

**U.S. Department of Homeland Security
Office of Immigration Statistics**



Strategic Plan -- Fiscal Years 2004-2009

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Introduction

The Homeland Security Act of 2002, H.R. 5005 (Public Law 107-296) created the Department of Homeland Security (DHS) in February 2002. With the establishment of DHS, the Office of Immigration Statistics (OIS) became an independent organization reporting to the Under Secretary for Management. Formerly a part of the Immigration and Naturalization Service (INS), OIS gained many additional responsibilities along with its independence. The statute called for OIS to collect more statistical information, including data regarding Border Patrol, Detention and Removal, Intelligence, Investigations, and Inspections. In addition to producing statistical analyses, OIS became responsible for establishing standards of reliability and validity for immigration statistics.

This strategic plan provides a comprehensive approach to supporting the Department's mission, which is to “...*lead the unified national effort to secure America; prevent and deter terrorist attacks; protect against and respond to threats and hazards to the nation; ensure safe and secure borders; welcome lawful immigrants and visitors; promote the free-flow of commerce.*” The newly aligned OIS organization brings a unified and coordinated approach to fulfilling the DHS mission. OIS will lead the development and dissemination of statistical information useful in shaping important policy decisions. OIS will also provide high quality statistical information that is relevant, timely, cost-effective, and customer-oriented. These data principles, which are reflected in the Office of Management and Budget (OMB) guidelines for the quality, objectivity, utility, and integrity of information disseminated by federal agencies, form the foundation for the work OIS does.

While a living document, this strategic plan provides structure for the articulation of specific goals and objectives essential to the successful transition of OIS in DHS. The strategic plan, which was created through consensus, is based on three founding values--excellence, accountability, and teamwork. The purpose of the strategic plan is to focus the insights and actions of OIS personnel on the top strategic and operational priorities of OIS leadership, adjusting those priorities as needs dictate. The plan will also be used to populate OIS annual performance plans, budgets, and performance measurements.

Executive Summary

In keeping with the DHS mission, the OIS mission, vision, and values outline the strategic and operational priorities and core principles of the OIS organization and its people.

Mission

Lead the development of statistical information useful to make decisions and analyze the effects of immigration in the United States

Vision

Provide high quality statistical information on immigration that is relevant, timely, cost-effective, and customer-oriented

Values

OIS values and respects its data partners, customers, and workforce, who are essential to the development, dissemination, and use of statistical information on immigration.

Our organization and its people have three core values:

EXCELLENCE, ACCOUNTABILITY, and TEAMWORK.

Excellence: Customer Service, Efficiency, Effectiveness, Professional Standards, Accuracy, Validity, Reliability, Objectivity

Accountability: Leadership, Decisiveness, Reliability

Teamwork: Communication, Positive Attitude, Cooperation, Understanding & Responsibility, Work towards a Common Goal

Strategic Plan

The strategic plan describes the goals, objectives, and initiatives that have been established to fulfill the OIS mission and vision. The strategic plan consists of three interrelated strategic goals and a fourth enabling goal that support the work and workforce. The three strategic goals focus on the development and dissemination of high quality statistical information on immigration. The enabling goal focuses on the achievement of an effective transition into DHS and the maintenance of a highly qualified workforce. The goals are as follows:

Strategic Goal 1: Lead the development of relevant, customer-oriented statistical information on immigration.

Strategic Goal 2: Improve the quality and common understanding of immigration statistical data.

Strategic Goal 3: Disseminate high quality, user-friendly statistical immigration information to customers and stakeholders in a timely manner.

Enabling Goal 4: Maintain a high quality, motivated workforce and provide the environment to support them.

OIS Strategic Plan, Goals and Objectives

1. Lead the development of relevant, customer-oriented statistical information on immigration.

1.1. Shift operational reporting to Tri-Bureaus

- US Citizenship and Immigration Services
- Immigration and Customs Enforcement
- Customs and Border Protection

1.2. Produce demographic reports, analyses and special studies to provide objective information for immigration policy.

- Estimates of immigrant populations including legal permanent residents, temporary residents and illegal residents
- Annual flows on number and characteristics of legal permanent residents, asylees and refugees, temporary admissions, persons naturalizing, and immigration law enforcement activities
- Projections of immigrant application receipts
- Special studies on topics including: assimilation and adaptation of immigrants, education and employment of immigrants, the demographic characteristics associated with transitioning from one immigrant status to another (e.g. H1B temporary worker to legal permanent resident), leading indicators of immigration, and measurement issues in estimating immigration populations.

1.3. Pursue new sources of information on immigrants

- Link immigrants records from DHS sources
- Explore possibility of data sharing/linking of immigrant records with other federal agencies
- Conduct surveys of immigrants

2. Improve the quality and common understanding of immigration statistical data.

2.1. Create and lead the DHS Immigration Data Council (IDC)

- Develop a charter
- Identify senior-level appropriate members
- Designate OIS Director as Executive Director for the Committee and OIS Staff as Secretariat for the Committee

2.2. Work with stakeholders to develop guidelines for data collection, processing, and documentation

- Work with DHS Immigration Data Council to develop guidelines for minimum acceptable quality of data, both completeness and accuracy
- Promote a common understanding of terms and consistency involving immigration statistics across all Federal government
- Assess “as-is” data collection, processing, and documentation with stakeholders by Bureau
- Use “as-is” assessment to create baseline data quality report
- Use baseline assessment of data quality to rank the data quality improvement initiatives by ease of implementation

2.3. Work with stakeholders to build in data quality

- Participate on the DHS Enterprise Architecture Board
- Promote the use of information systems to collect workload information rather than through manual systems
- Work with each of the Tri-Bureaus to improve data quality in areas with known problems

2.4. Advise the Tri-Bureaus on development, collection, and use of statistical information

- Develop and provide statistical immigration information training and provide technical training to Tri-Bureaus
- Maintain communications with the Tri-Bureaus at multiple levels to promote awareness of recent data quality improvement activities

2.5. Work with Tri-Bureaus to comply with data quality guidelines

- IDC members participate on Investment Review Boards to ensure information needed for decision making outside of the Tri-Bureaus is collected
- Provide quality assessments on data used by OIS for the responsible Tri-Bureau
- Collaborate with DHS Office of Performance Analysis and Evaluation (PAE) to assess the quality of data used in immigration performance measures

2.6. Pursue Data Management Activities

- Perform Data Quality Assessments of OIS extracts

3. Disseminate high quality, user-friendly statistical immigration information to customers and stakeholders in a timely manner.

3.1. Release all OIS analyses and reports in a timely fashion

- Develop a detailed internal plan/schedule of operational and demographic analyses and reports
- Develop and publish a public schedule of releases from internal reporting schedule
- Adhere to the published public schedule
- Develop peer review procedures consistent with OMB proposed guidelines
- Finalize the DHS clearance process for Congressional analyses and reports
- Develop consistent publication standards for OIS operational and demographic analyses and reports across all of the Tri-Bureaus
- Develop standards for the release of micro-data to government and non-government customers

3.2. Disseminate user-friendly statistical information and publications to customers and stakeholders, taking advantage of technology as much as possible

- Revamp website to make it easier to find and use
- Promote use of OIS website to customers and stakeholders

3.3. Broaden and deepen communications with customers and stakeholders

- Conduct stakeholder meetings to collect feedback on strategic plan and share progress to date
- Initiate or continue collaboration with other federal agencies, international organizations, foreign governments, government-sponsored researchers, and the public in order to promote the development and analysis of immigration data
- Begin holding public presentations of analyses and reports to foster discussions based objective information only in conjunction with DHS Public Affairs

4. Maintain a high quality, motivated workforce and provide the environment to support them.

4.1. Transition OIS into a seamless, effective organization

- Develop organizational plan that aligns with the mission and vision of OIS
- Define skills and competencies consistent with new organization structure
- Shift resources when possible to implement organizational plan
- Ensure transition to new office space supports OIS transition

4.2. Recruit, retain, and develop the most qualified workforce to be the nation's best immigration statistical agency

- Recruit qualified OIS staff with skills and competencies needed to meet mission and goals
- Promote communication and collaboration within OIS
- Begin to celebrate success
- Develop a succession management plan to attract, hire, develop, and retain a diverse pool of human resource talents
- Develop career paths for statistician assistants, statisticians, and demographers
- Encourage employees to develop individual development plans

4.3. Develop and maintain leading edge training programs

- Develop and provide a comprehensive internal orientation program for new staff to shorten the OIS learning curve and capture institutional memory
- Develop cross-training programs to help staff develop or sharpen required skill sets to support new OIS mission, vision, and goals
- Begin OIS data quality training program

Abbreviations

BTS	Border and Transportation Security
CBP	Customs and Border Protection
USCIS	Citizenship and Immigration Services
CLAIMS	Computer Linked Application Information Management System
D&R	Detention and Removal
DHS	Department of Homeland Security
ICE	Immigration and Customs Enforcement
IDC	Immigration Data Council
INS	Immigration and Naturalization Service
NIIS	Non-Immigrant Information System
OIS	Office of Immigration Statistics
OMB	Office of Management and Budget
PAS	Performance Analysis System
US-VISIT	United States Visitor and Immigrant Status Indicator Technology

Reporting Mandates

Section 103 of the Immigration and Nationality Act:

(d) STATISTICAL INFORMATION SYSTEM.—

- (1) The Commissioner, in consultation with interested academicians, government agencies, and other parties, shall provide for a system for collection and dissemination, to Congress and the public, of information (not in individually identifiable form) useful in evaluating the social, economic, environmental, and demographic impact of immigration laws.
- (2) Such information shall include information on the alien population in the United States, on the rates of naturalization and emigration of resident aliens, on aliens who have been admitted, paroled, or granted asylum, on nonimmigrants in the United States (by occupation, basis for admission, and duration of stay), on aliens who have not been admitted or have been removed from the United States, on the number of applications filed and granted for cancellation of removal, and on the number of aliens estimated to be present unlawfully in the United States each fiscal year.
- (3) Such system shall provide for the collection and dissemination of such information not less often than annually.

(e) ANNUAL REPORT.—

- (1) The Commissioner shall submit to Congress annually a report which contains a summary of the information collected under subsection (c) and an analysis of trends in immigration and naturalization.
- (2) Each annual report shall include information on the number, and rate of denial administratively, of applications for naturalization, for each district office of the Service and by national origin group.

Section 701 of the Homeland Security Act of 2002:

b) IMMIGRATION.—

(1) **IN GENERAL.**—In addition to the responsibilities described in subsection (a), the Under Secretary for Management shall be responsible for the following:

- (A) Maintenance of all immigration statistical information of the Bureau of Border Security and the Bureau of Citizenship and Immigration Services. Such statistical information shall include information and statistics of the type contained in the publication entitled “Statistical Yearbook of the Immigration and Naturalization Service” prepared by the Immigration and Naturalization Service (as in effect immediately before the date on which the transfer of functions specified under section 441 takes effect), including region-by-region statistics on the aggregate number of applications and petitions filed

by an alien (or filed on behalf of an alien) and denied by such bureau, and the reasons for such denials, disaggregated by category of denial and application or petition type.

- (B) Establishment of standards of reliability and validity for immigration statistics collected by such bureaus.

(2) TRANSFER OF FUNCTIONS.—In accordance with title XV, there shall be transferred to the Under Secretary for Management all functions performed immediately before such transfer occurs by the Statistics Branch of the Office of Policy and Planning of the Immigration and Naturalization Service with respect to the following programs:

- (A) The Border Patrol program.
- (B) The detention and removal program.
- (C) The intelligence program.
- (D) The investigations program.
- (E) The inspections program.
- (F) Adjudication of immigrant visa petitions.
- (G) Adjudication of naturalization petitions.
- (H) Adjudication of asylum and refugee applications.
- (I) Adjudications performed at service centers.
- (J) All other adjudications performed by the Immigration and Naturalization Service.