

Our Goals

- **Share experience of a collaborative group of analysts tasked with enhancing corporate situational awareness**
- **Relate one way to leverage Web 2.0 technology in pushing information to the “edge”**
- **Receive Feedback!**



“I’m going out. Can I bring you back any firsthand knowledge of the outside world?”

- **Background**
- **Overview of Decision Support Group**
- **Environmental Scanning**
- **Leveraging Web 2.0 Technologies**
- **Concluding Thoughts**

Background

Space and Naval Warfare Systems Center, San Diego

- Navy C4ISR RDT&E, engineering, and fleet support center
- Navy Working Capital Fund (NWCF) with over \$1.73B in annual funding
- Employs 3,700+ civilian and military personnel, and about the same number of contractors

Imperative for Situational Awareness

- SSC SD relies on revenue generated by projects it must bid & compete for
- Given this competitive environment, SSC SD leadership and workforce require information that facilitates decision-making, both in strategic & business development contexts

Decision Support Group

- **What:** Collaborative team of non-technical analysts chartered in 2001 by senior leadership to address SA imperative
- **Why:** Provide open-source competitive intelligence to enhance situational awareness of SSC San Diego and fulfill the information needs of the organization
- **How:** Infrastructure and process centered around environmental scanning to gather and parse information, in addition to exchanges of information with contacts at different labs & agencies

Environmental Scanning

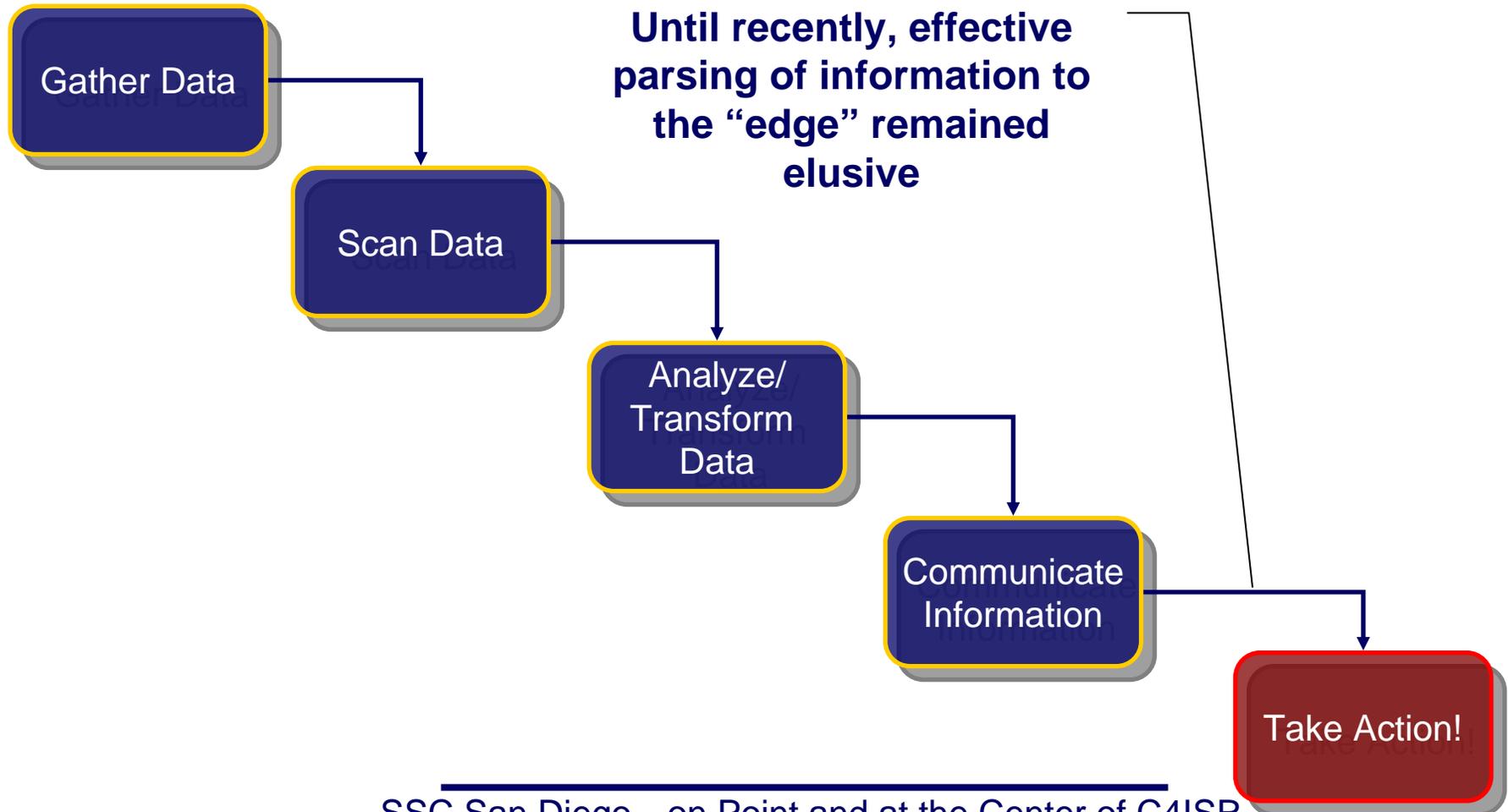
- **Defined:** Internal communication of external information about issues that may influence an organizations' decision-making process and used to maintain competitive advantage

Category	Definition/Purpose of Category
Top – Down Strategy	High level strategy of the federal government & updates on the current geopolitical environment
Transformation Update	Structural changes within the Department of Defense addressing the Global War on Terror and other large policy/strategy shifts
Requirements Changes	Policies, directives, and trends impacting, the technological, organizational, and budgetary requirements of the military
Budget Update	Status of federal budget, and future spending doctrine
Defense Infrastructure	Sublevels of the DoD; tracks the current events of such offices as the Joint Chiefs of Staff
Technology Trends	Technology & other trends in industry impacting Center business
Personnel/Organizational Changes	Relevant personnel & organizational changes within the federal government
Quickhitters	Flexible, catch-all category of information significant to leadership but which does not fit in any other category

Environmental Scanning Process

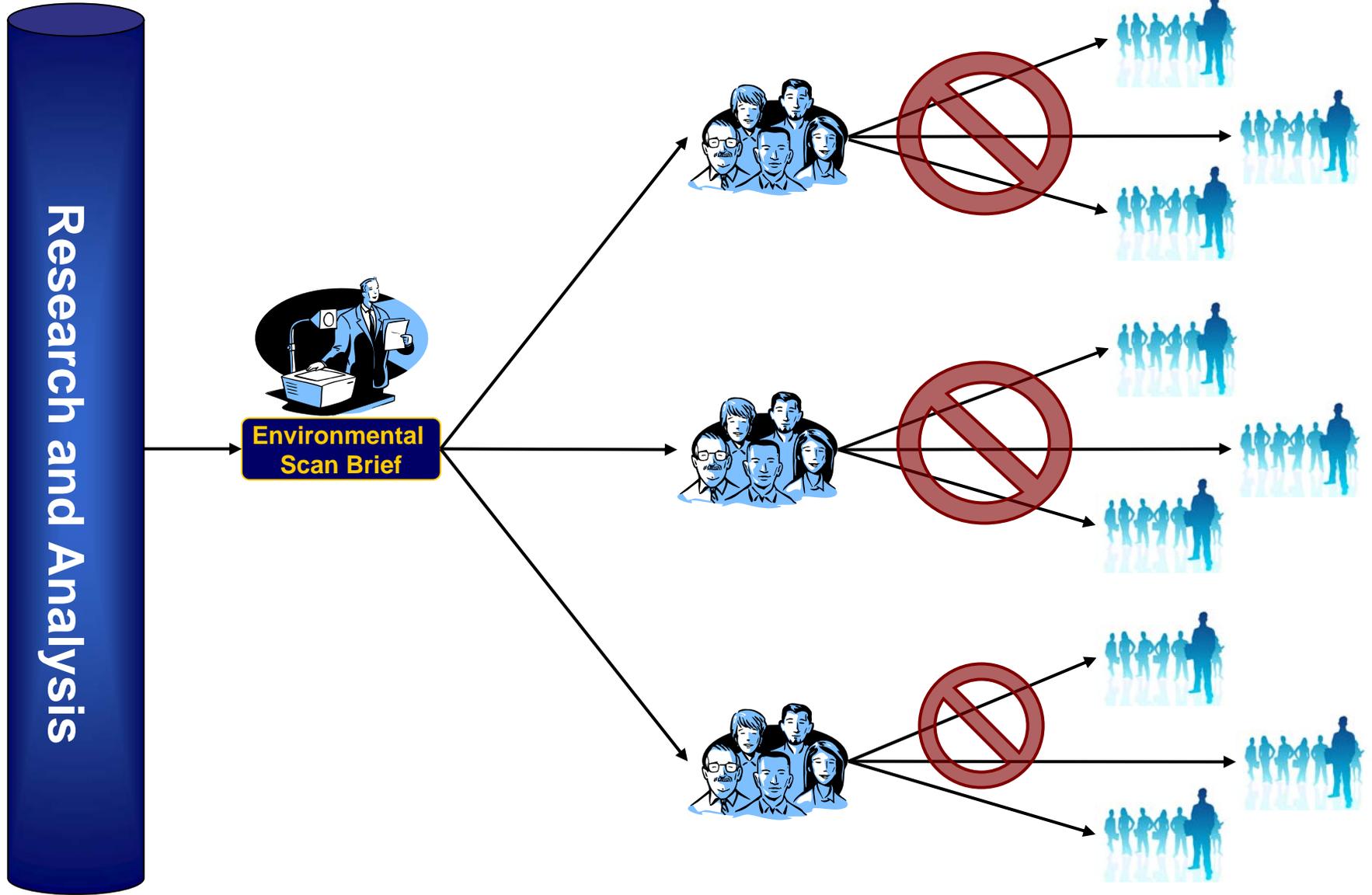
Decision Support Group

Customer(s)



Since its inception, the DSG relied on a “Top-Down” model to disseminate information . . .

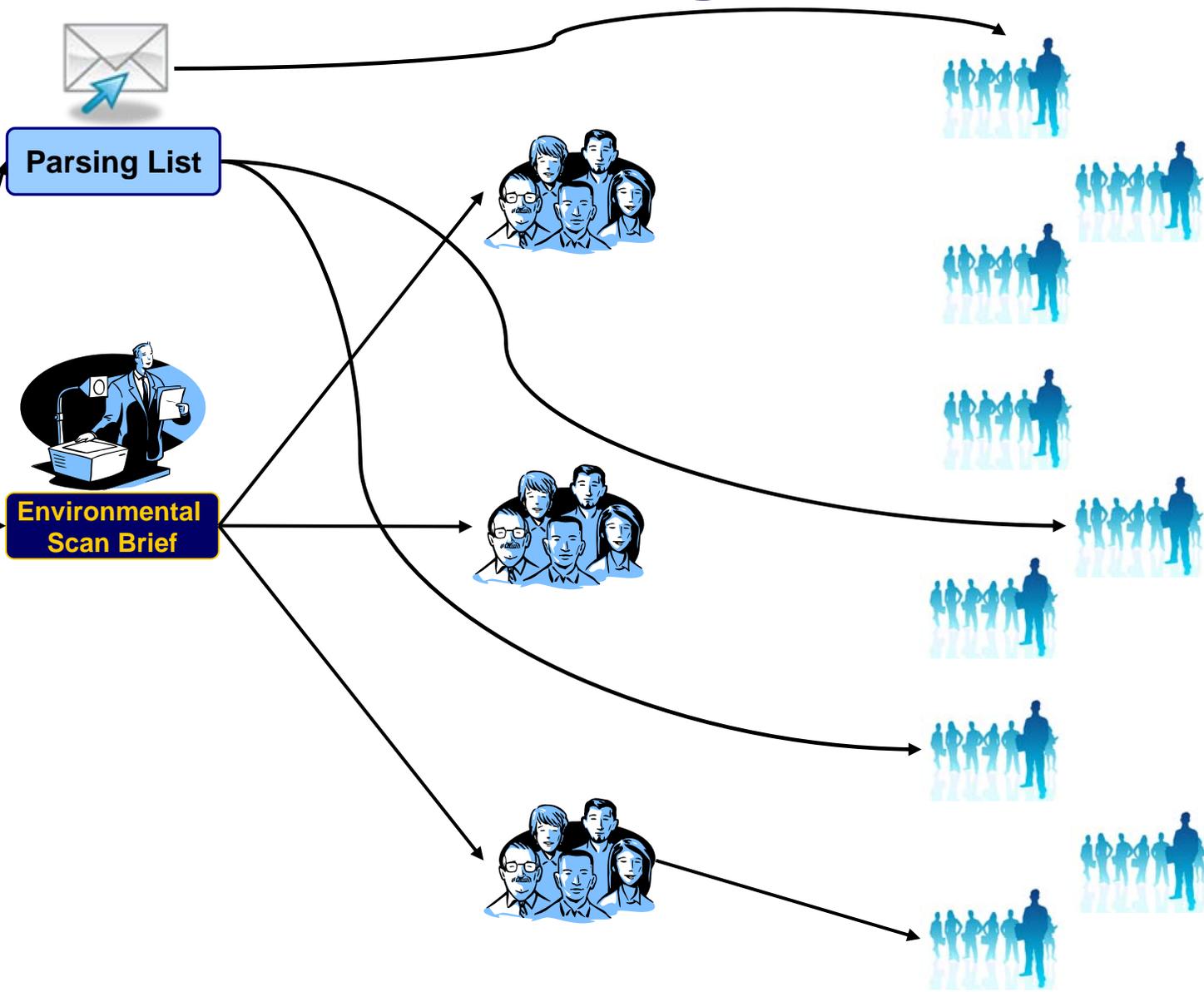
... Centered Around One Brief ...



**One way to overcome this
bottleneck was to reach out
directly to those on the
“deckplates” . . .**

... Via Tailored Parsing ...

Research and Analysis



**. . . But, the “top-down” model
remained . . .**

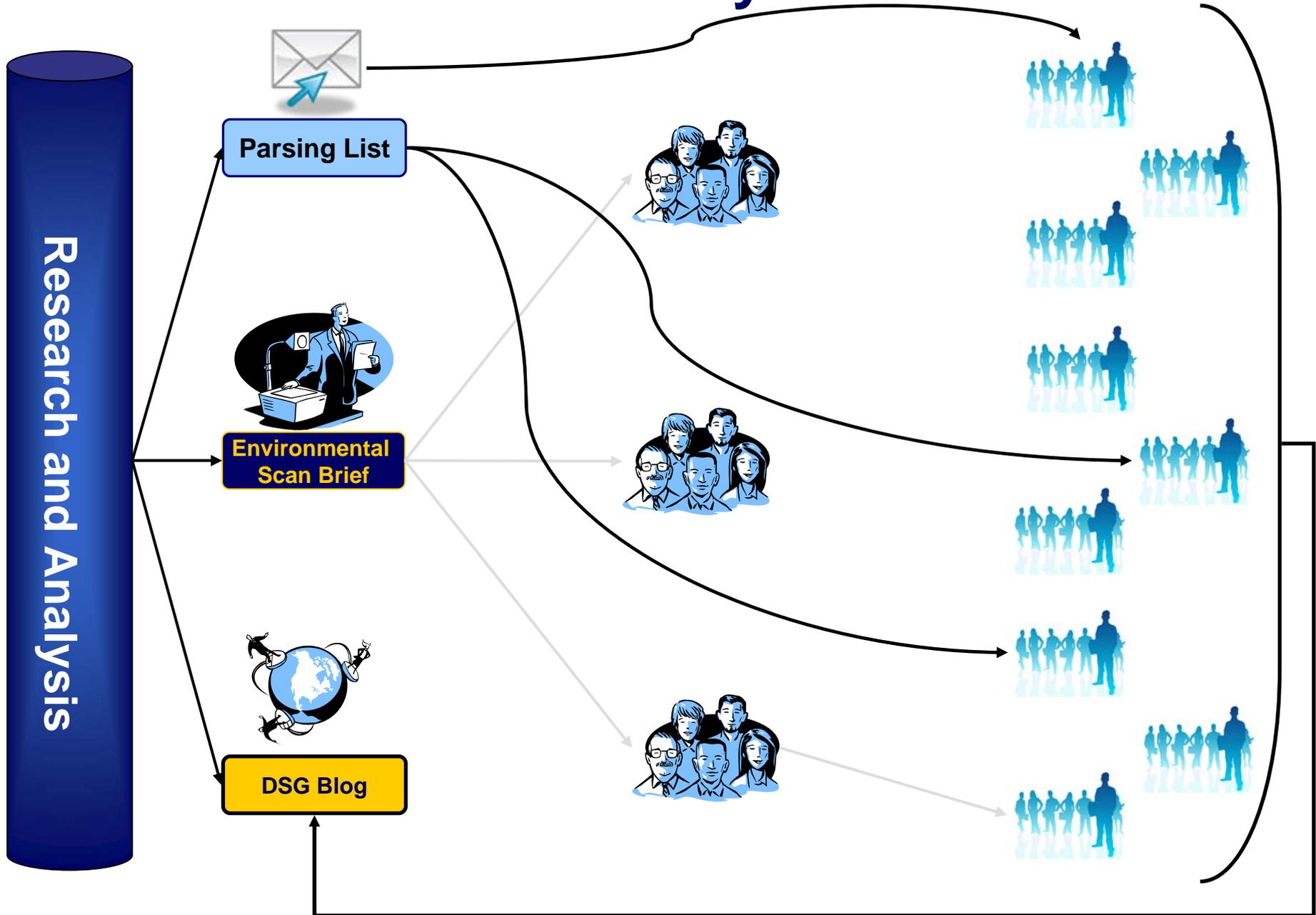
. . . But, the “top-down” model remained . . . And while more people were reached . . .

. . . But, the “top-down” model remained . . . And while more people were reached . . . It was not scalable to the entire organization.

**. . . So, some of us decided to take
some of the tools we used
outside of work . . .**

**. . . So, some of us decided to take
some of the tools we used
outside of work . . . To improve
our work . . .**

... We Inverted the Pyramid.



Decision Support Group Update

Providing SSC-5D with information and understanding of trends, events and other external developments that would benefit/inform the Center's strategic planning, project development and funding proposal efforts – the intersection of the Center with the 'rest of the world.'

Stand-up of Navy Quadrennial Defense Review (QDR) Integration Group

By Stephanie Hszieh on May 15, 2008 7:15 AM | [Permalink](#) | [Comments \(0\)](#) | [TrackBacks \(0\)](#)

The Chief of Naval Operations (CNO) is establishing a permanent office in OPNAV to oversee all Navy Quadrennial Defense review (QDR) and the Defense Roles and Missions (QRM) efforts. The Deep Blue group, the Navy's own think tank established after the September 11 attacks, will be folded into the new office. The new office will be headed by Rear Admiral (select) Bill Burke and will report directly to CNO Admiral Routhead through the Director of Navy Staff (DNS).

Vice Admiral John Harvey, the director of the Navy staff, notes that the new office will "[bring] together these disparate and independent sources of analysis and opinion in intelligence; strategy and policy; capability requirements, resources, readiness and acquisition; and manpower."

The new office will be called the Navy Quadrennial Defense Review Integration Group and will be involved in the upcoming Quadrennial Roles and Missions Review—a new provision established by the 2008 Defense Authorization Act. The Act requires that each QDR be preceded by a Quadrennial Roles and Missions Review.

Sources:

- Geoff Fein, "Deep Blue Gives Way to Bolstered Director Navy Staff Office," *Defense Daily*, 7 May 2008.
- Jason Sherman, "Navy Stands up Permanent QDR, Roles and Missions Pentagon Office," *InsideDefense.com*, 5 May 2008.

House Committee on Homeland Security's Report on Public Safety of Mass Gatherings

By Stephanie Hszieh on May 14, 2008 10:49 AM | [Permalink](#) | [Comments \(0\)](#) | [TrackBacks \(0\)](#)

The House Committee on Homeland Security recently released a report on what needs to be done by local, state, and federal governments to ensure the safety of the public during mass gatherings. The report is titled Public Health, Safety, and Security for Mass Gatherings and can be found at: <http://homeland.house.gov/SiteDocuments/20080513105623-98169.pdf>.

Mass gatherings are any large gatherings of the public such as NASCAR races, business conventions, baseball games, large religious gatherings, etc. The Committee staff that authored the report visited several mass gathering venues to assess the security preparations as these events are open to terrorist attacks. Based on these visits the Committee staff focused on the threat of terrorism where a biological threat is released into a large, public gathering. Some of the key recommendations of the Committee staff were:

- Fully establish a National biosurveillance system.
- Establish a comprehensive National medical intelligence program.
- Put different types of organizations in the State fusion centers to help analyze information.

The House Committee on Homeland Security website: <http://homeland.house.gov/>.

DSG Links

- [About the DSG](#)
- [DSG Open Source Information](#)
- [DSG Environmental Scans \(Registration Required\)](#)
- [SEPO Project Management Guide](#)

Search

Recent Entries

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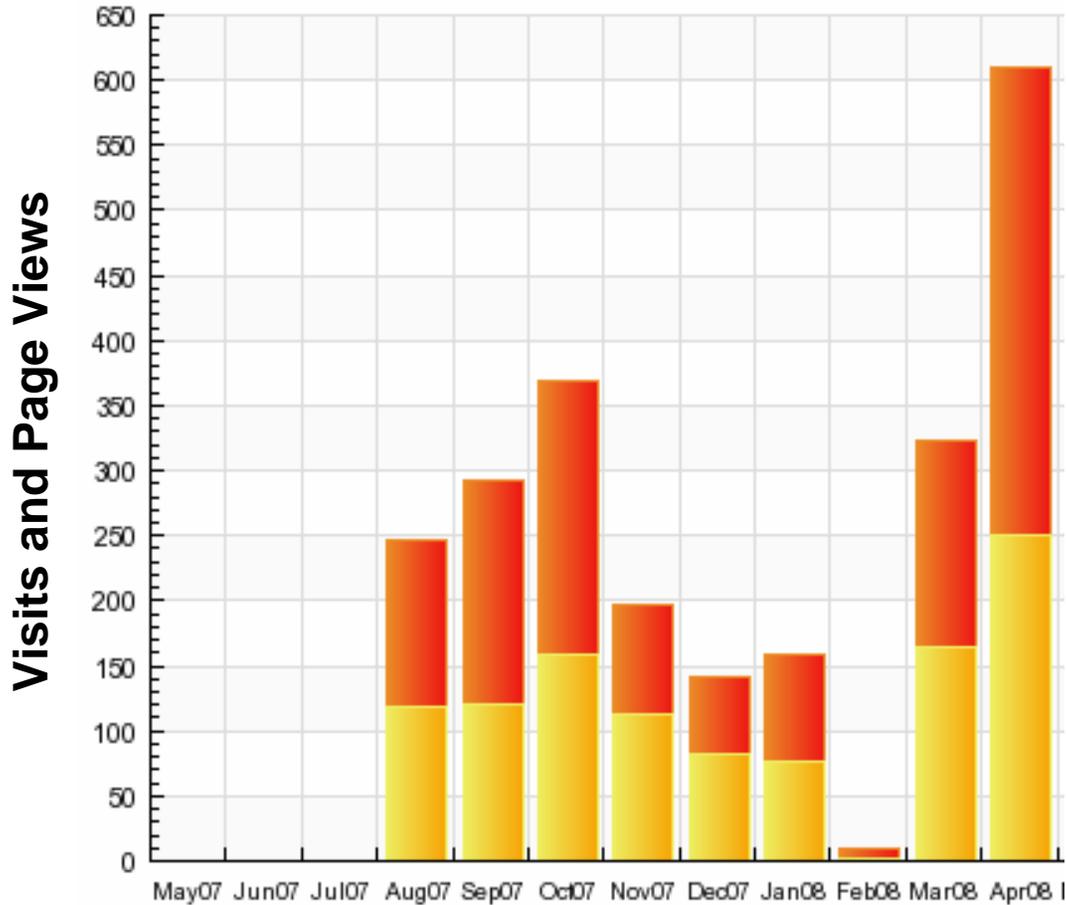
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**. . . Great! . . . but as someone once
said . . .**

**. . . Great! . . . but as someone once
said . . . Show me the money!**

DSG Blog: Page Views and Page Visits



SSC San Diego Blogosphere in nascent stages . . .

SSC San Diego Blogosphere in nascent stages . . . And while the flow of traffic has trended upwards . . .

SSC San Diego Blogosphere in nascent stages . . . And while the flow of traffic has trended upwards . . . We aspire for more.



“It's clear that Wilson's the only person here who reads my blog.”

Lessons and Conclusions

- **“Top-Down” model had serious limitations**
- **“Bottom-up” approach adopted to overcome these issues, with potential for reaching a wider-audience**
- **Web 2.0 tools useful, if applied with proper guidelines and business rules**

Questions?

Backups

Notional DSG Product Line

DSG Research and Analysis

Environmental Scans (SPM & Website)

↳ Senior Leadership

Open Source Website (SSC Intranet)

↳ General Audience

~~**Parsing**~~

↳ Individuals

Parsing (Push)

↳ Formal COI List

Listserv (Pull)

↳ Subscription List

Topical Briefings (Direct)

↳ Tech Codes, BDB

DSG Update (Weblog)

↳ General Audience

Proposal Preparation
Guide Roadmap
Website

Traditional Approach not Wide Reaching

- Environmental scan brief served as primary vehicle to deliver information
 - Presented at Strategic Planning Meetings & at departmental meetings, primarily to senior leadership
 - Briefs & background material posted on internal website for access by others in organization
- Dissemination relied on “trickle-down” effect, with executives directing their staff to information deemed valuable
 - Unfortunately, degree of dissemination remained minimal
- Developed a parsing list to push information directly to those involved in projects

“Top-Down” Model Had Serious Limits