



U.S. Department of Justice
Immigration and Naturalization Service

Office of the Commissioner

425 I Street NW
Washington, DC 20536

March 22, 2002

MEMORANDUM FOR ALL REGIONAL DIRECTORS
ALL DISTRICT DIRECTORS

FROM: James W. Ziglar /s/
Commissioner
Immigration and Naturalization Service

SUBJECT: Zero Tolerance Policy

Effective immediately, I am implementing a zero tolerance policy with regard to INS employees who fail to abide by Headquarters-issued policy and field instructions. I would like to make it clear that disregarding field guidance or other INS policy will not be tolerated. The days of looking the other way are over.

Regional Directors and District Directors are expected to read and understand all field guidance and then it is their responsibility to ensure that the substance of all field guidance is properly and effectively communicated to all personnel, in a timely manner.

It is also imperative that each employee review and understand issued field guidance. Each supervisor is to ensure that each employee has not only read the field guidance, but that they are also implementing the guidance. Individuals who fail to abide by issued field guidance or other INS policy will be disciplined appropriately.