



**Office of Inspector General**  
U.S. Department of Homeland Security



# **Annual Performance Plan**

FISCAL YEAR 2025



# Office of Inspector General

U.S. Department of Homeland Security

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We are building a model organization founded on the collaborative teamwork of diverse, empowered professionals committed to excellence and our core values (integrity, quality, innovation, and respect).

We strive to be a catalyst of change in the management of homeland security by delivering high-impact and high-quality products and services.

-DHS OIG 2022-2026 Strategic Plan

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# ACRONYMS

CIGIE	Council of the Inspectors General on Integrity and Efficiency
EOIG	Executive Office of the Inspector General
FEVS	Federal Employee Viewpoint Survey
GAO	U.S. Government Accountability Office
INV	Office of Investigations
OA	Office of Audits
OC	Office of Counsel
OI	Office of Integrity
OIE	Office of Inspections and Evaluations
OIN	Office of Innovation
OM	Office of Management





# STRATEGIC GOAL 1

Deliver Results That Promote the Efficiency, Effectiveness, and Integrity of DHS Programs and Operations





# OBJECTIVE 1.1

Produce timely, high-quality work products (i.e., audits, inspections, evaluations, investigations) and services that are data-driven and consistent with CIGIE standards, OIG best practices, and Government Auditing Standards.

## Strategy 1.1.a

Ensure OIG work products (e.g., audits, inspections, evaluations) are completed within prescribed timeframes.

### Performance Metric 1.1.a.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
<p>Ensure audits, inspections, and evaluations initiated after October 1, 2021*, will be delivered in a timely manner.</p> <p>*Excluding cross-agency products.</p> <p><i>Percentage of audits, inspections, and evaluations that adhere to established or agreed upon timeframe for the issuance of the final report.</i></p>	53%	57%	OA, OIE

### Performance Metric 1.1.a.5

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
<p>Ensure timely response during intake of whistleblower retaliation complaints received by the OIG's Whistleblower Protection Division.</p> <p><i>Percentage of whistleblower retaliation complaints acknowledged and reviewed within 30 days.</i></p>	80%	85%	OC



### Strategy 1.1.b

Conduct quality reviews of work products (audits, inspections, evaluations, investigations) and ensure compliance with standards to ensure the credibility and reliability of the work performed and recommendations made.

#### Performance Metric 1.1.b.1

<b>Performance Metric</b> <i>Measure of Success</i>	<b>FY 25 Target</b>	<b>FY 26 Target</b>	<b>Strategy Owner(s)</b>
Conduct quality reviews of work products (audits/ inspections/evaluations/ investigations) and assess compliance with standards.  <i>Number of completed reviews.</i>	3	4	OI

### Strategy 1.1.c

Expand the use of data, data analysis, testing, and automation efforts within the OIG.

#### Performance Metric 1.1.c.1

<b>Performance Metric</b> <i>Measure of Success</i>	<b>FY 25 Target</b>	<b>FY 26 Target</b>	<b>Strategy Owner(s)</b>
OIN responds to OIG program offices with complete and accurate products or services.  <i>Percentage of complete and accurate products and services provided by the agreed upon suspense date.</i>	92%	92%	OIN



# OBJECTIVE 1.2

Develop actionable recommendations that address the root cause of weaknesses and identify long-term solutions.

## Strategy 1.2.a

Ensure DHS OIG recommendations are value-added, focused on improving the agency's programs and operations, and result in maximum positive impact.

### Performance Metric 1.2.a.1

<b>Performance Metric</b> <i>Measure of Success</i>	<b>FY 25 Target</b>	<b>FY 26 Target</b>	<b>Strategy Owner(s)</b>
Achieve concurrence on recommendations. <i>Percentage of recommendations that DHS/components concurred.</i>	77%	80%	OI, OIE, OA





# OBJECTIVE 1.3

Focus oversight on high-risk and mission-critical areas and emerging threats while responding to congressional mandates and requests.

## Strategy 1.3.a

Use a robust work planning process that employs a strategic, data-driven, risk-based approach and encompasses the nature, scope, and inherent risks of DHS programs, which serves as the basis for annual workplans, to include priority areas of oversight and the allocation of resources.

### Performance Metric 1.3.a.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
<p>Publish a risk-based audit, inspection, and evaluations work plan, as part of a risk-based planning process, that identifies activities to audit, inspect, and evaluate to be conducted over the course of the fiscal year.</p> <p><i>Publish a DHS OIG Annual Work Plan, including OA and OIE ongoing and planned projects that incorporates emerging threats and high-risk, mission-critical areas.</i></p>	<p>No Later Than October 31st Annually</p>	<p>No Later Than October 31st Annually</p>	<p>OIE, OA</p>

### Performance Metric 1.3.a.2

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
<p>Identify potential risk areas and ensure associated data is made available to OIG program offices via the Engagement Planning dashboard for risk assessment purposes.</p> <p><i>Number of potential risk areas identified each year and made available via the Engagement Planning dashboard.</i></p>	<p>5</p>	<p>6</p>	<p>OIN</p>



### Strategy 1.3.b

Ensure investigations conducted represent areas of significant dollar loss, significant deterrent impact, or significant ethics/corruption.

#### Performance Metric 1.3.b.1

<b>Performance Metric</b> <i>Measure of Success</i>	<b>FY 25 Target</b>	<b>FY 26 Target</b>	<b>Strategy Owner(s)</b>
Ensure cases opened during the fiscal year fall under case opening criteria established within DHS OIG.  <i>Percentage of all cases opened that fall within the case opening criteria.</i>	82%	85%	INV, OI



# STRATEGIC GOAL 2

Strengthen Relationships and Build Trust with External Stakeholders



# OBJECTIVE 2.1

Communicate and consult regularly with Congress and the DHS on key areas of interest, including work plans and the status of engagements and final products.

## Strategy 2.1.a

Establish regular processes for consulting and communicating with Congress on key areas of interest, including public annual workplans, per CIGIE good practice guidance.

### Performance Metric 2.1.a.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Provide regular briefings to members of Congress or their staff regarding DHS OIG work products and operations.  <i>Number of congressional briefings held.</i>	35	40	EOIG

# OBJECTIVE 2.2

Follow a consistent and transparent approach to the engagement process with the DHS and its components.

## Strategy 2.2.a

Engage regularly in two-way communication with DHS leadership and its components on areas most valuable to DHS and to solicit from DHS on engagement processes to identify areas for improvement.

### Performance Metric 2.2.a.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Engage with DHS stakeholders to identify emerging high-risk areas, priorities, and challenges.  <i>Number of engagement sessions held annually with DHS stakeholders.</i>	60	65	OIG-wide



### Strategy 2.2.b

Coordinate with DHS pertaining to the receipt and resolution of technical and management comments.

#### Performance Metric 2.2.b.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Assist DHS OIG program offices in the timely resolution of DHS technical comments by providing reviews within the established 5-day time period.  <i>Percentage of technical comment reviews completed within the established timeframe.</i>	40%	50%	OC

## OBJECTIVE 2.3

Communicate with the public in a timely and transparent manner to build and maintain reputation and instill trust.

### Strategy 2.3.a

Establish a continuous process of review for updating the OIG website and other media platforms.

#### Performance Metric 2.3.a.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Highlight DHS OIG work using authorized social media within 48 hours of public release.  <i>Percentage of products highlighted on social media within the established timeframe.</i>	75%	80%	EOIG





# STRATEGIC GOAL 3

Build and Sustain Enterprise-wide Governance and Management to Support the Workforce and Optimize Efficiency and Effectiveness





# OBJECTIVE 3.1

Create a comprehensive policy framework consistent with internal control standards which provides enterprise-level guidance on procedures in the following areas:

- 1) work planning,
- 2) human capital management,
- 3) performance management,
- 4) quality assurance, and
- 5) managing organizational change.

## Strategy 3.1.a

Regular reviews of policies to ensure they are consistent with current standards and to identify opportunities to recalibrate and reflect the evolving mission environment.

### Performance Metric 3.1.a.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Implement a Comprehensive Performance Management Policy for employees.  <i>Percentage of new supervisors that receive performance management training within 60 days of onboarding.</i>	95%	95%	OM

### Performance Metric 3.1.a.4

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Effectuate organizational change, to include implementing GAO recommendations.  <i>Cumulative number of GAO recommendations submitted for closure.</i>	21	21	EOIG



# OBJECTIVE 3.2

Create integrated and user-friendly business systems that support efficient and effective mission and business processes.

## Strategy 3.2.a

Ensure business systems currently utilized within DHS OIG provide reliable data, while developing strategic rollout plans for new and/or updated systems.

### Performance Metric 3.2.a.1

<b>Performance Metric</b> <i>Measure of Success</i>	<b>FY 25 Target</b>	<b>FY 26 Target</b>	<b>Strategy Owner(s)</b>
On an annual basis, develop project plans incorporating application and enterprise goals, key business processes, and identified tasks to modernize technology and ensure the on-time implementation of end solutions.  <i>Percentage of modernization effort tasks implemented within the established timeframes.</i>	73%	75%	OIN, OM, OA, OIE



# OBJECTIVE 3.3

Institutionalize advance planning processes to anticipate future needs (e.g., strategic planning, risk assessments, workforce skills, IT infrastructure).

## Strategy 3.3.a

Develop annual performance plan to implement strategic goals and objectives and monitor at the organizational and individual levels, incorporating a process for analyzing and communicating the results.

### Performance Metric 3.3.a.1

<b>Performance Metric</b>  <i>Measure of Success</i>	<b>FY 25 Target</b>	<b>FY 26 Target</b>	<b>Strategy Owner(s)</b>
Develop the annual performance plan incorporating strategic goals and metrics.  <i>Percentage of goals achieved.</i>	80%	85%	OIG-wide





# STRATEGIC GOAL 4

Cultivate a Diverse, Highly Skilled, Flexible, and Engaged Workforce



# OBJECTIVE 4.1

Develop an enterprise-level, competence-based approach to human capital management.

## Strategy 4.1.a

Identify strategies for translating DHS OIG’s strategic priorities into skill sets and competencies.

### Performance Metric 4.1.a.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Update position descriptions to reflect knowledge management necessary for specific positions, as identified during the competency review performed.  <i>Number of new positions in which key competencies are identified.</i>	5	6	OM

# OBJECTIVE 4.2

Recruit and retain a diverse workforce and cultivate an inclusive culture.

## Strategy 4.2.a

Utilize new and innovative methods to recruit, train, and retain a workforce while promoting diversity and cultivating an inclusive culture.

### Performance Metric 4.2.a.2

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Utilize innovative approaches, such as social media, to promote DHS OIG job opportunities, aimed at attracting a more diverse and inclusive applicant pool.  <i>Percentage of job openings posted on social media within 24 hours of vacancy opening.</i>	65%	70%	OM, EOIG



# OBJECTIVE 4.3

Promote relevant and equitable professional development opportunities across OIG components.

## Strategy 4.3.a

Ensure managers have the knowledge and information necessary to effectively manage staff.

### Performance Metric 4.3.a.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Provide regular training to managers on relevant management skills, policies, and expectations.  <i>Number of Management Monday sessions provided annually.</i>	6	6	OM

# OBJECTIVE 4.4

Facilitate allocation of staff across units to meet emerging workload demands.

## Strategy 4.4.a

Implement processes to ensure senior leadership regularly reviews staffing allocations to ensure those allocations are aligned with DHS OIG priorities and address emerging workload demands.

### Performance Metric 4.4.a.1

Performance Metric <i>Measure of Success</i>	FY 25 Target	FY 26 Target	Strategy Owner(s)
Meet regularly with senior leadership to review staffing allocations and adjust staffing allocations as necessary to address emerging workload demands.  <i>Number of annual staffing allocation review sessions with senior leadership.</i>	4	4	OM





# OBJECTIVE 4.5

Develop and sustain timely and effective leadership communication with staff.

## Strategy 4.5.a

Engage the workforce in the OIG's work by drawing on their insights to improve OIG mission performance and through timely and accurate communication that reduces communication barriers, uses a variety of mechanisms (townhalls, brown bags, emails, blogs), ensures consistency of messages, establishes the frequency of communication, and allows for employee feedback to include employee satisfaction with leadership communications.

### Performance Metric 4.5.a.2

<b>Performance Metric</b>  <i>Measure of Success</i>	<b>FY 25 Target</b>	<b>FY 26 Target</b>	<b>Strategy Owner(s)</b>
Conduct office visits, roundtables, and working groups focused on improving morale, collaborating across functional areas, building effective relationships with dispersed staff, communicating status of work, and evaluating plans and procedures.  <i>Percentage of program offices that hold at least 5 sessions including field office visits, staff brown bags, employee roundtables, or cross component collaboration sessions.</i>	83%	85%	OIG-wide



# OBJECTIVE 4.6

Develop and sustain mechanisms for engagement, including enabling staff input into planning and decision-making processes.

## Strategy 4.6.a

Evaluate annual Federal Employee Viewpoint Survey (FEVS) results and develop action plan for addressing deficiencies.

### Performance Metric 4.6.a.1

<b>Performance Metric</b> <i>Measure of Success</i>	<b>FY 25 Target</b>	<b>FY 26 Target</b>	<b>Strategy Owner(s)</b>
Conduct an analysis and issue a summary report on DHS OIG FEVS results within the established timeframes.  <i>Number of days to analyze FEVS results.</i>	60 Days	60 Days	OIN

