

EXECUTIVE COLLABORATION FOR THE NATION'S STRATEGIC INFRASTRUCTURE

CEO ENGAGEMENT WORKING GROUP

Responses to Questions from the NSC

WORKING GROUP MEMBERS

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QUESTIONS FOR CLARIFICATION

- In August 2015, the NSC requested the Council to clarify the report via the following questions:
 - Given the current objectives and composition of the NIAC and the Partnership for Critical Infrastructure Security (PCIS), how would the role of the proposed Strategic Infrastructure Executive Council (SIEC) differ from the existing councils? How (if at all) would the current structure need to be modified to accommodate the proposed SIEC?
 - Please clarify the proposed reporting structure for the SIEC, as well as the process for tasking the group.
 - How would the sectors not recommended as core members to the proposed SIEC communicate with or take part in the SIEC?
 - How could the proposed SIEC best optimize sector representation when some sectors include a very complex and diverse range of stakeholders and participants?
 - Please provide a list of the questions that were asked of the subject matter experts who were interviewed.

QI: Given the current objectives and composition of the NIAC and the Partnership for Critical Infrastructure Security (PCIS), how would the role of the proposed Strategic Infrastructure Executive Council (SIEC) differ from the existing councils? How (if at all) would the current structure need to be modified to accommodate the proposed SIEC?

Entity	Type	Membership	Purpose
NIAC	Public Sector (Federal Government)	CEO-level Subject Matter Experts from across CI sectors, State and local government and academia	ADVISE: “NIAC shall advise the President through the Secretary of Homeland Security on issues related to the security and resilience of the Nation’s critical infrastructure sectors and their functional systems, physical assets, and cyber networks.” [1]
PCIS	Private Sector	Affiliation of Sector Coordinating Councils under the NIPP	COORDINATE AND PROMOTE: “The mission of the Partnership for Critical Infrastructure Security (PCIS) is to coordinate common CI/KR cross-sector initiatives that promote public and private efforts to help ensure secure, safe, reliable, and resilient critical infrastructure services” [2]
SIEC	Public-Private Sector (CIPAC Working Group)	Sector-identified CEOs, or equivalent decision-makers, relevant to the 5 sectors central to the operations of all sectors, and their counterparts in Sector-Specific Agencies (SSAs), with dedicated staff	ACCELERATE DELIVERY OF SOLUTIONS to NATIONAL CISR ISSUES: Formalize process for direct CEO engagement (similar to the CEO model in the Electricity Sector) for strategy and policy problem solving on relevant issues among the 5 sectors; and bring resources and leadership to accelerate solution development and implementation

■ The current structure requires no change.

[1] www.dhs.gov/NIAC, NIAC Charter, 2013

[2] <http://www.sheriffs.org/content/partnership-critical-infrastructure-security>, accessed Oct. 19, 2015

Q2: Please clarify the proposed reporting structure for the SIEC, as well as the process for tasking the group.

- Under CIPAC, owner/operator members work directly with the Federal government as needed, and members or their representatives report results back to their SCCs
- Under CIPAC, a tasking is undertaken when it is mutually agreed upon by the relevant sectors and the Federal government
- The NIAC recommended in its Report that “the Secretary of the Department of Homeland Security should work with the relevant Sector Specific Agency heads and the Assistant to the President for Homeland Security and Counterterrorism in the National Security Council to identify, clarify, and articulate the mutual value proposition in consultation with their sector counterparts” in the SIEC.

Q3: How would the sectors not recommended as core members to the proposed SIEC communicate with or take part in the SIEC?

- The SIEC was intended to be composed of: Electricity, Water, Communications, Financial Services, and Transportation Sector or Subsector representatives
- The SIEC was intended to be issue-specific and focused on mutually agreed upon topics of relevance across the five sectors (or a subset of them)
- The SIEC would not preclude other sectors' participation when those sectors have particular vested interest in an issue being addressed
- Under the NIPP Sector Partnership, mechanisms such as the Cross Sector Council and the Federal Senior Leadership Council already exist to support communication between sectors.

Q4: How could the proposed SIEC best optimize sector representation when some sectors include a very complex and diverse range of stakeholders and participants?

- The NIAC acknowledged the great diversity found among the sectors, a conclusion derived from an analysis of the Report's six sector case studies
- The SIEC was intended to be composed of participants representing those segments of each industry with the most relevant interest in the issue to be addressed; and who would have the ability to influence agreed upon actions to be taken in that part of the industry they represent
- Any one of the core SIEC sectors may choose not to participate if it finds an issue not relevant to its interests.

Q5: Please provide a list of the questions that were asked of the subject matter experts who were interviewed.

- The following core framing questions were used for interviews to develop the case studies in the Report:
 - What would motivate CEOs or their equivalents in your sector to personally become involved in an issue as a group?
 - What would motivate them to engage with other sectors or the Federal government?
 - What mechanisms, if any, would CEOs use to organize themselves for such an interaction?
 - What decisions or actions would actually be performed by the CEOs and what would be delegated, and to whom?
 - Could you describe a recent example of when such organizing was deemed necessary?
 - How is engagement with the Federal government or other sectors to address issues organized?
 - Is the engagement as a group representational of the entire sector? Has this broader representation been needed in the past?
- The scope of the Report was limited to CEO and senior executive level engagement-- consequently data collection was focused on subject matter experts with knowledge on how senior executive leadership in their sectors were organized and motivated.

CRITICAL SUCCESS FACTORS FOR THE SIEC

- The growing volume and complexity of the threat environment within which the critical infrastructure sectors continue to grow, requires greater focus, speed of action, and effectiveness of implementation and execution-- requires greater engagement at the senior level in both public and private sectors-- with the following critical success factors:
 - ❑ Sector focus-- five specific sectors on which other sectors rely
 - ❑ Engagement of senior executive decision-makers and their government counterparts to address national issues across these sectors
 - ❑ A focus on national priorities and policy matters appropriate to CEO and senior executive level decision-makers
 - ❑ A focus on achieving significant, concrete, and measurable outcomes; and therefore, a basis for sustainability
 - ❑ A budget and experienced, capable staff to provide support and assure progress
 - ❑ Electricity Sector will serve as sponsor under the CIPAC framework.

Additional Questions?