From Many into One

Department of Treasury
- Federal Law Enforcement Training Center
- U.S. Customs Service
- U.S. Secret Service

Department of Transportation
- Transportation Security Administration
- U.S. Coast Guard

General Services Administration
- Federal Protective Service
- Federal Computer Incident Response Center

Department of Agriculture
- Animal and Plant Health Inspection Service
- Plum Island Animal Disease Center

Federal Emergency Management Agency

Department of Justice
- Domestic Emergency Support Teams
- Immigration and Naturalization Service
- Office for Domestic Preparedness
- National Infrastructure Protection

Department of Defense
- National Biological Warfare Defense Analysis Center
- National Communications System

Department of Energy
- CBRN Countermeasures Program
- Energy Security and Assurance Program
- Environmental Measurements Laboratory
- Nuclear Incident Response Team

Department of Commerce
- Critical Infrastructure Assurance Office

*But no change to the ~100 “legacy” oversight bodies.
Unity of Effort Initiative

Memos (+ link to DMAG webpage) available at:
http://dhsconnect.dhs.gov/org/comp/picy/spar/Pages/Unity-of-Effort-Integration.aspx
What did we accomplish?

What do we need to be able to do to achieve outcomes?

What are we currently able to do?

How will we achieve outcomes with what we have?

S1 Up Front Guidance

Policy: What do we want to do?

Strategy:
• What is our approach for achieving success?
• How is success measured?

NEW - Joint Requirements
NEW - Joint Operational Plans
Resource Allocation
 Investments

NEW – Senior Leader Forums “Drive” Agenda and Decide Issues

New - Operational Planning Guidance

New - Resource Planning Guidance

Results

New - DHS Strategic Review
PROCESS IMPROVEMENTS
Decision Making Process

Senior Leader Council

Deputy’s Management Action Group

Governance Boards for specific lines of business (e.g. JRC, ARB, CFO Council, S&P ESC, etc.)

Secretary-led

Decision-making body that discusses and decides on issues of overall policy, strategy, operations, and Departmental guidance

Deputy Secretary-led

Decision-making body that discusses and decides emerging issues, including specific initiatives in joint requirements, program and budget review, acquisition reform, operational planning, and joint operations

Undersecretary / Assistant Secretary / Component-led

Governance bodies that help shape issues and frame decisions for the DMAG and SLC, and increase transparency across DHS

Recommendations filter upward to senior leaders

Decisions filter down for implementation
STRUCTURAL CHANGES
Objectives:

- Increase effectiveness
- Increase efficiency

Method:

- Identify mission
- Identify core functions supporting mission
- Identify options to reinforce core functions
- Identify other functions being performed
- Identify options for other functions
PROCESS & STRUCTURE WORKING TOGETHER
Southern Border and Approaches
New DHS Campaign

Progress:
- Approved Strategic Guidance
  - Outcomes/Metrics
- Approved Campaign Plan
  - Lines of Effort/Objectives
- 3 Task Forces
  - AORs/Directors
- Initial Secretary Engagement with JTF Directors Complete
- Synching with Executive Action

Next:
- Employee & Public Outreach
- Operationalizing the Campaign
- Authorities/Relationships
  - Establish New Ones
  - Strengthen Existing Ones
- Capabilities Sourcing

Integrating the “Campaign” into all Unity of Effort processes
What Work Is Next?

• Expand “Jointness” Aperture
  – Robust cross-Departmental personnel rotation – Joint Duty Pilot
  – Joint Program Identification and Oversight

• “Build the Bench”

• Evolve legacy sub-Component operational structures, as appropriate

• More Sophisticated and Coordinated Analysis and Use of Data/Metrics

• Acquisition Process Focus – “Alim”

• Establish and/or Tighten Linkages with Partners

Solidify Gains Through Experience
Institutionalize Gains Through Culture Change
DHS Unity of Effort – Guidance to Results

**S1 Up Front Guidance**

**Policy:** What do we want to do?

**Strategy:**
- What is our approach for achieving success?
- How is success measured?

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**New - Resource Planning Guidance**

**NEW - Joint Requirements**

**Resource Allocation**

**Investments**

**NEW – Senior Leader Forums “Drive” Agenda and Decide Issues**

**New - Operational Planning Guidance**

**NEW - Joint Operational Plans**

**NEW - Joint Operations**

**Current Capabilities**

**What do we need to be able to do to achieve outcomes?**

**How will we achieve outcomes with what we have?**

**Were our targets right?**

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**New - DHS Strategic Review**