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ARTICLE SUBMISSION

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Travel Restriction or Travel Ban?

By S.K. Lee, CFE

On Friday July 17th, the twin bombing of two 5 stars hotels in Jakarta has rocked Indonesia and the world. Security Directors and Managers are again being put in the hot seats. Besides managing the crisis including people accountability, they are faced with the challenge to make a call on Travel Ban or Restriction over the next 4 - 6 hrs after the bombing.

Often the most common approach is to issue a travel ban on the same day of an incident and review for the course of 72 hours before it is being extended, lifted or downgraded to a travel restriction.

So what is the difference between ban and restriction? From Merriam-Webster Dictionaries: a **Ban** is to forbid especially by law or social pressure while a **Restriction** is to keep within bounds or to place under limits as to use.

For Business Travels, the common interpretation of a Ban is no travel into the affected city or country regardless of any reasons while a Restriction will be a controlled approach whereby certain criteria need to be complied before an approval is given. In other words, a travel restriction is only approved for business critical trip.

What is business critical? Here **business critical** would result in a firm's business function being badly interrupted that could result or suffer serious financial, legal, or other damages or penalties. For example, a client business meeting (even with government official) might be deemed as business critical to the traveller but not exactly in the eyes of the firm or senior management in such a circumstance. Nevertheless the interpretation of business critical will be the ongoing argument between the front line business people and the administration support folks.

Falling back on your firm's policies (e.g. for Human Resource Department – the duty of care and employee travel insurance) is a good guide. Not forgetting that your senior leadership's stand on travel ban does help to make your life easier or otherwise. One immediate **Risk Mitigation** action for the in country travellers' is their safe lodging while waiting for their next available flight out the country. Maintaining a good list of alternative hotels including service apartments (especially of local branding) will become handy for Security Directors and Managers.

Based on past experience, the influx of travellers into the local hotels will surge immediately after a terrorist attack and the high occupancy rate will remain to stay for at least a couple of weeks. One unorthodox method that I have found to be effective is implementation of a "**day trip**" policy for business travels within the 2 hours flight time (e.g. within South East Asia). This alternate risk mitigation approach offers a certain level of protection to the traveller and yet at the same time satisfying their business needs.

Finally each firm is unique even within the same industry and thus this article seeks to serve as a reference for fellow ASIS Chapter Members in managing their business travellers.

About the author: S.K. Lee, CFE is the ASEAN security manager of a US Investment Bank and he is a member of ASIS International.

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Chairman's Message



On that fateful day of 17th July 2009 in Jakarta, suicide terrorists attacked both Marriott Hotel and the Ritz Carlton Hotel using human-borne improvised explosive devices, killing nine and injuring more than fifty people. In this newsletter, fellow member Joshua Kwai contributed a thought-provoking article regarding how hotel operators can protect their premises against such acts of terrorism. Another member Lee SK has penned a nice article on corporate travel security to discuss how security executives can ensure the safety of their business travellers amidst heightened security.

As our nation celebrated its 44th National Day on 9th August, we security practitioners can be proud of the peace and prosperity enjoyed by all in Singapore. As part of our continual efforts to advance security in the region, our ASIS Singapore Chapter and Lorin Pte Ltd co-organized a 3-day "Counter-terrorism Protection Management for Hotels & Commercial Properties" course. Held at the Legends club on 23-25 September, that training program was well attended by both local and overseas security practitioners from S.E. Asia. Congratulations to our External Training Committee co-chaired by Leonard Sng CPP and Adrian Wong CPP for yet another successful training program from their team.

On 27th August evening, more than 50 members and guests including Indonesia Chapter Chairman, Mr. LW Baltissen gathered at the Concorde Hotel for our Q3 chapter network meeting. Our Chapter presented *ASIS Singapore Book Prizes*

to Jason Chua of Concord Security Services, and Kumarsasan s/o Ramasamy of Prisons Department for their excellent academic results in the *ASIS-SMa Professional Diploma in Security Management* course. We also congratulated our new Certified Protection Professionals (CPP) who are now ASIS-board certified in security management. Prior to a sumptuous dinner that evening, Aventus School of Management presented their security/business-management programs to our members.

Recently, ASIS has launched the annual *ASIS International Student Writing Competition*. This contest rewards students who conduct research, engage in thoughtful deliberation, and write an academic paper on an issue relevant to the security and assets protection profession. The competition is open to any student pursuing an associate, bachelor, or master's degree studying at an accredited institution. If you are eligible, do consider this opportunity to share your thoughts and ideas.

Pleased to inform that our local security industry has reached a new exciting milestone with four security associations including our ASIS Singapore Chapter coming together on 1st October to sign an MOU to form the inaugural *Singapore Security Alliance*. All four security associations (representing corporate security practitioners and security services providers) agree to establish good working relationship for the development and improvement of the local security industry. We are proud to be a part of this informal Alliance that will endeavour to put together possible joint events including seminars for the well-being of the security industry.

Cheers,
Anthony Lee, CPP, CBCP
Honorary Chairman

CPP™/PSP™ REVIEW

The Certified Protection Professional (CPP™) designation is the highest recognition in the world according to security management professionals. The CPP™ is an international accolade of professional expertise, demonstrate competency, validate knowledge, and proven skills, all of which translate into a competitive edge in the complex business of security.

Similarly, Physical Security Professional (PSP™) designation is an internally accepted standard of competency in physical security that affirms a practitioner mastering a recognized body of knowledge and having a thorough understanding of the physical security best practices.

ASIS Singapore is proud to announce the holding of the review sessions for these certifications. CPP™ Review will be held on 13th to 16th October 2009 while the PSP™ Review will be held from 13th to 15th October 2009. Both programs will be conducted at The Legends Fort Canning, Singapore.

For more information of the examinations and courses, please visit ASIS International website at <http://www.asisonline.org> and Singapore Chapter website at <http://www.asis-singapore.org.sg>.

NEW BOARD CERTIFIED PROFESSIONALS

ASIS International (Singapore Chapter) congratulates and welcomes the following professionals on their passing of their CPP™ examinations:

1. Alexander Rotherham, CPP
2. Chia Wai Mun, CPP
3. Jeffrey Yeo, CPP
4. Jeremy Khong, CPP

Nearly 10,000 professionals have earned the designation of CPP™. This group of professionals has demonstrated their competency in the areas of security solutions and best-business practices through an intensive qualification and testing program. As a result, these man and women have been awarded the coveted designation of CPP™ and are recognized as proven leaders in their profession.



Are Hotels That Vulnerable Against Terrorist's Attacks?

By Joshua Kwai, BCom, MBA, ACTA, BCCE

On 17 July 2009, two world-renowned international hotels; the Marriott Hotel and the Ritz Carlton Hotel, in Jakarta, Indonesia came under terrorists' attacks. As a result, nine people were killed, and more than fifty people were injured. After the attacks, eyewitnesses testified that a hail of flying glass flew out from both hotels, and a ceiling at Ritz Carlton Hotel fell, while windows blew out of its restaurant due to the impact of the blast waves.

On the day of the attacks, two suicide bombers walked into the hotels' crowded dining and meeting areas. There, they detonated their Improvised Explosive Devices (IEDs) that were packed in their suitcases. Prior to the attacks, the terrorists checked into Marriott Hotel as hotel guests, and assembled their IEDs with nails, ball bearings, nuts, and bolts. Is this an isolated case?

Hotels as terrorist's targets

Unfortunately, this was not an isolated case. Since 2001, there were approximately 18 cases of terrorist's attacks on hotels around the world. Why are terrorists attracted to hotels?

Hotels adopt an "open concept" where members of public can freely walk in without much restriction, and are not subjected to security checks. With such easy accessibility, enforcement of hotel security thus becomes virtually impossible. Does this mean that there is no way to safeguard hotels against terrorist's attacks!

Terrorist's modus operandi

Although hotels welcome guests with openness, this does not mean that there is little that we can do to safeguard them against terrorist's attacks. Prior to formulating a set of security measures to mitigate terrorist's attacks, it is paramount for us to comprehend their modus operandi and capabilities.

Generally, the common tactics that the terrorists adopt are i) concealing IEDs in articles, baggage, and parcels, ii) concealing IEDs in vehicles, and iii) using people as a walking bomb by making them wear vest that are packed with explosives. Other modus operandi includes armed attacks, hostage taking, etc.

Safeguarding hotels against terrorist's attacks

Terrorists often conduct recce prior to their attacks. The rationale is to gain an understanding of the site characteristics and its security measures so as to overcome

them during attacks. Hence, to mitigate terrorist's attacks, one of the means is to institutionalize an intelligence capability.

Intelligence capability can be established in two aspects; external and internal capabilities. To establish external intelligence capability, one shall form an information-sharing network with neighbouring entities. With this network, information pertaining to suspicious persons, activities, and vehicles is shared among the network members. Besides, such capability can also be established by linking up with the state police to receive updates on the latest security threats.

Internal intelligence capability can be established by encouraging staff to report incidents of persons, activities, and vehicles that are deemed to be suspicious, to the management and/or security department. This capability helps the hotel management detect terrorists during their recce, and deter them from launching attacks by beefing up security measures in anticipation of their next moves.

Internal intelligence capability shall also build upon the existing "Whistle Blower System". The scope of the existing system shall expand from reporting business operations irregularities, to alerting security department and/or management any staff whose behaviour is deemed to be suspicious or suspected to be involved in terrorist related activities.

Although visitor management system is deployed at the hotels to regulate guests' movement, security lapses persist. Hotels are still attacked by the terrorists who launched attacks from within just like the recent case where Marriott and Ritz Carlton Hotels in Jakarta Indonesia had experienced. To overcome this, being trained in aggressor's predictive profiling technique is essential for all hotel security personnel. This technique is capable of assessing hotel guests, staff, tenants, and tenant's staff. It can also assess deliverymen at the loading/ unloading dock. The objective is to spot a terrorist from among hotel guests, staff, tenants, tenant's staff, and deliverymen, and apprehend him or her before he or she launches attacks.

Structural Hardening Management is another mitigation measure that one can deploy to reduce the impacts of the terrorist's attacks. It includes measures such as façade systems, and anti-progressive collapse system. To harden a building structure to reduce the impact that is posed by Vehicular-borne Improvised Explosive Devices (VBIEDs), one shall deploy blast resistance technology. Depending on the risk level of the establishment that one attempts to

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protect, the resistance capability shall be able to withstand blast waves from the lowest between 5 and 50 psi (pound-force per square inch) to the highest between 110 and 300 psi (pound-force per square inch). This can be achieved through applying steel reinforcement and concrete characteristics techniques.

Protective glazing system is another blast resistance technique that one can adopt. It reduces the casualty rate by holding the secondary fragmentation together when the glaze elements fail due to blast wave pressures. This system is recommended for those facilities that are assessed to be mid to high-risk assets, and have lots of glazing elements. To protect the glazing elements against the bomb blast pressure, the hotel operators ought to laminate and frame them with structural silicone adhesive. The rationale is to prevent them from detaching from the frames, and absorb the energy generated by the blast wave pressures. Depending on the blast pressure loads that one wants to mitigate, other than laminated glass, annealed and fully tempered glasses can be used as well.

One can also deploy anti-progressive collapse system to reduce the catastrophic impact that either an IED or VBIED brings. To mitigate progressive collapse of a building structure, one shall identify which primary and secondary structural elements of their facilities deemed vulnerable in view of an IED or VBIED threats. After which, structural strengthening measures shall be implemented to harden

these identified vulnerable building elements. Measures include redistributing the blast loads over the damaged areas, absorbing huge displacements, reinforcing beams and columns, creating slabs redundancy, wall and beam protection with geometry and detailing methods, slab protection with shielding and detailing methods, etc.

With these protection measures put in place, one will be able to contain a localised damage of a structural element, and prevent it from spreading to other elements. Once the damage is contained locally, it thus will not lead to disproportioning the remaining structure of the building. This therefore enables, the hotel operator to mitigate the risk of structural progressive collapse.

Conclusion

To protect a facility against acts of terrorism, it is recommended that hotel operators shall consider implementing measures such as intelligence gathering, getting their security officers to be trained with aggressor’s predictive profiling technique, and most crucially adopting structural hardening management systems. With all these measures implemented, terrorists will find hotels to be hard targets and no longer as vulnerable as they used to be.

About the author: Joshua Kwai is presently the Principal Consultant with Aetos Security Training & Consultancy Pte Ltd. Joshua is a member of ASIS International.





ASIS SINGAPORE 3rd QUARTER CHAPTER MEETING & NETWORKING SESSION

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Chapter Network Meeting
27 August 2009

Photographs by Leonard Ong, CPP