

ASIS International 57th Annual Seminar and Exhibits



3108: Excellence in High Impact Security Education Training

Sponsored by the Defense and Intelligence Council

**Rob Rogalski – RAND Corporation
Michael Frazier, CPP – Booz Allen Hamilton
deedee collins – National Security Training Institute**

Session Objectives

- ① **Garner insight into the design high-impact security awareness programs**
- ① **Identify best practices in delivery and measuring effectiveness**
- ① **Gain a position of influence with management and employees**
 - **Communicating for results**
 - **Proactive tools to deliver lasting security messages**

A Security Director's Perspective: Why Does Security Awareness Matter?

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- ◎ Security Awareness is an Investment**
- ◎ Obtain and Maintain Senior Management Support**
- ◎ Security is a Core Component of Everyone's Job**

Security Awareness is a Sound Investment

- ⦿ What is more important than doing all you can to protect your people, information and facilities?
- ⦿ A key foundation to protection is individual security awareness
- ⦿ “If you think education (awareness) is expensive, consider the cost of ignorance.”

Senior Management Support is Vital

- ① How do you obtain and maintain senior management support?



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ASK!

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Engage Senior Management

- ① Interview senior leaders to get their perspective on security
 - “Brainstorm” security philosophy
 - Understand your role
 - Solicit their support



Engage Senior Management

- ◎ Senior leader communication on importance of security
 - New employee orientation
 - Newsletter articles
 - Annual security briefing “cameo”
 - After event or incident
 - Staff recognition
 - Security awareness week “proclamation”
 - Leader signs proclamation
 - Photo opportunity

Obtain and Maintain Senior Management Support

- ◎ Provide annual “state of security” briefing
 - Clear and concise/executive level
 - Schedule prior to budget/program review
 - Provide overview of security programs
 - Use key statistics and metrics
 - Demonstrate how security is not overhead and contributes to bottom line/mission

Obtain and Maintain Senior Management Support (cont.)

- ◎ Provide annual “state of security” briefing (cont.)
 - Highlight major initiatives
 - Discuss security challenges
 - Discuss what you need from management and elicit their continued support
- ◎ Include security in organization strategic plan and include goals/measures
 - “Reduce number of security violations by 20%”
 - “Brief 100% of newly assigned personnel on security”

One Leader's View of Security

"Security is a core component of the job of each and every person...I don't care how skilled you are as a diplomat, how brilliant you may be at meetings, or how creative you are as an administrator; if you are not professional about security, you are a failure."



*~ Former Secretary of State Madeline K. Albright
Remarks at Department of State Town Hall Meeting
May 3, 2000*

Security Awareness: A Commitment to Excellence

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- ① Security is Everyone's Responsibility
- ① Finding the Critical Balance
- ① Measured Success

Security is Everyone's Responsibility



◎ Awareness = Being Mindful

- From an employees perspective-Why? Who Cares?
- Personnel, Property, & Information Protection

◎ Security Awareness Program Integration

- Finding common objectives
- Make it relevant

◎ The Face of Security

- Make it FUN-themes, campaigns, products
- Utilize your “in-house” talent (security and customer)

Finding the Critical Balance

⦿ Make it Relevant

- Personalize your program
- Business sense litmus test

⦿ How Much is too Much?

- Another security briefing/training?
- More email?
- What else is out there?

⦿ Compliance vs. Business Needs

- Security “SPEAK”
- Compliance Program Alignment



Measured Success



◎ Cross-team Collaboration

- “Smarter” Security Professionals
- Client/Industry Enhanced Partnerships

◎ Inspection Results—Show the Delta!

- Internal Audits/Security Reviews
- External Audits

◎ A “Security Aware” Environment

- Information Protection/Safe Workplace
- Decreased “security incidents”
- Increased “security partnerships”

Delivering Excellence in High Impact Security Awareness

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*“Education is the cheapest defense
of a nation.”*

Edmund Burke

A world map is visible in the background, rendered in a light, semi-transparent style. A thick, curved red ribbon graphic starts from the bottom left and loops upwards and to the right, crossing over the map.

What Is Our Goal?



- ⦿ **Achieving successful security programs through an educated workforce**
- ⦿ **Establish acceptance of security as an individual responsibility**
- ⦿ **Cause a change in behavior**
 - **Make security part of employee's *every day working life***

Security's Product is Service

- ⦿ **Facilitating the protection of the organization's/national security assets**
- ⦿ **We want management and employees to “buy” our services**
- ⦿ **What are we “selling”?**
 - **Policy**
 - **Procedures**
 - **Requirements**
 - **Warnings**
 - **Prohibitions**

Traps to Avoid

- ✓ **Security is a world unto itself**
 - No it is not – be a strategic business partner
 - Stay current on current events
 - Stove piped in the daily grind
- ✓ **What we have here is a failure to communicate**
 - Face-to-face communication a lost art form
 - We think everyone gets it
 - Not asking the right questions



Traps to Avoid



- ✓ **Security bolted on vs. baked in**
 - “Two cups of security please”
- ✓ **Image isn’t everything, but image is important**
 - Being typecast as a fire fighter or “bad cop”
 - So enthralled with “regulations” we forget mission
 - We manage risks and are paid to think & act
- ✓ **Your integrity is questioned**
 - Know what you know...
 - Do what you advocate
 - When you make a mistake, admit it, rectify it & move on

Security Awareness in One Slide...Marketing 101



***Tell Them What
Tell Them Why
Tell Them How***

Communication and Motivation

- ① Our first job is to inform, then motivate
- ① People change when guided to discover how they will benefit
- ① Make a professional and personal connection...

Reasonable, approachable, available

Have a Plan

- ⦿ **Target the audience**
- ⦿ **Provide variety in delivery**
 - **Keep it interesting!**
 - **Involve the non-security staff**
- ⦿ **Current, relevant, and supports mission success**



Communicating Security for Success

- ① Security is made/unmade in how we deliver the message
- ① Determine what outcome you desire from your audience
- ① The image you portray communicates who you are and represents the image of security

Be the conduit for the message



***Tell Them What
Tell Them Why
Tell Them How***

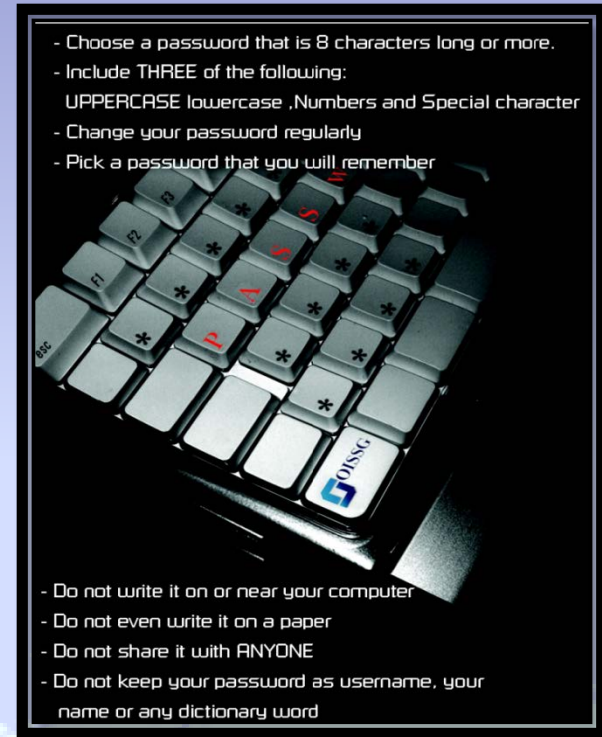
Embrace Technology



- ◎ **Security Web Sites**
 - One stop shopping, convenience
 - Security staff site for sharing of resources and products
- ◎ **Web Based Seminars/broadcast e-mail**
 - Cost-effective communication tool if used wisely
- ◎ **Computer Based Training (CBT)**
 - Making the most of information technology, provides variety in learning methods

Remember Paper Still Has Value!

- ◎ Publications (online too!)
 - Program security newsletters
 - Security magazine
 - Management by-lines
- ◎ Fixed bulletin boards
- ◎ Posters – poster contests!
- ◎ Flyers/table tents
- ◎ Security guides
- ◎ Briefing handouts
- ◎ Give-aways – tie to a statement of value and your contact information too!



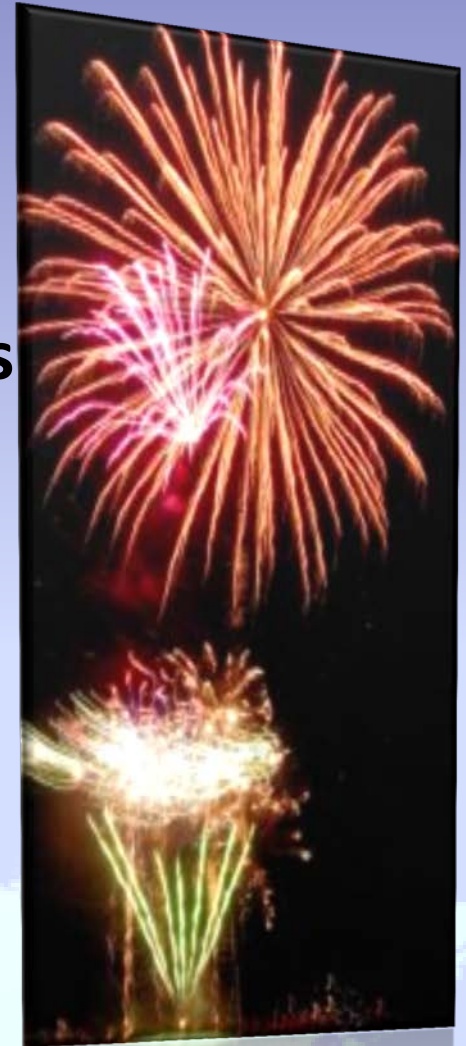
Make the Connection: Personal & Professional

- ⦿ Film festivals, guest lecturer series
- ⦿ Child fingerprinting/law enforcement events
- ⦿ Contests and quizzes
- ⦿ Employee awards
- ⦿ Security suggestion program
- ⦿ Security week

Any event or activity that heightens overall interest in security and creates an environment where security is considered a part of daily life

Our Final Thoughts...

- ① **Employ best practices in program delivery and measuring effectiveness**
- ① **Gain a position of influence with management and employees**
 - Individual ownership for security
 - Security as an integral part of the organization
 - Make the personal and professional connection





Tell Them What
Tell Them Why
Tell Them How

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