



Center for Strategic & International Studies
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Homeland Security the Bureaucratic Landscape

Gordon England
Deputy Secretary, Department of Homeland Security

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On September 10, 2003, CSIS Transnational Threats Initiative hosted Deputy Secretary Gordon England from the Department of Homeland Security (DHS) to address "Homeland Security-The Bureaucratic Landscape". Participants included senior policymakers, intelligence officials, and corporate executives.

Mr. England provided insight into the current status of the Department. He addressed the importance of integrating line and staff personnel based on methodological standards. Furthermore, to find quantifiable ways of evaluating this integration the DHS ought to import effective techniques from the Department of Defense (DoD), like the thorough use of information feedback loops. Mr. England cautioned against viewing the DHS as the federal solution and highlighted the importance of recognizing the individual security needs of all states and cities across the United States. At present the DHS is refining the way in which it will manifest itself on the local level.

Mr. England indicated the need to build a uniform school of thinking, which will provide the DHS with a cadre of bright workers in the future. He suggested having the DoD send their best analysts to the DHS. Also, increased funding from the DoD will help to ensure that the implementation of this intellectual framework will be effective in keeping ahead of technological advancements, such as the imminent universal use of biometrics.

In response to a question concerning fears of growing U.S. public indifference towards homeland security, Mr. England urged citizens to put behind them the details of the DHS' creation and rather to concentrate on its future. By viewing the war on terror as a long-term fight, as cited by President Bush, people will be able participate in the homeland security efforts to a larger extent.