



Department of Homeland Security

Office of Inspector General



Strategic Plan

FY18-FY19



Message from the Acting Inspector General

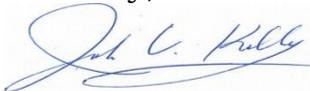
I am pleased to present the Office of Inspector General (OIG) Strategic Plan covering fiscal years 2018-2019. This strategic plan captures our organizational goals and objectives through the next fiscal year. This new plan establishes a framework for our ongoing organizational focus to improve and increase the OIG's flexibility to assess, anticipate, and respond to new challenges. The Strategic Plan also presents improvements to our vision, mission, and values.

As we work to strengthen the Department of Homeland Security (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. Through our Strategic Plan, we pledge to provide independent oversight and promote integrity, excellence, accountability, and transparency.

This Strategic Plan is the result of significant organizational changes, including integrating and standing up OIG program offices. These changes highlighted the need to organizationally focus on moving the OIG forward in a renewed manner that aligns with our improved mission, vision, and values. This plan is a living document that is intended to be flexible, sensitive to the availability of resources, and adaptive to the dynamic environment in which both the OIG and the Department operates, while remaining consistent to our values.

I am committed to providing our employees with the necessary tools and resources to fulfill our improved vision, mission, and goals. I am also committed to ensuring that our employees' responsibilities and work directly links to our Strategic Plan. 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.

Sincerely,



John V. Kelly
Acting Inspector General

Vision, Mission and Values

Vision

Drive transformative change to improve DHS programs and operations and promote a safer homeland.

Mission

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

Values

Integrity and Independence

- Conduct independent work without bias or undue influence
- Abide by the highest ethical standards

Excellence

- Achieve the highest quality in everything we do
- Be relevant, impactful, and innovative

Collaboration and Teamwork

- Foster a work environment that maximizes productivity, innovation, excellence, and employee satisfaction
- Work collaboratively, internally and externally
- Promote leadership, vision, and expertise

Adaptability

- Embrace continuous improvement, learning, and flexibility to nimbly address changing homeland security priorities

Strategic Goal 1

Deliver results that promote integrity, excellence, and accountability across the Department.

Our audit, inspection, evaluation, and investigative functions focus on improving the efficiency, effectiveness, and integrity of DHS programs and operations.

Strategic Objectives:

- Enrich our understanding of emerging issues and mission-critical operations through enhanced engagement with external stakeholders.
- Conduct
 - Congressionally mandated and requested,
 - Departmentally and component requested, and
 - Risk-informed and targeted oversight.
- Issue recommendations that address systemic weaknesses and effect positive change.
- Enhance our focus on providing oversight of Department-wide efforts.
- Improve the value and quality of our products to internal and external stakeholders.

Performance Indicators:

- Products that identify more efficient and effective ways for DHS to carry out its mission.
- Stakeholder communications that promote productive interactions and encourage feedback about our oversight activities and products.
- Engagement planning that assesses emerging issues and high-risk areas, and targets resources accordingly.
- Initiatives that identify opportunities to improve OIG tools, processes and products, including gathering internal and external feedback.

What is risk-informed and targeted oversight?

Research and analysis to identify emerging issues, changes, and disruptions that potentially affect DHS and its ability to safeguard the American people, our homeland, and our values. These efforts continuously “look around the corner” and inform our engagement planning process.

This targeted oversight ensures we prioritize our work and resources to strengthen national security, enforce and improve DHS priorities and programs, enhance unity of effort, promote efficiencies, and save taxpayer dollars.

The following Strategic Focus Areas form the core of the FY 2018-2019 Strategic Plan. DHS OIG’s Key Focus Areas are informed by a continual engagement planning process that shifts and adapts as the homeland security landscape shifts and changes. Periodic updates to these Strategic Focus Areas will occur periodically to ensure that our work is relevant, timely, and impactful.



DHS OIG Key Focus Areas

Strategic Focus Areas

DHS Mission Alignment

Acquisitions

- Assess efforts to improve the management, accountability, transparency, and efficiency of DHS and components' acquisitions
- Evaluate DHS and components' efforts to acquire and manage goods, services, and other resources that are aligned with mission needs

Strengthen and Mature the Homeland Security Enterprise

Terrorism

- Assess whether DHS and components' achieve missions related to preventing, detecting and apprehending terrorist threats
- Determine progress in reducing the vulnerability of critical infrastructure and key resources, essential leadership, and major events to terrorist attacks and other hazards

Prevent Terrorism and Enhance Security
Secure and Manage Our Borders
Safeguard and Secure Cyberspace

Immigration

- Assess DHS programs and efforts to enforce immigration laws to ensure public safety, border security and the integrity of the immigration system
- Review the effectiveness of steps taken to ensure that immigration benefits are not granted to individuals who pose a threat to national security

Enforce and Administer Our Immigration Laws
Secure and Manage Our Borders
Prevent Terrorism and Enhance Security

Disaster

- Assess federal disaster response and recovery activities, including staffing, equipment and contracts
- Assess the efficiency, effectiveness, and financial management of catastrophic insurance and disaster loan programs

Ensure Resilience to Disasters
Mature and Strengthen the Homeland Security Enterprise

Financial Management

- Assess DHS and components' financial information, including financial statements, for relevance, timeliness, and compliance
- Evaluate the management and oversight of fees and other collections from users of homeland security program services

Mature and Strengthen the Homeland Security Enterprise

Strategic Goal 2

Cultivate a diverse, skilled, and engaged workforce and foster an inclusive, collaborative environment.

This year we underwent organizational change that highlighted the importance of ensuring all OIG staff receive the training, mentoring, and coaching needed to address the Department's complex missions and issues. Our geographically dispersed workforce also requires effective management to ensure collaborative and efficient teams.

Strategic Objectives:

- Identify, recruit, and retain a diverse, skilled workforce.
- Develop, coach, and mentor our workforce.
- Maximize collaboration across and within the OIG's organizational units.
- Increase information sharing and collaboration with our stakeholders and other organizations to improve our knowledge, operations, and partnerships.
- Enable a collaborative environment that supports a geographically dispersed workforce.

Performance Indicators

- Enhanced workforce diversity, competencies, and engagement efforts.
- Communication and collaboration within and across program areas that contribute to organizational planning and performance activities.

Strategic Goal 3

Advance organizational effectiveness.

To successfully carry out its mission in an ever-changing environment, the OIG must continue to identify opportunities to advance our organizational effectiveness. We aim to ensure continuous improvements in supporting our program offices and operations.

Strategic Objectives:

- Reengineer or streamline internal processes and procedures to achieve the most effective use of resources.
- Improve internal and external communication.
- Ensure support and resources are flexible, efficient, and effective.

Performance Indicators:

- OIG policies, procedures, and processes that reflect best practices.
- Continuous process that identifies potential improvement areas.
- Employee feedback tool that improves operations and enhances employee satisfaction.
- Technologies and tools that enable collaboration, communication, and efficiencies for our staff.