

**Ranking Member William R. Keating (D-MA) Opening Statement**  
**SUBCOMMITTEE ON OVERSIGHT, INVESTIGATIONS & MANAGEMENT**  
**COMMITTEE ON HOMELAND SECURITY**

**“Building One DHS: Why Can’t Management Information Be Integrated?”**

**Thursday, March 1, 2012**

The Department of Homeland Security is one agency formed from 22 other legacy agencies. It is no secret that since the Department’s inception in 2003 this unique history has caused DHS officials, particularly in the Management division, to face multiple challenges in building “One DHS.”

The Government Accountability Office subsequently categorized the Department’s transformation efforts as “high risk” because of the economic and national security implications of this integration.

To address this designation, the Department provided the Government Accountability Office with its Integrated Strategy for High Risk Management and has issued updates of this strategy in June and December 2011, identifying the causes of its management challenges.

I appreciate the Department’s efforts to further consolidation efforts, but with approximately \$60 billion in budget authority and over 200,000 in personnel, the need is greater than ever for the Department to mature into a cohesive organization with streamlined management functions and operations with the capacity to fulfill its homeland security missions.

The Government Accountability Office has issued upwards of 100 recommendations since 2003 to assist the Department in shoring up its management integration initiatives.

In an increasingly strained budget climate, it is imperative that the Department move to implement these recommendations with all deliberate speed.

It is no longer sufficient for the Department to just develop plans and processes—it is time to execute and build on the foundation that has been established in the interest of national security.

In this last Congress, the Department suffered considerable funding and staff reductions, yet progress has been made by

Under Secretary for Management Borrás in advancing key management initiatives that have the potential to redirect management functions and operations. Notably, for the first time, the Department received a qualified opinion on its financial statements in Fiscal Year 2011.

Now, the Department must build on this milestone by accelerating the complete implementation of initiatives to stabilize its internal controls, and to modernize its management of financial management, acquisition management, human capital, and information technology.

To succeed in achieving management integration, Under Secretary Borrás needs sufficient enforcement authority to ensure that the Department’s many component agency heads and personnel are able to carry out the mandates for changing how business is conducted.

Also, the Under Secretary and senior leaders must ensure that they secure the cooperation of component agency personnel if they are to succeed in implementing their agenda for achieving management integration