13th ICCRTS: C2 for Complex Endeavors

Leveraging Emerging Technology to Maintain Corporate Situational Awareness

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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?”
Outline

• 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

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

Gather Data

Scan Data

Analyze/Transform Data

Communicate Information

Take Action!

Decision Support Group

Customer(s)

Until recently, effective parsing of information to the “edge” remained elusive

SSC San Diego…on Point and at the Center of C4ISR
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

Parsing List

Environmental Scan Brief

[Diagram showing the flow of information through parsing and analysis processes]
... 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

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

By Stephanie H Johnson on May 15, 2008 2:15 AM | Permalink | Comment(s) | TrackBack(s)

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 M. Michael Mullen. 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.

Source:

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

By Stephanie H Johnson on May 14, 2008 10:49 AM | Permalink | Comment(s) | TrackBack(s)

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/stage/documents/20080513105621-98169.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.

Great! but as someone once said...
. . . Great! . . . but as someone once said . . . Show me the money!
DSG Blog: Page Views and Page Visits

Visits and Page Views

May07 Jun07 Jul07 Aug07 Sep07 Oct07 Nov07 Dec07 Jan08 Feb08 Mar08 Apr08

SSC San Diego…on Point and at the Center of C4ISR
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
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