

DHS Privacy Office

Strategic Plan

Fiscal Years 2023 - 2027



Homeland
Security

A Message from the Chief Privacy Officer and Chief FOIA Officer

The DHS Privacy Office Strategic Plan is a forward-leaning blueprint for achieving the Office's mission of promoting and protecting our shared values of privacy and transparency, while safeguarding the homeland. Serving as a valuable partner to the Department and the public is the core of the plan. The Privacy Office will embed safeguards for privacy and enhance transparency in the creation and adoption of Department policies and throughout the performance of its mission to ensure that homeland security programs uphold the privacy rights of the communities we serve.

The strategic plan establishes four goals that are necessary to ensure the Department benefits from agile privacy and disclosure programs that respond to complex challenges.

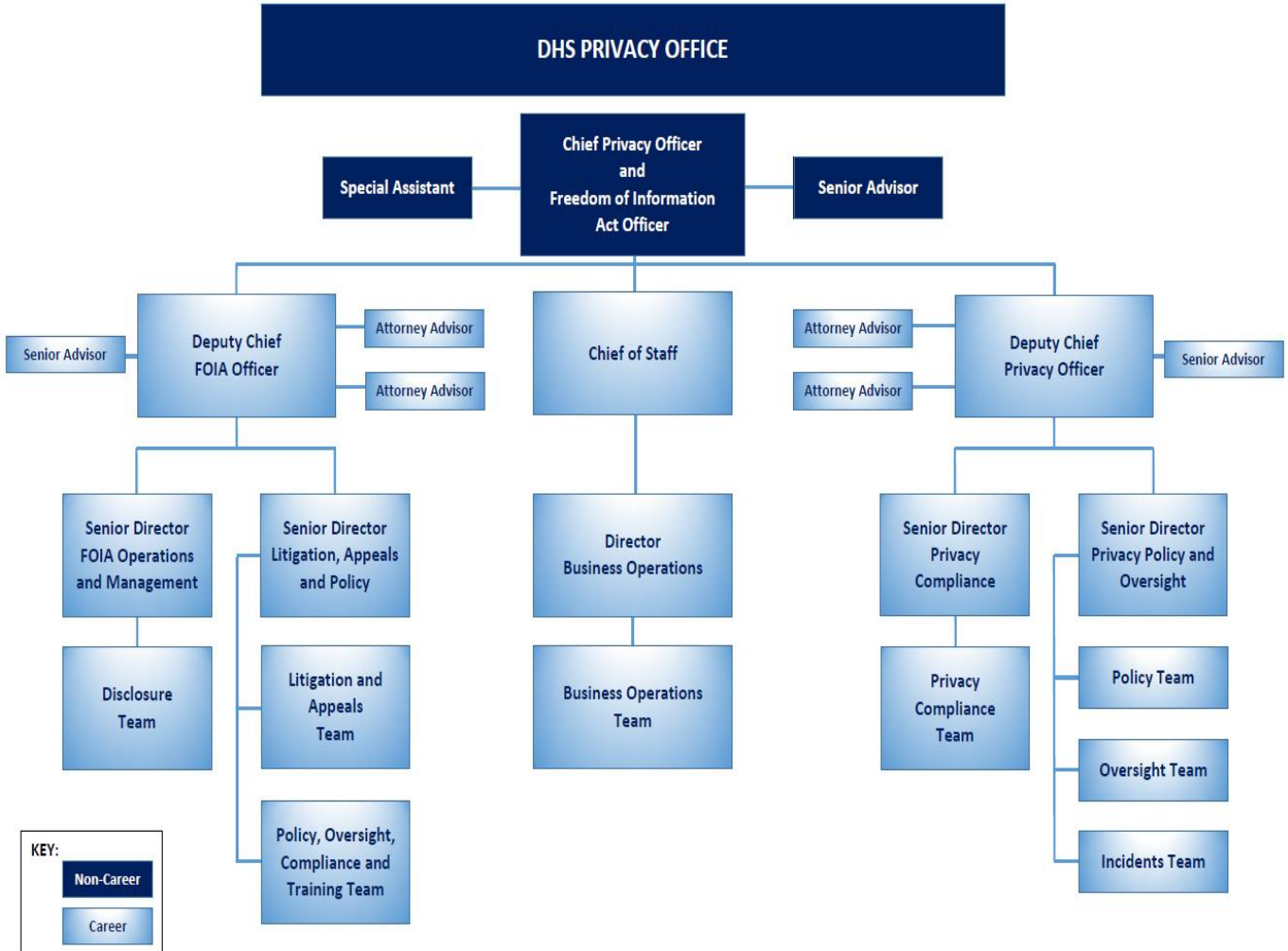
- First, the Privacy Office will **embed privacy safeguards in the Department's policies, programs, activities, and architecture.** The Privacy Office team will continue to provide targeted, expert advice and guidance to mitigate privacy risks through the policy-making process and the well-established privacy compliance process. The Privacy Office will also lead the Department in making strategic investments in privacy enhancing technologies and strategies that embed privacy into the Department's architecture.
- Second, the Privacy Office will **operate an innovative, customer-centric, government information disclosure program that provides timely information to the public and Department stakeholders.** The Privacy Office will develop a robust policy framework that enhances transparency while appropriately protecting sensitive information and modernize business processes to support the operations of a large and complex disclosure program.
- Third, the Privacy Office will **leverage its resources and expertise to strengthen privacy and disclosure programs and practices across the Department.** The Privacy Office will invest in technologies that provide advanced management solutions and identify opportunities to streamline administrative work through shared services. The Office will also create uniform procedures and processes that promote efficient operations.
- Fourth, the Privacy Office will **recruit, support, and retain a skilled, adaptable, representative, and responsible workforce.** This goal reflects the understanding that the Privacy Office's success requires the dedicated service of our team. The Privacy Office will provide its team the training and opportunities they need to be successful and achieve their goals.

The Privacy Office is committed to implementing this plan and providing robust support to its internal and external stakeholders. Together, we will identify, develop, and implement frameworks to preserve and safeguard privacy and enhance transparency.

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Privacy Office Organization



Privacy Office Mission and Vision



Our Mission

Promote and protect our shared values of privacy and transparency, while safeguarding the homeland.

Our Vision

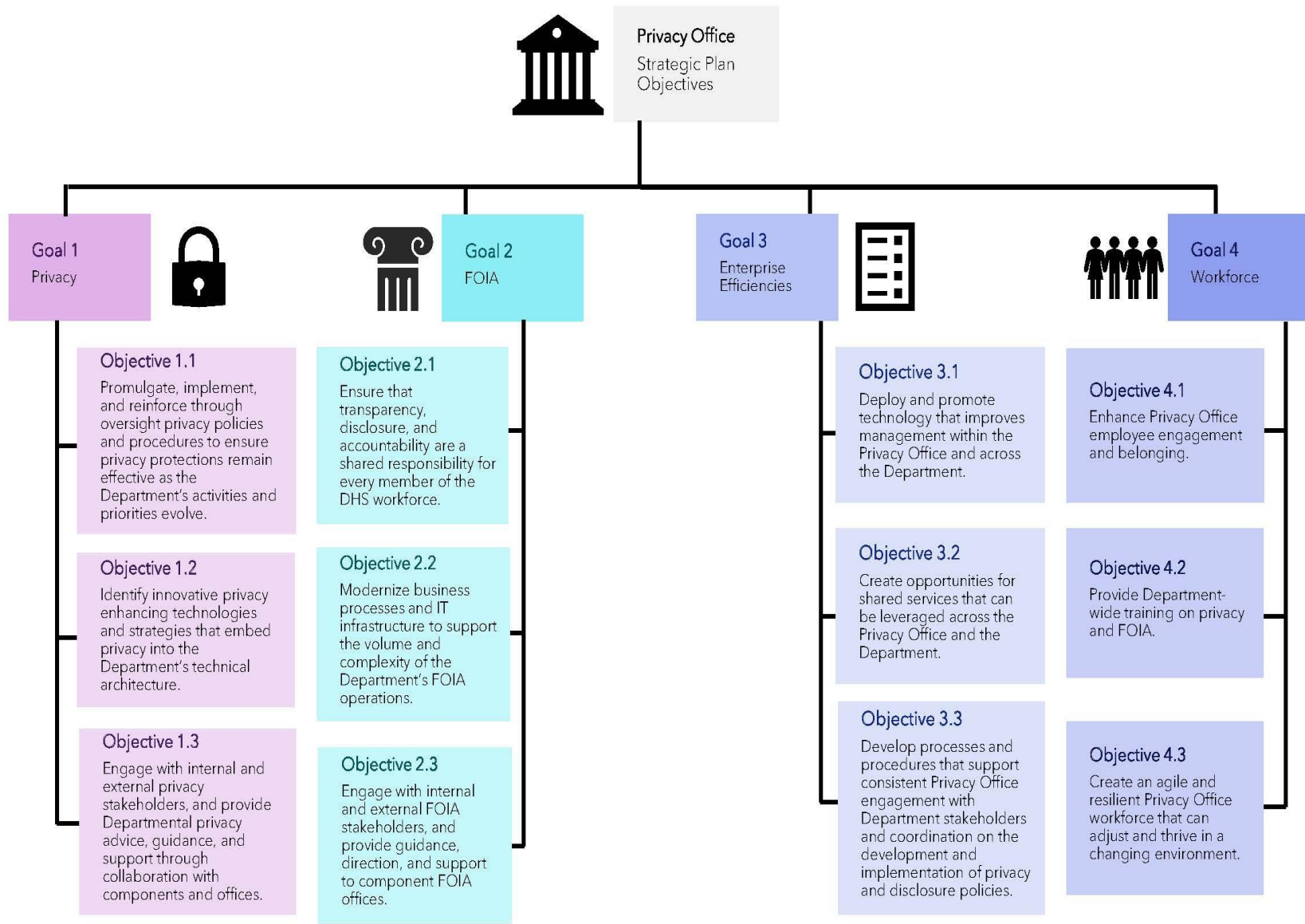
Serve as a critical partner to our internal and external stakeholders in securing the homeland and protecting our values.

DHS

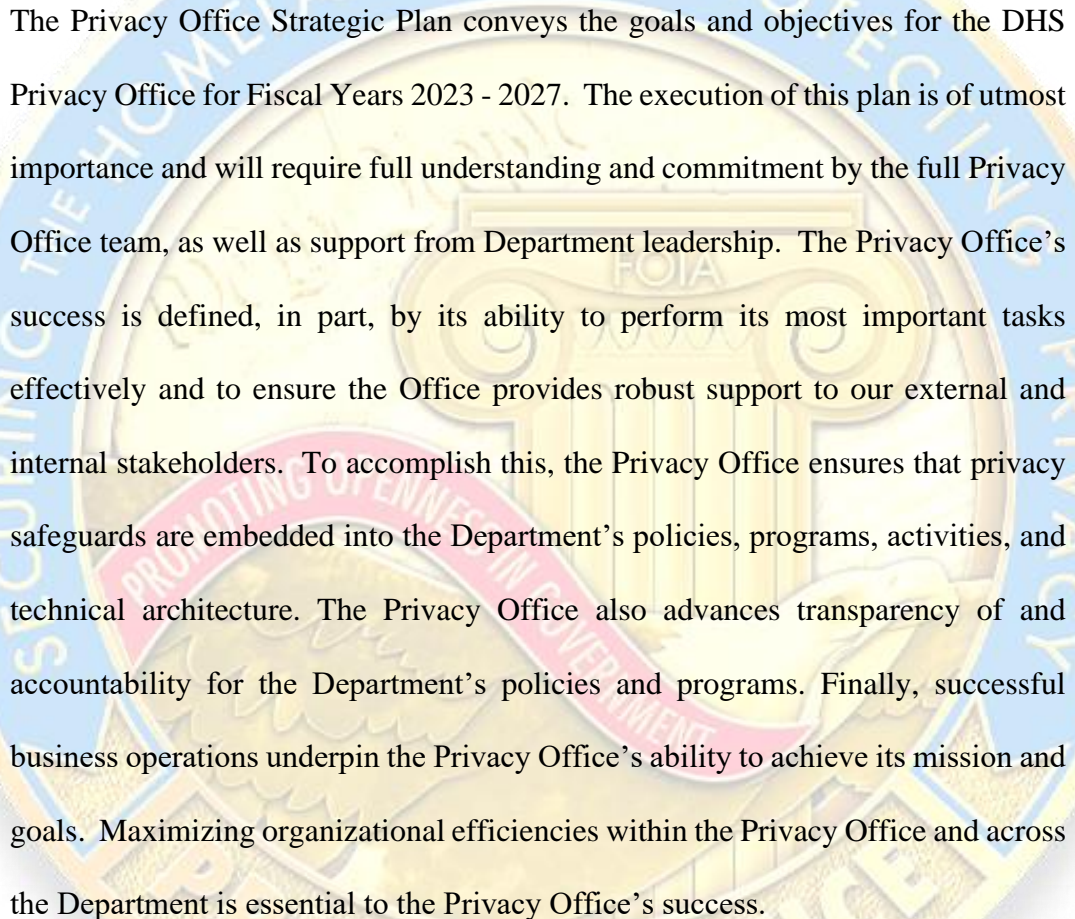
Privacy Office



Strategic Plan Objectives



The DHS Privacy Office Strategic Plan

The seal of the DHS Privacy Office is a large, circular emblem in the background. It features a blue outer ring with the text "SECURING THE HOME AND PROTECTING" at the top and "PRIVACY OFFICE" at the bottom. Inside the ring is a gold shield with a scale of justice and a sword. A red banner across the shield reads "PROMOTING OPENNESS IN GOVERNMENT". The shield is set against a background of a stylized eagle.

The Privacy Office Strategic Plan conveys the goals and objectives for the DHS Privacy Office for Fiscal Years 2023 - 2027. The execution of this plan is of utmost importance and will require full understanding and commitment by the full Privacy Office team, as well as support from Department leadership. The Privacy Office's success is defined, in part, by its ability to perform its most important tasks effectively and to ensure the Office provides robust support to our external and internal stakeholders. To accomplish this, the Privacy Office ensures that privacy safeguards are embedded into the Department's policies, programs, activities, and technical architecture. The Privacy Office also advances transparency of and accountability for the Department's policies and programs. Finally, successful business operations underpin the Privacy Office's ability to achieve its mission and goals. Maximizing organizational efficiencies within the Privacy Office and across the Department is essential to the Privacy Office's success.

DHS Privacy Office Strategic Plan 2023-2027

Goals and Objectives

I. Privacy

Goal 1: Ensure that privacy protections are embedded in the Department's policies, programs, activities, and technical architecture.

Objective 1.1: Promulgate, implement, and reinforce through oversight **privacy policies and procedures** to ensure privacy protections remain effective as the Department's activities and priorities evolve.

Strategies for Accomplishing Objective 1.1

- Stay abreast of and anticipate changes in the Department's programs, policies, and use of technology to develop and implement Fair Information Practice Principles-based privacy policies and procedures responsive to these changes.
- Employ the Chief Privacy Officer's authorities to conduct periodic compliance reviews, investigations, and additional oversight as appropriate, including reviews of both domestic and internationally focused activities and agreements.
- Augment partnerships to enhance the privacy compliance review process to ensure meaningful, fulsome review and collaboration with component privacy officers and privacy points of contact at the inception of activities, policies, and operations that may impact privacy.

Objective 1.2: Identify innovative **privacy enhancing technologies (PETs) and strategies** that embed privacy into the Department's technical architecture.

Strategies for Accomplishing Objective 1.2:

- Partner with DHS Components/Offices to understand their business processes and implement PETs to enhance their processes and operations while protecting privacy.
- Identify opportunities to collaborate with stakeholders invested in developing innovative, interoperable PETs that support the Department's mission.
- Invest in state-of-the-art tools to enhance administrative processes.

Objective 1.3: **Engage** with internal and external privacy stakeholders, and provide Departmental privacy advice, guidance, and support through collaboration with Components and Offices.

Strategies for Accomplishing Objective 1.3

- Ensure the Privacy Office is a key stakeholder at the outset of new initiatives to identify needs and build relationships within the Department to develop privacy compliant programs and activities.
- Engage a variety of constituencies, such as the privacy advocacy community, academia, the law enforcement community, and the public to ensure a diverse set of viewpoints and ideas inform the Privacy Office's work.

II. FOIA

Goal 2: Operate an innovative, customer-centric, government information **disclosure** program that provides timely information to the public and stakeholders.

Objective 2.1: Ensure that transparency, disclosure, and accountability are a shared responsibility for every member of the DHS workforce.

Strategies for Accomplishing Objective 2.1:

- Ensure the DHS workforce is fully educated about privacy and disclosure requirements through a robust training program.
- Promulgate FOIA policies to ensure transparency and accountability are embedded in the Department's practices, while appropriately protecting sensitive information.

Objective 2.2: Modernize **business processes and IT infrastructure** to support the volume and complexity of the Department's FOIA operations.

Strategies for Accomplishing Objective 2.2:

- Use automated reporting tools to identify anomalies and take corrective action as necessary.

Objective 2.3: **Engage** with internal and external FOIA stakeholders, and provide guidance, direction, and support to Component FOIA offices.

Strategies for Accomplishing Objective 2.3:

- Develop and implement a FOIA assessment framework to identify best practices for continuous improvement that can be applied across the DHS enterprise.
- Establish communities of practice and interest to discuss best practices and anticipate issues that may impact a component's ability to effectively implement and adhere to the FOIA.

III. Enterprise Efficiencies

Goal 3: Utilize Privacy Office **resources and expertise** to strengthen privacy and disclosure programs and practices across the DHS enterprise.

Objective 3.1: Deploy and promote **technology** that improves management within the Privacy Office and across the Department.

Strategies for Accomplishing Objective 3.1:

- Identify tools, mechanisms, and methodologies that support the development of metrics and analyses that can be used to identify best practices for mitigating privacy risk across the DHS enterprise.
- Automate simple/recurring administrative tasks, produce enhanced FOIA metrics, and establish key FOIA performance indicators through the utilization of automated processing and other technologies.

Objective 3.2: Create opportunities for **shared services** that can be leveraged across the Privacy Office and the Department.

Strategies for Accomplishing Objective 3.2:

- Coordinate, assess, and allocate resources to optimize workforce capacity.

Objective 3.3: Develop **processes and procedures** that support consistent Privacy Office engagement with Department stakeholders and coordination on the development and implementation of privacy and disclosure policies.

Strategies for Accomplishing Objective 3.3:

- Develop a comprehensive Privacy Office strategic communications plan that promotes effective communication between and among privacy and disclosure stakeholders.
- Establish a management framework to engage privacy and disclosure communication partners and audiences that meets identified and unexpected opportunities and challenges, develops efficient and repeatable processes, and achieves Department goals.

IV. Workforce Development

Goal 4: Recruit, support, and retain a skilled, adaptable, representative, and responsible **workforce**.

Objective 4.1: Enhance Privacy Office **employee engagement and belonging**.

Strategies for Accomplishing Objective 4.1:

- Enhance staff communication, improve transparency in the leadership decision-making process, and ensure staff needs are addressed in a timely manner.
- Recognize employee achievements through the Privacy Office, Department, and government-wide awards programs.
- Invest in staff development through training opportunities, certification programs, mentoring, team building exercises, and networking to maintain a professional, well-developed staff.
- Promote diversity, equity, inclusion, and accessibility in the Privacy Office.

Objective 4.2: Provide Department-wide **training on privacy and FOIA**.

Strategies for Accomplishing Objective 4.2:

- Develop comprehensive training programs that support excellence for DHS Privacy and FOIA professionals.

Objective 4.3: Create an agile and resilient Privacy Office workforce that can adjust and thrive in a changing environment.

Strategies for Accomplishing Objective 4.3:

- Cross train employees to ensure staff are prepared for new opportunities and challenges.
- Develop a strategy for mission resilience and continued expertise in times of change or transition, including knowledge management and succession planning.