

AP Dynamics

The official Newsletter of ASIS International in Asia-Pacific

January 2014, No. 6

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Welcome to the 6th edition of ASIS International's *AP Dynamics*, the monthly newsletter for ASIS members in the Asia-Pacific region covering ASIS news, chapter news, and important Asia-Pacific headlines.

The ASIS Asia-Pacific Bureau invites members to submit updates or articles to share with the other members in the Asia-Pacific region. Please note that ASIS board-certified professionals are entitled to up to 9 CPE credits per article.

The submission deadline for the next issue is February 5.

In this issue: Richard E. Widup, CPP, takes up the ASIS presidency. Vimal Raj discusses the importance of business continuity for any company. Sachin K. Sharma, CPP, analyzes corporate security's operating model. Captain Percy Jokhi, CPP, focuses on the importance of training for security professionals.

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On the first of January, 2014, **Richard E. Widup, CPP**, began his one-year term of office as president in of ASIS International. Widup is the 59th president of ASIS, succeeding **Geoffrey T. Craighead, CPP**, who became chairman of the ASIS Board of Directors.

In their leadership positions, both Widup and Craighead serve on the Board Management Committee of the ASIS Board of Directors. The Board Management Committee directs the activities between meetings of the full Board. These volunteer leaders maintain the strategic continuity of the programs, products, and services that ASIS provides.

The 2014 ASIS Board Management Committee is as follows:

- President: **Richard E. Widup, CPP**, senior director of corporate security, Purdue Pharma LP (United States)
- President-Elect: **Dave N. Tyson, CPP**, senior director global information security, business process, and technology, S. C. Johnson & Son, Inc. (United States)
- Treasurer: **David C. Davis, CPP**, senior manager, Northrup Grumman (United States)
- Secretary: **Thomas J. Langer, CPP**, vice president of security, BAE Systems, Inc. (United States)
- Chairman of the Board: **Geoffrey T. Craighead, CPP**, vice president, Universal Protection Service (United States)



The 2014 ASIS International Board of Directors

Three new members were elected in August 2013 to serve on the Board of Directors for a three-year term that also started on January 1:

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President's Perspective

ASIS International's 2014 president, Richard Widup, CPP, shares his unique insights on a range of membership and industry issues in his President's Perspective column. [Read the latest here.](#)

Did you like this issue?

The Asia-Pacific Bureau of ASIS strives to present content of the highest quality to ASIS International members.

Please contact the [editor](#) to contribute feedback and make article submissions.

ASIS Asia-Pacific Bureau

Queries on ASIS International Asia-Pacific events, membership, benefits, resources, or certification, can be addressed to:

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- **Christina Duffey, CPP**, vice president, Paragon Security (Canada)
- **Godfried Hendriks, CPP**, managing director and consultant, GOING Consultancy BV (The Netherlands)
- **Richard F. Lisko, CPP**, vice president and general manager/South Texas Region, Allied Barton Services (United States)

Of note, this year's board represents the growing global diversity of the organization. Chairman Craighead is a native Australian and President-Elect Tyson is from Canada, which is also the home of Board Member Duffey; Board Member Hendriks is Dutch.

ASIS International News

2014 ASIS Membership Renewal

It's time to renew your ASIS International membership for 2014. Don't let your member benefits become interrupted.

To renew, visit the ["My ASIS"](#) section of the ASIS Web site; after signing in, select the **"My Transactions"** tab to see the dues renewal invoice. Your membership can be identified by the **"Member Type"** populated in the far right column. Please select the invoice and choose **"Add to Cart."**

For assistance, contact ASIS Member Services via e-mail at asis@asisonline.org, or by phone at +1.703.519.6200, from 9 a.m. to 5 p.m. U.S. Eastern Time, Monday through Friday.

Stay connected in 2014. [Renew your membership today](#)



Contribute to AP Dynamics and Earn CPEs

The screenshot shows the AP Dynamics website interface. At the top, it says "ASIS AP Dynamics". Below that, there's a "Launching Edition" banner. The main content area includes a "Quick Links" section with buttons for "ASIS", "The Asia Pacific Bureau", "Resources", "ASIS Middle East", "ASIS Europe & Exhibition", "ASIS Asia Pacific", and "Submit Your Annual Fee Statement". There's also a "Leaders" section with a photo of a man and a "Welcome to AP Dynamics" message. The bottom of the page has a "In This Issue" section with a "MESSAGE" button and a "Column: Welcome to AP Dynamics" link.

Asia-Pacific Links

Please visit our Asia-Pacific chapters' Websites at the following links:

www.asisaustralia.org.au

www.asis.org.hk

www.asisindonesia.or.id

www.asis-japan.org

www.asisseoul.or.kr

www.asis.org.nz

www.asis.org.ph

www.asis-singapore.org.sg

www.asis-thailand.org

Not Yet a member?

Ten reasons that you benefit from becoming an ASIS International member:

- Unrivalled networking opportunities with more than 38,000 of your industry peers.
- Up-to-date information, including industry best practices, new technologies, and emerging trends.
- A complimentary subscription to *Security Management* magazine, the leading security industry publication.
- Opportunities to build a professional reputation and credentials.
- Tailored professional development programs to fit your specific career goals.
- Advocacy of the security industry to the government and business communities.
- Board-certified, professional designations.
- Members-only access to new career opportunities in security management.

ASIS International invites members to submit articles for publication in future editions of *AP Dynamics*.

Articles that share knowledge and best practices with other ASIS members are welcome -- whether they are case studies, or articles about legislation in your own country, trends in security technology, or advancement in the security profession.

ASIS Board-certified professionals are entitled to claim up to nine CPE credits per article.

General writing guidelines:

- Articles must be in English only.
- Articles should not exceed 500 words.
- Sales or marketing submissions will not be accepted.

Please contact the [editor](#) for more information.

13TH EUROPEAN
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THE HAGUE, NETHERLANDS | 1 - 3 APRIL 2014



Roy Bordes Award Application Now Open

The Roy Bordes Award for Physical Security provides the winning chapter with a customized, two-day, locally delivered, physical security education program. Established in 2008, the award pays the cost of instructors, their travel and accommodations, and collateral materials. Award funds are limited, necessitating that additional meeting expenses will be the host chapter's responsibility. All chapters are invited to compete for the award, however, preference will be given to developing chapters working to expand membership and educational offerings. Chapters may submit one application annually. The award application period ends March 11.

Please [click here](#) for more information and eligibility criteria.

Chapter News

ASIS India Chapter Update



- Access to more than 300 peer-reviewed, security-related publications.
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- [Protecting Schools and Universities from Terrorism](#)
- [Readings in Security Management](#)
- [Security in 2020](#)

The first meeting of the ASIS Delhi Chapter for the year 2014, took place under the chairmanship of Sanjay Kaushik, who detailed the plans of the chapter for the year. The chapter meeting also included Omveer Singh, additional director/scientist 'E' at the Department of Electronics and Information Technology of the Indian Computer Emergency Response Team (CERT-India).

Singh spoke on the concept of mobile forensics. At CERT-India, Singh is the team leader for the activities related to cyberforensic investigations. He has been a fixture of the cyberforensics lab at CERT-India for investigation of cybercrimes and related activities for the last decade.

After Singh's presentation, Kaushik said the content of the talk had been extremely informative and dispelled doubts about the forensic technology that might be in the minds of the attendees. He added that in future meetings there would be similar speakers who would help chapter members understand the complex technologies used in security today.

Kaushik also announced the formation of chapter councils and their leadership:

- Young Professionals Liaison -- Major Avtar Singh
- Women in Security/Women's Safety -- Bhawna Beri
- Membership -- Gagan Upadhyay and Vimal Raj
- Programs -- Roop Singh Kuntal and Karan Bains
- Chapter Newsletter Editor and Standards Council -- G. B. Singh;
- Cochair, Standards Council -- Abhay Ranjan.

Kaushik stated that the next meeting of the chapter would be held in Delhi on February 21, and the permanent office of the chapter would be located in Gurgaon.

Source: [Security Today](#)

Member Contributions

Perform or Perish... Need for Business Continuity Measures

By Vimal Raj



Schedule Your Professional Development Now

A comprehensive calendar is available [here](#). Register early and save by taking advantage of early bird rates. Realize additional savings by booking your hotel room before the deadline. Plan ahead to get ahead.

The *raison d'être* for any commercial organization is making profits. While the core values and goals of a commercial organization can be expressed in terms such as contributing to the greater good of society or helping to building a nation, these socially responsible goals will occur if, and only if, the commercial venture succeeds in its primary goal of returning profit on investments.

What should an organization do?

There could be thousands of factors that could prevent an organization from achieving its primary goal, including social unrest, activism, corruption, terrorism, the unavailability of resources, regulations, war, natural disasters, or a poor business model, to name but a few. A commercial organization can and must plan and implement measures to minimize the impact of these negative factors on the business's tenability and profit through business continuity planning. Business continuity planning may sound exotic, but it has always existed in some form implemented from street vendors upward, although perhaps not as a dedicated discipline. For example, the strategic decision to diversify operations is a form of business continuity measure.

Business continuity planning cannot, and does not, attempt to prevent a negative event from materializing. Instead, it is a holistic process that identifies an organization's value-generating activities and implements measures to boost its resilience during and after a crisis. A business continuity plan should be created for all possible single points-of-failure where the impact is high, even if a single point may be affected only by low-probability events.

Why is it important?

Maruti Suzuki India Limited is one of the largest manufacturers of automobiles in India and commanded a market share of approximately 38.43 percent of the Indian passenger car market for the financial year 2011-2012, as compared with 45.2 percent in the previous financial year. At the root of this was that Maruti Suzuki witnessed major labor unrest and shutdown strikes in 2011 and 2012 in one manufacturing unit located in Gurgaon District. The first shutdown took place between June 4 and 17, 2011, affecting production of 12,000 automobile units, with an estimated business loss of U.S. \$89 million. The second shutdown occurred between July 18 and August 21, 2012, which resulted in disrupted production for 35 days affected production of 52,500 automobile units, with an estimated business loss of U.S. \$256 million and the death of one of the company's executives.

The drop in market share and domestic sales growth of Maruti Suzuki in the passenger car market may not be completely attributable to labor unrest. Indeed, the impact that the strikes had on the reputation of Maruti Suzuki was also significant. The organization sustained a 3.94 percent negative growth in net sales, 28.5 percent negative growth in net profits, and 11.16 percent negative growth in domestic sales for the financial year 2011-2012. A diverse site model, with adequate geographical separation, would have assisted Maruti Suzuki in serving the domestic market needs -- although at a reduced capacity -- by

ensuring that the goodwill the organization had earned during two decades was not eradicated by complete absence of products in market for a month.

Maruti Suzuki was not completely unaware of business continuity, which is evident from the fact that they had installed two manufacturing units in Gurgaon District. Maruti Suzuki is currently considering establishing another manufacturing unit in Gujarat that will provide adequate geographic separation of the sites to ensure that the company's business is resilient to threats that may disrupt its activities.

Maruti Suzuki survived, perhaps due to its sheer size - it boasted U.S. \$6.31 billion in net sales for the 2011-2012 financial year. But not all organizations survive such a disruption.

(The data used in this article has been sourced from www.marutisuzuki.com and www.siamindia.com.)

Vimal Raj works for an international risk consulting organization and is based in New Delhi. He specializes in crisis and security consulting. Raj previously served in the Indian Army as a commissioned officer and has an additional eight years of work experience in corporate security, crisis management, and safety. He is the treasurer of the ASIS International New Delhi India Chapter.

A Critical Analysis of Corporate Security's Operating Model

By Sachin K. Sharma, CPP

September 11, 2001, is inarguably the watershed event that transformed corporate security from a support function to a business enabler -- and even a competitive differentiator. Since then, the security function has evolved significantly due to the recognition of its functional importance by the top business leadership, resulting in significantly larger budgets that have increased its capacity to mitigate complex and asymmetric threats.

A simple analysis of how today's corporate security function is organizationally structured reveals a common denominator across various corporate and industry segments: There is a clear distinction between the strategic and operational aspects of security management. Group corporate security departments develop strategy; the operational security work is devolved to the local business or facility managers. At the ground level, this arrangement means that a single corporate security manager in a country or region advises local business units or the facility managers, who in turn implement the practices or changes required. Additionally, many organizations have adopted a hybrid security model by outsourcing security services to service providers tasked with carrying out the policies or procedures communicated to them.

This reality begs the question of whether the corporate security organizational structure described above is resilient enough to withstand an event that may cause another paradigm shift in security expectations across industries, as 9-11 did. More importantly, does it provide the fortitude or tenacity to protect businesses from targeted threats when the actual security operations have been deputized to resources that may lack the competencies, experience or the training to implement the corporate processes and policies?

Most companies have diversified into multiple lines of businesses due to market saturation in their traditional field and have developed bigger risk appetites in order to remain profitable. As a result, they are operating from multiple sites in varying environments even when operating in one particular area. A country security manager operating in a detached environment at the corporate office may not be sufficiently equipped to provide effective advice in the event of a disruptive event at a remote site. And even if so, he or she may be overwhelmed by the torrent of information coming from multiple sources that an effective course of remediation cannot be ascertained.

Sachin K. Sharma, CPP, is a member of the ASIS India Chapter and regional security manager of TATA Communications.

Training and Testing: Its Relevance and Need

By Captain Percy Jokhi, CPP

The concept of this article began to form when I was a part of an International Krav Maga Federation (IKMF) training seminar in Mumbai, and some close friends were being tested—a process that I was involved in firsthand. Their impressive stamina, skill, resilience, and knowledge were the outcome of the training they had undergone. Watching them struggle forward through their fatigue, impressed upon me the importance of training in an industry like ours, which is surprisingly one of the most underpaid, but which has a great amount of responsibility placed on the lowest common denominator - the security guard.

These guards often man their posts alone and unsupervised. They are often encounter situation where make important judgement calls and decisions must be made. Because of their pay grade, most turn to senior security staffers make the call. But what is to be done in case of emergency? What if the lines are down? How does the guard deal with unforeseen incidents? Having the procedures in the standard operating procedures (SOPs) or manuals certainly helps, but are they really effective in addressing the issues the guard faces?

At a previous organization for which I worked, the guard company was replaced, and as expected, the new force was familiar with security systems and procedures. During a client audit that happened shortly after the change, there were glaring gaps and inconsistencies implementation that prompted the assignment of a training manager to bring the new guards up to speed. To ensure the efficacy of the training, we first tested the knowledge of the

guards on security standard operating procedures. The average scores were around 65 to 68 percent -- nowhere near what we desired. After a fortnight of training, there was a remarkable improvement of around 12 percent, bringing the scores up to about 80 percent.

At the end of the quarter, we reviewed and analysed the answer sheets to pinpoint areas where knowledge was still found wanting. We also conducted an internal audit to document any continuing procedural lapses. Those we found were addressed with remedial training.

We implemented this process across agencies and locations with amazing results. The only difference was that because we did not have training managers everywhere, we began the practice of reading section of the security SOP aloud in the guards' daily briefing.

Our clients were pleased with the increased performance capacity of the guards, and we had a way to accrue data to substantiate the training process's results.

Percy Jokhi, CPP, is a member of the ASIS India Chapter and head security of CMS Info Systems.

Headlines

Terrorist Attack Took Place Near Pakistani Army HQ

China Daily reported on January 20 that a suicide bomber detonated explosives in Rawalpindi near a group of security personnel and only 500 meters away from army headquarters. The attack, which killed 13 and injured 14, came just before a meeting of country's federal cabinet aimed at reviewing the national security policy and at devising a strategy against terrorists.

The market, where the attack was perpetrated, is in one of the most secure areas of the city, said Rawalpindi police chief Akhtar Hayat Lalika.

One day before the attack, a bombing killed 20 Pakistani soldiers near the largely lawless, tribal region of North Waziristan.

Prime Minister Nawaz Sharif's government is keen to pursue peace talks with the Pakistani Taliban to end the insurgency but there has been an upsurge in attacks since Sharif won elections in May 2013.

Source: China Daily

Please [click here](#) for more.

Use of CCTV Further Generalized in Philippines

Security Today reported on January 12 that Cebu City became the second urban area in the Philippines, after Mandaue City, to pass an ordinance aimed at generalizing the use of CCTV.

The newly adopted ordinance will cover establishments such as banks, currency exchange shops, lending institutions, pawnshops, gasoline stations, internet shops, schools, factories, privately-owned wet and dry markets, hotels, motels and inns, shopping malls, entrance or exit gates of residential subdivisions and condominiums, and private hospitals.

The City Council needed over two years to pass the ordinance. According to the text, CCTV system should have the following minimum specification: one dedicated channel per camera, 640x480 pixel resolution recording level, recording speed of not less than 30 frames per second, sufficient memory to retain data for at least 30 days, time-stamping feature, retrieval and viewing functions while in operation, provided with an uninterrupted power supply system, data and captured images or footage can be stored on digital, optical or magnetic media for evidentiary purposes. All establishments covered by the ordinance will have 120 days from the issuance of the ordinance to comply with its requirements.

Councilor Sisinio Andales, author of the ordinance, said, "One of the effective ways to document evidence -- especially in criminal incidents -- is through the installation of CCTV cameras in various business establishments and residential subdivisions operating in the city. This will likewise serve as a strong deterrent against the commission of crime in the city."

The police will be posting a sticker on buildings to indicate that they are equipped with security cameras. The sticker is meant to make the occupants and visitors of that building feel safe as well as deter criminals.

Source: Security Today

Please [click here](#) for more.

China Trains Students to Fight Money-Laundering

According to China Daily, due economic development, the demand for compliance and antimoney-laundering officers has led to the creation of undergraduate programs. However, there is still a long way to go to ensure that the students help the country in becoming more compliant.

Dirty-money financial crimes include drug dealing, human trafficking and terrorism. Compliance, the adherence to business laws and policy, has become a buzzword after recent probes into alleged bribery, corruption and fraud at state-owned enterprises and multinational corporations.

According to the International Monetary Fund, laundered money accounts for approximately 5 percent of the combined annual Gross Domestic Product of all the countries in the world, or approximately U.S. \$1.8 trillion. The figure is rising at a rapid rate, with annual growth of U.S. \$100 billion.

However, China Daily notes that compliance and antimoney-laundering are still relatively new concepts within the country and some believe that there are legal ways to launder money. Moreover, it will take many years to ensure that properly trained personnel will be graduated to meet to the demand for compliance officers.

"In Shanghai alone, about 2,000 professionals are needed for compliance and antimoney-laundering work," says Chu Zhen, head of the Department of Finance at Shanghai Finance University. However, that school only can enroll around 50 students a year. The first majors in compliance and antimoney-laundering will graduate in 2017.

Source: China Daily
Please [click here](#) for more.

State of Emergency Imposed in Thailand

BBC News reported that the Thai government has imposed a 60-day state of emergency, starting from 22 January, in the capital, Bangkok, and the surrounding provinces due to civil unrests. BBC News reported that the Thai government has imposed a 60-day state of emergency, starting from 22 January, in the capital, Bangkok, and the surrounding provinces due to civil unrest by protesters trying to force Prime Minister Yingluck Shinawatra to resign. According to protesters, the government is being run by exiled former leader Thaksin Shinawatra, the brother of the current prime minister.

Yingluck called an election on 2 February to pacify the protesters. The state of emergency was announced after a spate of attacks with explosives and firearms on the anti-government protesters blockading central Bangkok for which the government and the protesters blame each other.

The emergency decree gives the government power to censor the media, ban public gatherings, and detain suspects without charge.

However, BBC News questions how these powers will be used. Emergency rule is supposed to be administered by the police and the army, but the military made it clear they do not want to be involved in the conflict.

Moreover, the decree casts a doubt over the poll, as the decree extends past the date of the general election. The government argues that there was no legal alternative as the parliament has been dissolved ahead of the vote.

Source: BBC News
Please [click here](#) for more.

Australia First in World for Nuclear Security

The Ministry for Foreign Affairs of Australia announced on 10 January that Australia has reached for the second consecutive year the top ranking in a global review of nuclear security. The Ministry for Foreign Affairs of Australia announced on 10 January that Australia has reached the top ranking in a global review of nuclear security for the second year.

The assessment was produced by the Nuclear Threat Initiative, a nongovernmental organization that works to reduce global threats from nuclear, biological and chemical weapons.

Australia has maintained its top ranking following reductions in its quantities of highly enriched uranium and ratification of the International Convention for the Suppression of Acts of Nuclear Terrorism.

The ranking complements the findings of an International Atomic Energy Agency Physical Protection Advisory Service mission in November 2013 that concluded nuclear security within Australia has long been of a high standard and has been significantly enhanced in recent years.

Security of nuclear materials and facilities in Australia is regulated by the Australian Safeguards and Non-Proliferation Office, a specialist office within the Department of Foreign Affairs and Trade.

Source: Ministry for Foreign Affairs of Australia

Please [click here](#) for more.

Education and Events

Application Period Open for University of Phoenix Full-Tuition Scholarships

Each scholarship will allow a prospective student the opportunity to complete an undergraduate or master's degree programme through the College of Criminal Justice and Security at University of Phoenix. Recipients may choose to attend a University of Phoenix physical campus or attend University of Phoenix online.

Applicants must meet all admission requirements for the university, and maintain good standing throughout the term of their scholarship. The scholarship is open to security practitioners worldwide.

A committee comprised of members from the Foundation Board of Trustees, the ASIS International Board of Directors, and the Professional Certification Board will review applicants and select the scholarship recipients.

Applications will be taken starting on February 4 through April 15.

Please [click here](#) for more.

Global Agenda

February 16-18, 2014 -- [ASIS 5th Middle East Security Conference & Exhibition](#), Dubai, UAE
[Registration is open!](#)

March 13-14, 2014 -- [ASIS 24th New York City Security Conference & Exhibition](#), New York, USA
[Registration is open!](#)

April 1-3, 2014 -- [ASIS 13th European Security Conference & Exhibition](#), The Hague, The Netherlands
[Registration is open!](#)

May 5-6, 2014 -- [7th Annual CSO Roundtable Summit](#), Miami, FL, USA

June 3-6, 2014 -- [Effective Management for Security Professionals](#), Madrid, Spain

September 29 - October 2, 2014 -- [ASIS 60th Annual Seminar & Exhibits](#), Atlanta, GA, USA

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