U.S. CUSTOMS AND BORDER PROTECTION

OFFICE OF PROFESSIONAL RESPONSIBILITY STRATEGY

2024-2028

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FOREWORD

I am honored to present the U.S. Customs and Border Protection (CBP), Office of Professional Responsibility (OPR) Strategic Plan for 2024-2028.

OPR Strategy 2024-2028 was created to chart a course through a dynamic and ever-changing future by navigating the path together with our partners, employees, and trust of the public. More so than ever, the attention and emphasis placed on CBP's reputation shapes the basis for opinions formed about the Agency and the communities we serve and protect. There is no doubt this increased awareness presents a highly dynamic and challenging environment from which the men and women of OPR operate. However, one thing is certain, together we are stronger. OPR embodies the values of vigilance, service to country, and integrity, it safeguards CBP.

Along with the highest ethical and moral principles, the strategy set for 2024-2028 provides the overarching direction needed to meet the mission of identifying, mitigating, and combating threats and vulnerabilities faced by CBP's community and operations. I look forward to working together with you, our partners in integrity, to take on this noble charge and accomplish it with honor and distinction.

Matthew Klein
Assistant Commissioner
Office of Professional Responsibility

EXECUTIVE SUMMARY

Our Vision for the future is clear: Safeguard the integrity and security of U.S. Customs and Border Protection (CBP) and strengthen public trust and confidence.

Our Mission is distinguished: With professionalism, accountability, and transparency, the Office of Professional Responsibility (OPR) serves as the premier organization to identify, mitigate, and combat threats and vulnerabilities faced by CBP's community and operations.

At the highest level, OPR is charged with ensuring CBP operations, personnel, and facilities are secure and trustworthy.

To achieve this, OPR is responsible for ensuring compliance with Agency-wide programs and policies relating to corruption, investigating criminal and serious misconduct or mismanagement allegations, and executing CBP's internal security and integrity awareness programs. To this end, OPR pre-screens job applicants, conducts background investigations and polygraph examinations, identifies suspicious activity through data analysis, investigates criminal or serious misconduct allegations, ensures employees maintain the highest standards of integrity and professionalism throughout their careers, and takes measures to protect CBP employees, facilities, and sensitive information from security threats.

Accordingly, OPR Strategy 2024-2028 focuses on four goal areas to help meet the mission and accomplish the vision. The first goal, People, is focused on attracting, developing, and maintaining a highly motivated workforce. The second goal, Charge, calls on OPR to identify, mitigate, and combat threats to CBP's integrity and security. The third goal, Culture, is centered on strengthening CBP's security and integrity culture. The fourth and final goal, Message, is focused on telling OPR's story and deepening trust in CBP.

OPR STRATEGIC GOALS

1 PEOPLE
Attract, develop, and maintain a highly motivated workforce

2 CHARGE
Identify, mitigate, and combat threats to CBP's integrity and security

4 MESSAGE
Tell OPR's story and deepen trust in CBP

3 CULTURE
Strengthen CBP's security and integrity culture

VISION AND MISSION

Our Vision statement encapsulates OPR's definition of success and outlines our desired future by 2028:

Safeguard the integrity and security of CBP and strengthen public trust and confidence.

Our Mission statement outlines who we are, what we do, and our approach toward accomplishing our Vision:

With professionalism, accountability, and transparency, OPR serves as the premier organization to identify, mitigate, and combat threats and vulnerabilities faced by CBP's community and operations.

BACKGROUND

HISTORY OF OPR

CBP was formed in 2003 during the national security reorganization following the attacks on September 11, 2001. From 2003 to 2015, authority to oversee and police CBP's rapidly growing workforce and frontline border security operations was predominately outsourced to other external organizations within the new Department of Homeland Security. Through the enactment of the Trade Facilitation and Trade Enforcement Act of 2015, Congress remedied the situation by establishing OPR in its current form. By law, OPR was created as a direct report to the CBP Commissioner, and vested with the authority to investigate criminal and administrative matters and misconduct by officers, agents, and other employees of CBP; manage integrity-related programs and policies of CBP; conduct research and analysis regarding misconduct of officers, agents, and other employees of CBP; and carry out other duties and powers prescribed by the Commissioner.

THE CHANGING ENVIRONMENT

Now more than ever, CBP faces increasing internal and external threats which inherently create a more challenging landscape to operate in. As one of the largest law enforcement agencies in the world, CBP secures over 7,000 miles of land borders and 95,000 miles of coastline. On a typical day, CBP processes nearly 1 million travelers, screens over 91,000 cargo containers, performs over 7,500 enforcement actions, and seizes nearly 2,900 pounds of illicit drugs. This influx of people and goods brings ever-changing threats to operations and the workforce, most importantly expanding the size, scope, and complexity of corruption and influence from Transnational Criminal Organizations (TCO) and other adversaries.

The social, physical, and psychological impact of these external threats to the Nation's borders are manifesting themselves as powerful internal threats on the integrity and resilience of employees across the Agency. Moreover, the availability, polarization, and reach of information can rapidly escalate an internal conduct matter to national attention. As the premier organization charged with professionalism, compliance, and integrity oversight, OPR plays a vital role in addressing these impacts. In response to the changing environment, the strategic goals, objectives, and initiatives that follow demonstrate OPR's commitment to:

- Invest in the people, technology, programs, and training necessary to bolster integrity and workforce resilience;
- Lead by example and promote the proper norms, beliefs, high-standards, and core values that reinforce CBP's foundation; and,
- Communicate the truth and ensure that transparency and accountability remain paramount.

PURPOSE OF STRATEGY

The purpose of this strategy is to set a deliberate vision for OPR for the next five years. The strategy will:
- Allow OPR to recruit and maintain a highly skilled workforce, capable of accomplishing mission needs;
- Articulate a comprehensive set of objectives to define OPR's mission within CBP and the overall law enforcement landscape;
- Champion a unique culture within OPR and CBP that strives to maintain integrity and security; and, Communicate OPR's value and importance to CBP and the public.

This strategy brings together varying mission requirements from across OPR with a unified roadmap which accounts for current priorities and threats while building a workforce that is equipped to take on emerging challenges. It sets forth a structured plan for ensuring OPR realizes its vision to safeguard the integrity and security of CBP and strengthen public trust and confidence.

STRATEGY DEVELOPMENT PROCESS

In undertaking this effort, OPR leadership sought to create a collaborative strategy which reflected voices from across all OPR offices and employee levels. To accomplish this, the strategy development effort involved:
- Forming a core strategy planning team comprised of staff from all levels of OPR and representatives from each directorate and division;
- Conducting extensive surveys and interviews with leadership to establish the strategic intent, as well as parameters and expectations;

- Guiding the core strategy planning team through activities designed to extract priorities, opportunities, and challenges which were then converted into goals, objectives, initiatives, and outcomes; and,
- Enabling OPR employees to review and provide feedback on the revised strategy.

The participatory and deliberate development approach was aimed at not re-creating OPR's previous strategy, rather it was geared towards providing a new organizational way forward that meets OPR's growing mission needs and aligns with the strategic plans set forth in both the CBP and DHS Strategic Plans.

STEP 1 | ASSESS AND UNDERSTAND

- Identify key stakeholders and establish the top team and core strategy planning team
- Conduct engagement sessions with top team, determine views on current strategy, conduct vision scanning

STEP 2 | DEFINE STRATEGIC ELEMENTS

- Facilitate strategy core planning team sessions to guide members through activities specifically designed to extract mission, vision, goals, objectives, initiatives, and outcomes

STEP 3 | PLANNING AND REVIEW

- Solicit input and comments from OPR leadership and staff and obtain leadership approval
- Develop implementation roadmap and communication plan for supporting the launch and ongoing execution of the strategy

STEP 4 | EXECUTION AND FOLLOW THROUGH

- Launch OPR strategy and communicate successes and advances to stakeholders
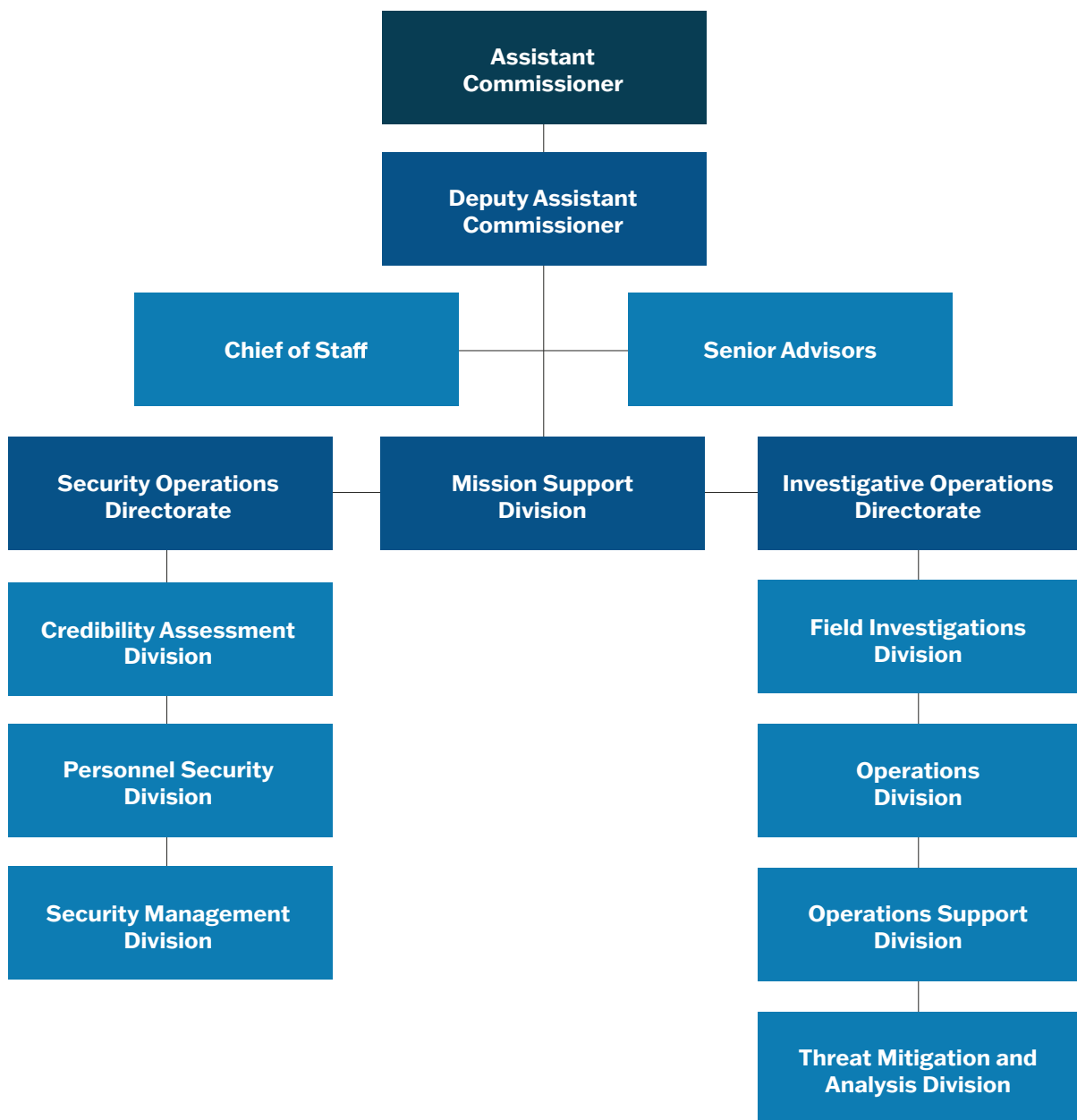- Perform ongoing evaluation and refinement of the strategy implementation over time

OPR STRUCTURE

INTRODUCTION

Transcending traditional internal affairs units, OPR strategically carries out its vision and mission through two directorates and eight divisions. Together these components aid in identifying, mitigating, and combating threats and vulnerabilities that undermine CBP.

ORGANIZATION CHART

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                        Assistant
                       Commissioner
                            |
                    Deputy Assistant
                      Commissioner
                            |
        Chief of Staff ----+---- Senior Advisors
                            |
  Security Operations    Mission Support    Investigative Operations
      Directorate          Division              Directorate
            |                                         |
    Credibility Assessment                    Field Investigations
          Division                                 Division
            |                                         |
    Personnel Security                           Operations
        Division                                  Division
            |                                         |
    Security Management                        Operations Support
        Division                                  Division
                                                     |
                                             Threat Mitigation and
                                               Analysis Division
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MISSION SUPPORT DIVISION

The Mission Support Division (MSD) is responsible for enabling all OPR divisions to fulfill their assigned functions by ensuring they have appropriate resources and support. This includes oversight and execution of more than $200M in budgetary authority for personnel and operational costs, and efficient and effective management of OPR property, fleet, facilities, human resources, and hiring. Additionally, MSD serves as the OPR liaison with CBP Enterprise Services offices including Office of Facilities and Asset Management, Office of Acquisition, Office of Finance, and Office of Human Resources Management.

SECURITY OPERATIONS DIRECTORATE

The Security Operations Directorate (SOD) is responsible for policy governance and program implementation of suitability and eligibility determination, polygraph examination administration, and identified security management programs for CBP leadership and personnel. SOD's mission is supported by three divisions: Credibility Assessment Division, Personnel Security Division, and Security Management Division.

Credibility Assessment Division

The Credibility Assessment Division is responsible for conducting pre-employment polygraph exams for CBP job applicants and issue-specific polygraph exams from 26 offices and other satellite locations across the country. Administrating polygraph exams supports the hiring process, aids misconduct investigations, and mitigates insider threats. Polygraph examiners administer more than 16,000 polygraph examinations annually with over 500 referrals made per year to federal, state, and local law enforcement authorities due to the serious criminal or concerning admissions provided.

Personnel Security Division

The Personnel Security Division is responsible for initiating, administering, and adjudicating

background investigations, periodic reinvestigations, security clearances, employment suitability determinations, and continuous evaluation of CBP employees. CBP possesses delegated authority from the Office of Personnel Management to perform its own background investigations of applicants, employees, and contractors employed by or seeking employment with CBP. This Division's employees also ensure compliance with required standards of background investigations conducted by contracted Investigative Service Providers.

Security Management Division

The Security Management Division is responsible for providing oversight to a myriad of CBP security functions to identify and reduce risks, threats, and vulnerabilities for the security of CBP personnel and assets across the Nation and around the world. This Division's personnel develop security policies and standards, coordinate activities, and conduct assessments for CBP physical, administrative, industrial, and operational security programs. These assessments equip CBP leadership with

the necessary information to make risk-informed decisions regarding the use of CBP resources.

INVESTIGATIVE OPERATIONS DIRECTORATE

The Investigative Operations Directorate (IOD) leads the investigation, oversight, and proactive awareness and mitigation of workforce misconduct, critical incidents, and workforce-related threats in CBP. IOD utilizes innovative, integrated programs and capabilities to prevent, detect, and investigate allegations of serious misconduct, harassment, excessive force, assaults, corruption, Prison Rape Elimination Act claims, procurement fraud, cyber and forensic crimes as well as reviews critical incidents and detention standards. These core activities are rooted in OPR's legacy Internal Affairs role but have evolved into an expanded function that includes the oversight and review of critical incidents where misconduct may not be suspected. IOD does this by conducting field investigations, ensuring proper resource allocation to fulfill operations, and by incorporating advanced data analytics, behavioral science, and

trend analysis to proactively augment investigative efforts and raise awareness within OPR and CBP. IOD collaborates with key partners within CBP as well as federal, state, local, and tribal law enforcement agencies, and other community partners. Such partnerships embrace the importance of information sharing and investigative collaboration that strengthen OPR's innovative approach to its mission. IOD's mission is supported by four divisions: Field Investigations Division, Operations Division, Operations Support Division, and Threat Mitigation and Analysis Division.

Field Investigations Division

The Field Investigations Division is responsible for executing thorough, impartial, and timely investigations and fact-finding over a wide spectrum of activities and allegations involving criminal and serious administrative misconduct of CBP employees and contractors on and off- duty. Investigative matters range from bribery and conspiracy cases linked to drug and human smuggling operations, to claims of excessive force, domestic violence, and government information system misuse. Criminal investigators and support staff operate in over 25 field offices strategically located across the country where the threat of corruption and misconduct is most pervasive. Field Investigations also often collaborates with law enforcement partners and other state, local and/or tribal authorities, endeavoring to meet the threat of corruption and address misconduct undermining the safety and security of the CBP workforce and mission.

Operations Division

The Operations Division is responsible for providing subject matter expertise in the areas of critical incidents, use of force, death in custody reviews, procurement fraud, technical operations, confidential human source, and protective operations. Each of these elements is guided by a program manager who has the experience and expertise to provide needed guidance and support to IOD employees in the field who are conducting investigations and responding to critical incidents and deaths.

Operations Support Division

The Operations Support Division is a multi-disciplinary division responsible for a wide range of programs in support of, and related to IOD's investigative, oversight, and awareness mission. Criminal investigators and personnel in a variety of professional series manage resources, workforce development and training, and investigative policy. They also conduct investigative sufficiency reviews, misconduct and corruption research and strategic trend analysis, integrity awareness and capacity building initiatives, administrative inquiries through the Fact Finder Program, organizational analysis, and the centralized intake and processing of allegations of misconduct in the Joint Intake Center. Operations Support Division produces the annual Report on Internal Investigations and Employee Accountability, Trust Betrayed, and the CBP Accountability and Transparency web page.

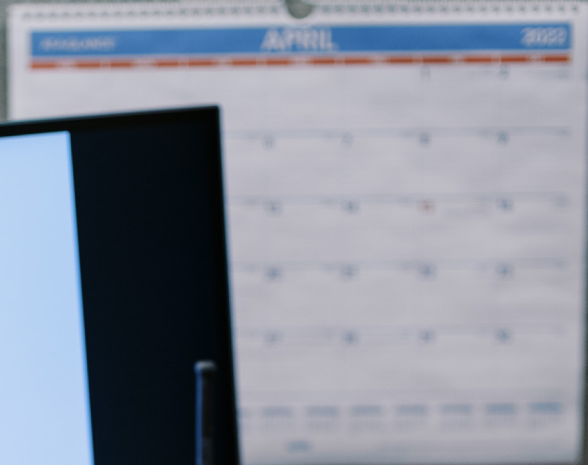# Threat Mitigation and Analysis Division

The Threat Mitigation and Analysis Division is responsible for identifying, researching, and analyzing data and trends to proactively identify potential corruption and unreported serious misconduct. This Division's personnel research, exploit, and analyze complex data and information surrounding individuals and/or misconduct allegations using a variety of analytical tools and law enforcement resources. Analysis produced by this division also supports OPR's critical incident response investigations as well as criminal and/or administrative investigations. Prevention and mitigation efforts may include analytical awareness initiatives, policy recommendations, investigative support, proactive investigative and trend analysis, investigative referrals, and investigative case initiation.

OVERVIEW OF GOALS AND OBJECTIVES

OPR Strategy 2024-2028 is ambitious and can only be accomplished with a dedicated focus on the following four strategic goals.

GOAL 1: PEOPLE

Attract, develop, and maintain a highly motivated workforce

Objective 1: Recruit and retain a high caliber and diverse workforce

Objective 2: Promote team building and employee engagement

Objective 3: Foster and develop OPR's future leaders

Objective 4: Advance employee resilience

GOAL 2: CHARGE

Identify, mitigate, and combat threats to CBP's integrity and security

Objective 1: Identify and thwart workforce vulnerabilities

Objective 2: Expand oversight and review mission

Objective 3: Leverage advanced technology and data-driven decision making

Objective 4: Increase effectiveness and efficiency of operations

GOAL 4: MESSAGE

Tell OPR's story and deepen trust in CBP

Objective 1: Increase internal and external awareness of OPR

Objective 2: Leverage the use of new and existing communication platforms

Objective 3: Develop targeted messaging campaigns and outreach programs

GOAL 3: CULTURE

Strengthen CBP's security and integrity culture

Objective 1: Model and promote integrity and accountability standards

Objective 2: Cultivate collaborative strategic partnerships

Objective 3: Improve internal knowledge sharing and cooperation

GOAL ONE: PEOPLE - *ATTRACT, DEVELOP, AND MAINTAIN A HIGHLY MOTIVATED WORKFORCE*

OPR's mission success relies on the skills and professionalism of its people. An experienced, specialized, and well-trained workforce is key to carrying out OPR's responsibilities. Recruitment and hiring present challenges due to a competitive job market, shifting attitudes towards law enforcement careers, and perception challenges endemic with traditional internal affairs functions. The dedication and commitment of the OPR workforce is crucial to promoting and safeguarding the integrity and security of CBP. Accordingly, OPR is focused on prioritizing employee development, building an engaged and diverse workforce, and creating an inclusive, balanced, and collaborative work environment.

Objective 1-1 | Recruit and retain a high caliber and diverse workforce

Outcome: High-performing workforce varied in skill and diversity

Initiatives
- 1.1.1 - Develop innovative methods to recruit and retain a high-performing and diverse workforce
- 1.1.2 - Create training plans to support ongoing growth, development, and succession
- 1.1.3 - Assess and prioritize diversity and inclusion initiatives for implementation

OPR's mission requires a cadre of distinguished and diverse talent offering a range of skills and perspectives. To achieve this OPR will diversify recruitment methods, develop growth-focused career paths for all employees, identify future leaders, and foster an inclusive and collaborative community that recognizes employee performance and encourages appreciation and respect. As a result of this focus, OPR will be better positioned to respond to an ever-changing and challenging portfolio of responsibilities.

Objective 1-2 | Promote team building and employee engagement

Outcome: A highly engaged and satisfied workforce

Initiatives

- 1.2.1 - Evaluate and promote non-monetary efforts to recognize performance
- 1.2.2 - Create a toolkit for supervisors to assist with team building and engagement

OPR places a strong emphasis on team building and collaboration in order to foster retention and create a highly engaged and satisfied workforce. OPR acknowledges employee recognition must commend top performers through leadership interaction, special projects, and other opportunities to distinguish employees. OPR will commit to developing a toolkit to assist managers in driving team building and engagement, furthering an open-door communication environment, and building cross-functional collaboration.

Objective 1-3 | Foster and develop OPR's future leaders

Outcome: A highly qualified pool of prospective OPR leaders

Initiatives

- 1.3.1 - Create career roadmaps for each directorate and division, defining a clear path up to senior executive positions
- 1.3.2 - Leverage leadership development programs and increase participation across OPR

OPR recognizes the importance of cultivating its future leaders and has identified various actions it will take to support their development. This includes clearly identifying career paths for each organizational function, offering opportunities for skill-building and professional growth, as well as providing exposure to senior leaders and decision-making experiences to prepare employees for work at the next level. In doing so, OPR aims to develop an internal leadership corps that is ready to meet the planned and unplanned leadership needs of the organization.

Objective 1-4 | Advance employee resilience

Outcome: An agile and resilient workforce with the tools to overcome adversity

Initiatives

- 1.4.1 - Identify new work-life balance, resiliency, and wellness initiatives
- 1.4.2 - Mature and promote work-life balance, resiliency, and wellness programs

OPR remains committed to advancing employee resilience and providing the tools needed to overcome adversity. This includes fostering a supportive work environment and encouraging open communication and a culture of empathy and understanding. OPR also recognizes the importance of maturing and promoting health and wellness programs, and providing training and employee assistance on stress management and self-care. In this way, OPR aims to cultivate a resilient workforce capable of thriving through any social, physical, and psychological stressors.
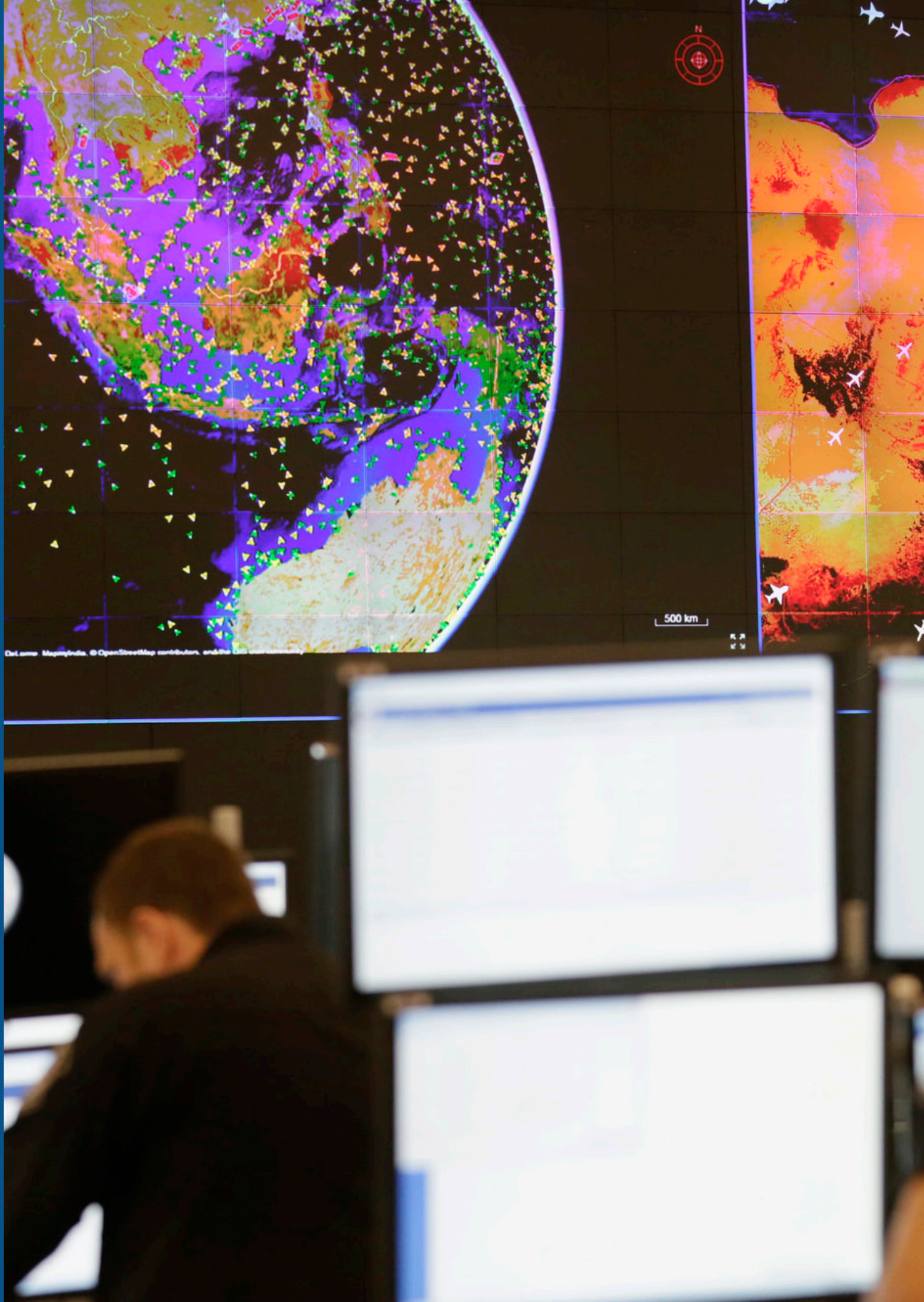
GOAL TWO: CHARGE - *IDENTIFY, MITIGATE, AND COMBAT THREATS TO CBP'S INTEGRITY AND SECURITY*

OPR serves as the premier organization to protect the integrity and security of CBP's community and operations. These efforts continue to expand as CBP's overall mission also grows. OPR plays an integral role in protecting CBP's ability to accomplish its mission with integrity and professionalism. These responsibilities are best met through an expansion of OPR's current efforts to protect CBP's people and assets.

Objective 2-1 | Identify and thwart workforce vulnerabilities

Outcome: Increased detection and mitigation

Initiatives

- 2.1.1 – Establish and properly resource a continuous process evaluation and enhancement function
- 2.1.2 - Evaluate new technologies to support applicant and pre-employment vetting processes
- 2.1.3 - Conduct workforce related risk prioritization and establish mitigations
- 2.1.4 - Collaborate with partners to ensure OPR's asset portfolio adheres to security and safety standards

Identifying and thwarting workforce vulnerabilities continues to be one of OPR's main responsibilities. Therefore, creating a function to continually examine OPR's current practices is essential for increasing mitigation of vulnerabilities. Such a function will enable continuous evaluation and development of new technologies allowing OPR to be more efficient and effective. OPR will also continue to prioritize risks to its workforce and establish the necessary mitigation measures to address the most pressing needs first. Finally, OPR will emphasize collaboration with other CBP

Components, specifically the Office of Facilities and Asset Management, to ensure that all CBP assets adhere to the physical security standards set forth by OPR. With this commitment to continuous process and technology improvement, risk prioritization, and asset portfolio compliance OPR will increase vulnerability detection and mitigation.

Objective 2-2 | Expand oversight and review mission

Outcome: Improved organizational trust and increased safety and security of CBP personnel, individuals in CBP custody, and the public

Initiatives

- 2.2.1 - Create strategies to review operations and implement consistent reporting practices
- 2.2.2 - Build, socialize and mature the standard of care program

A sizable portion of OPR's portfolio is oversight and review of the CBP workforce and its operations. Accordingly, OPR will review its operations and implement standardized reporting procedures necessary to track and maintain progress on these efforts. Finally, OPR will implement a standard of care program to standardize and regulate treatment of persons in CBP custody. In this way, OPR will work to expand its oversight and review responsibilities to increase the safety and security of CBP personnel, individuals in CBP custody, and the public.

Objective 2-3 | Leverage advanced technology and data-driven decision making

Outcome: Timely and accurate decision making and increased access and availability of high-quality standardized data and tools

Initiatives

- 2.3.1 - Collaborate across CBP to identify emerging technologies relevant to OPR
- 2.3.2 - Enhance data quality processes and perform ongoing reviews of OPR systems

OPR's ability to continue to meet and exceed its mission requirements is intrinsically tied with its ability to adopt and leverage advanced technology. OPR will enhance its collaboration with other technology scanning functions across CBP to identify relevant emerging technologies that impact OPR's mission. Further, OPR will also work to enhance its data quality processes and perform ongoing reviews of OPR systems. This will ensure that OPR is operating with an appropriate data infrastructure to enable advanced analytics and data driven decision making.

Objective 2-4 | Increase effectiveness and efficiency of operations

Outcome: Operations reflect responsible stewardship of finite resources

Initiatives

- 2.4.1 - Explore innovations to increase the speed, efficiency, and effectiveness of pre-screening and intake activities
- 2.4.2 - Identify and implement automations relevant to background investigation and allegation processes
- 2.4.3 - Mature and fully integrate the resource planning and allocation process

While achieving mission goals is the utmost priority, doing so in an efficient and effective manner is crucial to ensuring success of the overall organization. Accordingly, OPR will continue to identify innovative ways to increase the speed, efficiency, and effectiveness of pre-screening and intake activities. OPR will also identify ways to integrate automation into the background investigation and allegation processes to reduce processing times. Finally, by fully integrating resource planning and allocation, resourcing will be carried from ideation to well-defined requirement, within requisite timeframes, to properly meet mission requirements. These increased efforts will ensure that OPR continues to operate at target cost and time.
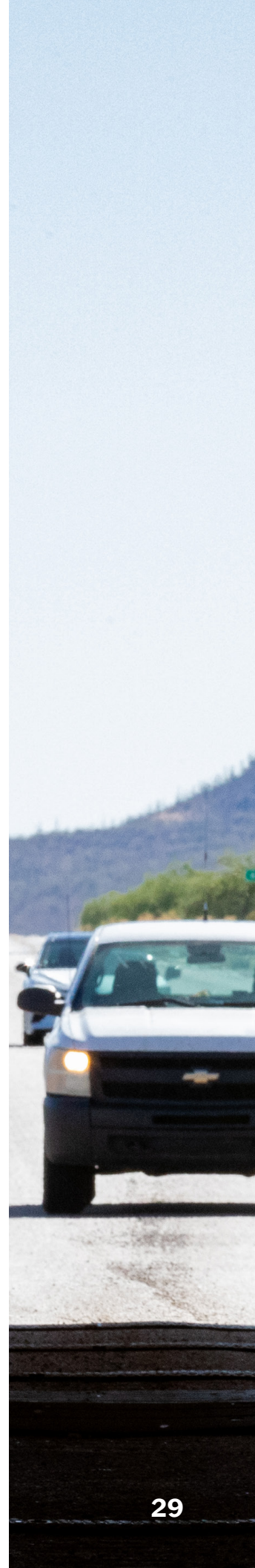
GOAL THREE: CULTURE - *STRENGTHEN CBP'S SECURITY AND INTEGRITY CULTURE*

Culture at CBP encapsulates shared beliefs and behaviors that drive the Agency's dedication to promoting lawful trade and travel while living up to the core values of vigilance, service to country, and integrity. OPR plays an integral role in ensuring these values are upheld across CBP with full accountability and transparency. Defense of these values is central to defining the character of the Agency, engendering trust, and amplifying overall mission execution. As the organizational stewards of these values, OPR aims to strengthen the Agency's security and integrity culture to shape a workforce that operates with higher levels of security and trustworthiness.

Objective 3-1 | Model and promote integrity and accountability standards

Outcome: A workforce that is aware and complies with integrity and accountability standards

Initiatives

- 3.1.1 - Develop and deploy recognized integrity metrics to ensure accountability and policy adherence
- 3.1.2 - Enhance training on safeguarding classified and sensitive unclassified information and programs
- 3.1.3 - Invest in a robust suite of training and education programs to educate CBP on facility and access controls
- 3.1.4 - Increase educational training opportunities informed by actual cases

As the cornerstone of CBP's culture, integrity is a core belief OPR must exemplify, safeguard, and promote. To foster this core belief, OPR will employ quantifiable measures to ensure its workforce is actively modeling integrity and accountability standards. Parallel to this focus, OPR will employ training programs to provide a suite of relevant information to increase situational awareness in topics such as CBP facilities standards, classified information, and security protocols. Modeling and promoting these standards will elevate CBP's security and integrity culture and allow OPR to continue to achieve its mission to be the premier organization to safeguard the CBP community and operations.

Objective 3-2 | Cultivate collaborative strategic partnerships

Outcome: Cooperative partnerships providing reciprocal value

Initiatives
- 3.2.1 – Evaluate and enhance existing partnerships
- 3.2.2 – Grow a strategic partnership program to create new partnerships

OPR's partnerships, both internal and external to CBP, expand its portfolio of capabilities and services, increase resourcing, and create a mutual information exchange. OPR will cultivate mutually beneficial partnerships that will enable both parties to educate, refresh, and mature its existing relationships. This includes strengthening existing relationships, as well as engaging with new partners who will provide critical perspectives toward increasing CBP's integrity and security culture and posture. These new and enhanced relationships will set the foundation for trust, promote a positive reputation for OPR and with those we serve, and increase overall mission effectiveness.

Objective 3-3 | Improve internal knowledge sharing and cooperation

Outcome: A more productive and collaborative workforce

Initiatives

- 3.3.1 - Standardize knowledge management practices across OPR to ensure efficient access to relevant and up-to-date information
- 3.3.2 - Create cross-divisional teams to enhance knowledge sharing and cooperation throughout OPR

Open knowledge sharing is a vital component to any thriving organization. OPR will enact knowledge sharing capabilities to unify its efforts to safeguard the integrity and security of CBP. Among several benefits, OPR expects to yield higher cross-divisional collaboration, awareness, and a collective response to emerging threats. To enhance this focus, OPR must streamline knowledge management practices across its organization that makes updated information accessible while continually encouraging a culture of accountability. This enhanced collaboration within OPR will maximize cooperation, encourage resource sharing, and optimize OPR's operations.

GOAL FOUR: MESSAGE - *TELL OPR'S STORY AND DEEPEN TRUST IN CBP*

Effectively conveying the mission and accomplishments of OPR to CBP and other critical stakeholders is essential to OPR's ability to meet the goals laid out in OPR Strategy 2024-2028. An organization's story is a powerful means to communicate values, influence stakeholders, and build trust. OPR will establish a holistic approach for communicating its vital role as an organization that sets the standard for all CBP employees. Clear, open, and honest communication will help employees, stakeholders, and the public understand and recognize OPR's importance as a leader in safeguarding the CBP community and its operations. OPR employees at all levels will be at the forefront of this approach, empowered with resources and tools to build momentum to tell OPR's story and deepen trust in CBP.

Objective 4-1 |Increase internal and external awareness of OPR

Outcome: Workforce and the public are aware of OPR's mission and how OPR supports CBP and maintains public trust

Initiatives
- 4.1.1 - Review and enhance OPR's internal and external communications strategy

OPR recognizes the importance of achieving high stakeholder awareness to enable a better understanding of OPR's mission and its unique role in protecting CBP's reputation. OPR will increase internal and external awareness among partners in the CBP workforce, government, Congress, other regulatory bodies, non-governmental organizations, and the public. This effort will include a formal review of OPR's current internal and external communications strategies to assess core messages, stakeholder groups, initiatives, and engagement mechanisms that measure awareness. As part of this effort, OPR will also identify internal and external perception metrics that will allow OPR to successfully evaluate and enhance their strategies.

Objective 4-2 | Leverage the use of new and existing communication platforms

Outcome: Standardized communication platforms that are consistent across directorates and divisions

Initiatives

- 4.2.1 - Assess existing and identify new communication platforms
- 4.2.2 - Develop a plan to leverage new and existing communication platforms to ensure consistency across directorates and divisions

Understanding which communication platforms to use is an important part of telling OPR's story. By leveraging various platforms, OPR can successfully communicate core messages, key data, and noteworthy initiatives to target stakeholders using their preferred channels. To fully capitalize on the power that communication platforms have, OPR will assess existing and identify new platforms to evaluate the platforms' effectiveness and revise use accordingly. Once a revised approach is identified, OPR will craft a robust plan that standardizes the use of communication platforms across directorates and divisions. A unified approach will ensure consistent use of communication platforms across OPR and will further amplify OPR's story and deepen trust in CBP.

Objective 4-3 | Develop targeted messaging campaigns and outreach programs

Outcome: Effectively communicate with target stakeholder groups

Initiatives
- 4.3.1 - Assess existing outreach programs to gather best practices for implementation across OPR's directorates and divisions
- 4.3.2 - Leverage OPR's internal and external communications strategies to develop messaging campaigns

OPR possesses a diverse set of partners and stakeholders, each with distinct information needs. Developing targeted messaging campaigns and outreach programs tailored to its needs is important to effectively communicate core messages, key data, and noteworthy initiatives across different stakeholder groups. To identify, develop, and prioritize campaigns and programs, OPR will evaluate current communication efforts and strategies to gather best practices and craft a robust plan for implementation across its directorates and divisions. This approach ensures important messages will reach and resonate with target audiences.

IMPLEMENTATION

Introduction

OPR understands a strategy must go beyond the paper it is written on; rather, it should drive decision making, resourcing, and operations. Identifying, mitigating, and combating threats and vulnerabilities truly begins with operationalizing OPR Strategy 2024-2028 and using it to call employees to action. OPR leadership promoted a participatory strategy development approach involving employees from all OPR directorates and divisions to build commitment, foster ownership, and demonstrate its intention to use OPR Strategy 2024-2028 to drive real action. To foster this action and operationalize the strategy, integrated implementation and communications plans were created to propel adoption, enable tracking and measurement, and inform messaging sharing organizational success and demonstrating OPR's dedication to CBP and the Nation.

Implementation Approach

OPR's partnership with CBP to safeguard America rests on the execution of its mission. OPR will support a sustainable approach towards performance management that is actualized through the operational priorities and tasks of MSD, SOD and IOD. Co-creative in nature, the implementation process will employ multiple tools enabling OPR leadership and employees to share responsibility and accountability in achieving the goals articulated in the strategy by 2028. Together, OPR will examine implementation success with processes that track, evaluate, review, and report against strategic objectives to generate progress. OPR will maintain focus on a designated set of strategic initiatives each fiscal year and perform regular reviews and progress checks to determine when goals are achieved and inform focus areas for subsequent fiscal years. Transparency is a vital aspect of strategy implementation and as such, OPR is dedicated to providing a clear, robust performance summary to its internal and external stakeholders.

CONCLUSION

OPR Strategy 2024-2028 steers OPR's direction for the next five years. It serves as a flexible guide, not a restrictive rule, as changes in the national security landscape may occur. OPR's vision will remain constant, even in the face of challenges, safeguarding the integrity and security of CBP and strengthening public trust and confidence. OPR's mission will be achieved with professionalism, accountability, transparency, and through the perseverance, skill, and dedication of its employees.

APPENDIX A

ALIGNMENT TO CBP AND DHS STRATEGIES

DHS Strategic Plan 2020-2024	CBP Strategy 2021-2026	OPR Strategy 2024-2028
Goal 1, Objective 1.1 Goal 1, Objective 1.2	Goal 1, Objective 2	Goal 2, Objective 1-2 Goal 3, Objective 1 Goal 3, Objective 3
Goal 1, Objective 1.1	Goal 1, Objective 4	Goal 2, Objective 1
Goal 6, Objective 6.2	Goal 2, Objective 1	Goal 1, Objective 1
Goal 6, Objective 6.2	Goal 2, Objective 2	Goal 1, Objective 4
Goal 6, Objective 6.3	Goal 2, Objective 3	Goal 1, Objective 2
Goal 6, Objective 6.3	Goal 2, Objective 3	Goal 3, Objective 2
Goal 1, Objective 1.1	Goal 3, Objective 1	Goal 2, Objective 1 Goal 2, Objective 3 Goal 3, Objective 1
Goal 1, Objective 1.2 Goal 6, Objective 6.3	Goal 3, Objective 3	Goal 2, Objective 1-3 Goal 3, Objective 3