



Objective 2.3

Preserve Organizational Integrity

The U.S. Border Patrol is fortunate in that the documented cases of corrupt employees represent only a minute percentage of the workforce. However, any instance of corruption within our ranks always has been – and always will be – unacceptable.

Anti-Corruption

The Border Patrol will continue to actively reduce the potential for corruption. Leaders must set the example and promote integrity throughout the Border Patrol. Leaders will immediately address issues, or the perception of an issue, as they arise. Components of the strategy include participation in internal and CBP-level integrity review committees.

Integrity Advisory Committee

The Integrity Advisory Committee (IAC) provides strategic recommendations to combat corruption and promote integrity among all Border Patrol employees. The committee includes a select group of Border Patrol field and Headquarters personnel, as well as advisors and subject-matter experts from CBP component offices of Internal Affairs, Chief Counsel, and Human Resources Management, as well as the Office of Field Operations (OFO).

Participation in the Commissioner's Integrity Planning and Coordination Cell

The Border Patrol participates in the Commissioner's Integrity Planning and Coordination Cell (IPCC), which reviews integrity-related efforts throughout CBP. In addition, the Border Patrol works with OFO's Analytical Management Systems Control Office to assess the feasibility of using agent-related anomalies in various CBP systems as indicators of potential integrity issues.

Goal 2: Strengthen the Border Patrol

Objective 2.4

Improve Organizational Structures, Processes, Systems, and Doctrine

As the Border Patrol grows and matures, it is necessary to codify best practices and policies to ensure that the organization continues to provide professional border-enforcement capability for the United States.

Enhancing the Organization

As the Border Patrol continues to mature and grow into the 21st century, the selection and application of doctrinal planning processes are required. There are numerous techniques available for tactical, operational, and strategic planning. Border Patrol agents must recognize the differences in these types of planning and adopt the appropriate ones for the situation. While an agent educated in these planning processes should serve in a planning capacity, his or her career path should not be restricted to such assignments – rather these assignments should be seen as a stepping stone to achieving higher-level field commands.

Developing and institutionalizing doctrine within the organization will help execute the long-term strategy and enable the Border Patrol to operate on a standard that captures necessary change and allows operations to function smoothly. Border Patrol Headquarters will develop doctrine as a process to seamlessly link the operating force to emerging tactics, techniques, and procedures, as well as best practices, while additionally focusing on enduring principles and techniques. Doctrine will focus on overarching enduring principles, sector operations, and future border-security initiatives that all agents can use to execute their mission in the field.



Reorganize and Realign Headquarters for Maximum Efficiency

The Border Patrol is modifying its Table of Organization, which will delineate the chain of command and identify each Border Patrol agent and operational support position. The Table of Organization enhances the Border Patrol's ability to make critical resource allocation and prioritization decisions, thereby aligning staff resources to achieve maximum mission effectiveness.

Standardize Organizational Structures for Sector Headquarters and Stations

The Border Patrol standardized the organizational structures for the Northern, Coastal and Southwest border sector headquarters and stations. The organizational structure creates uniformity in how sectors and stations are organized throughout the Border Patrol, aligns functions throughout sector headquarters, establishes a unified command for station management at the sector headquarters, supports succession management with progressive leadership opportunities, and creates a path to station and executive leadership positions.



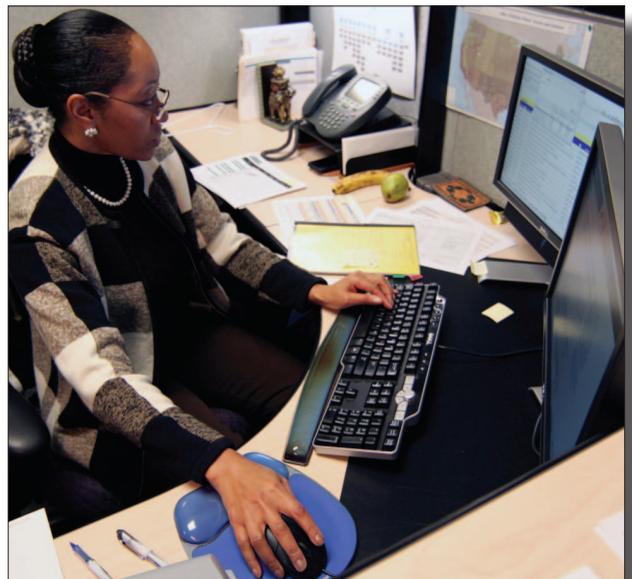
Objective 2.5

Enhance Overall Efficiency of the Border Patrol

It is the Border Patrol's responsibility to ensure that its leaders, agents, and support personnel are good stewards of American tax dollars.

Executive Governance Board

The Border Patrol requires a governance structure to ensure that its investments are in alignment with the vision, strategic goals, and overall mission priorities of the agency. Border Patrol Headquarters has established an executive governance forum to provide awareness of, advocacy for, and collaboration on current and future investments. The Executive Governance Board will be implemented using standardized implementation methodologies to achieve substantive improvement in key interdivisional and sector business processes. The organization must ensure that its investments in capabilities, including existing systems, equipment, and resources align with the vision, strategic goals, and overall mission priorities of the agency. The board is composed of leadership from each division within U.S. Border Patrol Headquarters.



Establishing Measures of Performance

As the Border Patrol progresses toward organizational rigor and maturity, an essential element will be the development and continual refinement of comprehensive, demanding, and results-driven performance measures that hold us to account. Even as the organization internalizes these standards, it also must effectively communicate overall performance to its most important stakeholders – the American public. Initiatives such as the Border Condition Index (BCI) may facilitate this communication. Accountability for each of the objectives

Goal 2: Strengthen the Border Patrol



in the Strategic Plan means the Border Patrol is developing – and in many cases will report publicly – measures of performance and indicators of impact in areas including:

- The ability to direct appropriate levels of capability to identified high-risk areas along the Nation’s borders;
- Improved situational awareness and detection capabilities;
- Effective response times, mobility, and manpower efficiencies;
- Apprehension of those who seek to enter the country illegally, as well as seizures of contraband;
- Contributions to disrupting the smuggling cycle through systematic delivery of consequences to those apprehended;
- Delivery of tangible impacts that help reduce border-related crime and violence;
- Outreach and cooperation with the public;
- The ability to engage a strong workforce through hiring, learning opportunities, and key support programs;
- Development and integration of self-evaluation processes to ensure adherence to missions, goals, and objectives;
- Implementation of environmentally sound and resource-efficient plans of action; and
- Institutionalization of cost-saving practices.

The Border Condition Index is an index currently under development that captures a comprehensive picture of border conditions. The BCI includes important indicators of activity between the ports of entry; indicators of the amount, nature and flow of traffic at the ports of entry; and quality of life indicators in border communities.

Ultimately, the Border Patrol will secure the Nation’s land borders between the ports of entry against all threats as part of the larger CBP, DHS, and whole-of-government effort. Leveraging all available actions, programs, and techniques encompassed within this Strategic Plan, the Border Patrol will prevent terrorists from entering the United States and disrupt and prevent Transnational Criminal Organizations from conducting smuggling and criminal activities along the border. This Strategic Plan will strengthen the Border Patrol to achieve increased capability and promote innovative interagency cooperation to border security operations, as well as secure the border through the use of **Information, Integration and Rapid Response**.

Connectivity Between DHS, CBP, and U.S. Border Patrol National Strategies



Glossary

Comprehensive Approach –

Integrates the cooperative efforts of the departments and agencies of the U.S. Government, intergovernmental and nongovernmental organizations, multinational partners, and private sector entities to achieve unity of effort toward a common goal.

Degrade – To reduce in worth or value; to fall below a normal state; deteriorate; to significantly impair structure or function.

Disrupt – To throw into confusion or disorder, or to interrupt or impede the progress, movement, or procedure of a person or organization involved in criminal activity.

Information – Raw, unanalyzed data that may identify threats, vulnerabilities or risks. Information collected is considered “raw data” until its sources have been evaluated, corroborated or analyzed through due diligence methodologies to obtain added value for planning purposes.

Integrated Mission Analysis – Operational and intelligence tools that allow Border Patrol Headquarters to identify and prioritize critical threats and vulnerabilities to determine unacceptable risks to border security requiring action or response to mitigate them.

Integration – The act of combining lessons learned, best practices, capabilities, and emerging policy/strategy to be more agile and flexible toward changes within the context of executing the U.S. Border Patrol mission in conjunction with partners.

Integrity Advisory Committee – The Integrity Advisory Committee, which includes a select group of Border Patrol field and Headquarters personnel, as well as advisors and subject-matter experts from CBP components, provides strategic recommendations to combat corruption and promote integrity among all Border Patrol employees.

Rapid Response – Immediate planning and/or action taken to mitigate emerging threats.

Risk – Assessed probability for an unwanted outcome based on an assessment of the threat originator. This is measured against the capabilities of the threat originator to carry out that threat and the severity of the potential consequences.

Targeted Enforcement – Leveraging all available assets against a specific action, area, individual, or organization and using those deemed most appropriate to mitigate risk.

Transnational Criminal Organization (TCO) – Group activities of three or more persons, with hierarchical links or personal relationships that permit group leaders to earn profits (or control territories or markets – internal or foreign) by means of violence, intimidation, or corruption to advance criminal activity or infiltrate the legitimate economy.

Threat – Information expressing intent to conduct illegal activity (often derived from intelligence) coupled with the capability of a specific event or series of events, or observation of suspicious activity.

Vulnerability – The protective measures in place are less than the protective measures needed to mitigate risk.

Whole-of-Government – The idea that U.S. Government national security partners should develop plans and conduct operations from a shared perspective and shared resources to enable mission accomplishment.

