

FALL 2008

## President's Message

Greetings Fellow Members,

As our 25th anniversary approaches, we find ourselves with an opportunity to reflect on where we have come and what we have become after 25 years. To begin with, we're larger, though probably not as large as we could be. We've got some rainy day money in the bank, though there's never enough to fund all of the great ideas generated by members. We have several committees actively working inside and outside the IAPSC to better our industry. Our relationships with other organizations continue to be strong and beneficial to our stature and reputation. Our CSC certification is still growing and clients are starting to recognize it. The list of IAPSC member benefits is ever expanding. The level of partnering among IAPSC members is high, but there are many more projects where we can add value to a client through a teaming approach. Our conference attendance waned a bit, but we're optimistic about the Palm Springs conference.

Overall, things are good within the IAPSC. One issue, independence, continues to generate discussion. Over the last several years (and probably even longer), we have struggled to define independence in a meaningful way for both our members and for the outside world. At times, we thought we nailed it and codified the definition in our by-laws. Despite repeated attempts, we have not found a definition that withstood the test of time.

There are several internal and external drivers that have caused our definition to become outdated. We now find ourselves at the crossroads as we look to the future and work to ensure IAPSC is both a sustainable and growing organization. Our usual approach would be to revise the by-laws, seek member approval, and call it a day. Someone once told me that the definition of crazy is to do the same thing over and over and expect different results. So, it's time to try something different and see if we can break the cycle.

In an effort to truly engage each member in this review, sometime before the conference in April, you will receive two position papers that address two different solutions. I suspect that the most familiar way to absorb both positions is to treat it like we would a new consulting project. First, we have an initial meeting with the client to understand what their needs are, then we conduct our assessment and identify different options that may work, and finally we select one option as our recommendation. The position papers will refine the needs briefly defined above. As we know from our consulting experiences, there are tradeoffs with all solutions. With that in mind, the position papers will address the advantages and disadvantages of their respective solutions.

During the General Business Meeting in Palm Springs, the two position papers will be presented along with proposed by-laws language that would be used to "implement" each of the positions. We can then open up the discussion for all members present and those joining in by phone.

We won't take a vote during the meeting because we probably need to let this sink in a bit. In June, we will ask each member to vote on the proposed by-laws changes. The key to finding a long-term solution is that one position or the other will need the support of two-thirds of the membership. That's a high bar, but anything less will not be a clear mandate and we'll have to go back to the drawing board.

This is your association so your views are important and ultimately, you will collectively make the decision as to the IAPSC's future direction. After the position papers are in your hands, we'll set up an email address for you to share your comments before the 2009 conference. See you in Palm Springs!

*Karim Vellani, CPP, CSC*  
October, 2008

## Birth Announcement



Congratulations to IAPSC President Karim Vellani on the birth of his daughter, Alia, on November 4, 2008.

## GSI 2010 Conference

Roughly 80 consultants, integrators and manufacturers' representatives attended the show. Many stopped by the IAPSC booth and picked up membership applications. A couple expressed interested in being a sponsor at the IAPSC Conference.



Ray Bernard spoke to the group about IAPSC and the importance of IAPSC and the CSC credential. This endorsement was excellent and well received.

Thanks goes to Ray Bernard for giving IAPSC a complimentary booth at this show. This was a great opportunity for IAPSC to raise awareness of the organization. I had more than a few folks say they had never heard of IAPSC before so from that angle the event was well worth the efforts.

James Black

## Supply Chain Security Standards

**Supply Chain Security Standards to "go live": ISO 28000 /2007 Opportunity with a price**

By now many of you may be aware that the International Standards Organization (ISO) has developed a new set of standards for supply chain security. The four documents formally known as:

- Specification for Security Management Systems for the supply chain;
- Security Management Systems for the supply chain – Best practices for implementing supply chain assessments and plans- Requirements and Guidance;
- Security management systems for the supply chain - Requirements for bodies providing audit and certification of supply chain security management systems; and
- Security management systems for the supply chain -- Guidelines for the implementation of ISO 28000.

ISO 28000, 28001, 28003, and 28004 respectively (yes – there is no 28002) form the basis for a global solution to this global supply chain problem. As described by the Hong Kong Trade Council, with the implementation of an internationally recognized security management system, stakeholders in the supply chain can ensure the safety of cargo and people, while facilitating international trade, thus contributing to the welfare of society as a whole."

The ISO 28000 series of International Standards specifies the requirements for a security management system to ensure safety in the supply chain. Its standards can be applied by organizations of all sizes involved in manufacturing, service, storage or transportation by air, rail, road and sea at any stage of the production or supply process. The series includes provisions to:

- Establish, implement, maintain and improve a

*Article continues on page 6*

## Committee Reports

### Best Practices Committee

Best Practice #2, Forensic Methodology (for security experts) has undergone major revisions. In November, the Board will vote to approve this update and it will be published at that time.

For any of you who provide expert witness services, this is a very important Best Practice to be aware of and use in your practice. This Best Practice was reviewed and approved by the Federal Court earlier this year. You can read that opinion by going to our Association website.

Norm Bates

### Website Committee

#### IAPSC Website Traffic

In the last 90 days, the IAPSC website had 5,218 visitors. Over 3,600 of those visitors accessed the "Find a Security Consultant" section and viewed 3,188 member pages. Next to the US, the top ten countries that visited the site during this period include Canada (68), United Kingdom (61), India (30), Italy (12), United Arab Emirates (10), Israel, France (9) and Germany (8). Approximately 78% of the visits were by new visitors and the average time spent viewing the site was over 3 1/2 minutes.

If you wish additional information or more details regarding the traffic on the IAPSC website, feel free to contact me.

Jack Case

You will be happy to know that Nater Associates, Ltd. has had 9 website visits by visitor referral from the IAPSC Website. Of these, 4 called me.

Felix P. Nater

## Annual Conference

### The International Association of Professional Security Consultants Annual Conference and Exhibits April 26-29, 2009



Hilton Palm Springs, Palm Springs, California

You are cordially invited to attend the largest seminar in the country dedicated to professional security consulting, IAPSC 2009, in Palm Springs!

The IAPSC conference features exceptional speakers on timely and crucial topics, which include converting website visitors to clients, effective consultant marketing techniques, website optimization, and the latest legal issues impacting the security consulting profession.

The conference is a “must attend” for security consultants and those contemplating the security consulting profession. See the IAPSC website ([www.iapsc.org](http://www.iapsc.org)) for more details on this exciting and information-filled conference. Mark your calendar and plan to attend this import event!

We look forward to seeing you at our 25th anniversary celebration “IAPSC 2009.” For more information contact:

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## 08-09 IAPSC Committees

### **By-laws:**

*Chair:* Brian Gouin

*Members:* Ken Braunstein, Bob Schultheiss

### **Ethics:**

*Chair:* Curt Baillie

### **Web Site:**

*Chair:* Jack Case

### **Consultant Certification:**

*Chair:* Brian Gouin

*Members:* Karim Vellani, Linda Watson, Ralph Witherspoon

### **2009 Conference :**

*Chair:* Steve Kaufer

*Members:* Bill Mattman, Karim Vellani, Jack Case, Elliot Boxerbaum

### **Technical Standards:**

*Chair:* Frank Pisciotta

### **Best Practices:**

*Chair:* Norm Bates

*Members:* Karim Vellani, Jim Clark, Rob Shellow, Bruce Ramm, Ralph Witherspoon, Steve Kaufer, Bill Hawthorne, Jack Case, Lance Foster, Ira Somerson

### **Regional Meeting Taskforce:**

*Co-Chairs:* Dave Aggleton, Jack Case, Mike Webster

### **International Outreach:**

*Co-Chairs:* Jim Clark and Jack Case

### **Membership Processing:**

*Chair:* Linda Watson; *Members:* Ken Braunstein, Elliot Boxerbaum

### **Member Benefits:**

*Chair:* Ken Wheatley

### **Member Independence Criteria Review Task Force:**

*Chair:* Frank Pisciotta/Dave Aggleton

*Members:* Elliot Boxerbaum, Mike Webster, Brian Gouin

### **Nominations:**

*Chair:* Dave Aggleton

### **Successful Security Consulting:**

*Chair:* Steve Kaufer/Rich Grassie

### **Strategic Planning:**

*Chair:* Mike Webster

*Members:* Curt Baillie, Norm Bates, Mark Bennett, Elliot Boxerbaum, Jack Case, Brian Gouin, Steve Kaufer, Kevin Murray, Frank Pisciotta, Chuck Sennewald, Linda Watson, Ken Wheatley, Mike Verden, Karim Vellani, Ralph Witherspoon, Gordon McFarland, Rich Grassie, Dave Aggleton

### **Awards:**

*Chair:* Mike Webster

## IAPSC Open Security Forum

The first IAPSC Open Security Forum was held on October 29, 2008 in Orange California. The meeting was attended by both IAPSC members and several recognized non-members and authors such as Jim Broder and Jim Cawood. The purpose of the meeting was to bring together a small select group of recognized security experts and consultants to participate in an open discussion of legal issues, trends in our industry, business marketing techniques and challenges we face in our role as expert witnesses. AS a result of conducting the meeting, we expect to get 3-4 new members. Some of the comments I received from the 14 attendees are;

**Thanks for inviting me. This was one of the most useful - and enjoyable - professional meetings I've ever attended. To paraphrase the commercial: "Cost to attend, \$25." "Cost of fuel to get there, \$15." "Having the opportunity to meet with and learn from so many distinguished security professionals in so comfortable a setting, Priceless."**

**~ Bob Gardner**

**The IAPSC is a class act. I very much enjoyed the seminar and I hope you continue to fill the void in educating senior practitioners. No one else is doing this. Hats off to the Association.**

**~ Jim Broder**

**This was an even better meeting than the last one at Sony; thanks for organizing it.**

**~ Bill Mattman**

**The Open Forum Meeting was a great success. The speakers were very good and their information was square center to our needs. Please continue these efforts, which benefit the attendees and IAPSC.**

**~ Gordon Redding**

**Thanks again for the invitation. For me, it was a worthwhile session. The roundtable format in the last 1.5 hours made it even more informative. The updates by Norm Bates and the Internet marketing session you conducted were very well done. Discussion of plaintiff and defense work, latest issues in depositions and trials will always be informative. My suggestion would be doing these once a quarter, rotating east-west coast.**

**My intention is to submit an application to the IAPSC soon.**

**~ Tommy Burns**

It is apparent that such meetings conducted by IAPSC members both attract new members and enhance the image of the reputation of the association. I will be glad to assist any member who wishes to consider conducting an IAPSC Open Security Forum in their area.

**~ Jack Case**

## 08-09 Officers & Board Members

Karim Vellani, President  
Mike Webster, Vice President  
Norman Bates, Secretary  
Brian Gouin, Treasurer  
Elliot Boxerbaum, Past President  
Dave Aggleton  
Curt Baillie  
Jack Case  
Lou DeStefano  
Steve Kaufer  
Frank Pisciotta  
Robert Schultheiss  
Mike Verden  
Linda Watson  
Ken Wheatley  
Ralph Witherspoon  
Howard Wood  
Chuck Sennewald, Advisor

IAPSC web site and then drilled down to my own web site. I was asked to complete an initial task valued at \$9,000.00 as their "Subject Matter Expert" (SME) for major public special events (i.e.: Super Bowls or Olympics). They were satisfied sufficiently to offer me a new 5-month renewable contract with a minimum value of \$37,500.00 plus expenses.

The offers have been very diverse, including an RFP request from a large high-end coastal community for a complete security assessment of their little island of 570 homes and recommendations to improve their residents' safety and security.

Our most recent success has come from a very large land developer who is designing a 572-acre community in the Bahamas and a 2300-acre community in Jamaica and have hired our firm to be their consultant on all security and safety planning and design. They contacted us through a management executive that had worked with us before, but they only brought us on-board after first checking us out on the IAPSC web site and then scheduling a meeting/audition.

### IAPSC On-line Resources:

#### IAPSC's Linked In Group:

<http://www.linkedin.com/groups?gid=726057>

#### IAPSC's Blog

<http://securityconsultants.wordpress.com/>

Thank you IAPSC. I been in the Association for a year ... my membership and participation in IAPSC functions and the annual meeting has been well worth it.

Kelly Klatt

## Member Happenings

**James R. Black** and his TRC project team have been chosen by King County in Seattle, Washington to perform security assessment and implementation planning for priority government facilities throughout the country.

On October 3, 2008, **David Duda** co-presented "LEED and Security Team Up for a Greener Safer Environment" with Julia Neville, LC, LEED AP at the 2008 AIA Georgia Conference; (Architecture 2008, Changing Practice, Changing Communities) in Atlanta, Georgia. The seminar included a discussion of how sustainable techniques could be used to enhance security and provide better security lighting.

The TranSystems Pittsburgh office to which I am assigned moved to 615 Epsilon Dr, Suite 200, Pittsburgh Pa., 15238.

We recently won a project to perform a security assessment of facilities belonging to Kansas City Missouri. This follows on the heels of successful

## Member Testimonials

As an information security company, we joined IAPSC so we can be a better value to our clients by providing referrals to physical security professionals. Within the first 30 days of joining IAPSC, we were happily surprised when we were referred to an organization that needed a website security assessment.

Jim Kelton

As a new Consulting firm we rely on our own prior professional contacts and those from our Associations. I have been lucky enough to receive two very good leads from IAPSC in the past 6 months. The best came from a major military contractor who found me through the

## Supply Chain Security, Cont.

Article continues from page 2

- security management system;
- Assure conformity with security management policy;
- Demonstrate such conformity;
- Seek certification/registration of conformity by an accredited third party organization; or
- Make a self-determination and self-declaration of conformity.

So . . . what does all this mean to IAPSC members? For some it may mean a potential revenue stream. All organizations seeking certification under the ISO 28000/2007 Standard must submit to an outside security audit. All auditors must be trained and certified in the audit process by an authorized training organization. This may sound familiar to some of you who participated on early MarSec related efforts. However, for those members willing to invest in the training, audits could certainly become a profit center.

Currently, training is very limited and the five day course is expected to cost about \$3,000.00 (US). ASIS is currently organizing a training effort with the pilot program scheduled for the week of December 8th in the DC area. Based on our relationship with ASIS, they offered IAPSC 1 seat in this program at no charge. Jim Webster, CPP, won this seat in a random drawing of interested members earlier this month. Jim will be sharing his experience and insight with the membership in the next newsletter.

In the meantime, if you are really interested in learning more about the ISO 28000 standards, you can visit the ISO web site:

<http://www.iso.org/iso/pressrelease.htm?refid=Ref1086> where you can purchase each of the standard documents for about 138,00 CHF. For those members who do not carry a pocket full of Swiss Francs, this is about \$116.00 per document.

~ Elliot Boxerbaum

## Member Happenings, Cont.

Article continues from page 5

municipal projects for Nashville Metro General Services TN and New Haven Ct Parking Authority.

~ **Ron Heil**

**Jim Kelton** authored a white paper on developing an Identity Theft Protection Program as required by the Fair and Accurate Credit Transaction Act (FACTA). Mandatory compliance is required by November 1, 2008. For more information on FACTA's Red Flag Rule and a ten step approach to compliance, please visit <http://www.altiusit.com/articles.htm>.

**Ron Libengood** has joined SecurityConsultants, LLC as Principal Consultant. SecurityConsultants LLC ([www.SecurityConsultants-WBE.com](http://www.SecurityConsultants-WBE.com)) is an affiliate-based, women-owned security consulting and engineering firm headquartered in Pittsburgh PA led by Linda Sarver, a 20 year veteran of the security industry.

## Member Happenings, Cont.

**Marianna Perry**

- Taught a 3-day, Basics of Physical Security seminar at the National Crime Prevention Institute at the University of Louisville, Louisville, KY Oct. 15-17.
- Wrote a book review of Introduction to Business and Industrial Security and Loss Control, by Raymond P. Siljander and it will be published in Security Management Magazine--most likely in next month's issue.
- Is currently reading, The Safe Hiring Audit, by Lester S. Rosen, Esq. to write a review of his book.

## Press Releases

### For Immediate Release

Date: October 9, 2008

Contact: Harold C. Gillens, President, PSP  
102 Sangaree Park Court, Suite 4  
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### Quintech Security Consultants, Inc. Awarded \$900K Contract with Department of Homeland Security for HSDN Installation Security Modifications

Summerville, SC -- October 9, 2008 -- On 7 June 2006, Secretary Chertoff approved a plan to embed intelligence officers at State and Local Fusion Centers (SLFCs) around the country and named The Office of Intelligence and Analysis (I&A) the executive agent to carry out the plan. I&A is deploying analysts to Fusion Centers in support of State and Local Government operations. In support of these deployments, I&A and the Chief Information Officer of The Department of Homeland Security (DHS) will install Homeland Secure Data Network (HSDN) equipment at each site.

Quintech Security Consultants, Inc (QSC) has been awarded the contract to assess and, as necessary, facilitate the construction and security upgrades for each SLFC in order to secure the HSDN equipment, using the recently adopted DHS/FBI Reciprocal Security Construction Standard. Although this is a federal effort, an SLFC need not "belong" to the Federal government. Fusion Centers are located in state-owned, state-leased, federal-owned and federal-leased spaces across the country Design and Project Management Support.

Quintech Security Consultants, Inc. provides security consulting services to clients with applications requiring integrated electronic and/or information systems. We assist clients in defining security solutions for effective facility management and asset protection. Our primary areas of service are Risk Analysis, Vulnerability Assessment, Access Control, Intrusion Detection, Digital Video Surveillance, System Design and Project Management Support.

For information:  
<http://www.quintechengineering.com>  
Contact: [info@quintechengineering.com](mailto:info@quintechengineering.com)

###

## Articles

**NOTE:** This is one of the best articles I have read regarding many the considerations you may not normally realize in marketing your business. Definitely worth reading!

~ Jack Case

### Marketing Your Professional Services Is Not Optional

Sometimes professionals say, "I don't market my services; I rely on word-of-mouth to get business." They don't seem to realize these two statements are contradictory — if they are getting plenty of referral business, they have marketed their services quite well! The issue is not a decision of whether or not to market your services, but is instead a decision of whether to assume responsibility for it and become more effective at it.

Actions you might not realize are marketing decisions:

- What you name your business
- What information you print on your business card
- How you let people know you are available
- How your resume or company brochure looks
- Who answers the telephone and how
- How you dress for encounters with prospective clients
- How you respond when someone asks what you do
- How you treat not only clients and prospects but also employees, associates and even competitors

All of these factors contribute to the image people form of you and are far more critical to the success of your business than you might realize.

For instance, does your business name indicate what services your business performs? If it doesn't, is your business name accompanied by a tagline that states your field of work?

Does your business card provide all necessary data such as the type of work performed and your complete contact information? As a marketing consultant reviewing and analyzing professionals' marketing materials, I see cards with important information omitted, such as the email address and even telephone area codes. I've seen two cards with no zip code after the address. What do these cards say about the professionals, i.e., what impression does their marketing create?

Particularly if you have chosen not to advertise your services, how did you announce that you had opened a business or practice? However you did it, and whether you did it effectively or not, it was a marketing action.

### - You're Not Alone -

Fortunately, you're not expected to already be knowledgeable about marketing, any more than

you would expect people in other professions to be proficient in your discipline. Marketing help is available from books, magazines, the Internet, knowledgeable friends and marketing professionals. The key point is to realize that the decisions and actions that create others' perception of you should be planned and well thought-out, as they constitute your marketing.

Prospective clients have no way of knowing what quality of service you will provide, so they must take clues from the appearance of your business card, stationery, resume or brochure and other materials, and website; your physical appearance and grooming; your manners and communication on the telephone; and even your promptness in returning phone calls.

The quality of your materials influences the perceived value of your services. Printed materials, whether produced professionally or on your personal computer, don't have to be costly, but they should be error-free. Typographical, spelling, punctuation and grammatical errors in printed materials are inexcusable. We all make mistakes as we create and craft, but editing, correcting and proofreading comprise the second half of the job.

It is critical to have someone else proofread your writing and composition, because we all have difficulty finding our own mistakes. I frequently notice errors in professional brochures, even some that are quite expensively prepared. I have to conclude that not enough people proofread them.

### - Your Office Speaks -

Often the initial impression you make on a prospective client results from the phone response in your office. If the phone rings several times before being answered by a person or a recording, the caller feels that his time has been disrespected. If the person answering is flippant, cold or, worse, rude, your image has been tarnished, perhaps permanently.

The time it takes you to return calls answered by someone else, by your recorded message or through an answering service is also a factor in the prospect's view of your services. An inquirer can't help but associate your promptness or tardiness with your perceived work ethic and respect for deadlines.

In addition, if you determine that you can't or won't accept the proposal, are you as polite and as helpful as possible under the circumstances? You may not want this engagement, but you do want this person to be a referral source—the most effective kind of marketing.

Article continues on page 8

## Articles, Continued

### - Appearances Do Matter -

"Dressing for success" doesn't necessarily mean wearing a suit for a man, or stockings and low heels for a woman if she wears a dress or a suit with a skirt. What it does mean is deliberately deciding what to wear for encounters with prospective clients, keeping your impression in mind. Whether the most effective look would be a business suit or other attire representing your profession or trade is an individual decision, but make it a conscious decision, because it matters. Perhaps a person could be sloppy or careless in appearance and be meticulous in work performance, but the prospective client has no way of knowing that—he can only conclude by what he sees and hears.

### - Does Your Dry Cleaner Know What You Do? -

When asked what services your company provides, do you respond completely, smoothly and briefly or do you stammer, give a terse, incomplete description or ramble? Articulating your area of expertise and services is the core of marketing. Compose a brief statement that explains your work, using words people outside your profession will understand, and practice saying it aloud.

Business owners don't always realize that their services are publicized, either positively or negatively, by individuals they might not consider referral sources or detractors. Employees discuss

their work with others. Competitors speak either respectfully or resentfully about you, based, at least in part, on your attitude and actions toward them.

Remember that when you interact with another person, regardless of who the person is, you are marketing yourself and your services. You are enhancing his picture of you, or you are diminishing it.

Performing marketing is NOT optional. Marketing is the actions, whether deliberately strategized or unplanned, that communicate the availability, quality and value of your services. Marketing shapes the image people hold of you and your business and reflects your judgment, thoroughness and professionalism. You can take charge of this message and make it contribute to your success.

By Rosalie Hamilton, the Expert's Expert, author of *The Expert Witness Marketing Book* and President of Expert Communications, the business development firm that helps experts get more clients. [www.expertcommunications.com](http://www.expertcommunications.com)

## New Members

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INTERNATIONAL ASSOCIATION OF  
**PROFESSIONAL  
SECURITY  
CONSULTANTS**

## Articles, Continued

**Editor's Note:** The following article is great PR for IAPSC's Successful Security Consulting Seminar.

### Attendees Flock to Preseminar Programs By the Editors of Security Management 09/15/2008 -

Dedicated security professionals arrived early in Atlanta to take advantage of the various preseminar programs on offer at the Marriott Marquis. The programs, which were held on Saturday and Sunday before the launch of the ASIS International 54th Annual Seminar and Exhibits, offered information on various topics. Some of the programs offered were security consulting, detecting deception, security management for beginners, college and university security, developing business acumen, critical infrastructure protection, and convergence.

#### SECURITY CONSULTING

A line-up of experienced security consultants shared their expertise with those looking to start a consultancy at the "Successful Security Consulting" program held on Saturday and Sunday. The session was sponsored by ASIS and the International Association of Professional Security Consultants.

Steve Kaufer of Inter/Action Associates, Inc., in Palm Springs, California, led the opening session of the program. "We will give you the information you need to consider whether you want to pursue consulting," he told the attendees.

Kaufer explored the positives of a consulting career, including an interesting range of projects, flexibility in the number and complexity of jobs, and, of course, additional income. He also noted that the need for consultants is on the rise. "There is a greater demand from organizations for outside help and temporary help because companies can't always add staff," Kaufer said.

In the program, speakers covered every aspect of security consulting from writing winning proposals and gaining clients to preparing reports, performing security surveys, partnering with other consultants, establishing fees, and marketing. However, the program did not cover security. "You already have a tremendous base of knowledge," said Kaufer. "We aren't going to talk about security. You already have this knowledge, and other people need it."

#### DETECTING DECEPTION

Attendees gathered on Saturday and Sunday to learn a critical investigative technique—how to tell whether someone is lying. In the program "Statement Analysis and Verbal Clues of Deception," presenter John H. Dietz, CPP, covered issues such as how to eliminate multiple suspects from an investigation and how to develop rapport with the person being interviewed. Dietz then led attendees through a series of exercises to help them pick up on deceptive language. For example, in written statements, investigators can learn

much from the insertions and deletions suspects make to a document. Changes in the use of nouns and verb tenses as well as skipping forward in time can indicate deception, according to Dietz.

As a practical exercise, the group analyzed real cases. Dietz pointed out how helpful this can be. In one training exercise, the class analyzed a group of interviews and narrowed the list of suspects down to one person. "The class worked it out and the police went to interview the prime suspect the next day," said Dietz. "They got a confession."

#### SECURITY MANAGEMENT

Attendees at "Security Management for the Beginner: Where Even Experts Can Go Wrong" learned that it doesn't matter whether a security manager comes from the world of law enforcement, the military, or elsewhere—nothing substitutes for on-the-job training. In a talk presented in conjunction with the International Foundation for Cultural Property Protection, Stevan P. Layne, CPP, discussed the various roles of an effective security manager, from leader to disciplinarian to coach.

Layne noted managers often make disciplinary mistakes. He said leaders must be fair and hear workers out, and he asked, "How can you evaluate whether someone followed the rules without hearing their side?" Layne said an oft-overused tool is suspension without pay. Although there are certain situations where such action is necessary (like during an internal investigation), Layne said when a manager relies on such disciplinary action "above all else," workers end up terrified and often come back from the suspension just as unproductive. Layne instead advocates getting to the heart of the problem through communication and problem-solving.

Effective managers must also take an active interest in their employees, listen to them, and encourage them to advance in their own careers.

Above all, a manager must be a leader. "Are they going to follow you into battle?" asked Layne, because when a disaster or crisis hits, the environment becomes a "quasi-combat zone." Layne suggested subjecting applicants to a stress interview, where several people with various fields of expertise spit rapid-fire questions at the interviewee to see how he or she handles it. If they become nervous in that situation, it could be a sign that they won't be able to respond well in a true crisis later on.

Layne also emphasized that while a manager must be respected, he or she must also be open to learning from others. He said a true leader is an interested manager, "someone who doesn't know everything but is willing to find out."

#### PROTECTING THE CAMPUS

The massacre at Virginia Tech has led to widespread investment in new security technologies and the

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creation of new policies and procedures across college and university campuses everywhere. But few campus security stakeholders know what technologies or procedures they should select to protect their campus.

Bernard D. Gollotti, CPP, executive director of public safety for the University of the Sciences in Philadelphia and the vice chairman of ASIS International's Philadelphia chapter, helped security practitioners sift through recommendations from recent public and private campus threat assessments during the preseminar session, "Protecting Your Campus: Selecting the Right Technologies," on Sunday morning. The problem with campus security after Virginia Tech, according to Gollotti, is that everyone fears the high cost, low probability events most, when more mundane things such as fires in residence halls or college students crossing busy city streets gets short shrift. "Somewhere in the next few weeks someone's going to ask how you've planned for a pandemic [flu outbreak]," he said, stressing his point.

Among Gollotti's many recommendations to campus security officials were the creation of behavioral threat assessment teams to share information on problem individuals on campus; coordination and collaboration with local, state, and federal responders; the adoption of a multilayered emergency notification system; the installation of remotely-controlled keyless locks in dormitories and classrooms; and more active monitoring of a campus' CCTV system.

Gollotti told campus security practitioners to become well-acquainted with their respective institution's IT department because they are the foundation of any good security system. "One day we may all be working for IT and not public safety," he said. "They control the network," especially necessary technologies such as IP cameras and access control systems.

### BUSINESS ACUMEN

Chief security officers often have a tough time persuading the executive suite of their critical importance to business. The big problem, according to John Lingle, principal consultant for the Metrus Group, is that many CSOs can't "communicate their value in a language business executives understand."

Lingle's preseminar session, "Business Acumen for Security," on Sunday morning, sought to change that. By providing security professionals with the financial fundamentals, the strategic focus, and the return-on-investment (ROI) acumen, he says security can find itself on the positive side of the bottom line.

Business executives want measurable results and those in the security field that can't provide metrics, such as ROI, suffer. According to a 2006 Metric Group study, security departments that did not use ROI measures experienced slower budget growth and were three times more likely to suffer personnel cuts than those security groups that provided ROI metrics.

Security professionals also need to identify the various ways they provide value to a business and categorize them according to cost, Lingle says. For instance, hiring more security guards to reduce theft is often a less expensive endeavor than creating and implementing a supply chain protection program. Security professionals should also understand the concept of an opportunity cost or the realization that investing in one problem's solution will often leave other problems unaddressed. Security professionals, therefore, must choose those security investments that will solve the problem with the greatest ROI possible.

To do this correctly, security professionals need a strategy. Lingle says CSOs should ask "What are the underlying assumptions when I spend money here rather than there?" Security professionals should assess their department's strengths and weaknesses, determine what opportunities are available to achieve their goal, evaluate how their environment may change, and decide what they will not do because of scarce resources.

The strategy should also realistically gauge what a security professional or department can achieve. Lingle says security professionals can typically list 20 or more weaknesses of their organizations on average. His advice: "You can't fix 20 things. Pick the three most important."

Afterward, if a security group's strategy fails, there are only two options as to why: "Either you had a bad strategy or you had bad execution," Lingle told his listeners.

### CRITICAL INFRASTRUCTURE

Security stakeholders from the private, homeland security, and defense sectors gathered for a daylong session highlighting "Public and Private Perspectives on Critical Infrastructure Protection."

Steven D. Young, CPP, deputy director of the Department of Homeland Security's (DHS) Infrastructure Information Collection Division, provided an overview of the decade-old federal effort to define and help protect the nation's critical infrastructure and key resources (CI/KR), which range from bridges and highways to the nation's financial system.

King discussed DHS's new Homeland Infrastructure Threat and Risk Assessment Center (HITRAC), a critical new link in public-private collaboration for CI/KR protection. HITRAC's analysts monitor intelligence from around the world to produce threat advisories tailored to domestic interests.

The HITRAC process quickly detected and addressed a disconnect between the federal government's typical terrorism intelligence and the needs of U.S. private security, King said. After an attempted terrorist attack on an oil facility in Saudi Arabia, HITRAC flew analysts to Houston to brief U.S. oil industry security officials on the event.

At the briefing, industry officials wanted information about factors like the attackers' clothing and vehicles and the performance of the facility's physical security elements. Analysts, however, had focused their research on topics like attack financing and organization. HIRAC officials learned that the intelligence needs of private security are far different than those of federal counterterrorism officials, and the program has adapted its products, King said.

Paula Scalingi, a veteran government security professional and now director of the Pacific Northwest Center for Regional Disaster Resilience, also addressed the session, discussing the potential impact of a "bio-event," whether a terrorist attack or a pandemic outbreak, on CI/KR. Continuity and resilience plans will only work during a bio-event if they are prepared on a region-wide basis, Scalingi said.

Planning efforts to sustain CI/KR during bio-events are lacking, Scalingi said, listing gaps in areas such as identification of sector interdependencies, assigning roles and responsibilities, information sharing, and IT infrastructure maintenance.

### CONVERGENCE

Many organizations are converging their physical and information security applications onto their main corporate network. But once these myriad applications, some of which previously ran on private networks, are conjoined, what's the best and most effective way to run them all?

That was a central focus of a preseminar program, "Going IT: The How and Why of Putting Your Security System onto the Corporate Network." Companies are looking to put just about everything security-related on their network, says Howard J. Belfor, CPP, regional vice president for the southern USA for ADT Advanced Integration. Applications range from e-mail programs to Internet Protocol telephony to fire alarm systems.

The program looked at some of the applications that are being integrated. It also discussed some of the ways hackers are trying to take advantage of network vulnerabilities. It then broadly discussed some cutting edge-integration systems that can help managers run all their systems in one place or on one integrated software application.

### States Wrestle with Immunity

By Robert Ambrogi

States that have considered the civil immunity of expert witnesses disagree on the answer. While some say that immunity is essential to ensure an expert's objectivity, others reason that shielding an expert may have the opposite effect. Here is how the states line up.

### Immunity for Experts

- Washington. In *Bruce v. Byrne-Stevens & Associates Engineers, Inc.*, 113 Wash.2d 123, 776 P.2d 666 (1989), the state Supreme Court held that witness immunity protected an engineering expert witness from liability.
- North Dakota. In *Riemers v. O'Halloran*, 2004 N.D. 79, 678 N.W.2d 547, 2004 ND 79 (N.D. 2004), the Supreme Court held that witness immunity protected a forensic accounting expert from being sued.

### No Immunity for Experts

- California. In *Mattco Forge, Inc. v. Arthur Young & Co.*, 5 Cal. App. 4th 392, 6 Cal.Rptr.2d 781 (Cal. App. 1992), the court ruled that witness immunity did not shield an accounting expert witness from a claim for professional malpractice. More recently, in *Lambert v. Carneghi*, \_\_\_ Cal.App.5th \_\_\_ (Cal. App. 1/11/08), the court refused to grant immunity to a real-estate appraisal expert. In April, the California Supreme Court turned down an appeal of that decision.
- Connecticut. In *Pollock v. Panjabi* (Conn.Super. 2000) 781 A.2d 518, the court said that the policy of having witnesses speak freely would not prevent a party's lawsuit against its own witness.
- Louisiana. In *Marrogi v. Howard*, 805 So.2d 1118 (La. 2002), the Supreme Court ruled that an expert who provided pretrial analysis and litigation support services was not immune from suit.
- Massachusetts. In *Boyes-Bogie v. Horvitz & Associates* 14 Mass.L.Rptr. 208, 2001 Mass. Super. Lexis 582 (Mass.Super.Ct. 2001), a trial judge ruled that the doctrine of witness immunity did not bar a negligence suit against an expert retained to provide litigation support services.
- Missouri. In *Murphy v. A.A. Mathews*, 841 S.W.2d 671 (Mo. 1992), an en banc court held that an expert who provided negligent litigation support was not protected by witness immunity.
- New Jersey. In *Levine v. Wiss & Co.*, 478 A.2d 397 (N.J. 1984), the Supreme Court ruled that a court-appointed accountant was not immune from suit.
- Pennsylvania. In *Panitz v. Behrend*, 632 A.2d 562 (Pa. Super. 1993), the court held that expert medical witnesses have absolute immunity for

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their testimony. But in *LLMD of Michigan Inc. v. Jackson-Cross Co.*, 740 A.2d 186 (Pa. 1991), the Supreme Court ruled that the doctrine of witness immunity did not bar a professional malpractice action by the party who hired the expert.

- Texas. In *James v. Brown*, 637 S.W.2d 914 (Tex. 1982), the court held that a negligent diagnosis by a psychiatric expert may be actionable.

One other state to have considered the issue is West Virginia. Although not directly deciding whether to apply expert immunity, the Supreme Court of Appeals ruled in a 2002 case, *Davis v. Wallace*, 65 S.E.2d 386 (W. Va. 2002), that a lawsuit brought by a party against its expert could not be held to be frivolous or in bad faith, given the decisions from other states allowing such suits.

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