

DHS Science and Technology Directorate

Analytics for Departmental Perspective

Addressing gaps and reducing costs through support for teams beyond the Component level

The DHS Analytic Agenda relies on comprehensive analytic modeling and requirements generation

The S&T Capability Development Support is experiencing increasing demand for analytic support to the DHS Operational Components, Joint Requirements Council (JRC) and DHS Integrated Product Teams (IPTs). Analytic support allows DHS leadership to address gaps and duplications at an enterprise level rather than at the individual Component level, potentially enabling cost savings of tens of millions of dollars.

S&T CDS/Operations and Requirements Analysis Division (ORA) provides analyses for the seven JRC portfolio areas to identify, coordinate, and assess departmental capabilities, and to recommend ways to address key operational capability gaps. Analytical support to the JRC Joint Assessment of Requirements Process assists an annual examination and prioritization of emerging and current operational requirements across DHS. CDS/Office of Systems Engineering (OSE) provides complementary analyses to assist the JRC in determining the technical feasibility of proposed solutions.

ORA also provides capability gap decomposition analysis across all DHS Research and Development (R&D) IPTs to refine capability gap definition and traceability.

Distinct, but supportive and interdependent

IPTs focus on R&D, while the JRC oversees operational requirements that do not require new S&T efforts. Information-sharing allows each organization to leverage the expertise of the other and reduce the reporting burden on DHS Components. As the JRC implements processes for operational capability gap collection and requirements validation and prioritization, resulting information outputs can be shared with the IPTs. The IPTs also can inform the JRC of Component-identified R&D gaps that may be associated with operational capability gaps.

DHS Directive 071-02 mandates support of JRC

Without additional resources, S&T will be unable to fulfill its JRC analytic support responsibilities, as described in DHS Directive 071-02. Several trends related to maturing and strengthening DHS drive the need for resource allocation changes for ORA:

- The DHS Secretary's April 2014 Unity of Effort memo established the JRC and directed a Department analytical capability to support more effective, DHS-wide decision-making and operations.
- The DHS Secretary's August 2015 memo re-established the IPT process to identify DHS technological gaps and coordinate R&D across DHS.
- FY18-22 Resource Planning Guidance Priority 5, "Strengthen Analytic and Requirements Capabilities to Inform Decisions," requires full implementation of the DHS Analytic Agenda, including comprehensive analytic modeling and requirements generation.

Constrained resources within CDS/ORA will limit analytic support for the JRC and IPTs

Under current resource allocation, ORA will be unable to conduct 10-15 required capabilities and requirements analyses across the JRC portfolios and IPTs. This shortfall will continue to grow over time as requested analytic support is expected to increase by 10 to 20 percent each year.

Alternative courses of action to fully or partially fund the FY18 \$5.2M over guidance request would enable augmented technical staff to support increased demands for analytic support.

Key partners

- Joint Requirements Council (JRC)
- Integrated Product Teams (IPTs)
- Science and Technology (S&T) community
- Components
- Joint Task Forces
- Headquarters elements



Homeland
Security

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To learn more about Office of Operations and Requirements Analysis efforts in support of the JRC and IPTs, contact Dr. John Dargan, director, at john.dargan@hq.dhs.gov.

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