

STATEMENT FOR THE RECORD

CONFIRMATION HEARING FOR CARYN A. WAGNER  
NOMINEE TO BE UNDER SECRETARY FOR INTELLIGENCE AND ANALYSIS  
AT THE DEPARTMENT OF HOMELAND SECURITY

I am honored to appear before you as the nominee for Under Secretary for Intelligence and Analysis at the Department of Homeland Security. I believe this position occupies a unique mission space between the national intelligence and law enforcement communities and the State, local, tribal and private sector entities that are the front lines of homeland security. There is nothing more important than forging and fostering those connections. If confirmed, I believe I have the right skills to continue building on the foundation laid by Pat Hughes, Charlie Allen, and the current acting Under Secretary, Bart Johnson.

I began my intelligence career as a signals intelligence officer in the United States Army, serving 8 years on active duty. In the years since, I have spent 7½ years at the Defense Intelligence Agency, 5 years on the staff of the House Permanent Select Committee on Intelligence, 3 years in the private sector, and 3 years with the Office of the Director of National Intelligence. I have had a mixture of staff and line management jobs, including leading a 2,000 person analytic organization within the Defense Intelligence Agency.

I have a great deal of experience in an interagency environment, and I am proud of my career as an intelligence professional, and my familiarity with all facets of the Intelligence Community. While my experience with law enforcement has been more limited, I have had significant exposure while working at the DNI and in Congress to the capabilities and contributions of national law enforcement and homeland security agencies. I know I have much to learn about State, local and tribal law enforcement, which is why, if confirmed, I am eager to get started with

the help of Principal Deputy Under Secretary for Intelligence and Analysis, Bart Johnson, a highly respected and decorated veteran of the New York State Police Force, who has done an outstanding job as acting Under Secretary for the past six months.

I have had the opportunity to observe the Office of Intelligence and Analysis (I&A) from the outside while I served in the Office of the DNI and on the HPSCI staff, and I am aware of the challenges the organization faces. Since my nomination, I have learned more about I&A's statutory mission, its activities, and the Secretary's vision about where she would like to take the Department. I have formed some preliminary views on what needs to be done to enhance I&A's support to its customers and the Department, and to improve its standing within the Intelligence Community and with its Congressional overseers.

If confirmed, I plan to focus my initial efforts in three main areas: creating a true homeland security information sharing enterprise through greater focus on the State and local fusion centers; creating a DHS intelligence enterprise as the Chief Intelligence Officer of the Department; and putting in place the management processes necessary to improve the morale, efficiency and professionalism of I&A as an organization.

## HOMELAND SECURITY INFORMATION SHARING ENTERPRISE

The unique niche that DHS I&A occupies is best defined by its responsibility to share information with State, local, and tribal authorities and the private sector on the full range of threats to the Homeland—often referred to as “all threats, all hazards.” First responders at the State and local levels are the nation's first line of defense. They are uniquely able to identify anomalous or criminal behavior that could have a terrorist nexus. It is critical to educate them on terrorist indicators as they are identified, capture information that is lawfully obtained while strictly adhering to privacy, civil rights and civil liberties regulations, and share it with the wider enterprise. This is a multi-faceted challenge that requires adapting analytic methodologies and product lines, a great deal of training at all levels of the enterprise, and IT and information

sharing solutions to enable two-way information flow. It also requires an approach that is tailored to the different threat and operational realities of the individual fusion centers. If confirmed, I intend to develop a comprehensive strategic plan for supporting the State and local fusion centers to guide resource and analytic planning.

## DHS INTELLIGENCE ENTERPRISE

The role of Chief Intelligence Officer for the Department was created by Secretary Chertoff to empower the Under Secretary for Intelligence and Analysis to create a DHS intelligence enterprise that was more than the sum of its parts. DHS' operational components have intelligence elements that support their individual missions and also have data and expertise that can be leveraged by I&A in support of Departmental priorities or national, State, local and tribal clients, while strictly adhering to privacy, civil rights and civil liberties regulations. In addition, the components may have intelligence or information requirements that are not adequately being met. I&A can help to meet these requirements by leveraging the rest of the intelligence community on their behalf, producing tailored products for or with them, providing analytic training and mentoring, and serving as an advocate for increasing their capabilities. By leveraging both the components' and I&A capabilities, we can build on recent progress to create a true intelligence enterprise that enables I&A and the Department fulfill their full potential and best serve their customers. If confirmed, I will view the role of Chief Intelligence Officer for the Department as one of most important of my missions and functions, and put in place a staff structure to manage it.

## MANAGEMENT REFORMS

In the management arena, I&A is still a young organization, and several recent studies have suggested that it suffers from a lack of institutionalized processes and poor morale. If confirmed, one of my biggest priorities will be developing and formalizing internal processes for planning, programming and budgeting, performance measurement, and human capital management. I

believe that communicating clear mission guidance, implementing fair and transparent processes for hiring, promoting, and rewarding people, and developing a structured and inclusive process for building the budget will go a long way towards improving morale. If confirmed, I also plan to make training a centerpiece of my agenda. I already mentioned the importance of training to building enterprises, but it is equally important for professional development and morale within I&A. If confirmed, I will focus on ensuring that I&A analysts receive the tradecraft training they need.

Finally, if confirmed I will work hard to establish and maintain constructive partnerships, particularly with the Office of the DNI, the National Counterterrorism Center, the FBI and the Congress. If confirmed, I pledge to keep you fully informed of I&A's progress and activities. Thank you.