



Office of Inspector General

U.S. Department of Homeland Security



Annual Performance Report

FISCAL YEAR 2024

November 05, 2024

MESSAGE FROM THE INSPECTOR GENERAL



I am pleased to present the U.S. Department of Homeland Security Office of Inspector General's Annual Performance Report. This report presents the results of the OIG's diligent efforts to meet Fiscal Year 2024 performance measures and goals.

The FY 2024 results demonstrate our continued commitment to provide independent oversight and promote excellence, integrity, and accountability within DHS. Our work highlights the value we bring to the American people, DHS, and external stakeholders. The Annual Performance Report summarizes significant accomplishments and highlights our progress implementing the strategic goals and objectives established in the [DHS OIG Strategic Plan 2022–2026](#).

FY 2024 was a remarkable year for DHS OIG. We met or exceeded each of the Performance Metrics from our Annual Performance Plan. This incredible achievement reflects the dedication, hard work, and collaborative efforts of the entire OIG. Throughout the year, we consistently focused on clear objectives, effective communication, and continuous improvement, which have all been instrumental in reaching our targets. This report outlines key accomplishments and the impact of our efforts on the overall success of our organization as we seek to promote economy, efficiency, and effectiveness through oversight of the many complex issues confronting DHS and its components.

Thank you to the entire OIG team for the continued high-quality, high-impact work in FY 2024.

Sincerely,

JOSEPH V. CUFFARI
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JOSEPH V CUFFARI
Date: 2024.11.05
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Joseph V. Cuffari, Ph.D.

Inspector General





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

ABOUT US

Background: Congress enacted the Inspector General Act of 1978 to ensure integrity and efficiency in government. Congress established the Department of Homeland Security Act in 2002, which created the Department of Homeland Security and this Office of Inspector General. The OIG is led by an Inspector General who is appointed by the President and subject to Senate confirmation.

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

Vision: Promote transformative change to improve DHS programs and operations to provide a safe and secure homeland.

Leadership Philosophy: The following principles guide OIG leadership decisions and actions as we strive for excellence in support of our mission and vision:

- Promote unity of purpose in helping the DHS to accomplish its mission.
- Adapt to changing conditions.
- Create and sustain a culture of performance and excellence: achieve accurate, reliable, and value-added results.
- Affirm our commitment to continual improvement and innovative approaches.
- Model our core values and set the tone of professionalism for the OIG — we are honest, independent, accountable, fair, and objective.
- Foster teamwork and open communication — we welcome the exchange of information, feedback, and other points of view.
- Promote inclusivity and leverage the diversity of our skills and experiences.
- Develop and empower our staff.
- Recognize successes across the OIG and the DHS.



INTRODUCTION

Per the requirements of the Office of Management and Budget Circular No. A-11, Annual Performance Planning and Reporting Requirements, the DHS OIG Fiscal Year 2024 Annual Performance Report (APR) offers key performance details to lend insight into the agency’s accomplishments and progress towards achieving its strategic goals outlined in the [Department of Homeland Security Office of Inspector General Strategic Plan 2022–2026](#) (Strategic Plan). As noted in the Strategic Plan, DHS OIG is committed to:

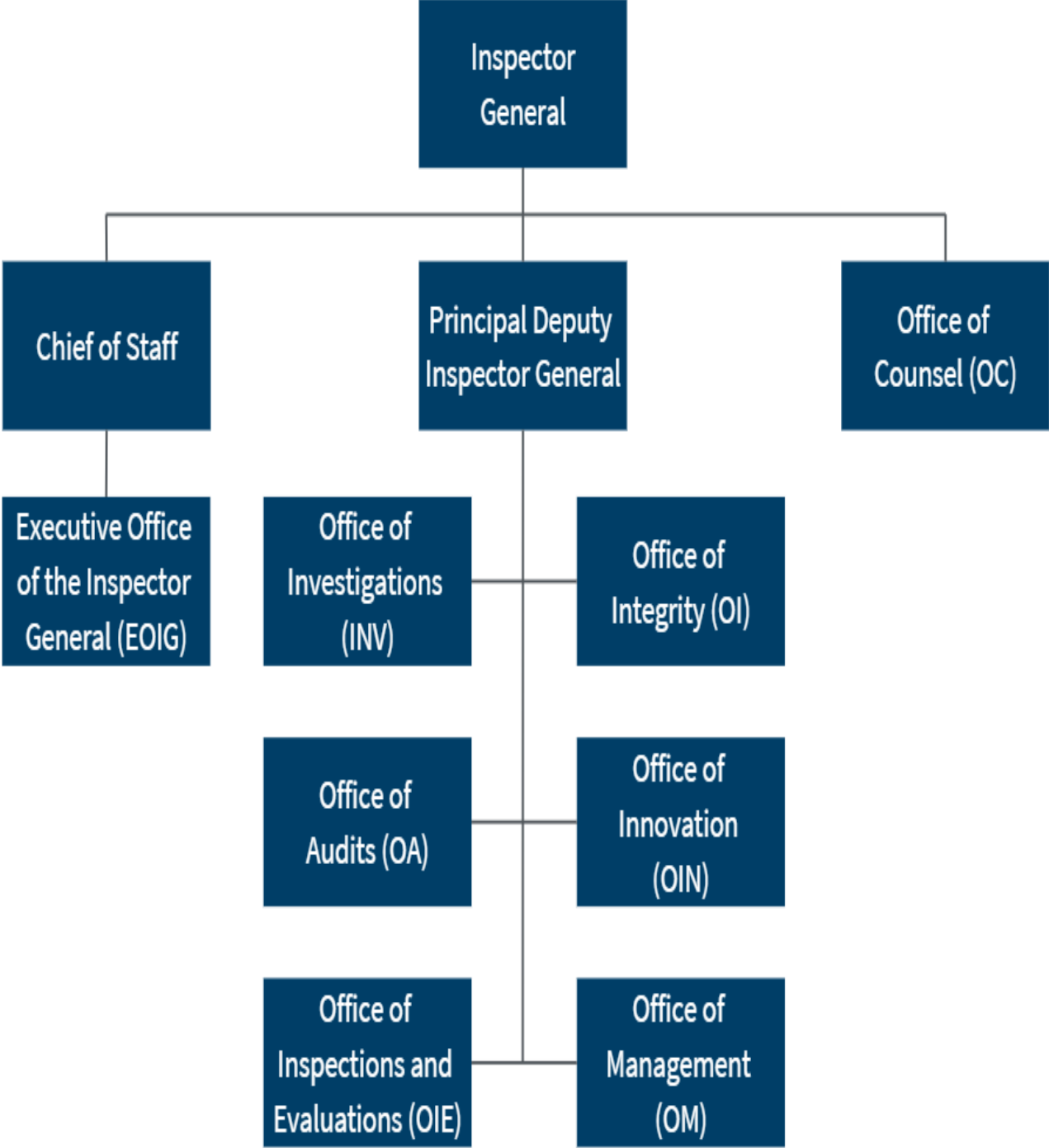
- Delivering high-impact and high-quality products and services to support the Department’s mission success,
- Building relationships with Congress and DHS and its components,
- Developing an integrated and strategic approach to governance and management across DHS OIG, and
- Building and maintaining a diverse workforce with the flexibility and resilience to meet the complex and evolving demands of the OIG’s oversight mission.

The APR serves as a critical tool to monitor effectiveness, efficiency, and accountability within DHS OIG through the assessment of a subset of key performance metrics. The assessment criteria were based on the measures of success defined in the [FY 2024 Annual Performance Plan](#). The measures of success are balanced across all DHS OIG strategic goals, objectives, and each program office.

Throughout the fiscal year, DHS OIG monitors quarterly progress towards the performance targets for each performance metric. The APR reflects the results of our endeavors in FY 2024.



ORGANIZATION CHART



PROGRAM OFFICES



Office of Counsel (OC) is the OIG's independent legal authority and provides a full range of legal services for the Inspector General, OIG program offices, and employees. The OIG's Freedom of Information Act Division, Personnel Law Division, Whistleblower Protection Division, General Law Division, and Ethics Officers are located within the OC.



Office of Integrity (OI) provides independent assurance, compliance, investigative, and advisory services throughout DHS OIG. OI supports the integrity, accountability, and effectiveness of the DHS OIG's operating environment.



Office of Innovation (OIN) provides timely, value-added services and products to its customers; is proactive and embraces change initiatives; and empowers OIG Program Offices through the development of innovative approaches and collaborative partnerships that positively affect the way they perform critical functions, perceive risk, and utilize technology.



Office of Investigations (INV) addresses alleged violations of law that impact the DHS' programs, operations, facilities, and personnel. INV prioritizes investigations of suspected violations of criminal and civil statutes. Investigators work closely with prosecutors and other law enforcement organizations.



Office of Audits (OA) provides essential transparency over DHS and component programs and operations. OA concentrates its efforts in promoting effective governance and accountability across the DHS to ensure effective and efficient use of taxpayer funds.



Office of Inspections and Evaluations (OIE) provides systematic and independent assessments of the design, implementation, and results of DHS operations, programs, and policies to determine their efficiency, effectiveness, impact, and sustainability. Special reviews typically concern high-profile or particularly sensitive matters.



Office of Management (OM) ensures the effective and efficient delivery of essential resources and support for planning and compliance, budget, acquisitions, facilities, security, training, and information technology functions.



Executive Office of the Inspector General (EOIG) is the primary liaison with Members of Congress, Congressional staff, internal stakeholders, the media, and the public. EOIG also provides support and oversight of the day-to-day activities of DHS OIG, to include OIG-wide communications, review and approval of final work products, and communications with DHS. Finally, EOIG provides all administrative support to the Inspector General, Principal Deputy Inspector General, and Chief of Staff.



VALUES & STRATEGIC GOALS

OIG Values



The Strategic Plan is the result of a collaborative and inclusive process that engages internal and external stakeholders. The Strategic Plan reinforces the values driving every action at the OIG, establishes our organizational goals and objectives, and highlights priority management challenges. The Strategic Plan also sets the foundation for the transformational change we want to achieve by focusing on our mission priorities and setting forth the values and behaviors underpinning the culture needed for OIG to succeed.



STRATEGIC GOAL 1

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



STRATEGIC GOAL 2

Strengthen Relationships and Build Trust with External Stakeholders



STRATEGIC GOAL 3

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



STRATEGIC GOAL 4

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



STRATEGIC GOALS & OBJECTIVES



STRATEGIC GOAL 1

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

1.1 Produce timely, high-quality work products and services that are data-driven and consistent with Council of Inspectors General on Integrity and Efficiency (CIGIE) standards, OIG best practices, and Government Auditing Standards.

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

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

STRATEGIC GOAL 2

Strengthen Relationships and Build Trust with External Stakeholders

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.

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

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



STRATEGIC GOALS & OBJECTIVES (CONTINUED)

STRATEGIC GOAL 3

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

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.

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

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

STRATEGIC GOAL 4

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

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

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

4.3 Promote relevant and equitable professional development opportunities across OIG components.

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

4.5 Develop and sustain timely and effective leadership communication with staff.

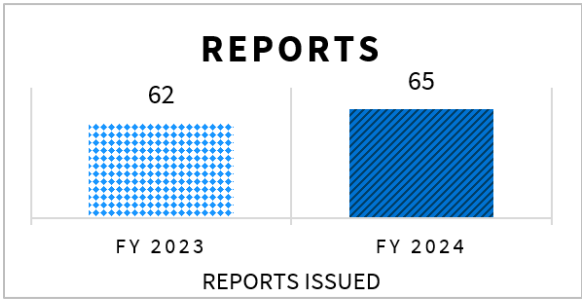
4.6 Develop and sustain mechanisms for engagement, including enabling staff input into planning and decision-making process.



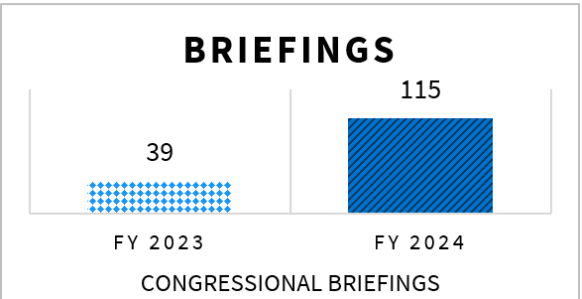
FY 2024 PERFORMANCE HIGHLIGHTS

In FY 2024, the DHS OIG:

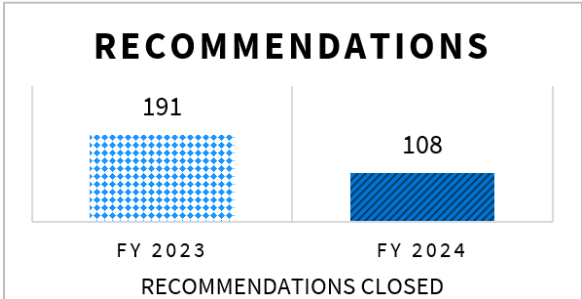
Exceeded the FY 2024 performance goals. Our target was to meet 75 percent of our goals and objectives from our Annual Performance Plan, and DHS OIG met or exceeded 100 percent of our goals and objectives.



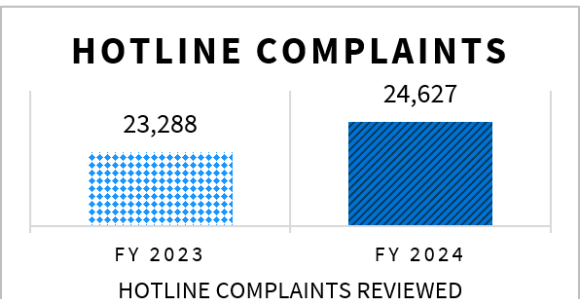
Issued 65 reports (64 audit and inspection reports and 1 Major Management and Performance Challenges report).



Coordinated 115 briefings to members of Congress or their staff regarding DHS OIG work products and operations.



Closed 108 recommendations.



Reviewed 24,627 hotline complaints.

We **identified \$7 billion** in funds DHS could put to better use.

NOTABLE CRIMINAL INVESTIGATIONS

DHS PERSONNEL

- [Former Federal Officer Receives More Charges for Alien Smuggling](#)
- [DHS Employee Indicted for Money Laundering](#)
- [Former Law Enforcement Officer Sentenced](#)

DISASTER RELIEF

- [Nigerian National Extradited from France to Face Charges of Stealing More than \\$8 Million in Federal Emergency Assistance](#)
- [Woman Charged for Defrauding FEMA of Over \\$1.5 Million](#)

HUMAN TRAFFICKING

- [Mexican Men Indicted for Forging Federal Documents in Human Smuggling Scheme](#)
- [Operation Leader and 10 Others Plead Guilty in Prolific Human Smuggling and Money Laundering Case](#)



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



STRATEGIC GOAL 1

Objective 1.1 Results



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 <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
Ensure timely response during intake of whistleblower retaliation complaints received by the OIG’s Whistleblower Protection Division. <i>Percentage of whistleblower retaliation complaints acknowledged and reviewed within the established timeframe.</i>	80%	Exceeded (97%)	OC

COMMENTS

OC exceeded the measurement of success by acknowledging and reviewing 97 percent (736) of a record 762 whistleblower retaliation complaints within the established timeframe.



Objective 1.1 Results (continued)

STRATEGY

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

Performance Metric <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
Ensure audits, inspections, and evaluations initiated after October 1, 2021, will be delivered in a timely manner. <i>Percentage of audits, inspections, and evaluations that adhere to established or agreed upon timeframe for the issuance of the final report.</i>	50%	Exceeded (52%)	OA, OIE

COMMENTS

Collectively, the program offices exceeded the measurement of success. In FY 2024, the OIG issued 64 audit, inspection, and evaluation reports and met the established or agreed upon timeframes for final issuance for 52 percent (33). Of the 64 audit, inspection, and evaluation reports:

- OA issued 46 reports and 50 percent (23) met the established or agreed upon timeframes.
- OIE issued 18 reports and 56 percent (10) met the established or agreed upon timeframes.



Objective 1.1 Results (continued)

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 <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
Conduct quality reviews of work products (audits/ inspections/ investigations) and assess compliance with standards. <i>Number of completed reviews.</i>	2	Met (2)	OI

COMMENTS

OI met the measurement of success by completing two quality reviews assessing compliance with standards.



Objective 1.1 Results (continued)

STRATEGY

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

Performance Metric <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
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>	90%	Exceeded (99%)	OIN

COMMENTS

OIN exceeded the measurement of success by providing 95 products and services to OIG program offices in FY 2024. Of the 95 total products and services, OIN delivered 99 percent (94) by the agreed upon suspense date.



STRATEGIC GOAL 1

Objective 1.2 Results

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 <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
Achieve concurrence on recommendations. <i>Percentage of recommendations that DHS/components concurred.</i>	75%	Exceeded (94%)	OI, OIE, OA

COMMENTS

Collectively, the program offices exceeded the measurement of success. The OIG issued 193 recommendations in FY 2024 and received concurrence on 94 percent (181). Of the 193 recommendations:

- OIE issued 76 recommendations and obtained concurrence on 95 percent (72).
- OA issued 117 recommendations and obtained concurrence on 93 percent (109).
- OI did not issue any recommendations, and as such, did not have an opportunity to exceed, meet, or miss the measure.



STRATEGIC GOAL 1

Objective 1.3 Results

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 <i>Measurement of Success</i>	Target	Actual	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>NLT October 31st Annually</p>	<p>Exceeded (October 25, 2023)</p>	<p>OIE, OA</p>

COMMENTS

The Annual Work Plan is a joint effort between OA and OIE. OA and OIE sent the Annual Work Plan to the Front Office for review on 10/12/23. The IG signed the Annual Work Plan on 10/16/23 and posted to the OIG website on 10/25/23.



Objective 1.3 Results (continued)

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 <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
Identify potential risk areas and ensure associated data is made available to OIG program offices via the Engagement Planning dashboard for risk assessment purposes. <i>Number of potential risk areas identified each year and made available via the Engagement Planning dashboard.</i>	4	Exceed (6)	OIN

COMMENTS

OIN exceeded the measurement of success by identifying six potential risk areas, including unique OpenFEMA data sources. OIN fully integrated these new data sources into the Engagement Planning dashboard and provided demonstrations to ensure OIG staff were aware of the additional resources.



Objective 1.3 Results (continued)

STRATEGY

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

Performance Metric <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
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>	80%	Exceeded (97%)	INV, OI

COMMENTS

Collectively, the program offices exceeded the measurement of success. The OIG opened 332 cases with 97 percent (323) of those cases falling within case opening criteria. Of the 321 cases INV opened, 98 percent (314) fell within the case opening criteria. Of the 11 cases OI opened, 82 percent (9) fell within the case opening criteria.



Goal 2: Strengthen Relationships and Build Trust with External Stakeholders



STRATEGIC GOAL 2

Objective 2.1 Results

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 <i>Measurement of Success</i>	Target	Actual	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>	20	Exceeded (115)	EOIG

COMMENTS

EOIG exceeded the measurement of success by holding 115 congressional briefings in FY 2024.



STRATEGIC GOAL 2

Objective 2.2 Results

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 <i>Measurement of Success</i>	Target	Actual	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>	28	Exceeded (163*)	OIG-wide

COMMENTS

Collectively, the program offices exceeded the measurement of success by holding 163 engagement sessions* with DHS stakeholders focused on identifying emerging high-risk areas, priorities, and challenges, improving collaboration and cooperation, as well as ensuring robust communication and feedback.

*Collectively, OIG reported 174 engagement sessions; however, participation by multiple program executives caused duplicative reporting in 11 instances. Removal of the duplicative engagement sessions resulted in a collective reporting of 163 stakeholder engagement sessions.



Objective 2.2 Results (continued)

STRATEGY

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

Performance Metric <i>Measurement of Success</i>	Target	Actual	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>	20%	Exceeded (100%)	OC

COMMENTS

OC exceeded the measurement of success by assisting DHS OIG program offices with 225 technical comment reviews, all of which OC completed within the established timeframe.



STRATEGIC GOAL 2

Objective 2.3 Results

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 <i>Measurement of Success</i>	Target	Actual	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>	70%	Exceeded (92%)	EOIG

COMMENTS

EOIG exceeded the measurement of success. Out of 65 OIG work products, EOIG published 92 percent products (60) within 48 hours.



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



STRATEGIC GOAL 3

Objective 3.1 Results

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 that they are consistent with current standards and to identify opportunities to calibrate to reflect the evolving mission environment.

Performance Metric <i>Measurement of Success</i>	Target	Actual	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%	Exceeded (100%)	OM

COMMENTS

OM exceeded the measurement of success. The OIG hired 21 new supervisors in FY 2024, which included both external new hires and internal promotions. All 21 new supervisors received performance management training within 60 days of onboarding.



Objective 3.1 Results (continued)

STRATEGY

3.1.a 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.

Performance Metric <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
Effectuate organizational change, to include implementing U.S. Government Accountability Office (GAO) recommendations. <i>Cumulative number of GAO recommendations submitted for closure.</i>	18	Exceeded (20)	EOIG

COMMENTS

EOIG exceeded the measurement of success by submitting 20 GAO recommendations for closure through FY 2024.



STRATEGIC GOAL 3

Objective 3.2 Results

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 <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
<p>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.</p> <p><i>Percentage of modernization effort tasks implemented within the established timeframes.</i></p>	<p>70%</p>	<p>Exceeded (85%)</p>	<p>OIN, OM</p>

COMMENTS

Collectively, the program offices exceeded the measurement of success. The OIG implemented 33 modernization tasks, with 85 percent (28) of those implemented within the established timeframes.

Of the 8 modernization effort tasks OIN implemented, OIN implemented 75% (6) modernization effort tasks within established timeframes. Of the 25 modernization effort tasks OM implemented, OM implemented 88 percent (22) modernization effort tasks within established timeframes.



STRATEGIC GOAL 3

Objective 3.3 Results

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 <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
Develop the annual performance plan incorporating strategic goals and metrics. <i>Percentage of goals achieved.</i>	75%	Exceeded (100%)	OIG-wide

COMMENTS

The OIG exceeded the measurement of success by meeting or exceeding all FY 2024 performance goals.



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



STRATEGIC GOAL 4

Objective 4.1 Results

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 Assess skills sets of staff to ensure the DHS OIG workforce possesses the necessary competencies to effectively execute the DHS OIG mission.

Performance Metric <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
Identify key competencies for specific positions within DHS OIG program offices (ex., auditors, inspectors, investigators). <i>Number of new positions in which key competencies are identified.</i>	2	Exceeded (4)	OM

COMMENTS

OM exceeded the measurement of success by identifying four new positions with key competencies.



STRATEGIC GOAL 4

Objective 4.2 Results

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 <i>Measurement of Success</i>	Target	Actual	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.</i>	60%	Exceeded (95%)	OM, EOIG

COMMENTS

Collectively, the program offices exceeded the measurement of success. Out of 56 total job openings, OM and EOIG collaborated to promote 95 percent (53) job openings on social media.



STRATEGIC GOAL 4

Objective 4.3 Results

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 <i>Measurement of Success</i>	Target	Actual	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	Exceeded (8)	OM

COMMENTS

OM exceeded the measurement of success by providing eight Management Monday sessions to train managers on relevant management skills, policies, and expectations.



STRATEGIC GOAL 4

Objective 4.4 Results

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 <i>Measurement of Success</i>	Target	Actual	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	Exceeded (10)	OM

COMMENTS

OM exceeded the measurement of success by having 10 staffing allocation review sessions with senior leadership.



STRATEGIC GOAL 4

Objective 4.5 Results

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 <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
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>	80%	Exceeded (100%)	OIG-wide

COMMENTS

Collectively, program offices exceeded the measurement of success. Program offices reported holding 235 employee centered engagement sessions to improve morale, collaborate across functional areas, build effective relationships, discuss work status, and evaluate plans/procedures.



STRATEGIC GOAL 4

Objective 4.6 Results

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 <i>Measurement of Success</i>	Target	Actual	Strategy Owner(s)
Conduct an analysis of FEVS results and identify areas of focus for the future fiscal year to address deficiencies or needed improvement. <i>Number of days to analyze FEVS results.</i>	60 Days	Exceeded (44 Days)	OIN

COMMENTS

OIN exceeded the measurement of success by conducting analysis and delivering the final FEVS report to the Front Office on December 19, 2023, 44 days after receiving the initial data.



APPENDIX A

FY 2024 APR Methodology

The DHS OIG APR provides the OIG’s progress towards FY 2024 goals and objectives derived from the DHS OIG’s FY 2022–2026 Strategic Plan and FY 2024 Annual Performance Plan.

The APR resulted from extensive collaboration with internal stakeholders across the DHS OIG program offices. The FY 2024 APR meets reporting requirements in the Government Performance and Results Modernization Act of 2010 and in Office of Management and Budget’s Circular No. A-11, which focus on improving performance and accountability in Federal agencies.

Figure 1 illustrates the DHS OIG strategic planning framework and the interrelationships between strategic planning documents.

Figure 1: DHS OIG Strategic Planning Framework





Office of Inspector General

U.S. Department of Homeland Security

CONTACT US

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Department of Homeland Security
Office of Inspector General
Mail Stop 0305 Attention: Hotline
245 Murray Drive SW
Washington, DC 20528-0305

For further information or questions, please contact OIG Public Affairs at DHS-OIG.OfficePublicAffairs@oig.dhs.gov

