

Goal 6: Operate as a high-performance organization that promotes a highly talented workforce and a dynamic work culture



Objective 6.1: Strengthen the strategic management of human capital, including recruiting, hiring, and career development

Any organization, regardless of industry, is strongest and most effective when it is able to recruit and retain well-qualified, highly motivated employees. At USCIS, we remain committed to building a team that is focused on achieving our mission and exceeding customer expectations with ingenuity, resourcefulness, and integrity. These values define our corporate culture and the comprehensive human capital strategy that guides the implementation of a wide range of

innovative recruitment, retention, and employee development and recognition programs. By providing a logical path of career development and rotational opportunities, we will strive to ensure that USCIS staff now and in the future will have the right mix of job related training and experiences to build a robust cadre of leaders poised to succeed in our current and future operating environment. Our human capital strategy will:

- Continue to promote the alignment and integration of our human capital systems, policies, and priorities with DHS and USCIS missions, goals, and performance outcomes.
- Design and implement a workforce recruitment program that attracts diverse, high caliber candidates.
- Implement career path and succession management programs that provide opportunities for mobility and advancement within USCIS.
- Promote and communicate an agency-wide culture of equal employment opportunity and inclusion, as demonstrated by our hiring and promotion practices.

Objective 6.2: Foster a culture of integrity and responsibility

At USCIS, we strive to uphold the highest ethical and professional standards as we effectively execute the duties and responsibilities entrusted to us. Our senior leaders and managers set an example by exhibiting a high standard of conduct that permeates all levels of the organization and promotes both integrity and efficiency in the delivery of services to the public. We will continue to reinforce the concept that responsibility starts with each individual, and culminates in a corporate culture of integrity and responsibility.

We will entrust our managers with resources and authority, and hold them accountable for achieving specific program objectives. We will also rigorously evaluate and measure our performance and appropriately allocate resources to ensure effective stewardship of taxpayer dollars and fee resources paid by applicants and petitioners. To achieve this objective, we will:

- Institute regular ethics and integrity training and information sharing through presentations and online self-study applications.
- Supplement and reinforce this training and awareness with clear policies that define professional responsibility and identify clear consequences for improper conduct.
- Combine individual and organizational performance expectations with a set of balanced performance goals.
- Promote an environment where managers, supervisors, and employees can communicate directly and clearly about performance measures and expectations.
- Use performance management best practices to improve our performance appraisal process and performance work plans and regularly evaluate progress towards the achievement of our goals.
- Recognize high-performers and create an environment that promotes employee contributions to mission improvement and enhances employee satisfaction.

Objective 6.3: Sustain a culture of continuous learning and development



USCIS cares greatly about maintaining and enhancing the vibrancy of its workforce. We will continue to foster organizational and individual growth and achievement by promoting continuous learning through training and career development opportunities. We view this as an investment with a high return and believe that such a commitment enhances employee capability and motivation and increases the organization's effectiveness in fulfilling its mission.

To ensure that our investment reinforces the value we place on this aspect of our culture, performance work plans for individual employees and managers will include clear expectations regarding continuous learning and knowledge sharing. To help us develop a workforce with the right skills and experience that can continue to fulfill the USCIS vision and mission well into the future, we will place a strong emphasis on both structured and unstructured learning opportunities that support effective leadership development and succession planning.

We will:

- Link training, information technology, and workforce planning to accurately deliver and measure the success of training and career development.
- Expand our central repository for laws, policies, and standard operating procedures to include best practices and other pertinent information by creating, structuring, archiving, and sharing our valuable institutional knowledge and making it readily available to employees when and where they need it.
- Apply new technologies to replace outdated training delivery modes while retaining best practices of traditional training.
- Strive to increasingly deliver training to the workplace on a real-time basis, linking training more closely to its job application and in response to changing needs.
- Improve funding of online training opportunities available through the EDvantage online learning management system, to support personal and professional training.
- Continue to expand and improve the quality and availability of employee training and development programs through the USCIS Academy programs, including enhanced Supervisory Training, Advanced Immigration Studies training, the completely redesigned Basic Officer Training program, and the financial support provided to our employees through our Back-to-School program.