Combined Training Program

CORE VALUES AND GUIDING PRINCIPLES FOR RAIO EMPLOYEES

TRAINING MODULE

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CORE VALUES AND GUIDING PRINCIPLES FOR RAIO EMPLOYEES

Training Module

MODULE DESCRIPTION

This module provides an overview of the RAIO Directorate, its structure, mission, core values, and guiding principles.

TERMINAL PERFORMANCE OBJECTIVE(S)

In working to fulfill the mission of the Refugee, Asylum, and International Operations Directorate (RAIO), you, as an officer at RAIO, will recognize the core values and guiding principles of the Directorate, and understand how the concrete goals set by management are used to measure success in fulfilling the mission.

ENABLING PERFORMANCE OBJECTIVES

1. Describe the mission of RAIO.
2. Examine the goals that RAIO endeavors to achieve consistent with DHS and USCIS strategic goals and USCIS core values.
3. Explain the guiding principles and core values to which RAIO adheres.
4. Identify the unique role that RAIO plays within USCIS and the overall protection environment.

INSTRUCTIONAL METHODS

Interactive presentation

Discussion

Practical exercises

METHOD(S) OF EVALUATION

N/A

REQUIRED READING

Required Reading – International and Refugee Adjudications

Required Reading – Asylum Adjudications

ADDITIONAL RESOURCES

Additional Resources – International and Refugee Adjudications

Additional Resources – Asylum Adjudications

SCHEDULE OF REVISIONS

Date	Section (Number and Name)	Brief Description of Changes	Made By
09/10/2014	Entire Lesson Plan	Lesson Plan published	RAIO Training
10/21/2019	Throughout document	Updated mission statement, description of program offices, and RAIO structure	Associate Director's Office
12/20/2019	Entire Lesson Plan	Minor edits to reflect changes in organizational structure of RAIO; no substantive updates	RAIO Training
07/22/2020	Throughout document	Added Section 4: RAIO Collective Commitments; Added Practical Exercise #2	Associate Director's Office

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Throughout this training module, you will come across references to adjudication-specific supplemental information located at the end of the module, as well as links to documents that contain adjudication-specific, detailed information. You are responsible for knowing the information in the referenced material that pertains to the adjudications you will be performing.

For easy reference, supplements for international and refugee adjudications are in pink, and supplements for asylum adjudications are in yellow.

1 RAIO OVERVIEW

The Refugee, Asylum and International Operations Directorate (RAIO) is responsible for assessing requests for protection and humanitarian assistance and providing other immigration services to eligible persons both domestically and internationally. Our officers play a critical role in determining whether individuals are eligible for requested immigration benefits while exercising vigilance in matters involving fraud detection and national security. RAIO also maintains effective intergovernmental liaisons; engages in consultations for capacity building of protection systems in other countries; implements bilateral information sharing agreements for identity management and confidentiality; and helps to advance the U.S. government's strategic priorities in the international and refugee protection arenas.

RAIO's mission fits comfortably within the broader USCIS mission, while filling a distinct role within USCIS:

USCIS MISSION

U.S. Citizenship and Immigration Services administers the nation's lawful immigration system, safeguarding its integrity and promise by efficiently and fairly adjudicating requests for immigration benefits while protecting Americans, securing the homeland, and honoring our values.

RAIO MISSION

The Refugee, Asylum and International Operations Directorate leverages its domestic and international presence to assess protection, humanitarian, and other

immigration benefits and service requests throughout the world while combatting fraud and protecting national security.

In fulfilling its mission, RAIO works to support the strategic goals set by USCIS:

1. Strengthen our investment in an empowered workforce to better accomplish the agency's mission;
2. Safeguard the homeland by deterring, detecting, and addressing vulnerabilities in the immigration system;
3. Ensure fair and efficient adjudication of benefits and delivery of information; and
4. Continuously improve key processes, programs, and systems.

In order to understand RAIO's role in helping the agency realize these strategic goals, it is important to be familiar with the [RAIO Operating Plan](#). The goals and objectives set out in the RAIO Operating Plan are aligned with the USCIS strategic goals and informed by the DHS strategic goals. Reviewing the RAIO Operating Plan will assist you in understanding your specific role and how it contributes to the RAIO mission.

[RAIO's organizational structure](#) consists of two operational divisions and a Directorate-level management support organization made up of seven program offices and the Associate Director's office. RAIO is authorized positions for over 2,000 employees, with offices located throughout the United States and internationally ([click here for global map of RAIO operations](#)). Domestically, RAIO has Asylum field offices and sub-offices, a Vetting Center, and Headquarters units in Washington, D.C. Internationally, RAIO maintains field offices and conducts refugee interviews on processing trips to countries around the world.

1.1 Operational Divisions

The **Asylum Division (Asylum)** adjudicates affirmative asylum applications for people who are already in the United States and, generally, are not already in removal proceedings. The Asylum Division also adjudicates applications to suspend deportation or cancel removal under the Nicaraguan Adjustment and Central American Relief Act (NACARA) and processes domestic I-730 follow-to-join petitions filed by refugees for their family members.

Additionally, the Asylum Division conducts credible fear screenings for people placed in expedited removal; reasonable fear screenings for people subject to final administrative removal orders or reinstatement of prior removal orders; screenings for people processed under the Migrant Protection Protocols; and screening functions under bilateral asylum cooperative agreements.

In performing this work, the Asylum Division preserves the integrity of its processing by incorporating mandatory biographic and biometric security checks and working in conjunction with Fraud Detection and National Security teams in each of its offices and jurisdictions.

The **International and Refugee Affairs Division (IRAD)** administers the U.S. Refugee Admissions Program (USRAP), along with the Department of State and other USRAP partners. IRAD also manages RAIO's international offices and overseas workloads. Officers in IRAD interview refugee applicants identified for possible resettlement to the United States, conduct protection screenings for certain migrants interdicted at sea, and adjudicate immigration petitions and applications, such as requests for parole for urgent humanitarian reasons or significant public benefit.

IRAD works regularly with anti-fraud, law enforcement, intelligence, and national security colleagues to protect adjudication integrity.

1.2 Program Offices

The **RAIO Adjudication Programs Coordination (APC) Program Office** provides programmatic oversight for cross-divisional work, including children's issues, Form I-730 Refugee/Asylee Relative Petitions, and Form I-131A Applications for Travel Document processing.

The **RAIO Chief of Staff (COS) Program Office** promotes a cohesive approach to managing essential support functions for RAIO in order to ensure that resources are efficiently used, messaging is consistent, and procedures are standardized. The Chief of Staff's Program Office has three branches: the Resource Management Branch, the Mission Support Branch, and the Communications and Operational Readiness Branch. The RAIO Travel Unit, within the Resource Management Branch, oversees all international travel for USCIS and administers RAIO's extensive travel requirements.

The **RAIO Fraud Detection and National Security (FDNS) Program Office** implements and coordinates USCIS's fraud detection and national security priorities within RAIO's divisions and program offices, coordinating closely with the USCIS FDNS Directorate, which establishes and manages these priorities for USCIS overall. RAIO FDNS also coordinates national security and law enforcement activities with RAIO's partners within and external to DHS.

The **RAIO Office of Innovation and Design for Enhanced Adjudication (IDEA)** aims to elevate the role of technology at RAIO by building tools that focus on adjudication efficiencies and process improvements, bridging connections between RAIO's technology and operational expertise, and further strengthening the culture of innovation and creativity among RAIO's staff. The IDEA Program Office serves as the main RAIO representative to USCIS' Office of Information Technology, coordinates RAIO's transition to digital processing, and assists with office automation and workflow enhancements, large and small.

The **RAIO Performance Management and Planning Program Office (PMP)** promotes a consistent approach to training, quality assurance, and performance management across the RAIO Directorate. PMP's RAIO Training Branch runs the RAIO foundational training program for new RAIO officers, as well as the Middle East RAIO Processing (MERP) Training. PMP's Quality Assurance Branch leads the RAIO Quality Assurance program, which measures and improves the quality and consistency of RAIO case adjudications. PMP's Performance Management Branch develops and implements the RAIO Annual Operating Plan, and conducts analysis of RAIO's Federal Employee Viewpoint Survey (FEVS) results and other employee feedback mechanisms.

The **RAIO Research Unit (RU) Program Office** compiles and disseminates information used by officers to adjudicate asylum and refugee applications. The Research Unit primarily reports on persecution of persons in other countries on account of race, religion, nationality, membership in a particular social group, or political opinion. The Research Unit also provides country conditions information used by DHS leadership when considering temporary protected status (TPS) designations.

The **RAIO Terrorism-Related Inadmissibility Grounds (TRIG) Program Office** supports all USCIS offices that adjudicate cases and chairs the USCIS TRIG Working Group. The TRIG Program Office provides training on TRIG-related issues across USCIS and is responsible for coordinating TRIG-related operational guidance and for

serving as the USCIS point of contact on all TRIG-related matters for both internal and external partners.

1.3 Directorate Initiatives

Two key Directorate initiatives reflect RAIO’s ongoing commitment to, and investment in, an employee-centric culture.

RAIO Ignite promotes employee innovation through a culture of openness to change, a willingness to welcome diverse opinions and ideas, and the desire to provide support to employees. RAIO Ignite provides an opportunity to better and more deeply understand root causes for the challenges we face and help unlock employees’ ingenuity, skills and talents to address them by using human-centered design (HCD). HCD puts people at the center of problem solving using a blend of strategy, qualitative research and entrepreneurial thinking to respond to difficult challenges.

RAIO Thrive is an in-house leadership and well-being initiative based in positive psychology and mindfulness. RAIO Thrive offers a variety of programs, trainings, and resources that engage and empower members of the RAIO workforce to maintain their health and well-being, while cultivating a culture of connection and compassion within the Directorate. The programming reflects a research-based, holistic approach to living well and flourishing by focusing on the physical, mental, and relational aspects of well-being and mindful leadership.

2 CORE VALUES OF USCIS

USCIS has identified four core values to which serve as guideposts in our work and interactions within RAIO. These values are:

- Integrity
- Respect
- Innovation
- Vigilance

2.1 Integrity

We will always strive for the highest level of **integrity** in our dealings with the public, our fellow employees, and the citizens of the United States of America. We review each case before us on its own merit and reach decisions that are based on the law and facts.

We will be ever mindful of the importance of the trust the American people have placed in us to administer the nation’s immigration system fairly, honestly, and correctly.

2.2 **Respect**

We will demonstrate **respect** in all of our actions. We will ensure that everyone we affect will be treated with dignity and courtesy regardless of the outcome of their case. We will model this principle in all of our activities with each other and the public. Through our actions, USCIS will become known as an example of respect, dignity, and courtesy.

2.3 **Innovation**

As we meet the challenges to come, we will strive to find the most effective means to accomplish our goals. We will use **innovation**, resourcefulness, creativity, and sound management principles to strive for world-class results. We will approach every challenge with a balance of enthusiasm and wisdom in our effort to fulfill our vision.

2.4 **Vigilance**

In this era of increased global threats and security challenges, we will remain mindful of our obligation to provide immigration services in a manner that strengthens and enhances our nation’s security. We will exercise **vigilance** as we perform our mission. We will carefully administer every aspect of our work to uphold the security and integrity of the immigration system so that new immigrants and the public can hold in high regard the privileges and advantages of lawful presence in the United States.

3 **RAIO PRINCIPLES FOR UPHOLDING THE USCIS CORE VALUES**

- Respect all individuals and communities with whom we work irrespective of their culture, religion, or other customs and values.
- Be cognizant of the different cultures or customs you may encounter where you are residing or working so as not to compromise the image and interests of the U.S. government.
- Demonstrate respect for human rights and the right of every man, woman, and child to live in dignity free from discrimination. Provide special consideration for the most vulnerable populations, e.g., children, LGBTI individuals, and survivors of torture or gender-based violence.
- Uphold U.S. protection responsibilities and fully understand and adhere to the RAI0 role in protection and the assessment of other immigration benefit requests.

- Enhance the integrity of RAIO programs, including ensuring public safety and the security of the United States through proper administration of our immigration laws.
- Exercise sound judgment in all matters of official business, including outside the workplace, particularly when on duty overseas.
- Understand the distinct and unique roles and responsibilities of all actors in the protection environment and immigration field.
- Work collaboratively with other entities to fulfill commitments to facilitate an effective and efficient immigration process.
- Proactively facilitate access to information that may be shared with other agencies and organizations, but safeguard access to information that must remain confidential.
- Promote the safety, health, and welfare of RAIO employees engaged in work domestically and abroad.
- Exhibit the highest standard of integrity at all times and expect the same from peers, superiors, and subordinates.
- Uphold your duty to report allegations of waste, fraud, and abuse.
- Alert proper authorities when learning of serious abuse or violations of human rights.
- Uphold your duty to immediately report allegations of misconduct to the USCIS Office of Security and Integrity (OSI) and/or the Department of Homeland Security's (DHS) Office of Inspector General (OIG).

4 RAIO COLLECTIVE COMMITMENTS¹

In October 2019, the RAIO workforce was asked to select a set of six operating agreements that would be used to help shape RAIO culture and form the basis of

¹ All images used in this section were purchased through a monthly Pro Stock Media subscription to Canva.com and are licensed under section 1.e. of Canva's One Design Use License Agreement, available at <https://about.canva.com/license-agreements/onedesign/>. The artist information is as follows: Rest Play Recovery- Market Place Designers; Radical Responsibility- DAPA Images; Shared Purpose- gstudioimagen; Courageous Communication – jemastock; Curiosity and Learning – DAPA Images; Belonging- djvstock

leadership, well-being, and engagement initiatives moving forward. The six selected agreements are:



The agreements, known as the [RAIO Collective Commitments](#), were written to reflect what it looks like when individuals are operating from “above the line” in that commitment, as well as a statement showing what it looks like when individuals are operating from “below the line.” When we are “above the line,” we operate with a growth mindset – a place of curiosity, openness and non-judgment. When we are “below the line,” we operate with a fixed mindset – a place of defensiveness, judgement and reaction.

The purpose of this effort was to build a common understanding of RAIO culture, and to encourage all members of the workforce to be more intentional about how they show up for themselves and others, both within and outside of the workplace. Showing up intentionally means understanding one’s own mindset and the location from which one is operating (above or below the line) at any given moment. This self-awareness is fundamental to creating greater cohesion as a work unit.

4.1 Radical Responsibility

Above the line: I commit to taking full responsibility for myself, the circumstances of my life, and my physical, emotional, and mental well-being. I commit to owning my mistakes, apologizing and making amends. I commit to supporting others to take full responsibility for their lives.

Below the line: I commit to blaming and shaming others and myself for what is wrong in the world. I commit to being a victim, villain or hero, and taking less than 100% responsibility for my actions. I commit to judging others and myself.



This Collective Commitment focuses on taking ownership and responsibility for how an individual reacts to certain situations, particularly during times of adversity. With radical responsibility, an individual does not simply accept or deal with everything bad or unfair that may have happened, but rather the individual takes responsibility for their part, for how they handle the challenges, and how they show up to make themselves part of the solution. When individuals commit to radical responsibility, they open a world of possibility for moving through adversity, mistakes, and circumstances of life. This commitment is foundational for all the others, but it is not always easy to live by.

4.2 Courageous Communication

Above the line: I commit to talking straight and taking action. I commit to addressing issues head on and holding people accountable with compassion. I commit to being impeccable with my word and following through on what I say with my actions.



Below the line: I commit to spending time and energy dodging conflict, discomfort, confrontation, or the potential for shame, hurt or criticism. I commit to avoiding the tough conversations and hiding behind mixed messages and passive-aggressiveness.

This Collective Commitment focuses on something that has always been a core part of the RAIO culture - integrity. Courageous communication focuses on the integrity of saying what one does and doing what one says. Courageous communication is about leaning into vulnerability, curiosity, and generosity in order to have the needed conversations, even when they may be difficult or feel uncomfortable. With courageous communication, everyone can move forward through a conflict together, with respect and

compassion. Courageous communication gives the other person the respect of honest communication and clear expectations, and an opportunity for them to repair or understand the situation. This requires intentional listening – hearing what the other person is really saying and being aware of biases that might cloud one’s interpretation.

4.3 Belonging & Inclusivity

Above the line: I commit to cultivate a culture of belonging, inclusivity and diverse perspectives. I commit to ensuring that people can be themselves and feel a sense of belonging by recognizing achievement, validating contribution, developing a system that includes power with, power to, and power within, and knowing our own value.



Below the line: I commit to tolerating discrimination, echo chambers, and a “fitting-in” culture. I commit to changing myself to fit in and be accepted. I commit to finding ways to make people conform to my ideas and ways of being. I commit to creating a culture where contributions are discouraged and people are afraid to share their own thoughts or ideas.

This Collective Commitment focuses on the power that community and a culture of belonging can bring to the workplace. Wanting to belong is a fundamental human quality; research indicates that individuals are motivated to behave in a way that fosters connection and belonging. The feeling of belonging engenders a sense of trust and support so that everyone can freely express their ideas and engage without fear of losing respect or support. This enables everyone to reach better outcomes because it creates a brave space for creativity, respectful dissent, and an opportunity to identify and address misperceptions. This commitment truly focuses on seeing and appreciating everyone that makes up RAIO, not only for their abilities and accomplishments, but for their uniqueness and the diversity in perspectives that they each bring.

4.4 Shared Purpose & Commitment

Above the line: I commit to cultivating a culture of shared purpose and commitment. I commit to taking the time to explain the “why” behind decisions and strategies and tying deliverables to our purpose to help us achieve our goals through shared commitment to purpose and mission. I commit to giving myself and my colleagues the space and the trust to stretch and learn, allowing joy and creativity to be found in even small tasks.



Below the line: I commit to leading for compliance and control and reducing work to tasks and to-dos. I commit to micromanaging others and calling them out when they don't get the task right. I commit to holding on to power and authority and only pushing out responsibility, knowing that I'm the only one who can do things right.

Shared purpose and commitment involves co-creation of work goals and vision. It encourages everyone to use their voice and rejects control and compliance-based leadership and micromanagement. By creating a shared purpose in the workplace, all of us can gain a better understanding of the challenges others are facing and operation with more empathy. By inviting others collaborate on defining goals and end states, each of us can better understand the needs and visions of those around us. When one decides to co-create, a system is created where leaders define the why and allow their teams to determine the how, resulting in more innovation and efficiencies. Working through decision making and planning together helps create shared purpose and commitment. It allows everyone at all levels to experience a sense of agency and joy in accomplishing even small tasks. RAIO Ignite and IDEA are two great examples of how the RAIO Directorate continues to promote collaborative innovation at all levels.

4.5 Curiosity & Learning

Above the line: I commit to being a learner and shifting from wanting to “be right” to wanting to “get it right.” I commit to growing in my self-awareness and using curiosity as a path to learning. I commit to regarding every interaction as an opportunity to learn and grow.



Below the line: I commit to being a knower and always being right. I commit to upholding cultural norms that only value the input of a few individuals. I commit to protecting myself from feeling shame by posturing and being defensive.

Committing to learning and curiosity encourages individuals to be open and curious and view each experience as an opportunity for growth. This Collective Commitment promotes a mental shift from wanting to “be right” to wanting to “get it right.” This requires vulnerability, courage, and a willingness to understand that while pioneers generally make mistakes, they also pave the way forward. Committing to a culture of curiosity and learning also means not just doing things a particular way because that is the way it has always been; but rather being open and exploring new ways of doing things that help achieve goals in new and creative ways.

4.6 Rest, Play & Recovery

Above the line: I commit to modeling and supporting rest, play, and recovery. I commit to living a life of meaning and contribution and being intentional about cultivating sleep and play. I commit to letting go of exhaustion, busyness, and productivity as status symbols and measures of self-worth. I commit to supporting people in upholding their boundaries to create greater work/life harmony.



Below the line: I commit to rewarding exhaustion as a status symbol and attaching productivity to self-worth. I commit to seeing my life as serious; it requires hard work, effort, and struggle. I see play and rest as distractions from effectiveness and efficiency.

Committing to rest, play & recovery is a commitment to self-care. Everyone’s version of self-care is unique and is made up of those things that help one recharge and connect to

the joy in life. Ample documentation demonstrates that downtime replenishes the brain’s stores of attention and motivation, encourages productivity and creativity, and is essential to achieving the highest levels of performance and being present to everyday moments. Rest, play & recovery offers a sense of engagement and pleasure, as it takes an individual out of time and place, and focuses on the importance of experiencing rather than producing. Integrating rest, play, and recovery into daily life allows for greater creativity and moments of flow, allowing one to capitalize on the energy of the moment and producing better results, while having fun along the way.

From in-house mindfulness programs and positive psychology-based training programs, to community coffee chats and parenting support forums, the RAIO Directorate believes in taking a holistic approach to work and life with the belief that a healthy and happy workforce is the key to achieving our collective mission.

5 AS AN EMPLOYEE OF THE U.S. GOVERNMENT

As an employee at RAIO, you have been entrusted with enormous responsibility by the U.S. government. You must conduct yourself at all times, both while at the workplace and at all other times, with the utmost professionalism and integrity. You may not engage in any outside activity or business that directly or indirectly conflicts with the performance of your duties.

When abroad, your workdays and personal days are similar to that of Foreign Service Officers of the Department of State or Peace Corps Volunteers – workdays and personal days are not divided by a bright line with separate rules and responsibilities. Rather, you must maintain the highest standards of integrity and professional conduct 24 hours per day, 7 days per week, in the international environment. Conduct that shows poor judgment or lack of discretion that may affect an individual’s or the Agency’s ability to carry out its mission is not acceptable.

5.1 Oath of Office

All new USCIS federal employees take an Oath of Office as part of the New Employee Orientation Program. In taking this Oath, you are agreeing to serve your country with integrity and vigilance, mindful of the confidence and trust placed in you by your fellow Americans.

Oath of Office

I, [name], do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.

—5 U.S.C. § 3331

When taking the Oath of Office you are assuming a position of public trust. It is your duty to uphold the Constitution, laws, and regulations of the United States and never be a party to their evasion. You must put loyalty to the highest moral principles and to country above loyalty to any persons, party, or department, and it is incumbent upon you to safeguard information that is learned in the performance of your duties.

Furthermore, when taking the oath, you are affirming your commitment to ensure the integrity of the immigration process and to conduct yourself with professionalism and integrity at all times. We must all do our part to live up to our Oath of Office and strive to protect our workplaces from the serious harm caused by cases of corruption and bribery. As a RAIO employee, you have a responsibility to abide by the core values of USCIS and guiding principles of RAIO, described in this document.

Our work is too important, and our reputation too valuable, to allow for the USCIS name to be tarnished. It's up to each of us to do our part to be vigilant and mindful of the confidence placed upon us by our fellow Americans.

—USCIS Senior Leadership

5.2 Reporting Allegations of Misconduct

All USCIS employees have a duty to report allegations of misconduct by both USCIS employees and contractors. Examples of alleged misconduct that must be reported immediately to OSI and/or DHS OIG include, but are not limited to:

- Fraud, corruption, bribery, and embezzlement,
- Theft or misuse of funds and theft of government property,

- Perjury,
- Physical assault,
- Unauthorized release of classified information,
- Drug use/possession,
- Unauthorized use/misuse of sensitive official government databases,
- Misuse of official position for private gain,
- Misuse of a government vehicle or property,
- Failure to properly account for government funds,
- Unauthorized use/misuse of a government purchase or travel card,
- Falsification of travel documents,
- Falsification of employment application documents,
- Misconduct by an employee at the GS-15 level or higher, and
- Arrest of an employee or contractor by law enforcement personnel, including your own arrest.

5.3 How to Report Misconduct to OSI Investigations

Allegations of misconduct are to be reported immediately to OSI by any of the following methods:

- Completing the [USCIS Employee Misconduct Reporting Form](#) online through the USCIS intranet,
- Faxing allegations to OSI at 802-860-6916 using the printable Employee Misconduct Reporting Form, or
- Mailing allegations to OSI at the following address:

Chief, Investigations Division
Office of Security and Integrity MS 2275
U.S. Citizenship and Immigration Services
633 Third Street NW, 3rd Floor
Washington, DC 20529-2275

An employee or contractor may also report any allegation to the DHS Office of the Inspector General by any of the following methods:

- Reporting through the online DHS Hotline Complaint Form,
- Calling the toll-free DHS Hotline at 1-800-323-8603 (TTY: 1-844-889-4357),
- Faxing the OIG at 202-254-4297, or
- Mailing the OIG at the following address:

DHS Office of Inspector General/MAIL STOP 0305
Attention: Office of Integrity & Quality Oversight - Hotline
245 Murray Lane SW
Washington, DC 20528-0305

What happens next?

Depending upon the nature of the allegations, OSI may:

- Refer the matter as required to the DHS OIG for review and investigative determination,
- Conduct an investigation,
- Refer the matter for an official Management Inquiry, or
- Refer the matter to the appropriate USCIS manager for information and action as necessary.

Employees may be subject to disciplinary or adverse action, up to and including removal from the Federal Service, for substantiated misconduct.

PRACTICAL EXERCISES

Practical Exercise # 1

In order to demonstrate your knowledge of the USCIS core values and RAIO guiding principles, please think of the types of situations you may encounter on the job that will require you to apply these values and principles.

Practical Exercise #2

RAIO Collective Commitments

PART 1 - Begin by watching the Above the Line / Below the Line [video](#) to learn more about the model upon which the Collective Commitments are based and answer the following questions;

- (a) Why do we strive towards operating from above the line?
- (b) Think of a time when you were below the line. Based on what you know now, what steps could you have taken to bring yourself above the line?

PART 2 – Watch the RAIO Collective Commitments [video](#) produced by RAIO Thrive, featuring members of RAIO leadership – and other familiar faces – speaking about each commitment and what it means to them.

- (a) Which Collective Commitment most resonates with you?
- (b) What are two things you can do this week to being integrating one or more of the Collective Commitments into your life at RAIO?
- (c) Ask your supervisor for a pledge card to commit to the RAIO Collective Commitments.

OTHER MATERIALS

There are no other materials for this module.

SUPPLEMENT A – INTERNATIONAL AND REFUGEE ADJUDICATIONS

The following information is specific to international and refugee adjudications. Information in each text box contains adjudication-specific procedures and guidelines related to the section from the Training Module referenced in the subheading of the supplement text box.

REQUIRED READING**ADDITIONAL RESOURCES****SUPPLEMENTS**

There are no International and Refugee Adjudications supplements.

SUPPLEMENT B – ASYLUM ADJUDICATIONS

The following information is specific to asylum adjudications. Information in each text box contains adjudication-specific procedures and guidelines related to the section from the Training Module referenced in the subheading of the supplement text box.

REQUIRED READING

ADDITIONAL RESOURCES

SUPPLEMENTS

There are no Asylum Adjudications supplements.