ASIS NZ Strategic Plan 2018 – 2023

Chapter 148 New Zealand

DRAFT - Monday, 20 March 2017

Introduction

This Strategic Plan has been developed by the ASIS NZ, Chapter 148 Executive (the Executive). It provides the Chapter with a five-year roadmap for supports, services and organisational development. The Executive will review and update the plan annually as needed.

A Draft of this document was prepared in February 2017. **An A3 relating to this draft was emailed to all members and feedback requested. An amended version of this is attached as Appendix A.** Feedback was received from 3 members. On the 10th of March 2017, the Chapter Chairman, Dean Kidd and member, Carlton Ruffell met to workshop an outline of the strategic plan. This meeting discussed who the Chapter Stakeholders are, how Direction Plans might be made and how future Executives might be motivated to achieve Key Performance Indicators (KPIs) to show the plan is being executed. **A timeline for tasks and activities was drafted and is attached as Appendix B.**

There are 3 aims of the planning process:
1. To prepare a Strategic Plan for the Chapter, to be approved at the 2017 Annual General Meeting (AGM)
2. To communicate the need for change to the membership and to seek feedback on the Strategic Plan
3. To commence Direction planning which breaks down the plan to key activities which will need to take place, states how these will be achieved and measured.

This plan was developed with broad involvement and guidance from the Executive and members. The Executive has provide feedback on this document before meeting to finalise the plan. This plan will be circulated with current members requesting feedback. This will be incorporated into a final plan. Discussions on how to measure the plan will be finalised by the Annual General Meeting (AGM) in November 2017 and this should be presented at the AGM for member approval.

Strategic Plans flow from the parent organisation

ASIS International conducts research and sets the International Strategy so, the Chapter's strategy should be

| International Strategy | → | National Strategy (the Strategic Plan) | → | Operational Plans and Measuring Success |

broadly based   _on this._

The purpose of ASIS International

> The security profession makes the world a safer place and has a positive impact on the future of the organisations and stakeholders we serve. We are the global leader in security professional development, education, and standards, transforming lives through the leadership we provide, the communities we create, and the products and services we deliver.

ASIS International has provided a broad Strategic Plan which the Chapter plan should flow from. This needs to be codified into Operational Plans and methods for measuring success.

1.

The Chapter needs to define its stakeholders. The International body has a broad view of who stakeholders are, which has historically not been shared in New Zealand. For example, the Chapter has not regularly lobbied the government or engaged with the media and the Chapter has not made consistent use of sponsors.

Initial discussions suggest the Chapters Stakeholders are and should be:
- *The membership*
- *Sponsors*
- *Government - and by extension media*
- *The International Information Security Systems Certification Consortium (ISC2)*
- *Fire Safety Organisations*
- *Risk Organisations and*
- *Business Continuity Organisations*

A poster showing potential Chapter Stakeholders is attached as Appendix C. ASIS International is teaming with ISC2; understanding that in best practice models IT (cyber) and Other Technologies (OT) are now considered in the same governance structure.

Business Continuity and organisational Risk are also included in the 'best practice' model. However, due to New Zealand history, these groups have developed in isolation and are

well established. Consideration needs to be given to what the relationship might look like with these groups. For example, do these groups need to be part of the Chapters's Strategic Plan or, will the Chapter seek to work with these groups around events? Finally, the Chapter may choose not to engage with these groups at all.

2.

The Chapter needs to look at the Strategic Directions given by ASIS International and decide if the Chapter can address them. Once a decision has been made on which ones to address, or if there are additional ones the Chapter should be considering, then Operational Planing can be delegated. How to measure the operational plans flows from this.

Initial discussions suggest operational plans should aim to:
1. Establish a continual feedback loop from members and stakeholders
2. Have channels for getting assets to members with a digital focus, including local intelligence products
3. Provide commentary and opinion to the media and government
4. Understand and provide value in the field of cyber and how security will move towards Enterprise Security Risk Management.

3.

The Chapter needs to agree and buy-into how this will be turned into Action.

Initial discussion suggests this should be through a dedicated webpage with regular emails to members explaining the need for change. Emails should seek constant feedback from membership. However, this plan also needs to seek the input of potential members. In particular we see the need to recruit:

•   Youth

•   Women

•   Diverse ethnicities

•   Senior government and corporate security leaders

•   Cyber security specialists

Due to the voluntary nature of ASIS leadership and the limited resources of the Chapter, we see a sensible approach as using the Plan, Do, Check, Act Model and seeking small wins.

Promises

The International Strategic Plan makes promises to all stake-holders:

To our members, we promise:

Best in class member services; opportunities to build relationships, exchange ideas, and share insights and best practices with peers around the globe; education and professional development opportunities that help you be more effective in your job and that support you at every stage of your career; an opportunity to be involved in the direction and work of our Society; to be a global advocate for and a positive impact on the profession.

To the employers of our members, we promise:

Opportunities for your staff to access cutting edge knowledge and to develop relationships with global and local industry experts that create value and reduce risk for your organisation.

To our partners, exhibitors and advertisers, we promise:

To be a good partner and work together for the best possible outcome for our respective interests.

To our staff, we promise:

An empowering work environment and a culture of diversity, inclusion, and transparency; clear strategic intent and will hold you accountable and reward you for fulfilling that intent; appropriate professional career development opportunities; the opportunity to work on significant challenges that have global impact.

To governments, we promise:

To have open and transparent discussions with all interested governments about the importance of standards, professional development, and the furtherance of public-private partnerships.

Chapter 148's view of stakeholders

The Chapter has always had a focus on fulfilling our promise to our members

It is believed this is the best way to recruit and retain new members. The other stakeholders have never been a focus of the Chapter. This is an opportunity. The Chapter could seek to engage with these stakeholders, broaden the reach of the organisation and thereby attract more members. This would fit within the International Strategic Plan.

There are current issues with membership which has resulted in the need for this Strategic Plan:

• Meetings historically only happen in Auckland and Wellington (they are not happening in Wellington at the moment), limiting the value of Chapter membership to professionals outside these areas
• Membership is decreasing
• Members are predominantly older, white, males, heavily orientated to physical security (integration) and security management. Not cyber security, business continuity or risk
• Membership largely doesn't include the countries senior security leaders in government or corporations
• The organisation is very personality driven with little attempt to clarify what the membership wants

These points highlight the need for change.

There has never been a concerted effort in relation to sponsors, exhibitors and advertisers

Some members have previously expressed concerns about the use of sponsors. They state the use of sponsors would appear to make the Chapter beholden to commercial interests. It was feared this would impact on the organisations appeal to members who may belong to rival companies or consultants who wished to maintain "product neutrality". This may be an outdated concept. The use of sponsors allows more professional events, which in turn provide recruiting opportunities.

In our initial discussions we note that overseas Chapters make extensive use of sponsors. We note that sponsors need Return On Investment which militates towards the Chapter needing to offer a more professional product. This may mean a need to eventually have a full or part-time resource for the Chapter.

Engagement with the Government has been largely piecemeal and uncoordinated

ASIS International lists Advocacy with Government on security issues as being part of the international Strategic Plan. However, they acknowledge this is not fully developed outside the United States of America.

Lobbying the Government on issues means the Chapter would need to have stated positions and be prepared to propagate those positions at the speed of the modern media. Waiting for a monthly meeting, polling the members and selecting a spokesperson is too slow. This would mean the Chapter would have to have pre-prepared positions on issues and trust the Chairman or a spokesperson to convey these. This would involve a Chapter policy on how statements will be made and managed, including the pre-drafting of position papers.

The Chapter represents many security professionals who do business with the Government and members have been afraid of upsetting their potential clients. This is a legitimate concern for the consultant community.

Dealing the Government and the media in an honest way may be a recruiting tool for young security professionals who seek an honest organisation to represent their views.

The Chapter has never had paid Staff

Instead it has been reliant on the voluntary efforts of the Executive. The ability to market the Chapter to organisations and manage sponsors may require a resource. A mobile strategy (seeking to engage existing and new members through mobile devices) may also require a more professional approach. The employment of staff is a big step for the organisation. The feasibility of this should be reported on before any decision is made. Consideration should be given to:

*   What income is required to support a part-time or full time resource
*   How such a resource would effect the organisation's tax position
*   What recruiting benefits - therefore increased income - could be gained from using this resource
*   What skills the resource might need, particularly in supporting digital channels to members and could savings be made through having them manage these channels which are currently outsourced
*   What a job description and KPIs might be expected

Digital is a crucial part of security and the Chapter is not represented in this area

Realising the importance of digital and the move towards Enterprise Security Risk Managment, ASIS International has partnered with ISC2. They currently co-host the annual seminar and exhibits held in the United States of America.

ISC2 is a small organisation in New Zealand consisting of an Auckland Chapter http://isc2chapter-auckland.org.nz and a handful of members in Wellington. They hold bi-monthly meetings and are already making links to risk/security organisations in New Zealand. Joining their organisation or working closely to co-host meetings needs to be considered. This would be a very low-cost strategy to continuing the Chapter.

New Zealand has a surfeit of IT security clubs and organisations, all seeking a "Unique Selling Point" and they are very good at segmenting the "security club" market. Relying on an established link at the ASIS International level with ISC2 may be the Chapter's best chance of incorporating this side of security.

Decisions on if to incorporate or exclude these stakeholders from the Chapter's Strategic Plan provide opportunities and challenges. Decisions on which stakeholders to include or exclude and why, should be documented.

Direction and Results

Direction

ASIS International have conducted research and provided strategic direction:

1. *ASIS International member make-up, demands and needs will continuously evolve; therefore, our Society must be agile and have its hand on the pulse of members globally to know and deliver what will make a difference for their careers and employers*
2. *ASIS International must be the clearing house for best security and risk management practices for all levels and specialisations of our profession*
3. *ASIS International must be the face and voice of the security & risk management profession globally*
4. *ASIS International is a leader in anticipating and dealing with emerging physical, cyber and other threats from nations, organisations, non-nation- state actors, individuals and new technologies*
5. *Criminal and terroristic threats will go towards cyber; physical and cyber security will converge; the roles of the CSO and CISO will converge*

For New Zealand, these have been synopsised as:
1. *Interview and survey members and potential members to understand their needs*
2. *Have channels for assets (Practices, Standards, Thought Leadership, News, Education) to members*
3. *Provide commentary and opinion to the media and Government and consider the 'positioning' of the organisation*
4. *Provide intelligence products on emerging and existing threats in all realms*
5. *Understand convergence and how organisations will move towards Enterprise Security Risk Management. This is the combination of cyber and other aspects of security*

Results

It is recommended the Executive review the above Directions and decide if to address each one. Once a decision has been made, then how to measure results can be decided.

It is recommended this work be addressed using the "Plan, Do, Check, Act" model and that initial goals (within 1 year) be small and use the SMART model (Specific, Measurable, Achievable, Realistic and Time-bounded). The goal should be to achieve small successes which can be built upon, rather than a risky, large 'step-change'.

For example, for Interview and survey members and potential members to understand their needs, the initial goal might be to establish a bi-annual email survey for members of the security industry. This would include agreeing on who is responsible for this activity, if

there is an incentive to undertake the survey, agreement on how questions will be set and measured over time, how widely the results will be shared and how this might link to other Strategic Plan activities.

Strategic Assets

ASIS International give the following as Strategic Assets:
- *Membership: The knowledge, leadership, community*
- *Volunteer leadership—regions, chapters and councils and ad hoc committees*
- <u>*Vetted products and standards that protect members and their employers from liability*</u>
- *CPP, PSP & PCI—internationally recognised board certifications*
- *Our brand*
- Members all over the globe & global reach
- *Strong investment portfolio & building*
- *MOUs with other organisations & governments*
- *Educational programs, web offerings*
- *Research and reports*
- *Highly committed and knowledgeable professional staff*
- Lobbying in DC and beginnings in Brussels
- *Annual conference*
- *Publications, i.e., POA & Security Management*

The Chapter possesses and shares most of these assets. Several of these assets are currently particularly marketable while organisations modernise to meet the requirements of the Health and Safety at Work Act 2015 (HaSaWA). The Chapter has a high level of Certification amongst its members and this is how we have traditionally measured success. However, the ratio of members achieving Certification has decreased recently.

Some assets, such as Memorandums Of Understanding (MOUs) with other organisations & governments would require the Chapter to do a stock-take. A basic example of this is how the Certified Protection Professional (CPP), Physical Security Professional (PSP) and Professionally Certified Investigator (PCI) are accepted as evidence of learning and professionalism for security licensing in New Zealand.

The Chapter does not have any investment portfolio & building that the authors are aware of.

The Chapter has never focused on lobbying due to the resources required and size of New Zealand. There is a fear amongst the security community that if they upset any large player, they may damage their businesses. Members also do not like being critical without the time to study all aspects of a case and come to a conclusion; ideally supported by the membership. This is too slow for the modern media, who have often moved to the next story before any in depth analysis is possible. However, there is also opportunity, as being

seen to be critical of negative practices in the security community may actually make some professionals want to join.

Awareness of and channels for resources

The assets are 'realised' when they get to the stakeholder or the member. There are two aspects to this:
1.   Making members aware of the resources and
2.   Having channels to get the resources to members.

The current channel used by the Chapter is the monthly meeting in two main centres. The new Strategic Plan should consider if this is a channel the Chapter wants to stop, reduce, continue or enhance.

Other resources are available to International members via the internet. There are no web-based products produced by the Chapter. This must be a factor in many International members choosing to not become involved with the Chapter. If they do not live in a centre where they can join in morning meetings, there is no incentive to take the next step and join the local Chapter.

3 Key Tests for channels

ASIS International gives 3 tests for channels to stakeholders:
1.   Mobile: Device Agnostic and On-demand
2.   Global: Digital and Geographically Relevant
3.   Agile: Market Driven and Iterative Development

While listing meetings and conferences, the channel focus is undoubtedly digital. All future channels and Operational Plans supporting the Strategic Plan must work with mobile digital platforms. Without this approach, it is unlikely the organisation will be able to evolve, recruit new members or survive.

A S.W.O.T. analysis would be good

This plan does not currently contain a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. This could be a part of a communications plan, where we get members to complete or add to this analysis. This would be a good way to get interested members to acknowledge the need for change, as they worked through the challenges facing the Chapter themselves. The completed SWOT analysis could be attached to the final Strategic Plan.

A vision: Chapter 148 2022

The following is in story form and is completely fictional. It provides one vision on how the Chapter might be relevant to future security leaders in New Zealand.

My name is Dean Kidd and I'm the Chief Security Officer (CSO) for a moderately sized New Zealand company (MSNZ) which relies heavily on export to survive. MSNZ has to be compliant with the Protective Security Requirements (PSR), HaSaWA and international standards of health, safety, security and business continuity. We are regularly audited by overseas companies in Europe, Asia and the Americas about our supply chain security and 'third party' risks to operations and reputation. This is part of the reason our Senior Leadership decided to create the CSO role. Talking to my overseas contemporaries showed that we had a lot to learn and our senior security people needed security management education. My team and I are time-poor, knowledge thirsty and motivated to protect our company in the best and smartest ways possible.

I chose ASIS International to get this continuing education and I'm a member of Chapter 148. The main reason for joining was that I can get relevant security education, in blocks that suit my time-table. I can choose to attend a 1 hour webinar from overseas and watch this in the early morning when I don't have meetings or, I can attend a monthly Chapter 148 webinar from my desk. I just put in my earbuds and listen. Attending these at the time they are broadcast allows me to ask questions.
If I can't attend in person, I can just go to the Chapter website and watch the recorded webinars on my computer or mobile device. Sometimes there are even events (for example, movie nights and barbecues) where I can get together with local Chapter members and network while relaxing.

Like I said, I'm time poor, so while the online magazine is great, I don't often have the time to read it. That's why the weekly 'Three things you need to know' email is good. It comes out on a Friday afternoon and links to bigger reads or genuinely new equipment ads. I can then choose to read these in the weekend if they are relevant to me.

The CSO's role is not just about locks, guards and cards. I have to have a deep understanding of cyber and business continuity. I have to be able to advise MSNZ Senior Leadership on where the best risk-spend is. That's why the Chapter's buddying with ISC2 is so valuable. While there is no visual difference in the way they make contact, I know they have the best brains in all areas pointing me in the direction of the relevant standards or example plans.

The Chapter is always asking me what I want to know about through regular surveys. I don't often have the time to complete them (even though they are only about 5 minutes long) but, when there is an issue on my mind, I let them know.

The cost is minimal for what we get. I pay an annual subscription which covers my membership (to the International and National body), online magazine and local and international webinars. I get MSNZ to pay it and they are happy to do so. There is a

person they can contact in the Chapter if they have a question and the Chapter sends regular promotions to our HR, Risk, Compliance and Legal departments, telling them why 'ASIS is such a great training investment.'

This person is also easy to contact if I need to get a Standard, guideline or publication to help with any particular area of work. A valuable resource for the spend.

Appendix A - Chapter 148 Strategic Plan Overview DRAFT

ASIS International Chapter 148
DRAFT Strategic Plan 2018 - 2023

PURPOSE

The security profession makes the world a safer place and has a positive impact on the future of the organisations and stakeholders we serve. We are the global leader in security professional development, education, and standards, transforming lives through the leadership we provide, the communities we create, and the products and services we deliver.
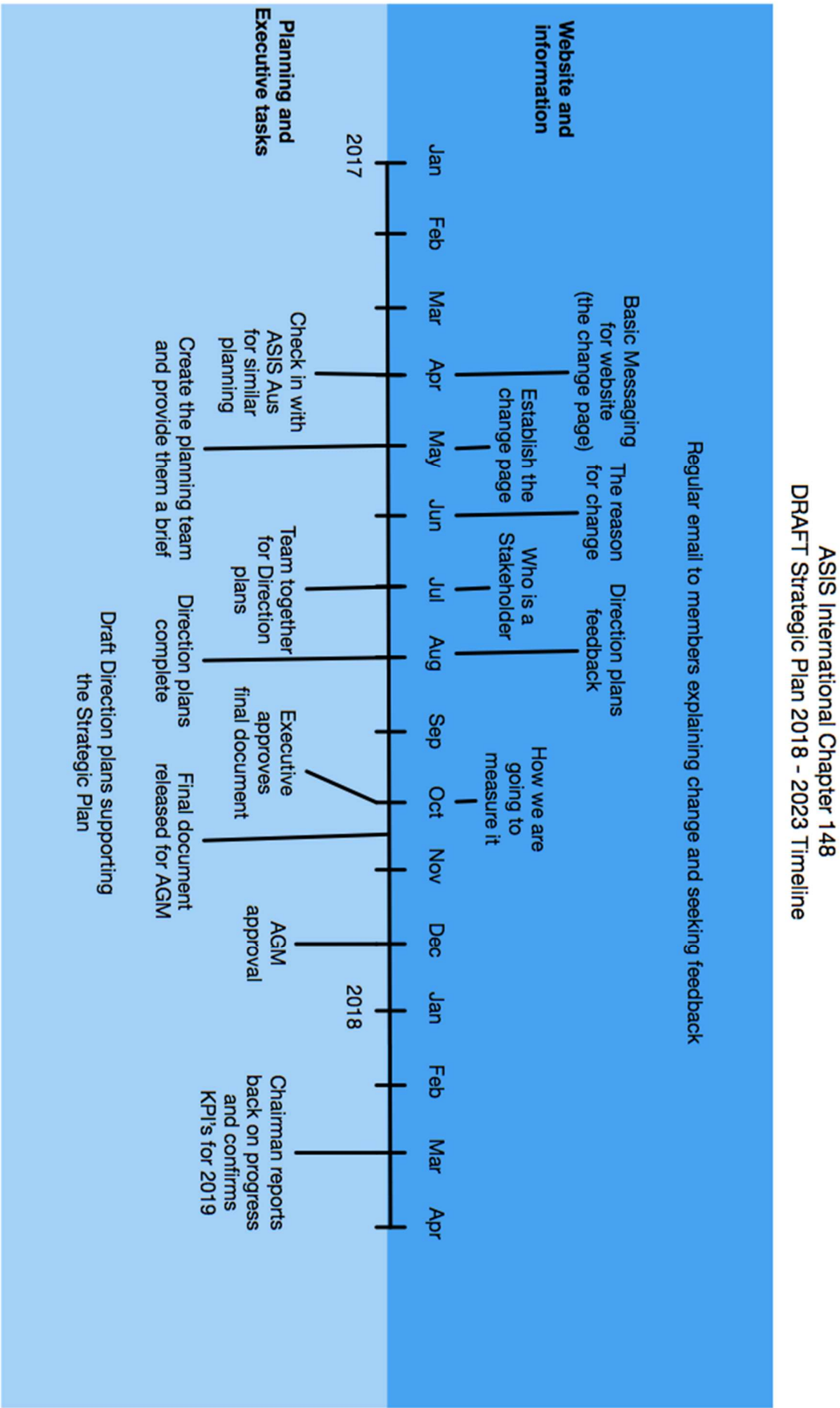
CHANNELS TO MEMBERSHIP

1. Mobile: Device Agnostic and On-demand
2. Global: Digital and Geographically Relevant
3. Agile: Market Driven and Iterative Development

OUR STAKEHOLDERS	OBJECTIVES	DIRECTIONS	PLANS TO SUPPORT DIRECTIONS	MEASUREMENTS
		Based on ASIS International research and in the Chapter context can change annually to support Objectives		By the end of 2018 we will:
Members	A. Continuity of the Chapter in New Zealand	1. Establish a continual feedback loop from members and stakeholders	Organisational analysis and information gathering	Defined and operating feedback loops from members and potential members. This includes policy and guidelines on the use of information.
Employers of Members	B. Recruiting a diverse new membership	2. Have channels for assets to members with a digital focus including providing intelligence products	Channel management	Defined and operating digital channels to Chapter members. This includes agreement on how success will be measured
Partners, Exhibitors and Advertisers	C. Retain existing membership	3. Provide commentary and opinion to the media and Government	Media and Government Advocacy	Developed policy on Government Advocacy, Media interaction and the development of Chapter media positions
Government		4. Understand and provide value in the field of cyber and, how security will move towards Enterprise Security Risk Management	Partnering with ISC2 in New Zealand and organisations under the Enterprise Security Risk Management sphere	ISC2 included in Chapter activities on a regular basis. Other Enterprise Security Risk Management organisations included where appropriate (Fire Safety, Business Continuity and Risk Management)
Media				

ORGANISATIONAL BEHAVIOURS TO SUPPORT THE STRATEGIC PLAN

SUPER LITE building on SMALL WINS
Responsive, Metrics Driven, Security Leadership and Advocacy

Appendix B - Chapter 148 Strategic Plan Timeline DRAFT

ASIS International Chapter 148
DRAFT Strategic Plan 2018 - 2023 Timeline

Regular email to members explaining change and seeking feedback

Website and information

Planning and Executive tasks

2017 — Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2018 — Jan | Feb | Mar | Apr

Basic Messaging for website (the change page)

The reason for change

Direction plans feedback

Establish the change page

Who is a Stakeholder

How we are going to measure it

Executive approves final document

Final document released for AGM

AGM approval

Check in with ASIS Aus for similar planning

Team together for Direction plans

Direction plans complete

Create the planning team and provide them a brief

Draft Direction plans supporting the Strategic Plan

Chairman reports back on progress and confirms KPI's for 2019

Chapter 148 Strategic Plan Potential Stakeholders DRAFT

MEMBERSHIP

Meetings only happen in WNG and ALK
Meetings aren't happening in WNG
Members are choosing international membership over national membership
Membership is heavily in one demographic and very limited in the field of cyber or convergence
Membership is not attractive to security leaders
The organisation is very personality driven with little attempt to clarify member wants

ASIS resources are realised when they get to the member
Local membership needs to be about networking and information that is locally relevant

SPONSORS

ASIS International and overseas chapters make extensive use of sponsors. Using sponsors might allow the chapter to provide more professional events and services.
Some members will object due to their competitors sponsoring events.
There needs to be clear benefits for the sponsors, which usually means a suitable membership to market to or the possibility of wider marketing opportunities.
The use of sponsors will require clear policy.

GOVERNMENT AND MEDIA

ASIS International see the lobbying of government as a role. This requires the Chapter to have positions on locally relevant issues and laws. These issues are generally addressed when there is media interest. Due to the speed of modern media, this would require the Chapter to have pre-prepared statements or positions on issues, or the ability to rapidly produce and approve statements.

Members may raise issues around the perceptions of product neutrality or impartiality and the reaction of sponsors to the government or media positions taken by the Chapter

STAFF

The Chapter does not have staff. A second stage of a Strategic Plan may be getting staff.
A part time person could have the role of: Recruiting current and potential security managers, Maintaining digital channels to members, Organising digital monthly meetings and Coordinating media responses

ISC2

The International Information Security Systems Certification Consortium
(ISC2) are the sister organisation to ASIS International and offer a similar style of certification but in IT security. ASIS International already works extensively with this organisation. Co-hosting the annual seminar and exhibits. They bring a necessary cyber aspect to the Chapter. There are only a very few ISC2 members in NZ currently

RISK NZ and BUSINESS CONTINUITY PROFESSIONALS

Enterprise Security Risk Management doctrine and the ASIS International Strategic Plan state these groups should be linked to the Chapter.
However, these groups are established and strong in NZ and would not be a part of ASIS. There is future opportunity to work with these groups in events and marketing.

FIRE PREVENTION SERVICES

These organisations are an existing and natural fit for the Chapter.

Appendix C - Chapter 148 Strategic Plan Potential Stakeholders DRAFT