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ORGANIZATION OF THE OFFICE OF THE UNDER SECRETARY FOR SCIENCE AND TECHNOLOGY

I. Purpose

This Management Directive (MD) establishes the Department of Homeland Security (DHS) organization for the Office of the Under Secretary for Science and Technology.

II. Scope

This MD applies to all DHS Components.

III. Authorities

Public Law 107-296, "Homeland Security Act of 2002 (The Act)"

IV. Definitions

None.

V. Responsibilities

To fulfill the responsibilities and functions listed in the Act, there is established an **Under Secretary for Science and Technology**¹, appointed by the President and with the advice and consent of the Senate. The Under Secretary for Science and Technology shall organize the Science and Technology (S&T) Directorate to set policy, advise agencies in the implementation of policy, provide oversight, and develop operational capacity, as follows:

- A. The **Under Secretary for Science and Technology** shall:
 - 1. Report to the Secretary and Deputy Secretary.

¹ An organizational chart of the Office of the Under Secretary for Science and Technology is contained in [Appendix A](#).

2. Assume the Secretary's responsibilities stated in Section 302 of the Act, with the exception of radiological and nuclear detection and countermeasures.
3. Assume responsibility for the functions and activities transferred to the Secretary, or otherwise provided under the Act, including but not limited to those identified in Sections 303-313.
4. Develop policies for, provide guidance on, and assist in the implementation of the National Strategy for Homeland Security in all matters relating to science and technology, and on countering the chemical, biological, and other emerging threats.
5. Develop policies for conducting basic and applied research, development, demonstration, testing, and evaluation activities that are relevant to any or all elements of the Department, and for establishing priorities for, advising, funding, and conducting national research, development, test and evaluation, and procurement of technology and systems for detecting, preventing, protecting against, and responding to terrorist attacks.
6. Assume the Secretary's authority for executing intellectual property licenses of intellectual property resulting from research, development, demonstration, testing, and evaluation activities of all DHS Components, as well as technology transfer matters concerning the same and DHS Delegation 10002 "Delegation to the Under Secretary for Science and Technology to Facilitate Technology Transfer" signed by Secretary Chertoff on October 24, 2005.
7. Be the primary point of contact at S&T for DHS leadership.
8. Directly supervise the heads of S&T divisions and offices.

B. The ***Chief of Staff*** shall:

1. Report to the Under Secretary for Science and Technology.
2. Act and advise on matters of S&T Directorate policy and exercise executive authority, as delegated, with respect to S&T and its field activities.
3. Coordinate with S&T Directors and Division Heads and provide recommendations to the Under Secretary for S&T with respect to the integration of the DHS S&T program, program execution, and program content.

4. Maintain necessary liaison with representatives of other DHS Components and offices of other Executive Branch Departments and agencies, and Congress.
5. Provide primary oversight to:
 - a. DHS S&T Special Programs
 - b. Test & Evaluation and Standards
 - c. Interagency Programs
 - d. International Programs
 - e. Operations Analysis
 - f. Corporate Communications
 - g. Business Operations, Services and Human Capital
6. Oversee DHS/S&T personnel actions. Specifically approve S&T technical personnel actions, including hiring announcements, position descriptions, promotions, transfers, details, and special programs. Serve on the S&T Directorate Corporate Board and the Awards Board. Supervise the S&T Equal Opportunity Program.
7. Provide oversight of all S&T Directorate staff to include analysis, development, and monitoring of personnel requirements, allocations, and distribution. Sign correspondence concerning headquarters and field personnel actions.

C. The ***Director of Research (DOR)*** shall:

1. Report to the Under Secretary for Science and Technology.
2. Be responsible for facilitating the overall integration of the basic research Science and Technology portfolio in support of DHS mission areas. He/she will have primary responsibility for the Basic Research portfolio content.
3. Be responsible for developing, in coordination with the S&T Division Heads, the planning, programming, budgeting, and oversight of the Basic Research program.
4. Establish appropriate performance metrics, assesses the basic research program performance, and periodically reports on that performance to the Under Secretary for Science and Technology.

5. Oversee S&T division basic research programs, including core basic research programs, collaborative basic research programs with academia, industry, DHS Government-Owned Government-Operated (GOGO) and DHS Government-Owned Contractor-Operated (GOCO) laboratories, Department of Energy National Laboratories, other Federal laboratories, other governmental agencies, and university research programs. S&T Divisions shall perform program execution.
6. Ensure that S&T managers and program officers are cognizant of S&T advances, trends, and significant opportunities for initiatives of immediate or potential use to future Homeland Security options.
7. Maintain contact with scientists and engineers in government, industry, and academia to meet specific identified needs, and/or to participate in S&T and the formulation of S&T approaches.
8. Provide recommendations on the quality and balance among programs by remaining conversant with Homeland Security needs, national trends, congressional actions, and available resources.
9. Represent DHS interests in multi-agency coordination and execution of special congressional and/or Department basic research programs.
10. Serve as a permanent member of the Science and Technology Integrity Board to provide science and technology continuity and perspective on issues relating to Federal, Department of Defense (DOD), and S&T scientific misconduct policy and processes as well as the resolution of individual allegations.
11. Oversee programs for young investigators, university research equipment, and multi-university research initiatives. Support execution of S&T memoranda of agreement with academic and industrial institutions. The corporate management for these programs resides within this directorate. Execution will be through the technical departments.

12. Serve as line supervisor for the following:
 - a. Director, Office of National Laboratories. The Director is responsible for providing integrated, enduring core of science, technology and engineering laboratories that are dedicated to providing the knowledge and technology required to secure our homeland by delivering a range of operations and construction management, administrative, infrastructure and systems support services and resources to S&T Headquarters and field operations in a timely, efficient, and effective manner.
 - b. Director, University Programs. The Director is responsible for establishing and managing the S&T Directorate's research and education grants and grant programs for universities and other qualified research institutions. University Programs manages the delivery of results from university research projects to the S&T Directorate Divisions, DHS Components, and others within the Homeland Security community.

D. The **Director of Innovation (DOI) / Homeland Security Advanced Research Project Agency (HSARPA)** shall:

1. Report to the Under Secretary for Science and Technology. The Director of Innovation is also designated the Director of the HSARPA.
2. Be responsible to the Under Secretary for managing "leap ahead," game-changing technology demonstration and prototypical S&T initiatives that may extend beyond the Future Years Homeland Security Program (FYHSP).
3. Manage the S&T Directorate's Homeland Innovative Prototypical Solutions (HIPS) and High Impact Technology Solutions (HITS) efforts with S&T Divisions, the Department's Office of Procurement Operations, industry, other government agencies and the DHS operational Components. In coordination with the S&T Division Heads, is responsible for planning, programming, budgeting, and oversight for HIPS and HITS. HIPS execution shall be through the technical divisions.
4. Establish appropriate HIPS performance metrics, assess HIPS program performance, and periodically report on that performance to the Under Secretary.
5. Represent the Innovation portfolio with other agencies and organizations as directed by the Under Secretary.

6. Provide DHS an additional safeguard against technological surprise by evaluating potentially game-changing maturing technologies and alerting Department leadership to the technologies prospects.
7. Maintain contact with scientists and engineers in government, industry, and academia to meet specific identified needs, and/or to foster innovative approaches to S&T.
8. Sponsor innovation workshops and other such activities to discover and foster game-changing science and technology.
9. Sponsor S&T Directorate participation in Homeland Security Experiments.
10. Manage the Small Business Innovative Research (SBIR) and Rapid Technology Transition programs. Execution will be through the technical divisions and DHS Components as appropriate.
11. Serve as line supervisor for the following:
 - a. Director, Small Business Innovation Research (SBIR) Division. The Director is responsible to provide innovative solutions for the needs of the Department of Homeland Security, other government components, and the private sector by using small high/advanced technology companies to develop such solutions. S&T SBIR fulfills the Department of Homeland Security SBIR and Small Business Technology Transfer (STTR) responsibilities and administers its SBIR and STTR programs in accordance with Public Law 97-219.
 - b. Director for HomeWorks. The Director is responsible for managing the High Impact Technology solutions (HITS) in coordination with the Division Directors, Industry, Academia, and other potential vendors and technology developers. The Director for HomeWorks also will represent the Director of Innovation in his absence.

E. The **Director of Transition (DOT)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Be responsible for managing the Transition portfolio and technology transitions to the operational components and acquisition communities.

3. Supervise S&T's advanced technology efforts with S&T Divisions, DHS operational Components, industry, other government agencies, and high end users, such as the emergency responder community. Responsible, in coordination with S&T Division Directors, for the planning, programming, budgeting, and oversight of the S&T applied technology program.
4. Establish appropriate applied technology performance metrics, assess the program performance, and periodically reports on that performance to the Under Secretary.
5. Review and submit an integrated acquisition plan for each applied technology program. The acquisition plan will begin development at program initiation. It will consist of a detailed program to include goals and objectives; contracting strategy; transition planning; key risk areas; and metrics. The metrics will track program progress together with cost, schedule and performance. The Under Secretary will approve the plan prior to release of funding by the S&T Chief Financial Officer. The Director of Transition will update the plan at least annually to reflect programmatic changes.
6. Serve as principal DHS S&T contact with DHS's operational Components and represent S&T with industry.
7. Maintain contact with science and technology offices in government, industry, and academia to meet specific identified needs, and/or to participate in science and technology and in the formulation of Science and technology approaches.
8. Serve as the senior advocate for the movement of commercial/industrial technology, identifying emerging technologies of interest to DHS, and mediating the transition of technology between the provider and the acquisition program.
9. Coordinate for S&T strategy relating to DHS acquisition requirements. This includes representing S&T at the Joint Requirements Council.
10. Coordinate technology readiness level assessments.
11. Oversee execution of Sec. 313 of the Homeland Security Act of 2002, "Technology Clearinghouse to Encourage and Support Innovative Solutions to Enhance Homeland Security."

12. Serve as line supervisor for the following:
 - a. Director, Office of Support Anti-terrorism by Fostering Effective Technologies (SAFETY) Act Implementation. The Director is responsible for implementing the SAFETY Act to include developing certification process, identifying and prioritizing high-profile/high consequence technologies, developing appropriate criteria for technical performance evaluation, performing independent technical assessment of existing test and evaluation data against established criteria, obtaining legal assessment to ensure adequacy of insurance coverage and policy analysis to address the likelihood of technology deployment without SAFETY Act coverage, and recommending approval or denial of certification.
 - b. Director, Tech Clearinghouse. The Director is responsible for rapidly disseminate technology information on products and services to Federal, State, local, Tribal government and private sector entities, in order to encourage technological innovation and facilitate the mission of the Department of Homeland Security.

F. **Division Head, Explosives Division (EXD)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Be responsible for the planning, management, and execution of scientific research and technology development related to the detection, mitigation, and response to non-nuclear explosives and energetics threats.
3. Oversee efforts in the Division's six thrust areas, which include basic research, explosives detection, blast mitigation, response, Counter-Man-Portable Air Defense Systems (Counter-MANPADS), and transition of appropriate technologies to the division's customers.
4. Serve as DHS S&T lead for the research, development, test, and evaluation of science and technologies for non-nuclear explosives and energetic materials detection, mitigation, and response.
5. Serve as the principal DHS S&T Explosives executive liaison for Federal and State government agencies, including the legislative and executive branches.

G. **Division Head, Chemical And Biological Division (CBD)** shall:

1. Report to the Under Secretary for Science and Technology.

2. Be responsible for fostering, integrated planning, management, and execution of scientific research and technology development in the areas of chemical and biological (Chem/Bio) countermeasures that protect against possible biological and chemical attacks on the Nation's population, agriculture or infrastructure.
3. Coordinate S&T investments in support of the Homeland Security Presidential Directive-9 (HSPD-9), "Defense of U.S. Agriculture and Food" and HSPD-10, "Biodefense for the 21st Century."
4. Serve as S&T principal Chem/Bio technical liaison for DHS Components, other Federal agencies, and the interagency Technical Support Working Group (TSWG).
5. Provide recommendations on the quality and balance among Chem/Bio programs by remaining conversant with national needs, national trends, congressional actions, Homeland Security requirements and available resources.

H. **Division Head, Borders and Maritime Security Division (BMD)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Be responsible for developing the tools and technologies that improve the capability of Homeland Security personnel to secure the Nation's land and maritime borders.
3. Work closely with operational customers to identify and generate the best technologies for securing the borders, including U.S. ports-of-entry, vast stretches of remote terrain, and maritime approaches, including coastal and inland waterways
4. Serve as the lead S&T Directorate representative for all Borders and Maritime Division issues, including the Secure Border Initiative, U.S. Coast Guard Maritime Domain Awareness (MDA)/Command 2010, and DHS Cargo Security efforts.
5. Work with other Federal, State, local, and tribal departments and agencies to leverage available technologies and ensure the close coordination of related efforts. Leverage available technology to ensure that DHS achieves the greatest mission capability enhancement at the lowest cost.

6. Work with private sector partners, such as those in the international shipping industry, to ensure they can employ new and improved tools and technologies in a way that will not impede legitimate travel and commerce.

I. **Division Head, Command, Control and Interoperability Division (CID)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Serve as a bridge between the operational, technical, analytical, and educational communities. Focus on emerging requirements and mission areas where new concepts are needed.
3. Be responsible to the Under Secretary for Science and Technology Directorate for the execution of research and development programs addressing CID, to include technologies to support the following major thrust areas: Command and Control; Communications and Computing; Intelligence; Surveillance (Routine, Special, & Persistent); Reconnaissance; Cyber Security; and Risk Assessment.
4. Forge links between the operational and technical communities, and enhances the body of knowledge and research infrastructure upon which future progress depends.
5. Support and coordinate broad programs of research and analysis in command and control theory, doctrine, applications, systems, the implications of emerging technology, and command and control experimentation.

J. **Division Head, Human Factors Division (HFD)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Apply the social and behavioral sciences to improve detection, analysis, and understanding of threats posed by individuals, groups, and radical movements.
3. Support the preparedness, response and recovery of communities impacted by catastrophic events.
4. Advance national security by integrating human factors into Homeland Security technologies.
5. Oversee the following thrust areas and programs: Human Systems Integration; Personal Identification Systems; Technology Acceptance and Integration; and Technology-Human Integration.

6. Ensure S&T programs align with customer objectives to improve travelers' security and mobility using biometrics tools and improved screening and surveillance.
7. Provide methodologically rigorous social science data to improve the efficiency and accuracy of intelligence analysis.
8. Enhance DHS' ability to analyze threats across multiple layers:
 - a. Individual level – detect and model the behavioral, linguistic, and physiological cues of deception and/or hostile intent exhibited by individuals;
 - b. Group (and movement) level – based on social and behavioral science data and theories, model indicators of group (and movement) intent to engage in violence.
9. Responsible for providing guidance and integrating human factors into the development and use of Homeland Security technologies, with the goal of achieving high levels of system effectiveness, safety, and acceptance.
10. Address the psychological, social, and economic impacts of catastrophic events to improve risk analyses, risk communications, preparedness, response and resilience to, and recovery from such events.
11. Leverage resources from entities such as the National Consortium for the Study of Terrorism and Responses to Terrorism (START), the Center for Risk and Economic Analysis of Terrorism Events (CREATE), and the Transportation Security Lab (TSL) to support Human Factors Division (HFD) programs, maximize resources, avoid duplication, and to ensure a robust understanding of the relationship between individuals, social systems and terrorism for DHS.

K. **Division Head, Infrastructure and Geophysical Division (IGD)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Be responsible for the overall integration of emergency responder preparedness and response capabilities, protection of critical infrastructure, and mitigating risk relative to geophysical disaster.
3. Have primary responsibility for Discovery & Invention (D&I) portfolio content.

4. Develop technical solutions and reach-back capabilities to improve State, local, tribal, and private sector preparedness for and response to all hazardous events affecting the population and critical infrastructure.
5. Manage S&T Infrastructure/Geophysical programs to include core basic research programs, collaborative basic research programs with academia, industry, other Homeland Security activities, other services and governmental agencies; and university research programs.
6. Maintain contact with Scientists and Engineers in government, industry, and academia to meet specific identified needs, and/or to participate in science and technology and the formulation of science and technology approaches.

L. **Director of Operations Analysis Division (OAD)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Be responsible for operations analysis, initiating and conducting operations analysis projects as required and overseeing and managing the analytical and advisory resources.
3. Serve as Executive Director of the Homeland Security Science and Technology Advisory Committee (HSSTAC).
4. Serve as Executive Agent of the Homeland Security Institute (HSI), the nation's first Federally Funded Research and Development Center (FFRDC) concentrating exclusively on homeland security issues.
 - a. The Homeland Security Institute (HSI) was created by Congress to be the Nation's first federally funded research and development center (FFRDC) dedicated exclusively to homeland security. HSI is a not-for-profit FFRDC mandated by Section 312 of the Homeland Security Act of 2002 and is contractor-operated.
 - b. HSI provides studies and analyses to policy makers in the S&T Directorate, the Office of the Secretary of Homeland Security; DHS Components and other clients. The institute provides an environment for research and analysis free from real and perceived conflicts of interest caused by commercial or other involvement and provides institutional continuity during times of organizational and political change.
5. Oversee and manage the Department's use of non-DHS FFRDCs in accordance with DHS Management Directive 10400, Establishing or Contracting with FFRDCs and National Laboratories.

6. Initiate and conduct operations analysis projects for the S&T Directorate and DHS, as required.

7. Provide operations analysis input to the Director, Program Analysis and Evaluation for use in development and determination of integrated priorities.

M. **Director of Strategy, Policy, and Budget Division (SBD)** shall:

1. Report to the Under Secretary for Science and Technology.

2. Serve as fiscal director for the S&T Directorate.

3. Be responsible for the fiscal management of the S&T appropriations.

4. Serve as S&T Chief Financial Officer responsible for the financial administration of all programs directly under the cognizance of the Under Secretary.

5. Provide technical guidance and direction in financial matters in support of the planning and programming responsibilities of the Directorate and Department.

6. Develop, interpret, and implement principles and policies, and prescribe procedures for fiscal management of the research, development, demonstration, testing and evaluation (RDT&E) program.

7. Be the Responsible Office (RO) for the RDT&E appropriation and act as an agent for the Under Secretary in controlling all funds allocated to S&T by the Department's Chief Financial Officer.

8. Act as agent for S&T in controlling all funds allocated to the Under Secretary for all programs under his/her cognizance.

9. Perform all duties and responsibilities as described in the position description for the Chief Financial Officer.

10. Sign financial management (FM) instructions/notices and correspondence.

11. Analyze financial trends and prepares obligation and expenditure plans. Evaluate financial performance against approved plans and report variances, together with facts and figures necessary to assist in decision making, to the Under Secretary and other top DHS management personnel.
12. Review financial requirements and justifications for the RDT&E programs for S&T and coordinate the preparation of the budget estimates for submission to DHS Management Directorate, the Director the Office of Management and Budget (OMB), and to the Congress.
13. Support S&T during annual presentations and justification of the budget to the Congress.
14. Develop and issues budget, accounting, financial internal controls, systems, fiscal, and reporting policies and procedures for S&T.
15. Plan, develop, review, and maintain reporting and budget systems for the control of funds allocated to the S&T.
16. Coordinate, control, and manage S&T financial relationships with other DHS Components, other Federal agencies, and foreign governments.
17. Provide technical supervision/direction to financial personnel at S&T field activities.
18. Develop and maintain financial internal controls administration and policies/procedures for funds controlled by S&T.
19. Represent S&T in matters of established policy and procedures pertaining to financial management.
20. Recommend policy initiation or changes to S&T pertaining to financial management.
21. Provide financial management support to the S&T Divisions to enable them to perform their S&T planning and execution responsibilities.
22. Serve as line supervisor for the following:
 - a. Director, Program Analysis and Evaluation, who provides overall program direction and acts as central focal point for S&T participation in Program and Budget development.

b. Director, Acquisition Division, who is responsible for overseeing all contracting activities conducted by the S&T Directorate.

c. Director, Strategy, Planning and Integration Division, who is responsible for planning, documenting and executing the S&T budgeting and programming processes.

d. Director, Financial Operations Division, who is responsible for budgeting, managerial, and fiduciary reporting, financial internal controls, and statistical analysis for the RDT&E appropriation and Management and Administrative appropriations sub allocated to S&T. Director serves the same role for outside source of funds executed by S&T.

N. **Director, Corporate Communications Division (CCD)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Exercise overall control, coordination, and direction of S&T media relations, public information, community relations, and internal relations through an aggressive public affairs program in coordination with the DHS Office of Public Affairs (OPA) and others.
3. Recommend internal S&T policies and procedures relative to public affairs matters.
4. Coordinate with OPA for all media inquiries, news releases, press conferences, and media interviews for the S&T program.
5. Manage and develop the S&T exhibit program.
6. Prepare brochures, pamphlets, handout materials, and other informational products on the S&T Program.
7. Be responsible for all content on S&T web presence in DHS Online.
8. Provide graphics support for S&T.
9. Coordinate the preparation of speeches, briefings, and presentations for S&T.
10. Sponsor annual S&T Partnership Conference.

11. Exercise overall control, coordination, and direction of S&T congressional relations in coordination with the DHS Office of Legislative Affairs (OLA) and others.

12. Recommend internal S&T policies and procedures relative to legislative affairs matters.

13. Coordinate all congressional queries and briefings for the Directorate.

14. Prepare congressional testimony, briefings, and presentations for S&T leadership.

O. **Director, Test and Evaluation and Standards Division (TSD)** shall:

1. Report to the Under Secretary for Science and Technology.

2. Work across all DHS elements and entities to support Test & Evaluation (T&E) programs and Standards Development efforts.

3. Integrate T&E and Standards into the entire development and acquisition cycle via early and continuous evaluation of system test requirements, planning, and execution.

4. Coordinate with other federal agencies as required to adopt appropriate standards and implement effective T&E programs.

5. With the Standards Executive, support the development, coordination & adoption of national standards and appropriate evaluation methods to meet Homeland Security mission needs.

6. Support the activities of the DHS Standards Council in gathering requirements and adopting standards.

7. Establish and issue policy and procedures for a DHS Test & Evaluation program; provide for independent T&E oversight and assessment.

8. Work across DHS to coordinate T&E resources, ensure adequate T&E infrastructure and to verify attainment of technical performance specifications, and operational effectiveness and suitability.

9. Assess, integrate, and coordinate Federal and non-Federal test assets; including but not limited to colleges, universities, and local governmental and private research institutes and companies.

10. Work with the DHS Office of the Chief Information Officer (OCIO) to provide support for periodic T&E of information security controls, standards and techniques to ensure effective implementation.

P. **Director, Special Programs Division (SPD)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Provide DHS Components, the Intelligence Community, and other government agencies programmatic and technical expertise in Emerging Threats, Risk Sciences and other areas applicable to Homeland Security that may be especially sensitive, classified or deserving of extraordinary security protection.
3. Provide programmatic leadership and direction for DHS S&T Research and Development (R&D) Programs that are identified as being especially sensitive, classified, or deserving of extraordinary security protection.
4. Provide a focal point and conduit for coordination between DHS and other U.S. Government departments and agencies for those government initiatives and programs involving sensitive emerging science technology.
5. Use the intellectual capital and capabilities of the Department of Energy's National Laboratories, the private sector and other Federal agencies to identify, characterize, and assess new and emerging threats.
6. Focus on identifying threats whose potential future appearance is suggested by economic and technology trends, trends in observed terrorist behavior, intelligence and other disparate information.
7. Provide guidance to the S&T Directorate on capability countermeasures development to address identified high risks.
8. Establish programs to develop capabilities to counter emergent threats for which countermeasures capabilities do not yet exist.
9. Conduct high-risk, high-payoff basic technology research in areas relevant to emerging threats in homeland security and exploit technology development opportunities as they arise.
10. Provide a unifying departmental perspective on the concept of "Risk" and how "Risk" can be used to inform homeland-security decision-making.

11. Provide independent review and validation of risk assessment and other analytic processes developed elsewhere in the Department, provide support to risk assessors and analysts across the Department, and foster the development of a DHS community of interest and ultimately a community of practice for risk assessment and analysis.
12. Coordinate "Risk" research carried out by the S&T Directorate's University Program's Centers of Excellence, by the Homeland Security Institute, and by the various DHS Components.
13. Serve as the chair of a cross-department body of risk assessors and analysts that will function as an Integrated Product Team for risk assessment tools that will cut across program and agency lines within the Department, primarily to support decisions in S&T, Policy Directorate and DHS Program Analysis and Evaluation (PA&E).
14. Establish and oversee a senior advisory board or take advantage of other existing bodies with expertise in Risk in order to build credibility into DHS risk assessment and risk management activities.

Q. **Director, Interagency Programs Division (IAD)** shall:

1. Report to the Under Secretary for Science and Technology.
2. Develop, in consultation with other appropriate executive agencies, a national policy and strategic plan for, identifying priorities, goals, objectives and policies for, and coordinating the Federal Government's civilian efforts to identify and develop countermeasures to chemical, biological, and other emerging terrorist threats, including the development of comprehensive, research-based definable goals for such efforts and development of annual measurable objectives and specific targets to accomplish and evaluate the goals for such efforts.
3. In coordination with the Office of National Laboratories, oversees work agreements, joint sponsorships, contracts, or any other agreements with the Department of Energy regarding the use of the national laboratories or sites and support of the science and technology base at those facilities.
4. In coordination with the CBD, oversees collaboration with the Secretary of Agriculture and the Attorney General as provided in section 212 of the Agricultural Bioterrorism Protection Act of 2002 (7 U.S.C. 8401), as amended by section 1709(b).

5. In coordination with the CBD, oversees collaboration with the Secretary of Health and Human Services and the Attorney General in determining any new biological agents and toxins that shall be listed as “select agents” in Appendix A of part 72 of title 42, Code of Federal Regulations, pursuant to section 351A of the Public Health Service Act (42 U.S.C. 262a).

6. Recruits, develops, manages, and resources liaison advisors at U.S. Northern Command (NORTHCOM), State, local, and tribal governments, and regionally as appropriate.

R. **Director, International Programs Division (IND)** shall:

1. Report to the Under Secretary for Science and Technology.

2. Facilitate international technology awareness to avoid technological surprise and ensure that the S&T Directorate maintains state-of-the-art technology capabilities by providing timely geographic assessments of S&T capability in areas of homeland security interest to the S&T Directorate leadership, Homeland Security Research Enterprise and S&T Directorate staff.

3. Leverage international technology investment by facilitating collaborative research, development, test, and evaluation opportunities.

4. Serve as the primary international S&T node of the Homeland Security Research Enterprise and cooperates with other U.S. Government agencies.

5. Facilitate DHS's international cooperation in homeland security related science and technology by ensuring appropriate legal mechanisms, including international agreements are in place or are created to allow such activities to be pursued.

S. **Director, Business Operations, Services, and Human Capital Division (BOD)** shall:

1. Report to the Under Secretary for Science and Technology.

2. Manage and oversee all business operations and services in support of DHS headquarters, including, but not limited to: facilities, property, directives and correspondence control, administration, audits, physical and information security, information technology, human resources, and readiness and operations coordination. Provide business support for financial management.

3. Provide oversight of the S&T Directorate's enterprise-wide management responsibilities, including, but not limited to: facilities, real and personal property, environmental management and compliance, administration, safety, physical and information security, human resources, acquisition, information technology, and readiness and operations coordination.
4. Serve as an advisor and consultant to the Under Secretary and S&T Corporate Board on mission, functions, and processes, S&T Directorate relationships and S&T Directorate infrastructure, and other corporate management and policy issues critical to senior S&T Directorate and DHS management.
5. Direct studies, which may have an S&T Directorate-wide implications and impact, or may have implications and impact on S&T Directorate programs, such as centralizing, decentralizing, and consolidating functions, organizational realignments and consolidations, and major revisions to available resources or assigned mission and functions.
6. Establish appropriate BOD performance metrics, while evaluating the operations of the Business functions and reports on that performance to the Under Secretary.

VI. Policy & Procedures

The organization of the Office of the Under Secretary for Science and Technology shall be in accordance with the Act. All subordinate offices shall abide by the organizational structure outlined herein.

VII. Questions

Any questions or concerns regarding this MD should be addressed to the Under Secretary for Science and Technology.

ORGANIZATIONAL CHART OF THE OFFICE OF THE UNDER SECRETARY FOR SCIENCE AND TECHNOLOGY

