



STRATEGIC PLAN

Fiscal Years
2012-2016

OFFICE OF INSPECTOR GENERAL

DEPARTMENT OF HOMELAND SECURITY





A MESSAGE FROM THE ACTING INSPECTOR GENERAL

I am pleased to present the Office of Inspector General (OIG) Strategic Plan covering fiscal years 2012 through 2016. The OIG proudly serves the men and women of the Department of Homeland Security (DHS) and its Secretary; the President and Congress; and the American people. We serve these constituencies in our statutory role as the Department's independent oversight office, as we seek to strengthen DHS through our unified and coordinated program of audits, inspections, and investigations.

As we work to strengthen DHS, we help the Department to fulfill its vital mission of securing the Nation and keeping America safe. DHS OIG, working as one OIG, is committed to supporting DHS' critical mission, goals, and priorities, while fulfilling our statutory role of detecting and preventing fraud, waste, and abuse in the Department's programs and operations.

Our Strategic Plan charts our direction over the next 5 years and outlines how we will align our work with the DHS mission. The plan also outlines how we will assist the Department in (1) achieving its mission, goals, and priorities; (2) protecting the integrity of its programs and

operations; and (3) addressing its major management challenges through effective recommendations. Through our Strategic Plan, we pledge to provide independent oversight and promote integrity, excellence, accountability, and transparency.

We developed our Strategic Plan with the input of our management and staff, our direct customers, and our external partners and stakeholders. We also solicited contributions from our online public subscribers and Twitter followers. We also performed an analysis of our strengths, opportunities for improvement, emerging critical factors, and potential threats and challenges.

Our planning process confirmed what we already knew: our employees are our most valuable asset and are the key to accomplishing our strategic goals and outcomes. Every employee, at every level, plays a critical role in making this plan successful. As such, I am committed to providing our employees with the necessary tools and resources to fulfill our shared vision, mission, and goals. I am also committed to ensuring that our employees' responsibilities and work directly links to our Strategic Plan.

Because establishing staff and organizational accountability is another key to achieving our strategic goals, we publish annual performance plans that align with our Strategic Plan. The annual plans identify our management priorities for that fiscal year; list our planned audits, inspections, and other activities; and set challenging indicators and targets for our staff and office to achieve. We also prioritize our work to match the current priorities of DHS and Congress and allow enough flexibility to adapt to new circumstances such as natural disasters, new expectations from stakeholders, and revised DHS initiatives.

I look forward to working with our dedicated staff; the Department's Secretary, management, and staff; and our stakeholders to implement our Strategic Plan and strengthen the Department.

A handwritten signature in black ink that reads "Charles K. Edwards". The signature is written in a cursive, flowing style.

Charles K. Edwards
Acting Inspector General

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our VISION

One OIG: Committed to Strengthening DHS

our MISSION

To provide independent oversight and promote excellence, integrity, and accountability within DHS programs and operations.

our CORE VALUES

Integrity–

Maintaining the highest ethical standards and the utmost level of trust, honesty, and reliability among our partners and stakeholders in executing our duties and responsibilities.

Excellence–

Producing high-quality products and services that are relevant, accurate, timely, and responsive to the needs of our customers and external stakeholders by ensuring that we employ exemplary staff.

Accountability–

Accepting responsibility for our work products and services at all staff levels, and holding our work to high professional standards by evaluating and measuring our results against stated performance measures and targets.

Transparency–

Promoting openness in our capacity as an independent body to deter, identify, and address fraud, waste, abuse, and mismanagement in DHS programs and operations.

our FUTURE

Our Strategic Plan for the next 5 years is rooted in three high-level strategic goals: Preparing high-quality deliverables, ensuring program and operational integrity, and empowering our workforce with the tools to accomplish our mission. This plan serves as our strategic direction for annual priorities, mandatory requirements, and discretionary activities in the form of audits, inspections, and investigations.

We will continue to conduct audits and inspections that focus on DHS and congressional priorities, and on programs that significantly contribute toward securing our Nation and keeping America safe.

We will continue to conduct criminal, civil, and administrative investigations; the foremost of these will involve border corruption and security, integrity of programs and operations, and disaster fraud.

We will continue to demonstrate flexibility in reacting to change, consulting with stakeholders and customers within and outside DHS to ensure that we are having the maximum proactive and positive impact on DHS' mission of keeping America safe and resilient

our STRATEGIC PLANNING APPROACH

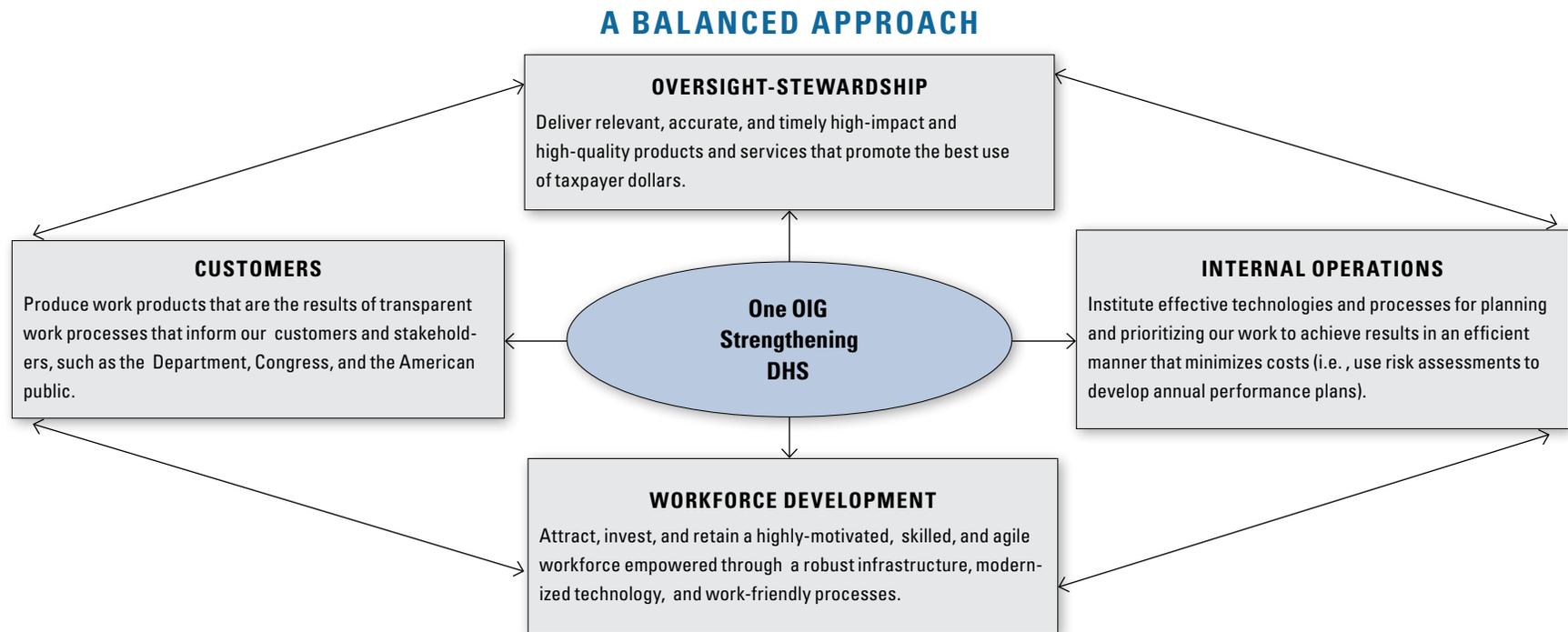
Our revised Strategic Plan is based on a balanced approach from four perspectives: our oversight-stewardship responsibilities, our workforce development, our internal operations and processes, our customers and stakeholders.

First, we are legislatively mandated to conduct and supervise audits and investigations relating to DHS programs and operations, with focus on promoting economy, efficiency, and effectiveness. Thus, our oversight of DHS activities must result in products and services that are relevant, accurate, and timely, as we assess how DHS is using taxpayer dollars.

Second, we must sustain our ability to change and improve by attracting, investing in, and maintaining a highly motivated, skilled, and agile workforce, and sustaining our employees' professional development.

Third, we must excel in our internal business processes by incorporating new technologies and planning and prioritizing our work based on risk assessments. This includes preparing annual performance plans informing our customers and stakeholders of our planned work and other activities.

Finally, we must recognize how we are perceived by our customers and stakeholders in achieving our mission. We must encourage continuous open communications and feedback among our office leadership, customers, and stakeholders.



our STRATEGIC GOALS

As a result of our planning process, we identified three strategic goals for DHS OIG. They indicate what we want to accomplish, and are accompanied by—

- Enabling strategies,
- Progress indicators, and
- Desired outcomes.

Our enabling strategies describe how we plan to accomplish our goals. Our progress indicators represent how we will evaluate our accomplishments toward meeting our goals. Our desired outcomes represent positive expectations resulting from positive changes.

GOAL 1:

Deliver relevant, accurate, and timely quality products and services, which identify the best use of taxpayer dollars.

Strategies

- Conduct audits and inspections, with particular focus on—
 - DHS strategic mission goals and priorities
 - The Secretary’s annual budget priorities
 - High-risk, vulnerable programs and activities, including disaster relief, cybersecurity, aviation, and marine safety and security
 - Major management challenges facing DHS

– *Chief Financial Officer Act* mandates

– Legislative mandates

– Congressional requests

- Develop useful and effective recommendations to maximize DHS’ return on the taxpayers’ investment, including addressing cost savings in the areas of disaster relief and grants and acquisitions management.
- Conduct effective communications among DHS components on findings and recommendations; and offer constructive feedback on responses to reports received from DHS components.
- Broadly communicate findings and recommendations to internal and external customers and stakeholders.
- Conduct effective followup on open recommendations.
- Provide updates to DHS components, Congress, and relevant stakeholders on the status of issued recommendations, with the focus on recommendations unresolved longer than 6 months.
- Increase flexibility in project planning activities to address the quickly shifting priorities of our stakeholders.
- Conduct legal sufficiency reviews of OIG reports.
- Streamline administrative processes for producing quality reports in a timely manner.
- Implement a robust quality assurance program and conduct internal quality control reviews to ensure our products meet professional standards.

our STRATEGIC GOALS

Progress Indicators

- Issue at least 95 audit and inspection reports during a fiscal year.
- Issue at least 45 grant reports during a fiscal year.
- Publicly issue nonclassified audit and inspection reports within 6 days of transmitting them to DHS.
- Provide audit and inspection coverage of 80% of DHS' strategic objectives and major management challenges.
- Achieve 90% concurrence on management report recommendations from DHS management.
- Ensure that OIG Counsel confirms legal sufficiency of 100% of all OIG reports before issuance.
- Achieve a 50% implementation rate for OIG recommendations that are more than 1 year old, based on the number of recommendations mutually closed by OIG and DHS.
- Issue draft reports to DHS for audits and inspections within timeframes outlined in OIG guidance.
- Implement 100% of peer review recommendations with which we agreed.

Strategic Outcomes

- Increased effectiveness and efficiency in DHS' management of its programs and operations.
- Enhanced transparency and stakeholder awareness.
- Increased return on investment of taxpayer dollars.
- Increased understanding and collaboration between OIG and

DHS components to address problems and deficiencies in programs and operations.

- Timely and relevant deliverables created in a process that is transparent to our customers and stakeholders, including DHS, Congress, and the public.
- Successful ratings on all peer reviews.

GOAL 2:

Protect the integrity of DHS programs and operations.

Strategies

- Conduct timely investigations.
- Identify systemic control weaknesses in DHS programs and operations.
- Conduct risk assessments of DHS programs and operations to determine areas of greatest risk and what areas need to be prioritized for review.
- Promote efforts by DHS and State/local stakeholders to combat fraud, waste, and abuse.
- Conduct effective communications among our direct customers such as DHS components; and our partners, such as other Federal Inspectors General, the Council of the Inspectors General on Integrity and Efficiency (CIGIE), and the U.S. Department of Justice, State and local prosecutors.
- Strengthen OIG's information technology infrastructure to allow for improved monitoring of the integrity of DHS

program missions and maximization of DHS' return on investment.

- Coordinate efforts with others in the accountability community, such as the Recovery Accountability and Transparency Board, CIGIE, the Government Accountability Office, and the Office of Management and Budget.
- Ensure that the OIG Hotline and the National Center for Disaster Fraud Hotline are well advertised.
- Host applicant briefings for State and local grantees and subgrantees to aid them in grants management compliance.
- Conduct proactive investigative activities to ferret out border corruption and human trafficking.
- Conduct proactive contract/grant fraud investigations involving DHS funded programs.
- Conduct fraud awareness training among DHS components and integrity training for front-line DHS employees.
- Use social media to communicate our message to an expanded audience.

Progress Indicators

- Achieve at least 76% of substantiated investigations accepted for criminal, civil, or administrative action.
- Achieve at least 75% of investigations referred for indictments, convictions, civil findings, or administrative actions.
- Identify and report cost savings, or funds put to better use.
- Identify recoveries, fines, administrative cost savings, and

restitution resulting from investigative activities.

- Achieve at least 85% concurrence from DHS management on grant audit report recommendations.
- Achieve disposition of 100% of OIG Hotline calls.
- Identify and report monetary disallowances resulting from questioned, unsupported, and ineligible costs.

Outcomes

- Recovery of misspent taxpayer funds.
- Cost savings to DHS resulting from implementation of our recommendations to recover questioned costs and put funds to better use.
- Prosecution of violators perpetrating fraud and other illegal acts.
- Strengthening internal controls among high-risk programs and operations to prevent future fraud or mismanagement.
- Deterrence of fraudulent acts and mismanagement.
- Increased grantee and subgrantee compliance with grant assistance requirements.

GOAL 3:

Attract, invest in, and retain a highly motivated, skilled, and agile workforce empowered through a robust infrastructure, modernized technology, and flexible work-friendly policies.

Strategies

- Enhance our performance management system and link

our STRATEGIC GOALS

performance goals to our Strategic Plan.

- Reassess our recruitment strategy and program biannually to include core competencies for all positions.
- Administer employee satisfaction surveys, evaluate staff feedback, and implement corrective actions as appropriate.
- Reduce our administrative costs and allocate those savings to our audit, inspection, and investigative activities.
- Develop our budget on the basis of strategic and annual plans, operational priorities, and staffing requirements.
- Use evolving office automation and communication technologies to maximize resources and optimize efficiency.
- Use potential cost-efficient and time-saving technologies such as cloud computing, telecasts, and webcasts in work initiatives and training, provided that cybersecurity can be ensured.
- Optimize employee work-friendly technology initiatives such as teleworking and personal computers.
- Invest in continuous employee development and training, incentives and benefits, and healthy work-life balance initiatives to enhance productivity and employee retention.
- Ensure funding for staff to obtain 40 hours of professional education training each year.

Progress Indicators

- Timely deliverables are provided to our customers, using our agency guidelines as benchmarks.
- All employees receive midyear and annual performance

evaluations.

- All employees have an approved Individual Development Plan.
- Increases in positive percentages are reflected on employee Human Capital satisfaction surveys sponsored by the Office of Personnel Management.
- All employees attend annual ethics training.
- All employees meet required 40 hours of professional education training each year.
- Increasing percentages of our employees who have advanced degrees and professional certifications, and attend Federal employee development programs.
- Employee retention percentages increase.
- Cost savings are realized in administrative areas other than information technology.

Outcomes

- Relevant, accurate, timely reports that provide recommendations to strengthen DHS.
- Positive and productive work environment for staff to succeed in OIG's mission.
- Individual and office accountability for work performed.
- Efficiency in accomplishing planned work and priorities.
- Increased employee satisfaction and opportunities for career advancement.
- Improved employee retention.

Mission Accomplished

DELIVER RELEVANT, ACCURATE, AND TIMELY QUALITY PRODUCTS AND SERVICES, IDENTIFYING THE BEST USE OF TAXPAYER DOLLARS

PRODUCE WORK PRODUCTS THAT ARE THE RESULTS OF A PROCESS THAT IS TRANSPARENT TO OUR CUSTOMERS AND STAKEHOLDERS

...TO PROVIDE HIGH-IMPACT QUALITY PRODUCTS AND SERVICES TO STRENGTHEN DHS.

FOCUS ON PROJECTS THAT ALIGN WITH DHS KEY STRATEGIC MISSION AREAS

FOCUS ON SECRETARY'S INITIATIVES AND BUDGET PRIORITIES, AND MANAGEMENT CHALLENGES

FOCUS ON LEGISLATIVE REQUIREMENTS, INCLUDING CHIEF FINANCIAL OFFICER AND RECOVERY ACT MANDATES

FOCUS ON PROTECTING THE INTEGRITY OF DHS PROGRAMS AND OPERATIONS

FOCUS ON IMPROVING COMMUNICATIONS WITH INTERNAL CUSTOMERS AND EXTERNAL STAKEHOLDERS

...AND ACHIEVE OPERATIONAL EXCELLENCE

WORKFORCE EMPOWERED THROUGH WORK-FRIENDLY PROCESSES

WORKFORCE EMPOWERED THROUGH A ROBUST, YET ADAPTABLE, INFRASTRUCTURE

WORKFORCE EMPOWERED THROUGH MODERNIZED TECHNOLOGY

WORKFORCE EMPOWERED THROUGH TRAINING

...DEVELOP OUR PEOPLE AND EXPERTISE

ATTRACT, INVEST IN, AND RETAIN A HIGHLY-MOTIVATED, SKILLED, AND AGILE WORKFORCE.

THE OIG WILL...

our Foundation for Success

our STRATEGIC PLAN IMPLEMENTATION AND PROGRESS ASSESSMENT

DHS is required to develop a Strategic Plan as part of its planning process under the *Government Performance and Results Act* (GPRA) and the Office of Management and Budget (OMB) guidance. In developing our Strategic Plan, we followed GPRA and OMB guidance. Our plan identifies how we intend to help DHS meet its strategic missions and confront its management challenges. Our plan also identifies external critical issues or challenges facing our own organization.

To complement DHS' strategic initiatives and give direction to our staff, we will track the implementation of our Strategic Plan and recognize individual and office accountability for achieving our strategic goals through our annual performance plans (APPs). Each year, we prepare APPs that align with our Strategic Plan. Our APPs will summarize our progress toward meeting our strategic goals and progress indicators. We will publish APPs that set targets for each of our performance indicators, identify our management priorities, and list our planned audits, inspections, and other activities for the year. We will also report our progress, with each fiscal year's actual outcomes, in the subsequent fiscal year's APPs.

Our APPs will also lay the groundwork for a risk-based approach to planning and prioritizing our work to match the current priorities of DHS and Congress. Our APPs will not only reflect the vision, mission, and goals outlined in our Strategic Plan, but will also allow enough flexibility to adjust planned work to adapt to new circumstances. We will adjust our APPs as needed to allow for changing priorities of DHS, Congress, and other stakeholders.

In addition to preparing our APPs, we will prepare semiannual reports to Congress that will summarize our audits, inspections, investigations, and other activities relative to our goals in our APPs. The reports will highlight our work on critical issues, as mandated under the *Inspector General Act*.

Our reports and plans, including our Strategic Plan, will be made available to our direct customers, our stakeholders, and the public.

our RELATIONSHIP WITH DHS

The *Inspector General Act*, as amended, requires DHS OIG to keep both the DHS Secretary and Congress fully and currently informed about problems and deficiencies relating to DHS programs and operations. We are responsible for conducting and supervising audits, inspections, and investigations related to DHS programs and operations. We are also held accountable for recommending ways for DHS to carry out its responsibilities in the most effective, efficient, and economical manner possible. Therefore, our work is critical to DHS' overall success. In turn, DHS categorizes OIG as an entity that provides it with global support.

Our relationship with the DHS Secretary, management, and staff is critical to the success of our Strategic Plan and APPs. OIG is committed to maintaining a constructive and positive relationship with the Department, and encourages DHS executives to seek out OIG for independent assessment of DHS programs and operations when needed. OIG continues to work with DHS to—

- Foster open communications at all levels.
- Interact with professionalism and mutual respect.
- Recognize and respect each others' missions and priorities, and OIG's independent role.
- Be thorough, objective, and fair.
- Identify the most important areas for OIG work.
- Be knowledgeable about Department programs and operations.
- Provide mechanisms that allow for prompt formal and informal feedback.

our LINK TO DHS' MISSIONS AND CHALLENGES

Over the next 5 years, we will focus our resources on high-risk, mission-critical areas that are essential to DHS' fulfillment of its mission and high-priority goals. We will also leverage modernized technology to produce quality audits, inspections, and investigations.

We will conduct periodic risk assessments of DHS operations and programs to determine the programs that are at most risk of fraud, waste, and abuse; the likelihood or chances that significant errors could be made; and the consequences of those errors. Critical issues include enhancing DHS' ability to secure the U.S. and global supply chain across all modes of transport—air, land, and sea—from attack or disruption, securing the Nation's borders and enforcing our immigration laws, and expanding information sharing and public awareness initiatives to counter terrorism at home and abroad.

DHS' strategic mission goals, high-priority goals, and management challenges are as follows:

DHS strategic mission goals:

- **Mission 1:** Preventing terrorism and enhancing security.
- **Mission 2:** Securing and managing our borders.
- **Mission 3:** Enforcing and administering our immigration laws.
- **Mission 4:** Safeguarding and securing cyberspace .
- **Mission 5:** Ensuring resilience to disasters .
- **Priority:** Providing essential support to national and economic security.
- **Priority:** Maturing and strengthening the Homeland Security Enterprise.

The Department Secretary's high-priority goals:

- **Goal 1:** Strengthen aviation security counterterrorism capabilities by using intelligence-driven information and risk-based decisions.

- **Goal 2:** Improve the efficiency of the process to detain and remove criminal illegal immigrants from the United States.
- **Goal 3:** Ensure resilient response to disasters by strengthening preparedness and capabilities.

Major management challenges facing DHS

Under the *Reports Consolidation Act of 2002*, Congress requires a report that summarizes what we consider to be the most serious management and performance challenges facing the Department. We submit this report annually after assessing DHS' progress in addressing those challenges. In this report, we identify the management challenges that hamper DHS' ability to achieve its strategic missions in the most effective and efficient manner.

DHS has made progress in coalescing into an effective organization, as well as fulfilling its key mission areas to secure our Nation's borders, increase our readiness and resiliency in the face of a terrorist threat or a natural disaster, and implement increased levels of security in our transportation systems and trade operations. However, as in previous years, the major challenges facing DHS lie in nine broad areas:

- Acquisition Management
- Grants Management
- Financial Management
- Information Technology Management
- Infrastructure Protection
- Border Security
- Transportation Security
- Trade Operations and Security
- Emergency Management

Details of our most recent reports on DHS' management challenges can be found on our public website at www.oig.dhs.gov.

our CUSTOMERS AND STAKEHOLDERS

OIG's direct customers are DHS executives, managers, and staff. OIG's stakeholders include members of Congress and their professional staff; the CIGIE and the Federal Inspector General community at large; the Government Accountability Office; the Office of Management and Budget; the Office of Special Counsel; the Office of Government Ethics; the Department

of Justice; other Federal, State, and local law enforcement agencies; and the public.

We plan to take advantage of social media tools to broadcast our message to a larger audience. Social media can increase our transparency and provide tangible evidence, to a wider array of stakeholders, of the work we conduct to detect, deter, and reduce fraud, waste, abuse, and mismanagement at DHS.

WHO WE SERVE



our CHALLENGES

Four challenges outside our control may have a critical impact on our efforts to fully achieve our strategic objectives.

Challenge 1: Potential cutbacks may occur as a result of efforts to reduce the Federal deficit. Reduced or limited funding could adversely affect our ability to carry out our statutory mission and responsibilities.

Challenge 2: Potential statutory changes in legislation and regulations that could significantly increase our workload and result in significant reallocation of our resources. If the administration or Congress impose new or additional requirements on the OIG community without the accompaniment

of required resources, our ability to achieve our strategic objectives could be greatly impaired. In addition to potential statutory changes affecting the OIG community at large, there could also be additional requests from Congress to monitor or review specific DHS programs, such as disaster assistance funding related to catastrophic events.

Challenge 3: Possible reductions in available human capital caused by hiring freezes or ceilings.

Challenge 4: The possibility of uncontrolled social media spreading misinformation, or using our work products out of context to generate negative publicity for the Department and its components.

CHALLENGES TO ACHIEVING SUCCESS

CHALLENGE

1.

Budget Constraints

Budget constraints limit oversight of DHS programs and operations, which could lead to increased fraud, waste, abuse, and mismanagement.

Potential steady decreases in funding over the next five years could also erode our oversight program.

CHALLENGE

2.

Legislative Requirement Changes

Additional congressional or statutory requirements for audits, inspections, and investigations without funding.

Requests from Congress to monitor disaster assistance funding related to unforeseen catastrophic events, such as man-made or natural disasters.

CHALLENGE

3.

Human Capital Reductions

Reduction in available resources due to a broadening of audit, inspection, or investigative services, project scopes, budget deficits, and/or legislative changes.

Potential hiring freezes and ceilings could reduce the number of audits, inspections, and investigations conducted.

CHALLENGE

4.

Social Media Misinformation

Uncontrolled social media spreading misinformation. Our work products could be used out of context to generate negative publicity for the Department and its components.

our STATUTORY AUTHORITY, RESPONSIBILITIES, AND ORGANIZATION

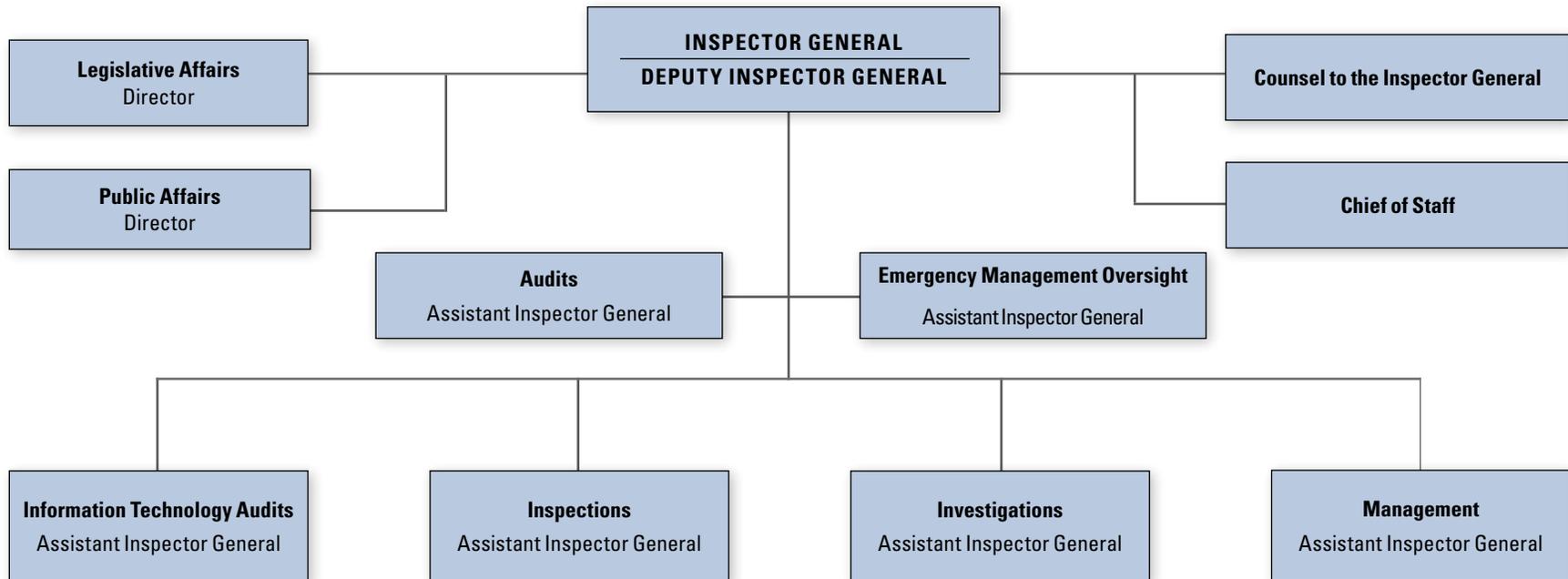
The *Inspector General Act of 1978* (P.L. 95–452) established Inspector General offices in Federal departments and agencies. The *Homeland Security Act of 2002* (P.L. 107–296) established DHS OIG by amendment to the *Inspector General Act*. By this action, Congress ensured independent and objective audits, inspections, special reviews, and investigations of the operations of the new department. The *Inspector General Act of 1978* requires OIG to do the following:

- Promote economy, efficiency, and effectiveness in the management of DHS’ programs and supporting operations, and promote efforts to detect and prevent fraud, waste, and abuse;

- Conduct and supervise audits, inspections, special reviews, and investigations, relating to DHS programs and support operations;
- Review existing and proposed legislation and regulations and make appropriate recommendations; and
- Inform the Secretary and Congress of serious problems, recommend corrective actions, and monitor implementation of those actions.

In fiscal year 2012, we were authorized 676 full-time employees. We consist of an Executive Office and nine functional offices based in Washington, DC. We also have field offices throughout the country. The chart below illustrates the DHS OIG management team.

OIG ORGANIZATION CHART



OIG consists of the following offices:

The Executive Office consists of the Inspector General, Deputy Inspector General, Chief of Staff, Special Assistant, and Senior Management Analyst. It provides executive leadership to our office.

The Office of Legislative Affairs (OLA) serves as primary liaison to members of Congress and their staffs, the White House and executive branch, and to other government agencies and entities involved in securing the Nation. OLA staff responds to inquiries from the Congress and the White House; notifies Congress about OIG initiatives, policies, and programs; and informs other government entities about OIG initiatives that affect their operations and activities. OLA distributes correspondence and final audit, inspection, and special reports to Congress and the White House. It also provides advice to the Inspector General and supports OIG staff as they address congressional and White House inquiries.

The Office of Public Affairs (OPA) is the Inspector General's principal point of contact for all media outlets and the public. OPA provides information about OIG and its audit, inspection, and investigative reports and findings to news organizations and the public in compliance with legal, regulatory, and procedural rules. OPA prepares and issues news releases, arranges interviews, and coordinates and analyzes information to support OIG's policy development and mass communications needs. OPA is responsible for developing OIG's integrated communications strategy and helps promote the understanding and transparency of OIG's work products. In addition, OPA advises the Inspector General and others within OIG on programmatic and public affairs issues that affect OIG and its relationship with DHS; other Federal agencies; State and local governments; the media; and the public.

The Office of Counsel (OC) provides legal advice to the Inspector General and other management officials; supports audits, inspections, and investigations by ensuring that applicable laws and regulations are followed; serves as OIG's

designated ethics office; manages OIG's *Freedom of Information Act* and *Privacy Act* responsibilities; furnishes attorney services for the issuance and enforcement of OIG subpoenas; and provides legal advice on OIG operations.

The Office of Audits (OA) conducts and coordinates audits and program evaluations of the management and financial operations of DHS. Auditors examine the methods employed by components, agencies, grantees, and contractors in carrying out essential programs or activities. OA evaluates whether established goals and objectives are achieved and resources are used economically and efficiently; whether intended and realized results are consistent with laws, regulations, and good business practices; and whether financial accountability is achieved and the financial statements are not materially misstated.

The Office of Emergency Management Oversight (EMO) provides an aggressive and ongoing audit effort designed to ensure that disaster relief funds are spent appropriately, while identifying fraud, waste, and abuse as early as possible. EMO keeps the Congress, the Secretary, the Administrator of the Federal Emergency Management Agency (FEMA), and others fully informed and also addresses problems relating to disaster operations and assistance programs, and progress regarding corrective actions. EMO's focus is weighted heavily toward prevention, including reviewing internal controls, and monitoring and advising DHS and FEMA officials on contracts, grants, and purchase transactions before they are approved. This allows EMO to stay current on all disaster relief operations and provide on-the-spot advice on internal controls and precedent-setting decisions. A portion of its full-time and temporary employees are dedicated to Gulf Coast hurricane recovery.

The Office of Inspections (ISP) provides the Inspector General with a means to analyze programs quickly and to evaluate operational efficiency, effectiveness, and vulnerability. This work includes special reviews of sensitive issues that can arise suddenly and congressional requests for studies that

require immediate attention. ISP may examine any area of the Department, and is the lead OIG office for reporting on DHS intelligence, international affairs, civil rights and civil liberties, and science and technology. Inspectors use a variety of study methods and evaluation techniques to develop recommendations for DHS. Inspections reports are released to DHS, Congress, and the public.

The Office of Information Technology Audits (ITA) conducts audits and evaluations of DHS' information management, cyber infrastructure, and systems integration activities. ITA reviews the cost-effectiveness of acquisitions, implementation, and management of major systems and telecommunications networks across DHS. In addition, it evaluates the systems and related architectures of DHS to ensure that they are effective, efficient, and implemented according to applicable policies, standards, and procedures. ITA also assesses DHS' information security program as mandated by the *Federal Information Security Management Act*, and provides technical forensics assistance to OIG offices in support of OIG's fraud prevention and detection program.

The Office of Investigations (INV) investigates allegations of criminal, civil, and administrative misconduct involving DHS employees, contractors, grantees, and programs. INV concentrates its investigative resources on matters including disaster relief operations and programs; contracts, grants, and procurement fraud; employee corruption; and civil rights and civil liberties abuses. These investigations can result in criminal prosecutions, fines, civil monetary penalties, administrative sanctions, and personnel actions. Additionally, INV provides oversight and monitors the investigations of DHS' various internal affairs offices.

The Office of Management (OM) provides critical administrative support functions, including OIG strategic planning; development and implementation of administrative directives; OIG's information and office automation systems; budget formulation and execution; correspondence control; personnel and procurement services; and oversight of travel and accounting services provided to OIG on a reimbursable basis by the Bureau of Public Debt. OM also prepares OIG's annual performance plans and semiannual reports to Congress.

ADDITIONAL INFORMATION AND COPIES

To obtain additional copies of this document, please call us at (202) 254-4100, fax your request to (202) 254-4305, or e-mail your request to our Office of Inspector General (OIG), Office of Public Affairs at: dhs-oig.officepublicaffairs@oig.dhs.gov.

For additional information, visit our website at www.oig.dhs.gov or follow us on Twitter at <http://Twitter.com/@dhsoig>.

OIG HOTLINE

To expedite the reporting of alleged fraud, waste, abuse or mismanagement, or any other kind of criminal or noncriminal misconduct relative to Department of Homeland Security (DHS) programs and operations, please visit our website at www.oig.dhs.gov and click on the red tab titled "Hotline" to report. You will be directed to complete and submit an automated DHS OIG Investigative Referral Submission Form. Submission through our website ensures that your complaint

will be promptly received and reviewed by DHS OIG.

Should you be unable to access our website, you may submit your complaint in writing to: DHS Office of Inspector General, Attention: Office of Investigations Hotline, 245 Murray Drive, SW, Building 410/Mail Stop 2600, Washington, DC 20528; call 1 (800) 323-8603; or fax 1 (202) 254-4297.

DHS OIG seeks to protect the identity of each writer and caller.

