

The SEC's Solution Innovation Partner (SIP) program evolved to help security practitioners expedite choosing a trustworthy risk mitigation vendor with confidence given the myriad of possible options in the marketplace. Proven Solution Innovation Practice Case Studies help evaluate performance claims and differentiate solution providers for business outcomes including risk mitigation, return on investment, and security assurance.

This case study demonstrates how a global company protected by an under-resourced Security Department utilized Risk and Strategic Management, Corp (RSM) innovative capabilities to develop capacity and competency quickly and effectively for security risk and crisis management across hundreds of sites.

The RSM solution provided the organizations with a blend of instructor led content (curricula and classroom training materials), including a cloud-based Knowledge Vault repository of training content (concurrently captures and reports on training data) and an extensive library of internationally certified eLearning and Incident Exercising programs. This strategy saved organization time, effort, cost, and positively impacted Security's value perception; while improving brand defensibility with aligned international standards and compliance expectations for all-hazards preparedness, business continuity and resilience. Optimized performance measurably tracks to improved confidence and risk outcomes.

Risk Issues and Mitigation Opportunities:

The Client manages a diverse portfolio of businesses with a global footprint in 40+ countries, with several hundred sites and multiple semi-autonomous businesses. Consequently, the organization faces multiple humanmade, natural, and industrial threats within diverse operating regions, without the traditional resources to effectively address these risks. The organization has a highly competent but small and under-resourced Security Department which relies heavily on business unit managers to implement resilience and business continuity management strategies across all geographies and businesses.

The Client required an improved compensating 'capacity cascade' strategy using a Train-the-Trainer methodology to quickly establish, grow, sustain, and measure their ability to upskill and qualify managers into an ancillary role of security and emergency management practitioners. These appointed, experienced, qualified, and credible instructors and exercise facilitators then independently deliver local emergency and headquarters level crisis management exercises against a diverse portfolio of likely crisis scenarios.

Solution Requirements:

The Client required a Master Instructor course which would train, exercise, and equip a small team of internal experts (Master Instructors) who would then deploy globally – or virtually – to train and qualify local instructors. The local instructors needed to both have the technical knowledge to locally run emergency management exercises, and the credibility to advise their management teams on a range of technical areas.

The solution included both developing foundational knowledge within the instructor cadre, as well as provide the resources required to run credible and useful exercise solutions against both scheduled and just-in-time resilience needs. The program was designed to internalize a sustainable train the trainer cadre competency

which could grow local expertise to independently deliver a consistent high-quality training and exercising program on an ongoing basis. To achieve this the client required:

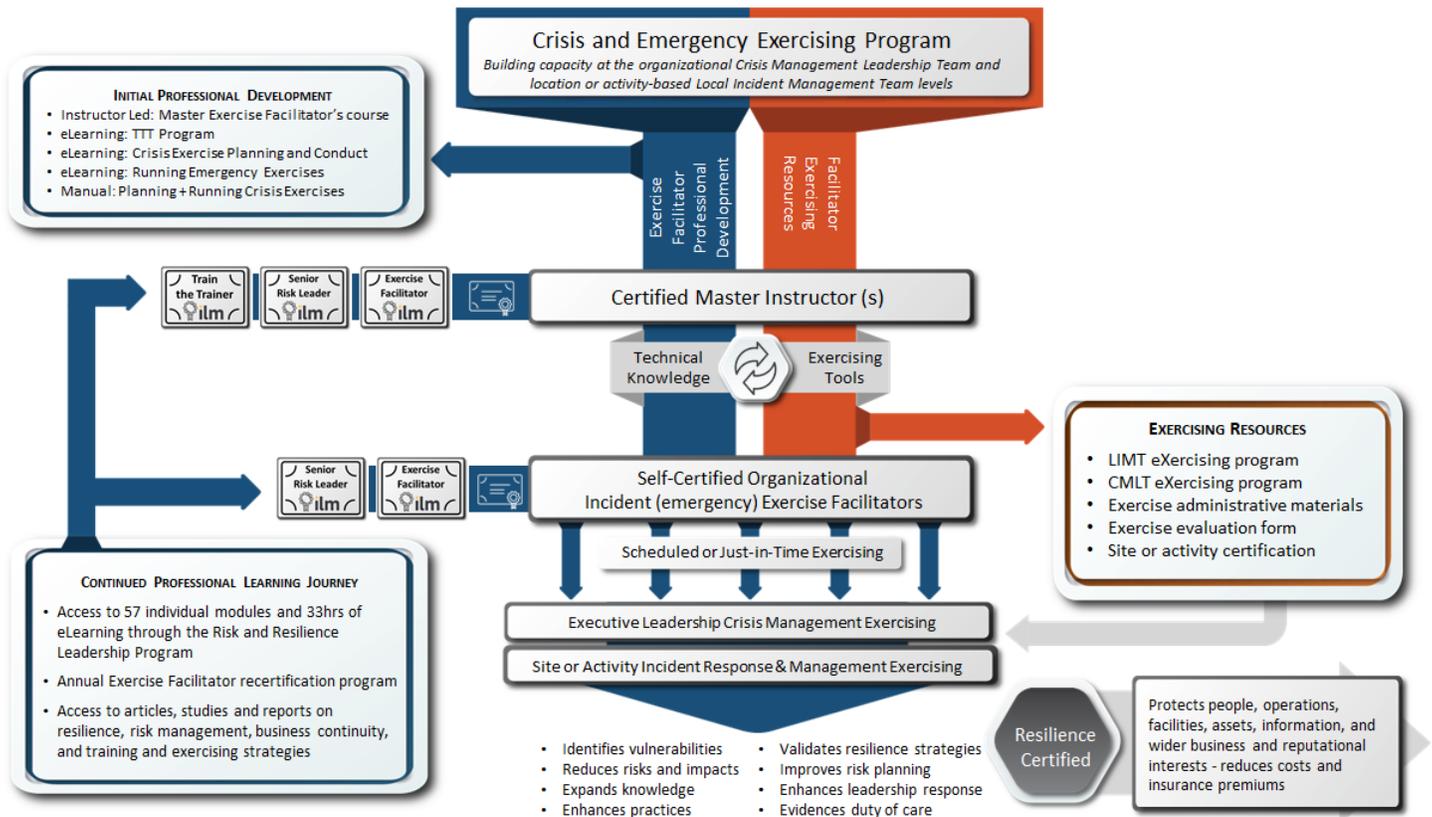
- A rapid solution to build internal competency and capacity aligned to ISO and BSI standards for security risk and emergency / crisis management.
- An established Train-the-Trainer program where internal Master Instructors could deploy and certify their own local Security Management Instructors and Emergency Management Exercise Facilitators.
- A deep library of professional development eLearning to ensure a continued learning journey for both the Master Instructors and local instructors, spanning over 55 thematic areas of risk, resilience, business continuity management, security, emergency, and crisis management.
- An ever-growing library of exercising materials at the crisis and emergency levels which are rebranded to the client organization to ensure the 'optic of ownership'. This provided depth and breadth (30+ scenarios) against humanmade, natural and industrial emergency scenarios.
- The ability to objectively self-certify local instructors on an unlimited and international basis.

Delivered:

To achieve this outcome Risk and Strategic Management, Corp provided:

- A Master Instructor Train-the-Trainer program which trained and certified the organization's Master Crisis and Emergency Exercise Facilitators to enable them to self-certify site or activity Emergency Exercise Facilitators to internally run emergency exercises.
- The instructional and training course administrative materials needed for the Master Crisis and Emergency Exercise Facilitators to self-certify site or activity Emergency Exercise Facilitators, including instructional guidelines, reporting formats and certifications.
- An extensive range of professional development eLearning resources to enhance the organization's knowledge and experience within specific areas of resilience, risk, and crisis management – enhancing their staff's exercising capabilities and ability to respond and recover from incidents impacting the business.
- All exercising and administrative materials needed for the organization to self-certify as Emergency Exercise Facilitators to self-run – and then certify local management teams – for both scheduled and event / risk driven emergency exercising.
- The Master Crisis and Emergency Exercise Facilitators were provided the tools to continue to self-certify internal Emergency Exercise Facilitators and manage their performance, and to also run executive level Crisis Management Leadership Team level exercises.
- A continued professional development program with the ability to record for future review for the Master Crisis and Emergency Exercise Facilitators and Emergency Exercise Facilitators, including additional exercising scenarios and the recertification of the organization's team.

Solution Innovation Case Study: Building a Capacity Cascade Learning Strategy for Improved Emergency and Incident Exercising Acumen



Outcome and Benefits of Service Including ROI:

- A certified, fully trained, equipped, and sustainable Master Instructor cadre who have the necessary knowledge and resources needed to run in-person and/or remote Train-the-Trainer programs for a globally dispersed instructor population. This also enables the organization to self-certify new Master Instructors and Exercise Facilitators.
- An extensive knowledge and skill enhancement eLearning program (in multiple languages) which rapidly augments knowledge within all instructors across a broad range of technical areas.
- An informed exercising Crisis Management Team exercising program which includes over 30 scenarios to allow executive leadership teams to be exercised and tested against scheduled or just-in-time needs.
- A comprehensive local Incident Management Team exercising program which allows anointed local instructors to self-select and self-run emergency exercises, drawing from a broad range of crisis and disaster scenarios.
- Institute of Leadership Management (ILM) accreditation for all instructors, including: [1] Senior Risk Leaders Program, [2] Crisis exercise facilitator, and the [3] Train the Trainer program.
- Enhanced and sustained resilience at the organization, business unit and local level – reducing risks and enhancing resilience and business continuity measures.



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- Reductions in insurance premiums and optimized protection against operational and business disruptions, litigation, and reputational harm.
- Improved situational risk understanding through the skills and competencies gained which continues to improve the organization’s incident reporting, response, and recovery confidence.
- Cost efficiencies due to the elimination of participant travel and reduced labor cost to produce content.
- Force multiplier which enables the ability to conduct and administer more mock exercises annually.
- Key stakeholders can view mock exercise live remotely to enhance company business case benefit.

Security Process Optimization Data

Client Available Capability	Pre - Prior Year	Phase One - Year(s)	Phase Two - Year(s)
Ability to run Crisis Management exercises	Yes. Limited to few scenarios	Yes. Multiple scenario options	Yes. Multiple scenario options
Ability to run local emergency management exercises	Yes. Limited number of sites exercised	Meets KPIs with 100% of sites being exercised	Meets KPIs with 100% of sites being exercised
Transfer of knowledge and responsibility to locations	NO	YES	YES
Ability to have 100% of locations exercised	NO	YES	YES
Ability to self-select scenarios based on specific needs	NO	YES	YES

SIP Case Study Authentication Process

This process was overseen by a Council Faculty member with 20+ years of experience in developing and leading people and asset protection programs as trusted security advisor for global, multinational organizations. Client end-user authenticated on February 2021.

Note: The Security Executive Council's Solution Innovation case study represent a snapshot in time to demonstrate a solution to a specific organization's issue. End-user diligence, trial and measurement are strongly recommended for any contemplated risk mitigation activity.

A General Comparison of Competition

Client Service/Resource Attributes or Capabilities	RSM	Company A	Company B	Company C	Company D
Train the Trainer program	YES	YES	NO	NO	YES
eLearning Train the Trainer program	YES	NO	NO	NO	NO
eLearning Resilience + Business Continuity Management program	YES	NO	NO	NO	NO
eXercising – Crisis Management program	YES	NO	NO	NO	NO
eXercising – Emergency Management program	YES	NO	NO	NO	NO
ILM Resilience + Business Continuity qualification	YES	NO	NO	NO	NO
ILM Train the Trainer qualification	YES	NO	NO	NO	NO
Instructor led Train the Trainer class-based program	YES	NO	NO	NO	NO
Instructor led CMLT and LIMT class-based exercising course	YES	YES	NO	YES	NO
Cloud-based training repository and data analytics platform	YES	NO	NO	NO	NO

See other case studies and learn more about the SIP Program here:
https://www.securityexecutivecouncil.com/about/solution_innovations.html