



ICITAP STRUCTURE & STAFFING

U. S. Department of Justice
Criminal Division
*International Criminal Investigative
Training Assistance Program*

ICITAP is based in Washington, D.C., with law enforcement development programs of varying size in foreign countries throughout the globe. The organization's large programs are managed in the field by full-time federal staff or contractors, while programs too small to support an in-country program management position are managed from ICITAP headquarters.

Regardless of whether a program's day-to-day activities are managed in the field or from Washington, ICITAP program operations receive support and oversight from headquarters. Approximately 40 federal employees work at headquarters to provide effective, sustained programmatic and administrative oversight to ICITAP's international development missions.

HEADQUARTERS OPERATIONS

ICITAP's *program operations management units* drive the initial planning and implementation of programs, and they coordinate program operations in the field. To facilitate coordination with ICITAP's primary funding agencies, program operations management units are organized chiefly by geographic region:

- Africa, Middle East, Latin America and the Caribbean
- Asia and the Pacific
- Europe and Eurasia
- Iraq and Afghanistan

Regional program operations units are also supported from headquarters by the *Forensic Services* unit.

Management and Administrative Services ensures the effective execution of ICITAP's core management functions, including finance and budget, human resources, contract oversight, security, and administration.

Strategic Services plans and coordinates organizational development initiatives and creates information products to improve ICITAP's strategic position.

FIELD OPERATIONS

There is no "typical" ICITAP field program; however, ICITAP field offices are managed by federal employees, who serve in program manager and assistant program manager positions and are generally attached to the U.S. Embassy. Hundreds of contractual advisors, instructors, and support personnel serve ICITAP's programs worldwide.

ICITAP Field Offices (As of 6/30/08)

- **16 field offices in the following countries:**
 - Albania
 - Azerbaijan
 - Bosnia-Herzegovina
 - Colombia
 - Indonesia
 - Iraq
 - Kosovo
 - Kyrgyzstan
 - Macedonia
 - Moldova
 - Nepal
 - Pakistan
 - Philippines
 - Serbia
 - Tajikistan
 - Ukraine
- **18 federal managers**
- **Average field office size: 15 personnel***

*Iraq not factored into average.

STAFFING AND EXPERTISE

ICITAP relies upon a team of highly qualified federal employees and contractors to carry out its foreign training and technical assistance missions.

Federal Employees

ICITAP's federal employees, both at headquarters and in the field, are law enforcement and civilian professionals who possess unequaled operational and academic experience in the design and implementation of foreign law enforcement development, technical assistance, and training programs. ICITAP's federal employees have many years of experience working in federal, state, and local law enforcement agencies; in international post-conflict or peacekeeping operations; and in management and command positions. In addition, many hold advanced university degrees and/or are graduates of the FBI's National Academy and other highly regarded professional schools in the field of law enforcement.

Contractor Personnel

ICITAP currently uses a prime contract to procure the services of contractor personnel. Working closely with its prime contractor, ICITAP ensures that only the highest caliber contractual trainers and advisors are recruited, selected, and, ultimately, deployed for its training initiatives. On average, selected candidates have a minimum of eight years of experience in federal, state, or local law enforcement; forensics; or corrections. Contractor personnel also possess extensive experience and certification as law enforcement instructors, and many have executive-level leadership and management experience.

SECURITY PROCESSING

ICITAP's federal employees and contractor personnel are not only suitably qualified, but are also vetted by the Criminal Division's security program staff before they are authorized to participate in any program activity. Federal employees and selected contractor personnel working in sensitive areas receive National Security approvals. All other contractor personnel are cleared at the appropriate Public Trust Waiver level prior to being issued duty assignments.

ICITAP Law Enforcement Expertise

Thirty-three ICITAP federal employees (53% of ICITAP's federal staff) have, on average, 22 years of U.S. federal, state, and/or local law enforcement experience, and 18 of them served in executive/command positions at the rank of chief, deputy chief, commander, or director.

Four ICITAP federal employees are graduates of the FBI's National Academy.

Other Qualifications

Twenty-five ICITAP federal employees (41% of ICITAP's federal staff) possess in-country experience in post-conflict or peacekeeping missions.

Nearly 33% of ICITAP's federal employees possess active-duty military experience.

Nearly 50% of ICITAP's federal employees hold advanced degrees.