



**Homeland
Security**

December 9, 2014

I am pleased to present the enclosed Department of Homeland Security (DHS) Privacy Office Strategic Plan for Fiscal Years 2015-2018.

Since its inception, the Privacy Office has implemented its statutory mandate to ensure that privacy protections are firmly embedded into the lifecycle of homeland security programs and systems. This remarkable achievement is the result of hard work and exceptional service by the Privacy Office staff, and the vision and accomplishments of each of the former Chief Privacy Officers. DHS is a stronger and more effective Department because of their hard work. As the Privacy Office continues to mature, it must be agile in adapting to new threats, evolving priorities, and a new fiscal environment.

A handwritten signature in black ink, appearing to read "K. Neuman", with a long horizontal flourish extending to the right.

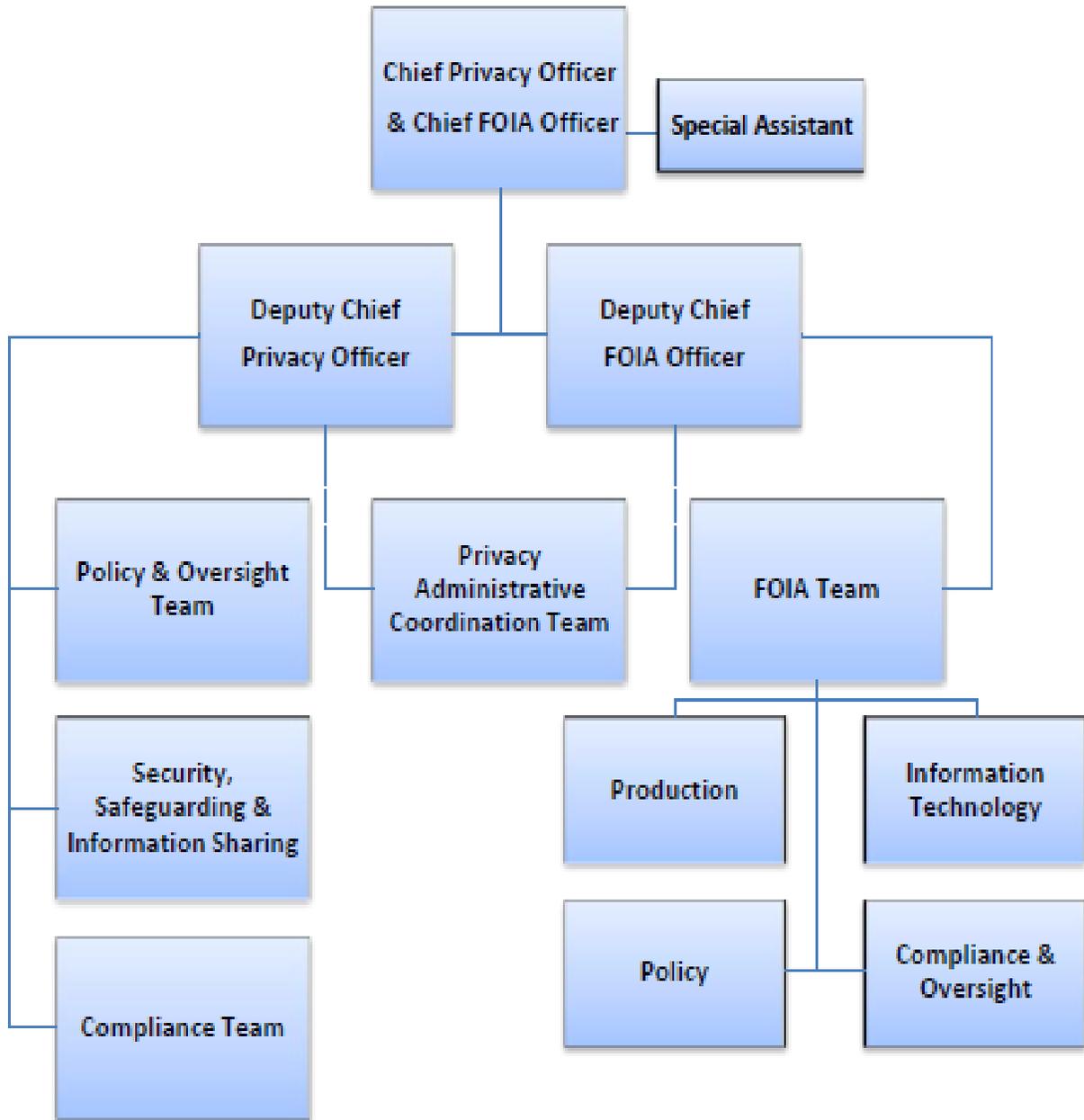
Karen L. Neuman
Chief Privacy Officer and Chief FOIA Officer
U.S. Department of Homeland Security

Background

The Privacy Office has dual responsibilities for promoting privacy and transparency within DHS. Both are important principles to uphold in all of the Department's work. In creating DHS, Congress recognized that the transformation of numerous independent organizations into components of a new Department would necessarily involve the collection of personal information in order to carry out the homeland security missions. From the first discussions about creating DHS, questions were raised about the amount and types of information this new agency would gather, especially personal information about visitors, travelers, and businesses. Congress acknowledged and met these concerns with a special provision in the Homeland Security Act—Section 222—that created, for the first time, a Chief Privacy Officer. The charge of this new officer was to keep close watch on the many systems and programs the Department created; to ensure compliance with the Privacy Act; to provide oversight when appropriate; and to promote transparency about the Department's information collection and use practices by sharing key information with the public and with Congress about the Department's activities. This provision was a powerful statement about how this new Department would respect and preserve the rights of individuals and protect the public from harm.

The Privacy Office Strategic Plan reflects our vision for protecting privacy and preserving our role as the premier federal privacy office in the United States. The Strategic Plan ensures our office is optimized to most effectively carry out our mission.

DHS PRIVACY OFFICE



12/31/2014

DEPARTMENT OF HOMELAND SECURITY PRIVACY OFFICE FY2015-2018 STRATEGIC PLAN

Vision

Establish the DHS Privacy Office as a global leader in promoting and protecting privacy and transparency as fundamental principles of the American way of life.

Mission

The mission of the Privacy Office is to protect individuals by embedding and enforcing privacy protections and transparency in all DHS activities.

Values

1. Transparency
2. Accountability
3. Trust

Overview and Strategic Context

The work of the Privacy Office supports all five core DHS missions articulated in the Quadrennial Homeland Security Review, as well as the important cross-cutting goal to mature and strengthen homeland security by preserving privacy, oversight, and transparency in the execution of all departmental activities. In addition, through training, outreach, and participation in departmental program development, the Privacy Office advances the guiding principles and core values outlined in the Strategic Priorities Framework. To accomplish these strategic outcomes, we established four goals, each supported by specific and measurable objectives.

Goals and Objectives

Goal 1: Foster a culture of privacy and disclosure and demonstrate leadership through policy and partnerships.

In securing the homeland, DHS is entrusted to collect personal information from citizens, residents, and visitors. We are obligated to collect only the information that is necessary to carry out our missions and protect this data from misuse. Our core mission is to respect and protect individual privacy rights. We also have a duty to be accessible, transparent, and to provide as much information as possible to the public. The Department's privacy and disclosure professionals are integrated into the operations of each Component. It is through this framework that DHS is able to maintain one of its most valuable assets: the public trust.

- Objective 1.1 – Support DHS unity of effort by representing privacy and disclosure interests in departmental governance.
- Objective 1.2 – Provide guidance and issue policies related to privacy and the Freedom of Information Act (FOIA) by leveraging the expertise of Privacy Officers, Privacy Points of Contact, FOIA Officers, and FOIA Points of Contact from across the Department using issue-based governance bodies.
- Objective 1.3 – Leverage the expertise of oversight and advisory bodies, advocates, and privacy and FOIA experts from the private sector to foster dialogue and learn about emerging issues.

Goal 2: Provide outreach, education, training, and reports in order to promote privacy and transparency in homeland security.

DHS privacy practices, principles, and protections are implicated in the Department’s approach to implementing all of its missions. Privacy and the DHS missions are not traded or balanced, but rather are integrated in a manner that keeps the country safe and honors our core values. The Privacy Office ensures that the Department’s privacy protections and policies are understood by every DHS employee through education and training, and made known to the privacy community and public at large through extensive outreach.

- Objective 2.1 – Ensure consistent application of privacy and disclosure requirements and Component accountability across the Department.
- Objective 2.2 – Develop and deliver targeted and effective privacy and FOIA training courses and materials to DHS personnel and other stakeholders through targeted educational and outreach opportunities tailored to DHS’s broad constituency.
- Objective 2.3 – Cultivate and sustain a leadership role in the Federal privacy and disclosure communities.
- Objective 2.4 – Pursue proactive, timely disclosure of information about DHS programs, operations, systems, and policies in a manner that is easily accessible to Congress, the public, and oversight bodies.
- Objective 2.5 – Promote departmental privacy practices to international partners to advance the Fair Information Practice Principles (FIPPs) and build the confidence necessary to fulfill the Department’s mandate as it relies on international cooperation.

Goal 3: Conduct robust compliance and oversight programs to ensure adherence with federal privacy and disclosure laws and policies in all DHS activities.

Privacy protections are firmly embedded into the lifecycle of DHS programs and systems. In addressing new risks or adopting new and integrated approaches to protecting individual privacy, the privacy enterprise must identify early on any potential for infringement of core privacy values and protections, and address that risk accordingly. When issues are identified and resolved early, it helps ensure that programs and services provide the maximum public benefit with the least possible privacy risk.

- Objective 3.1 – Review, assess, and provide guidance to DHS programs, systems, projects, information sharing arrangements, and other initiatives to reduce the impact on privacy and ensure compliance.
- Objective 3.2 – Promote privacy best practices and guidance to the Department’s information sharing and intelligence activities.
- Objective 3.3 – Ensure that complaints and incidents at DHS are reported systematically, processed efficiently, and mitigated appropriately in accordance with federal and DHS privacy policies and procedures.
- Objective 3.4 – Evaluate DHS programs and activities for compliance with privacy and disclosure laws.

Goal 4: Develop and maintain the best privacy and disclosure professionals in the federal government.

The human capital of the Privacy Office is widely regarded as among the most talented privacy and disclosure professionals in the trade. This top tier talent is crucial to the Department’s continued ability to implement its missions and to its success in maintaining the public trust. These professionals have continuously demonstrated agility in responding to new priorities and fiscal environments. Providing support, opportunities for professional growth and development, and a workplace environment in which they are valued are all crucial to recruiting and retaining a high performing workforce.

- Objective 4.1 – Reward exceptional employee performance and recognize individual contributions to advancing the office mission.
- Objective 4.2 – Support employee development and emphasize the role of training and professional development in performance planning.