



Office of Inspector General
Annual Performance Report

FY 2023

December 20, 2023

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 2023 performance measures and goals.

The FY 2023 results demonstrate the continued commitment by DHS OIG to provide independent oversight and promote excellence, integrity, and accountability within DHS.

The work accomplished demonstrates the value we bring to the American people, DHS, and our external stakeholders. This report summarizes significant accomplishments and highlights our progress implementing the strategic goals and objectives established in the [DHS OIG Strategic Plan 2022-2026](#)

FY 2023 was a remarkable year for DHS OIG. We met or exceeded 84 percent of the Performance Metrics from our Annual Performance Plan, which is an increase over our FY 2022 performance results. We also continued to improve the quality of our work and processes. The Annual Performance Report provides insight into some of our accomplishments 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 OIG staff for their excellent work in FY 2023.



Sincerely,

**JOSEPH V
CUFFARI**

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JOSEPH V CUFFARI
Date: 2023.12.20
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Joseph V. Cuffari, Ph.D.
Inspector General



Office of Inspector General

U.S. Department of Homeland Security

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

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



“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.”

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DHS OIG Seal:

The U.S Department of Homeland Security Office of Inspector General seal distinguishes our office from DHS components, further reinforcing our independence:



- ❖ The solitary torch represents our independent oversight that helps DHS protect the homeland.
- ❖ The flame represents our duty to “shine a light” on DHS programs and operations.
- ❖ The banner beneath the torch represents [our mission](#) to promote excellence, integrity, and accountability within DHS.
- ❖ The six stars represent [DHS’s Mission Areas](#), for which we provide oversight.

Fiscal Year 2023 Key Performance Highlights

In FY 2023, the DHS OIG:



Exceeded the FY 2023 performance goals. Our goal was to meet 70 percent of our goals and objectives from our Annual Performance Plan and DHS OIG met or exceeded 84 percent of those goals and objectives.



Issued 62 reports (61 audit and inspection reports and 1 Major Management and Performance Challenges report) and closed 191 recommendations.



Reviewed 23,228 complaints.



Identified \$53.9 million in questioned costs and identified more than \$4.2 million in funds that DHS could put to better use.



Coordinated 39 briefings to members of Congress or their staff regarding DHS OIG work products and operations.

DHS OIG Program Offices*



Office of Innovation (OIN)



Office of Investigations (INV)



Office of Integrity (OI)



Office of Audits (OA)



Office of Counsel (OC)



Office of Inspections and Evaluations (OIE)



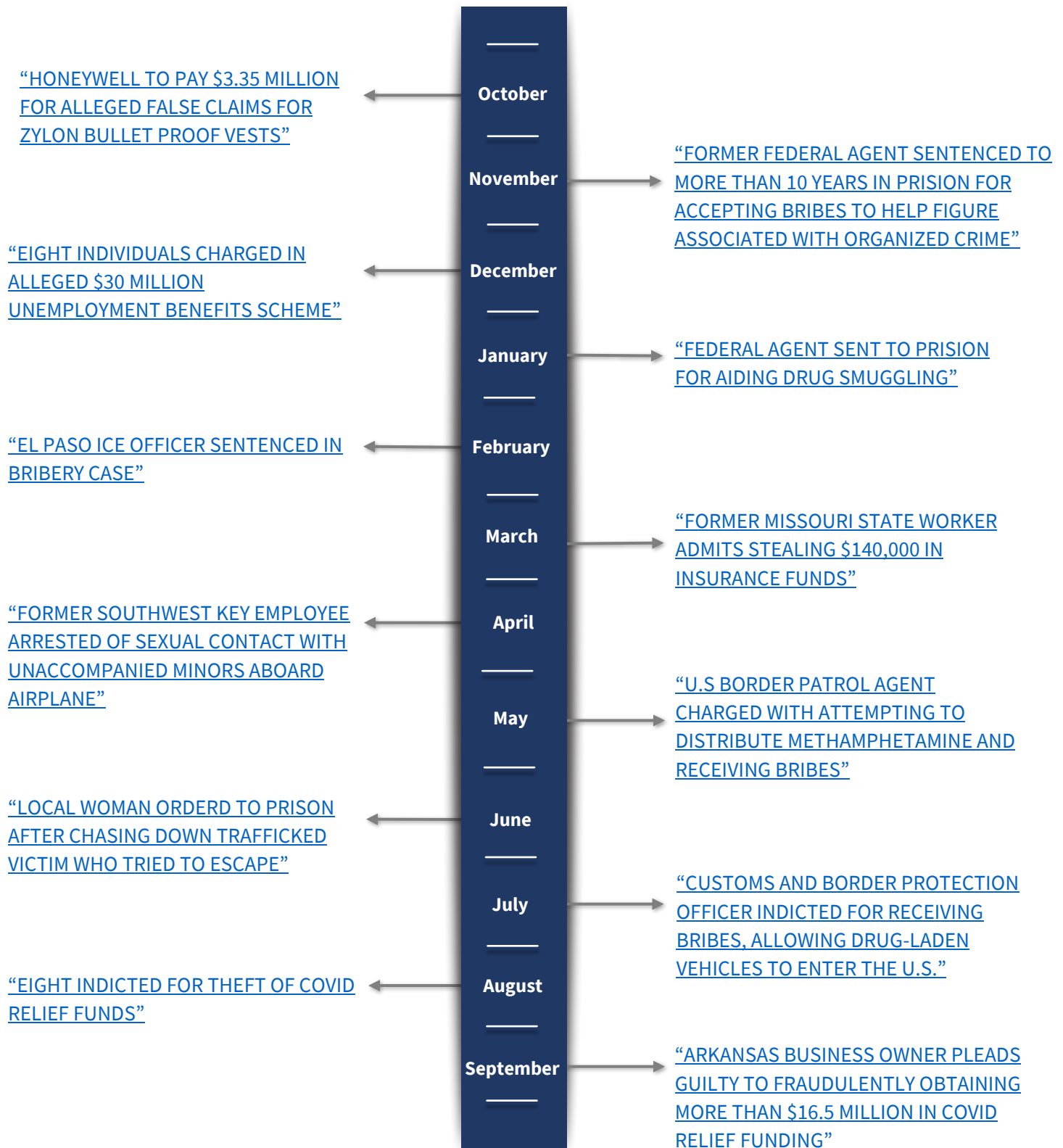
Office of Management (OM)



Executive Office of the Inspector General (EOIG)

**Appendix B contains more information on roles and responsibilities of each DHS OIG office.*

DHS OIG FY 2023 Notable Investigations in the News



DHS OIG Strategic Plan Goals and Objectives

OIG Strategic Plan


Department of Homeland Security
Office of Inspector General
Strategic Plan 2022 – 2026



Goal

1

Deliver results that promote the efficiency, effectiveness, and integrity of DHS Programs.


 Objectives

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

Goal

2

Strengthen relationships and build trust with external stakeholders.


 Objectives

- 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.

Goal

3

Build and sustain enterprise-wide governance and management to support the workforce and optimize efficiency and effectiveness.


 Objectives

- 3.1 Create a comprehensive policy framework consistent with internal control standards (e.g., clearly defining roles and responsibilities, managing internal/external risks), 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).

Goal

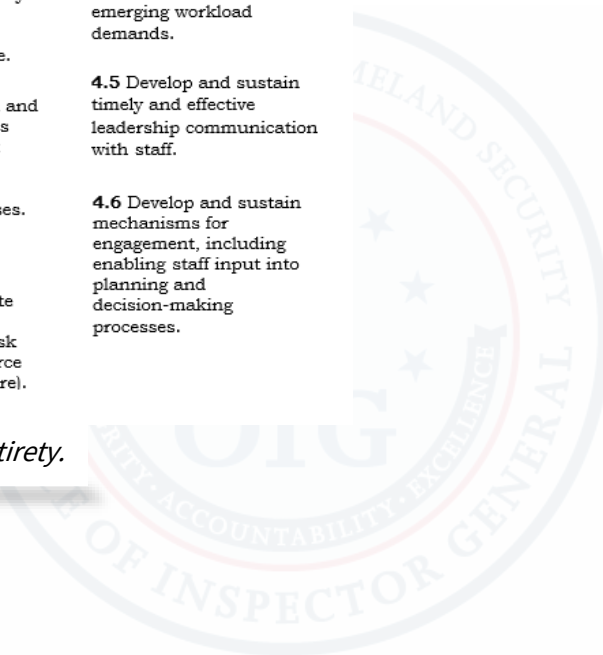
4

Cultivate a diverse, highly skilled, flexible, and engaged workforce.

 Objectives

- 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 processes.

View the [DHS OIG Strategic Plan](#) in its entirety.



FY 2023 Performance Metrics and Results

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 and services that are data-driven and consistent with CIGIE standards, OIG best practices, and Government Auditing Standards.

Strategy

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

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
<p>Ensure audits, inspections, and evaluations initiated after October 1, 2021, are delivered in a timely manner.</p> <p><i>Percentage of completed audits, inspections, and evaluations that adhere to established or agreed-upon timeframe.</i></p>	50%	Did not Meet (49%)	OIE, OA

Comments: Collectively, the program offices did not meet this target. The OIG issued 62 reports in FY 2023. Of those 62, 53 were initiated after 10/1/21 as per the metric. 26 (49%) of the 53 reports issued by OA and OIE met the established or agreed-upon timeframes. Since 2021, DHS has delayed and denied access to information that we need to do our work and to which we are entitled under law. The impact of DHS's delays and denials is reflected in the timeliness of the OIG's work.

OA – Issued 39 reports of which 51% (20 reports) met the established or agreed-upon timeframe. Of the 20 reports determined to be delivered on time, 5 had not been assigned completion dates; however, OA still considered them as completed within the agreed-upon timeframe.

OIE - Issued 14 reports and of those, 43% (6 reports) met the agreed-upon timeframes.

Visit [DHS OIG reports](#) to view OIE and OA work products.

FY 2023 Performance Metrics and Results (continued)

Strategy Expand the use of data, data analysis, testing, and automation efforts within the OIG.			
Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
OIN responds to OIG program offices with complete and accurate products or services. <i>Percentage of products and services provided by the agreed upon suspense date.</i>	90%	Exceeded (94%)	OIN
Comments: OIN exceeded this measurement of success by providing more than 140 products and services to customers within the OIG throughout the fiscal year. Of those products and services, 94% were delivered by the agreed upon suspense date.			



FY 2023 Performance Metrics and Results (continued)

Objective 1.2

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

Strategy

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	Office(s)
<p>Ensure DHS OIG recommendations are value-added, focused on improving the agency's programs and operations, and result in maximum positive impact.</p> <p><i>Achieve concurrence on recommendations.</i></p>	60%	Exceeded (92%)	OI, OIE, OA

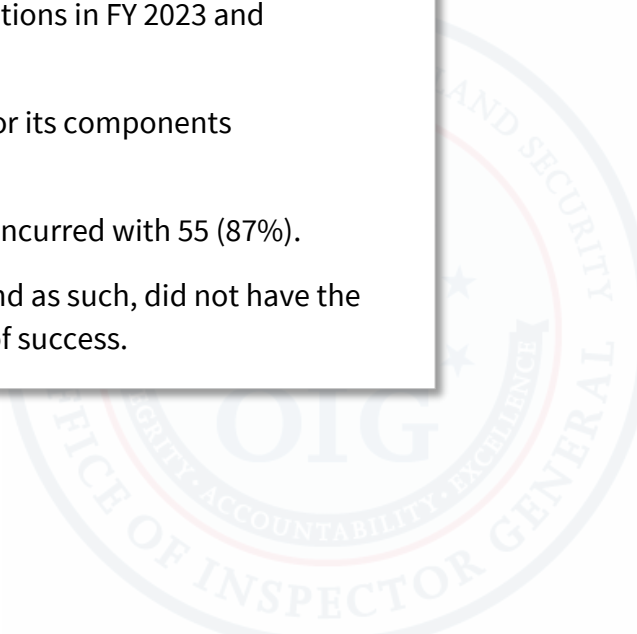
Comments:

Collectively, the program offices issued 240 recommendations in FY 2023 and achieved concurrence with 220 (92%).

OA – Issued 177 recommendations and the Department, or its components concurred with 165 (93%).

OIE - Issued 63 recommendations and the Department concurred with 55 (87%).

OI – During FY 2023, OI did not issue recommendations and as such, did not have the opportunity to meet, miss, or exceed this measurement of success.



FY 2023 Performance Metrics and Results (continued)

Objective 1.3

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

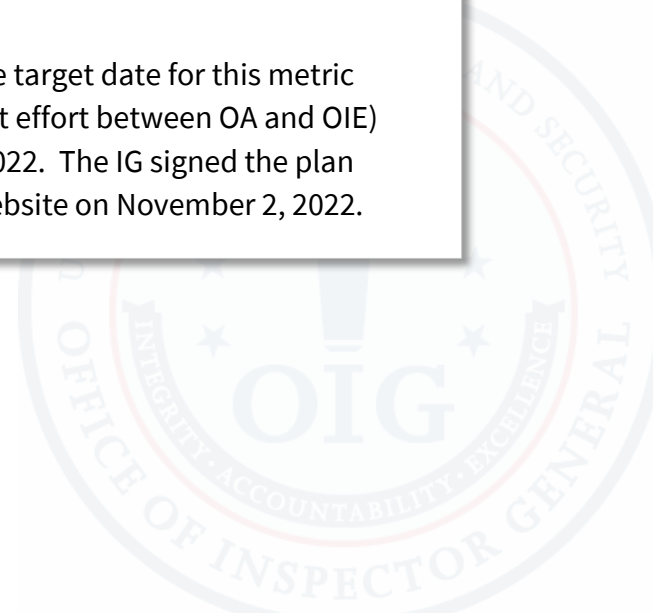
Strategy

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	Office(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 an annual audit and inspection workplan that incorporates emerging threats, and high-risk, mission-critical areas.</i></p>	<p>NLT October 15th Annually</p>	<p>Did not Meet (Nov. 2, 2022)</p>	<p>OA, OIE</p>

Comments:

At the end of FY 2022 the Inspector General changed the target date for this metric to October 15th annually. The Annual Work Plan (a joint effort between OA and OIE) was sent to the Front Office for review on October 14, 2022. The IG signed the plan on October 31, 2022 and it was published on the OIG website on November 2, 2022.



FY 2023 Performance Metrics and Results (continued)

Strategy

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	Office(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>	4	Exceeded (5)	OIN

Comments:

OIN redesigned and updated the DHS OIG Engagement Planning Dashboard and included five additional sources of data: hotline complaint data, DHS contract data, DHS personnel and vacancy data, General Services Administration (GSA) System for Award Management data, and GSA exclusion data. The updated version of the Engagement Planning Dashboard was released for OIG-wide use on September 18, 2023.



FY 2023 Performance Metrics and Results (continued)

Strategy 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	Office(s)
Ensure cases opened during the fiscal year fall under new case opening criteria established within DHS OIG. <i>Percentage of all cases opened that fall within the case opening criteria.</i>	75%	Exceeded (98%)	INV, OI
Comments: In FY 2023 the program offices collectively opened 351 cases with 343 (98%) opened within case opening criteria. INV – Initiated 335 investigations and of those, 328 (98%) were opened under the case opening criteria. OI – The DHS OIG Special Investigations Division opened 16 cases and of those, 15 (94%) met case opening criteria.			



FY 2023 Performance Metrics and Results (continued)

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

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	Office(s)
Provide regular briefings to members of Congress or their staff regarding DHS OIG work products or operations. <i>Number of congressional briefings held.</i>	15	Exceeded (39)	EOIG

Comments:

EOIG held 39 Congressional briefings in FY 2023. In addition to Congressional briefings, EOIG conducted 46 staff level briefings.



FY 2023 Performance Metrics and Results (continued)

Objective 2.2

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

Strategy

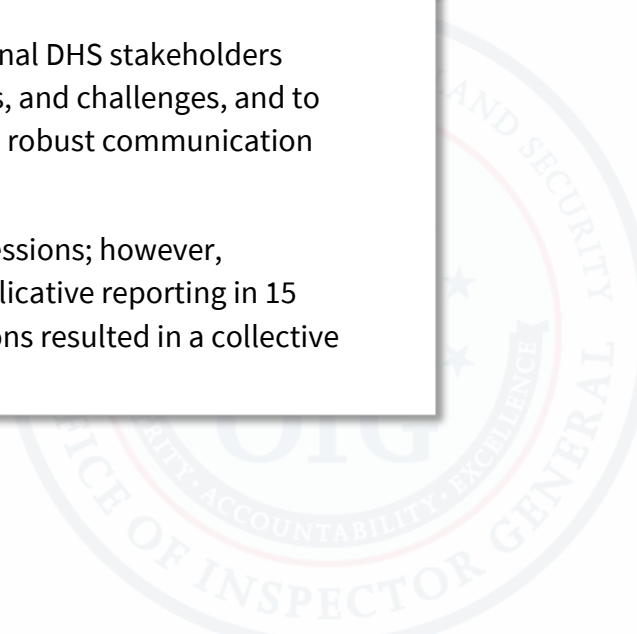
Engage regularly in two-way communication with DHS leadership and its components on areas most valuable to DHS and to solicit from DHS on engagement processes to identify areas for improvement.

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
<p>Engage with external stakeholders to identify emerging high-risk areas, priorities, and challenges, and to improve collaboration and cooperation, as well as ensure robust communication and feedback.</p> <p><i>Number of engagement sessions held annually with external stakeholders.</i></p>	25	Exceeded (65) *	OIG-wide

Comments:

Program offices held 65 engagement sessions* with external DHS stakeholders focused on identifying emerging high-risk areas, priorities, and challenges, and to improve collaboration and cooperation, as well as ensure robust communication and feedback.

*Collectively, program offices reported 80 engagement sessions; however, participation by multiple program executives caused duplicative reporting in 15 instances. Removal of the duplicative engagement sessions resulted in a collective reporting of 65.



FY 2023 Performance Metrics and Results (continued)

Objective 2.3

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

Strategy

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

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
Highlight DHS OIG work using social media such as X (formerly Twitter) and Linked-In within 48 hours of public release. <i>Percentage of products highlighted on social media within the established timeframe.</i>	65%	Exceeded (100%)	EOIG
Comments: The EOIG highlighted all (100%) of DHS OIG work products on social media within one business day.			



FY 2023 Performance Metrics and Results (continued)

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

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	Office(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%	Did not Meet (83%)	OM
Comments: OM trained 5 of 6 new supervisors (83%) within 60 days of onboarding.			



FY 2023 Performance Metrics and Results (continued)

Strategy 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	Office(s)
Effectuate organizational change by implementing Government Accountability Office (GAO) recommendations. <i>Cumulative number of GAO recommendations submitted for closure.</i>	15	Met (15)	EOIG
Comments: As of the end of FY 2023, the EOIG submitted 15 recommendations to the GAO for closure.			



FY 2023 Performance Metrics and Results (continued)

Strategy 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	Office(s)
<p>On an annual basis, update as needed, the project plan incorporating application and enterprise goals and key business process and ensure on time implementation of identified goals.</p> <p><i>Percentage of goals implemented within the established timeframes.</i></p>	60%	Exceeded (95%)	OIN, OM
<p>Comments: OIN implemented 95% of the Modernization Effort goals within the established timeframes. During the fiscal year, the Modernization Management Office focused on goals associated with identification of case management requirements and final solution; requirements for a Freedom of Information Act solution; and initial planning for the OIG's web design efforts.</p>			



FY 2023 Performance Metrics and Results (continued)

Objective 3.3

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

Strategy

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.

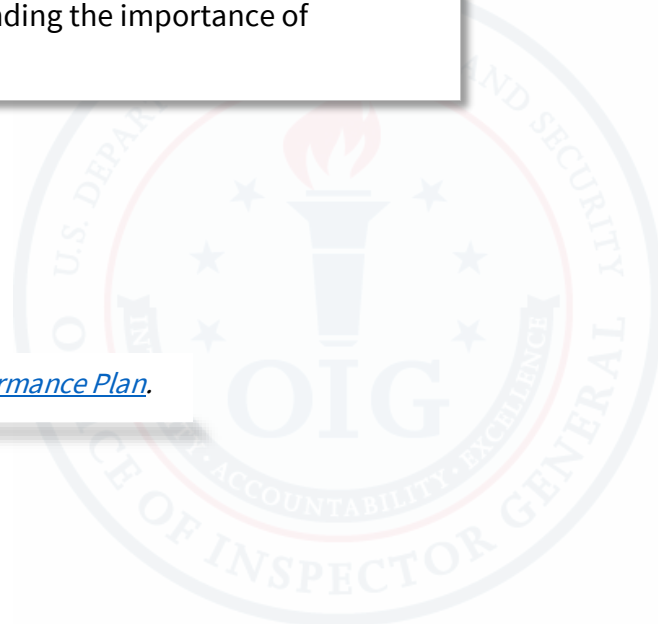
Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
Develop the annual performance plan incorporating strategic goals and metrics. <i>Percentage of goals achieved.</i>	70%	Exceeded (84%)	OIN

Comments:

DHS OIG achieved 84% of the measurements of success included in the FY 2023 Annual Performance Plan.

OIN contributed to the OIG’s success in establishing a quarterly Performance Metric tracking and reporting mechanism, regularly brought areas of concern to the attention of management, clarified requirements, documented necessary changes, and facilitated employee training focused on understanding the importance of measurements of success within the organization.

View the DHS OIG [FY 2023 Annual Performance Plan](#).



FY 2023 Performance Metrics and Results (continued)

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

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

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
Identify key competencies for specific positions within DHS OIG Program Offices (ex., auditors, inspectors, investigators). <i>Number of positions in which key competencies are identified.</i>	2	Met (2)	OM

Comments:

OM met the target by identifying competencies in the Criminal Investigator 1811 series and the Records and Information Management Specialist 0308 series.



FY 2023 Performance Metrics and Results (continued)

Objective 4.2

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

Strategy

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	Office(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>	25%	Exceeded (93%)	OM, EOIG

Comments:

OM and EOIG worked together to exceed this target and posted 93% of job openings on social media.



FY 2023 Performance Metrics and Results (continued)

Objective 4.3

Promote relevant and equitable professional development opportunities across OIG components.

Strategy

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

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
Provide regular training to managers on relevant management skills, policies, and expectations. <i>Number of Management Monday sessions provided annually.</i>	6	Met (6)	OM
Comments: OM held 6 Management Monday sessions throughout FY 2023.			



FY 2023 Performance Metrics and Results (continued)

Objective 4.4

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

Strategy

Implement a process to allocate human capital resources based on the organization's current and emerging strategic objectives and priorities.

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
<p>Meet regularly with senior leadership to review staffing allocations and adjust staffing allocations as necessary to address emerging workload demands.</p> <p><i>Number of annual staffing allocation review sessions with senior leadership.</i></p>	4	Exceeded (14)	OM

Comments:

OM held 14 sessions throughout the year with senior leadership to review and adjust staffing allocations as necessary.



FY 2023 Performance Metrics and Results (continued)

Objective 4.5

Develop and sustain timely and effective leadership communication with staff.

Strategy

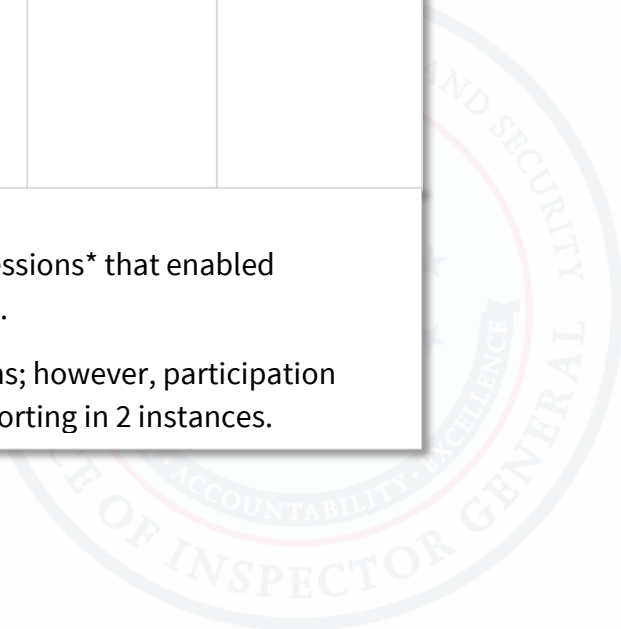
Engage the workforce in the OIG's work by drawing on their insights to improve OIG mission performance and through timely and accurate communication that reduces communication barriers, uses a variety of mechanisms (townhalls, brown bags, emails, blogs), ensures consistency of messages, establishes the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

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
<p>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.</p> <p><i>Number of employee related engagement sessions per year across DHS OIG where Employees are enabled to provide input into decisions that affect them.</i></p>	12	Exceeded (120) *	OIG-wide

Comments:

Program offices held 120 employee related engagement sessions* that enabled employees to provide input into decisions that affect them.

*Collectively, program offices reported holding 122 sessions; however, participation by multiple program executives resulted in duplicative reporting in 2 instances.



FY 2023 Performance Metrics and Results (continued)

Objective 4.6

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

Strategy

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

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(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 (52 Days)	OIN

Comments:

OIN submitted its analysis and final FEVS report to EOIG on February 23, 2023. This occurred 52 days after receipt of the results.



Extended FY 2022 Performance Metrics

The FY 2022 DHS OIG Annual Performance Report contained four Performance Metrics that received extensions) to a later date in FY 2023. The status of the four metrics is reported below:

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 and services that are data-driven and consistent with CIGIE standards, OIG best practices, and Government Auditing Standards.

FY 2022 Strategy: Develop and implement an organization-wide quality assurance program.

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
Implement approved guidance.	March 30, 2023	September 20, 2023	OI

Comments: The IG signed the Quality Control and Quality Assurance Program Directive on September 20, 2023. It was distributed organization-wide on September 21, 2023.

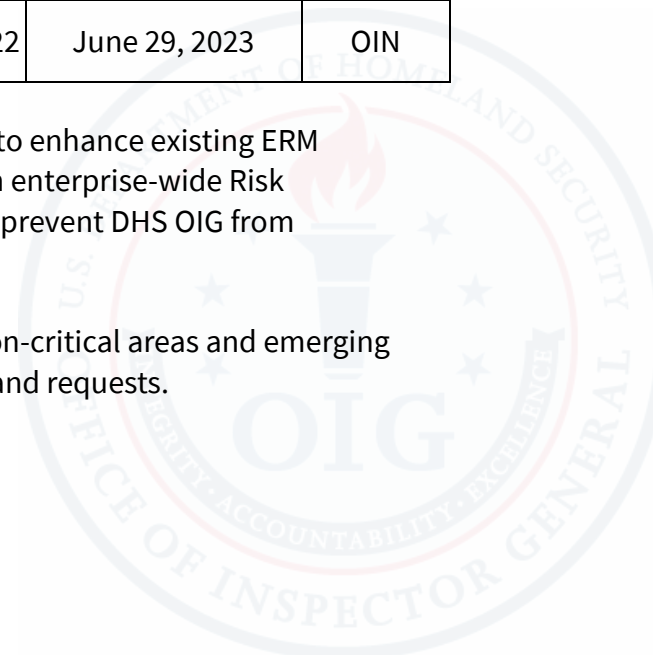
Objective 1.2: Develop actionable recommendations that address the root causes of weaknesses and identify long-term solutions.

FY 2022 Strategy: Implement a process to identify and respond to enterprise-level risks.

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
Enhance existing enterprise risk management (ERM) program.	September 30, 2022	June 29, 2023	OIN

Comments: In FY 2022, OIN did not meet its goal to enhance existing ERM program. OIN made ERM a priority and created an enterprise-wide Risk Register that identifies significant risks that could prevent DHS OIG from meeting its goals and objectives.

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



Extended FY 2022 Performance Metrics (continued)

FY 2022 Strategy: Develop and implement an annual work planning process, as part of a risk-based planning system that identifies the activities to audit, inspect, or evaluate.

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
Finalize annual Audit and Inspections/Evaluations Work Plans.	October 15, 2022	November 2, 2022	OA, OIE

Comments: OA and OIE finalized an annual Audit and Inspections/Evaluations Work Plan on November 2, 2022.

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.

FY 2022 Strategy: Develop and implement a workforce plan that translates strategic priorities into skill sets and competencies and identifies strategies for meeting those workforce needs.

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
Plan Approved.	December 31, 2022	Did not Meet	OM

Comments: OM worked with the EOIG in FY 2023 to finalize the strategic workforce plan and will implement the plan upon its final approval.



Extended FY 2022 Performance Metrics (continued)

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.

FY 2022 Strategy: Develop and implement a workforce plan.

Performance Metric <i>Measurement of Success</i>	Target	Actual	Office(s)
Implement approved plan.	December 31, 2022	Did not Meet	OM

Comments: OM worked with the EOIG in FY 2023 to finalize the strategic workforce plan and will implement the plan upon its final approval.



Appendix A – FY 2023 APR Methodology

The Department of Homeland Security, Office of Inspector General Annual Performance Report (APR) provides the status in meeting fiscal year 2023 goals and objectives derived from the DHS OIG’s FY 2022 - 2026 Strategic Plan and FY 2023 Annual Performance Plan. The APR resulted from extensive collaboration with internal stakeholders across the DHS OIG program offices. The FY 2023 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



Appendix B – FY 2023 Statistics Computation

Computation of Overall Accomplishment Statistics

The Department of Homeland Security Office of Inspector General’s fiscal year 2023 Annual Performance Plan contained 19 performance metrics and related measurements of success.

Of the 19 total metrics for FY 2023:

- 3 Performance Metrics were “Met”,
- 13 Performance Metrics “Exceeded” expectations, and
- 3 Performance Metrics “Did not Meet” expectations.

Table 1 shows the FY 2023 Performance Metric accomplishments and the overall percentage computation.

Table 1: FY 2023 Performance Statistics Calculation

Met	Exceeded	Did Not Meet	Total
3	13	3	19

FY 2023 Performance Calculation:

19 Total Metrics – 3 “Did not Meet” = 16 “Met or Exceeded”

FY 2023 Overall Accomplishment: $16/19 = 84\%$



Appendix C – DHS OIG Program Offices



Office of Audits (OA) provides essential transparency over Department of Homeland Security 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 Innovation (OIN) provides timely, value-added services and products to its customers; is proactive and embraces change initiatives; and employs a skilled and diverse workforce. OIN affects the way other offices perform critical functions, perceive risk, and use technology.



Office of Investigations (INV) addresses alleged violations of law that impact the DHS's 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 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 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.




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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.



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