

Issue Date: 01/30/2006

INTELLIGENCE INTEGRATION AND MANAGEMENT

I. Purpose

A. This Management Directive (MD) establishes the Assistant Secretary for Intelligence and Analysis as the Chief Intelligence Officer (CINT) for the Department of Homeland Security (DHS), and establishes the authorities of the Chief Intelligence Officer to effectively integrate and manage the Department's Intelligence programs. This MD serves as the principal reference for leading, governing, integrating, and managing Intelligence functions throughout DHS.

B. The DHS Chief Intelligence Officer, whose responsibilities are described herein, will be held accountable for designing the DHS Departmental intelligence system to optimize the Intelligence function, setting standards for functional performance, creating department-wide policies and processes, providing automated solutions to yield greater efficiencies, and nurturing the development and success of centers of excellence. Component heads will be accountable to support these functions as a key part of their mission.

II. Scope

This MD applies to all DHS Components that gather, receive, analyze, produce, or disseminate data that can be considered either national intelligence or homeland security information, except for where the Components are exempted by statute (e.g., certain activities of the United States Secret Service (USSS), the United States Coast Guard (USCG), and the Office of the Inspector General). Also exempt are Components' personnel, physical, document, or communications security programs. Even in those cases of a specific exemption, as part of the larger DHS team, all DHS components will collaborate and participate in the efforts described herein to further both operational and organizational effectiveness and efficiency.

III. Authorities

This MD is governed by numerous Public Laws, regulations, rules, and other MD's, including but not limited to:

- A. Public Law 107-296, Homeland Security Act of 2002, codified in Title 6, US Code.
- B. Public Law 108-458, Intelligence Reform and Terrorism Prevention Act of 2004.
- C. Executive Order 12333, United States Intelligence Activities, Dec 1981, as amended.
- D. Securing our Homeland, US Department of Homeland Security Strategic Plan, February 2004.

IV. Definitions

- A. **Chief Intelligence Officer (CINT)**: The Chief Intelligence Officer is the DHS official who exercises leadership and authority over Intelligence policy and programs DHS-wide in partnership with heads of the Components. This person holds the title of Assistant Secretary of Homeland Security for Intelligence and Analysis.
- B. **Functional Integration**: A structured cooperation and collaboration approach among DHS Components and functional line of business Chiefs for the purpose of achieving excellence in support of the Departmental mission and objectives. This is accomplished by decreasing fragmentation and duplication, providing enhanced services, and increasing quality throughout lines of business.
- C. **Homeland Security Intelligence Council (HSIC)**: The DHS functional advisory body that assists the Chief Intelligence Officer in evaluating and determining the best course of action for the Intelligence function. The HSIC is chaired by the CINT and includes the Key Intelligence Officials of each Component and others as invited by the CINT.
- D. **Homeland Security Information**: Any information that— (A) relates to the threat of terrorist activity; (B) relates to the ability to prevent, interdict, or disrupt terrorist activity; (C) would improve the identification or investigation of a suspected terrorist or terrorist organization; or (D) would improve the response to a terrorist act (Homeland Security Act of 2002, Section 892(f)(1)).
- E. **Intelligence Center of Excellence**: An organizational entity with expertise, capabilities, and resources in a specific discipline area chartered to support DHS-wide intelligence requirements. The mission, charter, roles, responsibilities, resources, authority, implementation plans, and service level agreements for each Center will be reviewed by the DHS Intelligence Council and approved by the Chief Intelligence Officer.

F. **Key Intelligence Officials (KIOs)**: Personnel occupying the positions within the Components directly responsible for intelligence activities (activities pertaining to Homeland Security Information as defined in paragraph D above, or to National Intelligence as defined in paragraph G, below), including Intelligence Directors or in those Components having only a small Intelligence program staff, the head or lead position normally referred to as the Senior Intelligence Officer.

G. **National Intelligence**: All intelligence, regardless of the source from which derived and including information gathered within or outside the United States, that— (A) pertains, as determined consistent with any guidance issued by the President, to more than one United States Government agency; and (B) that involves— (i) threats to the United States, its people, property, or interests; (ii) the development, proliferation, or use of weapons of mass destruction; or (iii) any other matter bearing on United States national or homeland security.” (National Security Act of 1947 (50 U.S.C. 401a), as amended by the Intelligence Reform and Terrorism Prevention Act of 2004).

H. **Component**: Each of the directorates and agencies comprising the Department of Homeland Security.

I. **Component Heads**: The highest ranking individual within each of the Components.

J. **Service Level Agreement (SLA)**: Formal agreement that defines customer service expectations and responsibilities between DHS Mission Components and support service providers, whether internal or external. SLAs are defined or renewed annually and are used to communicate baseline mission service requirements. SLAs pertinent to the conduct of intelligence functions will be signed by the responsible official providing the service, the responsible official receiving the service, and the Chief Intelligence Officer.

V. Responsibilities

A. **The Secretary** has ultimate authority, accountability, and responsibility for all Intelligence management within DHS. As permitted by law and regulation, the Secretary has delegated those authorities to the Assistant Secretary for Intelligence and Analysis.

B. **The Assistant Secretary for Intelligence and Analysis**: The Assistant Secretary (A/S) for Intelligence and Analysis is designated as the Chief Intelligence Officer and is responsible for establishing the general direction for all Intelligence programs within the Department. This shall include:

1. Conducting Intelligence program reviews and, in turn, recommending program improvements, corrective actions, and if necessary, revocation of delegated authorities in the specific function.

2. Exercising the authorities delegated by law, executive order, regulation, or as assigned by the Secretary.
3. Advising and assisting the Secretary, Deputy Secretary, Component Heads, and other senior officials in carrying out DHS' responsibilities for all Intelligence activities relating to the programs and operations of the Department.
4. Communicating and implementing the Secretary's leadership direction related to the Intelligence function.
5. Designing, in collaboration with the HSIC, the optimum structure and processes to support both the Departmental and Component Intelligence mission and goals and to achieve functional excellence. This includes defining functional performance metrics by which the Components can measure the performance of delivered Intelligence services on an annual and ongoing basis.
6. Establishing Department Intelligence priorities, policies, processes, standards, guidelines, and procedures.
7. Collaborating with Component Heads in recruiting and selecting Key Intelligence Officials, in the following manner:
 - a. Concurring on the qualification standards including knowledge, skills, and abilities or competencies for said position(s) with the Component;
 - b. Assisting in identifying candidates for consideration;
 - c. Opting to participate in the interview process of the best qualified list of candidates; and
 - d. Concurring in the final selection made by the Component Head.
8. The Chief Intelligence Officer will provide input to the Component Key Intelligence Officials' written performance objectives for the Intelligence area at the start of the performance cycle. The CINT will, in turn, provide input/feedback to the Component rating official for the Component KIOs' accomplishment of those objectives, and will provide input on bonus or award recommendations, pay adjustments, and other forms of commendation.

9. Re-delegating certain authorities to Component KIOs, as necessary, to ensure the appropriate and efficient administration of the Intelligence Functions.

10. Providing the Department's Secretary, Deputy Secretary, and Component Heads an annual evaluation of Intelligence performance. This will include an assessment of each Component's Intelligence functional performance. Reports will be prepared by the end of the first quarter of each fiscal year and will include the President's Management Agenda, any objectives promulgated by the Director of National Intelligence, the DHS Strategic Plan, and other program metrics as they are established.

11. Analyzing workforce requirements for Intelligence functional personnel to establish recommended staffing and resource level parameters and guidelines for each Component to consider.

12. Establishing and chairing a DHS Intelligence Council.

13. Establishing training and development guidelines for Intelligence professionals.

C. **Component Heads:**

The Component Head, in addition to other duties, is responsible for:

1. Ensuring that Intelligence management duties, as defined in this MD, are carried out effectively and efficiently in support of mission accomplishment and functional integration goals.

2. Supporting and enforcing the tenets of functional excellence as defined by the Chief Intelligence Officer.

3. Supporting and implementing the annual goals established in collaboration with the Chief Intelligence Officer.

4. Incorporating the Chief Intelligence Officer's input into performance appraisals, bonus or award recommendations, pay adjustments, and other forms of commendation of Component Key Intelligence Officials.

5. Collaborating with the Chief Intelligence Officer in recruiting and selecting Key Intelligence Officials in the following manner:

a. Seek concurrence of the Chief Intelligence Officer on the qualification standards including knowledge, skills, and abilities or competencies for said position(s);

- b. Seek the assistance of the Chief Intelligence Officer in identifying candidates for consideration;
- c. Provide the Chief Intelligence Officer the opportunity to participate in the interview process of the best qualified list of candidates; and
- d. Seek the concurrence of the Chief Intelligence Officer on the final selection.

6. Ensuring the Component Key Intelligence Official is organizationally placed at a senior level and is included in the strategic leadership team in the Component.

7. Advising and collaborating with the Chief Intelligence Officer on any Component reorganization or restructuring plans that will result in Intelligence function realignments.

8. With the Chief Intelligence Officer, and through their Component KIOs, collaborating to ensure that the appropriate Intelligence resources are made available for Department-wide Intelligence services and providing the direction required to achieve Intelligence functional excellence.

D. **Component Key Intelligence Officials** are responsible for:

- 1. Serving as the principal advisor to the Component head on Intelligence issues.
- 2. Ensuring that Intelligence programs meet the mission needs of the Department and the Component.
- 3. Advising (e.g., in writing or orally) the Chief Intelligence Officer concerning the requirements of their Component.
- 4. Advising and partnering within their respective Component to ensure that Intelligence staffs provide quality and timely support to mission requirements.
- 5. Participating in the development of DHS-wide Intelligence direction and policies as members of the Intelligence Council, and implementing DHS-wide Intelligence policies within their respective Component.

6. Collaborating with their supervisor to ensure that key areas of emphasis discussed with the Chief Intelligence Officer are considered in the development of their personal performance elements, and for cascading them through performance elements of employees in the functional area, as deemed appropriate by the Component KIO.

E. **The Homeland Security Intelligence Council (HSIC)** is responsible for:

1. Development of a Departmental Intelligence strategic plan.
2. Development of Intelligence strategies and policies that are linked to the DHS mission, vision, core values, goals, and objectives, in coordination with the DHS Undersecretary for Policy and International Relations.
3. Intelligence assessment and accountability, which includes coordination and consolidation of Component Intelligence projects/activities and implementation of shared services.
4. Intelligence management policies, processes, best practices, performance measures, and decision criteria for managing the delivery of Intelligence programs and services to enhance efficient and effective Intelligence management.
5. Implementing Intelligence Centers of Excellence, boards, and working groups tied to Department of Homeland Security Intelligence Council priorities.

F. **All DHS Intelligence employees** are responsible for being knowledgeable of and complying with policies and programs established by the Chief Intelligence Officer and appropriate Key Intelligence Officials and for conforming to applicable laws and regulations. DHS will provide training and/or guidance to assist employees, including Intelligence Directors/Senior Intelligence Officials and other senior executives, to develop their knowledge of laws, regulations, operations, policies, procedures, and programs related to the Intelligence function.

VI. Policy & Procedures

A. **Policy.**

1. It is the policy of DHS that the Office of the Assistant Secretary for Intelligence and Analysis shall serve as the DHS organization through which all Intelligence activities and services throughout the Department will be overseen, defined, and measured.

2. **Authority and Accountability for Integration.** The Chief Intelligence Officer, through the DHS Intelligence Council and intelligence centers of excellence, shall design, direct, and oversee the implementation of the integration of Intelligence Management across the Department to improve mission support quality and efficiency. Component Heads, Component Intelligence Directors/Senior Intelligence Officials, and the CINT will all share accountability to the Secretary for successful planning and implementation of functional integration and adherence to this MD.

B. **Principles.**

Functional integration of Intelligence will rely on the following principles:

1. Focus on Mission.
2. Recognize our employees as our most valuable asset and make the investments in their career development and professional growth.
3. Plan rigorously and implement when success is likely.
4. Continuously assess and improve operational effectiveness.

C. **Procedures.**

1. Intelligence functional integration will be driven by the following:
 - a. **Policies & Processes:** DHS will standardize Intelligence policies and appropriate procedures across the Department to ensure functional excellence. This will be an ongoing effort.
 - b. **Systems:** The Department will continue to consolidate and integrate systems supporting the Department's Intelligence functions, ensuring such action results in efficiencies and does not compromise mission effectiveness.
 - c. **Organizations:** A guiding principle of the Chief Intelligence Officer will be to consolidate organizations that perform the same function and create centers of excellence, ensuring such action results in efficiencies and does not compromise mission effectiveness.

2. **Integration Milestones.** The Chief Intelligence Officer, in collaboration with the Component Heads and HSIC, will annually establish milestones for the functional integration of Intelligence activities.

3. **Performance Metrics.** To track progress of Component Key Intelligence Officials and Intelligence organizations, the Chief Intelligence Officer will annually recommend certain key performance metrics to Component Heads and Component Intelligence Directors/Senior Intelligence Officials. Some suggested performance metrics will be relevant to all DHS Components, and some will differ by Component.

4. **Service Level Agreements.** All SLAs between DHS Components and support service providers (both internal and external) will include:

- a. Resources Required
- b. Performance Period
- c. Performance Metrics and Reporting
- d. Responsibilities
- e. Funding Mechanism
- f. Terms and Pricing for Services
- g. Dispute Resolution Process
- h. Corrective Action Plans
- i. Termination Policy
- j. Continuous Improvement Goals
- k. Signatures of the Responsible Director for the Provider, the Receiver of Service, and the Chief Intelligence Officer.
- l. Other content as determined by the DHS Intelligence Council.

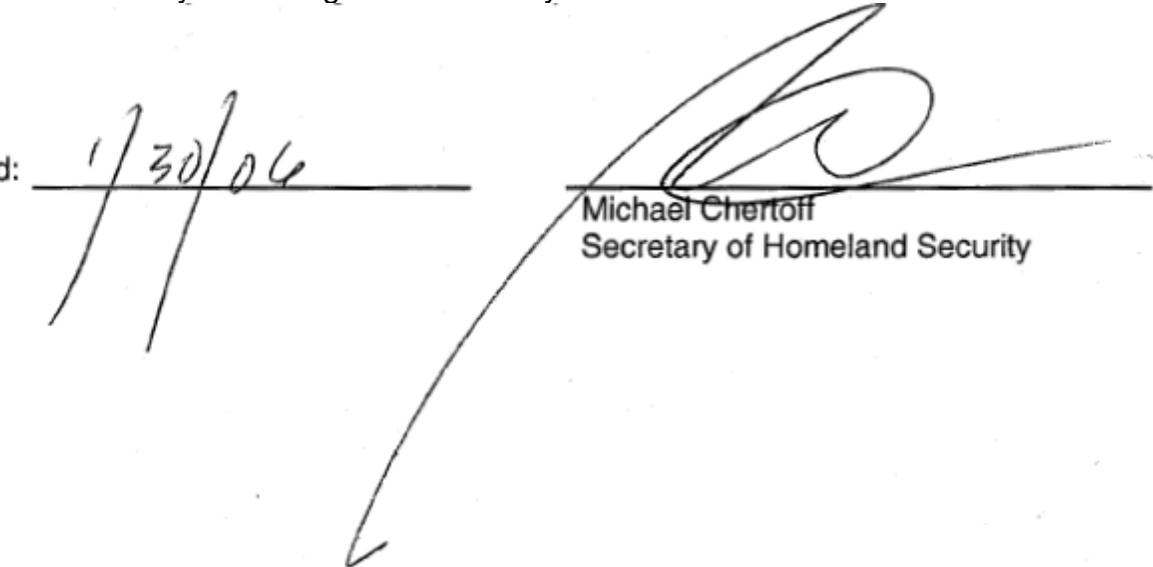
D. **Implementation** of these policies and programs may be delegated to managers and supervisors responsible for assigned personnel. Managers and supervisors at all levels are accountable for the execution of responsibilities within the framework of Federal and DHS policies.

VII. Questions

Questions or concerns regarding this MD should be addressed to the Office of the Assistant Secretary for Intelligence and Analysis.

Dated:

1/30/06



Michael Chertoff
Secretary of Homeland Security