



Client: U.S. Dept. of Homeland Security • Port Isabel, TX

LOWEST PERFORMING OUTPOST RISES TO ONE OF THE BEST

Challenges

- The Detention and Removal Facility at Port Isabel, Texas was the lowest performing of the 12 Immigration and Customs Enforcement (ICE) processing centers. A workforce of 250 officers oversaw detention, care, and repatriation or incarceration of over 800 illegal immigrants, from nearly every country in the world. 200+ new illegals processed and housed regularly.
- Non-compliance with American Correction Association Standards:
 - Length of detainee stay - beyond set guidelines
 - Poor accountability for location of detainees, with two recent escapes
 - Severe overcrowding
 - Excessive rework due to redundant paperwork and inefficient processes
 - Poor security at entry point to facility
 - Lack of adequate control of equipment including utensils that could be weaponized
 - Delays in granting detainees access to the immigration court
 - Corruption among staff, including bribery, sexual misconduct, nepotism
 - Inadequately trained supervisors
 - Limited use of automation
- Dedicated staff, but low morale, distrust of leadership, no empowerment, sense of isolation

Signature Solutions

- Conducted structured interviews with randomly selected employees and managers
- Operation Deep Dive - Embedded with leadership and staff, observed work processes, sat in on leadership and staff meetings, identified communication gaps, disconnects and process failures
- Conducted Leadership Frameworks workshop for 100% of leadership/management
- Conducted Grass Roots Innovation (GRI) workshops to engage the front line - 75% of front-line staff participated, identified key problems and developed and implemented tangible solutions

Results

- Achieved a score of 95% on the subsequent ACA accreditation review
- Improved out-processing time of detainees by 50%
- Reduced detainee detention time by 66%
- Reduced process failures and re-work by 75%
- Annual savings of \$1M due to new processes
- New leadership put into place
- Reward and recognition programs implemented
- Morale and empowerment took hold as workers implemented their own process improvements
- Supervisors received regular management and technical training
- Promotion opportunities for supervisors into management positions

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