Department of Homeland Security

Office of Inspector General

Annual Performance Plan FY2024

Table of Contents

DHS OIG ANNUAL PERFORMANCE PLAN FY 2024

DHS OIG is comprised of eight program offices. The program offices worked in tandem to create the metrics within the APP. To aid in your review of the APP, the following table of acronyms can be referenced as a source to easily map the program office to their metric.

CIGIE	Council of the Inspectors General on Integrity and Efficiency
EOIG	Executive Office of the Inspector General
FEVS	Federal Employee Viewpoint Survey
GAO	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

Goal 1: Deliver Results that Promote the Efficiency, Effectiveness, and Integrity of DHS Programs and Operations

Table 1: Objective, Strategies, Metrics, and Performance Targets related to Goal 1

Objective	Strategy	Performance Metric	Measurement of Success	FY24 Performance Target	FY25 Performance Target	Strategy Owner(s)
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.	Ensure OIG work products (e.g., audits, inspections, evaluations) are completed within prescribed timeframes.	Ensure audits, inspections, and evaluations initiated after October 1, 2021, will be delivered in a timely manner.	*Percentage of audits, inspections, and evaluations that adhere to established or agreed-upon timeframe for the issuance of the final report*	50%	53%	OIE, OA
		Ensure timely response during intake of whistleblower retaliation complaints received by the OIG's Whistleblower Protection Division.	*Percentage of whistleblower retaliation complaints acknowledged and reviewed within the established timeframe*	80%	85%	OC
	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.	Conduct quality reviews of work products (audits/ inspections/ investigations) and assess compliance with standards.	*Number of completed reviews*	2	3	OC
	Expand the use of data, data analysis, testing, and automation efforts within the OIG.	OIN responds to OIG program offices with complete and accurate products or services.	*Percentage of complete and accurate products and services provided by the agreed upon suspense date*	90%	92%	OIN

Goal 1: Deliver Results that Promote the Efficiency, Effectiveness, and Integrity of DHS Programs and Operation (continued)

Table 2: Objectives, Strategies, Metrics, and Performance Targets related to Goal 1 (continued)

Objective	Strategy	Performance Metric	Measurement of Success	FY24 Performance Target	FY25 Performance Target	Strategy Owner(s)
1.2: Develop actionable recommendations that address the root cause of weaknesses and identify long-term solutions.	Ensure DHS OIG recommendations are value-added, focused on improving the agency's programs and operations, and result in maximum positive impact.	**Achieve concurrence on recommendations.**	*Percentage of recommendations that DHS/components concurred*	75%	77%	OI, OIE, OA
1.3: Focus oversight on high-risk and mission-critical areas and emerging threats while responding to congressional mandates and requests.	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.	**Publish a risk-based audit, 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.**	*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*	NLT Oct. 31 Annually	NLT Oct. 31 Annually	OIE, OA
		Identify potential risk areas and ensure associated data is made available to OIG program offices via the Engagement Planning dashboard for risk assessment purposes.	*Number of potential risk areas identified each year and made available via the Engagement Planning dashboard*	4	5	OIN
	Ensure investigations conducted represent areas of significant dollar loss, significant deterrent impact, or significant ethics/corruption.	**Ensure cases opened during the fiscal year fall under case opening criteria established within DHS OIG.**	*Percentage of all cases opened that fall within the case opening criteria*	80%	82%	INV, OI

Goal 2: Strengthen Relationships and Build Trust with External Stakeholders

Table 3: Objectives, Strategies, Metrics, and Performance Targets related to Goal 2

Objective	Strategy	Performance Metric	Measurement of Success	FY24 Performance Target	FY25 Performance Target	Strategy Owner(s)
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.	Establish regular processes for consulting and communicating with Congress on key areas of interest, including public annual workplans per CIGIE good practice guidance.	**Provide regular briefings to members of Congress or their staff regarding DHS OIG work products and operations.**	*Number of congressional briefings held*	20	25	EOIG
2.2: Follow a consistent and transparent approach to the engagement process with the DHS and its components.	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.	**Engage with DHS stakeholders to identify emerging high-risk areas, priorities, and challenges.**	*Number of engagement sessions held annually with DHS stakeholders*	28	28	OIG-wide
	Coordinate with DHS pertaining to the receipt and resolution of technical and management comments.	**Assist DHS OIG program offices in the timely resolution of DHS technical comments by providing reviews within the established 5-day time period.**	*Percentage of technical comment reviews completed within the established timeframe*	20%	25%	OC
2.3: Communicate with the public in a timely and transparent manner to build and maintain reputation and instill trust.	Establish a continuous process of review for updating the OIG website and other media platforms.	**Highlight DHS OIG work using authorized social media within 48 hours of public release.**	*Percentage of products highlighted on social media within the established timeframe*	70%	75%	EOIG

Goal 3: Build and Sustain Enterprise-wide Governance and Management to Support the Workforce and Optimize Efficiency and Effectiveness

Table 4: Objectives, Strategies, Metrics, and Performance Targets related to Goal 3

Objective	Strategy	Performance Metric	Measurement of Success	FY24 Performance Target	FY25 Performance Target	Strategy Owner(s)
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.	Regular reviews of policies to ensure that they are consistent with current standards and to identify opportunities to calibrate to reflect the evolving mission environment.	**Implement a Comprehensive Performance Management Policy for employees.**	*Percentage of new supervisors that receive performance management training within 60 days of onboarding*	95%	95%	OM
		Effectuate organizational change, to include implementing GAO recommendations.	*Cumulative number of GAO recommendations submitted for closure*	18	21	EOIG
3.2: Create integrated and user-friendly business systems that support efficient and effective mission and business processes.	Ensure business systems currently utilized within DHS OIG provide reliable data, while developing strategic rollout plans for new and/or updated systems.	**On an annual basis, update as needed, the project plan incorporating application and enterprise goals, key business processes, and identified modernization effort tasks to ensure the on-time implementation of end solutions.**	*Percentage of modernization effort tasks implemented within the established timeframes*	70%	73%	OIN, OM

Goal 3: Build and Sustain Enterprise-wide Governance and Management to Support the Workforce and Optimize Efficiency and Effectiveness

Table 5: Objective, Strategies, Metrics, and Performance Targets related to Goal 3 (continued)

Objective	Strategy	Performance Metric	Measurement of Success	FY24 Performance Target	FY25 Performance Target	Strategy Owner(s)
3.3: Institutionalize advance planning processes to anticipate future needs (e.g., strategic planning, risk assessments, workforce skills, IT infrastructure).	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.	**Develop the annual performance plan incorporating strategic goals and metrics.**	*Percentage of goals achieved*	75%	80%	OIG-wide

DHS OIG ANNUAL PERFORMANCE PLAN FY 2024

Goal 4: Cultivate a Diverse, Highly Skilled, Flexible, and Engaged Workforce

Table 6: Objectives, Strategies, Metrics, and Performance Targets related to Goal 4

Objective	Strategy	Performance Metric	Measurement of Success	FY24 Performance Target	FY25 Performance Target	Strategy Owner(s)
4.1: Develop an enterprise-level, competence-based approach to human capital management.	Assess skills sets of staff to ensure the DHS OIG workforce possesses the necessary competencies to effectively execute the DHS OIG mission.	Identify key competencies for specific positions within DHS OIG program offices (ex., auditors, inspectors, investigators).	Number of new positions in which key competencies are identified	2	2	OM
4.2: Recruit and retain a diverse workforce and cultivate an inclusive culture.	Utilize new and innovative methods to recruit, train, and retain a workforce while promoting diversity and cultivating an inclusive culture.	Utilize innovative approaches, such as social media, to promote DHS OIG job opportunities, aimed at attracting a more diverse and inclusive applicant pool.	Percentage of job openings posted on social media	60%	65%	OM, EOIG
4.3: Promote relevant and equitable professional development opportunities across OIG components.	Ensure managers have the knowledge and information necessary to effectively manage staff.	Provide regular training to managers on relevant management skills, policies, and expectations.	Number of Management Monday sessions provided annually	6	6	OM

8

Goal 4: Cultivate a Diverse, Highly Skilled, Flexible, and Engaged Workforce (continued)

Table 7: Objectives, Strategies, Metrics, and Performance Targets related to Goal 4 (continued)

Objective	Strategy	Performance Metric	Measurement of Success	FY24 Performance Target	FY25 Performance Target	Strategy Owner(s)
4.4: Facilitate allocation of staff across units to meet emerging workload demands.	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.	**Meet regularly with senior leadership to review staffing allocations and adjust staffing allocations as necessary to address emerging workload demands.**	*Number of annual staffing allocation review sessions with senior leadership*	4	4	OM
4.5: Develop and sustain timely and effective leadership communication with staff.	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 communication.	**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.**	*Percentage of program offices that hold at least 5 sessions including field office visits, staff brown bags, employee roundtables, or cross component collaboration sessions*	80%	83%	OIG-wide
4.6: Develop and sustain mechanisms for engagement, including enabling staff input into planning and decision-making processes.	Evaluate annual FEVS results and develop action plan for addressing deficiencies.	**Conduct an analysis of FEVS results and identify areas of focus for the future fiscal year to address deficiencies or needed improvement.**	*Number of days to analyze FEVS results*	60 days	60 days	OIN