Combining Risk, Response and Resilience In an ESRM model

Nathan Monshin
Introductions and Safety

Nathan Monshin
• Former Military
• Former Law Enforcement
• Commercial Security
  o Land physical
  o Maritime
  o EP
• Corporate Security
  o Built internal physical and travel offering from ground up
  o Created security management course
• Founded own company
  o Personnel security
  o Physical & Travel

Safety
Fire alarms
Phones
Emergency
Evacuation
Medical
What we’re going to discuss

ESRM Refresh
Pulling ESRM apart
Risk
Recovery
Response
Planning v Execution
Bringing this together
ESRM Refresh

ESRM is a strategic security program management approach that ties an organization’s security practice to its mission and goals using globally established and accepted risk management principles:

- Physical
- Cyber
- Information
- Loss prevention
- Resilience & Business continuity
- Work place violence
- Fraud & Brand protection
- Travel
Planning Process

1. Recognition
2. Resilience
3. Reaction

Identify & Prioritize
Risks
Mitigate & Prioritize
Risk
Incident
Response
Root Cause
Ongoing Risk
Assessment
Identify & Prioritize
Assets

Risk Management
Business Continuity
Crisis Management
Underpinned by ESRM Features

Risk – Identification
• Context
• Threats / Hazards / Opportunities
• Assets & Critical Assets
• Control Measures
• Identify Risk
• Assess Risk
• Evaluate Risk
• Treat Risk *WHAT COMES HERE?
• Communicate & Consult
• Monitor & Review

Business Continuity – Recover
• Context
• Planning & Leadership
• Assets / Critical Assets
• Maximum Tolerable Period of Disruption MTPD
• Minimum Business Continuity Objective MBCO
• Communicate & Consult
• Monitor & Review

Crisis Management – Reaction
• Context
• Anticipate
• Assess
• Prepare
• Respond
• Recover
• Review & Learn
Integrated in Planning

Planning only NOT in execution! WHY?

1. RECOGNITION
2. RESILIENCE
3. REACTION

RISK MANAGEMENT
BUSINESS CONTINUITY
CRISIS MANAGEMENT

BIZ
CRISIS
MANAGEMENT
RISK
MANAGEMENT

Where does RISK come from?

**AWARE**
- Issues that are known and predictable
- Issues that you are aware of, and whose outcomes are on the whole predictable

**UNAWARE**
- Issues that are known but unpredictable
- Issues that you are NOT aware of and are completely unpredictable

**PREDICTABLE**
- Issues that somebody knows exists or could exist, however the organization as a whole does NOT, and is unaware of

**UNPREDICTABLE**
- Issues that you are aware of and whose outcomes are on the whole unpredictable

**KNOWN UNKNOWNNS**
- Issues that you are aware of, and whose outcomes are on the whole predictable

**KNOWN UNUNKNOWNNS**
- Issues that you are aware of and whose outcomes are on the whole unpredictable

**UNKNOWN KNOWNS**
- Issues that somebody knows exist or could exist, however the organization as a whole does NOT, and is unaware of

**UNKNOWN UNUNKNOWNNS**
- Issues that you are NOT aware of and are completely unpredictable
Understanding Risk
Key areas of RISK for an organization

- Key asset areas
- Used in risk matrix
- ID critical asset groups in each
- Used to create Organizational Risk Matrix
- Key in risk process
Understanding your RISK

- Where does security live in this process?
- Should have a major part to play in all areas
- Your responsibility to demonstrate why

<table>
<thead>
<tr>
<th>Operational Delivery</th>
<th>People</th>
<th>Reputation</th>
<th>Environment</th>
<th>Intellectual property</th>
</tr>
</thead>
<tbody>
<tr>
<td>(\text{Catastrophic})</td>
<td></td>
<td></td>
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<tr>
<td>(\text{Critical})</td>
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</tr>
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</table>

Where do you Start?
# How to identify critical assets

## Using the ORM assess your “world”

<table>
<thead>
<tr>
<th>ORM Category</th>
<th>People</th>
<th>Revenue</th>
<th>Reputation</th>
<th>Processes</th>
<th>Physical assets</th>
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## Factors to consider in assessment breaking down from Macro to Micro Region / Country / Area / facility

- People
- Revenue
- Facility
- Critical links to other parts of organization

Variable based on organization asset type held in the ORM

Large undertaking
Top down support
Working group
Clear mandate
Protected time

Huge value and importance to the organization
Have a scalable & globalized system

Hinge of ORM to decide risk level and exposure

- Establish what the critical asset types are, agree from top down
- Map your global risk from Macro to Micro
- Overlay your “world” and asset types over your global risk
- Have a standardized and organizationally agreed scoring methodology that can easily be applied right through at EVERY layer and function
- There isn’t an exact formula that fits every organization

<table>
<thead>
<tr>
<th>Risk</th>
<th>Score</th>
<th>People</th>
<th>Score</th>
<th>Facilities &amp; Critical</th>
<th>Score</th>
<th>Revenue</th>
<th>Score</th>
<th>Exposure</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insignificant</td>
<td>1</td>
<td>1 – 20 %</td>
<td>1</td>
<td>1 – 20 %</td>
<td>1</td>
<td>1 – 20 %</td>
<td>1</td>
<td>Negligible</td>
<td>1 – 5</td>
</tr>
<tr>
<td>Low</td>
<td>2</td>
<td>21 – 40%</td>
<td>2</td>
<td>21 – 40%</td>
<td>2</td>
<td>21 – 40%</td>
<td>2</td>
<td>Marginal</td>
<td>6 – 10</td>
</tr>
<tr>
<td>Medium</td>
<td>3</td>
<td>41 – 60%</td>
<td>3</td>
<td>41 – 60%</td>
<td>3</td>
<td>41 – 60%</td>
<td>3</td>
<td>Manageable</td>
<td>11 – 15</td>
</tr>
<tr>
<td>Extreme</td>
<td>5</td>
<td>81 – 100%</td>
<td>5</td>
<td>81 – 100%</td>
<td>5</td>
<td>81 – 100%</td>
<td>5</td>
<td>Catastrophic</td>
<td>21 – 25</td>
</tr>
</tbody>
</table>
# Mapping your global assets & exposure

<table>
<thead>
<tr>
<th>Total Global Population</th>
<th>Total Global Facilities</th>
<th>600</th>
<th>Total Global Revenue</th>
<th>2Bn</th>
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</thead>
<tbody>
<tr>
<td>40000</td>
<td>600</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Country</th>
<th>Risk (Overall)</th>
<th>People</th>
<th>% of Global</th>
<th>Faciliti es</th>
<th>Critical</th>
<th>% of Global</th>
<th>Revenue</th>
<th>% of Global</th>
<th>Score</th>
<th>Review Date</th>
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<tbody>
<tr>
<td>Mexico</td>
<td>High</td>
<td>4000</td>
<td>10%</td>
<td>14</td>
<td>2</td>
<td>2.3%</td>
<td>100 M</td>
<td>5%</td>
<td>8</td>
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<tr>
<td>Brazil</td>
<td>High</td>
<td>250</td>
<td>0.62%</td>
<td>1</td>
<td>1</td>
<td>0.16%</td>
<td>25 M</td>
<td>1.25%</td>
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<td></td>
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<tr>
<td>Colombia</td>
<td>Med</td>
<td>400</td>
<td>1%</td>
<td>2</td>
<td>0</td>
<td>0.33%</td>
<td>20 M</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecuador</td>
<td>High</td>
<td>900</td>
<td>2.25%</td>
<td>4</td>
<td>1</td>
<td>0.66%</td>
<td>25 M</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Risk Levels

- Insignificant: 1
- Low: 2
- Medium: 3
- High: 4
- Extreme: 5

### People Score

- 1 – 20%: 1
- 21 – 40%: 2
- 41 – 60%: 3
- 61 – 80%: 4
- 81 – 100%: 5

### Faciliti es & Critical Score

- 1 – 20%: 1
- 21 – 40%: 2
- 41 – 60%: 3
- 61 – 80%: 4
- 81 – 100%: 5

### Revenue Score

- 1 – 20%: 1
- 21 – 40%: 2
- 41 – 60%: 3
- 61 – 80%: 4
- 81 – 100%: 5

### Exposure Score

- Negligible: 1 – 5
- Marginal: 6 – 10
- Manageable: 11 – 15
- Critical: 16 – 20
- Catastrophic: 21 – 25

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### Mapping your country assets & exposure

<table>
<thead>
<tr>
<th>Country</th>
<th>Mexico</th>
<th>Total Facilities</th>
<th>14</th>
<th>No Critical</th>
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<th>Revenue</th>
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<tr>
<td>State</td>
<td>Risk (Overall)</td>
<td>Total People</td>
<td>Expat</td>
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<td>Facilities</td>
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<td>Revenue</td>
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<td>0</td>
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<tr>
<td>Nuevo León</td>
<td>Med</td>
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<td>100</td>
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<td>1</td>
<td>28M</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Baja California</td>
<td>High</td>
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<td>100</td>
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What is a crisis

A single bite from a King Cobra can deliver enough venom to kill a full-grown Asian Elephant within 3 hours.

The Gaboon Viper is considered to produce more venom than any other venomous snake.

A single adult animal may have enough venom to inject lethal doses into 30 individual men.
Translating a crisis to risk

When something happens do you have a unified way of assessing the severity?

The greatest challenges is PERSONAL BIAS and TOLERANCE to risk

This changes the way every single person assesses risk
Risk based approach to crisis

We have 5 levels of severity when assessing risk
Each level is an increase / decrease in the severity/scale
Why can’t we have a unified response to this in the form of crisis / incident management?

STEP 1 – Assess the geography, nature of the issue and the affect asset areas

- Operational Delivery
- People
- Reputation
- Environment
- Intellectual property

STEP 2 – Assess the level of risk in each asset area

- Negligible
- Marginal
- Manageable
- Critical
- Catastrophic

STEP 3 – Assess the level of risk in each asset area

- Routine Activity
- Issue
- Emergency
- Major Emergency
- Crisis
Globalizing your organization

Step 1 - Evaluate and list the following *considerations

- Geography – Region / Country / State
- Business Function/s
- Facility function/s
- Number of staff
- Type of incident / assets affected
- Who is responsible and what levels * linked to risk and crisis severity scale
- Create a matrix starting at the macros down to micro i.e. regional down to facility

### Regional Critical incident matrix – EMEA

<table>
<thead>
<tr>
<th></th>
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<th>Marginal</th>
<th>Manageable</th>
<th>Critical</th>
<th>Catastrophic</th>
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<tbody>
<tr>
<td><strong>Operational Delivery</strong></td>
<td>All held locally at facility level</td>
<td>All held at country level</td>
<td>Contact details of relevant people team in country</td>
<td>Contact details of SVP / Regional lead &amp; any corp HQ support</td>
<td>Corp HQ CMT / CIMT</td>
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</table>
## Common approach through risk

### Step 2 & 3

**Step 2 - Assessing the level of risk exposure and what line/s have been crossed**

**Step 3 - Assessing what escalation and approach should be taken with regards to the**

<table>
<thead>
<tr>
<th>SEVERITY LEVEL</th>
<th>WHAT COULD GO WRONG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negligible</td>
<td>Routine Activity</td>
</tr>
<tr>
<td>Marginal</td>
<td>Issue</td>
</tr>
<tr>
<td>Manageable</td>
<td>Emergency</td>
</tr>
<tr>
<td>Critical</td>
<td>Major Emergency</td>
</tr>
<tr>
<td>Catastrophic</td>
<td>Crisis</td>
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</table>

<table>
<thead>
<tr>
<th>CONDITION</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal day to day organisational activity</td>
<td>A change or minor disruption to normal operations with simple solution</td>
</tr>
<tr>
<td>Situation that requires immediate effective management to reduce adverse impact</td>
<td></td>
</tr>
<tr>
<td>Situation that has significant adverse impact</td>
<td></td>
</tr>
<tr>
<td>An event that threatens to overwhelm organisation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>APPROACH</th>
<th>Continuation operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected that issues will be managed locally in a prioritised effective manner as they occur or are foreseen to occur.</td>
<td></td>
</tr>
<tr>
<td>Risks local to operations will have been considered and will have developed a series of mitigation measures that will include several the anticipated issues.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Emergency Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issues that have escalated will move into this sector and be considered under the EMP.</td>
</tr>
<tr>
<td>Escalate efficiently / effectively Command adopted</td>
</tr>
<tr>
<td>Supporting elements in place</td>
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</table>

<table>
<thead>
<tr>
<th>Crisis Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate attention of Crisis management team</td>
</tr>
<tr>
<td>Refer to CMP</td>
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</table>

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## Common approach through risk

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<td></td>
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<td>Issues that have escalated will move into this sector and be considered under the EMP. Escalate efficiently / effectively. Continue adopted. Supporting elements in place.</td>
<td>Crisis Management Plan. Immediate attention of Crisis management team. Refer to CMP.</td>
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</tr>
</tbody>
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</tbody>
</table>
Scoring this

<table>
<thead>
<tr>
<th>Definition</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No existing measures or measures currently in place are not effective</td>
<td>4</td>
</tr>
<tr>
<td>Minimal measures in place considered partially effective</td>
<td>3</td>
</tr>
<tr>
<td>Satisfactory measures</td>
<td>2</td>
</tr>
<tr>
<td>Fully effective measures</td>
<td>1</td>
</tr>
</tbody>
</table>
Start with the GAP

Organizations approach to Risk, Resilience and Crisis Response

- Organizations have an integrated approach to all three disciplines in planning and response with a mature and well communicated strategic and tactical process.

Start at the Strategic (Macro) level and work to the Tactical (Micro) i.e. Organizational Policies to facility level procedures.

Have what “Success” looks like in your organizations eyes mapped out across the three disciplines and show where the organization is in its current state.

Create a succinct report that highlights, what the organisation is:
- Doing right
- Doing wrong
- Not doing

Create a succinct report that highlights:
- What the time / resource / cost is needed to get to ideal state

Consider Benchmarking comparison organizations.
Map the entire planning process

Remember this is planning only, NOT execution.

GAP → UNDERSTAND RISK → ORM → ID ASSET TYPE → MAP ASSET → CRITICAL ASSET → RISK TO CRISIS → GLOBALIZE → COMMON APPROACH

RISK MANAGEMENT
1. RECOGNITION

BUSINESS CONTINUITY
2. RESILIENCE

CRISIS MANAGEMENT
3. REACTION
Execute on the process

The difference in execution

How many times the ORM is used in this process

1. RECOGNITION
   - ID RISK
   - ASSESS RISK
   - EVALUATE RISK
   - ASSESS SEVERITY
   - CHOOSE RESPONSE

2. RESILIENCE
   - ASSESS MTBD
   - Meet MBCO
   - ROCOVERY
   - LEARN

   • Maximum Tolerable Period of Disruption MTPD
   • Minimum Business Continuity Objective MBCO

RISK MANAGEMENT

CRISIS MANAGEMENT

BUSINESS CONTINUITY

ID ASSET

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SOLUTIONS MULTIPLIED.
Planning v Execution

Planning process

Operational process

BUSINESS CONTINUITY
RISK MANAGEMENT
CRISIS MANAGEMENT

CRISIS MANAGEMENT
RISK MANAGEMENT
BUSINESS CONTINUITY
Integrate at Strategic level

Choose key people “influencers” within key parts of the organization

- ERM
- Health & Safety
- Environmental
- Operations
- BC / Crisis Response

SVP Level

Divisional Director
Integrate at Strategic level

Assumption that you have SLT approval for the project

People
Right influencers across key organizational functions consider: Risk / Business Continuity / Crisis this needs to be from the top down. Having them at the top and bottom won’t work, needs to be right through.

Strategy
Don’t start working on this until you have your key people (SLT & Div Director level) Its not your plan! Its everybody’s plan! Have a one page vision but how you get there needs to be a joint effort * can use findings from GAP

Execution
Your Div directors will need to work this out with their staff, this needs to be taken a bite at a time. Changing the world is evolutionary NOT revolutionary! Make it fit, make it easy!

Cash
You’ll need cash for this, people time/ resources etc. consider a small core of people dedicated to this programme with others undertaking as part of their existing roles. You’ll need to market this internally, that’s going to need funding!
Integrate and execute tactically

- Have your common system ready / tested & globally agreed
- Keep it in line with existing processes
- Ensure that tactical application integrates with strategic matters
- Have a simple system and set of documents that can be applied to every part of your organization

Use of technology will help
But is a waste of time and money if you’ve not got:
- Strategy
- Commonality
- Systematic
- Map your world
- Understand global risk
- Communication Strategic & Tactical
- Manage Incidents & Crises
- Scalable across organization
Summary of what you need to know

- Risk always comes FIRST
- Business continuity second in PLANNING
- Crisis management second in EXECUTION
- Hinge everything of your ORM
- There are really only 4 sources of risk
- Don’t find yourself in the 4th source….. UNKOWN KNOWN!
- Map your assets according to GLOBALLY agreed criteria
- Start Macro then Micro in EVERYTHING
- Stop people from judging matters on personal bias or TOLERANCE
- Give everybody an EASY way of working this out! One page plan…..
- Let the GAP analysis do the work for you
- Get the RIGHT team!
- Then build your STRATEGY
Did you plan for that in your ORM!
There's more!

Series of white papers on these topics

- Create a common operating picture for your organization
- Mapping crisis to risk
- Critical incident management principles
- Communicating in a crisis
- Information in to intelligence

If anyone wants to get access to these let me know
Thank you......Final questions

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