

208 News

Operating in Pakistan – Some Realities – Andy Davis

INSIDE THIS ISSUE:

Operating in Pakistan	1
Committee Members	2
A hero's tribute	3
Personal brand	4
Summer seminar	5
Out of hours	7
Procurement	8
Formal certification	10
Walking with the wounded	12
Trauma awareness	13
Leadership	14
New members	15

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Between January 2010 and May 2011 I was assigned to Pakistan, working from Islamabad. During this time I was fortunate enough to travel extensively around Pakistan and to see and experience the realities and complexities of operating in this fascinating country first hand. Whilst unable to cover every issue that people may face when visiting Pakistan this article will hopefully go some way in providing sufficient information to allow an informed decision to be made regarding operating in Pakistan.

You cannot start to understand Pakistan without understanding something about its history. The modern state of Pakistan was formed in August 1947 from the mainly Muslim states of India; Balochistan, North West Frontier Province (NWFP), West Punjab and Eastern Bengal. The fate of Kashmir, which is a predominantly Muslim state was decided when the Hindu ruler ceded power to India following raids by Pashtun tribesmen from NWFP. This has been the main reason for Pakistan and India going to war on three separate occasions (1948, 1965 and 1999). Pakistan and India also went to war in 1971 following alleged massacres by the Western Pakistan military. India supported Bengali separatists and defeated the Pakistan army. Bangladesh was formed and Pakistan as a state was left with its present borders. Hence since formation the mistrust of India exists and remains pivotal to Pakistan foreign policy.

The Kashmir issue not only led to war but also to Pakistan supporting different Kashmiri militant groups opposed to what it sees as the Indian occupation of Kashmir. It is the historical (Pakistan says that it no longer supports these militant groups) support of groups such as Lashkar-e-Taiba that led to Pakistan being branded as a State Sponsor of Terrorism. There is sufficient readily available evidence to support such accusations, although there is evidence suggesting that the Pakistan government (therefore the State) has renounced this support.

The Kashmiri militants are just one element of militancy that the Pakistan government has to face. It is also faced with sectarian groups such as Lashkar-e-Jangvi who are closely linked to Al Qaeda and Tehrik-e-Taliban (TTP) and are responsible for numerous atrocities against Pakistan's Shia and Ahmadi population. Pakistan also has to deal with Baloch separatists who are seeking greater independence for the Baloch people and as such kill non-Baloch whom they view as "settlers".

The Taliban issue is complex as there is a difference between the



IDP Camp Motorway Central
reservation – NWFP – Aug 2010

Continued on page 6

Chairman's notes

Well it has been nearly two years since I picked up the mantle of Chairman, and what an exciting tenure it has been. It all started off with a close look at the structure and a revamp of the committee resulting in the appointment of two successful and really efficient Vice Chairmen, Graham Bassett and Mike Hurst. Along with Craig Pickard our treasurer and our Executive Officer, Jude Awdry, the "top team" meet and correspond on a regular basis to plan, adjust and implement our strategy.

Traditionally, the UK Chairman presides for a two year tenure and then steps down for the new incoming candidate, voted in at the AGM. I have been approached by senior ASIS members to consider standing for a further year to take in the ASIS European Conference hosted in London in April 2012. I have given this suggestion a lot of thought, and have spoken with my top team, and unless there is any objection from the membership at the AGM, I am prepared to put myself forward for a further 12 months.

I can honestly say I have enjoyed my time as your chairman, helped and supported by a great team; Graham, Mike, Craig and Jude. We have seen our membership attendance at our 4 annual chapter meetings increase, and our influence and presence at other organisational conferences and forums grow with us now having an ASIS stand at IFSEC, the Counter Terror Expo, the Transport Security Expo, the Pharmaceutical Industry Security Forum and National

Association of Healthcare Security Conference at which Mike Hurst will be speaking.

ASIS will be represented at the RIBA Counter Terrorism Design Conference and also be at the launch of the National Business Crime Forum. Add all this to two further Breakfast meetings at Birmingham and Chelsea FC and you will understand the high degree of exposure your committee have been able to establish for the UK Chapter, your chapter.

On a final note, the support for the Tribute Evening to our Heroes on the 3rd November is going from strength to strength, we have secured a church and resident clergyman for the short blessing; a bugler to play the last post; a fabulous venue for the "frontline" speakers and sponsors for the food and drink which means all money raised from ticket sales and from the charity auction, [we already have a number of items to be auctioned by the legendary auctioneer Derek (get your money out) Webster], will go to the chosen service charities.

Thank you all for your support over the past two years, it is your support and commitment that has made the UK Chapter successful and recognised by the US and other European Chapters.

Mike Alexander
Chairman ASIS International UK Chapter



Mike Alexander

Editorial Team



Helene

Helene Carlsson – Assistant Editor

Helene has been working in the security industry over 25 years, both as a corporate security manager and as a consultant.

She has worked with many different clients specialising in non-IT security, Business Continuity and Crisis Management.

Helene has been a member of ASIS since 1989 and on the ASIS 208 committee for over 15 years. She has been actively involved on the Media sub-committee for the same amount of time and is a strong supporter of the chapter and the international edge the ASIS membership provides.

Helene is working on the group writing the standard for Asset Protection by Physical Security Measures

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Mike

Mike Hurst – Editor

Mike entered the security industry in 1998 and initially worked in Sales and General Management roles.

In 1992 he joined HJA Fire and Security, Recruitment Consultants where he is a Director. He recruits at all levels across a range of security disciplines.

He is a Fellow of the Institute of Recruitment Professionals (FRIP) and sits on the Validation Board of The Security Institute (MSyl) and has contributed numerous articles to security publications. Mike is Joint Editor of the Newsletter, Webmaster and set up and administers the ASIS 208 Blog.

Mike is Chapter 208 Vice Chairman - Strategy.

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Graham

Graham Bassett – Advertising and Seminar Exhibitors

Graham has worked in the security recruitment profession for 20 years and is the founding director of GBRUK a London based recruitment firm.

He was the founder Chairman of the BSIA Code of Ethics and was also on the Executive Committee for the REC Association of Executive Recruiters, responsible for standards, member's benefits and marketing.

Like Mike he is a Fellow of the Institute of Recruitment Professionals (FRIP) and a Member of the Security Institute (MSyl).

Graham is an avid supporter of taking ASIS forward within the security profession and welcomes your commercial support of the Chapter. Graham is Chapter 208 Vice Chairman – Operations, responsible for Seminars, Advertising, Exhibitors and Sponsorship.

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A Heroes' Tribute

Thursday 3rd November 2011

6pm to 10pm

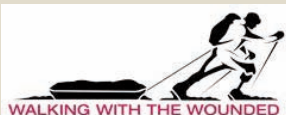
At the exclusive roof top venue of Barings Bank, Bishopsgate

Ticket price (Members and Guests) £25

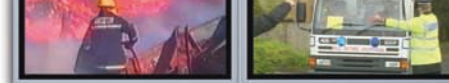
In order to mark the long-standing and ongoing service to the country made by our Armed Forces, The ASIS UK Chapter would like to invite you to attend this Heroes' Tribute, where you will be able to hear, first hand, the experiences of recent veterans, raise some money for forces charities and enjoy a meal and the comradeship of fellow security professionals.

- 6pm Service of dedication to our servicemen and women St Botolph without Bishopsgate Church.
Regimental Bugler
- 6.20pm Move to Barings Bank, Bishopsgate
- 6:40pm Stuart Tootal - Afghanistan Trust
- 7:10pm Walking with the Wounded
- 7:40pm Charity Auction
Conducted by Derek Webster
- 8.30pm Buffet (Modern British Classics and a vegetarian option)
- 9pm Money raised announced, followed by networking and drinks.
- 10pm Thanks and closing address and closing address.

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Building a strong reputation starts with a great personal brand – Alexia Leachman

- Are you getting the work you want?
- Are you getting the recognition you're due?
- Have you got a reputation that precedes you? For the right reasons!

In a competitive industry, these are all challenges that many find difficult to overcome. So, how do you begin to build a reputation that increases your chances of getting the work and success you want?

“Character is like a tree and reputation like a shadow. The shadow is what we think of it; the tree is the real thing.”
Abraham Lincoln

The secret is in ensuring you have a strong personal brand. Why? Well, because a great reputation is built on a strong personal brand. So, have you got one of those?

Personal branding is something that has been gaining momentum over the last few years and for good reason. We're currently facing massive shifts in the way we work and communicate which means how we choose to define ourselves is becoming a critical factor in our success.

Did you know that by 2014, 75% of IBM's 400k workforce will become suppliers? HP are looking to make similar shifts in the way that they work, and once the big boys start doing something like this, you know it won't be long before other big corporates follow suit. So what will this mean to those staff? It means that if they want to be hired for a certain project, they will need to make sure that the

hirers know what they're good at and how they can make a difference to the team. They will need to make sure that they are known for their niche and that they are remembered at the crucial decision making time. They're going to need to start managing and building their personal brand.

But it's not only how we choose to define ourselves, it's the way we define ourselves. The rise in the use of the online space to communicate, work, connect, buy and do business means that we are being increasingly forced to present a version of ourselves online. After all, that is where people may be making decisions as to whether to hire us, or at least decide whether we're still on the interview list. Suddenly we have to make decisions about what we want to say about ourselves. Imagine this. If you were offered a 5-minute slot in front of a crowd of people to talk about yourself, what would you say? What is it that you want people to know about you? What would you like to be remembered for? If you're uncertain about what you'd say, then it's probably about time that you stopped for a moment and gave it some thought. This is the beginning of the journey in developing your personal brand.

Your personal brand is everything about you that makes you YOU. It's what you stand for, your strengths, your achievements and your passions. It's how you present yourself and behave. It's what you can be relied upon for, what you're known for. It's what people can trust you to do and deliver. It's the great stuff you've already done. It's the

difference you make and can be trusted to make. It's a combination of all these things presented in such a way so as to make you stand out and be chosen by those that matter to you. Do you know who matters to you?

Do you know who you need to influence to help you achieve the successes you're seeking? If you have your own business, they will be investors, clients and your staff. If you're an employee, it'll be your manager, team members and customers. If you're a job seeker, it'll be the recruiters, target employers and your peers. Do you get the picture? If you're not clear as to who you're trying to influence, it's going to be very difficult to



Alexia is a personal brand coach and head trash clearer and helps people to find their mojo. By helping people to discover, define and refine their authentic personal brands, her clients are better able to attract and achieve more of what they want. Alexia's clients include entrepreneurs, executives, freelancers, authors and artists. She delivers seminars, talks and workshops on personal branding, digital presence, reputation management, personal power and influence and head trash clearance.

www.blossomingbrands.com

www.headtrash.co.uk

engage with them and let them know you're here.

Discovering your personal brand is a process that involves self-reflection and answering some big questions. You need to be clear about where you're heading and what you want to achieve. But, you also need to carefully consider the wider environment you operate in and

who you're competing with for what you want. After all, you can only successfully pitch yourself against others if you know how they're differentiating themselves.

And finally, your personal brand isn't only what you think. It's what other people think too; your reputation. Finding out what people think of you is

important because you discover how people describe you and this can be useful to help you refine your own pitch. But also, if you find out that your behaviour could be improved, then by knowing that you have a chance to change for the better. Your influence is limited by what people think of you. And personal influence is the name of the game here.

Summer Seminar 15 June 2011 – BBC Tim Hodges CPP PSP

Mike Alexander welcomed the hundred plus audience to the meeting and introduced the opening speakers from the City of London Police who covered the current terrorist threats.

Peter Speight related a case history at BMW which had a broader message to those seeking effective asset protection.

On arrival it was found that BMW had lots of technology but did not have an integrated security function.

The physical security systems that had been installed were disjointed and did not protect key areas.

An in depth risk analysis was carried out and established that failings involved vulnerability and the lack of an effective policy. A list of thirteen major security issues requiring attention was raised.

Once senior management had bought into a more professional approach great strides were made in securing the site effectively and this model

was then used at other BMW sites around Europe.

Jon Shamah covered the new digital identity (EID) being used by Denmark and Norway that was now expected to be the basis for the standard across Europe.

The critical mass needed for a successful adoption was greater than 70% and the consensus was that the proposition would not be viable in the UK if the ID was charged for. A lot of money and time had been wasted on the previous government's ID scheme which had subsequently been cancelled.

Security would be by a rotating one time code and the user would allocate attributes to the respective link which could be to a bank, government or supplier.

Concern was expressed about the security aspect by the audience and the 2020 target for everyone to be using EID was somewhat sceptically received.

The Rt. Hon. Bruce George was the final speaker and he was in sparkling form putting forward the question "How many companies really dealt with corruption?"

Baroness Harris of Richmond, (Asis Chapter 208 Patron), joined the meeting after coming directly from the House of Lords and she listened with interest to his lively talk which also covered past, current and future corruption in UK and foreign government. The hope was expressed that a professional security organisation with the right values must influence wherever possible.

Mike Alexander closed the meeting and thanked the speakers, the two sponsors Doug Adams of Axis Communications and James Condon of CNL and also the exhibitors.

Excellent canapés and wine followed which helped oil the networking wheels of the ASIS members and their guests.



Afghanistan Taliban and TTP. The Afghan Taliban has a long association with the Pakistan authorities, most notably the ISI, Pakistan's intelligence agency. This association has been in Pakistan's national interest to reduce the influence of India in Afghanistan. Shelter and support has long been associated with this relationship and continues to this day. The TTP however are anti-Pakistan government and NATO's involvement in Afghanistan. It has been responsible for most of the high profile attacks carried out in Pakistan. They have also expanded its operations with attacks in Afghanistan (Camp Chapman) and the USA (Time Square).

The only type of militant group not yet mentioned are the international ones, in particular Al Qaeda (AQ). AQ has only ever claimed responsibility for one attack in Pakistan, the attack on the Danish Embassy in Islamabad. It is questionable whether this was a genuine claim or designed to cover the TTP who were in negotiations with the Pakistan government at the time. Therefore the reality is that AQ themselves did not pose a threat within Pakistan although they have a wide range of proxies who could be used. There is no doubt that AQ planned and executed operations from Pakistan and it is difficult to believe that their presence and whereabouts was not known by the Pakistan state (particularly the ISI).

So with all of this militancy is it possible to operate safely in Pakistan? The answer is yes, I believe that the main danger that people face from militants is being in the wrong place at the wrong time. (WPWT) Two factors that greatly influence the WPWT are:

What you are doing in Pakistan?
Where you are doing it?

Other factors which make

operating in Pakistan "complex" include the levels of corruption, organised crime and sectarianism.

Corruption is endemic. A sitting federal minister stated on television that it "is his right to be corrupt". The last three democratic leaders have all been charged with corruption, the present leader being commonly referred to as "Mr. 10%". Corruption is spread throughout all walks of life and is no longer seen as anything other than normal practise by ordinary Pakistanis.

Organised crime is widespread (particularly Karachi) with protection rackets, counterfeiting and human trafficking being a major revenue generator. Drugs use is increasingly a major problem with heroin being sold for the equivalent of £3 a gram and there being millions of heroin addicts throughout Pakistan. Pakistan is also one of the main heroin distribution routes out of Afghanistan with a reported \$6 billion worth of drugs passing through annually.

In Karachi sectarianism is a major problem with hundreds of people killed this year alone. As Karachi is the commercial centre of Pakistan this is where most international organisations operate or travel through. The sectarianism is based on tribal and political lines with whole districts of Karachi becoming no go areas. Sectarianism also affects Balochistan with the Baloch repeatedly attacking "settlers" and other non-Baloch. In both Karachi and Balochistan the chances of being in the wrong place at the wrong time are vastly increased. None of the above makes very good reading and has contributed to businesses and organisations avoiding operating in Pakistan. However, you can still operate in Pakistan providing extreme care is taken and various factors

considered before either undertaking any visits or business ventures, including:

- Do you need to visit?
- Know why you are going.
- Know where you are going.
- Know what you are doing.
- Know who you are associating with.
- Know how you are going to get around Pakistan.
- Plan in advance and research all of the above.
- Consider employing professional services (Fixer, security advisors etc.).
- Visas are a serious stumbling block and should be obtained well in advance of any travel to Pakistan.
- Know where there are travel restrictions imposed by the Pakistan government.
- Consider climate and weather issues. (Monsoon season, snow and fog in Northern areas etc.)
- Inform the embassy of your movements (LOCATE service from FCO).



Andy Davis (a Chapter 208 member) is a former Diplomat having worked in Africa, Latin America and the Middle East. Andy is presently the Deputy to the Head of Security at TDIC an Abu Dhabi based master developer. He is available to discuss and expand on comments in this article by email

andydavis_1725@hotmail.com.

He is speaking at the 2012 ASIS Middle East Conference.

Out of hours

ASIS Committee member Steve Emmins braved the weather to swim for the Lord Mayor's Charity Bear Necessities. Steve, who is a Liveryman, swam on behalf of the Worshipful Company of Security Professionals at Hampstead Lido.

The Lido had recently been refurbished retaining its art deco architecture and its huge 90' x 30' swimming lanes.



Undeterred by the inclement weather Steve swam some 2500 metres in just under an hour (that's a lot of lengths!) – and in doing so Steve raised £405.00 for this children's charity, which was established in 1739.

Steve is keen to participate next year and with a change of venue it will be undercover this time, at Golden Lanes swimming pool in the City by the Barbican – so if you fancy joining in let Steve know.

Congratulations to Graham Bassett our Vice Chairman who was recently made a Freeman of the City of London.

This historic City Ceremony dates back to 1237 and is held at the Chamberlains Court, Guildhall.

Whilst there are many privileges and rules to heed we await the next picture of Graham taking his sheep across London Bridge!



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- **Interview with Mother of a British Hostage**
- **Dr. Simon Singh**, Best-Selling Author; Journalist, Radio Broadcaster, TV Producer and Director
- **Andrew Amery**, Head of Security Readiness & Resolution, Security & Resilience Dept., **London Organising Committee of the Olympic Games and Paralympic Games Ltd (LOCOG)**
- **The Right Honourable Sir John Wheeler, JP DL**, Former Deputy Secretary of State, Northern Ireland Office, Minister of State for Security and the Criminal Justice System, and Finance Minister

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Getting procurement right: a new toolkit based on the experiences of buyers and suppliers – Martin Gill

A most striking finding from our work with organisations is that for most, buying security occurs infrequently and as a consequence, is not something that the procurement department develops significant expertise in. Some security managers also noted that it was not an area they were au fait with, and certainly suppliers lamented the fact that the people they were selling to were often not experts in their area of security and this often made it difficult to sell the advantages; all too often the fear was that a lack of expertise in determining good from bad security placed a heavier reliance on price than quality.

There was a strong sense from other buyers and sellers of security that the procurement process frequently worked in the interests of neither party, and that what resulted at the end was a security that was less good than it might otherwise have been. So by interviewing experts, developing case studies, producing proformas and examples, Perpetuity has produced a Procurement toolkit.

The good thing about the toolkit is that it draws on good practice from those involved in the process, is easy to use, and is available free of charge. It has evolved from the very successful Security Research Initiative.

It is important to understand that procurement practices vary. As one writer on the subject (Van Weele, 2002) has noted there are a variety of influences on the type of procurement process adopted, this may include:

- Characteristics of the product
- Strategic importance of the purchase
- Sums of money involved in the purchase

- Characteristics of the purchasing market
- Degree of risk related to the purchase
- Role of the purchasing department in the organisation
- Degree to which the purchase product affects exiting routines in the organisation

And there are sometimes added issues which can be relevant to security, including the lack of expertise of buyers noted above, and the fact that if security goes wrong it can lead to a loss, sometimes the losses can be seriously detrimental to the business, sometimes a security breach can be so serious it results in the business ceasing to exist. In extreme cases a security breach can result in a loss of life. In fact, security is not something to purchase badly, although many of those we spoke to said it often was.

In the work we undertook we developed insights into the various stages of the buying process. These are the Planning and Preparation process, and here the crucial issues are the initial decision to purchase, and the development of a good specification. Then there is the Tender itself, this may include the use of a Pre Qualifying Questionnaire (PQQ) and the Invitation To Tender (ITT), sometimes using E-auctions. Then there is the evaluation stage, consisting (potentially at least) of Site visits; the interview and the presentation; and the need to show some sort of innovation. Then there is the stage of awarding the contract, involving some sort of selection process (and scoring system) and the negotiation stage. Our research provided insights into each of

these and the toolkit will hopefully provide all users, experts or amateurs, with insights that can help improve the process and the quality of the security that results.

Even the first stage, the decision to purchase, incorporates considerations that are all too often glossed over but which can carry implications later. It is vital to be clear about the rationale for making a purchase and also to understand the strategic importance and also the level of risk attached to the outcome of the process. Indeed a risk assessment and a security audit (including a gap analysis) may be an important first step to determine what is needed and how this will fit in to the organisation's security strategy and broader business aims. We have conducted these ourselves and they are very insightful, and many think essential. There are some key issues that may guide thinking at this stage. They are:

- Being clear about the reason for the purchase
- Engaging appropriate internal support for the purchase
- Thinking about the best time for involving suppliers
- Considering how the evaluation of responses will be conducted
- Deciding who will be involved in the buying process
- Setting expectations about how long the process will take
- Considering suppliers: how do you propose to engage the ones that you most want?
- We found that many glossed over these decisions, or at least some of them but they are all crucial. Being clear about the reason for the purchase, the driver for it, will determine what

sort of process is needed. Organisations that are happy with their existing provision and have reached the time for periodic procurement may take a very different approach to those looking to introduce new systems or services or wanting to cut costs. There are many reasons for going to tender. It may be triggered by:

- Legislative/regulatory changes
- A desire to reduce costs
- A requirement of the normal procurement cycle to retender periodically
- A desire to test the market
- The need to upgrade technology or a service offering
- A wish to integrate/streamline existing systems or services
- An acquisition or sale of part of the business
- The changing requirements of customers/stakeholders
- Problems with the incumbent provider (in which case it is worthwhile considering what the problems are and why and how they have arisen)
- The wish to elicit more from a current provider or to require them to adhere to different practices or work in different ways/areas
- The desire to standardise services to one supplier instead of several or vice versa
- Internal changes which require a different approach to

purchasing (one company reconsidered security when there was a new policy to buy locally).

A point often missed is that suppliers felt they were better placed to respond effectively when they were aware of the reason for the tender (accepting that in many cases the purchaser would be unwilling or unable to state that reason).

Indeed, from the supplier side, the decision to become involved in the process will be dictated by a number of factors, some general (such as whether there is capacity to devote time to the bid or the work if successful), to tender-specific reasons such as whether there is a robust process one can engage with. For example:

In our own company we decide whether to go for a bid, we assess each one, and if we cannot see proper considered input with security expertise we may result in deciding not to bid. We are walking away from those just wanting a commercial exercise. So not getting this right may result in companies walking away.

Business development manager, security company

In this short paper I have just tried to show how important it is to get the first stage right, there is a lot to buying security well. The fact of the matter is that security is often criticised for failing to deliver when it is problems that occur in the procurement process that are responsible. Hopefully the toolkit



will become a reference point for those who seek to get it right. At every single stage both buyers and sellers were able to provide examples of how improvements could be made. Therein rests the opportunity.

Professor Martin Gill is Director of Perpetuity Research which is part of the Perpetuity Group of companies that includes Perpetuity Training and Optimal Risk (www.perpetuitygroup.com). Martin is contactable on m.gill@perpetuitygroup.com.

This can be accessed: <http://www.perpetuityresearch.com/procuresecuritytoolkit.html>

The Security research Initiative is supported by the BSIA, ASIS International (UK Chapter), and the Security Institute. Members are: Advance, Carlisle Security, Case, Caterpillar, E-on, Emprise, Mitie, NSI, Nexen, OCS, Securitas, Standard Life, VSG, Wilson James.

Van Weele, A (2002) Purchasing and Supply Chain Management, Thomson: London



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David Cresswell CPP PSP, Chapter Certification Representative

Across the world, ASIS certification is the most-widely recognised advanced-level credential of security management competence. No less than 6,000 security professionals are CPP- or PSP-certified. There are ASIS certified professionals in almost 4,000 companies across 70 different countries.

Next to the US and Canada, the UK boasts the highest number of security professionals that undertake the certification process. This is due to a number of factors, including the uniquely multinational nature of some of our biggest companies, and the international aspect of the work of many British security consultants. CPP (covering advanced concepts in security management) and PSP (covering the application of security hardware and systems) serve as a standard means to provide instant cross-border recognition of security management competence. Full details of each certification can be obtained by downloading the Certification Handbook from <http://www.asisonline.org/certification/handbook.pdf>



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3. In conjunction with Buckinghamshire New University, the CPP is recognised as accredited prior learning towards the MSc Business Continuity Management, Security and Emergency Management.

Achieving CPP and PSP is not easy. Most UK candidates elect to follow a formal combined distance-learning/classroom training programme provided by the ARC Training International Academy for Security Management. ARC's expertise

"I just wanted to reiterate that the CPP qualification was an uncompromisable prerequisite for my selection here".
Security Director recently appointed to a multi-regional role with one of the world's leading specialty biopharmaceutical companies.

in developing security management best practice and education spans over 100 countries, and customers include security managers from many of the world's most successful companies.

The UK CPP and PSP Preparation Programmes run once a year. There are currently 21 UK candidates working towards a November CPP

examination. Amongst this tranche are representatives of some of the UK's best-known brands. With continued commitment, all have the capability to pass this challenging examination.

The study process is not for the faint hearted or those whose job means that they cannot devote the necessary study time. The four month distance-learning phase demands no less than 160 hours of commitment to completing the written tasks, and an above-average ability to synthesise and absorb knowledge. Despite the time-demand challenges, security professionals operating in Iraq, Afghanistan, the marine environs of Somalia, and the Niger Delta have all managed to complete the programme and pass the examination.

Furthermore, recent changes in the examination question construction mean that ability to recall knowledge and facts is no longer a guarantee of passing. Examinations now place much greater emphasis on the candidate's ability to interpret the references studied and to demonstrate an ability to apply that knowledge. Thus, it is now a much more accurate measure of ability and intelligence.

Both the CPP and PSP are based on extensive written bodies of knowledge that are being constantly reviewed and updated. Much of this revision is carried out by working groups of practicing security management professionals, to



ensure that the materials reflect current workplace security management best practices.

Feedback from candidates who have in recent years undergone the UK study process and taken the examination has always been exceptionally positive. For many, achieving the CPP and PSP has enhanced career prospects. Others have benefitted greatly from the best practice and advanced knowledge they have gained from following the study

programme. I would be happy to put any prospective candidate in touch with past candidates for independent verification of this.

Next year, the UK CPP preparation programme will begin in January, with four months of distance learning leading to a week in the classroom in May, followed by the examination. PSP, which follows a similar format, will begin in July. For those who can't wait that long, there are also 15-day intensive crammer start-to-finish programmes available.

ARC conducts the standard CPP and PSP preparation

programmes on a not-for-profit basis to keep the fee as low as possible for candidates. The 2012 fee will be £1695 (plus VAT), which includes marking of and feedback on all distance learning tasks and 5 days in the classroom on a fully residential basis in a 4* hotel. In addition, the candidate will be required to purchase reading materials and pay \$300 to sit the examination. More details can be found at <http://www.arc-tc.com/pages/asiscertification.asp> and http://www.arc-tc.com/pages/asis_cpp_psp.asp

To express interest or for more information, please email janetward@arc-tc.com.

Comments of some 2011 PSPs



“The PSP to me is a milestone in my career. Not only is it a recognised qualification, but in the process of completing this, my knowledge base was greatly improved.”

Sunny Bhabra PSP Physical Security Manager , Thomson Reuters



“The PSP qualification validates your position within your organisation as their subject matter expert on physical security. As well as being a recognised qualification, to successfully complete the study course was a personal achievement that you can be proud of.”

Paul Jackson PSP, Vice President, Global Corporate Security (Protective Services) Security Technology Manager, Europe/CEEMEA Bank of America Merrill Lynch



“Completing the PSP demonstrates to my peers competency and proficiency. To me (an electrician / security tech) it proves that the office job I took a chance on can and has been turned into a career. I thoroughly enjoyed the challenge of the course and the great company of lecturer and classmates. Thank you; it is an honour to hold an internationally recognised qualification.”

Stefan Jones PSP – Security Project Manager, UK IRE EMEA EE, Deutsche Bank

Walking With the Wounded – Ed Parker

Walking with the Wounded was established in 2010 to raise funds to re-educate and re-train our wounded, to assist them in finding a job in the civilian world. Most of those who have been wounded were not expecting to have to seek out a new career, so finding a job is a huge challenge. And having a job is hugely important. Quite simply, a job means security. But we feel there is more to the story than just asking people for money. We believe that people should understand that these young men and women who have been wounded are an extraordinary group, determined to face their new future with a courage which will inspire others. To this end, Walking with the Wounded is embarking upon a series of expeditions to extreme and inhospitable places in the world, with teams of wounded servicemen and women. These expeditions essentially act as our shop window, showing people just how remarkable these young men and women are, highlighting their courage and determination, and allowing us to tell personal and private stories which illustrate the life changing nature of the injuries which have been sustained.

In April 2011 a team of four soldiers, all of whom had been wounded in Afghanistan, successfully walked unsupported to the North Pole. An expedition which was expected to take three weeks, was done in two due to their

tenacity and excellent preparation. One had lost his right leg, another his left arm, the third has a paralysed right arm after a gun shot wound to the shoulder, and the final team member was hit by an IED which broke his back and he was told he would never walk again. These four were joined for some of the trip by Prince Harry, the expedition patron, who strongly supports the work Walking with the Wounded is doing. He wanted to highlight how inspirational these young men are. Next on the agenda is an attempt at Everest. Currently a team of nine is training on Manaslu in the Himalayas, the 8th highest mountain in the world. When the team returns to the UK in October, the final four man team will be selected for the Everest climb in April and May next year. Thereafter Walking with the Wounded is looking at an ambitious project with the US wounded in the South Pole. All this, they hope,

will maintain the profile of our wounded, keeping them in the public eye.

As to the funding, Walking with the Wounded is identifying organisations and programmes it can work in partnership with to deliver training and education. So far it has identified Skillforce, The Warrior Programme and The Poppy Factory as fund partners. All three deliver training and education which will help our wounded into work. Walking with the Wounded is also in touch with the Army recovery Capability and hopes to provide funding to the Individual Recovery Plans of wounded soldiers when they leave the Armed Forces. Walking with the Wounded is also in direct communications with a number of large corporations in order to identify job possibilities. The work is only just beginning for us, and we need your support.



Walking with the Wounded is one of the charities benefitting from The ASIS UK Heroes' Tribute on November 3rd.

Trauma Awareness Training for Employers

Trauma can cause depression and behavioural problems in the workplace - left untreated, it may result in extended sick-leave and dismissal, and legal liability for the employer. A new one-day seminar helps employers proactively to identify staff who have been or may be affected and then guide them to seek effective treatment - visit www.ptsdresolution.org/tate

PTSD affects up to 30% of people who experience a traumatic event - 5% of men and 10% of women in the general population (NHS 2011). Amongst services' veterans and reservists, 20% have mental

problems from war zone deployment, according to official US estimates (Veterans Association 2011)

Armed forces charity PTSD Resolution (No. 1133188) has launched 'Trauma Awareness Training for Employers' (TATE). Company directors, line managers and HR professionals can find out about the impact and risks of trauma in the workplace; symptoms and how staff can get effective treatment. Resolution says it is the first national trauma treatment agency to provide training for employers, and has amongst the highest overall success rates in

treating trauma, at over 83 per cent.

Resolution's core charitable activity is providing free out-patient PTSD therapy for UK armed forces' veterans, reservists and TA through a network of 200 therapists. It also now provides treatment to help all trauma sufferers in commercial and public sector organisations.

For further information visit www.ptsdresolution.org/tate



Security Calendar

October 2011

- 11th TINYg London Conference
- 12th ASC Business Club - London
- 19th CoLCPA - London
- 19th Syl Master Class
- 20th Pegasus Lunch
- 27th ASIS UK Birmingham Breakfast Briefing

November 2011

- 3rd CONSEC - RAF Museum Hendon
- 3rd ASIS UK Heroes' Tribute night
- 10th Syl Remembrance Lecture
- 14th-15th Global MSC Security Seminar - Newcastle
- 16th National Association of Healthcare Security, Conference, Birmingham
- 17th Pegasus Lunch
- 19th ASIS UK Breakfast Briefing at Chelsea FC
- 24th Spitalfields Estate Management
- 25th CoLCPA - London
- 25th ASC AGM & Lunch - London

December 2011

- 1st Syl Curry Night - London
- 5th-7th ASIS ASIA Pacific Conference & Exhibition - Malaysia
- 8th ASIS UK Winter Chapter Meeting & AGM
- 15th CoLCPA - Festive Evening Meeting

January 2012

- 15th-17th Intersec, Dubai

February 2012

- 8th ASIS UK Spring Chapter Meeting
- 19th-21st 3rd ASIS Middle East Security Conference & Exhibition, Dubai

March 2012

- 7th Syl Masterclass

April 2012

- 15th-17th 11th ASIS European Conference London
- 17th ASIS UK Reception on the Terrace of the House of Lords
- 25th-26th Counter Terror Expo, London

May 2012

- 14th-17th IFSEC, Birmingham

September 2012

- 12th ASIS UK Autumn Chapter Meeting
- 25th-28th Security Essen

December 2012

- 6th ASIS UK Winter Chapter Meeting and AGM

What makes a great leader? – James Willison – Convergence Lead

Many of us want to make a difference and a contribution to our world. But what makes a great leader? For the security professional this is an important question to consider and there are many who have gone before us who we recognise as brilliant examples of inspired leadership. One such, Sir Winston Churchill, has much to teach us and in particular his ability to value and listen to many advisers before making any major decisions was critical for his success. He of course also amassed vast amounts of information from his own detailed studies of history and intelligence so that he built up an extensive knowledge base from which to draw. It is the need to gain wisdom that is a pre-requisite and the recognition that others have much to contribute that enabled him to bring all areas of the military, government and people together in times of great difficulty. In his speech on May 13 1940 to parliament following his appointment as Prime Minister, he famously said, "What is our aim? Victory at all costs. Victory, in spite of all terror.

Without victory there is no survival. Let that be realised.. Come, then, let us go forward together, with our united strength". Such inspiring words but how can we benefit from them?

We live in a complex world today, dependent on technology and yet vulnerable to sickness and pain. As in the days of WW2 we are surrounded by many kinds of problems and threats. As security professionals we are all too aware of these as often we are given the task to identify and respond to them. Hence, we of all people need answers. Churchill, aware of and perhaps despite his own weaknesses, looked for help from every quarter, from the US military through to the people supporting their heroes at home. He recognised that all had a responsibility for "security" and it was a daily issue. In that process he understood the dependence the military had on the code breakers of Bletchley Park and the importance of intercepting the information used by the Nazis' Enigma machines to safeguard the armed forces on land, sea and

in the air. The significance of the information the Allied Forces gained cannot be underestimated. It helped them know where enemy ships, tanks, aircraft and troops were and enabled more effective strategies to be developed. In a real sense we need to return to our history. If we are to effectively protect our people and businesses we need to be in regular contact with our Information and IT security colleagues because they know this kind of information and can advise us so that our physical security is not overcome by a cyber attack. Whilst we may not be able to understand all the technical issues, if we are to be great leaders we need to recognise the importance of the knowledge they have and use it to overcome the problems we face. We admire Sir Winston but do we agree with his view of the grandfathers of our Information and IT security colleagues when he described them as, "The Geese that laid the golden eggs but never cackled'.

Healthcare Security Experts Descend on Birmingham

The National Association Healthcare Security (NAHS) is once again returning to the city to stage their annual conference.

Peter Finch CPP, NAHS Chair and Security Adviser for Sandwell and West Birmingham Hospitals NHS Trust explained:

"We are delighted to welcome back the UK's top healthcare security specialists for the NAHS 2011 conference, on Wednesday 16th November.

"The programme promises to engage and stimulate with

speakers on topical themes including Olympic security, and Chair of the Security Institute Mike Bluestone on the future of the security industry. ASIS UK Vice Chairman Mike Hurst will also be speaking at the conference."

With over 120 delegates expected,

the cost of the conference is £50 for NAHS members and £75 for non-members with an early booking reduction to £40 for members and £65 for non-members if booked before 30 September 2011. To book your place, please contact: Lee.Sweeney@nhs.net



Welcome to these new members

– Mike Hurst Vice Chairma

ASIS is a membership organisation and it is therefore great to see so many new members joining the UK Chapter, Chapter 208. These members come from a variety of industry sectors and some are still serving in uniform. Chapter numbers are allocated in order as new ones form. Originally we were

Chapter 44, which shows how long we have been around, but structural changes some years ago resulted in the renumbering.

It is striking that despite the increased pressure on people's time and budget's that the chapter membership

numbers remain so consistent. There is always a churn of members, which we try to minimise and many members rejoin after periods away. With the chapter being active in so many areas and the European Conference in London in 2012, this can only serve to strengthen 208's position.

Brian Baker	Unity Resources Group	Graham Le Fevre	British Army
Paul Barber		Mark Lee	
Tom Barnett CPP	Jti	Alexander Lewis	WSP Group
Daniel Beale	Anadarko Algeria LLC	Michael Lycett CPP	
Rachael Beetham	MITIE Security	Malcolm	MacGown TOR International
Phillip Birdsall	Genting UK plc	Paul Maguire	Send Word Now
Keith Bloodworth	CNL Software Ltd	Brandon Mahon	Page Protective Services
Kevin Bolton	ACE European Group	Brett Mander	
Heather Brand	HSM UK Ltd	Charlie Mayne	VSC Security Solutions
Mark Brown	SAB Miller	Ben Murrell	SPDC
David Bryden	Siemens	Shakil Naguthney	Rio Tinto
Ian Burnell	VSG	Ian Neill	Magenta Security Services
Peter Carroll		Oliver Oldham	Genric USA Ltd
Darren Chalmers-Stevens	VidSys	Brett Page	African Minerals Ltd
Gareth Clark	Genric	Steve Pearl	Agenda Security Services
Colin Connor		Anthony Peters	TPS Consult
John Cook	Applied Materials	Dalitso Phiri	
Graham Cornwell	Interserve Security	John Price	
Anthony Cousin	Veritas Asset Management	Arthur Rabjohn	Civil Contingencies Advisors
Anthony Crowther	Welund	Sulman Robert	Roberts Support Services Ltd
Robb Cumming	Technip	Ian Russell	IDR Consultancy
Jason Dibley	QCC Interscan Ltd	Jonathan Ryan	ACDI/VOCA
Jason Dillon	Janusian Saudi	James Sanderson	SPP Solutions Ltd
Robert Dulieu	Capcon Ltd	Tony Sharpstone	Robinson Foster Associates
Roger England	Hawkwood International	John Sheran	Northern Trust
Marcus Fielding	Lodge Service	Edward Sherley-Price	Experian
Kevin Fordham	Napp Pharmaceuticals Group	Paul Sinclair	Thomson Reuters
David Foster	SGI Marketing & Procurement	Ilya Smolentsev	JT International
Ruth Gaston	Complete Property Security	Szymon Sokolowski	XB Consultants
Simon Ghent	Linklaters LLP	Luke Steele	
Anthony Gledhill		Richard Stones	Business Crime Forum
Abigail Gollicker	Stirling Assynt	John Tallack	MOD
Stephen Hardie	Euromoney	Stephen Taylor	Elle-Security Ltd
Charles Harvey	Emprise Services plc	Ross Telford	HSBC
Matthew Hatchard	Synectics	Graham Thompson CPP	
Sharon Haye	Amazon.co.uk	Roland Trott	BP
Michael Healy	US Army	Pip Whitehead CPP	
Terry Hewett	Easy2Solve	James Whybrow	VisSys UK Ltd
Adrian Hicks	Kalamunda Consulting Ltd	Alexandra Whyte	
Steven Hill	BAE Systems	Andrew Wilkinson	Natural History Museum
Darren Hodgson	HM Forces	James Williams	QCC Interscan Ltd
Paul Jackson PSP	Bank of America Merrill Lynch	Richard Williams	Remploy CCTV
Niall Jenkins	IMS Research	Robin Wilson	Electronic Arts
Jasbir Jutla	Unique Security Solutions Ltd	Peter Winnall	G4S
Brenda Koesterman	Lenel Systems International	Richard Worswick	Videcon PLC
Christopher Kupec	DIA AFRICOM		



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