

APRIL 2020

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WHAT'S INSIDE:

From air to sea, get the latest on supply chain security featuring interviews with the Halifax Port Authority Security Manager Aaron Dickson and world-wide air cargo security expert Elad Gadot, CPP. **Page 2-3, 6**

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Jetway Protection—Panic Hardware
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Partnered ads inside this issue:

Live Earth **Page 7**

Napco **Page 8**



PORT PARTNERSHIP

Partnerships With Federal Agencies Are Key to the Safety and Security of Port Halifax.

Halifax, Nova Scotia is an idyllic seaside city on Canada's eastern coast, a city that has a port bustling with commercial and tourist activity. *Security Management* caught up with Aaron Dickson, manager of port security and emergency preparedness and port security officer at Halifax Port Authority, and asked him to provide a snapshot of how security functions at the facility.

At a high level, as the leader of port security for Halifax, what are you responsible for?

Port security is federally mandated by the government of Canada, and the regulatory body is Transport Canada Marine Safety. We have 17 or 18 facilities, including the port as a whole. Several container ships arrive each day, and we have a fairly robust cruise industry running from April through November—we anticipate having over 200 cruise ships this year with 350,000 cruise passengers, and that's not counting

crews. All of that has to be compliant with the Marine Transportation Security Act and the regulations that come with it, as well as the Canada Marine Act, which is where Canadian ports get their authority.

Every facet of the port has security as part of it. Everybody from the people who work at the port to the ships that sail into the harbor to the marine facilities and transportation trucks—there's a security element to all of that, and it's 24/7/365. We have continuous communication with our partners, including emergency channels if necessary. Basically it's all-encompassing.

What are some of the major security concerns for ports, and what is your role as port security?

As a port, we're not an enforcement agency. Our biggest concern, and the role we play, is to align with and support our partners. If there are significant

threats that we should be concerned about, they make us aware of them and provide whatever details we need that will help us in turn help them. And as our security operations uncover anything, we bring them in right away.

Who are these partners?

Relationships are key with us. We have relationships with many different agencies, including the RCMP (Royal Canadian Mounted Police), CSIS (Canadian Security Intelligence Service), and others—Canadian Border Services.

And how do you interact with these partners?

We have a Port Security Committee, which I chair, that is mandated by federal government regulation. Representatives from all of these agencies together with representatives from port security, including myself, together sit on the committee. We



PHOTO BY ISTOCK

get together regularly—a few times a year—to discuss security procedures and any trends or issues, and we're in constant communication in between meetings. The group works very well together. Our biggest concern is making sure we align with them and support them. If any significant security issues come up at the port, it's our job to relay the information to the committee.

What is your security staffing structure at the port?

Halifax Port Authority has a mix of contract and key designated security staff positions. I'm the primary security manager, and then we have designated security officers for each of the facilities that we operate and manage—they're our marine facility security officers.

We have a contract service provider here in Halifax that does all of our frontline guard staffing, which includes staffing our gatehouse and patrols. We also have a 24/7 operation control center we call the primary control center, and that is staffed by contract security. We have several security staff working shifts to provide 24/7 coverage.

Do you have to train the contracted guard on the specifics of port and maritime security?

It's in the contract that the staff provided to us have to have security training. It's a Canadian government requirement for a specific training program, so all guards working in port security are required to have that specific training. There is a security guard supervisor, part of the contract, that reports to me, and I give that person the overall mandate for security of the port who then oversees the guards.

How do you go about mitigating the risk of insider threats?

It certainly starts with the Transportation Security Clearance, which is a vetting process that most people with positions in the port must undergo—whether it's the stevedores,

people who work in the port authority like me, or the security guards we use. We all have to apply with Transport Canada for the clearance, which involves an extensive, five-year background check.

Other than guards, what other security measures do you have?

Like a lot of ports, access control is key. I work closely with our information technology services team for a lot of that. We have a swipe access system for our gates and terminals—if you don't have business on a terminal, you will not gain access. We have an extensive camera system. Guards in the primary control center are monitoring all of those systems 24/7.

During the height of the cruise season, do you need to approach security any differently?

The safety and security of our cruise passengers is a very big part of our business mandate here. We have an entire part of our team dedicated to cruise ships. We do have different alert levels of security, and with cruise ships, there's always a heightened level. Unlike a cargo terminal where you have a main access gate, there's a lot more security involved with cruises, including cameras, check points, and other needs. Bottom line is, we want passengers to have a great time when they get on shore, and to not have to worry at all about their safety.

When a breach, emergency, or other incident occurs, how do you deal with it?

We do a lot of planning and training for incidents. Most importantly, we work very closely with our federal agency partners. When there's a significant incident, we will stand up our incident command structure. A large portion of our staff is trained in incident command systems from our security staff to communications to anybody that would have a role. We would establish an emergency coordination center—and again, it's something we drill

and practice every year. Every year we have a large port-wide security exercise. Our partners participate with us.

How do you instill a culture of security at the port?

I think getting people to buy into a culture of security and safety is much easier these days than it used to be. We live in a society where there are checkpoints, and people understand that the checkpoints and scans are to keep them safe. Safety, security, and the environment are the three pillars. People realize those three things are designed for their own good. People want a safe, healthy, secure environment to work in, so as long as people can see that's what we're trying to provide them, it's not a hard sell.

How would you summarize the approach to security and emergency planning at the port?

We're very proactive at Port Halifax making sure we have an emergency team, we have emergency planning, and a health and safety program and security program all working together. The biggest thing is that we don't do it alone; we're very much driven around the partnerships we have. I'm proud of the security committee we have in Halifax—meetings are well attended and people are very keen on working here together to make sure the port is a safe and secure place to do business. The takeaway is it's not just us, it's a partnership.



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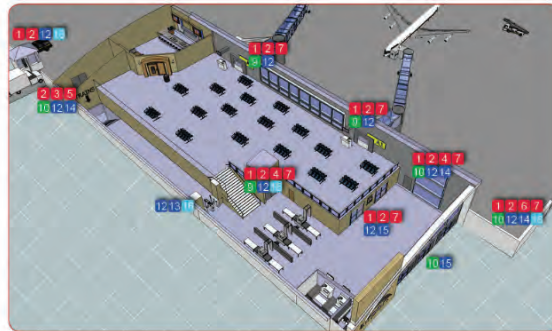
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- 9 - Fire-Rated
- 10 - Emergency Exit
- 11 - Windstorm-Rated
- 12 - Access Control
- 13 - Optical Turnstiles
- 14 - Employee Entrance
- 15 - Entry/ADA Swing Door
- 16 - Guard Tour

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THE MANY THREATS FACING AIR CARGO SECURITY

From Lithium Batteries to Improvised Explosive Devices to Insider Threats, Air Cargo Facilities See Many Security Challenges.

In this interview, *Security Management* asks Elad Gadot, CPP, executive director of Corposec, an aviation and supply chain security and regulatory compliance company based in Austria, about the state of air cargo security.

What is top-of-mind when it comes to air cargo security?

Within the cargo sector, the main issue today is dangerous goods. Undeclared lithium batteries can actually catch fire while in transit, whether on the ground or in the plane. It's more of a safety issue than a security issue, but it's getting more and more attention because it takes planes down. It can cause huge damage to the plane or even in an air cargo facility.

And I assume terrorism remains an ongoing concern?

We have to deal with the ability and capabilities of terror organizations to conceal hidden improvised explosive devices in cargo like they did in 2010 when they manipulated printer cartridges into a ticking bomb that was actually uplifted. There is a guy who is the chief engineer of al Qaeda in the Arabian peninsula who manages to come up with new ideas of how to hide IEDs, how to make them go undetected through security controls with passengers, with cargo hold baggage, and carry-ons, so

those are the many issues I see with the IEDs.

How can air cargo facilities security address these concerns?

We have big issues with insider threats within airport operations, especially within the cargo side, which is the nonglamorous side of aviation. It's a working place, and some places take it really seriously. The best example would be Cairo: it's like a hospital, so clean, it's unbelievable. And then other places are filthy, they never clean, the conditions are bad. The jobs are low pay, and you're working in the heat or the cold, overnight, it's loud, so finding and keeping people in jobs can be a challenge, and with the right amount of money you can bribe anyone.

What needs to be done about insider threats?

It's basically in the regulations. Every air facility is going to have regulations to address workers, but they can be hard to enforce—particularly in places where it is hard to fill the jobs. It starts with the recruitment process and the screening of candidates, but even if the facility is able to follow the regulations and the hiring process screens out potentially unsafe workers, the checks usually do not continue, and people are being radicalized every



Elad Gadot, CPP

day. There are systems that can do ongoing analysis and potentially spot workers who are becoming radicalized, but not a lot of people are using those systems. Especially in cargo, because you're talking about such small margins.

What advice would you give to people in charge of air cargo security facilities?

They have to be vigilant and careful on three elements. First, it's the screening of people and insider threat which is a big issue at the moment. Recruitment from the beginning on is critical. The second thing is the technology. You cannot rely too much on technology. You have to choose the right technology for the right operations, it doesn't matter if it's a body scanner, an x-ray, an EDS or ETD, or even a dog, all of these tools have their place. And finally work on the procedures. I would say always ask five times "why?" Why is it like that? Why are you doing that? Do a root cause analysis and don't accept things for what they are. Be critical with your analysis and critical with your thinking. If one of those elements is not well controlled or being overlooked, their security system will collapse.





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