

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?

- The three main dimensions of an organization;
 - i. Culture
 - ii. Structure
 - iii. Process
- Culture is probably the easiest to neglect and most difficult to observe and change.

Why Develop Culture in Organization?

- The culture needs to support the structures and processes of risk management.
- An organization is less likely to manage risks well if its members think of risk management as too burdensome, silly, pointless, or alien.

Why Develop Culture?

- Cultures are also important factors in how different risks are tolerated or rejected.
- Some failures to manage security or risk correctly could be due to poor or incomplete training.
- But too often leaders would blame personnel competences and neglect to consider whether the culture needs attention.

Assessing Culture

- Culture is difficult to observe because it is less tangible than structure and process.
- But a researcher could directly observe organizational personnel in case they betray normative noncompliance with, negative valuations of, or incorrect beliefs about security and risk management.

Assessing Culture

- Sometimes, a bad culture is betrayed by repeated failures to implement processes, to exercise authority, or to take responsibility for risk management.
- Such repeated failures should be observed currently 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

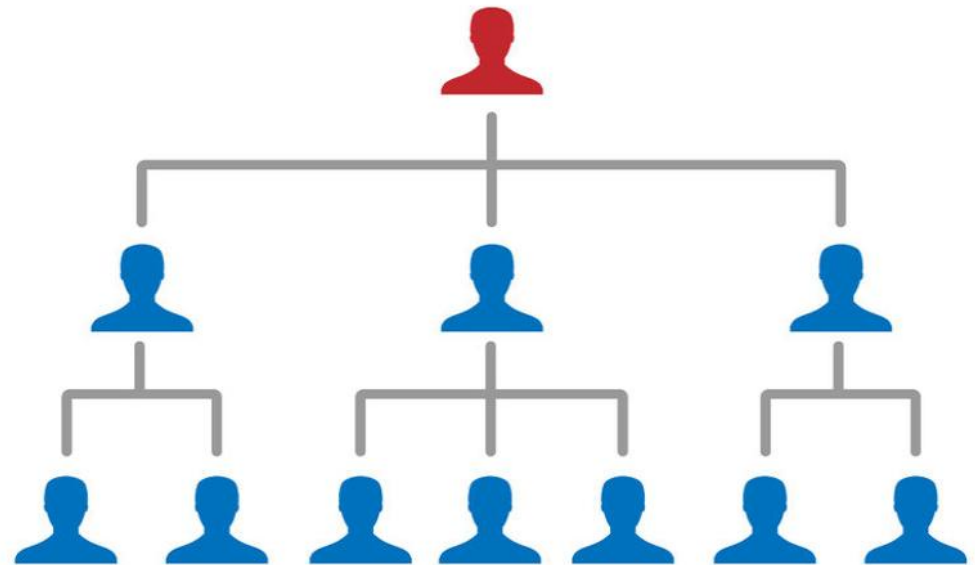
- We should also consider whether the negative culture is a reaction to the not functioning in the structure or process.
- If the structure or process is at fault, the structure or process needs to be changed positively.

Structures

- Structures are patterns of authorities and responsibilities.
- The authorities are those departments or persons assigned to determine how security and risk should be managed.
- The responsible parties are supposed to manage security and risk as determined by the authorities.

Why Develop Structure?

- Structure is important because security and risk receive improper attention when the responsibilities or authorities are unclear or not functioning.



Why Develop Structure?

- Structure is important also to outsiders who want to know with whom to communicate.
 - Imagine a stakeholder who wants to contribute to your security but cannot find the best authority within the organization.

Why Develop Structure?

- Structure is important to the efficiency of an organization, since clearer authorities and responsibilities reduce the transactions costs and redundant activities associated with confused or redundant authorities.

Defining Processes

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



Why Develop Process?

- Each of us has a process for managing the risks of everyday life, but not all processes can be perfect.
- With useful experience or guidance, we could develop a process that reminds us to perform actions or activities that are necessary to proper security and risk management.

Why Develop Process?

- As an organization, we should standardize that process to help managers perform closer to the ideal.
- A standard process also helps interoperability and communications between personnel and organizations.
- Most authorities or standards today prescribe or suggest a process by which risk or security is supposed to be managed.

Choosing Between 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
 - mostly by identifying criminal threats and hazards and their potential victims.
- Making connections
 - largely between criminals and between criminals and targets.

The Action Process for Managing Criminal Risks

- Setting tasks to control the risks
 - mostly preventing crime and preparing to respond to crime.
- Collecting Information about the effectiveness of the controls.

The Action Process for Managing Criminal Risks

- Refining the Organization
 - properly structuring authorities, responsibilities, monitoring, training, and decision making.
- Notifying others
 - mostly communicating about the risks and controls to stakeholders.