Unity of Effort: Initiative Update

August 2015
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/plcy/spar/Pages/Unity-of-Effort-Integration.aspx
**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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**Current Capabilities**

- What are we currently able to do?

**NEW - Joint Requirements**

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

**NEW - Joint Operations Plans**

- How will we achieve outcomes with what we have?

**Resource Allocation**

**Investments**

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

**NEW - DHS Strategic Review**

**New - DHS Unity of Effort – Guidance to Results**

**Results**

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**New - Operational Planning Guidance**

**New - Resource Planning Guidance**

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*What did we accomplish?*
PROCESS IMPROVEMENTS
Decision Making Process

Senior Leader Council

- Secretary-led

Deputy’s Management Action Group

- Deputy Secretary-led

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

- Undersecretary / Assistant Secretary / Component-led

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

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

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
Strengthening Budgeting and Acquisition Processes

Resource Planning Guidance

Winter Studies

Programmatic Issue Teams

CFO Council

Component Resource Allocation Plans

Program and Budget Review

DMAG

Resource Allocation Decision

Efficiency Review

DHS Budget

Fiscal Guidance

MGMT/CFO + Components

Components

MGMT/CFO

MGMT/CFO + S1 Staff

S1
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

Where we are going
Where we are going

CISOMB | Legislative Affairs | Public Affairs | Partnership & Engagement
---|---|---|---
Chief Privacy Officer | Civil Rights & Civil Liberties | General Counsel | National Operations Center

Management | Intelligence & Analysis | Policy | Joint Requirements Council
---|---|---|---
Chief Financial Officer

Secretary
Deputy Secretary

Office of the Chief of Staff

Inspector General

Domestic Nuclear Detection Office | Office of Health Affairs | National Protection & Programs Directorate
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Federal Emergency Management Agency | U.S. Secret Service | Transportation Security Administration
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Customs and Border Protection | U.S. Immigration and Customs Enforcement | U.S. Citizenship and Immigration Services
---|---|---

CISOMB | Legislative Affairs | Public Affairs | Partnership & Engagement
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Office of the Chief of Staff

Inspector General

Domestic Nuclear Detection Office | Office of Health Affairs | National Protection & Programs Directorate
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Federal Emergency Management Agency | U.S. Secret Service | Transportation Security Administration
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Customs and Border Protection | U.S. Immigration and Customs Enforcement | U.S. Citizenship and Immigration Services
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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
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Results

Were our targets right?