



**Homeland
Security**

Unity of Effort: Initiative Update

August 2015



Homeland Security

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 Center

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





DHS Unity of Effort – Guidance to Results

New - Resource Planning Guidance

NEW - Joint Requirements

Resource Allocation

Investments

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

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

Results

S1 Up Front Guidance

Policy: What do we want to do?

Strategy:

- What is our approach for achieving success?
- How is success measured?

New - Operational Planning Guidance

Current Capabilities

NEW - Joint Operational Plans

NEW - Joint Operations

What are we currently able to do?

How will we achieve outcomes with what we have?

What did we accomplish?

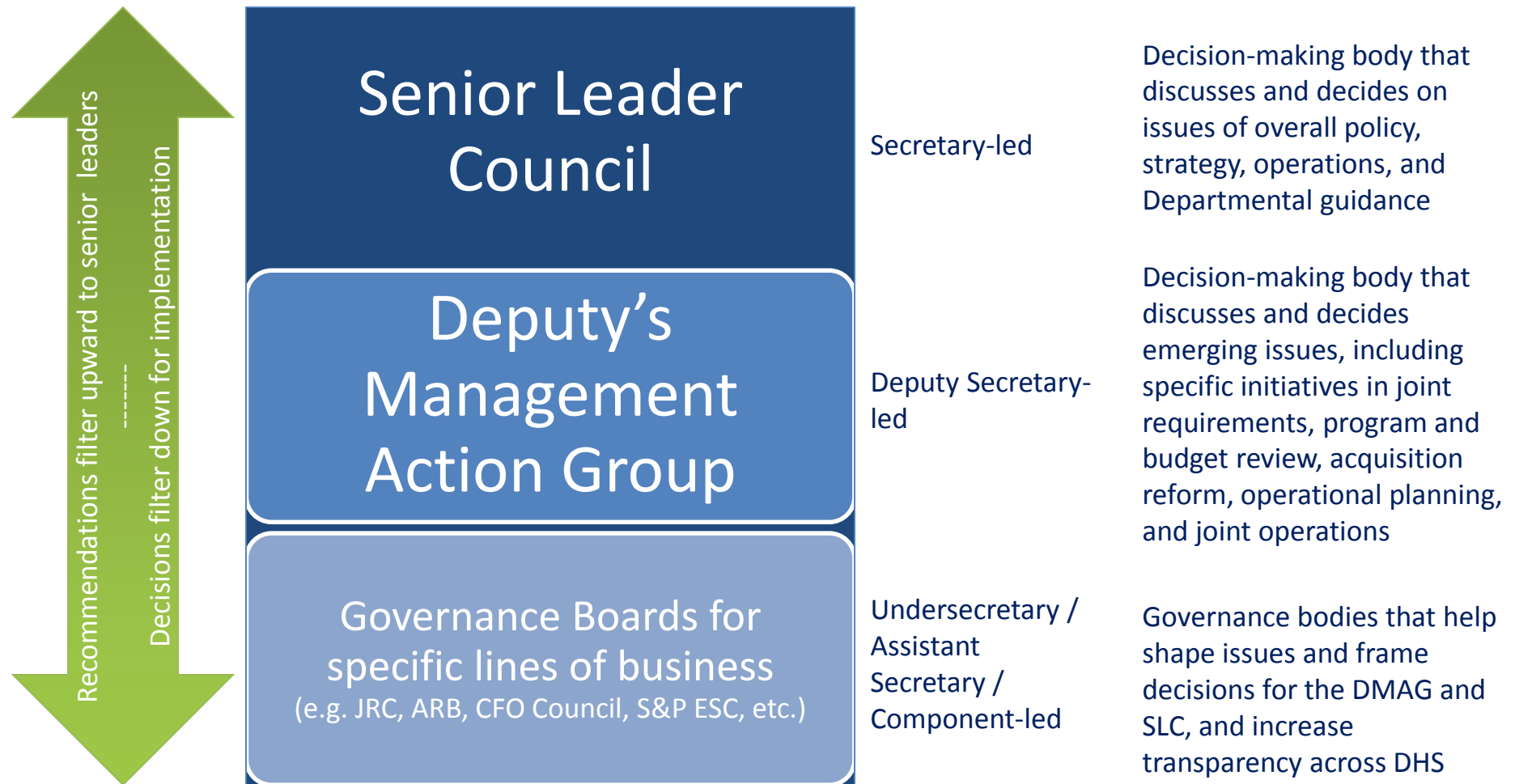


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PROCESS IMPROVEMENTS

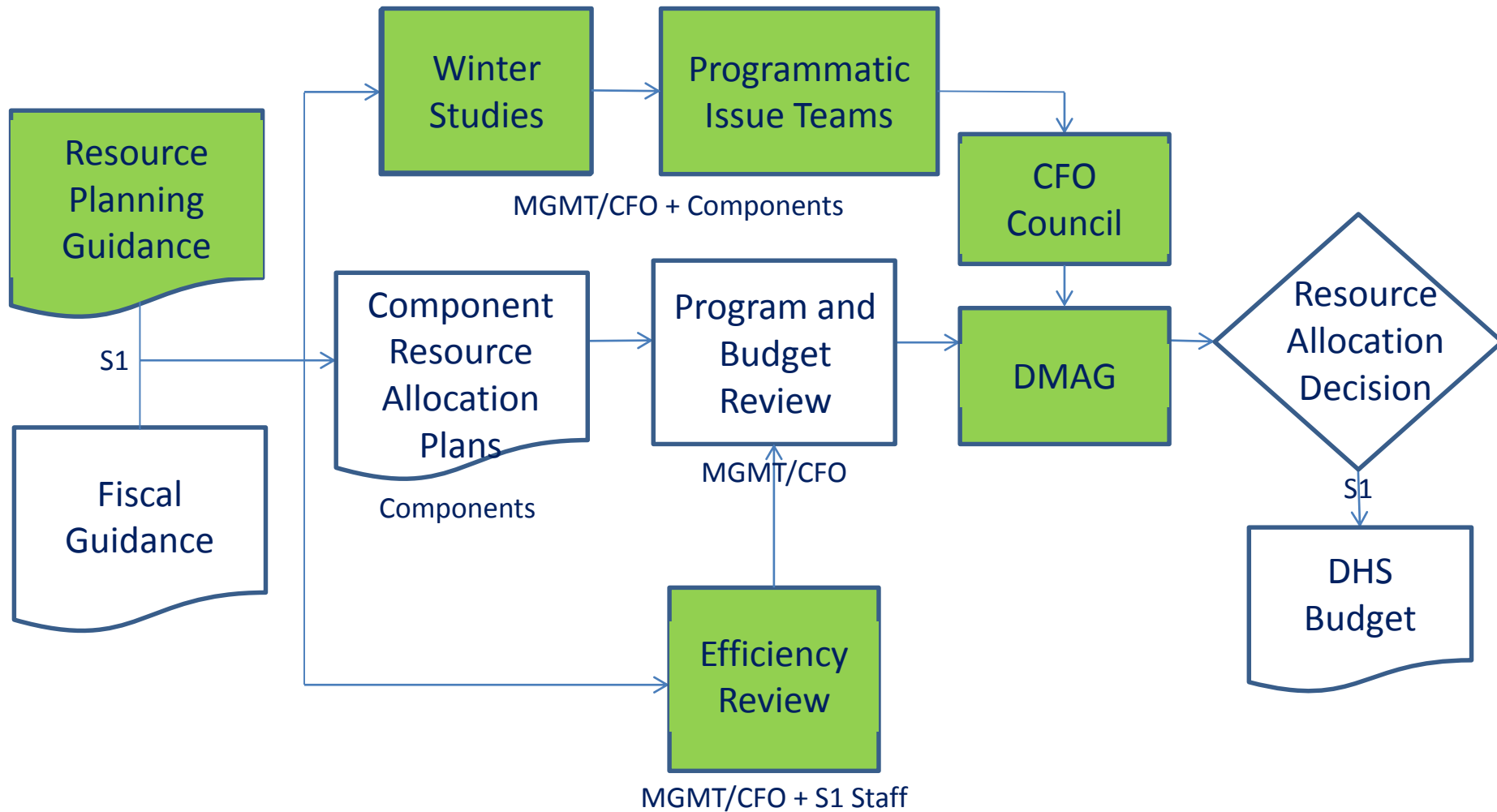


Decision Making Process





Strengthening Budgeting and Acquisition Processes





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STRUCTURAL CHANGES



Where we are going

Objectives:

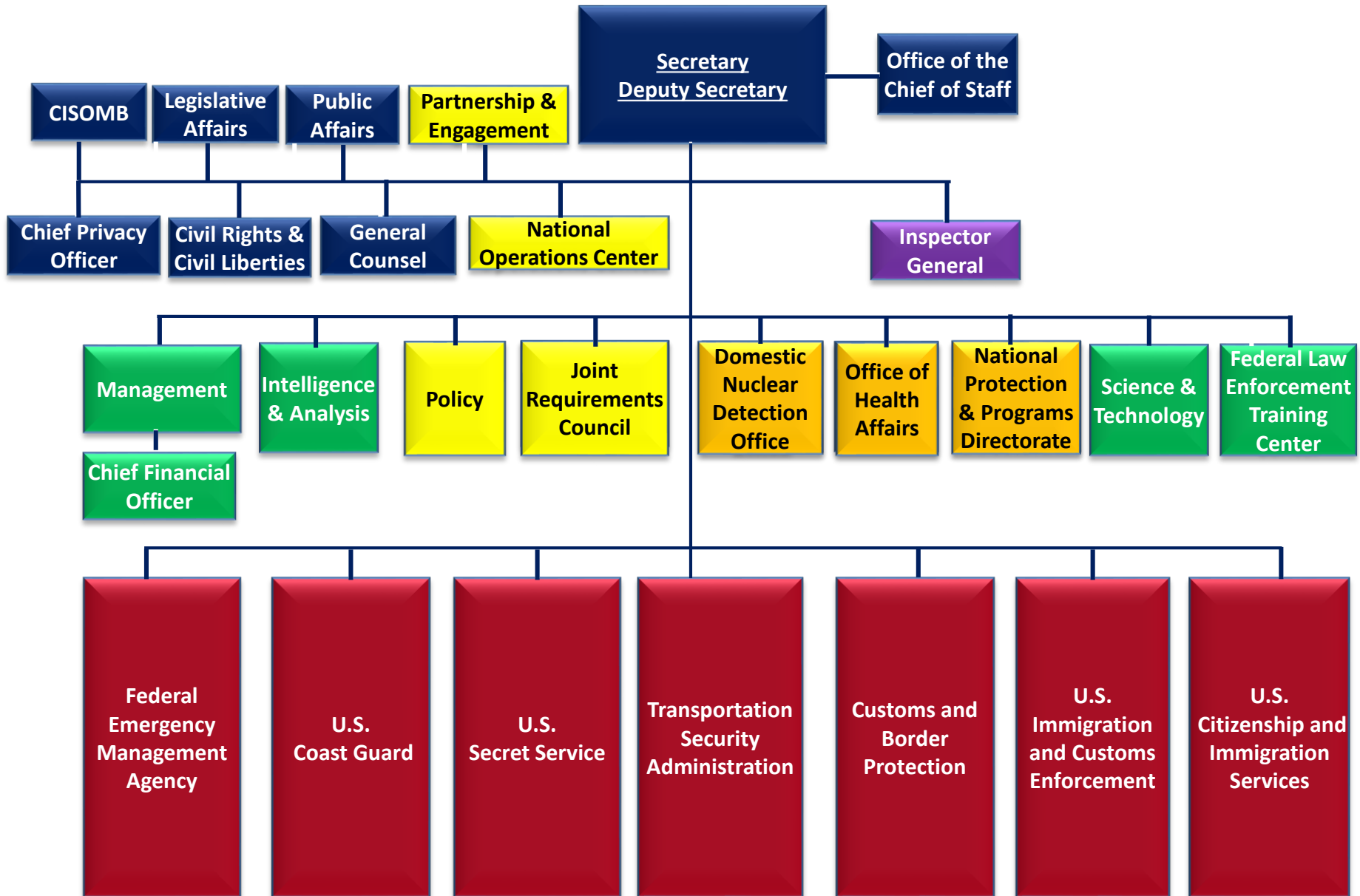
- Increase effectiveness
- Increase efficiency

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





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PROCESS & STRUCTURE WORKING TOGETHER



Southern Border and Approaches DHS Historic Approach

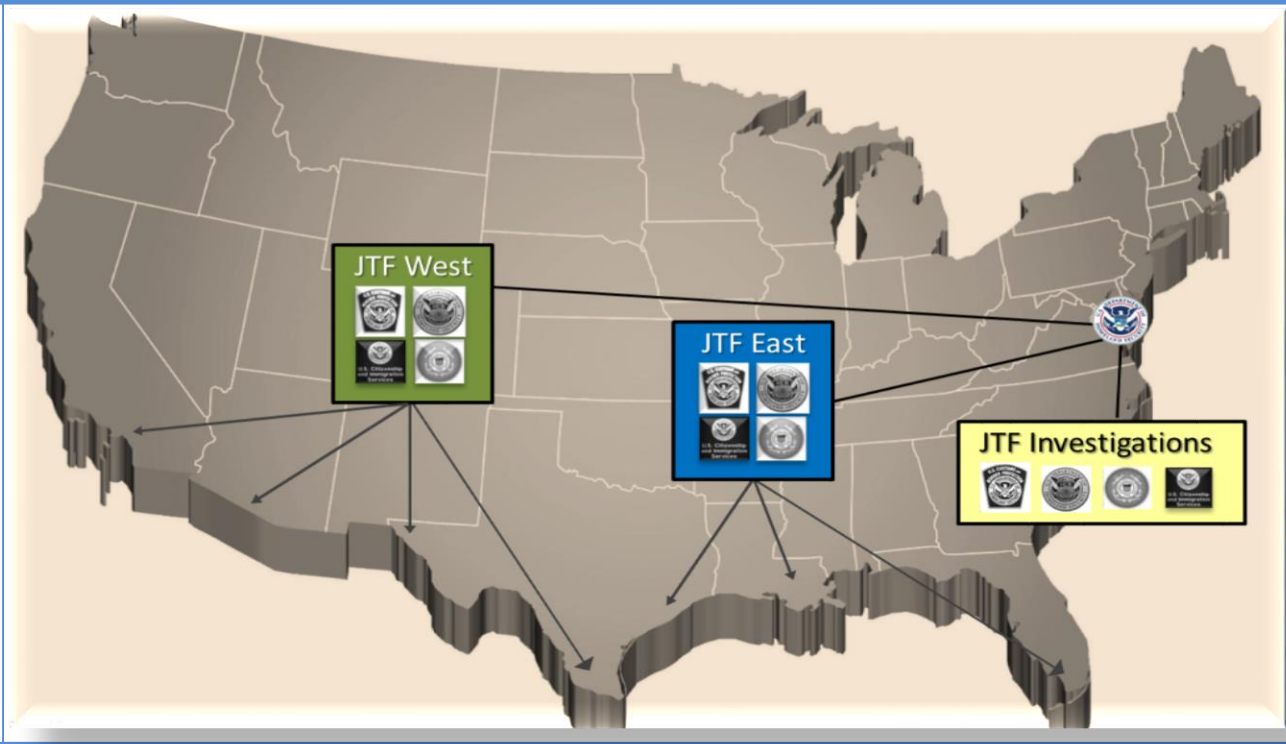




Southern Border and Approaches New DHS Campaign

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

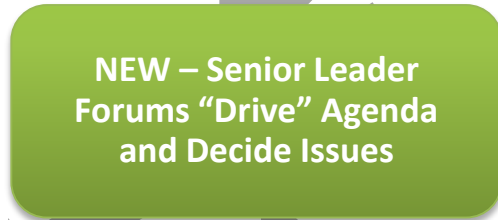


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How will we achieve outcomes with what we have?

Were our targets right? ←



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