



Office of Inspector General

U.S. Department of Homeland Security



Annual Performance Report

FISCAL YEAR 2025

April 30, 2026

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 describes OIG's progress toward implementing the [DHS OIG Strategic Plan](#) and presents the fiscal year 2025 results measured against established goals, objectives, and performance indicators. The timely preparation and issuance of this report was impacted by three government shutdowns affecting our office.

The Federal Government experienced a significant transformation in FY 2025. Nonetheless, OIG successfully aligned itself to new requirements and integrated changes swiftly. In FY 2025, OIG achieved just over 90 percent of the performance targets included in our Annual Performance Plan. These results reflect an organization focused on its statutory obligations and commitment to delivering value to the American people, the Department, and stakeholders.

Our program offices demonstrated resilience at every level. We adapted quickly to evolving situations, found creative solutions, and capitalized on opportunities. We achieved important milestones and sustained progress across multiple areas of responsibility. Our work consistently reflected our commitment to transparency, efficiency, and the pursuit of excellence, integrity, and accountability. FY 2025 helped us to identify key learnings that better equip us to meet future goals.

Thank you to the OIG staff for your perseverance and dedication in FY 2025.

Sincerely,

**JOSEPH V
CUFFARI** Digitally signed by
JOSEPH V CUFFARI
Date: 2026.05.01
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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 empowered professionals committed to excellence and our core values (integrity, quality, innovation, and respect).

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

DHS OIG 2022–2026 Strategic Plan

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ABOUT US

Background: Congress enacted the *Inspector General Act of 1978* to ensure integrity and efficiency in government. Congress passed the *Homeland Security Act of 2002*, which created the Department of Homeland Security, including this Office of Inspector General (DHS OIG). DHS 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 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 and leverage the wide array of our skills and experiences.
- Develop and empower our staff.
- Recognize successes across OIG and DHS.



INTRODUCTION

Per the requirements of the Office of Management and Budget Circular No. A-11, Section 240 – *Annual Performance Planning and Reporting* the *Fiscal Year 2025 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, OIG is committed to:

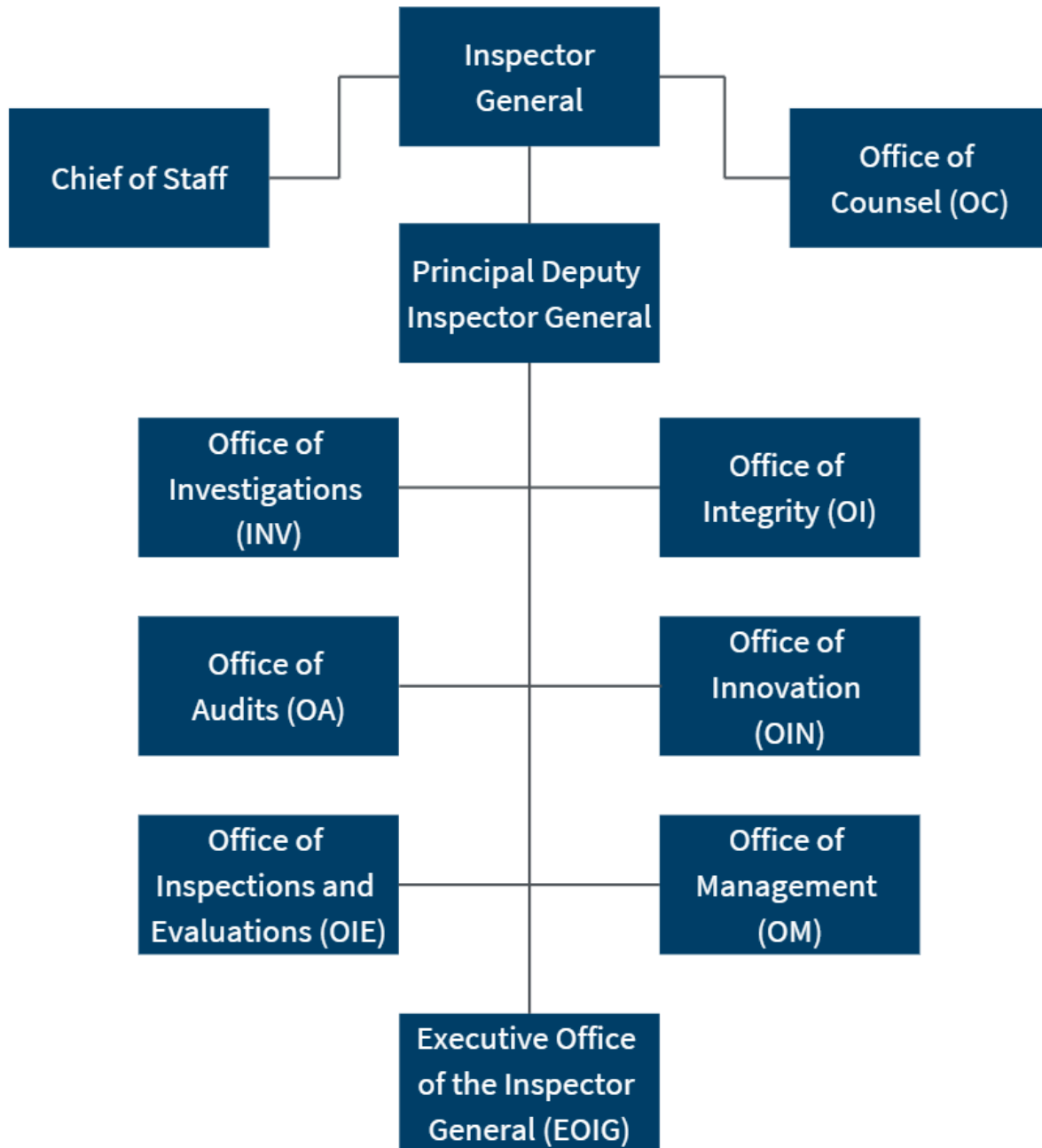
- delivering high-impact and high-quality products and services to support the Department’s mission success;
- building relationships with Congress and DHS and its components;
- developing an integrated and strategic approach to governance and management across OIG; and
- building and maintaining a workforce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

The APR serves as a critical tool to monitor effectiveness, efficiency, and accountability within 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 2025 Annual Performance Plan](#). The measures of success are balanced across all OIG strategic goals, objectives, and each program office.

Throughout the fiscal year, OIG monitors quarterly progress towards the performance targets for each performance metric. The APR reflects the results of our endeavors in FY 2025.



ORGANIZATION CHART



PROGRAM OFFICES



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



Office of Integrity (OI) provides independent assurance, compliance, investigative, and advisory services throughout OIG. OI supports the integrity, accountability, and effectiveness of 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 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 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 DHS OIG Strategic Planning Program is a structured, integrated, and risk-based process that ensures OIG stays aligned with the Strategic Plan and helps support OIG in achieving its overall mission. OIG monitors its progress through quarterly collection and analysis of performance data. This allows OIG to stay aware of emerging issues, address challenges where possible, and remain transparent about our progress.

The Strategic Plan is the result of a collaborative process that engages internal and external stakeholders. It reinforces the values driving every action at 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 GOALS & OBJECTIVES



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 Highly Skilled, Flexible, and Engaged Workforce

Objective 1.1 Produce timely, high-quality work products (i.e., audits, inspections, evaluations, and investigations) 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.

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

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

Objective 2.1 Communicate and consult regularly with Congress and DHS on key areas of interest, including work plans and the status of engagements and final products.

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

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

Objective 3.1 Create a comprehensive directive framework consistent with internal control standards which provides enterprise-level guidance on procedures in the following areas: work planning, human capital management, performance management, quality assurance, and managing organizational change.

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

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

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

Objective 4.2 Recruit and retain a highly skilled workforce.

Objective 4.3 Promote relevant professional development opportunities across OIG components.

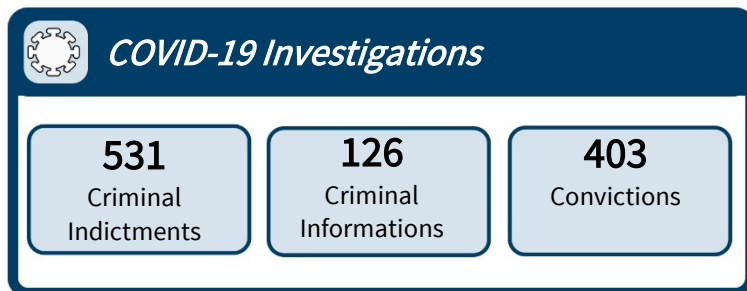
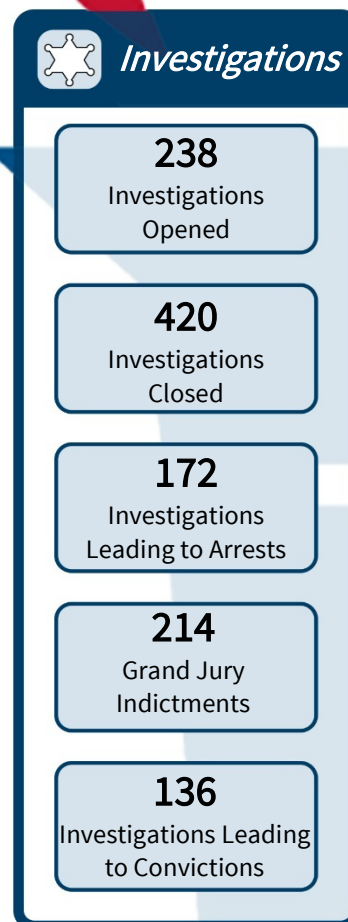
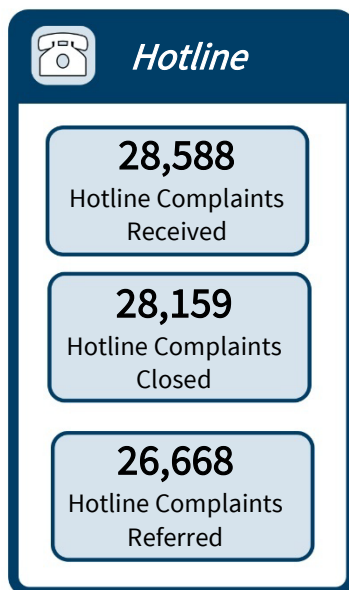
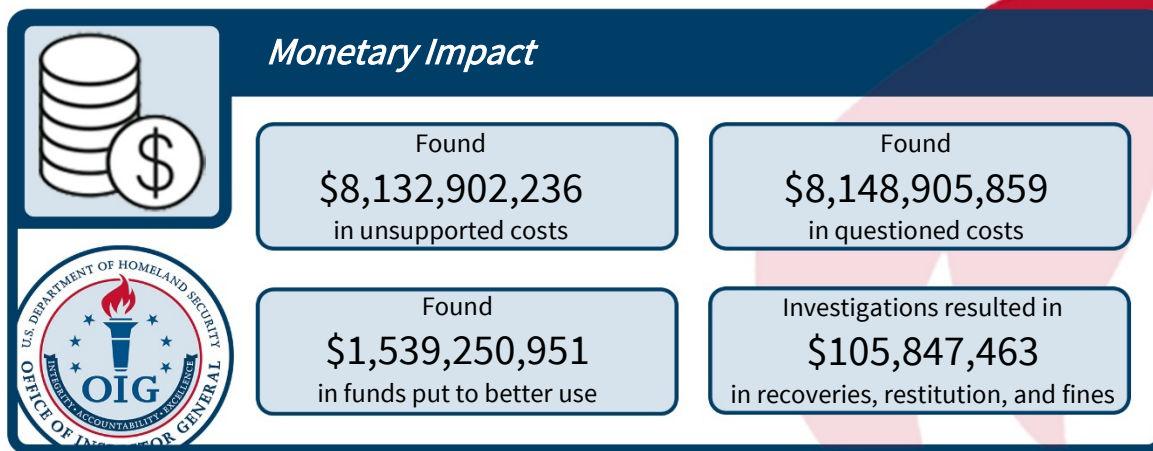
Objective 4.4 Facilitate allocation of staff across units to meet emerging workload demands.

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

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



FY 2025 PERFORMANCE HIGHLIGHTS



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



Photo taken by Sgt. Anita VanderMolen

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 30 days.</i>	80%	96%	OC

COMMENTS

Exceeding this target demonstrates our dedication and efficiency in fulfilling OIG's statutory responsibility to receive and investigate complaints of reprisal from DHS employees and helps assure employees that their complaints are taken seriously and handled appropriately by OIG.



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. *Excluding cross-agency products. <i>Percentage of audits, inspections, and evaluations that adhere to established or agreed upon timeframe for the issuance of the final report.</i>	53%	40%	OA, OIE

COMMENTS

Several factors beyond OIG’s control significantly affected our ability to meet established timeliness goals. First, we experienced substantial delays in securing access to the DHS data needed to conduct our oversight work. These delays slowed project initiation and limited the teams’ ability to progress as planned. In addition, DHS was late on approximately 70 percent of required Management Response Letters, with an average response time of 47 days – 17 days beyond the allotted response period. Compounding these challenges, both OA and OIE experienced a significant reduction in staff, including the loss of key leaders. This reduction was driven almost entirely by the Deferred Resignation Program rather than normal attrition. As a result, the offices faced abrupt and concentrated workforce losses, leaving some projects temporarily without assigned managers and requiring frequent staff reassignments to cover capacity gaps.

Despite these operational challenges, the quality and impact of our oversight work remained strong. For example, in our January 2025 report, *FEMA’s Insufficient Oversight of COVID-19 Emergency Protective Measures Grants Led to Over \$8.1 Billion in Questioned Costs and \$1.5 Billion in Over-obligated Funds*, we found Federal Emergency Management Agency’s insufficient oversight of Public Assistance grants resulted in the obligation of \$1.5 billion in funds that could have been put to better use for other disasters, disbursing \$8.1 billion in questioned costs that have yet to be determined allowable, and making \$32.8 million in improper payments.



Objective 1.1 Results (continued)

STRATEGY

1.1.b Conduct quality reviews of work products (audits, inspections, evaluations, and 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>	3	5	OI

COMMENTS

OI exceeded the target by completing five quality reviews assessing compliance with standards. These reviews validate OIG's institutional integrity, reinforce credibility, and guarantee procedural uniformity in audit, inspection, and investigation processes.



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>	92%	99%	OIN

COMMENTS

OIN exceeded the target by providing 144 out of 145 products and services to OIG program offices by the agreed upon suspense date. The timely delivery of products to program offices enables more comprehensive and accurate oversight.



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>	77%	94%	OA, OIE, OI

COMMENTS

Achieving concurrence on recommendations is desirable because it helps to ensure the Department will readily take necessary actions to fix the outlined concerns and issues that OIG identified. This agreement ultimately translates into meaningful change, addressing identified challenges and improving overall efficiency and effectiveness within DHS mission areas while reducing waste. By ensuring recommendations are actionable and address the core causes of issues, OIG provides DHS with direction for improvement in critical areas. For instance, in a review of one component's internal affairs office, a function mandated for OIG oversight by *Inspector General Act of 1978, 5 United States Code §§ 401–424*, OIG made five recommendations to address deficiencies in intake procedures, interview advisements and recording, Law Enforcement Availability Pay, and firearms training recordkeeping. Concurrence on more than 94 percent of all recommendations ensures these critical improvements are implemented across DHS.



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)
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. <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>	NLT October 31 Annually	October 23, 2024	OIE, OA

COMMENTS

The Annual Work Plan provides stakeholders an overview of how current and planned audits, reviews, and inspections are tied to DHS mission areas and assurance that they cover all critical mission areas. It allows OIG to focus its work on the highest threats and highest risks, facing DHS and facilitates an ability to anticipate and respond to emerging issues with the appropriate resources to address those issues. The plan also allows DHS to track oversight efforts to ensure proper coordination and support from audit liaisons.



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 work plans, 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>	5	5	OIN

COMMENTS

OIN met the target by adding five new risk areas to the Engagement Planning Dashboard. These risk areas are available for use by program office staff seeking to identify novel trends and insights related to DHS' immigration enforcement activities, staffing levels, and expenditures. The additions will enhance OIG's ability to conduct data-driven project planning activities.



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>	82%	98%	INV, OI

COMMENTS

INV opened 227 cases and 223 fell within the case opening criteria, and OI opened 11 cases, all of which fell within the case opening criteria. INV continued to prioritize opening investigations within the established criteria which aligned with the Strategic Plan and focused on impactful criminal investigations related to border, immigration, and law enforcement corruption, and significant loss from fraud/financial recovery. Working in close partnership with EOIG and the Department of Justice, INV far exceeded its goal and opened 98 percent of investigations within the case opening criteria, which resulted in significant impacts across the board, including a 28 percent increase in impactful investigations being referred for federal prosecution.



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 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 work plans 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>	35	90	EOIG

COMMENTS

EOIG exceeded the target by holding 90 congressional briefings to keep Congress informed. Regular engagement with Congress is essential for OIG to ensure transparency, accountability, and confidence in the oversight process. Regular, proactive communication helps Congress understand oversight findings, systemic risks, and the value of corrective actions, enabling informed legislative and budgetary decisions. Strong congressional engagement also reinforces the independence of the Inspector General and strengthens trust between oversight bodies and policymakers.



STRATEGIC GOAL 2

Objective 2.2 Results

OBJECTIVE 2.2

Follow a consistent and transparent approach to the engagement process with 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>	60	119	OIG-wide

COMMENTS

Each program office defined high-risk areas, priorities, and challenges based on their work and focus. This resulted in new stakeholder connections and maintaining existing relationships. These engagements advance shared goals by strengthening internal controls, improving program performance, and ultimately enhancing mission effectiveness while preserving OIG independence. For example, OIE collaborated closely with the Department of Defense OIG to enhance our posture related to border security and Operation Southern Guard. OC's regular meetings with DHS on the Freedom of Information Act, privacy, and ethics built trust and encouraged meaningful collaboration.



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>	40%	88%	OC

COMMENTS

OC's prompt, expert completion of technical comment reviews advances OIG's consistent and transparent approach to the engagement process with DHS and its components. Further, it evidences OC's commitment to its partnership with OIG program offices to fulfill the organizational goal of issuing timely, accurate, and soundly reasoned reports. OC far exceeded its FY 2025 target of 40 percent, accomplishing 88 percent of technical comment reviews within the established timeframe. OC completed a total of 109 technical comment reviews and 96 within five days.



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>	75%	91%	EOIG

COMMENTS

EOIG exceeded the target by highlighting 40 out of 44 OIG products within 48 hours of public release. OIG strives to use innovative ways to increase timely access to our oversight work. Leveraging social media allows OIG to expand the reach, accessibility, and timeliness of work to a broader audience, including stakeholders, partners, and the public. Strategic use of these platforms helps translate complex oversight products into clear, digestible information that increases awareness and understanding of key findings.



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 directive 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
- 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%	80%	OM

COMMENTS

OIG issued in September 2025 a new performance management program, adopting guidance provided by the Office of Personnel Management, and which will apply in FY 2026. Although the Office of Personnel Management requirement is for supervisors to receive training within one year, OM implemented stronger internal controls to ensure new supervisors meet the OIG 60-day requirement. Fifteen of 17 supervisors who were required to complete performance management training during FY 2025 did so in fewer than 60 days.



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>	21	22	EOIG

COMMENTS

EOIG exceeded the target by cumulatively submitting 22 requests for GAO to close outstanding recommendations, resulting in two additional closures in FY 2025 – Recommendation 4 and Recommendation 16.

For Recommendation 4, OIG advanced its strategic planning program through consistent Annual Performance Plans and Annual Performance Reports issuance. In FY 2025, OIG memorialized advanced strategic planning processes by publishing a directive and an accompanying manual outlining the strategic planning processes. As a result, OIG is better positioned to routinely assess progress towards performance goals and use performance information to identify potential improvements.

For Recommendation 16, OIG built on FY 2024 work formalizing the quality assurance (QA) review process by creating a work plan to conduct QA reviews. OI exceeded the goal and delivered five QA reviews addressing work under audit standards and inspection and evaluation standards.

*OIG has demonstrated progress by submitting updates on several other open recommendations.



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)
On an annual basis, develop project plans incorporating application and enterprise goals, key business processes, and identified modernization effort tasks to ensure the on-time implementation of end solutions. <i>Percentage of modernization effort tasks implemented within the established timeframes.</i>	73%	97%	OIN, OM, OA, OIE

COMMENTS

In close partnership with OA, OIE, and OM, OIN deployed an enterprise Case Management System to enable end-to-end case management across OIG. The system improves efficiency and data integrity and supports ongoing IT modernization by enabling faster, more cost-effective workflow improvements.

Additionally, OIG continues to evolve its systems and processes to meet operational needs. For example, OM established a Reasonable Accommodation (RA) portal to modernize the RA process. This new portal provides OIG employees with a simple and convenient means to submit a request and track its progression all in one location. The RA portal, which is an internal OIG site, also provides restricted access ensuring privacy, security, and confidentiality of requests and associated information.



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>	80%	91%	OIG-wide

COMMENTS

OIG exceeded the target by meeting or exceeding 20 out of 22 FY 2025 performance goals. Throughout the year, OIG monitors and communicates progress toward achieving its goals in the Strategic Plan. The internal Strategic Implementation Plan documents strategies, performance metrics, and measurements of success necessary to achieve organizational success. Through quarterly collaboration, OIG regularly collects, reviews, and analyzes performance data then communicates the results through quarterly program office reports and leadership memos. These consistent quarterly progress updates give leaders visibility into challenges and enable timely course correction, strengthening both agility and efficiency.



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



STRATEGIC GOAL 4

Objective 4.1 Results

STRATEGIC GOAL 4



Cultivate a 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)
Update position descriptions to reflect knowledge management necessary for specific positions, as identified during the competency review performed. <i>Number of position descriptions updated with key competencies identified.</i>	5	26	OM

COMMENTS

Through program office collaboration, OM made substantial progress on the requirement to regularly assess and update employee position descriptions (PD) to include key competencies. We exceeded our target by assessing and updating 26 unique PDs through translating current and anticipated mission needs into competencies that align with our strategic goals and plans. These PDs allowed for updated job announcements that led to targeted recruitment efforts and the development of existing employees and supported our efforts to measure individual and OIG performance more effectively and establish individual employee development plans. This year, we focused on updating two types of PDs: (1) new positions to close skill gaps and (2) existing supervisory PDs including those for Supervisory Auditors, Attorneys, and Program Managers and Analysts. Focusing on our supervisors helps ensure our future mission success.



STRATEGIC GOAL 4

Objective 4.2 Results

OBJECTIVE 4.2

Recruit and retain a highly skilled workforce.

STRATEGY

4.2.a Utilize new and innovative methods to recruit, train, and retain a highly skilled workforce.

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 highly skilled applicant pool. <i>Percentage of job openings posted on social media.</i>	65%	76%	OM, EOIG

COMMENTS

To support the recruitment and retention of a highly skilled workforce amid ongoing Federal staffing challenges, EOIG expanded the use of social media platforms, such as LinkedIn, to advertise job openings. We exceeded our target with 76 percent of postings shared on social media. This approach mitigates human capital risk by increasing visibility among highly qualified and potential candidates, strengthening our ability to compete for critical talent while increasing efficiency with limited recruitment resources.



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	6	OM

COMMENTS

OM promoted relevant, timely, and consistent professional development that aligned with Presidential Actions, Office of Personnel Management guidance, and new OIG requirements for supervisors by delivering six targeted training sessions including hiring and onboarding, performance management, return-to-office requirements, and new rules governing probationary employees. The trainings helped ensure managers were prepared to support OIG staff and consistently apply new Executive Branch and OIG leadership requirements. These sessions also enhanced and enriched the development and growth of OIG supervisors across all program offices while increasing cross-office and OIG executive leadership engagement and information sharing on important information, issues, and skills.



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	5	OM

COMMENTS

OM exceeded this target by holding five formal staffing allocation review sessions with OIG executive leadership at least quarterly to ensure staffing allocations aligned with OIG mission priorities and addressed emerging staffing needs. In practice, the discussion between OM and EOIG is frequent, as we review staffing execution and budgetary resources. During the formal sessions, OM presented hiring, attrition, and staffing allocation options based on available/projected funding levels to ensure executive leadership has an opportunity to adjust staffing allocations. Discussions included the impact of funded appropriations and constraints caused by Continuing Resolutions on OIG's ability to execute its statutory mission, meet emerging needs, and set personnel strength and affordable levels of spending across the enterprise.



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>	83%	100%	OIG-wide

COMMENTS

Employee-centered engagement sessions can lead to improved performance, higher retention rates, and a stronger organizational culture. Each OIG program office held at least five employee-centered engagement sessions throughout FY 2025, exceeding the performance target.



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	57 Days	OIN

COMMENTS

OIN exceeded the target by conducting analysis and delivering the final FEVS report to the Front Office on December 17, 2024, 57 days after receiving the initial data. Timely analysis resulted in inclusion of the 2024 FEVS data into a comprehensive historical database to review and analyze trends over time.



APPENDIX A

FY 2025 APR Methodology

The APR demonstrates OIG’s progress toward FY 2025 goals and objectives derived from the FY 2022–2026 Strategic Plan and FY 2025 Annual Performance Plan.

Our successful accomplishment of our goals and objectives are the result of collaboration across OIG program offices. The FY 2025 APR meets the reporting requirements in the *Government Performance and Results Modernization Act of 2010* and the Office of Management and Budget’s Circular No. A-11, which focus on improving performance and accountability in Federal agencies.

Figure 1 illustrates OIG’s 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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