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Directorate of Strategic Operational Planning

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CVE Review Team – Criteria

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CVE Mission Space Success in Five Years

- Lay people (e.g., teachers, counselors, friends, parents) understand the threat of violent extremism and know how to recognize when someone is being drawn toward violent extremism, are persuaded they should do something about it, and know where to turn for help (besides calling law enforcement).
- Local officials and community members (i.e., schools, NGOs) know what federal resources exist or know of the central location (focal point/Task Force) to contact to learn about available resources to establish CVE programs.
- Local officials and community members establish programs, drawing on federal support where needed, providing individuals with avenues to get help without directly engaging the federal government.
- Multi-disciplinary intervention programs exist in communities, capable of providing support to lay persons and persuading individuals to divert from a violent path.
- Where necessary, lay persons are willing to call law enforcement, because they believe/trust the matter will be handled fairly.
- Federal and local officials are positioned to provide a robust, scalable response and counter-message against both broad and specific threats.
- Federal agencies conduct or sponsor relevant research and analysis into violent extremist threats, how individuals are radicalized, warning signs, and how they can be diverted from violent extremism.
- Results of that research are disseminated to local communities in a digestible format for their use.
- Federal agencies coordinate on applications for grant and other funding. [?]
- Federal outreach efforts are coordinated and efficient (e.g., conferences don't occur at the same time) and customized to local dynamics, needs (i.e., not one-size fits all).
- Mechanisms are in place to determine effective CVE programs.
- Federal efforts cover the spectrum of violent extremism (i.e., multi-threat) and are perceived as such.
- Federal efforts to engage the private sector, including digital providers, on CVE is centralized/coordinated and in accordance with an overarching USG engagement strategy.



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Criteria - Organizational Structure

Efficiency and Speed

- Minimum of Lines of Effort that adhere to and accomplish the scope of the current and predicted CVE mission.
- Lines of Effort Must Demonstrate Key Priorities of the Government (and answer key concerns of the Broader Public)
- Maximize the inherent skill set and support structures (programmatic and administrative) of the host agency.
- Fewest administrative/programmatic hurdles to stand-up and sustainment.
- Clear chain of command

Balance and Buy-In

- Participating agencies must feel invested in the mission
- Participating agencies must feel/understand their unique contribution to the overall mission
- Participating agencies cannot feel as though they are staffing the lead agency's program

Staffing

- Selection process must ensure the Task Force appropriately incorporates interagency CVE expertise
- Selection pool should draw from a large pool of candidates



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Criteria – Key Task Force Leaders

- **Relevant Subject Matter Expertise**
- **Interagency Leadership**
- **Conflict Management**
- **Excellent Public Communication Skills (Spokesperson)**
- **Startup/Change Management**
- **Political Expertise**
- Sensitivity to CVE Customers/Public
- Able to identify and leverage hosting agency resources
- Strategic Thinking
- Senior-level experience in Federal Decision making forums/processes
- Organizational Management Expertise
- Project Management Expertise
- Vision/Entrepreneurial
- Connected across Interagency
- Independence/Impartiality from Parent D/A (Interagency Team Building)

Requirements of Broader Task Force (not necessarily at Director/Deputy level)

- Communications/Technology/Social Media Expertise
- Budget/Resource Management
- Research & Development



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Criteria – Administering Agency 1 of 2

Expertise and Willingness to Lead Interagency Coordination: *Whether the proposed lead has prior experience leading an interagency coordination body and has expressed a desire or willingness to lead the Task Force*

- CVE Expertise
- Commitment of D/A to house an Interagency Task Force
- Commitment of D/A Principal (Attorney General or Secretary) to Limit Interference in the Work/Direction of the Task Force

Existing Networks or Presence: *Whether the proposed lead has an established presence (public-private, local government) to manage certain activities related to CVE and to access enablers and influencers*

- Interfaces Regularly with the American Public
- Positive/Successful relationships with CVE Stakeholders to include International Partners

Public Perception: *Whether the proposed lead would be perceived as the appropriate “public face” for CVE by stakeholders including from Congress and the broader public*

- Key Stakeholder Perception
- Interfaces Regularly with the American Public
- Credibility on CVE
- Public Perception
- Support from Congress



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Criteria – Administering Agency 2 of 2

Ease of Implementation and Sustainability: *Whether the proposed lead would be capable of effectively standing up the Task Force and ensuring its long-term sustainability*

- CVE Mission is aligned with D/A mission (domestic vs foreign)
- CVE Mission is aligned with D/A priorities
- D/A will prioritize CVE/CVE Task Force (i.e. not one of innumerable priorities)
- CVE Mission is aligned with D/A authorities
- CVE Mission Directly Benefits from Existing D/A Resources (not admin/logistics, but more substantive resources/personnel with CVE relevant portfolios, etc)
- D/A has the Organizational Stability to Maintain a TF into the Future
- D/A has plan to ensure long term growth (resources, authorities)
- D/A Provides Space for Director to Innovate and Experiment with New CVE Efforts
- D/A has Immediately Available Administrative and Logistical Resources