



NATIONAL INFRASTRUCTURE ADVISORY COUNCIL (NIAC)

NIPP 2013 CEO SUMMARY WORKING GROUP

Mike Wallace, Chair

Former Vice Chair and COO, Constellation Energy
Center for Strategic and International Studies (CSIS)



AGENDA

- Study Background
- Study Charge
- Working Group Members
- Lessons Learned from CEO Engagement in the Electricity Sector
- Framing Questions
- Next Steps

STUDY BACKGROUND

- Previous Council studies have noted the need for coordination with and engagement of senior executives on topics related to the critical infrastructure security and resilience (CISR) mission.
- National Infrastructure Protection Plan 2013: *Partnering for Critical Infrastructure Security and Resilience* explicitly adds resilience to the critical infrastructure mission, and reinforces the need for engagement with senior executives.
- NIAC Final Report on Recommendations for the Implementation of EO 13636 and PPD-21 (December 2013):
 - **Recommendation 7.5:** “The revised NIPP should include a summary specifically written for executives, in order to improve the understanding of the CISR mission.”

STUDY CHARGE

Provide a report to the President that offers perspective on CEO or equivalent senior executive decisionmaking roles and contributions to a public-private partnership or coordination activity, the benefits and challenges of such engagement, and criteria for effective sustainability, when required.

- The Final Report should also include a NIPP CEO Summary as a model for effective CEO-level communication.

WORKING GROUP MEMBERS

- **Mike Wallace**, *Former Vice Chair and COO, Constellation Energy, Center for Strategic and International Studies (CSIS) (Chair)*
- **Lt. Gen. Al Edmonds (Ret.)**, *President and CEO, Edmonds Enterprise Services, Inc.*
- **David Kepler**, *Executive Vice President/Chief Sustainability Officer, Chief Information Officer, The Dow Chemical Co.*
- **Peg Grayson**, *President, MTN Government Services*

LESSONS LEARNED FROM CEO ENGAGEMENT IN THE ELECTRICITY SECTOR

Five success factors for public-private partnership:

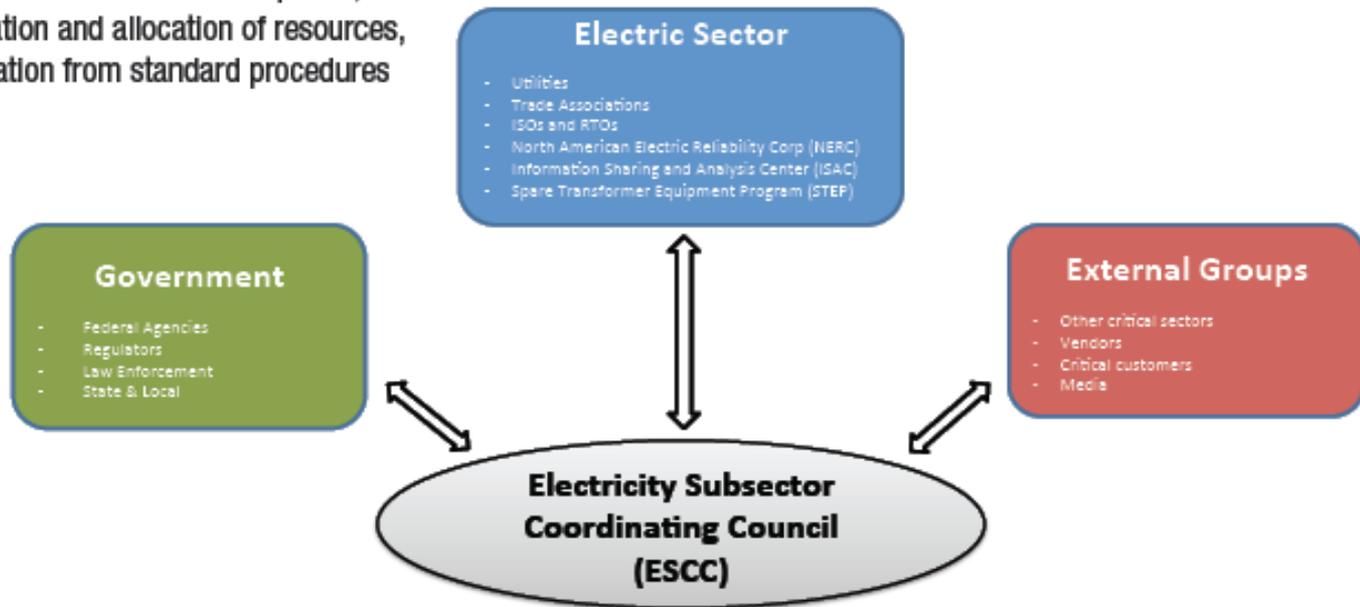
- **Senior executive-level engagement:** CEOs set strategic priorities and commit resources to them. By engaging top executives, the sector set the stage for coordinated efforts at all levels of the organization and sector.
- **Trusted relationships:** CEOs became engaged at the urging of trusted and respected parties within the industry. Trust between industry and government built over time through several successful engagements.
- **Simple process:** Meetings between executives and government officials had a set agenda, defined outcomes, and clear roles and responsibilities that respected participants' limited time and competing priorities.
- **Value proposition:** A clear and growing cyber threat to the electricity sector provided the compelling catalyst for direct engagement. An established process and strong track record of success now provide the value proposition for continued engagement.
- **Executive champion:** Executive partnership efforts were facilitated by a respected industry champion, who was trusted by both public and private sectors.

2013 NIAC Report: Strengthening Regional Resilience: <http://www.dhs.gov/publication/national-infrastructure-advisory-council-strengthening-regional-resilience>

ESCC COORDINATION

ESCC Coordination Responsibilities

Coordination among senior government and industry executives helps to ensure an effective response, appropriate prioritization and allocation of resources, and support for deviation from standard procedures during an incident.



Coordination

- Security to support restoration ■ ■
- Media and public affairs messaging ■ ■ ■ ■
- Logistical support, staging ■ ■ ■ ■

Resource Allocation

- Equipment, hardware, and materials ■ ■ ■ ■
- Human resources and expertise ■ ■ ■ ■

Conflict Resolution

- Investigation versus restoration ■ ■
- Prioritization of recovery ■ ■ ■ ■
- Distribution of limited resources ■ ■ ■ ■

FRAMING QUESTIONS

1. What are the role and obligations of the CEO to their institutions and when and under what circumstances do they intersect with the shared CISR mission?
2. What are the circumstances when it is mutually productive for the government and CEOs to engage to support the shared mission?
3. What might be an effective and persuasive NIPP CEO Summary?

NEXT STEPS

- Determine summary structure, work product formats
- Distill key elements of NIPP 2013
- Conduct interviews
 - Develop general approach for developing executive engagement in the public-private partnership model from case studies and input from the Chemical, Transportation, Water, and Communications Sectors
- Gather and develop visual elements for inclusion in work products