

Issue Date: 2/11/2005

SCHEDULING AND BRIEFING PROCEDURES FOR THE SECRETARY AND DEPUTY SECRETARY OF DHS

I. Purpose

To ensure the accuracy and coordination of the Secretary's and Deputy Secretary's schedule and briefing materials, the following guidelines and procedures will be employed by the Department of Homeland Security.

II. Scope

This Management Directive applies to all Organizational Elements (OE) of the Department of Homeland Security (DHS), including the Office of Inspector General (OIG), except with respect to any matter relating to any OIG audit, investigation, inspection, evaluation, or other review.

III. Authorities

- A. The Homeland Security Act of 2002, codified in Title 6, US Code.
- B. DHS Managements Directive 0010.1 "Management Directives System and DHS Announcements."

IV. Definitions

- A. **Action Officer**: The Action Officer is designated by the OE's Official Point of Contact to serve as primary contact for a Secretarial level event. Duties are described in Section V.I.
- B. **Country Clearance**: Country clearance cables are official government messages transmitted by the State Department to U.S. embassies and selected U.S. government agencies overseas. This is a mechanism used to alert the embassy of official government travel and the purpose of travel. The Office of International Affairs will prepare all country clearance cables, with final approval from the Deputy Chief of Staff.

C. **Deliverables**: The Office of International Affairs is responsible for designating decision issues ready to be delivered and agreed upon during an international visit.

D. **External Coordinating Event**: Meetings and activities that occur outside Headquarters or local DHS offices, and generally involve the Office of Advance and pre-arranged logistics and coordination.

External Non-Coordinating Event: Meetings that occur outside Headquarters or local DHS offices, and do not involve the Office of Advance for pre-arrangement or set-up.

D. **Internal Coordinating Event**: Meetings and events that occur at Headquarters or local DHS offices, and involve the Office of Advance and other offices to set-up and ensure protocol, appropriateness, and technical functions.

E. **Internal Non-Coordinating Event**: Meetings that generally occur at Headquarters or local DHS offices, and do not involve any specific logistical coordination.

F. **Invitation Tracking Sheet**: This sheet is used to staff out invitations received by the Secretary's Director of Scheduling (or equivalent) for a recommendation or surrogate scheduling. (**See Attachment 2: Invitation Tracking Sheet.**)

G. **Official Briefing Material**: This material is used to provide an overview for each event scheduled for the Secretary and Deputy Secretary, including logistical details, background information, participant lists/information, names of DHS personnel who will be staffing the event or meeting, a succinct purpose for the participation of DHS leadership, and talking points. Procedures can be found in Section VI.B.13-14. (**See Attachment 4: Briefing Book Guidelines.**)

H. **Official Point of Contact**: Each OE will identify an Official Point of Contact to act as a liaison between their OE and the Secretary's Office. Duties are described in Section V.H.

Organizational Elements (OE): For the purpose of this Management Directive, Organizational Elements are defined in MD 0010.1, "Management Directives System and DHS Announcements."

I. **Priority Level**: Official Briefing Book Material taskings that come from the Executive Secretariat may be assigned as Priority Level by the Immediate Office of the Secretary. Examples of such taskings are Presidential meetings, Congressional testimony, and classified/sensitive meetings that require special attention by the OE Point of Contact.

J. **Scheduling Proposal Form**: This form is used to request a meeting or event participation with the Secretary or Deputy Secretary and is submitted via the OE Official Point of Contact to the Executive Secretariat. (**See Attachment 1: Scheduling Proposal Form.**)

K. **Secretary's Director of Scheduling (or equivalent)**: This title refers to the Secretary's Director of Scheduling and the equivalent position in the Office of the Deputy Secretary. Duties are described in Section V.D.

L. **Staff Out**: The process whereby the Secretary's Director of Scheduling (or equivalent) and/or the Executive Secretariat forwards an invitation or Official Briefing Material to an OE Official Point of Contact for review and coordination.

M. **Trip Coordinator**: The Trip Coordinator reports to the Secretary's Director of Scheduling (or equivalent) and is responsible for coordinating trip schedules for the Secretary and Deputy Secretary. Duties are described in Section V.E.

V. Responsibilities

A. **The Secretary, Deputy Secretary, Chief of Staff, Deputy Chiefs of Staff.**

1. Review invitations, Scheduling Requests, and coordinate their disposition.
2. Determine Official Briefing Material to be Priority Level.
3. The Chief of Staff or the Deputy Chiefs of Staff must sign-off on Official Briefing Material before submission to the Secretary or Deputy Secretary.

B. **Deputy Chief of Staff for Operations.**

1. Approve Official Points of Contact selected by the OE.
2. Perform other duties, as outlined in Section V.A., above.
3. Designate, in conjunction with the Secretary's Director of Scheduling (or equivalent), an event as: Internal Non-Coordinating, External Non-Coordinating, Internal Coordinating, External Coordinating.
4. Review the Official Briefing Book Guidelines and provide comments/concurrences.

5. Work with the Office of International Affairs on approved, foreign-related, domestic or international activities.
6. Approve country clearance cables submitted by the Office of International Affairs.
7. Direct the Office of International Affairs on their planning and coordination roles for foreign-related, domestic, or international activities.

C. **The Executive Secretariat.**

1. Distribute Scheduling Proposal Forms to the Department's OEs.
2. Forward all scheduling materials and requests to the Secretary's Director of Scheduling (or equivalent).
3. Provide invitations and related material to the Secretary's Director of Scheduling (or equivalent) within 24 hours of receipt.
4. Receive completed and signed Scheduling Proposal Forms from the OE Official Point of Contact. Assign tracking numbers and forward to the Secretary's Director of Scheduling (or equivalent) within 24 hours of receipt.
5. Distribute written regrets from the Secretary's Director of Scheduling (or equivalent).
6. Upon accepting an invitation, the Secretary's Director of Scheduling (or equivalent) and the Executive Secretariat will, within 24 hours, task the OE Official Point of Contact to create Official Briefing Material. If an Official Point of Contact does not exist, the Executive Secretariat will, in coordination with the appropriate OE, select an appropriate and non-transferable individual to manage the creation of Official Briefing Material.
7. Create and maintain the Official Briefing Book Guidelines, in coordination with the Secretary's Director of Scheduling (or equivalent) and the Deputy Chief of Staff for Operations.
8. Determine Official Briefing Material to be Priority Level and staff out to appropriate OEs for review and coordination.
9. Ensure proper coordination prior to forwarding Official Briefing Material to the Chief of Staff or Deputy Chief(s) of Staff for approval.
10. Coordinate reconciliation of all briefings and related material that are in conflict or incomplete.

D. **The Secretary's Director of Scheduling (or equivalent).**

1. Review all scheduling requests and materials.
2. In coordination with the Executive Secretariat, create, alter, and update Scheduling Proposal Forms (Attachment 1).
3. Receive recommendations through the Executive Secretariat submitted by the OE Official Points of Contact via the Scheduling Proposal Form (Attachment 1).
4. Staff out invitations for recommendation to OE Official Points of Contact, via the Invitation Tracking Sheet (Attachment 2).
5. Communicate the disposition of all invitations to the Executive Secretariat.
6. Coordinate approval of an event and communicate, in writing, through the Executive Secretariat to the requesting OE Official Point of Contact, an intention to participate within 24 hours of acceptance.
7. Notify, in writing, the Offices of Public Affairs, Speech Writing, and the Executive Secretariat of speech or talking point requirements.
8. Provide written regrets to invitations to the Executive Secretariat.
9. In conjunction with the Deputy Chief of Staff for Operations, designate and manage an event as: Internal Non-Coordinating; External Non-Coordinating, Internal Coordinating, or External Coordinating.
10. Through the Executive Secretariat, within 24 hours of accepting an invitation, task the OE Official Point of Contact to create Official Briefing Materials.
11. Review Official Briefing Book Guidelines (Attachment 4), and provide comments/concurrence.
12. Consult with the Office of Legislative Affairs regarding travel that might involve Members of Congress.
13. Work with the Office of International Affairs on approved, foreign-related, domestic or international activities.

E. **Trip Coordinator.**

1. Work through the Secretary's Director of Scheduling (or equivalent) to accomplish the following trip requirements:
 - a. Coordinate the designated event or activity, including, but not limited to, aircraft, hotels, ground logistics, security, and executive communications.
 - b. Collaborate with offices throughout the Department of Homeland Security, the White House, and other agencies to ensure the details and expectations are fulfilled.
 - c. Create a draft schedule of events including an agenda, logistics, and all details relevant to the event.
 - d. Organize a Trip Coordinating Meeting and work with attendees to address all outstanding details. The initial Trip Coordinating Meeting will occur at least 14 calendar days prior to a domestic trip and no less than 30 calendar days prior to an international trip.
 - e. Coordinate with the Executive Secretariat to determine taskings for Official Briefing Materials.
2. Consult with the Office of Legislative Affairs regarding any travel that might involve Members of Congress.
3. Work with the Office of International Affairs on approved, foreign-related, domestic or international activities.

F. **The Office of Public Affairs** will designate an Official Point of Contact for speechwriting and talking points requirements.

G. **The Office of International Affairs (OIA).**

1. Support the Office of the Secretary, the Deputy Secretary, the Deputy Chief of Staff for Operations, the Director of Scheduling (or equivalent), the Executive Secretariat and the Trip Coordinator in all activities that involve foreign dignitaries, delegations (inbound and outbound), and international travel.
2. Upon receipt of foreign-related, domestic or international activity approval by the Director of Scheduling (or equivalent), OIA will participate in the planning and coordination of foreign-related, domestic activities and international trips as directed by the Deputy Chief of Staff for Operations.

3. Create a memorandum, in coordination with the appropriate OE, to be transmitted via the Executive Secretariat to the Office of the Secretary that will outline the following:
 - a. All political, geographic, and diplomatic issues that may affect the approved activities.
 - b. Current, historic, and future initiatives relevant to the approved activity.
 - c. Proposed participants in meetings, bi-laterals, and foreign trips (to include DHS, other Federal agencies, the White House, and other appropriate personnel from the public and private sectors).
 - d. Outline all deliverables and projected outcomes and their actual/potential effect on the Department of Homeland Security.
 - e. Estimate costs associated with foreign-related, domestic activities (not to include outbound international delegations) and determine the funding source (e.g., Office of Secretary Representational Funds, State Department, and/or other DHS OEs). When necessary, in coordination with the Office of the Under Secretary of Management, create a fund site.
4. Assist in developing Official Briefing Material, resources, and contacts that the Deputy Chief of Staff for Operations, Deputy Chief of Staff for Policy, the Director of Scheduling (or equivalent), the Trip Coordinator and the Executive Secretary will use to create the schedule and support items.
5. Designate OIA and Embassy Official Points of Contact for logistics support.
6. Designate a DHS Area Expert to assist in developing appropriate agendas, protocols, and follow-up actions/requirements.
7. Participate in all Trip Coordination Meetings.
8. Work with Deputy Chief of Staff for Operations office, Director of Scheduling (or equivalent), and Trip Coordinator to develop final schedules in conjunction with Embassies, the State Department, and other relevant agencies and Departments.

9. Review Official Briefing Materials and assist in ensuring accuracy, focus, and comprehensiveness of support material.
10. In coordination with and after final approval from the Deputy Chief of Staff for Operations, request appropriate country clearances, and obtain necessary visas for delegations traveling with the Secretary, Deputy Secretary, or groups designated by the Office of the Secretary.
11. Schedule security briefings for traveling delegations.

H. **Organizational Element Official Point of Contact.**

1. Submit all scheduling proposals through the Executive Secretariat to the Secretary's Director of Scheduling (or equivalent) using the Scheduling Proposal Form. All Scheduling Proposal Forms must include the signature of the OE Official Point of Contact and be submitted at least 14 calendar days in advance of the event date.
2. Review Staff Out requests from the Secretary's Director of Scheduling (or equivalent) and provide recommendations.
3. Duties of the OE Official Point of Contact and the alternate are non-transferable, unless approved by the Deputy Chief of Staff for Operations.
4. Ensure that all Scheduling Proposal Forms are completed and fulfill minimum criteria for Secretary and Deputy Secretary level consideration. (See paragraph VI.B.6.)
5. Serve as the point of contact for all questions related to the Scheduling Proposal.
6. Once notified by the Executive Secretariat of the intention to participate in an event, assign the creation of Official Briefing Material to an Action Officer.
7. Ensure that all Official Briefing Material is completed and submitted no later than COB two business days prior to the event. International trips require submission of completed Official Briefing Material no later than 10 business days in advance of the departure date.

I. **Action Officer.**

1. Create Official Briefing Material following the Official Briefing Book Guidelines (Attachment 4).
2. Submit completed Official Briefing Material to the OE Official Point

of Contact no later than COB two business days before the event date. International trips require submission of completed Official Briefing Material no later than 10 business days in advance of the departure date.

3. Coordinate the arrival and entrance of all guests meeting with the Secretary or Deputy Secretary. Contact the Office of Security for Visitor Procedures.

VI. Policy & Procedures

A. **Policy**: To ensure the accuracy and coordination of the Secretary's and Deputy Secretary's schedule and briefing materials, the following guidelines, and procedures will be employed by the Department of Homeland Security.

B. **Procedures**.

1. OE Official Points of Contact are selected by the OE, with final approval by the Deputy Chief of Staff for Operations (Attachment 3). (Note: OE Official Points of Contact and Alternates are non-transferable.) OE Official Points of Contact are responsible for the following:

a. Ensure that all Scheduling Proposal Forms are completed and provide minimum Scheduling Proposal Criteria for Secretary and Deputy Secretary level consideration. (See Attachment 1, and paragraph 5, below.)

b. Serve as point of contact for all questions related to the Scheduling Proposal.

c. Ensure that all Official Briefing Material is completed, properly coordinated, and submitted on time (See paragraph 13.b. and c, below).

2. All scheduling requests and material that directly and indirectly affect the schedule of the Secretary and the Deputy Secretary will be forwarded via the Executive Secretariat to the Secretary's Director of Scheduling (or equivalent) for review and consideration. The Executive Secretariat will provide invitations and related material to the Secretary's Director of Scheduling (or equivalent) within 24 hours of receipt.

3. The Secretary's Director of Scheduling (or equivalent) will be responsible for creating, altering, and updating the Scheduling Proposal Forms (Attachment 1). Scheduling Proposal Forms will be distributed to the Department's OE via the Executive Secretariat. All scheduling requests will be submitted through the Executive Secretariat to the Secretary's Director of Scheduling (or equivalent) via this form.

a. Recommendations by OE Official Points of Contact will be submitted to the Secretary's Director of Scheduling (or equivalent) through the Executive Secretariat.

b. The Secretary's Director of Scheduling (or equivalent) is responsible for staffing out invitations through the Executive Secretariat, to OE Official Points of Contact via the Invitation Tracking Sheet (Attachment 2). Recommendations regarding the invitation will be submitted by the OE back to the Director of Scheduling via the Executive Secretariat.

c. The Secretary's Director of Scheduling (or equivalent) is responsible for communicating the disposition of all invitations to the Executive Secretariat.

4. The Scheduling Proposal Forms will be distributed by the Executive Secretariat to OE Official Points of Contact.

5. In addition, the Office of Public Affairs is responsible for selecting one individual for each of the following duties:

a. Official Point of Contact for scheduling proposals.

b. Official Point of Contact for speechwriting.

6. Scheduling Proposal Forms must meet minimum Scheduling Proposal Criteria for consideration. Criteria shall include:

a. Established and agreed upon suitability for the Secretary's and Deputy Secretary's participation.

b. Factors considered may include, but are not limited to:

(1) Invitations that recommend in-person participation of the Secretary or Deputy Secretary.

(2) Audiences must relate to the mission of the Department.

(3) Events that enhance the mission of the Department. (Secretary's or Deputy Secretary's participation must contribute to accomplishing the goals of the Department.)

(4) Geographic appropriateness. This criterion focuses on balancing the time/travel vs. the mission/benefits equation of the Secretary's and Deputy Secretary's schedules. Examples for Scheduling Proposal:

(a) A mission to the Far East to participate in international terrorism symposium with high-level officials.

(b) A trip to California to survey wildfire damage and meet with DHS employees.

(c) A commencement speech at University of XXX. (Size of audience should be considered.)

(5) Events and meetings that are "required participation", including Cabinet Meetings, Daily Threat Briefings, State of the Union, etc.

(6) Annual and special events that highlight the mission, sacrifices, accomplishments, and successes of the Department. (Examples include Coast Guard Academy Graduation, Fallen Firefighters Remembrance, Anniversary Date activities, etc.)

(7) Events in which DHS employees participate to advance the mission of the Department.

7. All Scheduling Proposal Forms that recommend the Secretary's or the Deputy Secretary's participation must include the signature of the OE's Official Point of Contact. (Note: "Signature" may include an email approval from the account of the Official Point of Contact, a faxed or scanned signature, or a signed original form.)

8. The completed and signed Scheduling Proposal will be transmitted via the Executive Secretariat to the Secretary's Director of Scheduling (or equivalent) for disposition within 24 hours of receipt.

9. Scheduling Proposals must be received by the Secretary's Director of Scheduling (or equivalent) at least 14 calendar days in advance of the event date.

10. The Secretary's Director of Scheduling (or equivalent), with the concurrence of the Office of the Secretary, will approve an event for official disposition. Upon approval, the Secretary's Director of Scheduling (or equivalent) will communicate through the Executive Secretariat to the requesting OE Official Point of Contact an intention to participate. The Offices of Public Affairs, Speechwriting, and the Executive Secretariat will be notified at this time by the Secretary's Director of Scheduling (or equivalent) of the need for a speech or talking points and Official Briefing Material

11. The Secretary's Director of Scheduling (or equivalent) will regret all invitations in writing to the requestor through the Executive Secretariat.

12. Upon approval of any event, meeting, or activity, the Secretary's Director of Scheduling (or equivalent) in conjunction with the Deputy Chief of Staff for Operations will designate an event as one of the following:

a. Internal Non-Coordinating. Meetings that will typically occur at Headquarters or local DHS offices will be designated as Internal Non-coordinating. These activities do not incur set-up or broad logistical concerns.

b. External Non-Coordinating. Meetings that occur outside Headquarters or local DHS offices, and do not involve the Office of Advance for pre-arrangement or set-up, will be determined as External Non-coordinating. These events will typically involve meetings in offices or locations well known and frequently visited by the Secretary. Such examples include: The Attorney General's Office, Department of State, the White House, and the U.S. Capitol.

c. Internal Coordinating. Meetings and events that occur at Headquarters or local DHS offices and involve the Office of Advance and other offices to set-up and ensure protocol, appropriateness, and technical functions will be determined as Internal Coordinating. These activities will generally involve foreign dignitaries, conferences, high-level meetings, press conferences, tapings, and briefings.

d. External Coordinating. Meetings and activities that occur outside Headquarters or local DHS offices that generally involve the Office of Advance and pre-arranged logistics and coordination will be determined as External Coordinating by the Secretary's Director of Scheduling (or equivalent) and the Deputy Chief of Staff for Operations. It will be the responsibility of the Secretary's Director of Scheduling (or equivalent) to manage all internal and external scheduling assignments. Once given a tasking, the Trip Coordinator will work through the Secretary's Director of Scheduling (or equivalent) as outlined in Section V.E.

13. The Executive Secretariat in coordination with the Secretary's Director of Scheduling (or equivalent) will task the OE Official Point of Contact to create Official Briefing Materials. In instances where no OE Point of Contact exists, the Executive Secretariat will select an appropriate, non-transferable individual to manage the creation of Official Briefing Material. This process is applicable to all events, meetings, and activities related to the Secretary's and Deputy Secretary's schedule.

14. All Official Briefing Material shall adhere to the following guidelines:

a. Official Briefing Material must follow the Official Briefing Guidelines (Attachment 4). The Official Briefing Guidelines will be created and maintained by the Executive Secretariat with concurrence from the Secretary's Director of Scheduling (or equivalent) and the Deputy Chief of Staff for Operations.

b. Official Briefing Material will be created by the Action Officer (determined by the OE Official Point of Contact). Completed Official Briefing Materials will be submitted via the OE Official Point of Contact to the Executive Secretariat no later than COB two business days prior to the meeting, event, or activity:

(1) Monday event (briefing due 5:00 pm Wednesday).

(2) Tuesday event (briefing due 5:00 pm Thursday).

(3) Wednesday event (briefing due 5:00 pm Friday).

(4) Thursday event (briefing due 5:00 pm Monday).

(5) Friday event (briefing due 5:00 pm Tuesday).

(6) Saturday event (briefing due 5:00 pm Wednesday).

(7) Sunday event (briefing due 5:00 pm Wednesday).

c. International trips require submission of completed Official Briefing Material no later than 10 business days in advance of the departure date.

d. Official Briefing Material determined to be Priority Level (i.e., Presidential Meetings, Congressional Testimony, Classified/Sensitive meeting) will be staffed out by the Executive Secretariat and returned with concurrence or non-concurrence within a time allotment determined by the Executive Secretariat. Priority Level taskings may only be designated by the Immediate Office of the Secretary (to include the Deputy Secretary, the Chief of Staff, and the Executive Secretariat). The Executive Secretariat will be responsible for coordinating the reconciliation of all briefings and related material that are in conflict or incomplete.

e. Final Official Briefing Books must include a sign-off signature from the Executive Secretariat and one of the following:

- (1) Chief of Staff
- (2) Deputy Chief of Staff for Policy
- (3) Deputy Chief of Staff for Operations

15. Notification to OE Points of Contact.

a. The Executive Secretariat will be responsible for notifying OE Points of Contact of Official Briefing Material requests.

b. Notification of the Secretary's or Deputy Secretary's intention to participate will be transmitted through the Executive Secretariat from the Secretary's Director of Scheduling (or equivalent) to the OE Official Point of Contact within 24 hours of acceptance.

c. In conjunction with the Intention to Participate notification, the Executive Secretariat shall include a Request for Official Briefing Material. The Request for Official Briefing Material will be transmitted via the Executive Secretariat to the OE Point of Contact within 24 hours of acceptance.

16. The Office of International Affairs will support the Office of the Secretary and Deputy Secretary in all activities that involve foreign dignitaries, delegations (inbound and outbound), and international travel. The Office of International Affairs will assist the Offices of the Secretary, Deputy Secretary, Deputy Chief of Staff for Operations, Secretary's Director of Scheduling (or equivalent), the Executive Secretary and the Trip Coordinator in accordance with Section V.G., above.

VII. Questions

Questions regarding this Directive should be sent to DHS Headquarters Executive Secretariat office.

Attachments:

1. Schedule Proposal Form.
2. Invitation Tracking Sheet.
3. Official Points of Contact Memorandum Form.
4. Briefing Book Guidelines.

Appendix:

- A. Briefing Book Template.