Best Practices in Security Consulting
Session #3 of Successful Security Consulting Workshop

Presenters
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Session Overview

- Consulting Basics
- Skills and the Engagement
- Technical Design Consulting – A/E/C Participation and Bid Preparation
- Security Management Consulting – Guard Services and Policy Review through Cyber Security and Board Services
- Executive, Justice, Public Safety, Law Enforcement Agency Consulting – Homeland Security and Background Checks through Public Safety and Intelligence Operations
Consulting Basics
The Consultant’s Role

You are a person in a position to:

- Have influence over an individual, group, or organization
- Offer and deliver advice and technical support to a group, of often more than one, known as the “client”
- Who has no direct power or resources to make changes or implement programs (Remember Registrations – “Make Final Decisions?”)

Three things are necessary for consultant sustainability:

- The client(s) must be “educated” (influenced)
- Implement change by engaging in actions that result in people or organizations managing themselves differently
- Whether through intelligence, operations, technology, policy, governance, ethics, … or engineering, the client(s) must see a positive result with clear economic and organizational benefit.
Goal: Become a “Trusted Advisor”

- **Five types of client relationships**
  - **Service** based – a position needs filling
  - **Needs** based – a competitive specification needs preparing
  - **Relationship** based – old school network
  - **Trust based** – may be a “reference” imbuing trust
  - ‘**e**’ based – web, social network, tweet, listing-based (e.g., IAPSC)

- **Four steps to being “trusted”**
  - Initially **hired for technical/operational/experience**, problem solving, the “expert”
  - A personal/professional **relationship is often established** – follow ethical behavior at all times
  - Become a **member of the “team”** – or not
  - Ultimately **become a “trusted advisor”**
    - Put issues in context and provide valuable perspective
    - Identify relevant issues for discussion and exploration, while de-emphasizing those requested.
Trusted Advisor Attributes

Steps to Trusted Advisor

- Focus on client rather than self – no self-aggrandizement
- Confidence in the solution – not your own “gift” of giving the solution, i.e., don’t be a know-it-all
- Listen! Subordinate your own ego – don’t interrupt! – practice the “art of influence”
- Client and consultant seen mutually as equals outside, not inside (The Registration Thing)
- Focus on: (1) problem, (2) definition, (3) resolution, and (4) result – not just your technical/operational mastery

Steps to Sustaining Your Roles

- Strong competitive drive: can take on challenges – and take a stance!
- Focus on doing the “right thing” vs. “specific outcomes” – practice good ethics
- View methodologies, processes, and models as a means to improve operations and sustainability while reducing costs.
- A sustainable consulting practice includes an accumulation of high quality, successful business experiences that are: (1) reference, as well as (2) resume-ready.
Skills and the Engagement
The Consultant’s Skills

- **Interpersonal Skills:** Functioning effectively with other people on the basis of verbal, visual, and written skills, or more often, a combination of all.

- **Consulting Skills:** To expertly guide and deliver a client through the necessary steps to solve the problem.

- **Technical Skills and Management Skills:** Sufficient expertise about the problem and possible solutions to be able to offer significant technical expertise, advice, and support.

- **Client Relationship Management (CRM) Skills:** Developing both experience and guidance skills to aid the client and stakeholders in sharing success whether through discussion, research, negotiation, ethics, review, best practice, or more.

- **Business Acumen:** Possible need for understanding business entities, accounting (federal, state, local law), back office processes/reporting, banking, real estate, and corporate registration requirements as a foreign entity.

- **Education:** Continuing certification, degrees, seminars, self-learning, trade webinars, etc., while being able to “filter” non-proven “flack.”
Providing a “Continuum of Service”

1\textsuperscript{st} - Contracting
- Negotiating wants
- Coping with mixed motivations
- Dealing with exposure concerns, loss of control
- Do they understand what you intend to deliver?
- Do you understand what their “real” expectations are?
- Can you both be accommodated with the fees requested?

2\textsuperscript{nd} - Discovery
- Layers of analyses
- Dealing with incomplete data
- Dealing with politics
- Learning culture
- Learning from interviews
- Amassing too much information
Providing a “Continuum of Service”

- **3rd - Feedback**
  - Interpreting and funneling data
  - Dealing with forms of resistance, agendas
  - Presenting findings, conclusions and recommendations
  - Determining impact, on track
  - Dealing with Sticker Shock

- **4th - Decision**
  - Assisting with assembly and presentation of recommendations
  - Identifying and prioritizing options
  - Focusing on best solutions for the culture culture
  - Maintaining holistic, integrated approach
  - The result must be positive; a win-win-win

... Proceed back to 1st
Turning Engagement into Marriage

“Those who offer unbridled enthusiasm, blended with sincerity and the comfort of talent and expertise, will turn engagement into marriage.”
Providing a “Continuum of Service”

Always move “counter clockwise” by questioning ‘right’ directions but being satisfied with decision.
Providing a “Continuum of Service”

Always move “counter clockwise” by questioning ‘right’ directions but being satisfied with decision.
Types of Engagements

- Assessments, Site Surveys, and Audit
- Risk Assessments/Hazards Analysis
- Benchmarking/Standardization
- Management Plans
- Program Requirements Analyses and Conceptual Designs
- Countermeasure Selection
- Systems Design and Engineering
- Source Selections/Vendor Procurement Assistance
- Cost Estimates/Budget Justifications
- Business Case Documentations
- Technology Evaluations/Vendor Analyses
- Bidding, Negotiation, and Procurement Assistance
- Construction Management and Administration
- Systems Design and Construction
- Security Policies and Standards
- Awareness Training Programs
- Installation and Construction Management
- Commissioning Services
- Security Monitoring
- Security Operations and Staffing
- Remote Site Networking
- Systems Documentation (Specs and Designs)
- Forensic Support
- Legal Assistance
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The Five Stages of the Engagement

1. Entry and Contracting: Initial contact, meetings, scope, and contract
2. Discovery and Dialogue: Survey and report the problem or issue
3. Feedback & The Decision to Act: Reporting and recommendations
4. Engagement and Implementation: Implementing the preferred solution
5. Extension, Recycle or Termination: Continuing, expanding or terminating the relationship based upon needs (while marriage can be fruitful; divorce can be “breath-giving”)

And, the most important “Hidden Stage”

6. Collections: Money is tight, wallets are tighter, cash flow is longer.
Turning Marriage into Divorce

“No amount of money is worth the worry, anxiety, and mental distortion of a client gone wild.”

– ‘Dutch’

“The distraction, mental incapacitation, and financial hardship of one bad client will inevitably lead to the reduction in fees and compromise of existing relationships, all while destroying potential opportunities.”

– ‘Dutch’
Participation, Deliverables, and Expectations

- Continuously ask these three questions:
  - What is the goal of your engagement?
  - What, if any, are the expected deliverables of your engagement?
  - What are the expectations before, during, and after the engagement and how will you meet or exceed them?
Engagement and Implementation

- Best in class solution, nothing less/peerless
- More participation than persuasion - on the field not the sideline
- Encourage discussion, challenges and options
- Work from the core out to get approval for recommendation(s) - but always go through channels
- Stress value to the organization and its goals
- Pay attention to environment and culture, your continuing role
- Respond to emails, voice mails, text messages, meeting notifications, and requests in a timely manner
Technical Design Consulting – Architecture, Engineering and Construction Participation and Bid Preparation
The Architect

- Brilliant, innovative
- Tireless problem solver
- In charge, owner/developer
- Coordinates disciplines
- Details, details, details
- Participating in his/her creation
- Respects security knowledge (sometimes)
- Tolerates physical security
- Knows defensible space
- Advocates holistic approach
- Avoids design impact
The Engineer

- Key, motivated team member
- Job to do, does it
- Security knowledge varies
- Often works directly with integrator - design/build
- Electrical, electronic, mechanical, structural, and civil
- Systems engineering approach
- Security as sub discipline (or not)
- High voltage/low voltage (or not)
- Network, data, IT proficient (or not)
The Security Consultant

- Identifies and interprets security requirements, constraints, and culture into complete system
- Needs owner input/limited scope
- Often technologically challenged (or not)
- May be a security expert, architect, engineer “all-in-one” or may be a former L.E.A. officer as consultant, force, and intelligence expert “all-in-one”
- Integrates people, possibly technology, and always procedures while always meeting NEC, NFPA, NEMA, UL, and local codes
- Introduces and softens sticker shock
- Extracts value, justifies designs
- May represent architect during construction, or engineer or owner or maybe “prime”
- Assumes complete blame
- Can not offer “security engineering services” or use the term engineer unless a licensed engineer in the state is on staff.
Technical Security Project Stages

- Study and Report Phase (Basis of Design)
  - Requirements Analysis
  - Conceptual Design
- Preliminary Design
- Final Design
- Bidding or Negotiation
- Construction Administration – must approve shop drawings and take responsibility
- Close-out/O&M Manuals
Design Documentation

- Iterative process with reviews at regular intervals of drawings (plans) and specifications
  - Pre-Design: 0-10%
  - Schematic Design: 5-20%
  - Design Development: 20-50%
  - Primary Construction Doc’s: 50%-60%
  - Final Construction Doc’s: 95%-100%

- Updated cost estimate at each review stage – possible – or, by “others”
Design Drawings: Plans

- **Site Plans**
  - Property Lines, Grounds, Parking, and Various Buildings

- **Floor Plans**
  - Perimeter and interior walls, office partitions, stairs, elevators, and restrooms
  - Location of security devices and equipment – code compliant
  - Cable and conduit runs – code compliant
  - Separate plans for security system

- **Remember!**
  - Electrical power, HVAC systems, and structural support “designs” must be done by a registered professional engineer
Specifications

- Must be **complete**, accurate, and clear
- **Consistent** interpretation by bidders for “apples to apples” comparison.
- **Carries the most weight** and is often considered to be the controlling contractual document in the construction set.
- Critical to what you “**approve**” – Yes, “**approve**”

If there are any discrepancies – the **JUDGE RULES**.
Typical Design-Build Channels

When your engagement requires “smarts and parts” - plans & specs or RFPs
Security Management Consulting – Guard Services and Policy Review to Cyber Security and Board Services
Security Management Engagements

- Product liability
- Business interruption
- Environmental pollution/Enviro-groups
- Natural disasters
- Patent infringement
- R&D/Antivivisection/PETA
- Product recall
- General liability
- Changing legal environment
- Loss of data
- Physical risks
- Domestic violence
- Workplace violence

- Active shooter risk
- Strike risk
- Currency risks
- Political risks/"Occupy"/Foreign Protection
- Fire/Continuity of operations
- Defense of unfriendly takeover
- Workers compensation
- Liability during tests
- Product tampering or contamination
- Finance and investment risks
- Social networks/taining to slander
- Many others
Examples of Consulting Venues Performing Assessments

- Risk Assessment
- Facilities Operations Security Control (Both During and After Hours)
- Personnel and Contract Security Policies and Procedures
- Contract Guard Staffing, Distribution and Supporting Procedures
- Personnel Screening Measures
- Access Control Measures
- Video Surveillance Measures
- Natural Surveillance Opportunities
- Internal and External Response Protocols
- Security Systems Management, Both Software and Hardware
- Visitor and Contractor Processing
- Shipping & Receiving Security
- Cyber/Social Network Security
- Personnel and Other Asset Entry/Exit Screening
- Property Identification & Tracking
- Proprietary Information Security
- Computer Network Security Overview
- Workplace Violence Prevention Measures
- Mail Screening Operations, Procedures and Recommendations
- Parking Lot and Site security
- Data Center Security
- Communications Security
- Protection of Confidential Information/Shredding Procedures
- Executive Protection
- Business Continuity Planning and Evacuation Procedures
Key Management Questions

- What Is to Be Protected? The Asset. (Discovery/Feedback)
- Protected Against? The Liability. (Discovery/Feedback)
- Consequence of Loss? The Risk. (Feedback)
- Level of Protection? The Countermeasures. (Feedback)
- Specific Requirement? The Actions Recommended. (Decision)
- Protection Constraints? The Limitations to Implementation (Decision)
Security Management Consulting

When your engagement requires smart skill sets to apply security analysis, objectives, procedures, planning or participation. (Limited “parts”)

Chief Financial Officer

Chief Operations Officer

Chief Information Officer

Chief Security Officer

Director

Director

Manager

Manager

Chair

Board

CEO/CFO

You

Purchasing Agent

Security Consultant

Cyber

Physical
Executive, Justice, Public Safety, Law Enforcement Agency Consulting – Homeland Security and Background Checks to Public Safety and Intelligence Operations
Security Management
Essential elements of your role

- **Knowledge** of law enforcement, justice, public safety, military, and/or law, medicine, sciences – *the client’s focus*
- **Knowledge** of law enforcement or justice or executive or military branches
- **Records** and information systems
- **Solid, defensible** data/information
- Up to date with policy, procedure, and guidance
- **Baseline**: analysis/staffing/hiring/operations/intelligence/preparedness
- Training abilities including **train-the-trainer**
- **State-of-the-art**, reliable systems recommendations – even if only the “process,” e.g., credentialing, enterprise management
- **Integration methodology** – technically or procedurally – within the operation
Perceived Agency Risks

- Business interruption
- Environmental pollution
- Natural disasters
- General liability
- Changing legal environment
- Loss of data
- Physical risks
- Domestic violence
- Workplace violence
- Active shooter risk
- Strike/flash mob/protest risk
- Currency risk
- Political risk
- Fire/water/smoke - COB
- Defense of unfriendly PR situation
- Workers compensation
- Government liability
- Private/public investigations
- Finance and investment risks
- Social network risk
- Others
What We Learned

- What is the consultant’s role and the necessary skills
- What constitutes design consulting on technology and systems.
- What is security management consulting.
- What is agency consulting and the morphing of channel directives.
- How the cyber security challenge will change consulting in dramatic ways.
Thanks for your participation...

Questions?