

structure. The IP-based CCTV solutions give the company's security managers the ability to pull video streams from multiple sites into one central location.

As a way to help cut costs, Tyco is also using guard watch solutions in combination with video cameras to supplement existing security officers and possibly replace guards who are working a third shift.

Another major trend that McDonough says he's seen recently is a heavy reliance on technology to help make security departments operate more cost effectively.

"Cost is becoming a significant issue and concern and I think most of us are feeling some budget constraints, he says. "And certainly in these times, (security directors) are being asked to do the best we can with either what we already have or in some cases cutting budgets."

Though many companies have sought to integrate physical security with IT security departments, McDonough says that that type of approach to security has yet to take place at Tyco, though they do work closely with each other. "We haven't reached the point yet where we (physical security and IT security departments) really work in the same group. We do consult with each other regularly, we share projects, we share goals, etc., to some level," he says. "But, there really has not been convergence yet here at

Tyco. I actually think we're seeing some in the industry move away from that concept and moving more towards an enterprise risk management approach."

While they may not work together, McDonough says that both the physical security and IT departments are aware of the increasing threats the company faces from outside forces both physical and virtual. "On the IT side, those outside attacks are something we manage with software," McDonough explained. "We use a lot of external video surveillance to have a pretty good idea of what's going on (outside our facilities) and monitoring and recording those things."

The challenge for McDonough at a global enterprise with frequent acquisitions like Tyco is making sure that legacy security systems are up to the company's current standards. "In almost every environment today, we're using a network of some kind in order to store, transfer and manage that security information. Where the corporate security side comes in is really putting together the standards and the operational requirements and the policies and procedures around those security controls," he says. "We have many disparate systems spread throughout the globe. As Tyco has been acquiring companies over the last five to 10 years, there was no standard set that we were able to enforce going forward. We've now set those standards

and have a global vision of all being on the same system, carrying the same (ID) card."

### Securing the Global Enterprise

McDonough says that another way many people are cutting costs is by using video conferencing and other communication technologies as a way to save on travel expenses.

Still, however, the fact remains that travel is an absolute necessity at a global enterprise such as Tyco, and one of McDonough's greatest challenges is ensuring that when the company's employees have to travel in a foreign country, they can do so safely.

"Certainly, the global enterprise is a significant challenge," he says. "When you send external people who are not well versed and don't understand the culture and some of the risks, managing that from a security perspective becomes a very big challenge. That's a focus where we spend a significant amount of our time and a lot of energy in what we call our 'Safe Travel Program' and I'm very proud of what we've been able to do here." ■



Joel Griffin is associate editor of SecurityInfoWatch.com. Check out the full Frontline Q&A interview at SecurityInfoWatch.com/Frontline

## Compliance Scorecard

SecurityLeadership Solutions  
Executive Council

### Voluntary Private Sector Preparedness

By Marleah Blades

**B**usiness continuity planning can be a particular challenge for a corporate campus. Whereas any other individual site may have a single predominant function, such as manufacturing, distribution, or customer care, the executive headquarters generally houses multiple functions with disparate needs, and perhaps thousands of executives and personnel to perform those functions. Developing a plan for relocation on such a grand and varied scale can be a true challenge.

A federal program may provide strong guidelines to help companies ensure their corporate campuses are prepared for any crisis.

According to PricewaterhouseCoopers' *Point of view: The Voluntary Private Sector Preparedness Accreditation and Certification Program*, nearly 85 percent of the United States' critical infrastructure is owned by the private sector. The national cost of weak emergency preparedness in private industry is clear. That's why Title IX of the Implementing the Recommendations of the 9/11 Commission Act of 2007 called for the creation of a voluntary program whereby private sector-organizations could achieve certification of their preparedness programs. DHS is currently working with the private sector to design the resulting Voluntary Private Sector Preparedness Certification Program.

The government is not interested in mandating business resiliency standards. Instead, this program will offer private businesses a statement of confidence in their ability to continue operating through and

beyond a major event — something that can tangibly increase stakeholder and shareholder confidence. Some believe that if the program is well-accepted, private industry groups may begin recommending or requesting that their members seek certification.

At its current stage of development, it seems likely that the program will offer three levels of certification and will enable companies to make the call on whether their certification status may be made public.

New York University's International Center for Enterprise Preparedness (InterCEP) is coordinating five working groups in the program development effort, and they recently announced a series of National Roundtables on Enabling Bottom-Line Impacts for Business Resiliency through Certification. InterCEP's Web site ([www.nyu.edu/intercep/](http://www.nyu.edu/intercep/)) also hosts a document clearinghouse for information about the program as it develops.

Do your due diligence by keeping up with this program and assessing your business resiliency plans against its guidelines.

Marleah Blades is senior editor for the Security Executive Council (SEC). The Security Executive Council maintains a large and growing list of laws, regulations, standards and guidelines that impact security (<https://www.securityexecutivecouncil.com/public/lrvc>). Help the Council fill out the list and receive a selected complimentary metric slide from the SEC store.