



## A Culture of Integrity

Integrity, a core value of U.S. Customs and Border Protection, is the cornerstone upon which we build the foundation of public trust and confidence that enables us to perform our mission.

The personal embodiment of the core value of integrity reflects our commitment to professionalism and excellence in law enforcement.

The *Integrity and Personal Accountability Strategy* outlines the responsibility of every person in CBP and its leadership to foster our culture of integrity. Every member of CBP – mission-support employees, managers, supervisors, agents and officers – all have a responsibility to implement the strategy.

## Integrity Mission

Strengthen CBP's culture of unwavering integrity and professionalism by increasing awareness and implementing comprehensive, integrated programs and capabilities designed to prevent, detect, investigate and respond to instances of corruption and misconduct across all levels in the Agency.

## Integrating CBP's Integrity Initiatives

- In 2011, CBP convened the Integrity Integrated Planning and Coordination Committee (Integrity IPCC), a collaborative effort among internal CBP offices to coordinate efforts occurring across the Agency.
- Assessments from the Government Accountability Office and the Homeland Security Studies and Analysis Institute have informed CBP's integrated integrity direction.
- As a result of CBP's continued focus on integrity, the Agency drafted the *Integrity and Personal Accountability Strategy*.
- Further, CBP formalized the Commissioner's Integrity Council, to advance cross-Agency coordination and implementation of the *Integrity and Personal Accountability Strategy*.



## Integrity Strategic Framework

The *Integrity and Personal Accountability Strategy* identifies a framework that includes an integrity lifecycle in which activities, goals, and measures can be aligned to:

- **Prevention** - CBP screens candidates to ensure that only those with the highest level of integrity are accepted for employment. Current employees are periodically reinvestigated and receive training to reaffirm their commitment to integrity.
- **Detection** - CBP takes an intelligence-driven approach that applies behavioral science and analytical research methods to identify potential indicators of workforce corruption.
- **Investigation** - CBP Internal Affairs maintains a highly-trained cadre of criminal investigators who diligently and thoroughly investigate allegations of employee corruption.
- **Response** - CBP implements appropriate corrective action through the Agency's disciplinary program, addressing employee concerns, evaluating any vulnerabilities and failures in Agency operations, and recommending appropriate modifications to operations and prevention strategies.

The *Integrity and Personal Accountability Strategy* also addresses two primary cross-cutting strategic issues that span all mission areas:

- **Integration** - CBP integrates ethical and professional decision-making into the daily work that supports CBP's critical mission, and ensures that the citizens of the United States have confidence in the integrity of Agency programs.
- **Awareness** - CBP training and communication programs reinforce the standards of conduct all employees are expected to maintain. Integrity, ethics and counter-corruption training and messaging will continue to further strengthen the Agency.



**Strategic Goals and Objectives**

The *Integrity and Personal Accountability Strategy* outlines an integrated set of goals and objectives that will enable CBP to strengthen its culture of integrity.

1: Prevention	2: Detection
<p>High-Level Objective:</p> <ul style="list-style-type: none"> <li>▪ Effectively screen candidates and ensure unfit applicants are removed from the candidate pool</li> <li>▪ Deter current employees from committing acts of corruption and misconduct through periodic reinvestigation, proactive committees and continuous evaluation of education and training</li> <li>▪ Enhance the quality of CBP’s screening tools and procedures by tracking their efficacy</li> </ul>	<p>High-Level Objective:</p> <ul style="list-style-type: none"> <li>▪ Employ an intelligence driven approach to identify instances of corruption and misconduct</li> <li>▪ Support efforts by CBP personnel to report suspected instances of corruption or misconduct</li> </ul>
3: Investigation	4: Response
<p>High-Level Objective:</p> <ul style="list-style-type: none"> <li>▪ Enhance CBP’s investigation capabilities, programs, and policies</li> </ul>	<p>High-Level Objective:</p> <ul style="list-style-type: none"> <li>▪ Improve CBP’s response programs that are critical to employee wellness and CBP’s culture of integrity</li> </ul>
5: Integration	6: Awareness
<p>High-Level Objective:</p> <ul style="list-style-type: none"> <li>▪ Integrate the full range of CBP’s professionalism, integrity and counter-corruption initiatives</li> </ul>	<p>High-Level Objective:</p> <ul style="list-style-type: none"> <li>▪ Improve CBP’s education and awareness programs that are critical to employee engagement and promoting integrity</li> </ul>

**Moving Forward**

CBP’s employees operate in an environment in which even a single corrupt act represents a potential threat to national security. A culture of integrity and a strong, aggressive program to address corruption and misconduct are vital to the Agency, and to the Nation.

This strategy guides an implementation process that will be measured and analyzed, to ensure our collective actions reinforce Integrity as a core value.