

About Booz Allen

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for nearly a century. Providing a broad range of services in strategy and organization, technology, operations, and analytics, Booz Allen is committed to delivering results that endure.

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Cyber Policy Mapping

Understanding Complex Policy Environments Through a Dynamic Network Visualization Tool

In today's dynamic environment, policy makers face a complex maze of interdependent policy issues and increasingly intertwined agency missions. Often, no single government agency has a holistic picture of what needs to be done or is sufficiently empowered to optimize policy implementation. Within the cyber environment, complexity is increased due to a lack of clear guidance regarding agency roles and by the global nature of the medium. Ambiguities exist both across and within agencies and are exacerbated by today's fiscal challenges, ongoing legislative changes, and a heightened threat environment. Change—from contraction, growth, increased threats, or other drivers—requires an organization to systematically assess its policies and authorities to ensure mission integrity and compliance.

The US approach to cyber issues has been fragmented. Agencies continue to employ different lexicons to address similar topics, and conflicts exist both within and across agencies regarding jurisdiction and authority. A modern, integrated strategy that looks across the economic, diplomatic, defense, and intelligence agencies is required to achieve US goals within this emerging domain.

Booz Allen Can Help You Be Ready for What's Next

Booz Allen Hamilton, a leading strategy and technology consulting firm, has developed the *Policy Mapping* capability to provide a deeper understanding of the current cyber environment—the authorities, players, and operational realities—to inform a comprehensive cyber strategy. *Policy Mapping* also offers insight into the day-to-day policy challenges that an agency must navigate while working in a fast-changing cyber and government landscape. Booz Allen's *Policy Mapping* methods can help agency officials align the authorities and responsibilities they have within the operating environment to optimize efficiency and comply with directives.

Policy Mapping is an analytical capability that enables strategic decision making in complex policy environments. Based on dynamic visualizations and analyses, leaders can:

- Learn how public and private sectors, or agency components, interact on cyber-related issues
- Address and analyze possible points of friction (e.g., white space/gaps, conflicts, overlaps, complements)
- Identify shortfalls and opportunities that can inform a comprehensive strategic approach to the agency's cyber goals and requirements

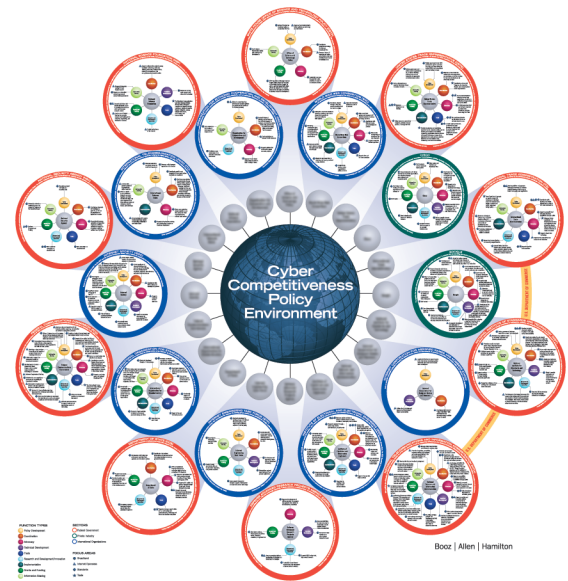
Our Approach

Our cyber *Policy Mapping* approach relies on an in-depth understanding of the current and evolving cyber policy environment and relationships across key cyber players, missions, and functions. *Policy Mapping* focuses on:

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- Clearly defining a problem and identifying the range of issues that impact the problem
- Systematically capturing and cataloguing the new and existing critical authorities and policies comprising the policy landscape
- Creating a visual that maps key players and their associated functions
- Identifying areas of friction
- Formulating a roadmap of viable options based on the mapping and associated analysis



Additionally, our dynamic mapping tool generates network “spider charts”

from information entered into our Policy Baseline database that can be customized and easily updated to show a problem’s evolving environment. Dynamic policy maps can be searched by a number of variables, depending on data categorization. Parallel to this effort, client staff and other stakeholders validate our findings, leverage institutional knowledge, and gather feedback. Policy data tells only one part of the story; information based on operational realities is key to dissecting a problem’s complex environment.

Client Applications

Booz Allen has provided the following clients with *Policy Mapping* support:

- **National Response Framework (NRF) Policy Map.** For the US Department of Homeland Security Federal Emergency Management Agency, Booz Allen developed a policy map of NRF’s 15 Emergency Support Functions (ESF) and the primary agencies involved. This project aimed to give greater clarity to the ESF structure by determining the underlying statutory framework, illuminating roles and responsibilities, and identifying the operational realities of disaster response. Booz Allen’s *Policy Map* established a holistic view of the ESF policy landscape and identified potential areas of friction. The resulting analytic product has also been used to examine the after-action reports for exercises and real-world events, both to identify successes and failures and to determine the comprehensiveness of the event. Through this project, Booz Allen was able to demonstrate success in developing a framework to understand roles and responsibilities in a multi-stakeholder, multi-jurisdictional environment.
- **Cyber Competitiveness Policy Map.** Booz Allen developed a map of the cyber competitiveness policy environment as a use case based on the hypothesis that a policy map and analysis can inform a comprehensive US cyber strategy. A national cyber strategy must protect vital national and economic security interests while simultaneously maximizing competitiveness and public/private sector collaboration. This policy inventory contained more than 30 policy authorities and reports linked to select organizations with broadband, Internet openness, standards, and trade functions. The project also produced baseline maps that detailed the high-level activities of 20 government, corporate, and nongovernmental organizations as well as new responsibilities called for by recent initiatives such as the American Recovery and Reinvestment Act and the National Broadband Plan.

Whether you’re managing today’s issues or looking beyond the horizon, count on us to help you be ready for what’s next.