

# Corporate Security

Biweekly Intelligence Tracking Cutting-Edge Practices, Trends And New Technologies For Security Executives

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## On The Record

*“What you expect, you must inspect. If you don’t, there’s no accountability.”*

— **Ron Morris**, senior director of protective services at the **Cincinnati Children’s Hospital Medical Center**, on monitoring officer performance.

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## Reexamining Whether To Stockpile Supplies For Emergencies

*Some companies opt against approach and try to ensure timely deliveries*

After Hurricane Katrina, many companies began stockpiling emergency stores of food, water, generators, fuel and the like at their sites along the Gulf, fearing they’d be left out in a fierce competition for supplies in the days leading up to a hurricane or other severe storm.

However, the pendulum may be swinging back away from stockpiling and toward just-in-time practices. *CS* spoke with security leaders in two very different business environments, both of whom feel there are too many negatives to putting aside big stores of emergency supplies.

**John Sullivan**, worldwide security director at **Texas Instruments/Dallas**, knows colleagues at other companies who are big believers in stockpiling of emergency supplies. However, his company’s crisis manage-

ment team talked over that approach and decided against it.

“We have replaced stockpiling with a robust continuity plan,” he told *CS*. “The plan is administered out of our headquarters by our facilities organization. But, smaller-scale, duplicate plans and mini-organizations exist for each of our offices around the world.”

Bottom line: **Texas Instruments**, which operates manufacturing and/or design facilities in 36 countries, believes it has the clout to leverage a global network of suppliers to keep its sites fortified to wait out almost any disaster.

“For example, our crisis management team worked together recently on the SARS problem and then on examining the need for the Tamiflu

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## Make Sure Changes To Post Orders Delivered Quickly, Clearly

*Consistent policy on recording them ensures none fall through cracks*

Post orders should be dynamic documents that adapt to changing conditions – say, what to do if a delivery truck arriving hours before the normal schedule or a bigwig exec arrives without warning. How quickly and clearly security management changes post orders and communicates those changes to officers can make or break the security effort.

Two security professionals shared their approaches on making and conveying updates to post orders with *CS*.

As one of the nation’s largest contract guard vendors, **AlliedBarton Security Services/King of Prussia, Pa.**, runs posts at thousands of sites across the country, which translates to a staggering number of post orders and changes. **AlliedBarton** relies on an integrated system of written reports, verbal follow-up and constant lines of communication between account managers and clients.

“It’s part of the blocking-and-tackling of what we do,” said **Richard Cordivari**, the company’s national training officer. “If you don’t know what each officer is going to do at a post and how to communicate changes, you have no way to deliver the contracted service to the client.”

### Start With Post Order Template

A post order template is the core document at each client site. It includes standard information about the building such as the names of customers, emergency numbers and names of important personnel such as maintenance and elevator repair technicians.

The template is modified according to the individual building, and each post order is specified according to the duties and responsibilities required. “Each and every post

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## Emergency Supplies

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vaccine. We decided that we did not even need to stockpile medications; we could buy what we needed if and when the real need arose," Sullivan said.

Apart from procurement groups based in the U.S., Europe and Asia, Texas Instruments also has a healthcare supplies and medical evaluation contract worldwide with **International SOS**.

Also, the company has arranged payment for customized medical kits, which will be available to employees traveling to areas where malaria or dysentery are a problem. These kits are stored at doctors' offices, not at any company facility.

Daily reports on weather and political unrest that Texas Instruments security receives from several specialty sources enable the department to be selective in advance purchases of supplies, he said.

"We do still keep a few response items on hand," he continued, "in areas of the world where the infrastructure is unstable. We might have smoke hoods on hand. Eventually, those would have to be replaced. But, unlike processed

food items, we figure they would be good for in storage for 20 years or so."

## Long-Kept Food Stores Go Bad

**Bob Lang**, VP of strategic security and safety for **Kennesaw State University** in the Atlanta suburbs, at one time worked for an organization that kept crackers and sucrose tablets in underground storage.

"That was the company's idea of food supplies to support our employee base for a week," Lang remembered. "Those would expire every so often, and we would have to replace them."

As the first security professional to hold his title at Kennesaw State, Lang sees the university as taking the necessary and tactical baby steps to put in place a more realistic strategic security plan.

Where food supplies are concerned, the university has a memo of understanding with worldwide supplier **Sodexo Inc./Gaithersburg, Md.**, to serve the student body and faculty if they had to "shelter in" for several days, Lang said. He also has spoken to area restaurants and businesses ringing the university about supporting

Kennesaw State as a preferred provider of meals and supplies.

"Practically speaking," he explained, "when it's a regional problem, reality is likely to differ from whatever you have put on paper."

Eventually, the university will have an operations plan that includes more realistic storage of food items. For now, however, Lang is content with localized reciprocal agreements and thinks the economics and storage time tilt against investing in stores of supplies.

The university is more keenly focused on disaster personnel planning. "It used to be that everyone said, 'Oh, the campus police are our first responders and they will handle that.' The Virginia Tech shooting showed us the futility of that belief. That crisis was over in three minutes, way before the police could have gotten there."

At Lang's urging, Kennesaw State has equipped every campus building with a designated crisis manager, a first responder to supervise it at all times. ☛

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## Post Order Changes

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should have a distinctly different set of post orders," Cordivari said.

When those post orders must be changed, the process works this way: The client conveys the need for changes to AlliedBarton's account manager through e-mail or in person (many account managers work on-site at the client's building). Updates also are written up by the account manager in the post order "book" – a three-ring binder – as a "read" or "pass-along" file.

Those pass-along files (i.e. revised post orders) next are explained verbally by the account manager or the shift supervisor. Officers must sign off in writing that they have both heard and read the changed version.

## Procedures Manual Can Substitute

At **Aurora Health Care/Milwaukee**, which runs 14 hospitals around greater Milwaukee, the process works a little differently. **Michael Cummings**, loss prevention services director, explained that officers at the

larger hospitals generally work on fluid beats rather than fixed posts, dispatched by a command center.

A procedural manual that supports Aurora's 32 general security policies acts as the equivalent of a post order binder, he said. Changes to those procedures are communicated through a "pass-on book" that is handed down between officers on each of three shift changes.

It highlights incidents that occurred on each shift or activities to note (say, teenagers loitering in the parking lot or a window repair in progress) as a "heads-up for the next crew," Cummings explained. The lead officer on each shift either authorizes or makes those entries as a Word document that is printed out and inserted into the book.

Changes more permanent in nature – for example, rerouting employees to a different gate to prevent piggybacking – eventually are written into the procedural manual.

Recently, Aurora's LP department changed the way it communicates additions to the procedural manual.

Rather than simply pass along the book, the leader of the exiting shift stays around to discuss and clarify the reports with the oncoming officers.

Cummings puts a premium on communicating not just the "what, but the why." If officers are instructed to keep a certain set of doors locked until 6 a.m., he wants them to know the rationale behind it. The policy might be intended to keep vagrants from disturbing staff or visitors.

"They need to be able to make a value judgment" in case an emergency requires the doors to be unlocked, Cummings said.

Aurora also is adding a new layer of communication to its security procedure process. An internal Web site is being created for Cummings' department; it will include a password-protected section for officers and include all current procedures and policies.

Finally, he also utilizes e-mail to inform his officers about significant changes to their procedures. ☛

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