



U.S. Citizenship  
and Immigration  
Services

## Joint Memorandum

To: All USCIS Employees

Date: April 13, 2007

Re: Collaborative Labor-Management Relationship

Senior leadership of U.S. Citizenship and Immigration Services (USCIS) and the American Federation of Government Employees, AFL-CIO (AFGE) are proud to announce that the agency and the labor organization have agreed to strengthen their already close working relationship. The primary objective of this effort is to improve labor-management relations and establish USCIS as a Federal Government "Employer of Choice."

The parties have agreed that Robert Tobias and Erin Baillie, both skilled facilitators, will assist in this effort. As a first step, both USCIS and AFGE have authorized the independent collection of information on the current labor-management relationship within USCIS to serve as a baseline for the facilitators' work. As part of that process, the facilitators will travel to USCIS offices in Vermont, Dallas, and California during April and May. Specific arrangements for meetings will be made with affected offices and local unions in the very near future.

Following data collection, the representatives of both parties will meet to identify a plan to implement a more efficient and effective USCIS/AFGE labor-management relationship. Our common goals are to empower all USCIS employees with the tools and skills to better accomplish their mission, and to enhance mutual respect for one another. The parties recognize the importance of working closely together for the purpose of promoting and improving a cooperative relationship by developing meaningful solutions to workplace issues.

Handwritten signature of Emilio Gonzalez in black ink.

Emilio Gonzalez  
Director  
U.S. Citizenship and Immigration Services

Handwritten signature of John Gage in black ink.

John Gage  
National President  
American Federation of Government  
Employees, AFL-CIO