

# The Department of Homeland Security Office of Inspector General

## Advancing Change Management Processes

### Overview

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#### Phase One: Strategic Planning

The Academy worked closely with OIG leadership and senior staff to map a comprehensive approach to developing a Strategic Plan for 2022-2026. The Strategic Plan set high-level strategic goals and objectives for the OIG and identified performance indicators to provide measures of progress toward these goals and objectives. The Academy supported the development of the Strategic plan by facilitating planning and visioning sessions with OIG leadership that identified the agency's values and desired organizational outcomes and solicited wider OIG staff feedback on proposed goals, objectives, and strategies through a survey and focus groups. The final Strategic Plan can be accessed [here](#).

**Key Findings:** This Strategic Plan sets the foundation for the transformational change DHS OIG wants to achieve during the next several years. In addition to putting DHS OIG's mission priorities into focus, it sets forth the values and behaviors underpinning the culture needed to achieve its mission and vision and highlights priority management challenges.

#### Phase Two: GAO Action Plan and Strategic Workforce Plan

Following the draft strategic plan submission, the DHS OIG contracted the Academy to help develop an implementation plan as well as an action plan in response to the Government Accountability Office's (GAO) [21-316 report](#) recommendations. Additionally, the Academy worked with DHS OIG to develop a Strategic Workforce Plan to address GAO's human capital related recommendations.

**Key Findings:** The Academy found a need for DHS OIG to prioritize the following: Strengthen the Capacity of DHS OIG's Talent Management Office and Upgrade its Human Resource Information Technology (HRIT) Systems, Understand and Manage Attrition, and Ensure OIG has Appropriate Human Capital standard operating procedures, Guidance, and Oversight in Place.

#### Phase Three: Human Capital Gap Assessment

In March of 2022, the DHS OIG contracted with the Academy to analyze the current state of the DHS OIG's workforce, identify factors that contributed to the current state, and provide recommendations for the DHS OIG to achieve its desired future state.

**Key Findings:** The Academy offered the DHS OIG recommendations in two areas: (1) strengthening the DHS OIG's capacity to align its workforce with its current and evolving mission requirements and support that capacity with the necessary infrastructure and (2) addressing program office and enterprise-wide mission-critical skills gaps (see the second page for a list of recommendations). To successfully implement the recommendations, the DHS OIG needs to prioritize its efforts and align the implementation of the recommendations with other strategic initiatives. During the initial implementation phase, the DHS OIG should identify quick wins, requiring minimal resources, that will build momentum and create success stories to help overcome resistance to change and energize employees to tackle more complex issues.

### About The National Academy of Public Administration

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# Human Capital Management Recommendations

To address the gaps identified in the Human Capital Gap Assessment and support the implementation of the Strategic Workforce Plan, the Academy offers the DHS OIG recommendations related to two themes:

## **Strengthening the DHS OIG's capacity to align its workforce with its current and evolving mission requirements and support that capacity with the necessary infrastructure**

- ✦ Aligning the DHS OIG's Workforce with Its Strategic Priorities: As the DHS OIG continues to develop its Strategic Workforce Plan, the OIG will need to ensure it uses leading practices and lessons learned developed by the OPM and GAO and aligns the plan with other strategic initiatives.
- ✦ Adopting Leading Strategic Workforce Planning Practices Enterprise-Wide: The DHS OIG should ensure that it develops and sustains an entire framework of practices and integrates strategic workforce planning practices with other organizational management functions.
- ✦ Strengthening the Talent Management Division's Capacity: While the DHS OIG TMD has made great progress in shifting from being largely transactional to more strategic, additional steps are needed to ensure the TMD has the skills and competencies needed to be a DHS OIG strategic business partner.
- ✦ Developing HRIT and Related Business Systems: The DHS OIG should update and develop HRIT and other business systems to produce timely and accurate human capital data needed to support strategic workforce planning and human capital decisions.
- ✦ Developing a More Strategic, Agile, and Data-Driven Culture: To advance maturity and transform its organizational culture, the DHS OIG needs to adopt a more strategic focus; develop more agile approaches to managing its personnel; and make better use of and embrace data to inform decision-making.
- ✦ Improving Organizational Climate and Better Utilizing FEVS Results: The DHS OIG should better utilize FEVS scores to identify organizational strengths and weaknesses to help ensure improvements continue.

## **Addressing program office and enterprise-wide mission-critical skills gaps**

- ✦ Developing Tools to Manage Gaps and Forecast Future Needs: As the DHS OIG develops its workforce strategy and human capital infrastructure, it should use the strategy and data derived from these systems to develop tools to manage current gaps and forecast future workforce needs.
- ✦ Refining the Performance Management System: While the DHS OIG has taken steps to improve its performance management system, the DHS OIG has more work to do to make meaningful distinctions in employees' performance ratings.
- ✦ Improving Diversity Data: As the DHS OIG implements its diversity, equity, inclusion, and accessibility strategic plan, it should collect and analyze data to understand not only the diversity of the current workforce, but to identify trends and set goals and priorities for action.
- ✦ Managing Attrition: The DHS OIG should take steps to collect and analyze data to understand attrition and the potential impact on workforce capabilities, organizational shape, and diversity.
- ✦ Recruiting Talent: While the DHS OIG has undertaken a variety of initiatives to facilitate the recruitment of diverse talent in different areas, it should develop an overall strategy to guide recruiting talent to meet evolving mission requirements.
- ✦ Aligning Professional Development with Workforce Needs: As the DHS OIG develops its Strategic Workforce Plan and corresponding competency map, it should strategically manage investments in training in both technical skills and supporting skills, knowledge, and behaviors.

### **Expert Advisory Group of Academy Fellows:**

**Cheryle Broom, Patria de Lancer Julnes, Kathryn Newcomer, Jeff Steinhoff, Dave Van Slyke**

### **Academy Study Team:**

**Brenna Isman** *Director of Academy Studies*, **Mark Thorum** *Project Director*,

**Robert Goldenkoff** *Senior Advisor*, **Maria Rapuano** *Senior Advisor*,

**Jonathan Tucker** *Senior Research Analyst*, **Gillian Townsend** *Senior Research Associate*,

**E. Jonathan Garcia** *Research Associate*