

**Application for the post of the Executive Director of  
the European Network and Information Security Agency (ENISA)**

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**Slide 3: Biography Part 1**

Born in Castrop-Rauxel in 1955, I completed high school in 1974. After serving for two years in the German Federal Armed Forces. From 1976 to 1981, I studied **Physics, Mathematics and Computer Science** at the Ruhr University in Bochum. Having received my Diploma in Physics, I then went on to obtain a **Doctorate in Theoretical Physics** in 1984.

**Slide 4: Biography Part 2**

Between 1981 and 1983, I worked as a **research assistant** and for the following two years, I **ran a Software Development Department**.

Moving to Messerschmitt-Bölkow-Blohm GmbH (MBB) in Munich in 1985 I began my career as a **systems analyst**. In 1990, I was assigned the position of **Head of the Technical Data Systems** Department and between 1992 and 1995 I functioned as **Information Technology Programme Manager**. In 1995, I was appointed **CIO** of the Bayerische Versorgungskammer, a public insurance institution for pensions. Since March 2003, I served as **President of the Federal Office for Information Security** (BSI) in Bonn. In my current capacity as President of the BSI I am responsible for Information security in the federal administration.

With more than **30 years of professional experience** in the IT sector, including **20 years in responsible management positions with a strong information security component**, I can significantly contribute to achieving these goals. The issue of information security has played an important part in all stages of my professional career.

Due to my executive experience in both the private and public sector I am suitably qualified for the post of ENISA Executive Director. I believe that I fulfil the professional and personal requirements for the announced post and that my skills and experience will help me to convincingly represent the agency internally and externally.

## **Slide 5: Motivation**

I would like to support the aim of the European Union to create a more prosperous and peaceful world. Therefore I would like to work on a **European level**. The European Union is a success story built on cooperation and the understanding that **the whole is more than the sum of its parts**. Although the **diversity is preserved**.

Information security in the information society is a **global challenge**. Given the **increasing complexity of global networks** and the related attacks on information infrastructures, **secure information and communications technology is a crucial challenge for modern industrial states**. Any development in new technology entails new risks and threats.

**My personal motivation: Contributing to a secure information Society in Europe.**

**It's my belief that Europe needs an agency** for network and information security which **proactively advises** the Commission, the Parliament and the Council, **trustfully and actively works together** with the Member States and **promotes cooperation** between governments, businesses and NGOs to the benefit of citizens in the European Union. The agency **should support the goals of the dedicated EU strategies**, in particular "i2010" and the "Strategy for a Secure Information Society".

I would like to bring in my experience as **head of a Member State's information security authority**. ENISA as an agency with a European wide activity is a **new challenge in my career**. Now that ENISA's mandate has been extended to 2012, it is my belief that the agency has a chance to further establish itself as a recognised European centre of consultation and competence for the security of network infrastructures and the protection of information.

## **Slide 6: ENISA Vision**

It is my **vision** for ENISA to become an established agency in Europe and beyond, accepted as a **centre of competence** and **recognised by all stakeholders** as a permanent communication platform and focal point of network and information security. The agency's advice to the Commission and Member States **should have a lasting impact on decisions, regulations and laws**. I see a future in which businesses and organisations in the Member States **appreciate the Agency's services**; a future in which a **culture of network and information security** promotes the European **internal market** and offers EU citizens a **sense of security and trust in the benefits of information and communications technologies**.

With the vision for a secure information society and the need for an agency, it is my aim to **work towards a permanent mandate** for ENISA.

## **Slide 7: ENISA Mission**

The agency's mission should be

- **Securing Europe's Information Society**

**ENISA should become a pacemaker for network and information security.**

(proactive role for ENISA)

I would like to raise some ideas for the nearer future of ENISA until 2012, which do partly also apply for the implementation of the vision.

## **Slide 8: ENISA until 2012: 1. Networking**

In the information society **a lot of actors** play a significant role. On the political level the **Commission and the Member States**, the **citizens** as the so called end user, in addition to **associations and NGOs**. For a smooth functioning of the internet we need the **ISPs** running public and private networks. A priority objective for governments is to secure their networks (network defence). Last but not least we have to address the **manufacturers** of IT products. A close cooperation with the Internet Service Providers is necessary. Today there is an **inadequate security level built into IT products**. The user himself has to take care of his devices. Thus e.g. the **citizen is a critical part** of the IT infrastructure because of unpatched personal computers (i.e. the risk to become part of a botnet). To raise awareness in the civil society **cooperation with national associations and NGOs** is necessary. There should be **incentives for manufacturers** to build in IT security. IT security should be an **competitive advantage**. **Standards and the certification** of IT products should be pushed forward. Thus we need cooperation with industry to initiate standards and facilitate competition by build-in security features.

Conclusion: **Networking** will be one of most important tasks for the new director. Including the **ability to listen, to understand and to consider carefully the stakeholders' views**. I think networking is one of the most important success factors for the new director. **Thus: The strategy** of ENISA should address the **needs of the Commission and Member States**. The **exchange of ideas** with stakeholders in information society should be expanded. The agency should **build up high-quality, internationally accepted expertise**

- to **analyse current technological, economic and societal developments**
- to **respond adequately to current threats** and
- to **provide tailor-made solutions**

In consultation with the various bodies, the results should be used to **set key priorities**.

The agency should **support the goals of the dedicated EU strategies**, in particular "i2010" and the "Strategy for a Secure Information Society". Additionally, ENISA should take an **active role in the European strategic discussion on NIS**. Thus ENISA will become a **pacemaker for information security** in the European information society.

What are the director's means to achieving these objectives?

## **Slide 9: ENISA until 2012: Challenges of the ED**

### **1. Fostering and keeping the dialogue with stakeholders**

One challenge for the executive director (ED) is to be in **dialogue with all stakeholders** to understand their needs. The ED **must listen** to the needs of the Commission and Member States by personal contact. **Networking** is a must. **“He has to keep his finger on the pulse”**.

### **2. Focusing on key priorities**

Focusing on key priorities means **to finalise the important current projects successfully, to reduce less important activities and to set new priorities.**

### **3. Addressing Customers and representing the Agency**

Focussing on the current key priorities of the Commission and the Member States ENISA should present **results addressing its customers really, e.g. (proactive) policy advice to KOM and MS (active part in the EU’s current strategic discussions), assistance and cooperation in major European IT projects and customer orientated and customer driven publications.** Moreover the director has to **represent the Agency** for example by attending conferences and giving speeches in order to **increase ENISA’s visibility.**

### **4. Streamlining internal organisation and motivating staff**

The agency’s **internal structures and processes should be optimised by introducing modern management methods,** by **consolidating the too separated organisational structure** or **by combining several functions within single staff members** supported by a corresponding redundancy model (lean management) in order to achieve a **streamlined administration.** ENISA needs a better **ratio of administrative staff to operational staff.** Up to 2012 administrative staff should wherever possible **shifted to operational units.** **Employees from every Member State** should work for ENISA (e.g. as **seconded national experts**) so that ENISA will understand MS’ needs better. Staff should represent the agency as an **effective team** which recognises **customer and service orientation as a strength.** A **distinctive profile** should help staff **identify with the agency and increase its visibility** in the EU. The corporate identity of ENISA should reflect the mission statement. This means **streamlining the current internal organisation, defining a cooperate identity and fostering the team spirit** of the staff.

## **Slide 10: ENISA until 2012: Evolution of the Work Programme (WP)**

### **Methods**

- establishing a **new quality of dialogue** with the stakeholders; WP has to mirror the dialogue results.
- identifying real **future challenges** → corresponding working fields
- **coherence & consistency**: ENISA should consider existing strategies and activities of EU and MS. ENISA must **neither duplicate NIS activities** of MS **nor even interfere** with these. Instead ENISA should **further develop existing approaches** in order to **create European solutions**.
- **transparent focusing process** → ENISA cannot fulfil all wishes. That has to be explained.
- considering the **resource constraints** → Efficiently make the most of the available resources.

Getting more concrete let's consider the evolution of the Work Programme (WP)

### **1. Strategic evolution**

When evolving the WP we should keep in mind the main **strategic aspects**. I believe it is important to **focus on specific European objectives and tasks**, i.e. those which the MS cannot tackle appropriately on their own, **especially cross-border NIS challenges** (e.g. networks, eID, RFID, CERT, CIIP). ENISA should focus on the current key topics and projects running on the European level and in the Member States and **address the threats deriving from the upcoming new technologies**. It is most important to achieve an added value for the stakeholders.

### **2. Thematic evolution**

The **Multi-annual thematic programmes should be streamlined** to the current key priorities and needs as described above. There are a lot of **additional fields** (in comparison to the already considered ones) which should be checked to be considered by ENISA, e.g. **Internet of Things, Ambient Intelligence, Social Networks, Cloud Computing, European Service Directive, observing the NIS market, Large Scale eID Pilot**.

Many of ENISA's **current topics** are still important in the future, e.g. resilience, fostering cooperation among MS, CERT activities.

### 3. Results

An **added value** for the stakeholders, especially the Member States, **must be visible and indicates ENISA's success.**

To this end, it is essential to build a **portfolio of independent, recognised and target-group-specific services** and **to set high internal quality standards.**

#### Slide 11: Summary

Coming to the end of my presentation I would like to summarize the main messages of my application:

- **Securing Europe's Information Society**
- **ENISA to become a pacemaker for network and information security**
- **ENISA to become a brand for trust and security**
- **Working towards a permanent mandate for ENISA**