

ICE Leverages Supply Chain Best Practices to Improve Operational Efficiencies

Capgemini Government Solutions provides critical planning, reporting and analysis services to Immigration and Customs Enforcement (ICE)

The Situation

Enforcement and Removal Operations (ERO), a division of the Department of Homeland Security's (DHS) Immigration and Customs Enforcement (ICE) agency is the primary enforcement arm within ICE for the identification, apprehension, and removal of illegal aliens from the United States. The resources and expertise of ERO are used to identify and apprehend fugitive and convicted criminal aliens, manage them while in custody, facilitate processing through immigration courts, and to enforce orders of removal from the United States.

The Solution

Capgemini has leveraged supply chain best practices to help ERO become more efficient across many aspects of the organization. It assisted ERO with strategy, capacity and transportation planning as well as forecasting, information management, emergency management, systems modernization and detention

standards compliance. Capgemini has employed resources within ERO to truly understand operations and bring expertise from other agencies and industry to implement solutions that increase productivity and reduce costs.

The Result

The team from Capgemini is working closely with ERO to help it minimize the time required and the cost incurred to remove all removable illegal aliens from the US.

How ERO and Capgemini Worked Together

Capgemini currently plays a critical role in assisting ERO with multiple aspects of strategy development, capacity planning and forecasting for its network of approximately 30,000 detainee beds at over 200



locations across the United States. These solutions were developed in close collaboration with Headquarters and the 24 ERO Field Offices to ensure a balanced approach that reflects both policy and operational requirements. The support has included creation of custom-built forecasting tools and data models to provide multi-year forecasts that are adaptive to changes in DHS immigration policies. Capgemini currently assists ERO in defining bed capacity and transportation requirements to support the needs of ERO and its mission. A major component of this work is supporting Detention Reform initiatives, including the development and evaluation of detention facility location scorecards.

Information Management

Capgemini currently assists ERO with data analysis, metrics development, reporting and communications for both internal and external audiences. Capgemini's expertise in data analysis has helped ERO validate that intelligent decisions can be made based on the availability of current and accurate data.

Emergency Management

Capgemini has developed solutions to strengthen ERO's emergency management capabilities. Solutions include Incident Management Planning and Coordination, Exercise Support, Education and Training, Incident Response, and Recovery.

Capgemini's incident management support services have added value by allowing ERO to take a more proactive stance to crisis and incident management. The approach has encouraged a posture that anticipates and prepares for any event that may affect its operations. With a program of risk assessment, risk control, planning, preparation, and continual education of the leadership and the workforce in place, ERO is now in an optimal position to realize the benefits of a comprehensive, commonsense approach to incident management, namely: a reduced risk profile, reduced downtime, cost avoidance through prevention of loss, and full compliance with Federal law and directives. The presence of Capgemini emergency management consultants with ERO personnel during crisis response, would help the client return to normal

operations in the shortest possible time. Finally, Capgemini's support in the crisis recovery phase – its reporting on lessons learned and its drive to resolve issues through a robust corrective action program – would help the client avoid repeating similar costly errors in the future.

Systems Modernization

Capgemini has supported ERO's effort to modernize its IT systems by performing an analysis of what industry reservation, tracking, and transportation solutions could be used to meet ERO's business needs in managing the detainee removal process. An analysis of the as-is business processes of detention bed space management and detainee tracking and transport was performed through visits to each of the 24 ERO field offices. Capgemini's expertise of current industry solutions was used to develop requirements for a Bed Space Tracking & Transportation (BST&T) system featuring a combination of Commercial off-the-shelf (COTS) software packages and custom developed solutions.

Detention Standards Compliance The Capgemini team currently assists ERO in validating that all facilities used to

house detainees comply with mandated detention standards. Capgemini developed a caseload process management tool which enabled ERO to take charge of facility inspections operations and afforded them an opportunity to plan ahead.

Use of the Accelerated Solution Environment helps drive collaboration and innovation

Capgemini has used its patented Accelerated Solutions Environment (ASE) to drive collaboration and innovation multiple times assisting ERO to develop rapid solutions to complex business problems. The ASE has been used to develop concepts of operations, systems requirements and standardized processes. Additionally, the ICE Secure Communities initiative to identify and remove criminal aliens has utilized the ASE multiple times to gain consensus with a large group of stakeholders on how to improve the Enforcement and Removal process for criminal aliens. ERO has benefited through the ASE by developing solutions with reduced risk and increased stakeholder buy-in which accelerates planning and drives collaboration across working groups.



About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called

Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in 40 countries, Capgemini reported 2010 global revenues of EUR 8.7 billion and employs over 112,000 people worldwide.

More information is available at www.capgemini-gs.com

Capgemini US
Public Sector
Supply Chain Management
Accelerated Solutions Environment

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Immigration and Customs Enforcement is the principal investigative arm of the U.S. Department of Homeland Security (DHS) and the second largest investigative agency

in the federal government. ICE now has more than 20,000 employees in more than 400 offices in the United States and 46 foreign countries.

More information is available at www.ice.gov