

FUTURE OF SECURE WORK WORKING GROUP CHARTER

Mission Statement

Develop feasible concepts and practical policy recommendations for how to achieve secure, adaptive, mobile and efficient work regardless of location.

Context

Responding to escalating threats requires the highest standards of operational security and efficiency. These imperatives will only increase as the complexity of today's threat environment compounds. To remain competitive, we must reimagine the work, workforce, and workplace of the future. Mission-critical work occurs across SCIFs and traditional offices, hybrid work environments and on-the-go. However, security policies and associated information technology (IT) remain focused on physical work environments confined by traditional offices, a legacy of the Industrial Age. Today, security policy is misaligned with the operational needs of the workforce. While fast-evolving technology can offer both risks and benefits to operational security and efficiency, the pace of daily work leaves little time to understand the balance between efficiency, security, mobility and workforce enablement, or to innovate for tomorrow. The Future of Secure Work Working Group (FSW) serves to leverage multiple technologies and policy recommendations to increase operational security, efficiency and mobility, balancing concerns of security managers, operational leaders and the workforce.

Scope

The FSW will evaluate factors that impact the evolution of secure and mobile work at all classification levels to improve efficiency and security from any workplace. It will consider all working environments, from traditional SCIFs and offices to mobile and hybrid environments. It will identify security issues inherent in the environment, develop the operational and security benefits of mobile evolution, identify technology and policy solutions and recommend feasible steps necessary to build the future of secure work. The recommendations of the FSW will appeal to operational leaders and commands, security managers, cyber defenders and the workforces of today and tomorrow.

Objectives

The Future of Secure Work Working Group objectives include:

- Creating a shared vision for secure workflows that increases efficiency and security while positioning us to meet the challenges of today and tomorrow
- Developing a shared understanding of secure work capabilities and operational needs, particularly efficiency and security requirements, currently and into the future
- Identifying policies that facilitate or inhibit establishing modern secure work
- Developing practical recommendations for the USG, industry and partners



Operational leaders/commands will appreciate:

- Enabled mission accomplishment
- Increased efficiency and function
- Enhanced strategic-level information management to outpace competitors
- Faster and more secure operations
- Increased OPSEC, regardless of location
- Increased workforce satisfaction, making secure work more attractive

Security managers will appreciate:

- Increased visibility and control over people and devices entering and exiting the workspace
- Increased potential to mitigate insider risk with enhanced opportunities to prevent and intervene with incidents before damage occurs
- Increased efficiency of security workflows
- Improved relationships with operational leadership given the opportunity to return capability to the mission

Cyber defenders will appreciate:

- Advancement from legacy, wired IT to more flexible, secure mobility
- Efficient investment in flexible systems
- Reduced threat footprint through fewer multipurpose devices

The workforce will appreciate:

- Increased efficiency, flexibility and function through access to the same quality technology at work, home or on-the-go
- Faster and more secure operations
- The ability to use digital health devices (such as wearable devices) in secure areas
- Increased workforce satisfaction and flexibility
- Increased access to mission-critical information for deployed/mission-edge workforce

Deliverables

The FSW Working Group will create and deliver products that educate the community on the issues, policies and practical solutions to advance and implement secure work concepts. Deliverable formats include but are not limited to white papers, webinars, discussion panels, guest speakers and reference documents. The FSW WG will establish the deliverables for the year in the first quarter after kick-off. Other standard deliverables:

- Agendas distributed one week prior to meetings
- Notes distributed within 24 hours after meetings
- Other products as identified by Co-Chairs in consultation with the membership

Measures of Effectiveness

Positive and impactful advancement towards future secure work is critical to the success of the FSW WG. Recognizing this, the FSW WG will determine success through objective and quantifiable measures



of effectiveness (MOE), to be developed collaboratively in the first quarter after kick-off and updated in this document. Examples of potential MOEs are:

- Adoption of FSW WG recommendations at relevant agencies
- Expansion of mobile applications and applicable security mitigations in Combatant Commands (CCMDs)
- Initiation of policy changes based on FSW WG recommendations

Working Group Membership

Chairs

Mark Gorak, DOD, Government Chair

Jose Moreno, Dept. of State Diplomatic Security, Government Vice-Chair

Heather McMahon, Privoro, Industry Chair

Jamie Johnson, University of Southern California, Academic Chair

Michael Schellhammer, Artemist Advisory Group, LLC, Advisory Chair

Chairs will:

- Set the direction and parameters for the Working Group
- Approve publications or documents, in coordination with Co-Chairs
- Attend and contribute to each meeting
- Prepare the meeting agenda, solicit topics for discussion, assign members to address discussion topics and distribute meeting materials
- Share information of relevance
- Provide an update/introduction at the beginning of each meeting to encourage member engagement
- Define Working Group initiatives and activities
- Assist in forming and providing feedback on deliverables

Working Group Members

Members will:

- Participate in meetings, including exchanging technical information, experiences and best practices to develop a shared understanding of the topic(s)
- Gather information and work on group deliverables outside of meetings as needed
- Provide feedback on draft deliverables as requested
- Co-lead or participate in Sub-Working Groups (breakout teams/project teams) as needed
- Provide input on meeting agendas as requested

ATARC Support

Elizabeth Wyckoff, Associate Director, Working Groups

Amy Karpowicz, Working Group Associate

Tim Harvey, Director of Government Engagement

ATARC support will:

- Serve as program manager for the Working Group
- Coordinate and drive group projects and deliverables forward

- Schedule Working Group meetings
- Develop Working Group meeting agendas along with the Chairs
- Facilitate Working Group meetings along with the Chairs
- Assist in distributing relevant documents and materials to Working Group members
- Send meeting minutes, post-meeting decisions and action items to Working Group members after each meeting
- Assist in preparing final proposals/recommendations
- Provide marketing services for the Working Group (promoting completed deliverables, etc.)
- Develop strategies to improve Working Group engagement, including applicable crossovers with other Working Groups and relevant events
- Coordinate Working Group Labs as applicable

Rules of Engagement

The Working Group rules of engagement are described as below:

- Meet biweekly from 4th quarter FY 2023 to 4th quarter FY 2024, or until amended by ATARC Support
- Follow the Working Group's ground rules developed in the charter
- Join Working Group meetings prepared and with requested action items completed
- Provide respectful and constructive feedback to yield the best decisions for the Working Group's objectives
- Final decisions are made by the Working Group Co-Chairs and ATARC Support

The Working Group will:

- Meet every other Wednesday from 1300-1400 EST
- Form Sub-Working Groups (breakout teams/project teams) as needed
- Follow the group's ground rules developed at one of the Working Group meetings
- All members have a voice and will be heard
- If a Working Group member misses a meeting, decisions will be made in their absence; the Working Group will decide on a case-by-case basis whether a decision made in the absence of a member shall be revisited
- Keep in confidence draft versions of deliverable, off-the-record conversations, and non-public AIDPWG or ATARC plans to the extent disclosure is not required by law, regulation, or valid court order.

File Sharing and Collaboration Tools

Access to the ATARC Box Account is managed by ATARC Support.

Disclaimer: Products and communications by ATARC's Future of Secure Work Working Group do not necessarily represent the plans or preferences of any company or government agency.