

Statement of Francis X. Taylor
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Chairman Peters, Ranking Member Portman, and members of the Committee, thank you for the opportunity to testify on the future of the Office of Intelligence and Analysis.

I&A's mission is integral to DHS, the intelligence community, and to the security of our nation. It is the only US intelligence agency that is specifically chartered to provide intelligence support to State, Local, Tribal, and Territorial, as well as private sector partners to improve the flow and quality of information sharing across our Nation. As the intelligence arm of DHS, I&A has a responsibility to support the intelligence needs of the senior leadership of the Department, to ensure that relevant intelligence from the IC is shared systematically with our State, local, tribal, territorial and private sector partners and that relevant information from these partners becomes intelligence that is shared with the broader IC. As the Chief Intelligence Officer for the Department, I&A coordinates and deconflicts the efforts of the DHS intelligence enterprise to meet the intelligence needs of the Department and our IC partners. Additionally, the Under Secretary's responsibility to lead the information sharing and safeguarding entity of the Department provides a unique opportunity to use the myriad of data generated by DHS and turn it into effective information to share with our SLTT, federal and international partners.

When President Obama nominated me to become the Under Secretary, I needed to understand the organization's mission, how the mission was being executed, by whom, what the results were from the mission effort and how customers felt about those results. I quickly learned that the organization was internally disconnected and, depending on the audience, was seen as ineffective. The organization did not have a clear standard of mission execution. It was bloated with SES leaders and many of these leaders were not focused on the coordinated collection, analysis and dissemination of the intelligence that I&A's customers were seeking. After my confirmation, I spent considerable time examining the organization at every level and determined that the organization needed a consistent mission focus with measurable outcomes, customer feedback and a clear process to adjust priorities and products as customer requirements changed and the threat evolved. So, we reorganized the organization, cut the number of senior executives in half and focused on unity of command in the execution of the intelligence mission. I established a Deputy Under Secretary for Intelligence Operations and charged that leader with responsibility for organizing and executing intelligence operations that support the Secretary and the Department's leadership, our state in local tribal and territorial partners and the IC. We developed clear metrics around performance and outcomes, developed a clear and consistent operating review process that allowed us to discuss our progress and made adjustments as the mission requirements changed over time. That organization was essentially dismantled in the last

administration but not replaced. It is my understanding that the priorities changed consistently, ideas for the new initiatives we're not always met with action, and the morale of the organization continued to devolve. I&A needs to return to the basics of intelligence production and customer feedback to adjust priorities.

Restore Trust

I&A leaders will need to focus on rebuilding trust with key stakeholders within and across DHS and the Intelligence Enterprise (IE), as well as externally, with the broader IC and Congress. Controversies surrounding, I&A activities, and use of its intelligence authorities in recent years, have undermined its reputation and raised questions about the integrity and objectivity of the information it provides to stakeholders. In order to rebuild stakeholder and public trust, I&A will need to focus on advancing its core mission and demonstrating that it brings invaluable mission expertise to its customers.

Secretary Mayorkas should be commended for the recent creation of an I&A domestic terrorism branch and re-committing I&A to producing sound and timely intelligence on the domestic terrorism front. However, in order for I&A to effectively fulfill its mission, it must take additional steps to refocus on production of quality intelligence and analysis.

I&A will need an active engagement strategy focused on Congress and oversight entities. It must invest in building and sustaining open and transparent relationships with members and staff of core oversight committees in Congress. I&A should restart regular intelligence briefings to appropriate committees and adequately resource its legislative outreach to respond to congressional inquiries and requests, particularly in light of congressional interest in reforming I&A through legislation. I&A should work to restore confidence in the value it provides to DHS, the IC, and its state, local, tribal, and territorial (SLTT) partners, and position itself once again as an important player on matters of intelligence among oversight bodies.

Focus on SLTT and Private Sector Partnerships

I&A must continue making investments in its SLTT and private sector partnerships. One of the distinguishing features of I&A's integrated missions is its ability to share information with state and local partners through centers across the United States. I&A's field organization of intelligence and collections officers allows access to potentially relevant intelligence information from state and local law enforcement that can be leveraged to identify threats across the IC and DHS components, particularly on issues such as domestic terrorism. Moving forward, I&A should focus on effective prioritization of its information sharing activities, ensuring that they meet the needs of state and local law enforcement and yield intelligence information that could be useful to the broader IC,

as a compliment to the FBI. Likewise, I&A should continue to engage its partners in private industry to gain perspectives on the national and homeland security challenges facing their sector and ways to facilitate public-private partnerships.

Reinvent Intelligence Analysis for DHS and the IC

I&A leaders should focus the office's intelligence analysis activities on the creation of intelligence products that draw on unique DHS data sets and data science, within a robust framework for privacy and civil liberties. I&A can be the leading player in government focusing on data science to create unique insights and produce clearly differentiated intelligence products. With access to special data sets and a focused set of priorities, I&A can lead the IC in re-inventing intelligence analysis. I&A can do this by focusing on the development of intelligence analysts who have data science skills and are trained to exploit data and discover non-obvious correlations and findings. In addition, I&A must reinvigorate its relationship with DHS's Office for Civil Rights and Civil Liberties (CRCL) and the Privacy Office. Regular communication and fast and flexible coordination with these offices is central to ensuring that I&A's intelligence products and analysis comply with applicable legal, policy, and statutory requirements.

Bolster Mission Centers

The one area where previous I&A leaders and I have agreement is agency focus on mission centers. However, that focus did not receive sustained attention from management and therefore had uneven outcomes. If organized effectively, mission centers are well positioned to utilize the information they receive from DHS components. I&A leaders should take care to establish metrics which can be used to ensure the centers are serving their purposes. Success of mission centers should be touted as an example of DHS capabilities and operational support. I&A should create a budget, annual strategy, metrics and fully resource each mission center to appropriately support the needs of the intelligence enterprise components, the Department leadership and the broader IC. .

Lead in Data Analytics using the unique data generated by the Department

DHS generates a tremendous amount of relevant information in its daily mission activities. When I was there, that information sat in more than 900 independent and unconnected data bases that were not available beyond the owner of the data base. With significant Congressional and Departmental support, we launched a data framework to begin the process of integrating DHS data more effectively in the Department and where appropriate make that data available across the government agencies that needed that information. That initiative has stalled and needs to be restarted. The collaboration of information and connecting the dots is why the Department was created, this effort is essential for the Department to meet its mission responsibilities.

Invest in Workforce/Human Capital Initiatives

In order to continue advancing its vital mission within DHS, I&A must dedicate significant focus to workforce development and human capital. I&A leadership must prioritize attracting talent in early career stages, investing in training and new skills such as data science, and promoting the career development of I&A's intelligence professionals. Given the competition I&A faces in recruiting and retaining talent from within government and externally, it needs a workforce and human capital strategy to build a flexible, diverse, and experienced cadre of professionals equipped to meet its mission needs. Furthermore, I&A needs to offer its professionals a true career path. Entry-level employees must see that they can rise within the organization to assume key leadership positions such as Under Secretary, as is the case at other intelligence agencies. There is also a need for I&A to adopt a data-driven approach to understand and manage its intelligence workforce, which includes the ability to identify gaps or trends in attrition and retention,

Focus on Employee Morale

The lack of consistent leadership, negative press, and building relocations have weakened the morale of I&A's workforce. Therefore, incoming I&A leaders will need to focus on uniting personnel behind the I&A mission, recognizing the role they play in new opportunities shaping its future, and the importance of their contributions in keeping the country safe. During my tenure, we were able to improve morale in a statistically significant way. My focus was on listening to the people, addressing their concerns with definitive action to fix problems. We created an employee advisory council that allowed a consistent process for employee to raise concerns for redress. We focused on rewarding great performance and ensuring poor performance did not go unaddressed. People respond to clearly concerned leadership.

DHS I&A has a needed mission to the Department, the State & Local and private sector partners, and the IC. There is a clear lane for I&A to produce unique DHS intelligence with information collecting across the operational components that is valuable to all U.S. Government leaders. There is critical role for I&A to play in data analytics across the Department and through the essential mission centers. Above all, I&A must be apolitical and speak truth to power as is the responsibility of all intelligence professionals. There is an exciting future for I&A because there are men and women who go to work there every day to make a positive difference in the lives of all Americans.

I look forward to answering your questions. .