Security Issues and Management Systems

The management system model can be used to address security issues. The *Plan-Do-Check-Act* model is a general management tool that can be used to address a wide range of concerns. Ironically, even though management systems historically have concentrated on quality and the environment; they can significantly enhance how we address the much more visible and tangible concerns of health and safety and security. In the current heightened state of security alert, and the high public awareness and interest in national security, the timing is perfect to apply the management system model.

It is very critical however, to focus on the more comprehensive management system tool and not to focus on only EMS. Otherwise it would be perceived either that one is only concerned about environmentally related security risks, and/or is trying to "pigeon hole" everything into an EMS. One can however, use the EMS as the recognizable foundation frmaework, or prototype, as it is the more prevalent model in the federal government at this time.

Specifically, the management system model can be used to address security as follows:
- **Planning**: Establishes and verbalizes policies and overall commitment for security concerns. This step will help add focus to top management commitments and goals. The planning steps will also help inventory and prioritize those factors of the organization that are security concerns. This is done is a systematic and objective manner where the risk is identified, characterized as to exactly what the concern is, and prioritized using agreed upon criteria. As a result, unnecessary or insignificant concerns are identified as such, so efforts and resources can be directed towards more significant concerns. By identifying the specific risks and hazards, areas needing action are noted, and objectives and actions plans developed. Plans may include actually eliminating risks and hazards, rather than only planning to protect them.
- **Doing**: Provides for practical organizational structure and responsibility, training, documentation, operational controls, and emergency planning and response that are directly aligned with the significant concerns, thereby providing for efficient use of resources.
- **Checking**: Provides for systematic and ongoing processes to monitor and measure the key security related parameters. Where non-conformances or concerns are noted, corrective action is initiated in a systematic fashion, ensuring follow up to verify that action was taken, and that it was effective.
- **Acting**: Allows for periodic senior reviews of the activities, and further ensures that resources are properly directed.

The management system model will help reduce surprises in security concerns, such as: unexpected incidents, lapses in vigilance, delayed or misdirected response, and inappropriate corrective action that may result in repeated occurrences.

Even if the model application is focused only on environmental concerns (EMS), some specific outcomes addressing security concerns include:

- Identifying sensitive areas and weak points on a site or related to operations
- Identifying hazardous materials that can be reduced, replaced, or eliminated, thereby reducing the onsite risk potential.
- Identifying critical security control points in regard to contractors; and helping establish robust contractor management and oversight processes.
- Providing for strong emergency planning and response processes