

Memorandum



SR 79/3-C

DATE: April 21, 1980

TO : District Directors and Officers in Charge
Southern Region

FROM : Durward E. Powell, Jr., Regional Commissioner
Dallas, Texas

SUBJECT: Dispensing of Information and Adjudications Decision Making

While Chapter II, Immigration Inspector Handbook, sets forth pertinent and excellent guidance for Service adjudicators, it does not touch fully upon attitudes or the manner in which adjudicators should view the decision-making process. Admittedly, each individual differs in some small way from every other individual in getting the job done.

The purpose of this communication is to share with you my personal approach to dispensing information and to adjudications decision making. Your understanding of my views could be helpful to all of us in terms of avoiding misunderstandings in the future, and will provide a base from which you may know my expectations of each of you. It is important to establish two personal concepts of mine which will be points of continuing reference for you. My INS experience has taught me that most of INS Examinations clientele are honest, hard-working people, not interested in fraud or obtaining any benefit for which they cannot qualify; and second, I demand objectivity and professionalism on the job, not only from myself but from each of you.

All of this leads me to the point of this writing. Attitudes toward our clientele and adjudications decision making, in some instances, in this Region are not realistic nor justifiably correct. Adjudicators, Inspectors and information employees are not guardians of the treasury of information on Immigration benefits, whose function is to dispense reluctantly that narrow portion of the treasury which relates to a specific inquiry. Rather, all of us are, or should be, dispensers of total information tailored to the entirety of each applicant's situation. Tell them freely and openly not only what they are not eligible for, but what they may be eligible for.

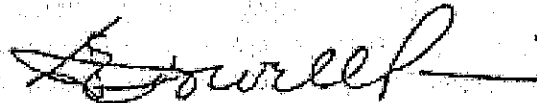
The decision maker in adjudicating applications and petitions should not attitudinally approach the process, either consciously or unconsciously,



in an adversary manner or looking for a reason to deny. Rather, we should all, with our broad knowledge of law and policy, approach them attitudinally, in a friendly professional manner, looking for a way to approve them. With this philosophy, when we have to deny because we cannot approve, we have truly accomplished our decision-making mission, leaving the applicant convinced that all facts in his favor have been fully explored. All of our denials will then stand alone and we can take pride in the true objectivity of such decisions.

I ask each of you to join with me in this line of thinking. The individual reward of self-satisfaction will more than compensate for any attitudinal change you may have to make. The effect of total Regional thrust along this philosophical line will result in better decisions, fewer appeals, and greater productivity.

Copies of this memorandum should be furnished by each of you to every employee in your jurisdiction who is engaged in the above activities.



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