



External
Factors that
May Affect Goal
Achievement

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A number of external factors could affect our ability to achieve our strategic goals and objectives. Many of these revolve around the sweeping developments in technology that are rapidly changing our everyday world. As mentioned earlier, these developments are providing both new opportunities and new risks for Justice agencies. Clearly, a major challenge for the Department is both taking advantage of, and ensuring the security of, the information technology infrastructures on which both the Department and the nation as a whole increasingly depend. A number of other external factors relate to the changed international arena in which economies are increasingly interdependent; people, goods and capital cross national borders with relative ease; and new security concerns emerge. Here, too, the Department faces the challenge of both anticipating and responding to a radically altered global context.

Social and demographic factors also may affect our success in meeting our goals. Much of what the Department of Justice does is impacted by societal attitudes and behaviors over which we have little direct influence, such as attitudes toward drugs and alcohol. Finally, the Department's ability to meet its goals could be significantly affected by unpredictable events or emergencies that demand our attention and skew our priorities, by shifts in public attitudes toward crime and justice, and by changing statutory responsibilities.

These and other external factors are summarized in the table that follows.

TABLE 2: External Factors That May Affect Goal Achievement

Goal 1 Enforcement External Factors	Goal 2 Assistance	Goal 3 Legal Representation	Goal 4 Immigration	Goal 5 Detention and Incarceration	Goal 6 Federal Justice System	Goal 7 Organization Excellence
<p><i>Technology</i></p> <p>Advances in high-speed telecommunications, computers and other technologies are creating new opportunities for criminals, new classes of crimes, and new challenges for law enforcement.</p> <p>Growing dependence on technology is creating an increasing vulnerability to illegal acts, especially white collar crimes and terrorism.</p>	◆	◆				◆
<p><i>Economy</i></p> <p>Strength of U.S. economy and need for workers are incentives for legal/illegal migration.</p> <p>Possible increases in consumer debt will affect bankruptcy filings.</p> <p>Deregulation, economic growth, and globalization are changing the volume and nature of anti-competitive behavior.</p> <p>The interconnected nature of the world's economy is increasing opportunities for criminal activity, including money laundering, white collar crime and alien smuggling.</p> <p>The interconnected nature of the world's economy is also increasing the complexity and scope of civil justice matters.</p>	◆		◆		◆	

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<i>Economy (continued)</i> The strong U.S. labor market may make it difficult for the Department to attract/retain workers with the requisite knowledge, skills and abilities.	◆						◆
<i>Government</i> Changes in the fiscal posture or policies of state and local governments could have dramatic effects on the capacity of state and local governments to remain effective law enforcement partners. Relatedly, the ability and willingness of state and local governments to allow federal use of their jail space affects achievement of detention goals.	◆	◆		◆	◆		
<i>Globalization</i> Issues of criminal and civil justice increasingly transcend national boundaries, require the cooperation of foreign governments, and involve treaty obligations, multinational environmental and trade agreements and other foreign policy concerns. Political unrest or economic turmoil in other countries provide increased migration pressures.	◆	◆	◆	◆	◆	◆	

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<i>Globalization (continued)</i>	◆	◆		◆			
The collapse of the Soviet Union and the emergence of newly democratic states in central and eastern Europe has made these areas increasingly susceptible to drug and arms trafficking, organized criminal groups, and other illegal activities that impact on the U.S.							
Foreign political movements, whether state-sponsored or the work of particular groups or individuals, may use terror to achieve their aims and target U.S. persons or interests at home or abroad.	◆						
<i>Social-Demographic Factors</i>					◆		
The level of criminal activity is influenced by societal attitudes toward the use of illegal drugs and the abuse of alcohol.	◆	◆					
The numbers of adolescents and young adults, now the most crime-prone segment of the population, are expected to grow rapidly over the next several years.	◆	◆					
The United States is an increasingly multicultural and multi-racial society. The extent to which societal attitudes and practices reflect a continuing commitment to tolerance, diversity, and equality affects the scope and nature of our work.		◆	◆	◆			

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<p><i>Social-Demographic Factors</i> <i>(continued)</i></p> <p>Demographic and cultural changes make ensuring a diverse and representative Department workforce a more challenging and essential task.</p> <p>Achieving our goals depends on strong institutions—families, schools, churches, neighborhood groups, and others—that inspire trust, build community, promote civic and individual responsibility and help secure voluntary compliance with the rule of law.</p>	◆	◆	◆	◆	◆		◆
<p><i>The Unpredictable</i></p> <p>The Department is required to respond to emergency or special situations—whether a sudden influx of persons seeking asylum, a computer attack, a high-profile court proceeding, a school shooting, or some other event that strains our time, attention and resources.</p> <p>Changes in federal laws may affect our responsibilities and workload.</p> <p>Much of the Department’s litigation caseload is defensive. The Department has little control over the number, size and complexity of the civil lawsuits it must defend.</p>	◆	◆	◆	◆	◆	◆	◆