

Chapter 35 - IFPO - CPO

Building a Sustainable Culture of Security

Purpose

A sustainable culture of security has to be a part of every operation within the organization and integrated into the policies and procedures.

It cannot be separated from the mission of the organization and should be a part of the overall security master plan.

Building a Culture of Security

- ▶ A culture of security is initially driven vertically from the top of the organization down. From there, it is driven from the bottom of the organization up and also across horizontally by all levels of employees.
- ▶ To have a sustainable culture of security in your organization depends on whether or not you have total support from upper management.
- ▶ Employees of the organization need to see management actively participating and engaged in the security program.
- ▶ An organization must ensure that it does not have the “us and them” mentality or that management is “allowed” to disregard security procedures out of a sense of entitlement.
- ▶ A strong security culture is both a mindset and mode of operation. One that’s integrated into day-to-day thinking and decision-making can make for a near-impenetrable operation.

Building a Culture of Security

- ▶ In order to develop a sustainable culture of security in an organization, you first have to develop security awareness to ensure employees understand what security is and how important it is to the organization.
- ▶ A vulnerability or threat assessment will help identify the assets and the risks of the organization and then security countermeasures are put in place to help secure the identified assets and mitigate the risks.
- ▶ Encourage employee participation and accountability.
- ▶ Help employees to understand what suspicious behavior is or what they should do when they observe something that doesn't seem quite right.
- ▶ Employees need to describe specifically what they observed, including:
 - ▶ **Who** or **what** was seen
 - ▶ **When** it was seen
 - ▶ **Where** it occurred
 - ▶ **Why** it's suspicious

Building a Culture of Security

“If You See Something, Say Something”

- ▶ If you see something you know shouldn't be there—or someone's behavior that doesn't seem quite right—say something. Because only you know what's supposed to be in your everyday.
- ▶ Employees are the best people to know what is normal in their work areas; thus, they can identify what is abnormal more quickly.
- ▶ Another critical component of developing a positive security culture is using metrics to measure the effectiveness of employee security awareness training.
- ▶ When effectiveness is measured, successes can be celebrated and areas that need improvement can be identified.
- ▶ Measuring successes will help management justify the cost of the security awareness and training programs.

The Security Master Plan

- ▶ A Security Master Plan is a document that explains the organization's security philosophies, strategies, goals, programs, and processes.
- ▶ It is used to guide the organization's development and direction in these areas in a manner that is consistent with the company's overall business plan.
- ▶ It provides a detailed outline of the risks and the mitigation plans for them in a way that creates a five-year business plan.
- ▶ A sustainable culture of security should be part of an overall security master plan.

Implementing the Security Master Plan

1. Have a vulnerability or risk assessment conducted so the organization will know what assets they need to protect and what risks to retain, transfer, or mitigate.
2. Formulate internal and external partnerships.
3. Design the foundation for an effective physical security program that is a part of the overall security master plan:
 - ▶ The Four D's (deter, detect, delay, and deny)
 - ▶ Layered security (defense in-depth)
 - ▶ Promote your security programs through education and training.
 - ▶ Employees need to understand their roles and responsibilities.
 - ▶ Each individual should know what part they play in the overall security master plan.
 - ▶ Everyone has to feel like they are an important part of the security program.
 - ▶ A security awareness program helps to create a security-conscious culture within an organization.

Fear of Crime

- ▶ The fear of crime or perception of crime is much higher than the actual crime rate, but fear is real and should be addressed.
- ▶ One of the purposes of a security program is to direct efforts that reduce fear of crime.
- ▶ The response to employee fear has to be tailored to that specific issue. It's important that people “feel” safe at work.