



PRTM

Management Consultants

*Leading Thinking
For Lasting Results*

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Information sharing Organizational challenges and potential path to success

A changing world requires a different approach to sharing and communicating information



Lack of effective information sharing is a source of major concern for protecting the homeland

Although terrorism information sharing has improved significantly since September 11, major change is still required to institute effective information sharing across the Intelligence Community and with state, local, and tribal governments

WMD Commission

...“this breakdown in communications was the result of a number of factors, including differences in the agencies’ missions, legal authorities and cultures. Information was not sufficiently shared, not only between different intelligence community agencies, but also within individual agencies, and between the intelligence and the law enforcement agencies”

“Joint Inquiry”

“The president should lead the government-wide effort to bring the major national security institutions into the information revolution. He should coordinate the resolution of the legal, policy, and technical issues across agencies to create a ‘trusted information network’”

9/11 Commission

The U. S. government has access to a vast amount of information...But it has a weak system for processing and using what it has.

9/11 Commission

The government responded to these concerns with legislation and executive orders

Legislative

- Homeland Security Act of 2002 creates DHS
- Intelligence Reform and Terrorism Prevention Act of 2004 creates DNI

Executive

- Executive Order 13388 of October 25, 2005
 - Further Strengthening the Sharing of Terrorism Information to Protect Americans
- Executive Order 13356 of August 27, 2004
 - Strengthening the Sharing of Terrorism Information To Protect Americans
- Executive Order 13311 of July 29, 2003
 - Homeland Security Information Sharing

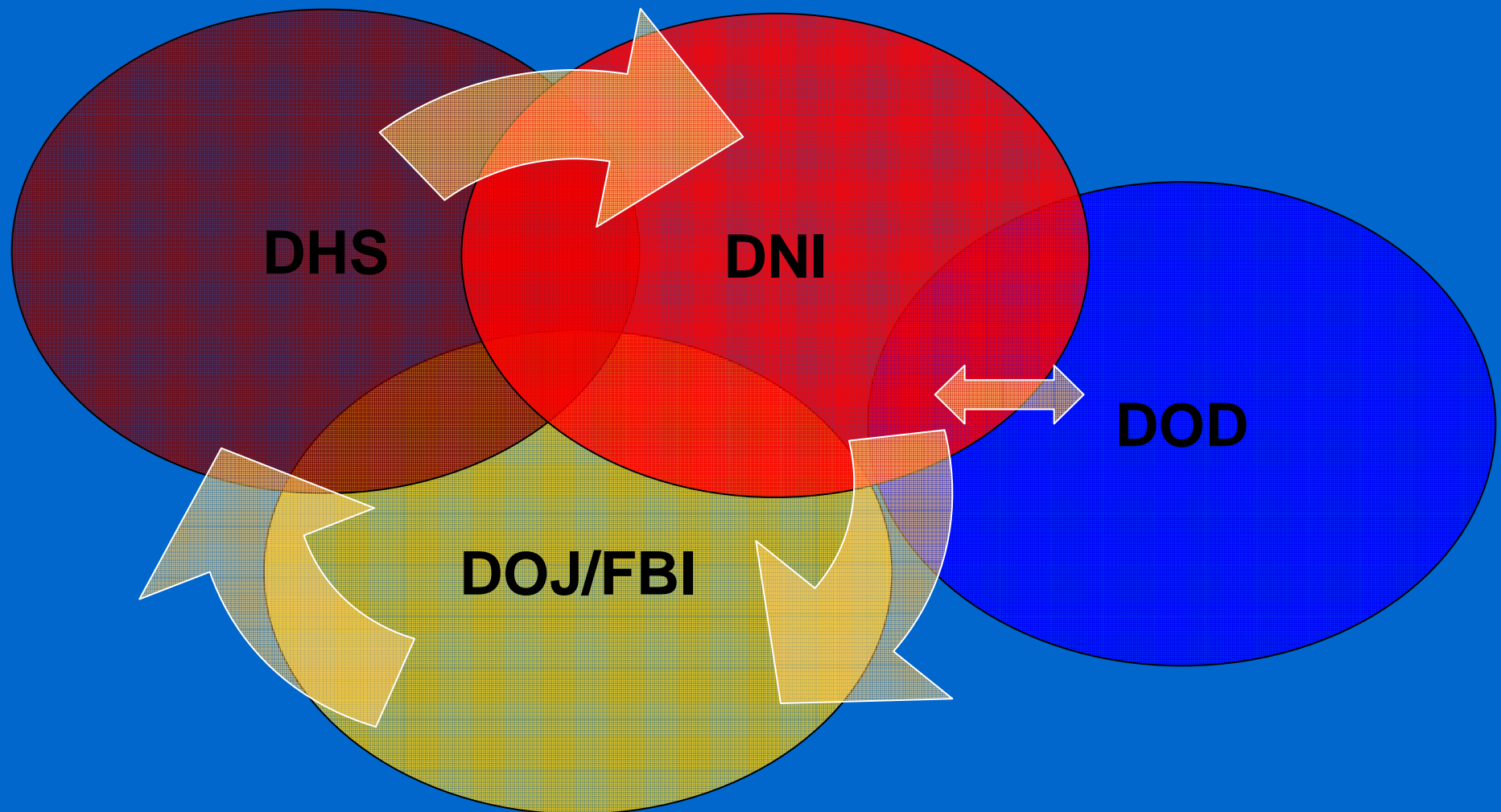
However, meaningful advances in sharing of essential information have yet to materialize

In January 2005, the Government Accountability Office designated information sharing for homeland security as a government-wide high risk area largely because “many aspects of homeland security information sharing remain ineffective and fragmented.”

On December 5, 2005, the 9/11 Public Discourse Project—composed of 9/11 Commission members—assigned government-wide information sharing the grade of ‘D’ citing that:

“...designating individuals to be in charge of information sharing is not enough. They need resources, active presidential backing, policies and procedures in place that compel sharing, and systems of performance evaluation that appraise personnel on how they carry out information sharing.”

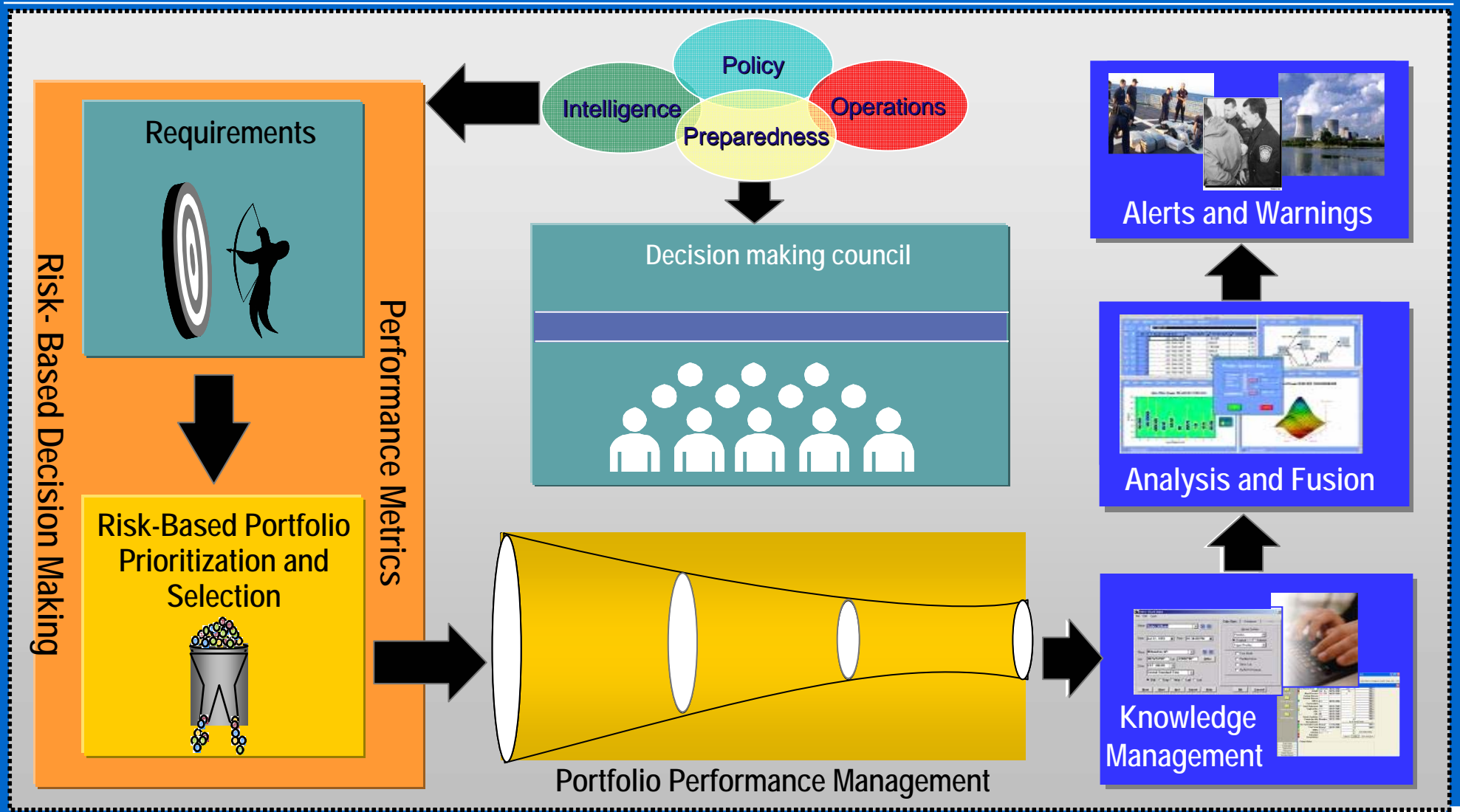
Leadership is necessary to set the direction and drive meaningful outcomes for effective ISC



Advances in IS and communications will require a complete review of the information attributes

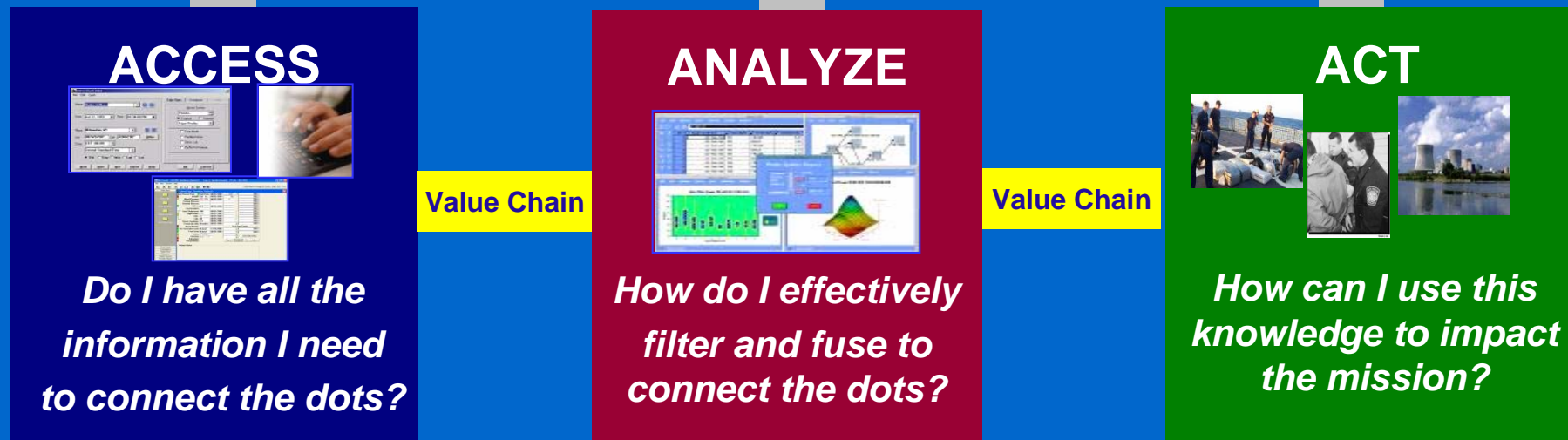
- Legal
- Privacy
- Data Protection
- Ownership
- Technical
- Cultural
- Educational
- ...

A governance model is necessary to transform information sharing and drive its progress



Performance metrics are ultimately designed to drive action and advance the mission

Information Sharing Goals



Metrics are needed at each step along the information sharing value chain

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