

DLE 2083: INTRODUCTION TO SECURITY MANAGEMENT

CHAPTER 8 CULTURES, STRUCTURES & PROCESSES

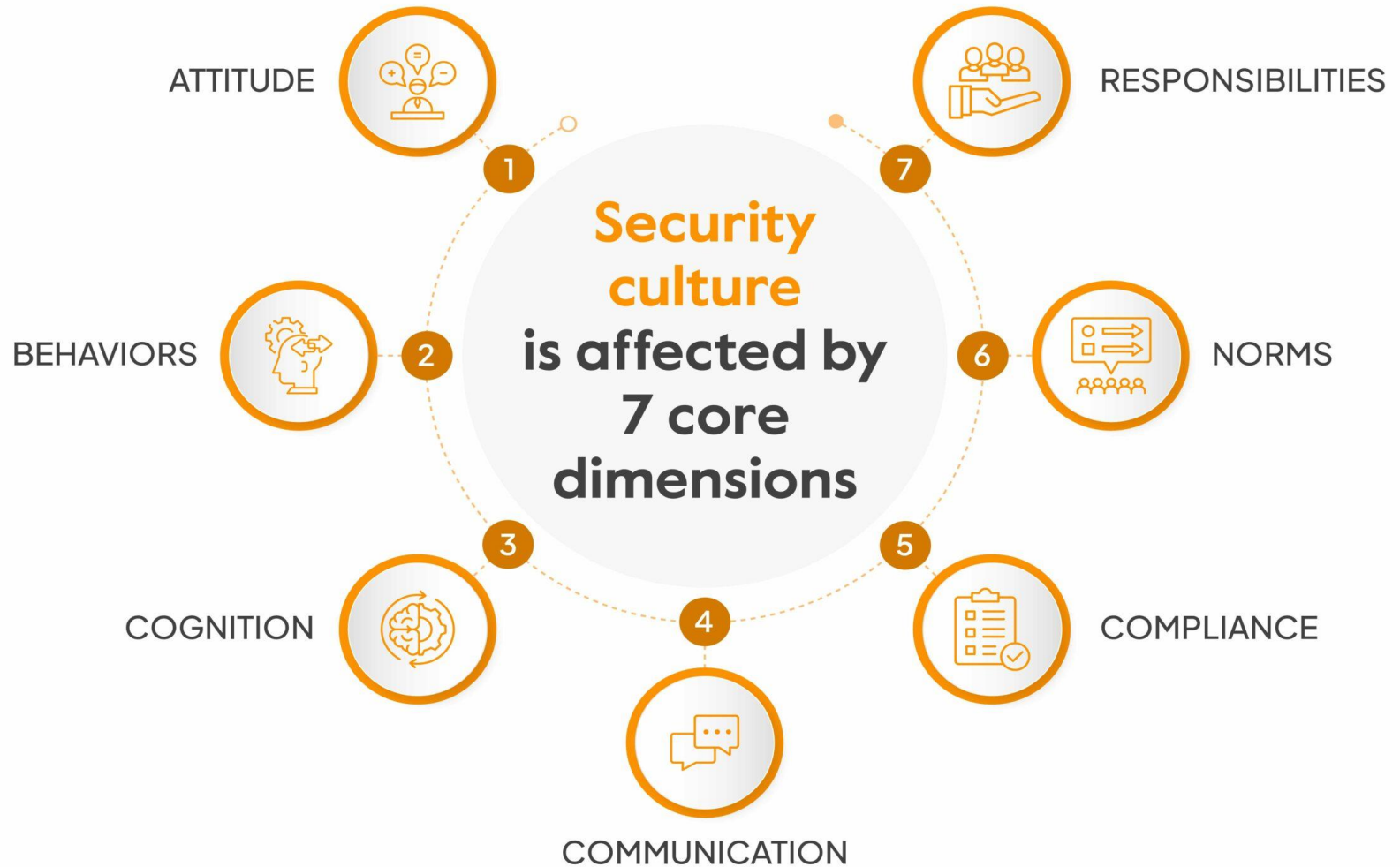
Chapter 8: Learning Outcomes

- At the end of the topic, students should be able to:
 - Defined culture, structure, and process.
 - Explained why organization should care to develop the culture of security and risk management.
 - Describes as why the design and development of organizational structures is important.
 - Understand the importance to develop and implements good process in an organization.

Defining Cultures

- Culture is a collection of the dominant norms, values, and beliefs in a group or organization.





Why Develop Culture in Organization?

- Culture is probably the easiest to neglect and most difficult to observe and change.
- The culture is important to support the structures and processes of risk management.
- Cultures is one of factors to identify whether risks are tolerated or rejected.

Assessing Culture

- Culture is difficult to observe because it is less tangible than structure and process.
- Some researcher ask a question “Do you follow the rule and policy when nobody else is watching?”
- Culture can be identified through:
 - 1) betray of normative noncompliance
 - 2) negative valuations
 - 3) incorrect beliefs about security

Assessing Culture

- Repeated failures should be observed by regular monitoring and reviewing and should be audited that would investigate the root causes.

Developing a Culture

- Changing a culture is difficult, but some solutions include:
 - Exemplary leadership.
 - More awareness of the desired culture.
 - More rewards for compliance with the desired culture.
 - More punishments for non-compliance.
 - and more enforcement of compliance.

Developing a Culture

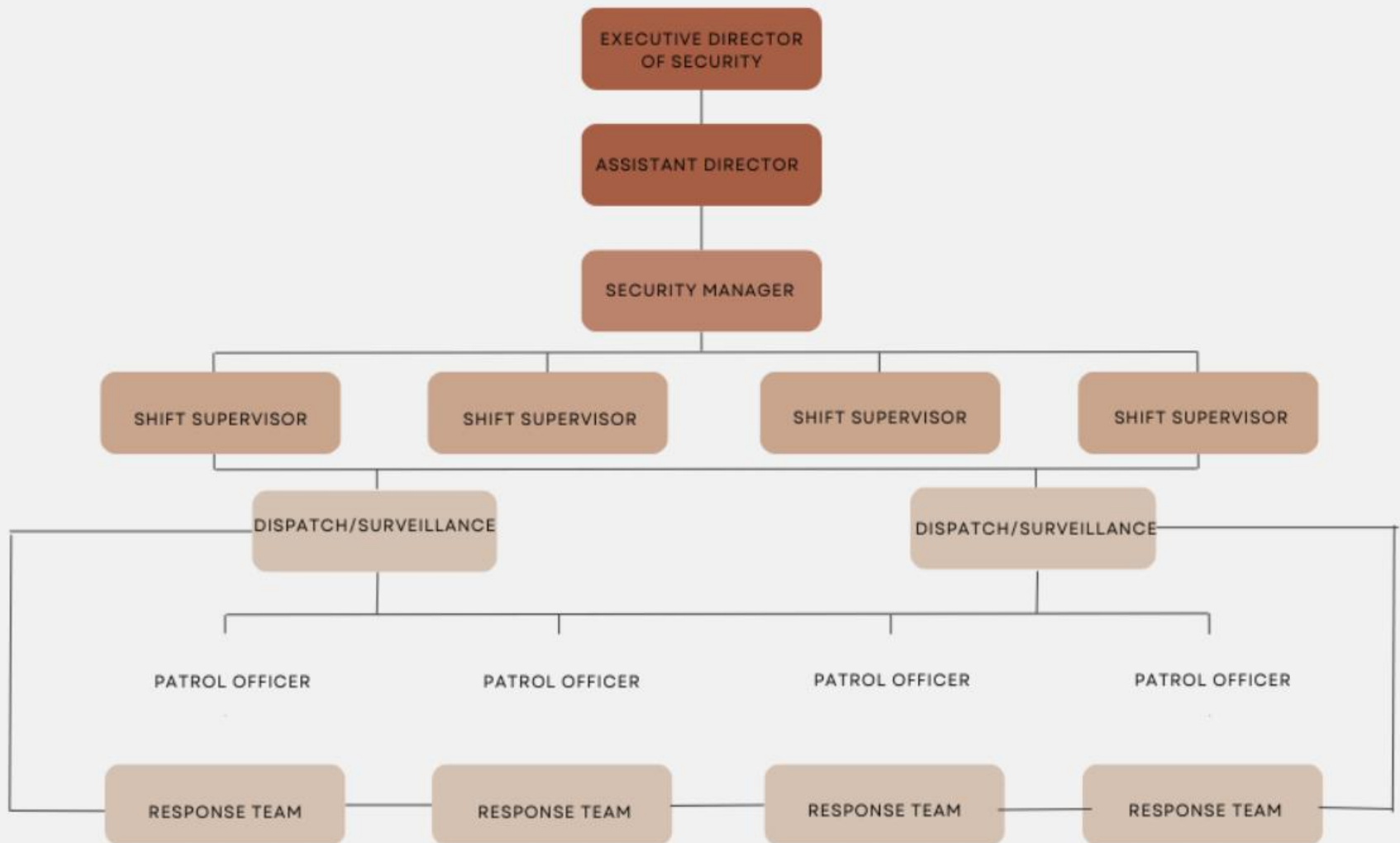
- Culture is related to structure and process.
- Negative culture ← negative structure and process
- Positive culture ← positive structure and process

Structures

- Structures are patterns of authorities and responsibilities.
- Departments or persons assigned to manage security and risk.

Why Develop Structure?

- When structure or authority are unclear or non-functional, security and risk receive improper attention
- Help the outsider to communicate with respective person
- reduce the transactions costs and redundant activities associated with confused or redundant authorities.

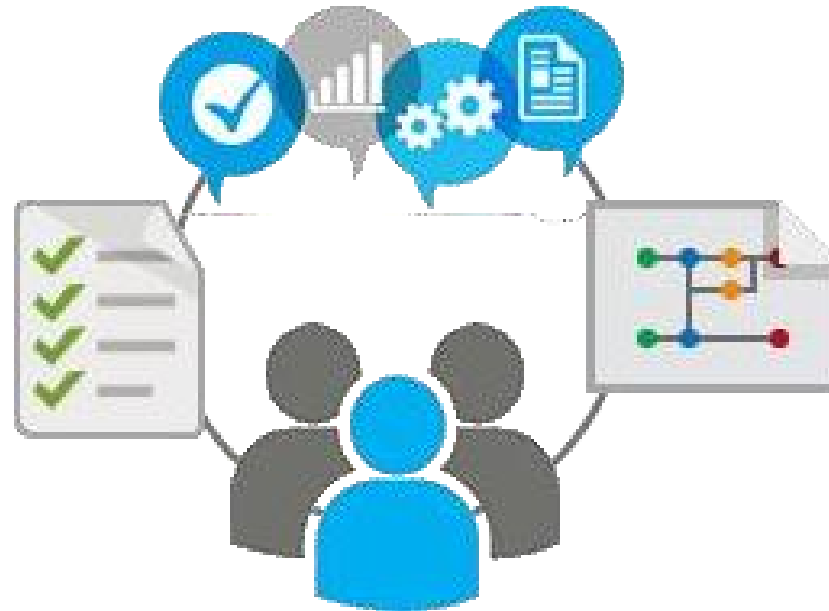


How to Develop Structure?

- Make sure all staff are familiar with the context, risks and commitments of the organization in terms of risk reduction and security management
- Make sure all staff are clear about their individual responsibilities with regard to security, teamwork and discipline
- Ensure that security is a key consideration in all program planning

Defining Processes

- A process is a series of actions or activities toward some end.



Why Develop Process?

- To perform actions or activities that are necessary to proper security and risk management.
- A standard process also helps interoperability and communications between personnel and organizations.

Processes

- Standard processes are usually communicated visually as a list, series, or cycle of steps.
- All standard processes have at least three steps.

Choosing Between Processes

- For example, British government has defined risk management with three steps as follow:
 - i. Identifying the risks
 - ii. Assessing the risks
 - iii. Responding to risks

The Action Process for Managing Criminal Risks

- Assessing risk
- Making connections
- Setting tasks to control the risks
- Collecting Information about the effectiveness of the controls
- Refining the Organization
- Notifying others

Example of Process

