TEAM 007'S JOURNEY TO THE NILE

TEAM 007

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Industrial & Systems Engineering

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Master of Business Administration
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Psychology and Japanese

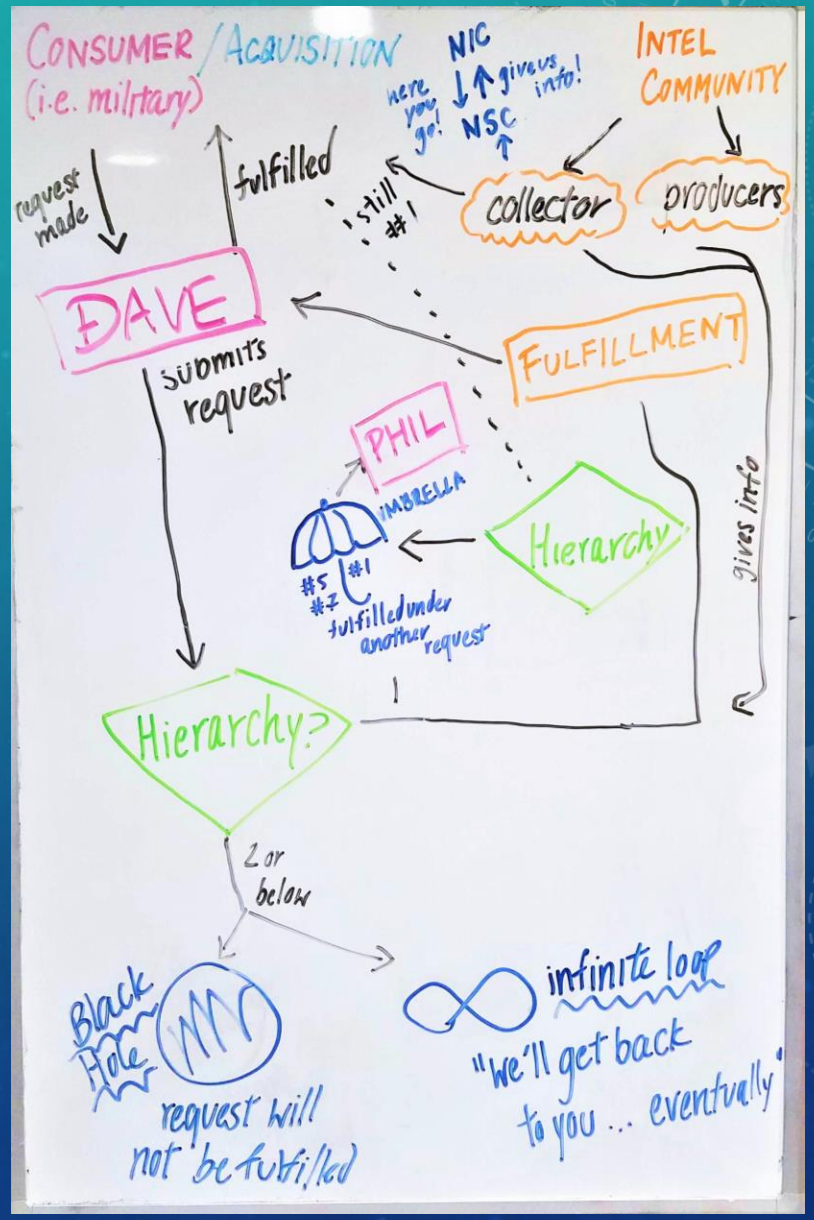
TEAM 007

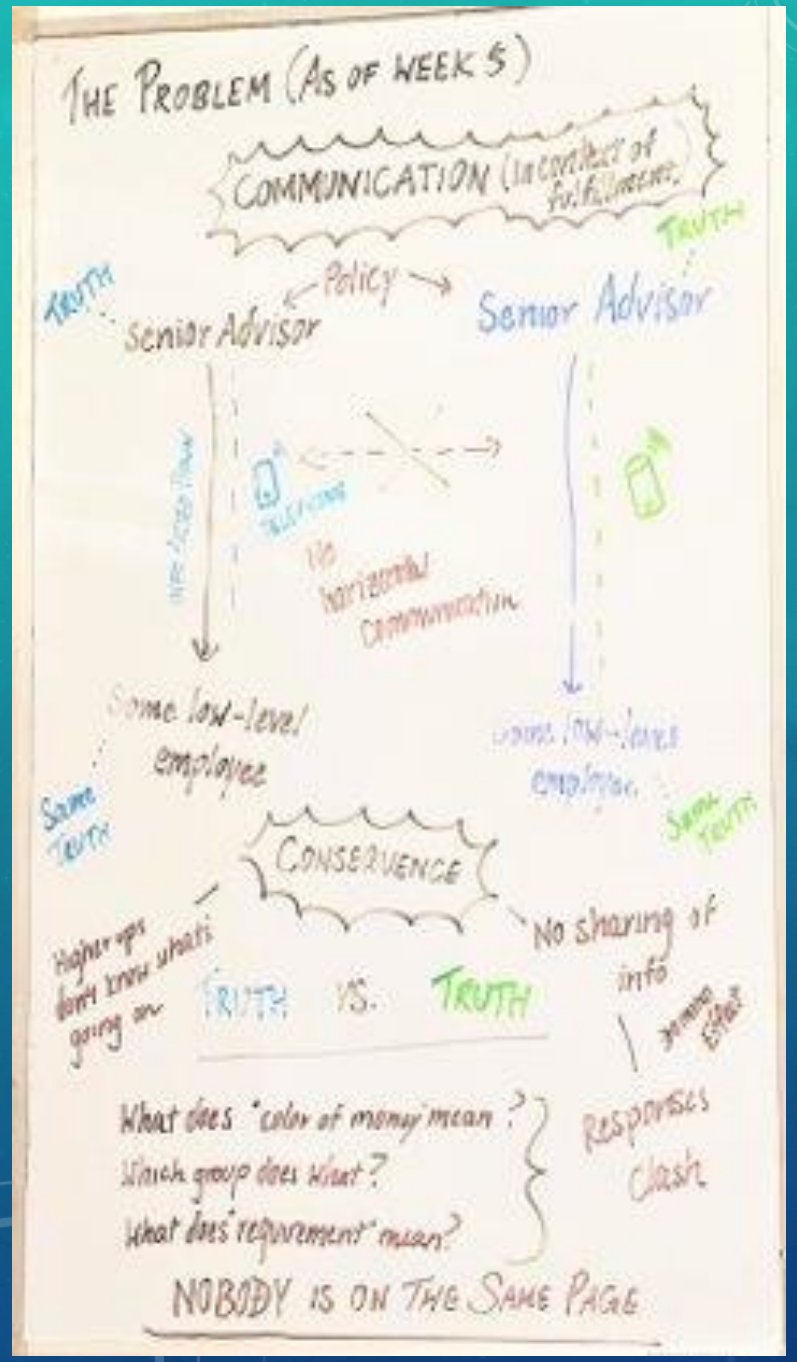
Project Sponsor:
Andrew Defler
Office of the Undersecretary of Defense for Intelligence and Security

PROBLEM DISCOVERY

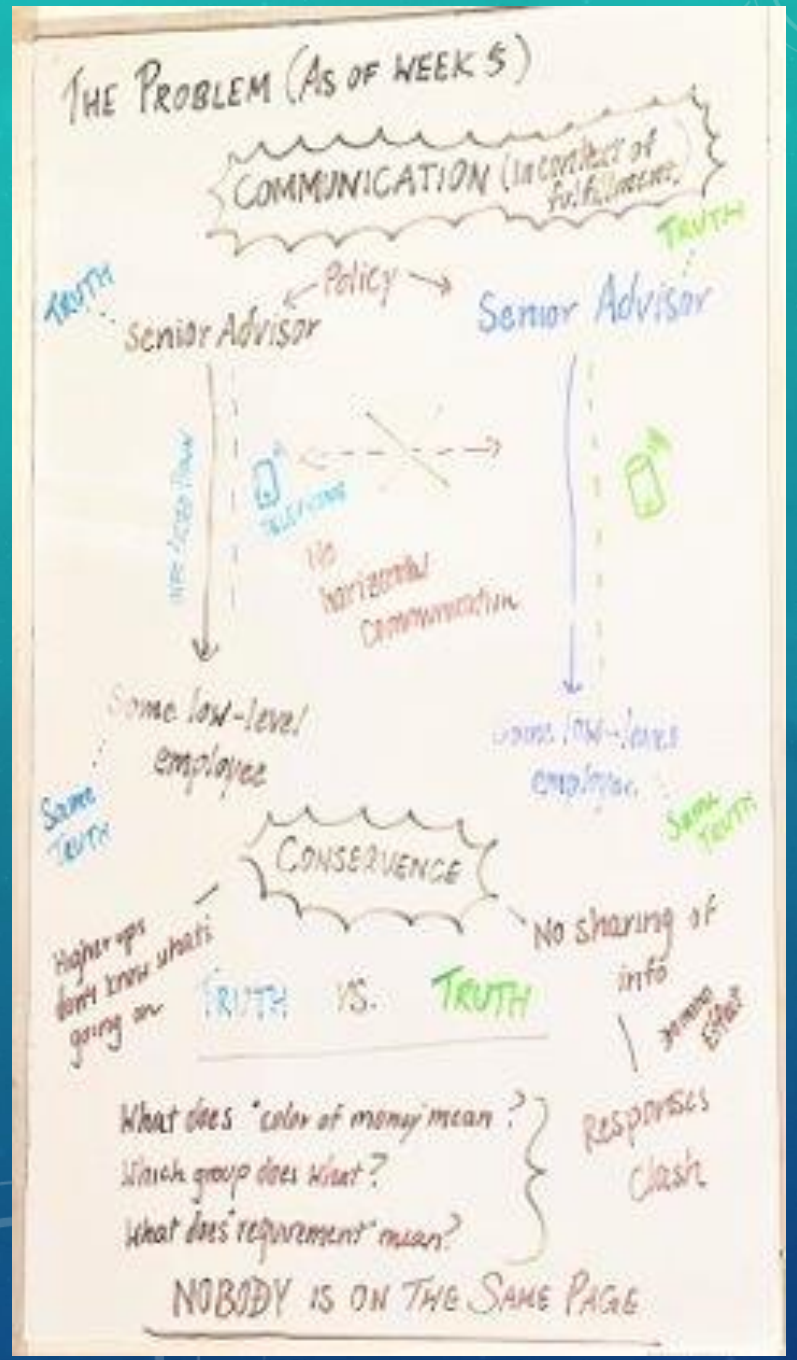
A lack of visibility into the intelligence fulfillment process

Comes from incompatible management and collaboration systems





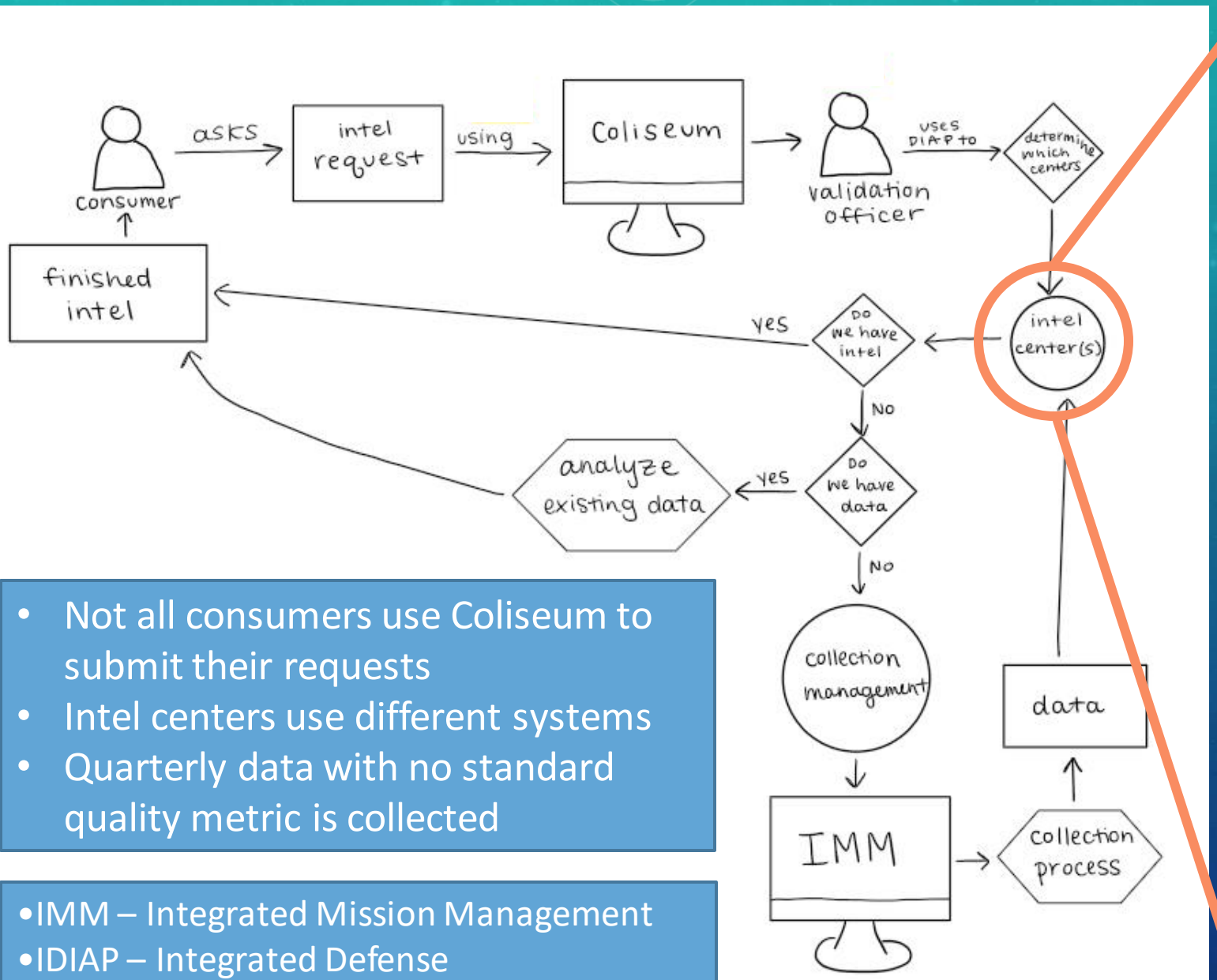
Siloed communication leads to conflicting "truths"



Siloed communication leads to conflicting "truths"

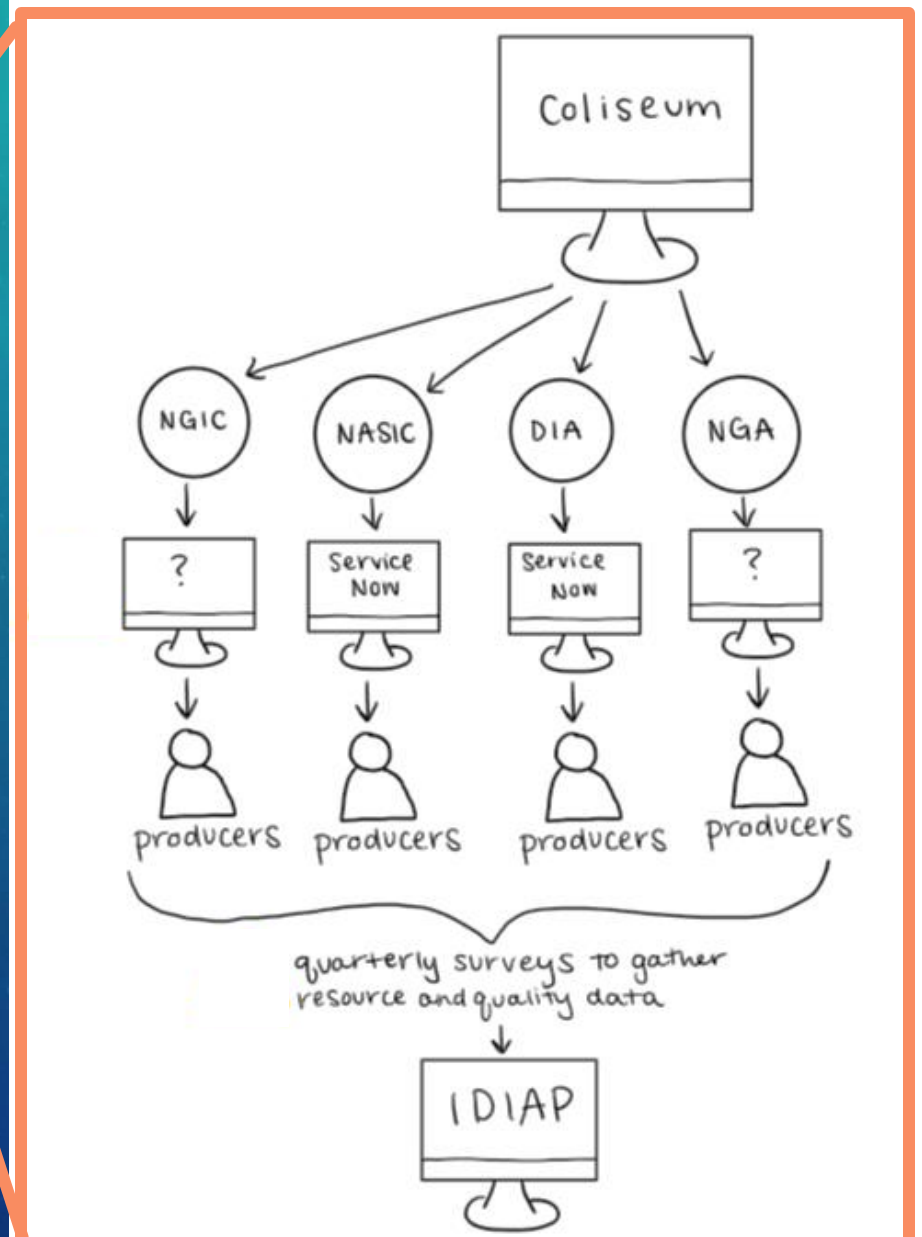
TARGET BENEFICIARY

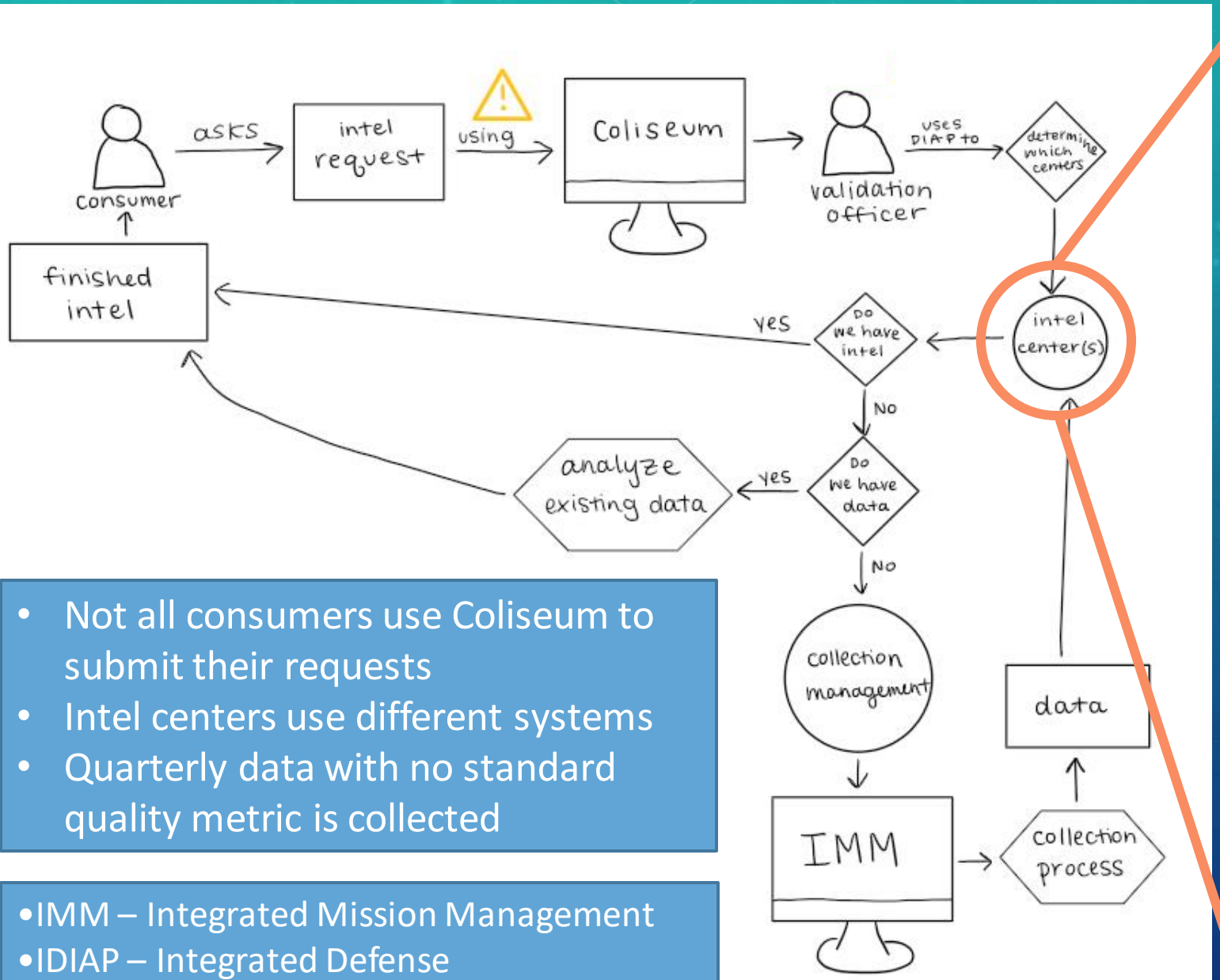
- Intelligence Analysts
  - Works at one of the 17 Intelligence agencies
- Suffers from
  - Limited communication tools
  - No insight to shared levels of effort
  - Potentially overwhelmed by tasks
  - No knowledge management tools



- Not all consumers use Coliseum to submit their requests
- Intel centers use different systems
- Quarterly data with no standard quality metric is collected

•IMM – Integrated Mission Management
•IDIAP – Integrated Defense Intelligence Analysis Program





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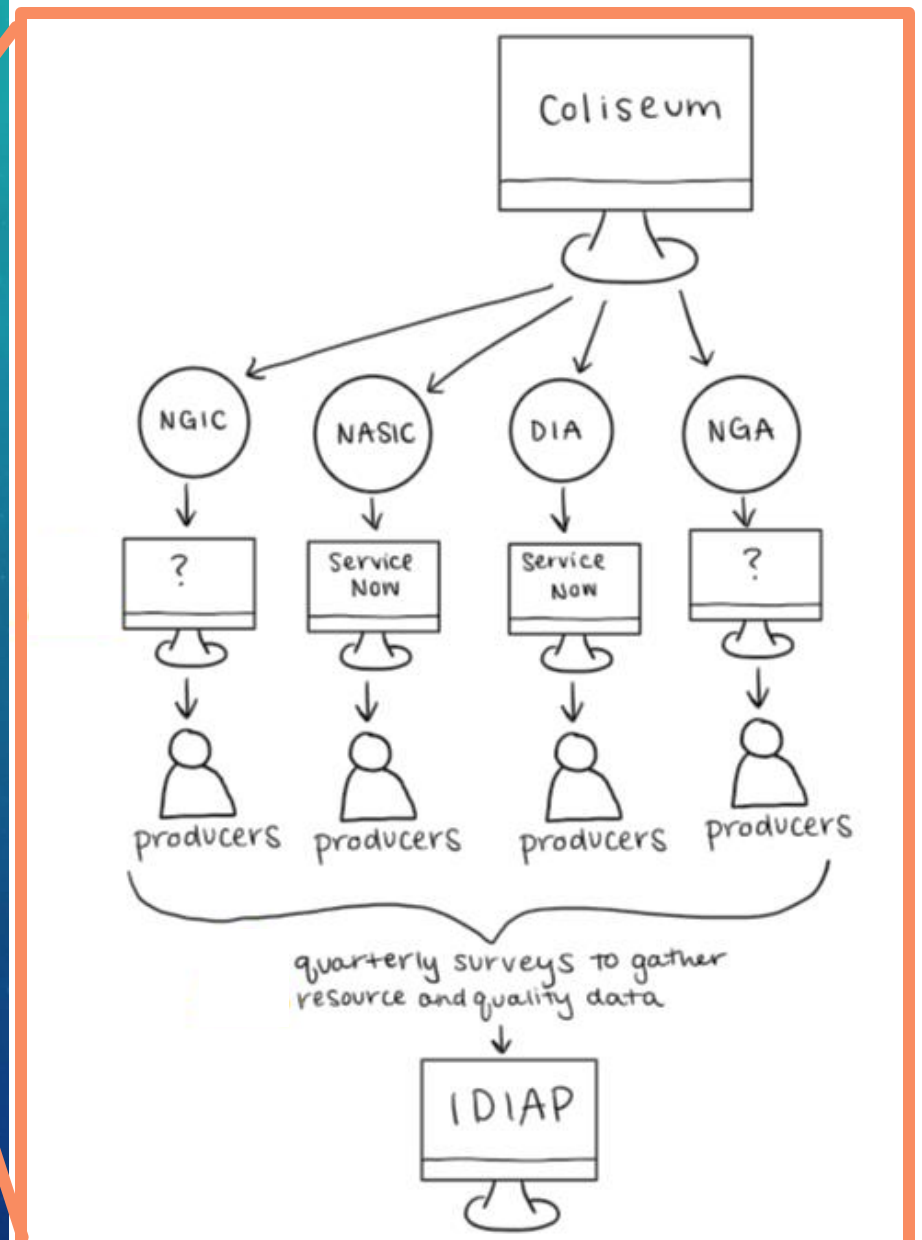

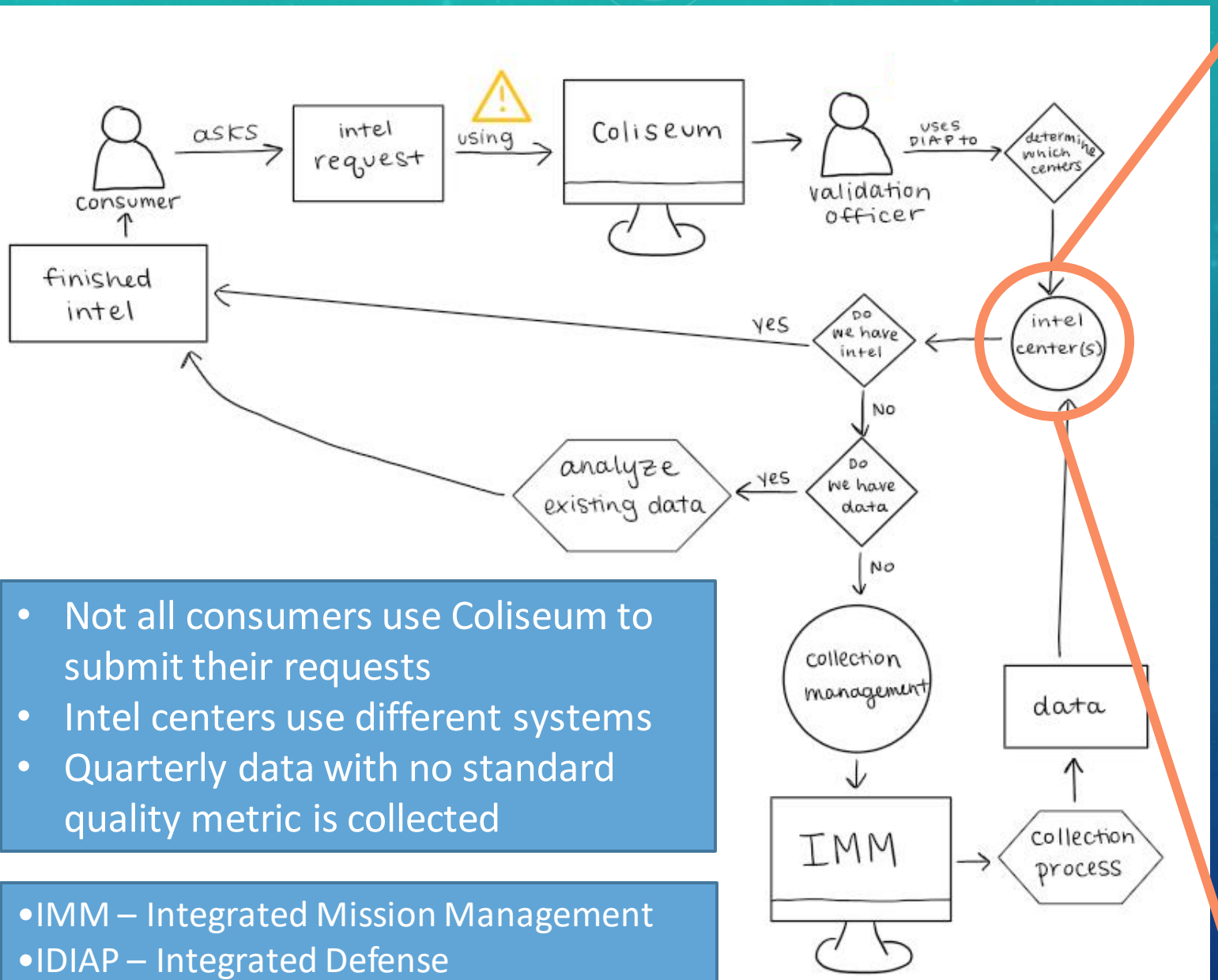

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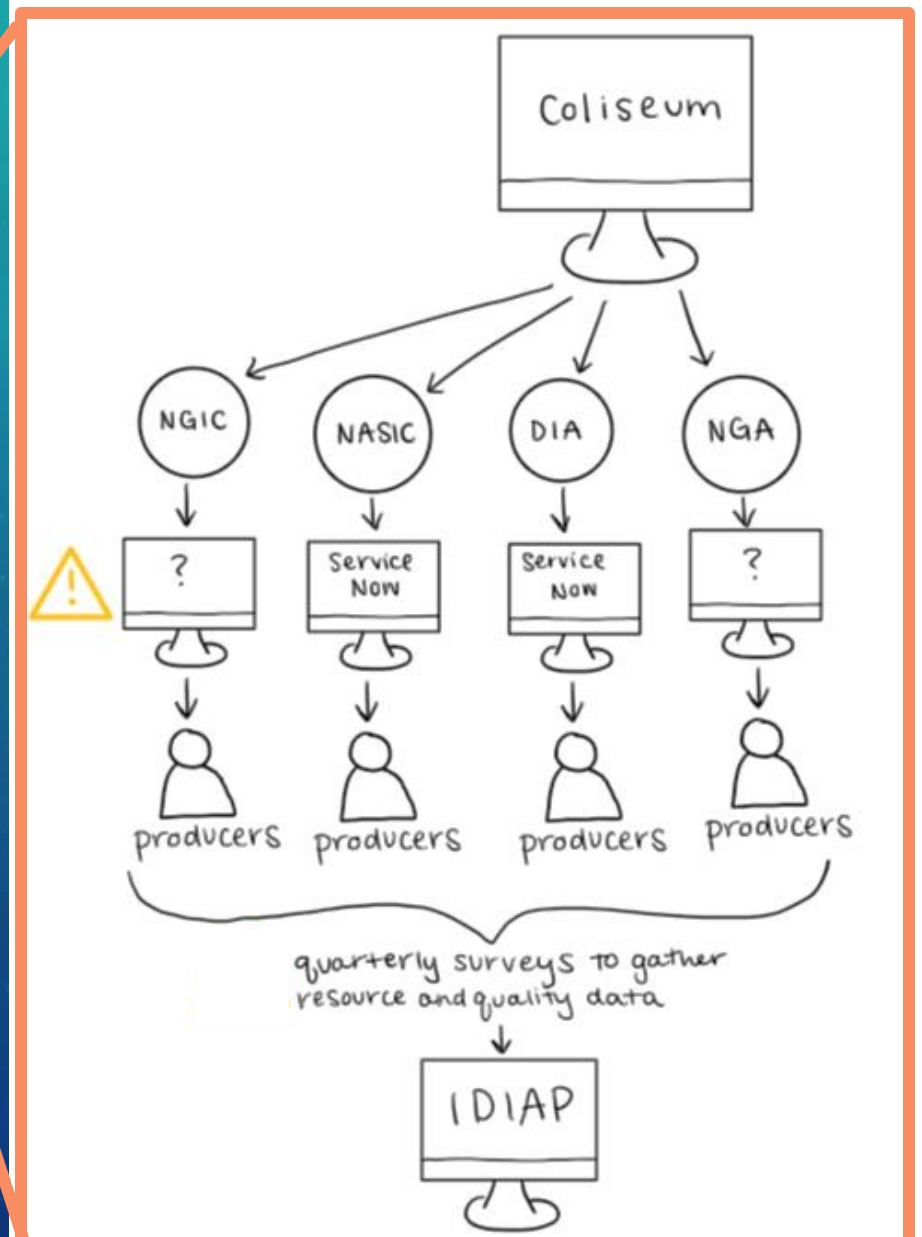

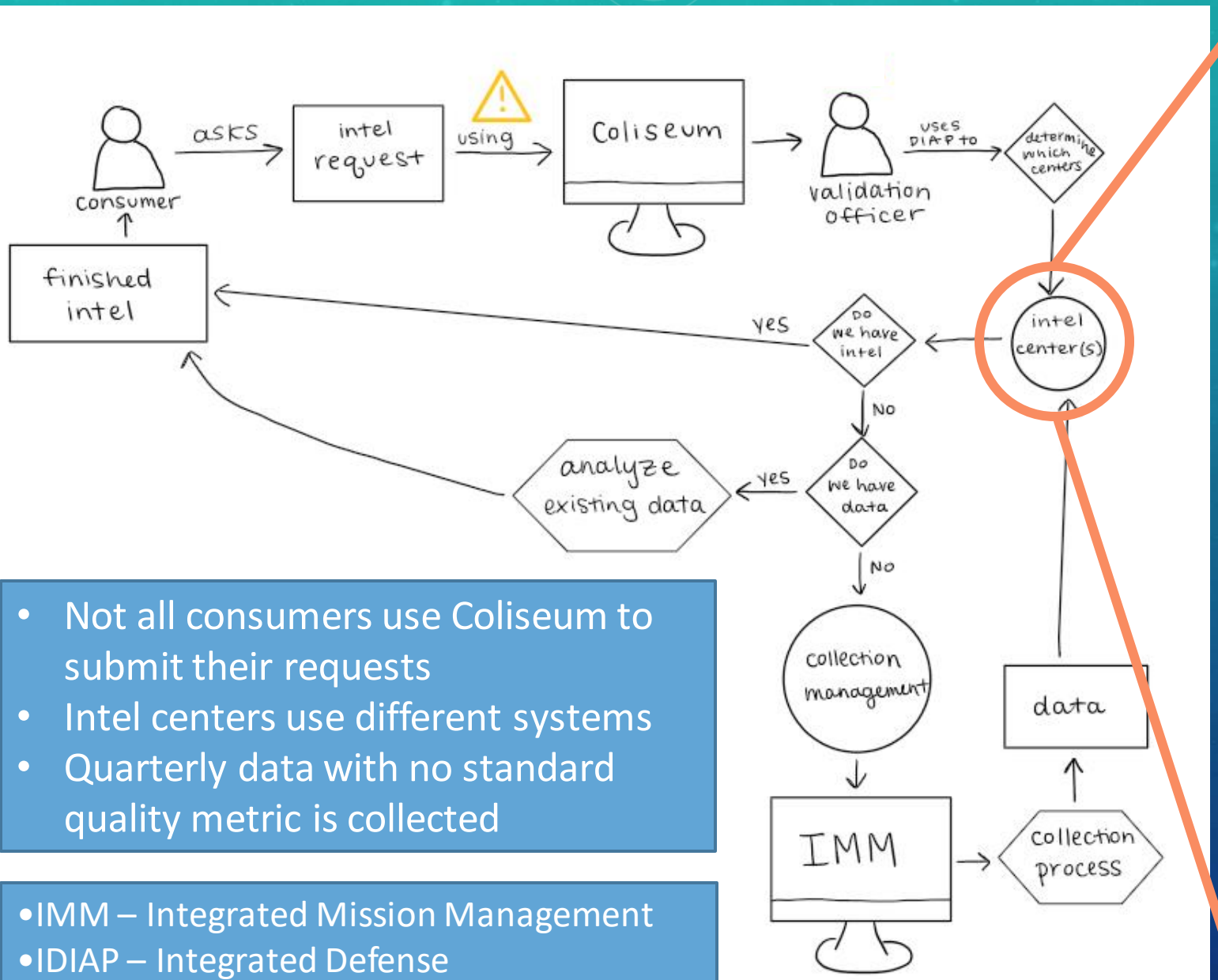

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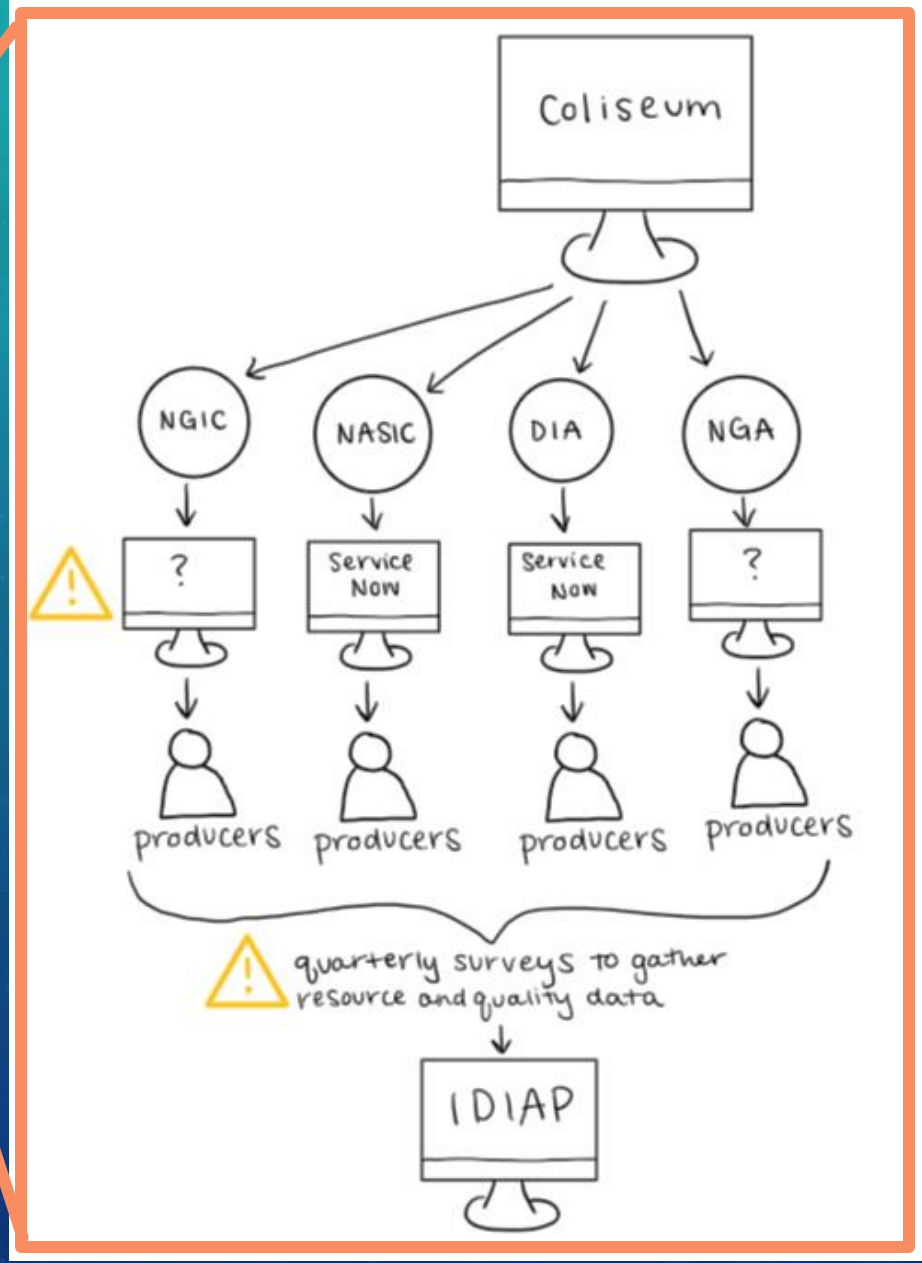
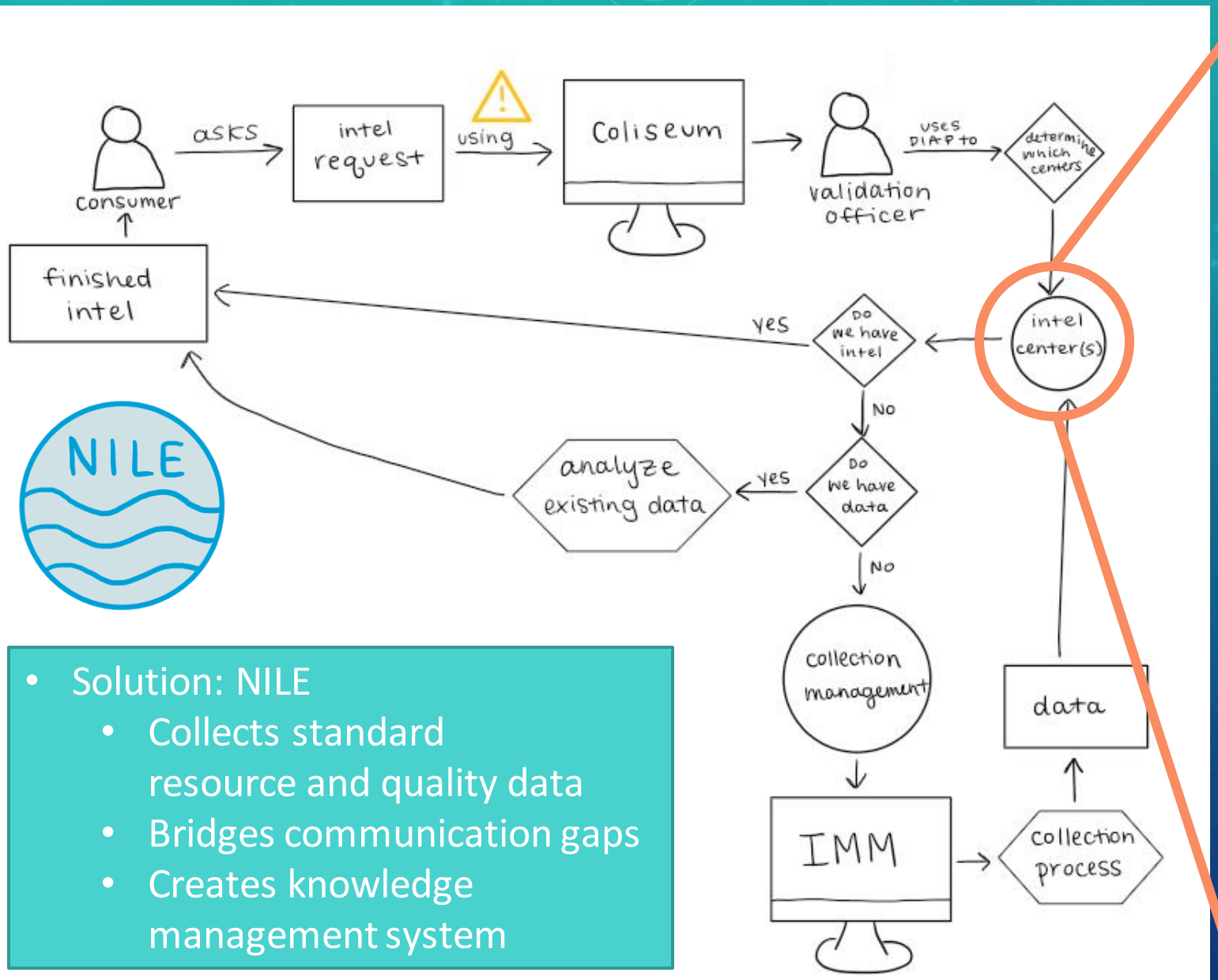
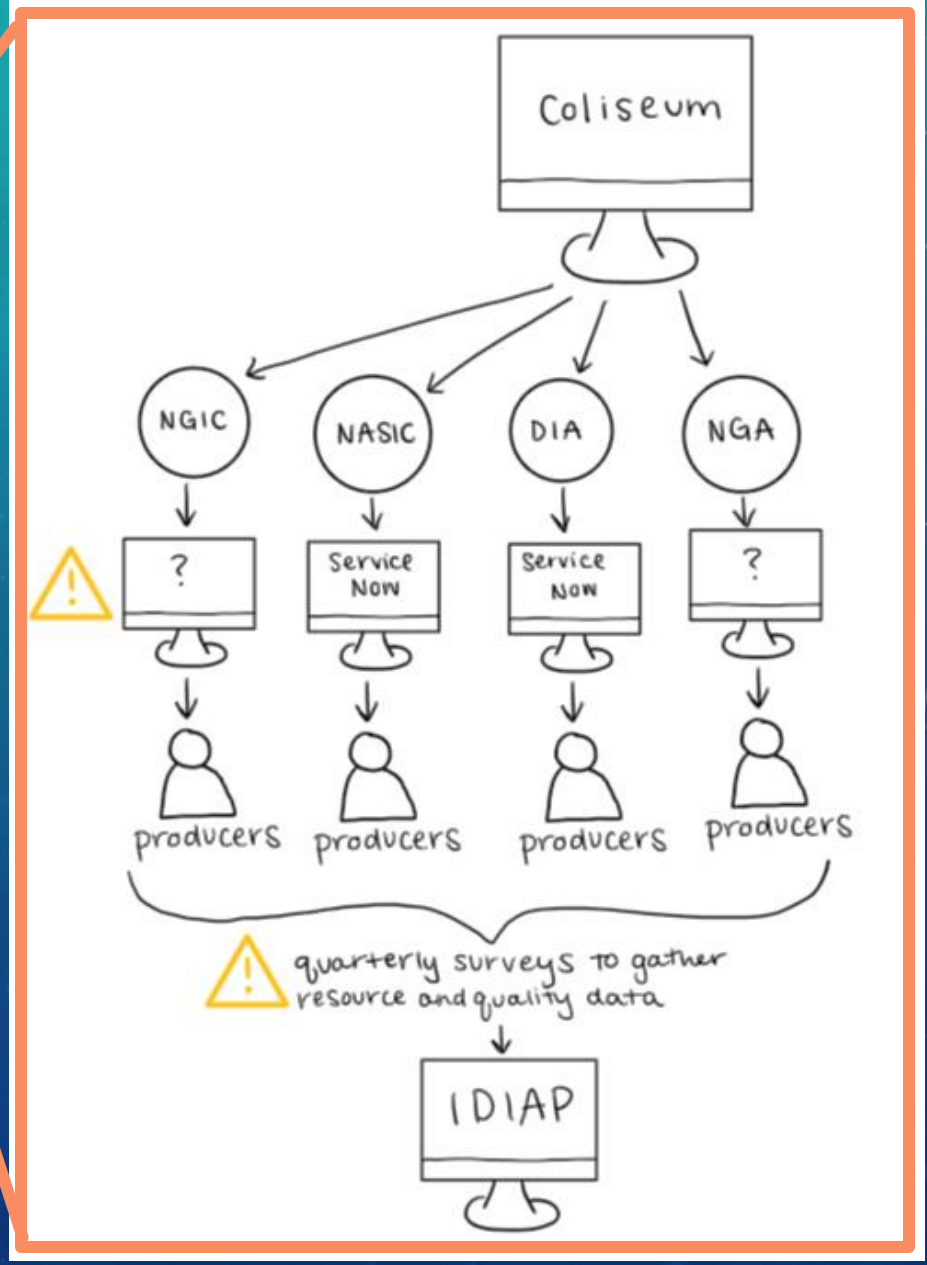
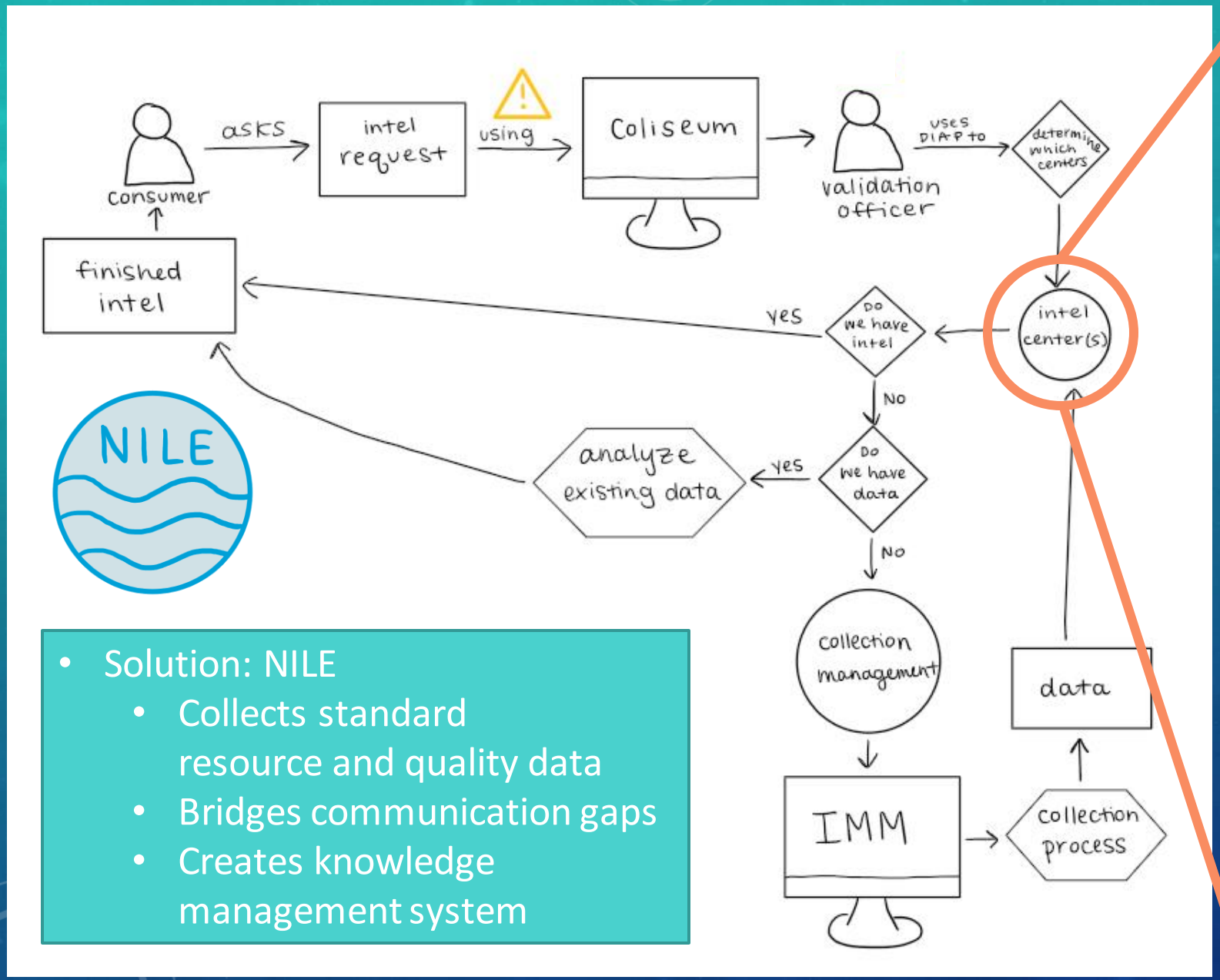




- Solution: NILE
  - Collects standard resource and quality data
  - Bridges communication gaps
  - Creates knowledge management system





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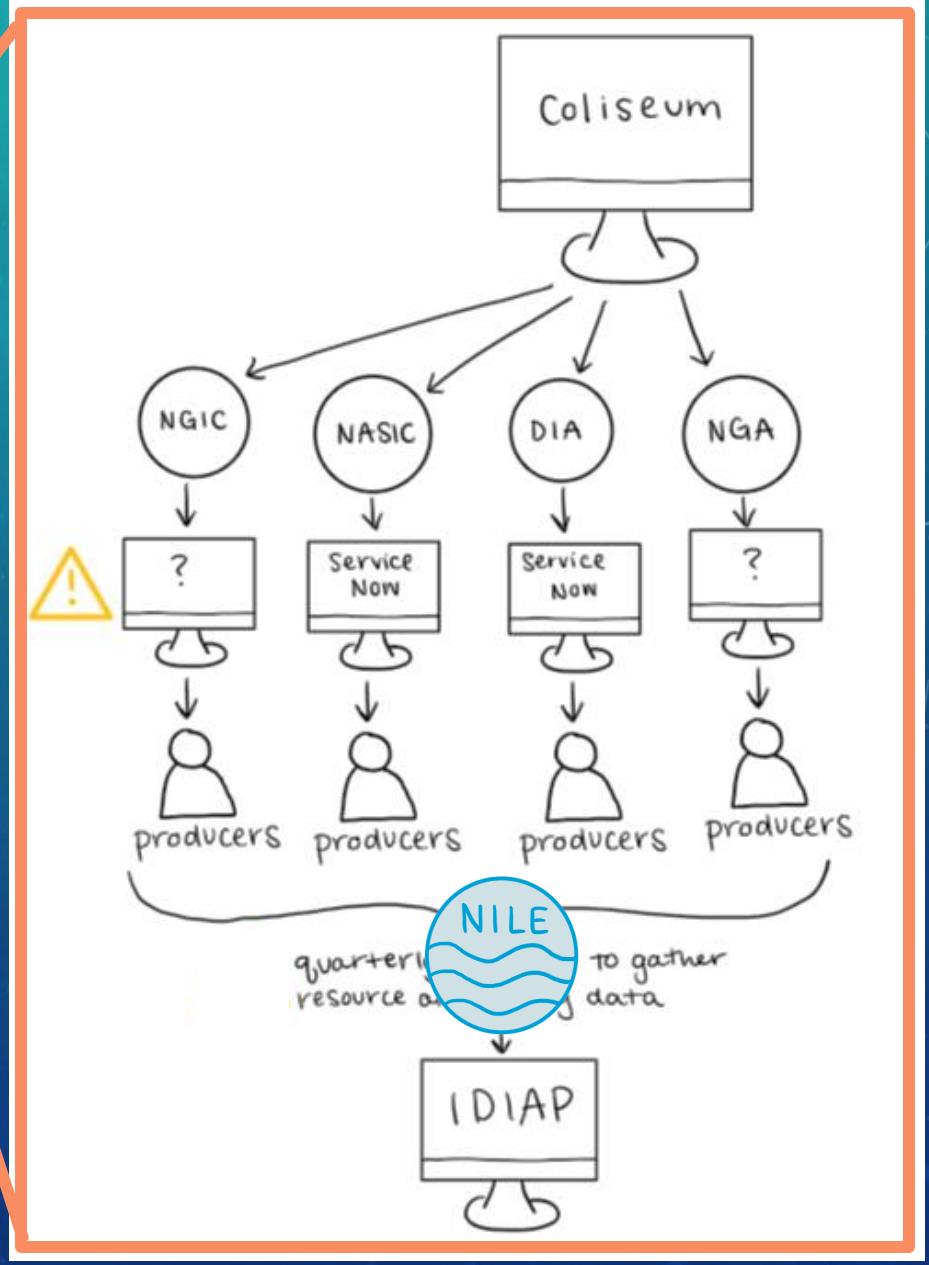

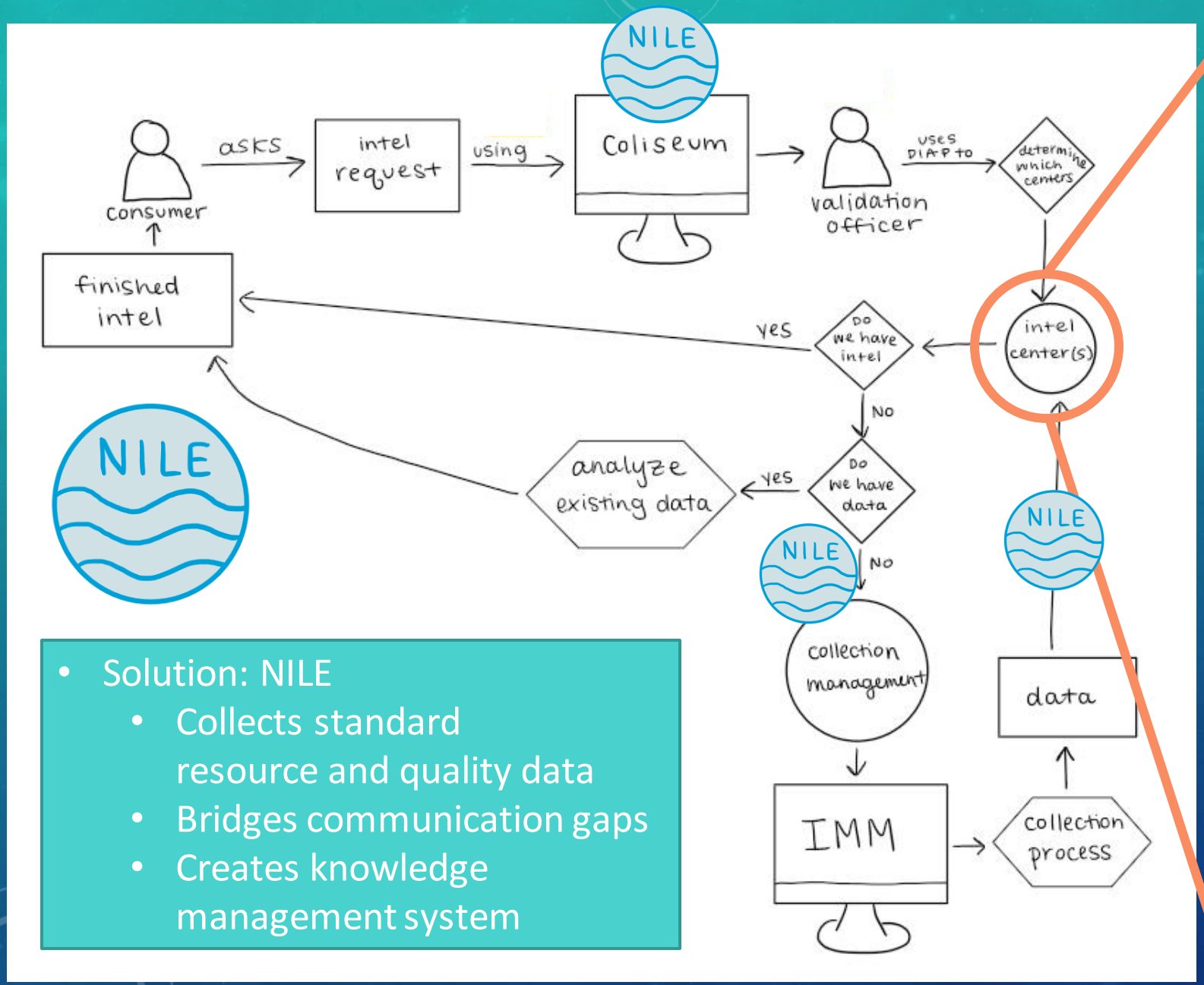

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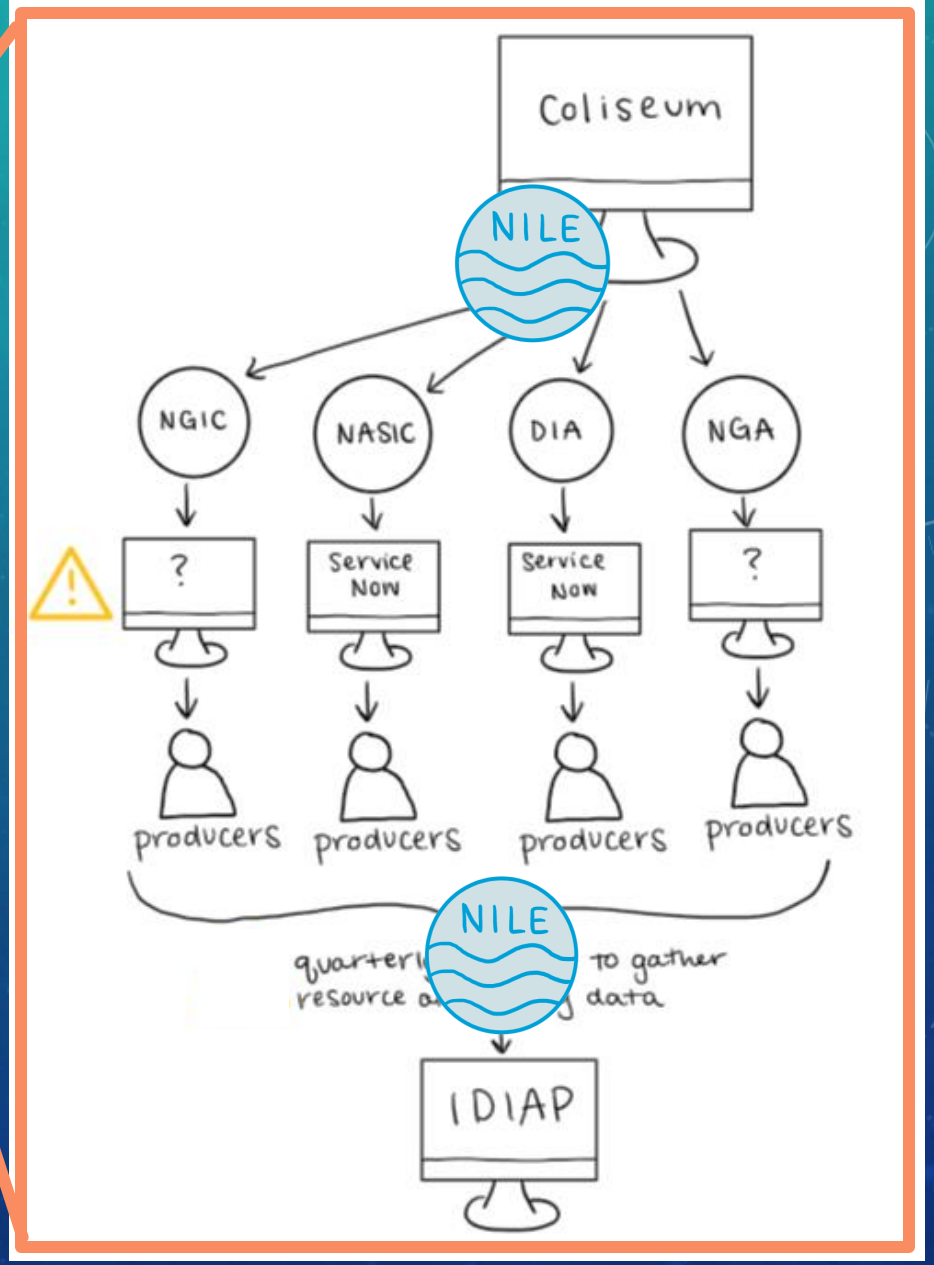

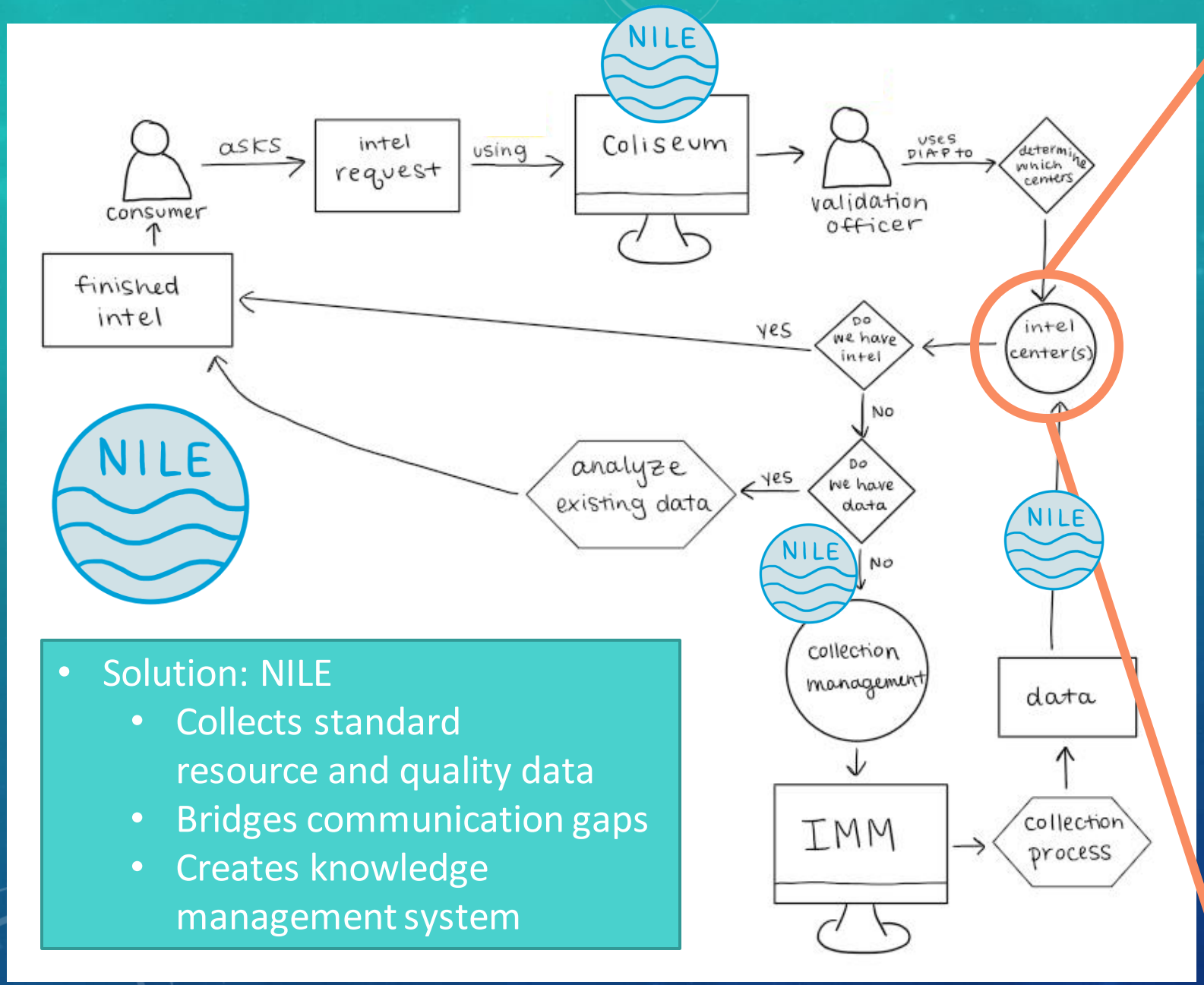

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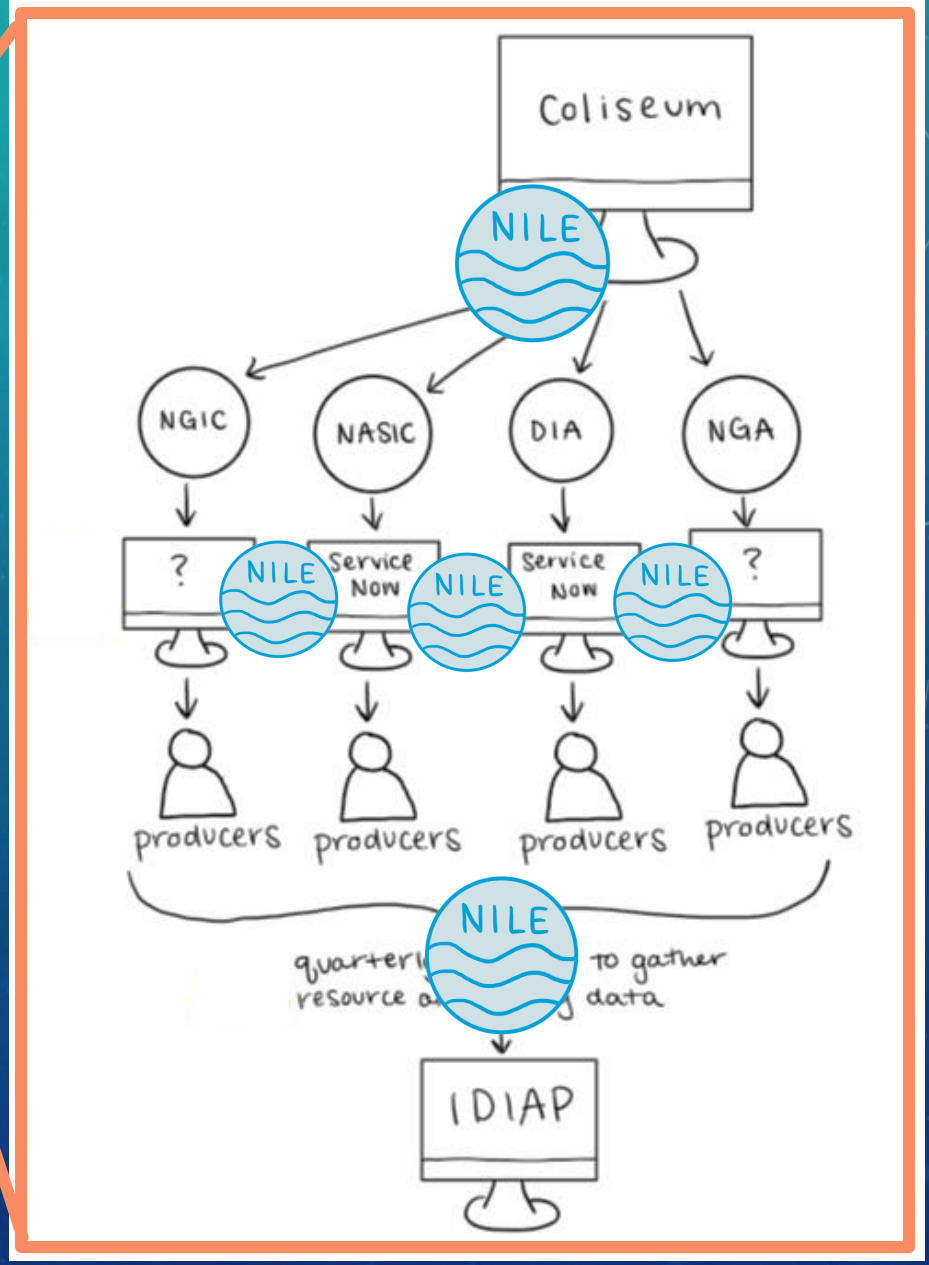
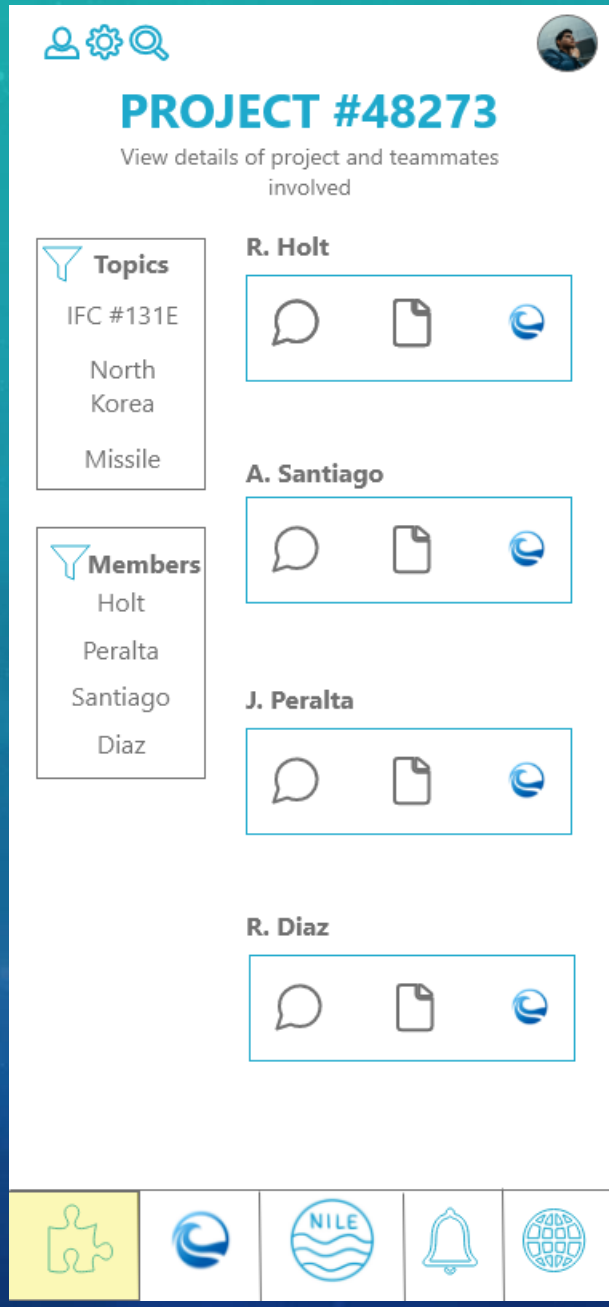
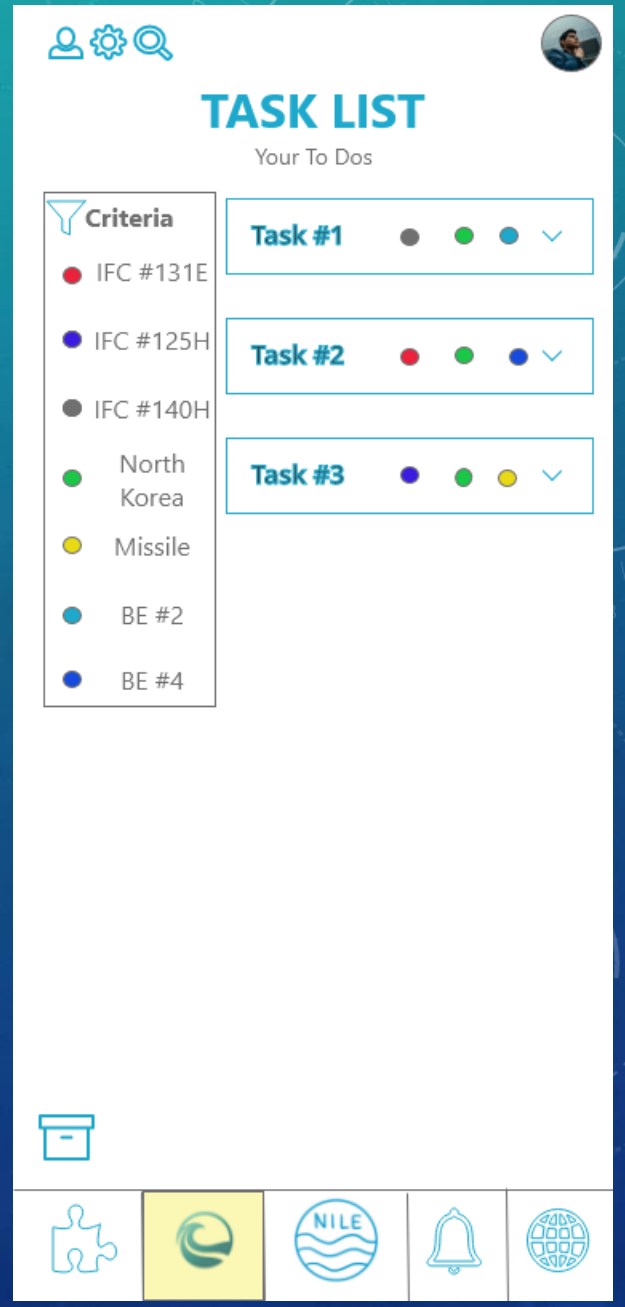


KNOWLEDGE MANAGEMENT

- Poor knowledge management leads to inefficiencies in the intelligence process
  - Duplication
  - Excessive use of resources
  - Increased analysis efforts

- NILE's solution
  - Project workspace
    - Collaborate with others
    - History of past communications
  - Task list
    - Individual analyst view

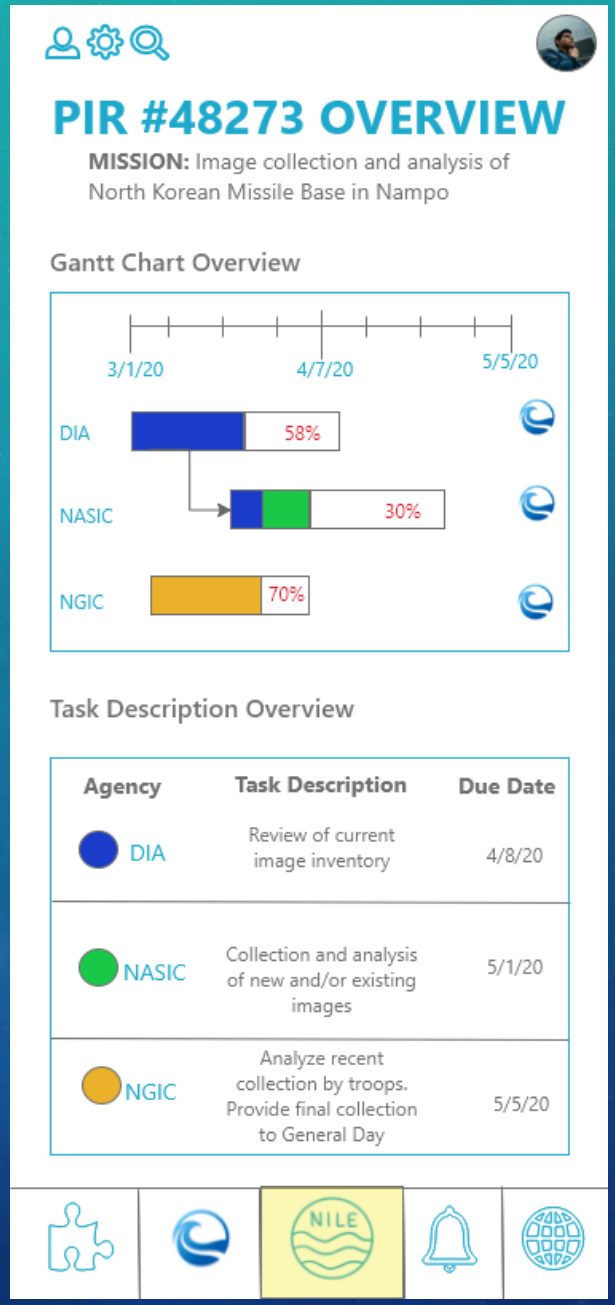




COMMUNICATION

- Poor communication is caused by incompatible systems across the intelligence community
  - Leads to different "truths"
  - Misunderstanding of tasks

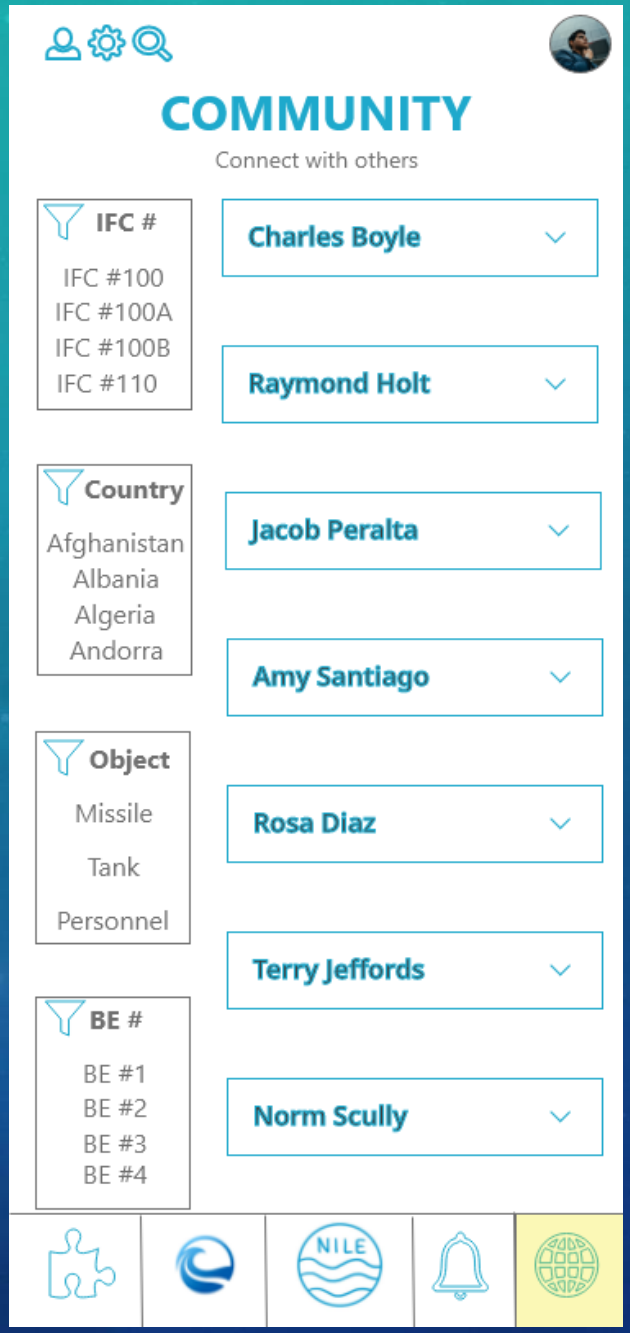
- NILE's solution
  - Project overview
    - Gantt chart
    - Communication tools
  - Profile details

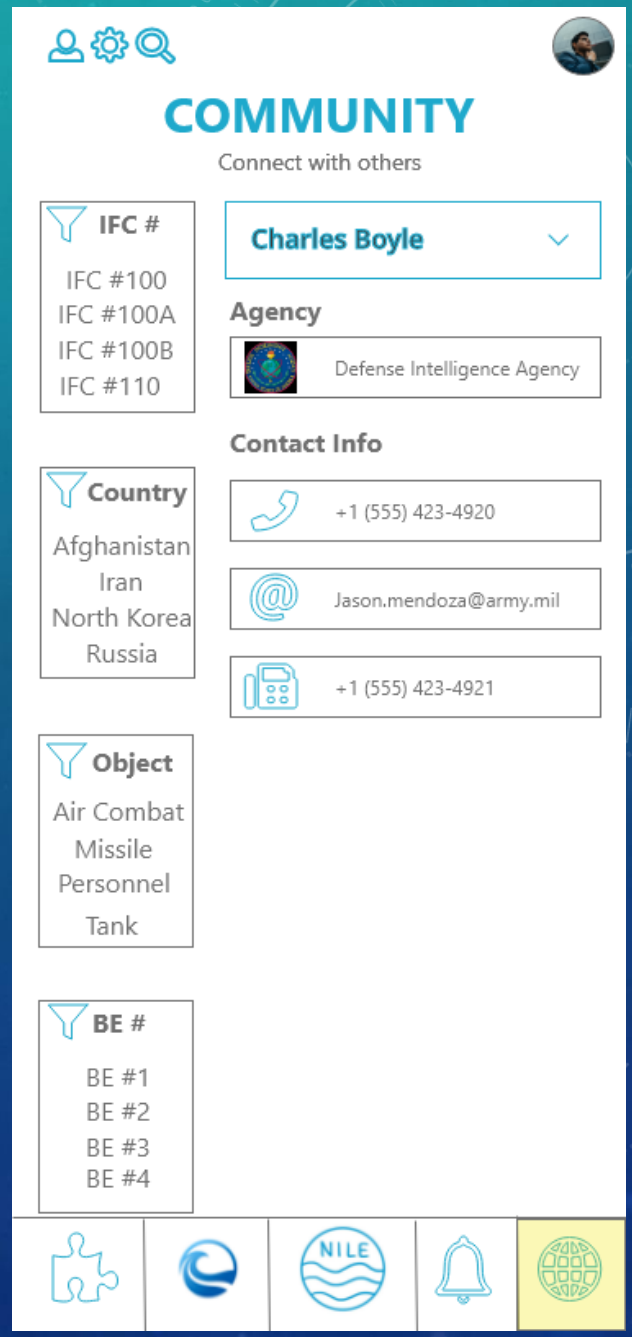


COMMUNICATION

"Collaboration would be so much easier if I even had the name of another analyst working on this topic"

-Former Intelligence Analyst

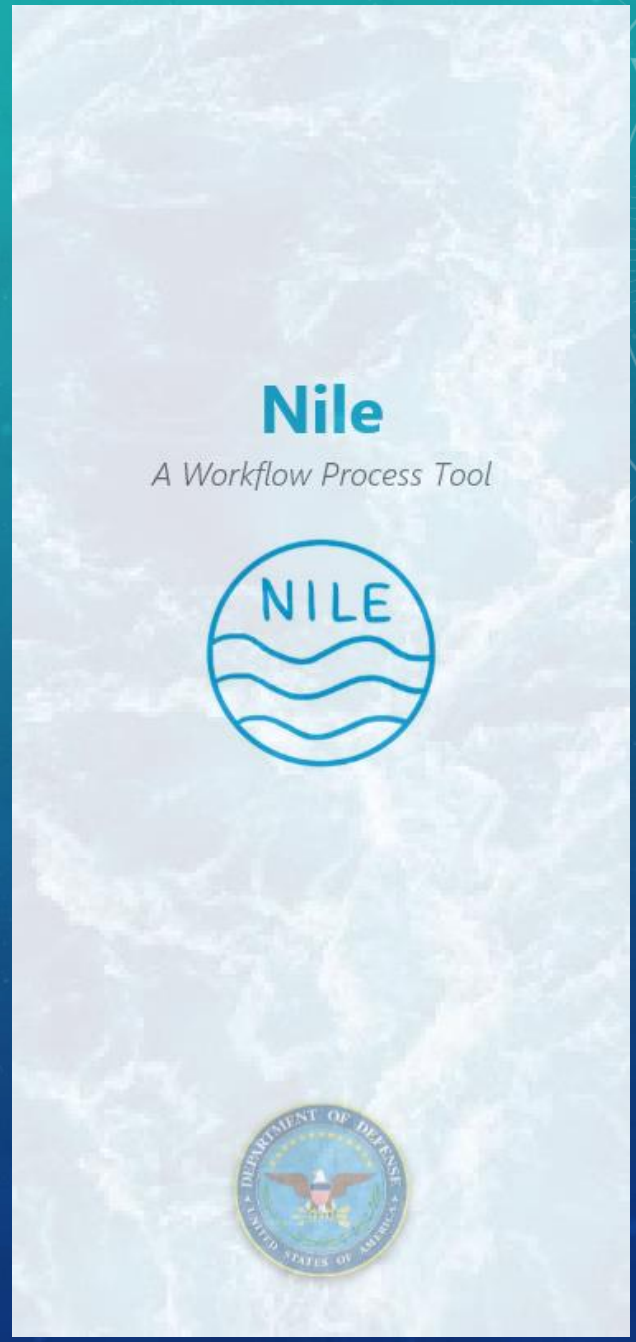




FEEDBACK

- Standardized and consistent feedback contributes to continuous improvement
  - Increased quality
  - Efficient use of resources
  - Reduces stress of employees

- NILE's solution
  - Standardized surveys sent out after the completion of each project
    - For producers and consumers
    - Collect specific information on time allocation and quality



IMPORTANCE OF NILE

CREATES A KNOWLEDGE **MANAGEMENT** SYSTEM

LINKS TOGETHER **EXISTING SYSTEMS** AND FOSTERS COLLABORATION

COLLECTS FEEDBACK **TO PROMOTE** CONTINUOUS QUALITY IMPROVEMENT

IMPACT

- Timely and accurate completion of intelligence requests
- Protects the lives of US military members, allies and civilians

THANK YOU!

PROJECT SPONSOR

ANDREW DEFLER, OUSD(I&S)

PROJECT MENTORS

FRITZ BARTH, OUSD(I&S)

JOSEPH HERRMANN, NASIC

MARTY KRIZAN, NSA

APPENDIX

ACRONYMS

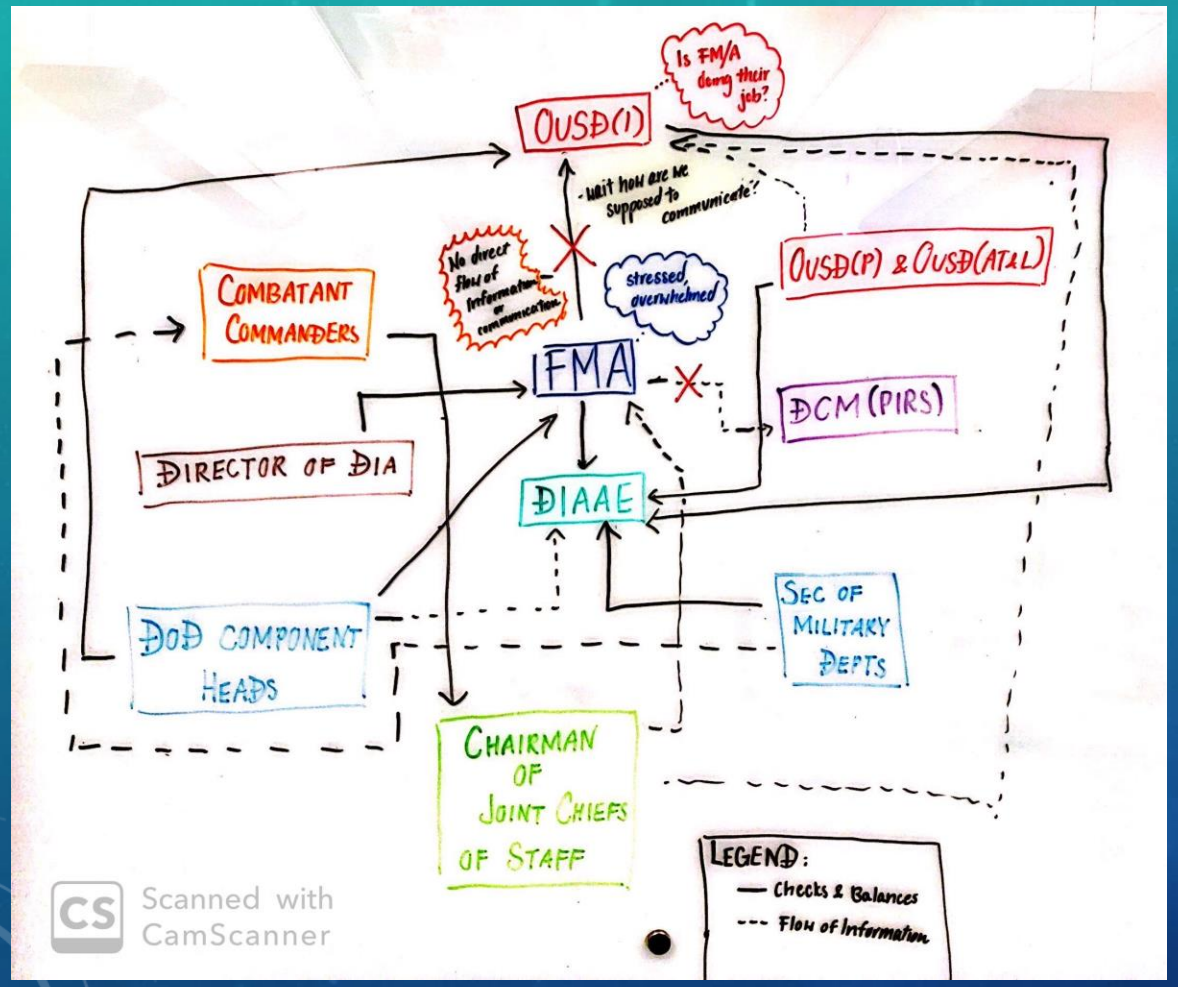
OUSD(I&S)	• Office of the Undersecretary of Defense for Intelligence and Security
IC	• Intelligence Community
NASIC	• National Air and Space Intelligence Center
IDIAP	• Integrated Defense Intelligence Analysis Program
IMM	• Integrated Mission Management
DIA	• Defense Intelligence Agency
JWICS	• Joint Worldwide Intelligence Communications System
JCIDS	• Joint Capabilities Integration and Development System
ISR	• Intelligence, Surveillance, and Reconnaissance

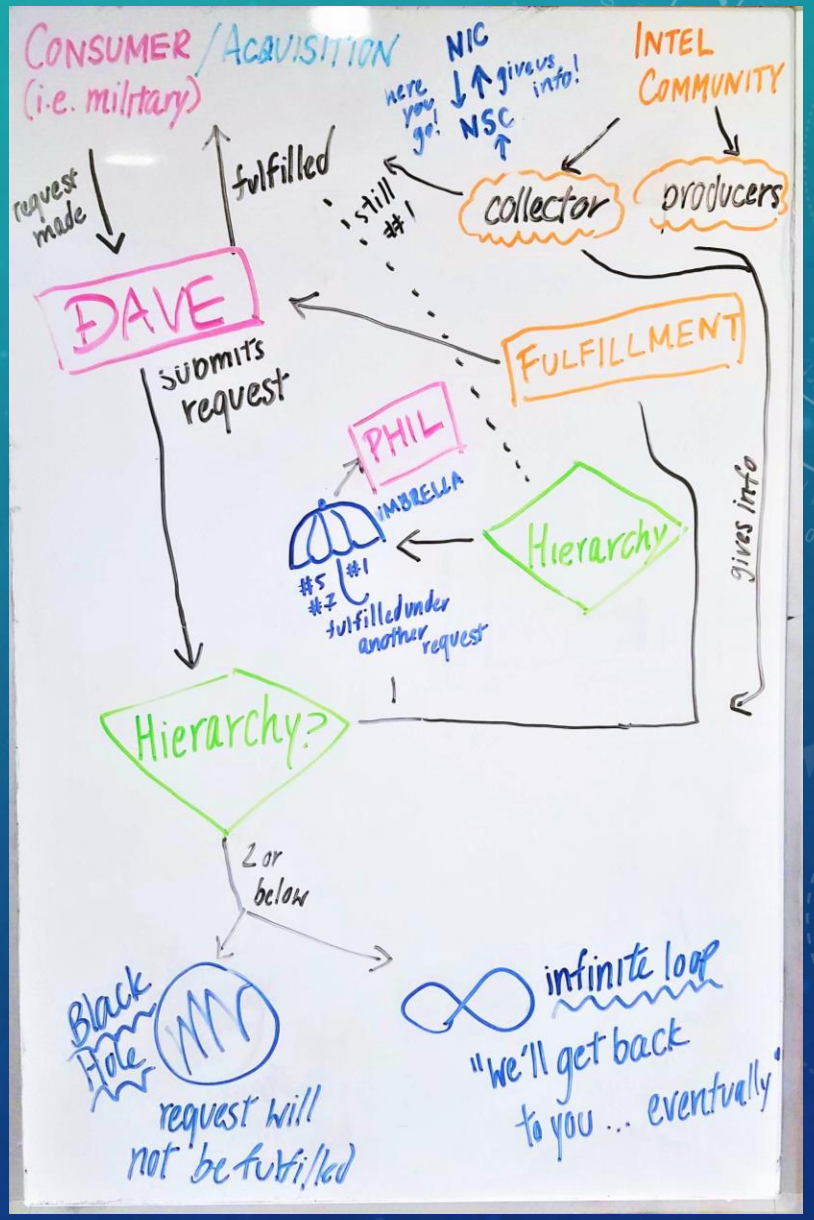
PROBLEM INTRODUCTION

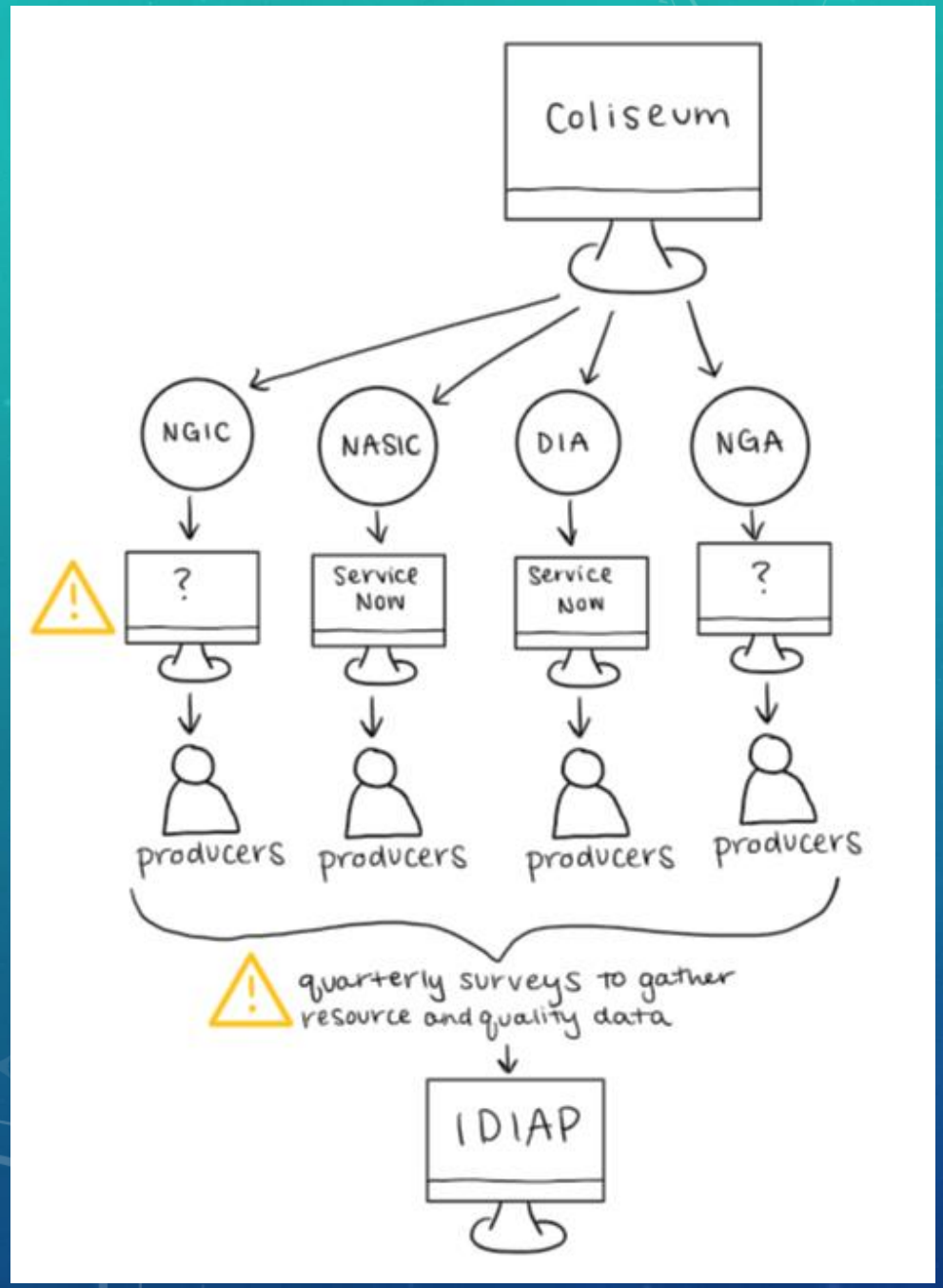
The Office of the Undersecretary of Defense for Intelligence and **Security** needs visibility into the intelligence **fulfillment process** **in order to** confidently **respond to requests for information.**

Lack of visibility comes from **incompatible management and collaboration systems** across the Intelligence Community

PROBLEM DISCOVERY



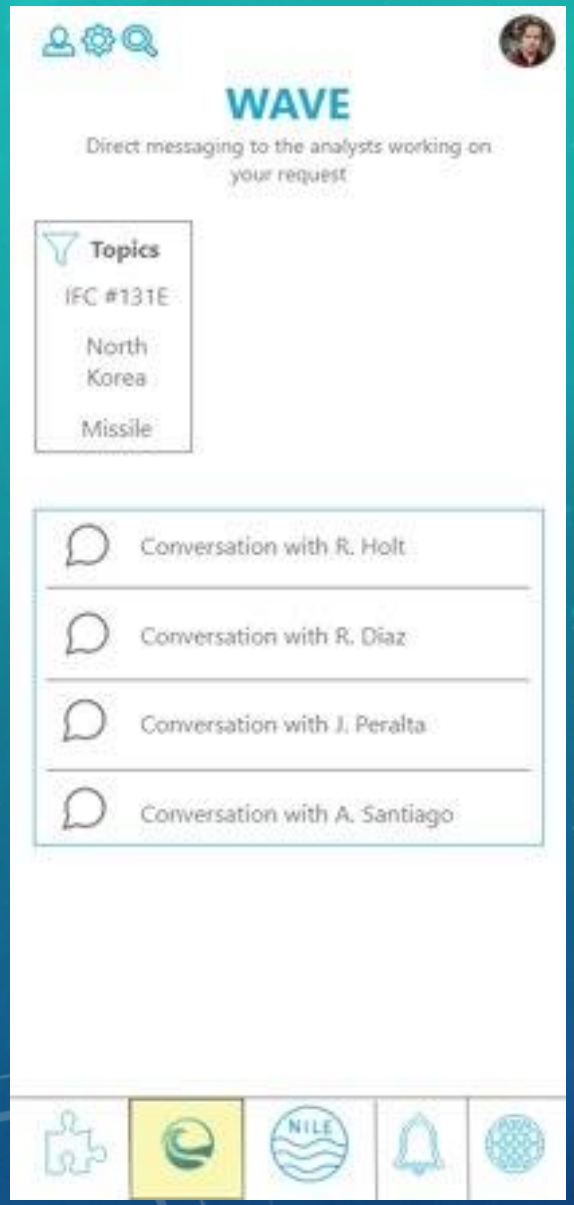




- Intel centers use different systems for production management, communication, and analysis
- Quarterly data with no standard quality metric is collected

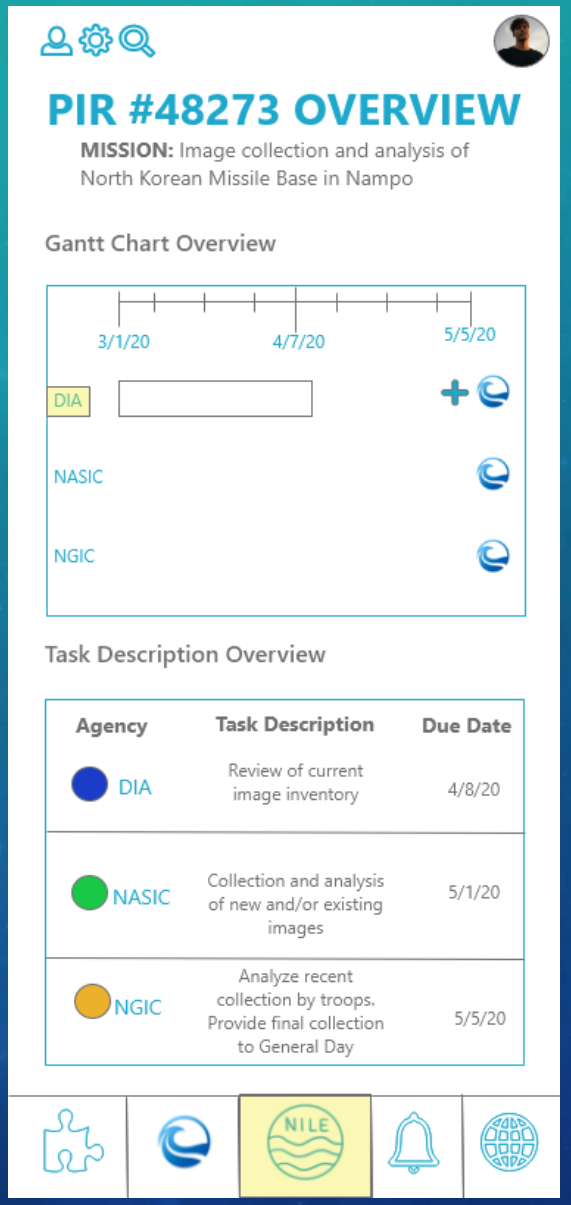
STAKEHOLDER DESIRABILITY

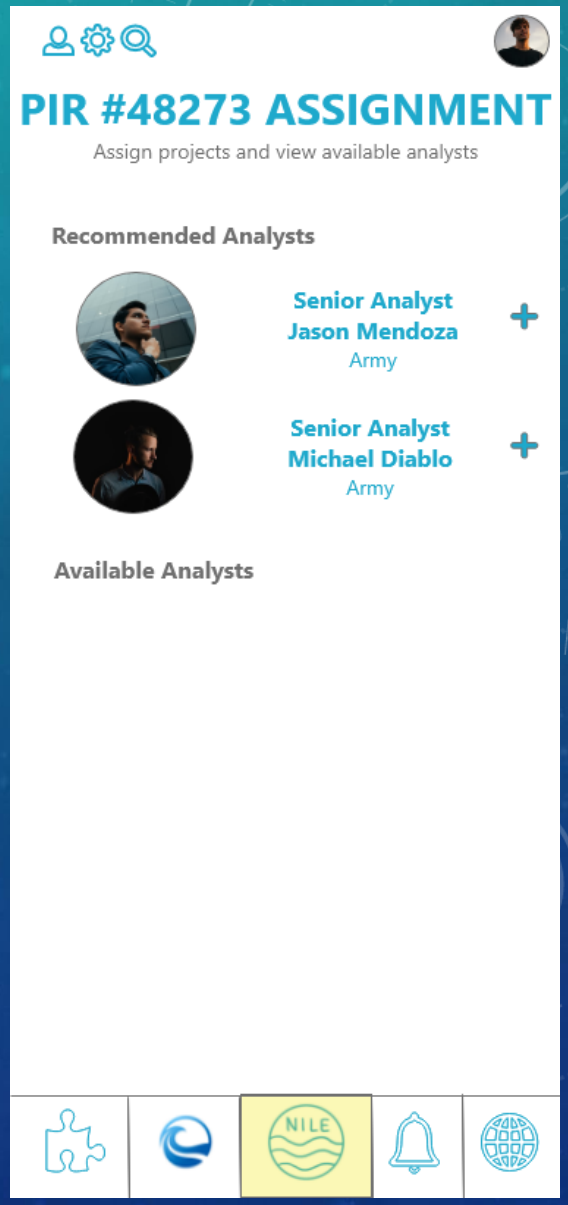
COMMUNICATION



Oversight View

Consumer View





Validation Officer Views

STAKEHOLDER DESIRABILITY FEEDBACK

Analyst Questionnaire:

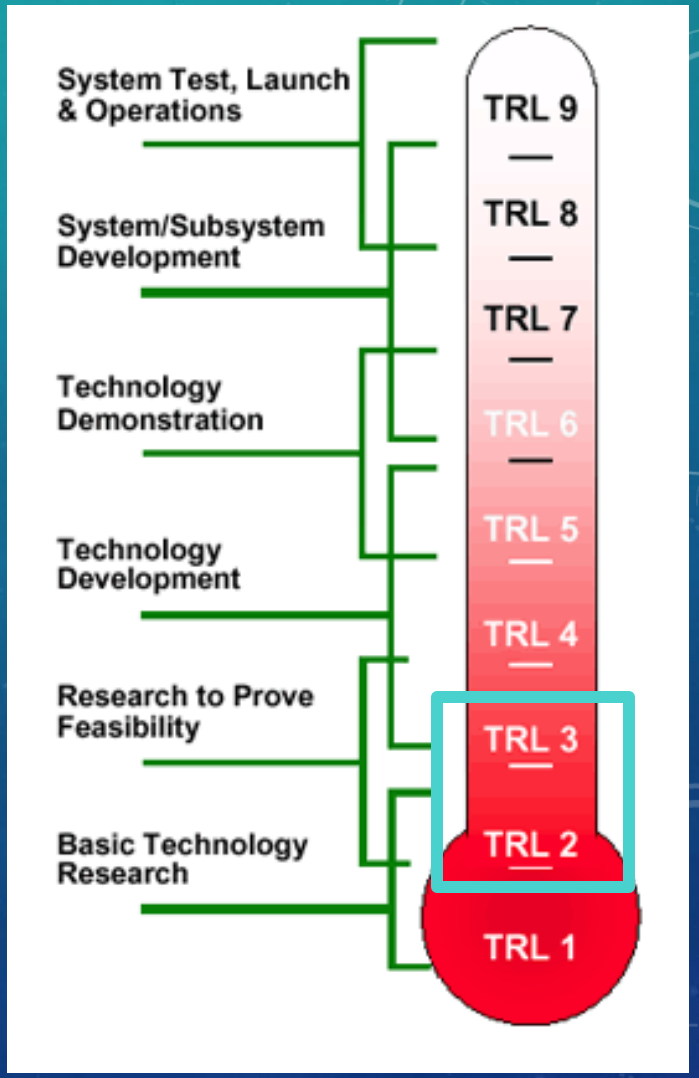
- How many hours did you spend on this project?
- On average, how many hours did you spend on this project each day?
- On a scale of 1 (not at all) to 10 (extremely difficult), rate how difficult this project was?
- What made this project difficult? Please select all that apply:
  - Did not have enough information to fulfill request
  - Request was too vague
  - Other: (text box)
- Are you satisfied with the product that your team submitted? (Y/N)
- Is there anything that could have made this project easier to complete? (text box)
- Do you have any comments?

Consumer Questionnaire:

- Did this product meet one of your priorities? (Y/N)
- On a scale of 1 (not at all) to 10 (very helpful), how useful was this product?

TECHNICAL FEASIBILITY

- "Piggyback" off Integrated Mission Management
  - General coding and logic
  - Add analysis-specific extensions
- Ensure interaction with existing systems
  - Coliseum, ServiceNow, etc.
- Build to run on all security level networks
  - JWICS - Joint Worldwide Intelligence Communications System



ECONOMIC VIABILITY

Estimated Cost

- $1-6 million

Possible Sources of Funding

- ISR Transfer Funds
- Unfunded Requirements
- Requirements Definition Packages

ESTIMATED COSTS

Total: $1 - 6 million

- $500,000 - 2 million per year
- 2 to 3 years for completion

Criteria

- Who builds it?
- How quickly does it need to be completed?
- What type of system integrations are performed?
- What type of networks will it run on?

POTENTIAL ROADBLOCKS

Security Risk

- The more people have information, the greater the risk of a data breach

"Elimination" of Existing Systems

- People work on and pay for the existing systems
- Might not like the idea of NILE overriding their work

Culture

- The IC is protective of their information
- Agencies tend to "compete" with each other