PECB *Insights*

INTEGRATE *Quality Performance Efficiency*

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When Standards Matter

TAKING ACTION

Integrating Quality Management Systems through either services provision or production would indeed uplift your competitive advantage. As such, the financial performance and capacity would enhance due to an exceptional increase in the efficiency and effectiveness of procedures. Choosing the right approaches in terms of increasing efficiency will serve as a main facilitator to organizational performance.
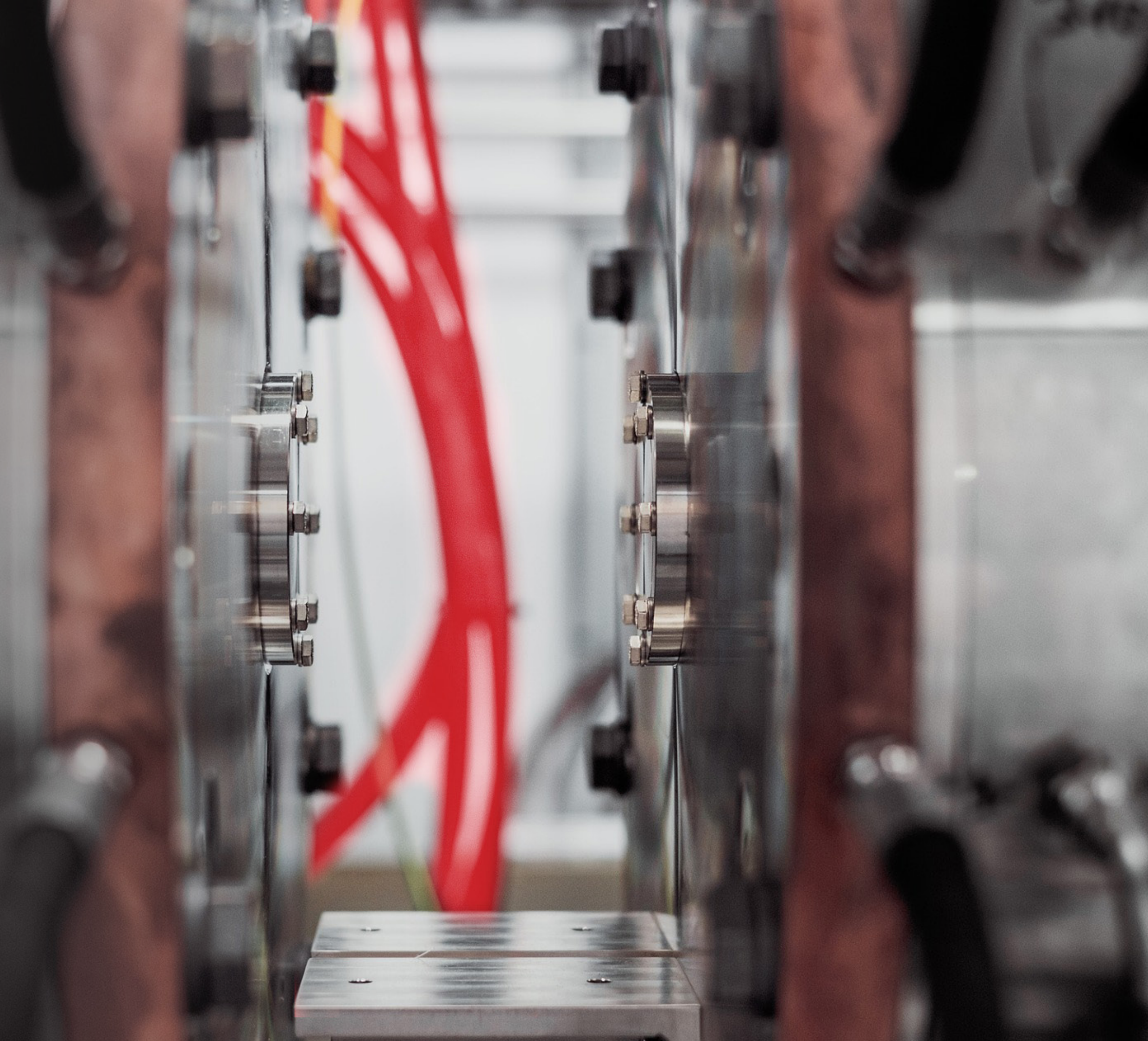
FACTS

42,000
ORGANIZATIONS ARE **ISO 9001** CERTIFIED IN NORTH AMERICA

ISO 9001
CERTIFIED COMPANIES GET PAID **7%** MORE

TOP 10 COUNTRIES WITH **ISO 9001** CERTIFICATES ISSUED

292,559 CHINA

52,995 GERMANY

132,870 ITALY

47,101 JAPAN

52,995 UNITED KINGDOM

ISO CERTIFICATION HAS INCREASED FIRMS EXPORT SHARE BY

44.9%

60% OF EMPLOYEES WORK IN A POOR QUALITY CULTURE

85% OF COMPANIES HAVE AN INCREASED MARKET SHARE

55% SAY THEY HAD ENHANCED BUSINESS PROSPECTS

49% SAY THEY HAD IMPROVED INTERNAL PROCESSES

40% OF COMPANIES ARE PLANNING TO DEPLOY CLOSED-LOOP QUALITY PROCESSES

A STRONG **QUALITY** CULTURE MEANS

46% FEWER OVERALL MISTAKES

75% OF CUSTOMERS FACE FEWER PRODUCTS MISTAKES

CONTENT

ISO 9001
The International
Gateway

In simple terms, ISO 9001 has begun its application with the purpose of mounting business performance in terms of quality across the whole organization. Hence, its application is continuously providing global assurance and recognition to the interchangeable worldwide consumption.

IT'S A CRITERION

The globalization of markets has had a severe impact on how we perceive organizations today. Further, International Trade has been the hub of economic development for many countries. Though, the use of international standards holds a very important role on functionalizing the international trade as a form of connection between markets around the world. Hence, the ISO 9001 has been a major criterion of international business making. In addition, ISO 9001, as a part of international quality standards has found a wide application on supplier evaluation from both private and public organizations. In fact, the difficulty of undergoing publicly and privately procured tenders, without being ISO 9001 certified, is nearly impossible.

IT'S AN ASSURANCE

Our society is constantly becoming more aware of the importance of the safety and quality of products they are purchasing. Along the increase of the global consumption levels, the difficulty of keeping track of all the new products in the market has raised. When either products or services are in conformity with international standards, consumers are more confident on using the products or services. On the organizations side, the competence of individuals to implement and maintain quality management systems in place is mandatory. Further, assuring the ability and consistency to provide qualitative products, while meeting the global changing perceptions of consumption, is not only a moral obligation but is also an organizational requirement.

IT'S EXPANSION

Implementing ISO 9001 as an international quality standard will assess and move your organization towards an organized goal setting. Further, putting your customers at the heart of the organization is what will ensure you increased quality of products and services through feedback. This will directly have a positive effect on your customers' satisfaction. Recognition of the qualitative products and services through international standards will accelerate expansion to new markets and put down a substantial amount of business barriers such as the country of origin. In addition to new markets and international expansion, quality standards will give your organization a competitive edge on the industry it operates.

IT'S PERFORMANCE

Standardization of operations has shown a great impact on the development of organizations around the world. With an outstanding value on improving and organizing business operations, quality management systems have an outstanding effect on employee productivity. In addition, organizations performance through quality management systems and international standards such as ISO 9001 has shown to increase production efficiency and eliminate defects to great quantities of products produced and services provided. With these benefits, standardizing the business processes through quality management standards has a surprising effect on cost decreases and profitability increases. Moreover, international standards, regardless of the industry, can be undoubtedly referred to as a safe step towards strategic business growth and new product development.

Peering up with Professional Societies

Meeting a professional society in an aspiring environment for cooperation is not what we are used to experience nowadays. Having professionals, who have insights from around the world, is something we all strive for. However, it is very hard to find a community, where you would acquire knowledge and expertise, and at the same time have fun while doing so.

Also, being in pursuit of success is what will take us to the next level of seeking for either personal or professional advancement. However, business and career advancements do not just come themselves. Expanding business opportunities and seeking further growth is structured through an effort of collaborations and high energy.

Building mutually beneficial relationships with the right people will magnify your chances to succeed and penetrate into new markets. If you are really interested to have an outstanding organizational success and build upon that success with the right business partners, you shall definitely evaluate the companies to conduct business with.

Increasing business success and share of the global market comes easy when taking advantage from the gatherings of your field of study or industry you operate in. Attending a conference enthusiastically is likely to drive you through likewise results. Additionally, taking advantage of inspirational and value adding speeches intensifies the potential of driving your business to new markets.

Reinventing
Global
Perceptions

PECB
INSIGHTS
CONFERENCE

29th and 30th of June
Montreal, Canada

pecb.com/conferences

Agile Security

Matching information security and agile vol. 2

Turning security assumptions around and have them work for you in agile.

While agile development is going mainstream, information security is having difficulties to keep pace. The result of this struggle is that new systems are insecure, or that they are loaded with point solutions for security. What is so hard about security in agile environments? In the previous article, we deducted four assumptions that are at the heart of the problem. In this follow-up article, we propose the ASEM model to help fit information security in the agile development process.

To be able to address the bottlenecks that were mentioned in the previous article, the authors propose a new model, the Agile Security Engagement Model (ASEM) that helps to address security in agile projects.

Important characteristics of the ASEM are:
- All choices are risk-driven:
  - There is no such thing as 100% secure and we don't aim for that;
- Security is facilitating the development process and provides security solutions:
  - Just setting requirements is not the way to go. They need to be mapped to usable solutions that can be implemented by the agile team. A security services catalog supports that;
- The security policy exists of sub-policies that address specific issues:

- The days of an 80-pager security policy are over. The security policy should be cut up into a policy framework that contains pieces of the policy that are relevant for specific processes and understandable for users;
- Security monitoring is independent of the development process:
  - If keeping up with the development planning is impossible, then don't try to synchronize with project planning at all.

An overview of the ASEM is given in the following diagram. Each part of it is worked out in a separate paragraph.

A. Add security expertise to the development team

It starts with people. Make sure that at least some understanding of security is present in the dev/ops-team, making it a Dev/Ops/Sec-team.

Very often, organizations perceive security as a tollgate that should be passed at the beginning and the end of a project. In the ASEM model, security is added to the stream and enables the team to adapt to the risks they assess. This requires another kind of security specialist, one that has technical expertise and development skills.

B. Add security-related user stories to the backlog

The security objectives are derived from business drivers, security risks and compliance duties. The security objectives or measures should be described in user-stories and be added to the backlog. Dedicated user stories can be like the:

- *As a customer, I want to be sure that the credit card data that I provide for payments are processed and stored securely, so that access by third parties or hackers is impossible.*

The other option is to extend user stories with assurance requirements like this:

- *As a supplier I want to be able to provide this server, guaranteeing the confidentiality and integrity of the user data.*

C. Analyze the risks

A quick risk assessment should be done in each sprint to assess the priorities and urgency of security risks on the backlog. This way, risk assessment is integrated into the cycle and the backlog functions as a risk register during the development.

D. Provide security building blocks

Security building blocks are ready-to-use services, policies, configurations and processes that help to make the product secure, which speed up the development and guarantee the required security level.

Security management should maintain this catalog based on the demand of the organization.

source: www.agilesecurity.nl

Arthur Donkers

is highly experienced in Computer and Network Security, specializing in Information Systems Security, Information Systems Sec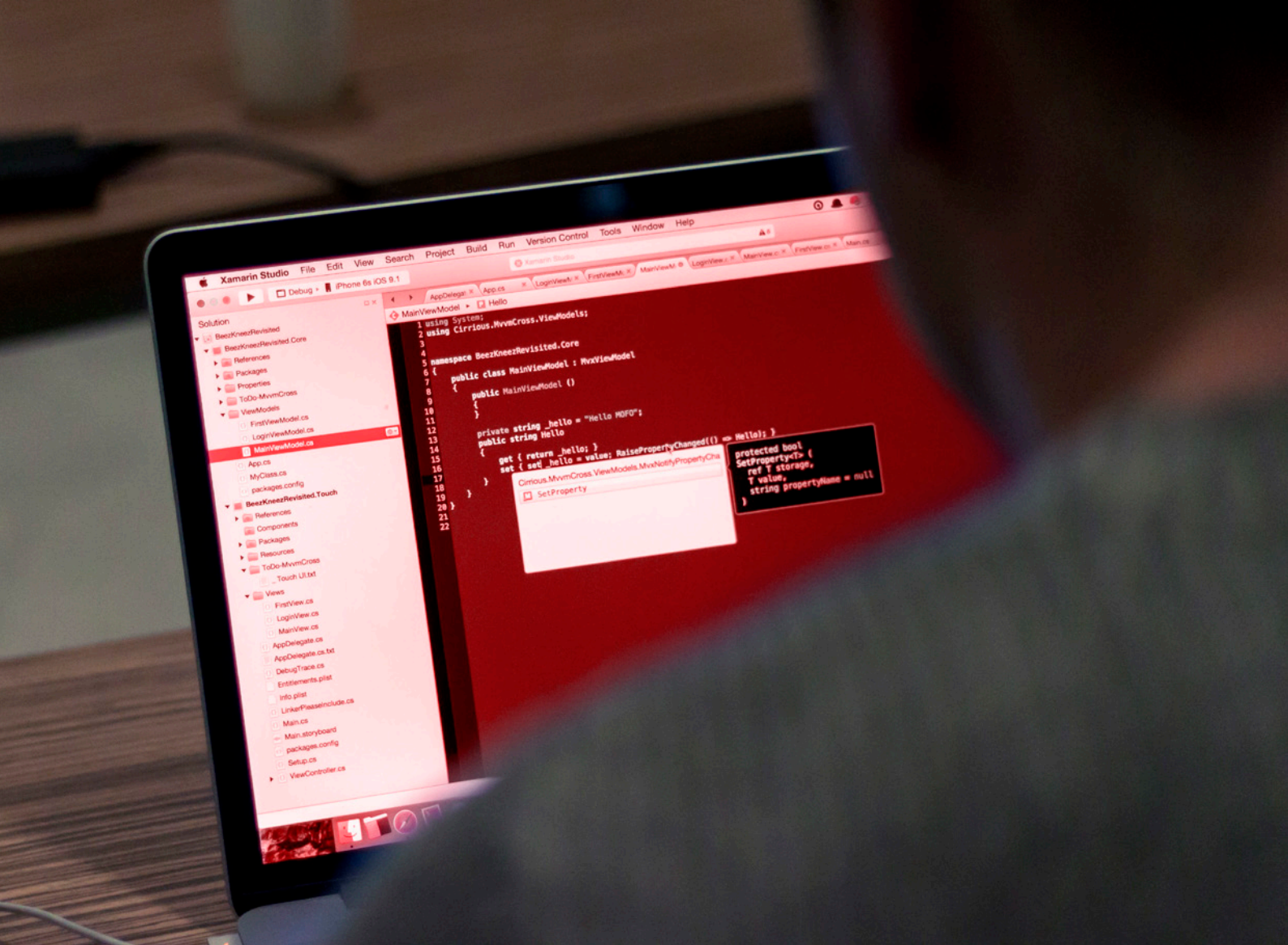urity Architecture, Information System Security Management, Auditing Information Systems, and Ethical Hacking. Mr. Donkers has employed his expertise in various security organizations, starting at BSO (now ATOS), Umbrella (now Akisgorta), KPN Telecom, Dutch Ministry of Defense, Euroclear, Informatie Beheer Groep, Achemea, Rabobank, Trustforce Security, Westland Utrecht Bank, ITSX BV, Gemeente Groningen, Warpnet, SOO Noord while currently being a partner at 1Secure. The industries worked in range to Telecommunications, Insurance, IT, National Defense, Finance as well as the Digital Government foundation through ICTU.

Pascal de Koning

is a highly skilled professional on Information Security, Security Architecture, Software Development, PCI DSS, Identity Management, TOGAF, Network Security, Integration, Business Continuity, and IAM. As a Chairman of Security Services Catalogue project supported by OSA and a Chairman of the TOGAF-SABSA integration project at KPN Telecommunications, his expertise becomes of great value to provide.

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Matching Information Security in agile environments is coming down to being a necessary requirement. Thus, we must give significant importance to the implementation of various Information Security frameworks. Likewise, implementing ISO 27001 in agile environments will certainly increase your organizations likelihood of success. Harmoniously, PECB is pleased to offer you with thorough training on effective implementation while certifying you in ISO 27001. Check the PECB Information Security here.

E. Integrate automated security tests in daily automated testing

Perform automated security testing during the development process, to safeguard the security level of the developed product.

These tests include source code analysis, OWASP verification and checks on system hardening.

F. Add security to Definition of Done

The Definition of Done (DoD) exists for both the sprint and the release-level.

For a Sprint it should contain the security controls that are in place to assess the selected risks. For a release, the requirements from the definition of ready should be fulfilled.

G. Independent continuous monitoring and testing

This is an independent operational process that observes what comes alive at the network or system, and tests these new additions in a continuous mode.

Security testing can thus be embedded in the continuous delivery model that is part of agile.

This article is the second in a series written by the authors to explore the options for embedding information security into an agile development strategy.

INFORMATION SYSTEM STACK

User	
Cloud Service Policy	Background checks
Security Awareness Program	...

Data	
Classification Scheme	Archiving Management
Physical Destruction Process	...

Application	
Input Data Filter	Session Management
Transmission Confidentiality	...

Platform	
System Hardening	Patch Management
Trusted Time	...

Network	
Wireless Access	Anti-DDOS service
Clean E-mail service	...

Physical Infrastructure	
Safe Housing	Physical Access Control
Continuous Power Supply	...

SECURITY & RISK

Security Management
- Security Policy
- Risk Assessment
- ...

Security Operations (SOC)
- SIEM
- Forensics
- ...

Identity & Access Management (IAM)
- Access Policy
- Authentication
- ...

Business Continuity Management (BCM)
- Continuity Plan
- Back-up and Recovery
- ...

Assurance
- IT Audit Management
- Compliance reporting
- ...

OTHER

System Development
- DTAP environments
- Secure Programming
- ...

Service Delivery
- Incident Management
- Configuration Management
- Change Management
- Service Catalogue
- Supplier Management
- ...

Legal and Contracts
- Intellectual Property Protect
- Non-disclosure Agreements
- ...

Governance, Risk and Compliance (GRC):

Facing challenges for the upcoming 10 years

The GRC is often defined as *"an integrated holistic approach to organization-wide governance, risk and compliance ensuring that an organization acts ethically correct and in accordance with its risk appetite, internal policies and external regulations through the alignment of strategy, processes, technology and people, thereby providing efficiency and effectiveness".*

Growing Regulatory Requirements

Due to frequent changes in the regulatory frameworks (requirements) and the way organizations are operating globally, the compliance management is now at the top of senior executives' agenda. The complexity of the compliance environment comes from its various factors:

Regulatory changes have emphasized upon organizations compliance systems ability to respond quickly to new requirements. The compliance management encompasses the documentation, workflow, reporting and visualization of control objectives, controls and associated risks, surveys and self-assessments, testing and remediation.

Compliance management will not only include the "traditional" financial reporting compliance (SOX), but also support other types of compliance such as industry specific regulations and organization's internal policies. Following a recent Deloitte's report, this appears to be a concern especially for larger institutions: 40% of large institutions said they were extremely or very concerned about the ability of their compliance capabilities to respond to new regulatory requirements, as did 44% of mid-sized institutions and only 12% of small institutions.

The following are some examples of the consequences of non-compliance in the pharmaceutical sector:

- On July 2012, a British manufacturer settled to pay $3 billion in charges, due to the improper marketing of its anti-diabetes drug.
- A $1.5 billon fine was imposed on another company for off-label marketing of its anti-seizure drug.

The financial sector is spared; $13 billion have been paid by a global bank for misleading investors about securities

containing toxic mortgages. In addition, a big Swiss bank paid CHF3 billion in fines and settlements due to mis-selling activities.

Multifaceted Risk Environment

As assessed by 750 risk experts in the recent WEF Global Risk Report, there is an increase of the perceived impact and likelihood of a few prevalent global risks as well as underlying trends that could amplify them or alter the interconnections between them over a 10-year timeframe.

The report emphasizes 5 key risk areas that will impact organizations in the coming years:

This highlight on the persistent, long-term trends implies that organizations have to must focus their attention on risk management. Risk management also includes the activities of documenting the assessment workflow, analysis reporting, and remediation of risks (as defined on the ISO 31000). It includes incidents, follow-up analysis and data intelligence to provide a consolidated view of risks and a better anticipation of uncertainties with negative impacts.
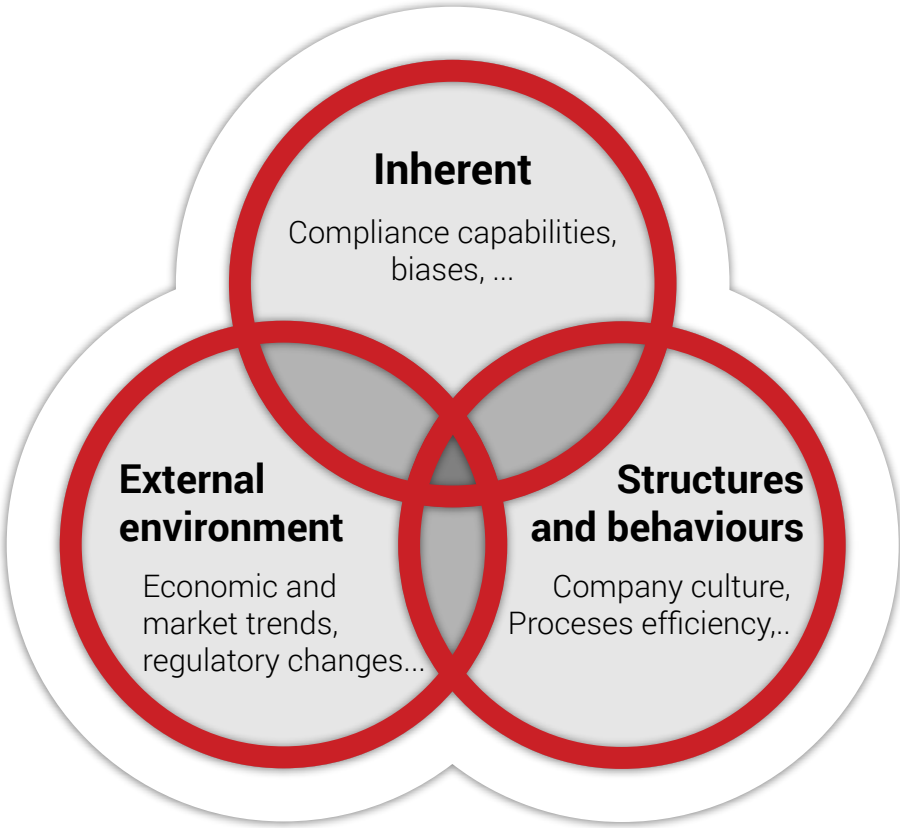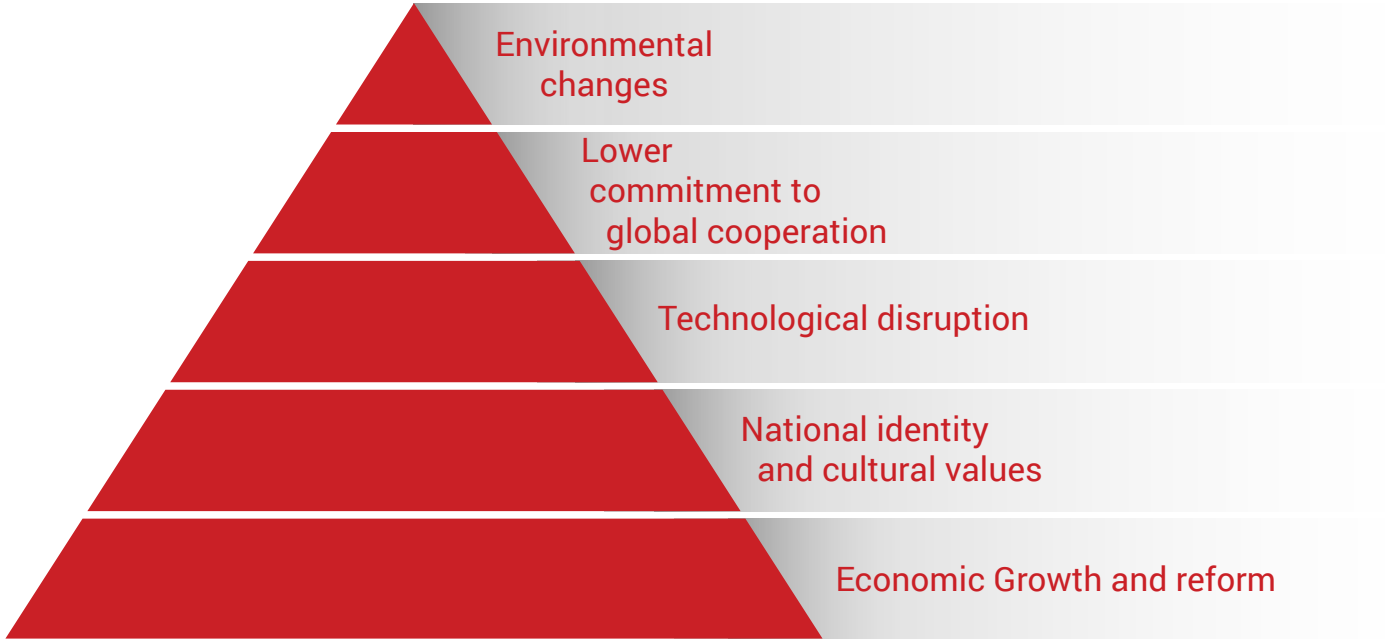
In the upcoming years, risk and compliance burdens will continue to exist. Government regulators will continue to exercise control over organizational practices through tighter regulations. In addition, business partners will require stronger controls. Globalization has introduced significant risks with more points of vulnerability and exposure. Therefore, it is time for organizations to define and implement their GRC strategy to drive accountability, sustainability, consistency, efficiency, security and transparency. Selecting the ISO 31000 standard to provide an enterprise level framework for implementing risk and compliance is a critical step that organization should not underestimate.

The ISO 31000 standard will provide you the adequate approach where risk and compliance issues are seen not as isolated concerns but as closely related to the business objectives. Moreover, with due cognizance of its own internal and external contexts, an organization must recognize the applicable and relevant obligations and should put into practice a system of controls to attain compliance.

David Lannoy is a Senior Risk Manager at a global life science company and an experienced freelance risk trainer (www.riskleadership.org). He has vast experience in Enterprise Risk Management gained over 15 years working in various sectors including transport, telecommunication and financial services. He is a regular guest lecturer and master thesis supervisor in highly ranked Business Schools. Due to this valuable experience and academic track record, he has been able to join The Institute of Risk Management in London as Specialist Member and has also become a Certified ISO 31000 Risk Manager and a Certified PECB Trainer.

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Managing and mitigating risk in the business environment can certainly be regarded as one of the determining factors to business success. Be it in the Manufacturing, IT, or any other department of the organization, managing risk is mandatory to drive the company towards a resilient culture. Additionally, proving competence and efforts of your organization towards risk alleviation, shall undoubtedly increase the confidence of all organizational stakeholders to conduct business with an organization that justifies stability. You may therefore certify against ISO 37001 and make a step further towards adopting the above principles to your organization through PECB.

In the recent years, the emerging threats from disruptive events have widely influenced all sectors and/or industries, whereby new vulnerabilities have been identified and organization's daily operations have been threatened. Nowadays, an increasing number of organizations have focused on how to become more resilient. However, the efficient approaches, methodologies, strategies and tactics that support the concern of organizational resilience, are still lacking.

On the other hand, the understanding of resilience remains different according to the board and/or resilience enablers. Indeed its significance at a corporate level continues to be slightly different than the way business continuity, risks and technology professionals see it. Building a resilient organization doesn't mean that enterprises should only base their improvements on strategy, neither on organizational culture, nor the way they handle risk management. A resilient organization is rather one where these three elements integrate to achieve the desired effect. Resilience should be considered as much about the tangible processes and effective operations as it is about cultural requirements.

That's precisely why, EBRC and PECB Europe have organized a breakfast to mark the launch of their new training courses and certifications covering these fields of competences. The objective was to explore the links between the different contexts constituted by Cybersecurity, Business Continuity and Disaster Recovery as well and Operational Resilience.

1 Organizational Resilience (ISO 22316)

Learn about the best practices for developing a strategy to enhance organizational resilience as specified in ISO 22316. This course explores concepts of resilience which are the basis upon which an organization's resilience strategy should be developed to cope with today's dynamic and constantly changing environment.

- ISO 22316 Foundation

2 Business Continuity Management System (ISO 22301)

Gain the expertise on how to continue operating efficiently within a reasonably short period even if serious incidents or disasters affect your business.

- ISO 22301 Introduction
- ISO 22301 Foundation
- ISO 22301 Lead Implementer

3 Lead Cybersecurity Manager (ISO 27032)

The participant acquires and/or strengthens the knowledge and competences needed to implement and manage a Cybersecurity program compliant with the ISO/IEC 27032:2012 standard and the NIST Cybersecurity Framework. This course aims to provide a high level advisory over the implementation of a Cybersecurity Program.

- ISO 22301 Lead Cybersecurity Manager

4 Disaster Recovery (ISO 24762)

Learn everything there is to know about the guidelines to develop the necessary expertise to support an organization in implementing, maintaining and managing an ongoing Disaster Recovery Plan:

- Disaster Recovery Introduction
- Disaster Recovery Foundation
- Disaster Recovery Manager

Some key concerns have been raised by the audience at this course, which are, essentially:

- How can we develop resilience frameworks that span the enterprise, capturing and integrating existing risk management activities?
- How can the enterpriseImprove the integration of risk management activities and operational disciplines, thereby ensuring that knowledge is actively shared across internal organizational boundaries?
- What types of risks should we consider prior to others in the sense of creating more multi-disciplinary risk meetings to improve cross-functional collaboration and to Improve information sharing?
- How can organizations update their cyber risk monitoring and mitigation plans, doing everything they can to manage this complex, powerful, and evolving risk to the business?
- How can we tackle the need to build additional capabilities of individuals with skills such as the ability to collaborate, communicate and build cohesion alongside the relevant competencies to better translate and set major resilience requirements?
- How should a resilience program be considered as a portfolio of small projects that incrementally increase the resilience of the organization?

However, with the imminent publication of ISO 22316 'Security and Resilience – Guidelines for Organizational Resilience', the debate has now progressed from the concern of defining and conceiving to implementing and realizing effective benefits thanks to an integrated and comprehensive approach to embed operational and organizational resilience.

Written by:

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CEO at PECB Europe

TRAINER
INTERVIEW

People learn in different ways and speeds. How would you ensure everyone in your program develops their skills?

Considering that people learn in different ways and speeds, I would ensure that everyone in the program develops their skills by varying the methods (expositive speech, lectures, written exercises, oral questions and answers, use of dashboard to highlight main concepts, presentation of use cases, …) and pedagogical approaches (centralized presentation, workgroups, simulations, …) used during the training session in such a way that each student will be able to grasp the right information at the right moment.

If I asked you to identify the training needs of the organization, where would you start?

In order to identify the training needs of the organization, I would first ask the HR team about the different roles and functions that are in use within the organization and the job description of each employee (or category of employees) whom are subject to take trainings into that organization. Then, I would ask the PMO of the organization (or

any similar structure in charge of transition / change management within the company) what projects they hold at the time of the evaluation and I would make a comparison with what I, as a trainer, can propose to them within the portfolio I manage. Combining both approaches would provide me with the most appropriate proposal I could make to the organization.

What methodologies do you use in your trainings?

I use various methodologies in training, from expositive speech to workgroups animation, passing through presentation of Practical cases, lectures, and oral and written problem solving exercises. The use of these different methodologies is not only important in terms of variety, but also in terms of identifying at which point the methodology should be changed.

Do you have experience in training a trainer?

In terms of training trainers, I have an extensive experience as a pedagogical supervisor and I assessed a lot of candidates trainers by the past, to validate their pedagogical and didactical skills, in both classrooms simulations and real classrooms situations.

Could you walk me through the process of preparing a curriculum?

Regarding the process of preparing a curriculum, for sure, I could walk any candidate in that process by helping him/her to prepare the content as well as the structure of the resume and by supporting the creation of the canvas that could make this document relevant and appropriate to the situation it should be used in.

Tell me about a time your training didn't have the good results you expected. What happened and what did you learn?

Considering a training that did not give the right result according to what I was expecting on first instance, I already faced some low satisfaction from students as the volume of information I gave to them during the course was too important for the time we had and then I had to 'run' a bit at the end of the session (wasn't really an issue with time management but more linked to the high volume of info to transmit in a fixed time). Then, I considered reducing the amount of information by summarizing more and by using more appropriate teaching techniques (some taking less time to be performed than others) in order to cope with the duration of the course.

FIGHTING
CORRUPTION
IN ROMANIA

Recently, we have seen thousands of people protesting across Romania with the purpose of fighting corruption. As a severely damaging factor of our societies, corruption is very widespread across the countries of Eastern Europe. However, the second poorest EU state has been facing corruption problems for quite a long time now. These protests have marked the long accumulated frustration with daily briberies apparent in the country.

More than 200,000 Romanians hit the main square in Bucharest to request the resignation of their recently elected prime minister Sorin Grindeanu. The volume of this strike is recorded as the biggest protest after the fall of communism, and has been fighting the new law which supposedly will enable some members of the Romanian political elite to avoid sentence from corruptive affairs.

The decree has raised concerns among the population of Romania as now the law would favor some, above other members of society in regards to one of the most deteriorating phenomena of economic development. These strikes have had an effect while pushing Florin Iordache, the Romanian Justice Minister, to resign.

This unification of Romanian people against bribery and corruption is indeed admirable for every democratic society.

Protest against corruption - Bucharest 2017 - Piata Universitatii | Mihai Petre

Corruption is indeed a great problem and a very problematic factor to the business environment. Such problems have a direct effect on attracting Foreign Investment in the country, as bribery has become the one and only way to move things forward. Making it even more difficult, The parties involved in corruption could be legally pursued and severely punished. Several judges however, have been faced with corruption charges due to property rights and commercial contracts. Luckily, the judiciary has not turned a blind eye on these cases, as it usually has done to several other ones.

Bribery in public institutions in Romania is not a wonder at all. The police are considered to be one of the most corrupt institutions in the state according to transparency international. This has very much affected the

Romanian police to loose respect towards the society, while people do not take into consideration their authority. Many Romanians say bribery and abuse of power is very common among the police.

In addition, corruption and bribery are widespread across public administration, and public services. It is a very characteristic trait that, In Romania, utility prices are not set and therefore, are subject to negotiation with local authorities; increasing so the likelihood of corruption. Corruption levels are increased also with the slow digital development on public services. "Being physically present to perform any sort of service in the public institutions facilitates corruption and bribery in the work place" – says one Romanian citizen who would rather remain anonymous.

However, when we interviewed

Ion Iordache from RQM Cert (Romanian certification provider), he has noted upon the endorsement of the Romanian Parliament on February 13, 2017 to initiate a national referendum on the continued fight against corruption. This act has been initiated by President Klaus Johannis, and according to Ion Iordache.

The situation in Romania in regards to the quality and methods of service delivery has come as a result of a degrading educational system for several years now; especially in the rural areas. Further, employee competence and qualification is not in conformity with the actual needs to improve services delivered. As such, there is a huge gap to cover in terms of not only mass education, but also personal and professional certification.

Wall Of Light Victoria Square 2017 February Protests | Gabinho

This leaves us to refer to the corruption problems in Romania as issues accumulated from not just the government currently in power. Corruption is an ongoing disease which should be fought continuously. This fight towards which the Romanian population has united for should also serve as an event of awareness towards the society. Individual daily resistance and professional education may be the start to putting a stop to corruptive matters at both higher and lower levels of management in public as well as private institutions.

An installed culture from many years ago, managing an institution that offers public services has been lacking effective management effort and accuracy. Transparency in the previously mentioned institutions is struggling to be put in place. As interesting as it may sound, some of the just public employees that have not taken bribes say; the offerees of bribery do get surprised when we refuse such acts. Instead, they think they will not get the required service.

Implementing various management systems in the

Romanian institutions would install an ethical culture on operational activities. Increasing effectivity and efficiency remains the core benefit of the implementation of management systems, while being the main problem within the above mentioned institutions. ISO 37001 stands for detecting, preventing, and addressing bribery towards a denser net and higher control. Additionally, it would certainly aid to improve the performance of affected processes with corruption. It is mandatory to also address such problems towards the management staff of the

affected institutions in Romania. Monitoring and management through Management Systems and Standards is the base of improving operational efficiency, and managing risk of potentially harmful acts to the society. Favoring some among others becomes seriously challenged if competence and transparency of ISO 37001 is implemented across the Romanian public institutions. On the other hand, employing competent public officials and auditors to increase control of the implementation of anti-bribery management systems is a management strategy which could benefit the Romanian society. Contributing so to economic development, operational efficiency and fair services would be optimized through anti-bribery management systems.

Businesses struggling with bribery are also directly affecting the economy through the bad reputation created in the domestic and foreign markets. Therefore, the country is also jammed towards attracting foreign investments. Entering in new markets can also be stated

National Theatre, Bucharest, Romania | Joe Mabel

as a problem to be addressed through credibility increase in ways which are strengthened by international standards. However, it is very important to mention that the problem in Romania goes far deeper than the implementation of international standards; though they will undoubtedly serve as an accelerator of problem solving and operational processes improvement.
Implementing ISO 37001 in public institutions has shown great success in structuring preventive procedures towards corruption while increasing ethical attitude in the workplace.

RQM Cert, refers to bribery and corruption as a very concerning factor for the Romanian society. Though, to effectively combat corruption, the Romanian state has developed a national anticorruption strategy to proceed with its implementation and full adoption until 2020. Mainly

focused on prevention, objective 4 of this strategy is formed upon the principle of increasing awareness and integrity of employees through standards.

Actions to be undertaken during the implementation of the 4th Objective will rely upon an annual program of training across the public officials, civil service, and executive leadership in public institutions. Organization and development of programs aimed at increasing awareness towards anti-corruption is another action plan point to be proceeded with during the implementation of this strategy.

Evidently, training against anti-bribery is becoming a mandatory factor when complying with the unification of the Romanian population against this inherently disastrous phenomena of economic development. Increasing societal integrity

through closing educational gaps by means of professional training and certification does not only match Romania's strategy to abolish corruption, but also contributes to the increase of prevention levels.

PECB

Certifying against ISO 37001 provides present a variety of benefits for your organization. As such, your customers will have an increased confidence on the organization. At the same time you would be bound to increase service credibility. Proving commitment to anti-bribery best practices will also strengthen the promotion of an ethical business culture. Offering individual and ISO 37001 management system certification, PECB continues to contribute on abolishing bribery and corruption in both the public and private institutions.

Evaluating and Prioritizing new Energy-efficient Technologies

The need for Energy Management

The utilization of energy and availability of resources are becoming more significant to organizations that are aiming to achieve long term development.

Yet, the utilization of energy and its sources is the main concern of organizations worldwide which indeed, leaves all developed countries to find new alternative sources of energy, changing the technology and methodology for utilizing their energy.

The Changing Climate

The concentration of greenhouse gases (GHGs) emitted by human activities is increasing quite rapidly, by leading to an increase in global warming. The climate change is causing extreme weather patterns and is also raising the sea level. On the other hand, as the primary source for generating electricity, fossil fuels continue to be the major contributor in carbon emissions, despite the development of renewable sources of energy.

Since the announcement of Kyoto Protocol, the European Union has been aware of the urgent need to reduce the concentration of greenhouse gases in order to lessen the possibility of exceeding the average global temperature limit of 2°C. Therefore, many countries have released energy saving measures such as the EU targeting to cut down energy demand by 20% by 2020; and Japan aiming to cut down its electricity consumption by 10% by 2030.

Our Current Situation

The increasing gas emissions are having a high impact on the concentration of greenhouse gases in the atmosphere. This is causing the global temperature to increase constantly. As a result, organizations worldwide are continuously updating the technology and utilizing the facilities to be able to contribute towards decreasing the gas emissions and improving the energy efficiency.

Thus, today, it is principle to establish and implement a standardized process-based energy management structure in order to improve the sustainability of an enterprise's energy performance. Published on June, 2011, the ISO 50001 - Energy Management Systems (EnMS) is being among the first choices of organizations for providing technical and management strategies to manage energy, increase energy efficiency, reduce costs and improve environmental performance.

Moreover, by following the requirements of the ISO 50001-Energy Management Systems (EnMS), an organization can establish and implement successfully the energy policy, objectives, targets and actions plans.

Responsible Entities

The increase of profits is not the only aim of the organizations in today`s business world. Their energy performance is rapidly becoming a significant part of corporate responsibility.

The awareness of people regarding the environmental issues had an influence among the organizations in terms of increasing the demand for reconsideration of the energy policy. Thus, the entities shall practice their due diligence regarding the sustainable development of the environment and community, including climate change and resource depletion.

Adopting Energy Management System Goals

ISO 50001 is serving as a systematic methodology to any size or type of organization that is willing to establish their own management systems and gain the following benefits:

1 — Achieving a reduction on energy use and carbon emissions in a systematic way:

2 — Creating a clear picture of current energy use status, based on which new goals and targets can be set;

3 — Evaluating and prioritizing the implementation of new energy-efficient technologies and measures;

4 — Providing a framework to promote energy efficiency throughout supply chain;

5 — Providing guidance on how to benchmark, measure, document and report corporate energy use;

6 — Making better use of energy consuming assets, thus identifying potentials to reduce maintenance costs or expand capacity;

7 — Demonstrating to the stakeholders that corporate commitment to comply with their best practice to protect the environment;

8 — Fulfilling the associated regulatory requirements and responding with confidence to green trade barriers in global market.
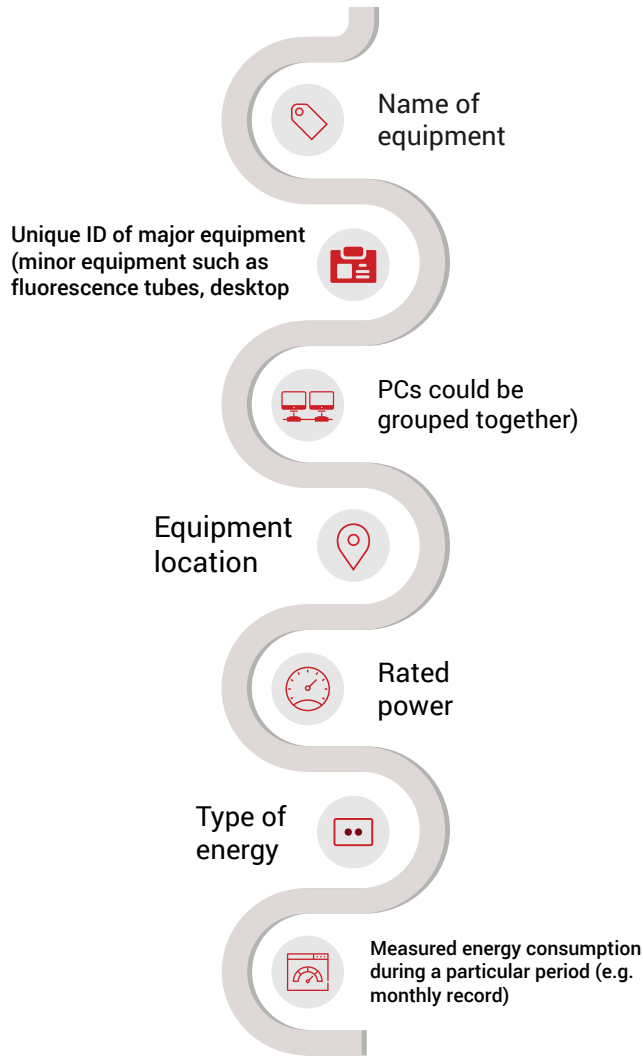
Energy Performance Review

To determine the energy performance of the organization, the energy management system shall maintain documented information of the energy review. The performance review process is based on data and/or actual measurements which assist in identifying the opportunities for improvement. Based on this, the organization develops the energy baseline and selects the energy performance indicators (EnPIs). In addition, the energy performance review helps to establish the monitoring tools needed to support the continuous improvement of the EnMS."

To conduct an energy performance review, the organization shall create a list which states all the equipment used. Besides this, the following details must be provided for each of the equipment:

- Name of equipment
- Unique ID of major equipment (minor equipment such as fluorescence tubes, desktop PCs could be grouped together)
- Equipment location
- Rated power
- Type of energy
- Measured energy consumption during a particular period (e.g. monthly record)

When conducting an energy review, the following criteria must be considered:

1. Identification of equipment that use the most energy;

2. Installation of a sub-meter to monitor and record the energy consumption (such as electricity, diesel, gas and steam) of each major equipment;

3. Estimation of the energy consumption by power rating and operating hours, when measurement of the actual consumption is not available;

4. Update of the energy policy in cases when new equipment need to be added and obsolete equipment need to be expelled;

5. Replacement of estimation with actual data from measurement to enhance the accuracy of the energy profile.

Kefah El-Ghobbas holds a B.Sc in Mechanical Engineering in Road Vehicles of Production Technology and 20 years of experience in the field of Industrial Engineering Management, Enterprise Risk Management systems development, Asset Management and Construction contract Management Systems. Further, Mr. Ghobbas is very experienced on Corporate Excellence Programs Management in terms of Strategic Planning, Business Planning and Feasibility studies; as well as Business Process Engineering and assessing against EFQM.

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The importance of energy efficiency in our communities is constantly increasing. Parallel to it, the necessity for energy usage in both household and business environments is rising; as is the overall global population. However, increasing efficiency and managing the energy usage properly is not always as easy as it sounds. However, PECB is providing various courses on ISO 50001 to facilitate a proper implementation of energy management systems and support the efficient usage of energy in the business environment.

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Aristotle

More backup dollars than security dollars
A fatal enterprise mistake

Introduction

Let us start with defining the following important terms; Backup, Information Security and Information Assurance

Backup

In Information Technology, a backup is defined as a process of copying and archiving computer data that can be used to restore the original data after the occurrence of a data loss event Backups have two distinct purposes. The primary purpose is to recover data after its loss, be it by data deletion or corruption.

The secondary purpose of backups is, from an earlier time to revive lost data. According to a user-defined data retention policy, these data are typically configured within a backup application for how long copies of data are required.

Backups are usually used to ensure the availability of information.

Information Security

Also referred to as InfoSec, is the practice of unauthorized access prevention, usage, disclosure, disruption, modification, inspection, recording or destruction of information. This is a general term that can be used either for electronic or physical data.

The aim of InfoSec is to ensure that the Confidentiality, Integrity and Availability (CIA) of the information are not violated, e.g. ensuring that data is not lost when critical issues arise. These issues consist of physical theft, natural disasters, or even computer/server malfunction. A common method of protecting information is to have an off-site backup of the data in cases when one of the mentioned issues arise.
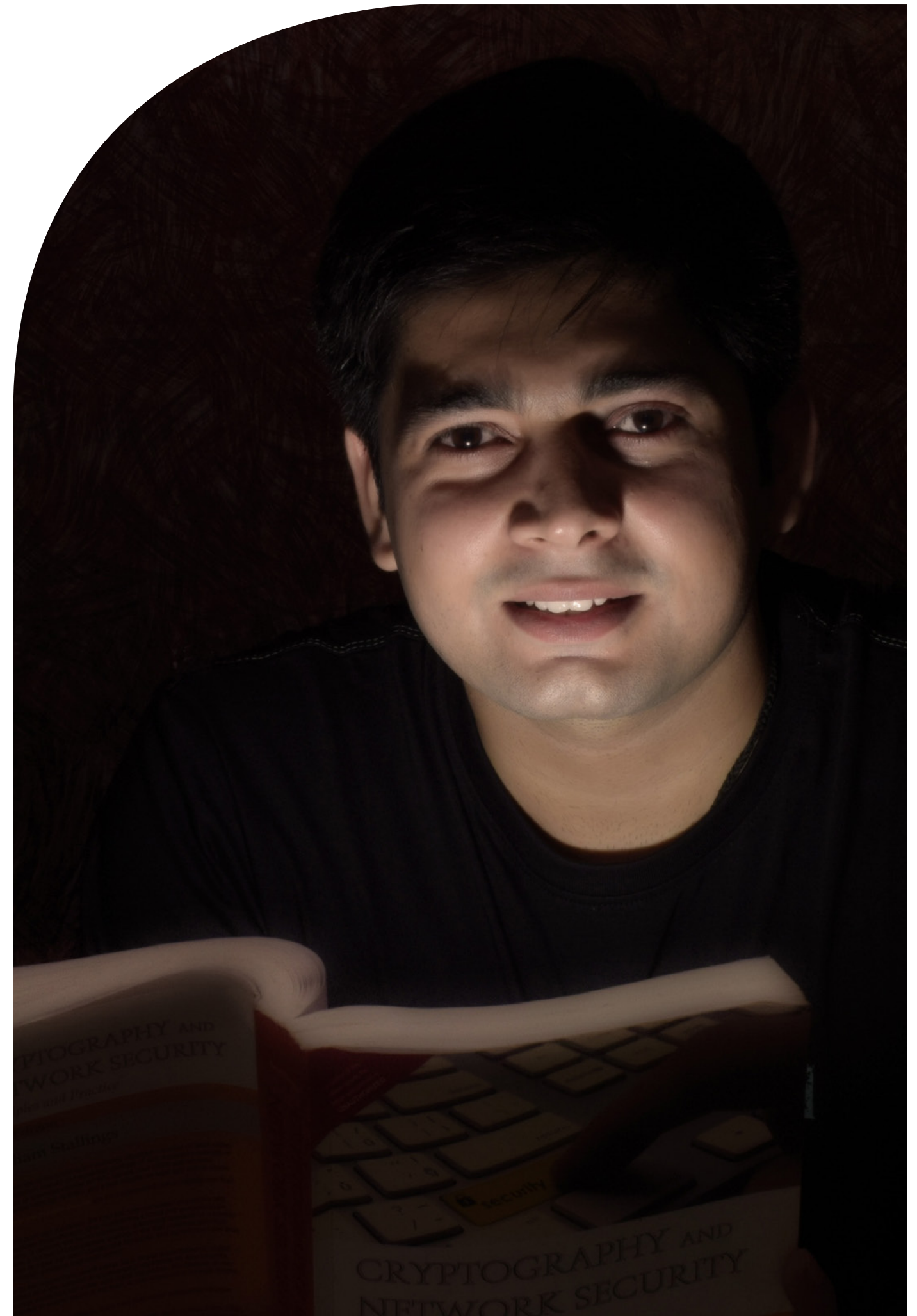
Information Assurance (IA)

Is the practice of assuring information and managing risks related to the use, processing, storage, and transmission of data. IA includes protection of the integrity, availability, authenticity, non-repudiation and confidentiality of user data.

In addition, IA is the process of getting the right information to the right people at the right time.

Comparing between Backup, InfoSec and Information Assurance (IA)

Information Assurance (IA) adds business benefit through the use of Information Risk Management, Trust Management, Resilience, appropriate Architecture, system safety, and security, which increases the utility of information to authorized users and reduces the utility of information to those unauthorized.

It is strongly related to the field of InfoSec, and also with Business Continuity. IA relates more to the business level and strategic risk management of information systems, rather than to the creation and application of security controls.

Therefore, in addition to defending against malicious hackers and code (e.g., viruses),

IA practitioners take into account organizational issues such as privacy, regulatory, and standards compliance, auditing, business continuity, and disaster recovery as they relate to information systems.

Further, while InfoSec draws primarily from computer science, IA is an interdisciplinary field requiring expertise in business,

accounting, user experience, criminology, security engineering, systems engineering, fraud examination, management, and forensic science, in addition to computer science.

Therefore, IA is best thought of as a superset of InfoSec (i.e. umbrella term), and as the business outcome of Information Risk Management.

Also, we may think of backup as a subset of InfoSec and as an outcome of effective InfoSec program.

The relationship between IA, InfoSec and Backup is depicted in the following graph:
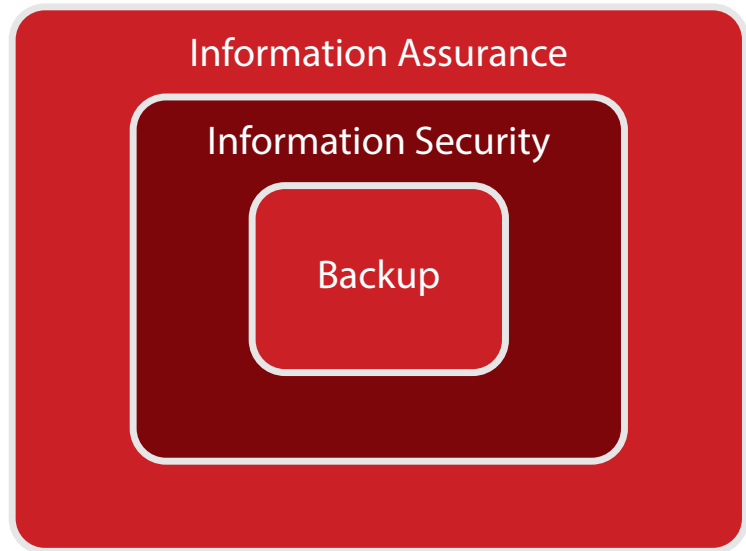
Why do enterprises make the fatal mistake of paying more for backup than for security?

Though backups represent a simple form of disaster recovery, and should be part of any disaster recovery plan; however, backups by themselves should not be considered a complete disaster recovery plan.

Reconstituting a computer system or other complex configuration such as computer cluster, active directory server, or database server, or database server is not merely possible to be conducted from every backup system. For this reason, even with implementing the most powerful and expensive backup technology/applications enterprise will never gain the necessary IA for its business.

InfoSec is important to protect the integrity, availability, authenticity, non-repudiation and confidentiality of user/business data, to have effective InfoSec there is a need to establish an InfoSec Program, certainly the expected benefits from establishing such a Program will outweigh its expenses.

Conclusion

Kotler defines enterprise governance as the following:

"Enterprise governance is a set of responsibilities and practices exercised by the board and executive management with the goal of providing strategic direction, ensuring that objectives are achieved, ascertaining that risks are managed appropriately and verifying that the enterprise's resources are used responsibly".

A good practice for any enterprise to protect its valuable information assets is to start by understanding practices such as the Corporate Governance, the Enterprise Risk Management (ERM), the Business Continuity Management (BCM) and the governance of enterprise IT (GEIT) and the InfoSec Governance as a subset of Corporate Governance.

The Information Risk Management (IRM) directs the IT Business Continuity Management (IT-BCM) that should be based on a solid IT Business Impact Analysis (IT-BIA) to develop the necessary IT Business Continuity plans (ITBCP) and IT Disaster Recovery plans (ITDRP). Part of the later plans will also be the backup plan.

The previous relationships are delineated in the following graph:

GEIT

Information Security Governance

Information Risk Management

IT-BCM

IT-BIA

ITBCP/
ITDRP
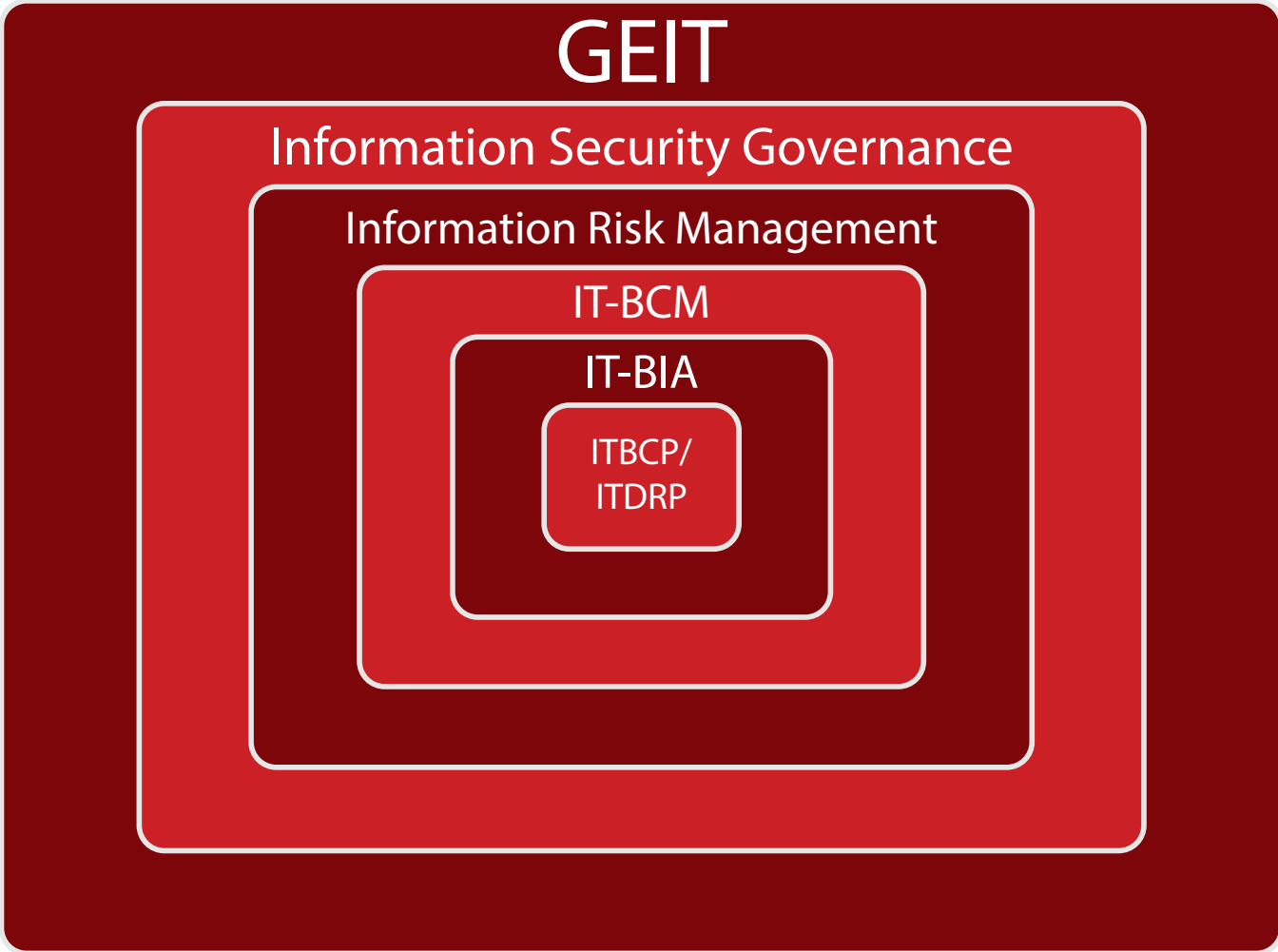
To better understand the frameworks mentioned through this article, the reader is advised to refer to the following ISO standards' certifications:

ISO/IEC 38500 (ISO/IEC IT Corporate Governance Manager)

This standard provides guiding principles for members of governing bodies of organizations on the effective and efficient use of information technology in their company.

ISO 31000 (ISO 31000 Risk Manager)

Risk management – Principles and guidelines provides the principles, the framework and the process for managing risk.

ISO/IEC 27005 (ISO/IEC 27005 Risk Manager)

Provides guidelines for InfoSec risk management.

ISO 22301 (ISO 22301 Implementer/Auditor)

Specifies requirements to plan, implement, establish, operate, monitor, maintain, review, and continually improve a documented management system to protect against, reduce the likelihood of occurrence, prepare for, respond to, and recover from disruptive incidents when they arise.

ISO/IEC 24762 (ISO/IEC Disaster Recovery Manager)

Provides guidelines on the provision of information and communications technology disaster recovery (ICT DR) as a very important part of business continuity management, applicable to both "in-house" and "outsourced" ICT DR service providers of physical facilities and services.

Mohamed Gohar has over 20 years of experience in IT Service Management, Information Security Management, and ITSM/ISM Consultation. Mr. Gohar is also a Systems expert in administration, installation, configuration, and implementation of LANs, WLANs, UTM Firewalls, Web Application Firewalls, Web Servers, Database Systems, and HPC Clusters. As ISM/ITSM oriented professional, his experience has been key to providing advice on establishing Enterprise Architectures, and Information Security Management Systems (ISO 27001). Among others, as a Service Delivery Manager, he has been using IT Service Management best practices (ITIL), ISO/IEC 20000, Project Management Body of Knowledge (PMBOK) and Process Engineering techniques.

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The value of information security structures on one's business increases competence of promising personal data security. Further, mastering risk management elements for information security through ISO/IEC 27005:2011, complements competence through the interpretation of requirements of ISO/IEC 27001 on information security risk management. PECB offers training courses on ISO/IEC 27005 to be attended from Risk Managers, members of information security teams, IT consultants, etcetera.

# THE TAKATA AIRBAG CASE

An In-depth Analysis

This massive scandal of the automobile industry covers several millions of vehicles from nearly twenty different car manufacturers. Nearly 42 million vehicles are potentially affected in the United States alone. Accumulating for years, the problems with Takata airbags have been the main cause of automobile recalls from companies such as Audi, Nissan, Jaguar-Land Rover, Subaru, Daimler Vans, Tesla, Mitsubishi, BMW, Ferrari, Mercedes, Mazda, McLaren, and Karma among others. According to NHTSA, this may be easily categorized as the largest and most complex recall in U.S. history.

For those of you unaware of Takata, the company is a Japanese manufacturer of seat belts, airbags, and numerous in-car safety products and accessories. Operating from 1933, Takata has grown to be one of the largest suppliers of the automotive industry within their scope of production. As such, we may as well say that your car is equipped with airbags from Takata.

These specific airbags, incorporated on car models produced from year 2002 through 2015, have been the cause of many injuries due to their dangerous deployment. This explosive deployment of airbags occurred from a metal cartridge, which in some cases did burst metal wrecks towards the passengers while causing severe injuries.

From all the 42 million vehicles involved, the number of airbags to get repaired sums up to as high as 70 million. Further, the cause of this deadly ignition of airbags is sought to be the use of ammonium nitrate-based propellant in absence of a chemical drying agent. These, in addition to high temperatures, may have inflated the airbags in such a way that resulted to 16 deaths and hundreds of injuries. The U.S. Attorney Barbra McQuade has stated promptly that "Automotive suppliers who sell products that are supposed to protect consumers from injury or death must put safety ahead of profits". She has also added that "Cheaters will not be able to gain an advantage over good corporate citizens who play by the rules".
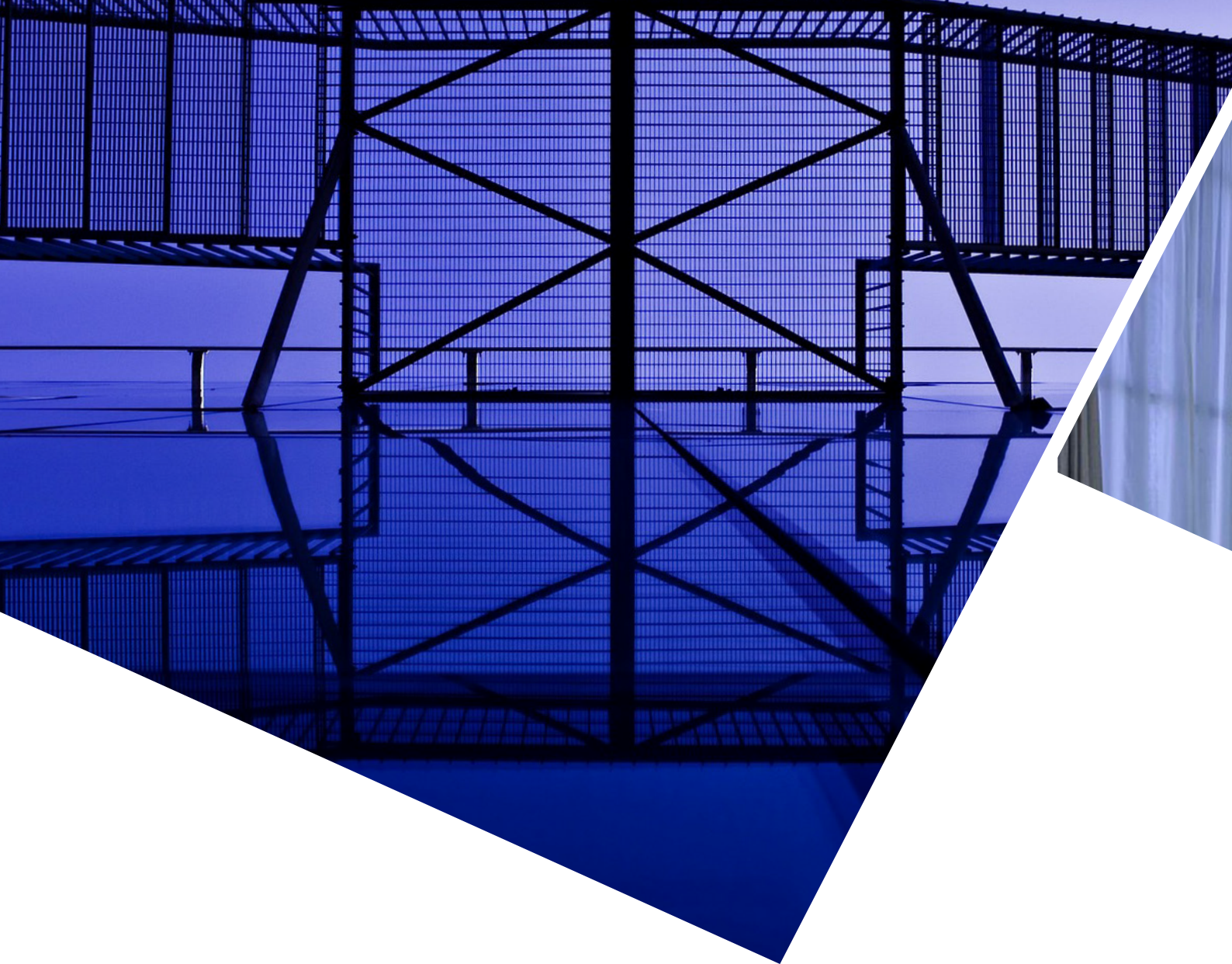
However, this is not the first time that Takata does not comply with the requirements of auto manufacturers. Yet, they did continue to sell potentially defective air bags to their customers. Besides, their sales follow false and fraudulent reports and information, facilitating the sales and procurement procedures.

According to the U.S. Justice Department, employees at Takata have discussed about these false reports and the company's officials were aware of these acts. However, they still continued to let the problem slide. What's more, these problems are affecting cars manufactured from several years ago, and this problem has been evident from 2000's.

The extensiveness of the Takata scandal will from now on be considered as one of the major pitfalls of global supply chain with respect to the automotive industry. Takata have also stated that they have set up an external committee to develop a restructuring plan and address the issues related to the airbag recalls. As a result, the committee is seeking new investors in Takata. Thus, Takata's competitors like Key Safety Systems and Autoliv have lately began to show interest.

Further, these fatal mistakes to the public health and the organization itself have led the Japanese car-parts manufacturer to plead guilty of these dangerous defects. Therefore, Takata has agreed to pay $1bn in penalties for the exploding airbags phenomenon.

The U.S. Department of Justice has addressed charges to the three of Takata corporation executives, namely, Shinichi Tanaka, Hideo Nakajima and Tsuneo Chikaraishi. The executives of Takata are facing one count of conspiracy and five counts of wire fraud related to the airbag scandal and this outraging automotive industry recall. The Takata Chairman's declares in the official statement released that: "I know we can and must do more. Takata will not rest until we have resolved all issues relating to the performance of our airbag products".

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PECB Exams is a multiple choice and/or essay type question examination system that facilitates the process of examination for students and test conductors.

PECB Exams is compatible with Windows, MAC OSX, and LINUX opperating systems. The online examination tool is a mirror of interchangeable information between the students, database, and examiners. This online application software is available to all students taking part in the process of PECB examination. To facilitate the process of examination, students do not need to be present since PECB Exams works as an application system, accessible from any location which has enabled real-time invigilation. This has made PECB Exams an advanced online a completely accurate and reliable examination tool.

The objective of PECB Exams, is to test, ease and measure the skills of candidates within a limited time period. In addition, this examination tool is precise and fast since the results will be displayed at the end of the examination process.

Taxonomy of PECB Exams

The structure of online examination tool PECB Exams is classified into three major categories:

Administrator Managers;

Responsible for the management system of candidates, customer service, system backup and recovery;

Invigilators;

Responsible for supervising candidates and evaluating the examination process; and

Candidates;

Students who are willing to take the PECB exam through online examination tool PECB Exams.

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- ✔ Fast, reliable and accurate process of examination
- ✔ Provides security measures
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- ✔ Accessible from any location
- ✔ Fully automated response process
- ✔ Immediate customer service response
- ✔ Point-to-Point client server operation

Is the End of Globalization the End of International Standards?
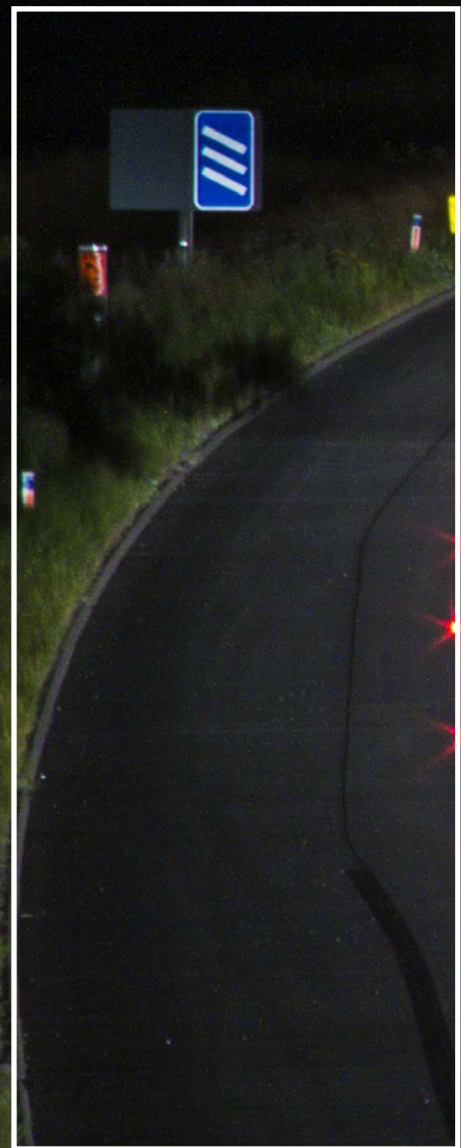
In the 3rd article of the ISO 45001 series of commentaries Chris J Ward discusses: What next for 45001. Do Brexit and "America First" mean an end to the need for global standards like 18001 and 45001? Or is there a greater need for some objective external standard? Will trade diversion or trade creation take place? What is the role of the supply chain countries? New trade deals mean new opportunities. How can you and your organization take advantage of these opportunities? Does your health and safety status facilitate acceptance in the new order. Find more in the Linkedin Group where you can express your concerns.

The introduction of a Global ISO does not have to be accepted nor implemented by all nations. Will there be a case for going it alone?

Will internal domestic regulation take over international standards? The sudden and dramatic events of the vote for Brexit in the UK and the election of Donald Trump under the banner "America First", have slammed the brakes on the spread of globalization. Both events impact the World's economy by raising the unthinkable issue of barriers to trade. The withdrawal from trade bloc agreements on tariffs and free movement of goods and labor put the emphasis back on internal supply chains, and internal regulations on safety etc.

Can there be trade deals without the harmonization of standards?

The long negotiations for the trade deals between the USA, the Pacific Rim, and Europe have abruptly halted and are unlikely to be resumed. An important part of the negotiations is the standardization of regulatory controls. The collapse and withdrawal from agreements means that the "exiters" can gain control over their own borders, labor force and internal regulation. Trading blocs like the EU, in theory, set out to expand internal trade between a group of countries facilitated by the free movement of capital, goods and labor.

The harmonization. of regulatory standards lubricated these flows. However the goal of trade creation as opposed to trade diversion became hampered by the overly zealous imposition of ever more prescriptive regulation. The EU was not merely a trading bloc, it became a political entity with the goal –from some of its members- to create a union. With the introduction of the Euro zone and those countries that remained outside, a dichotomy was created. Implicit in the Eurozone was the need to harmonize taxation, banking and financial planning. The resulting fractures in Greece and Italy are examples of how the fault lines of national identity and cultural breaks forced standardization.
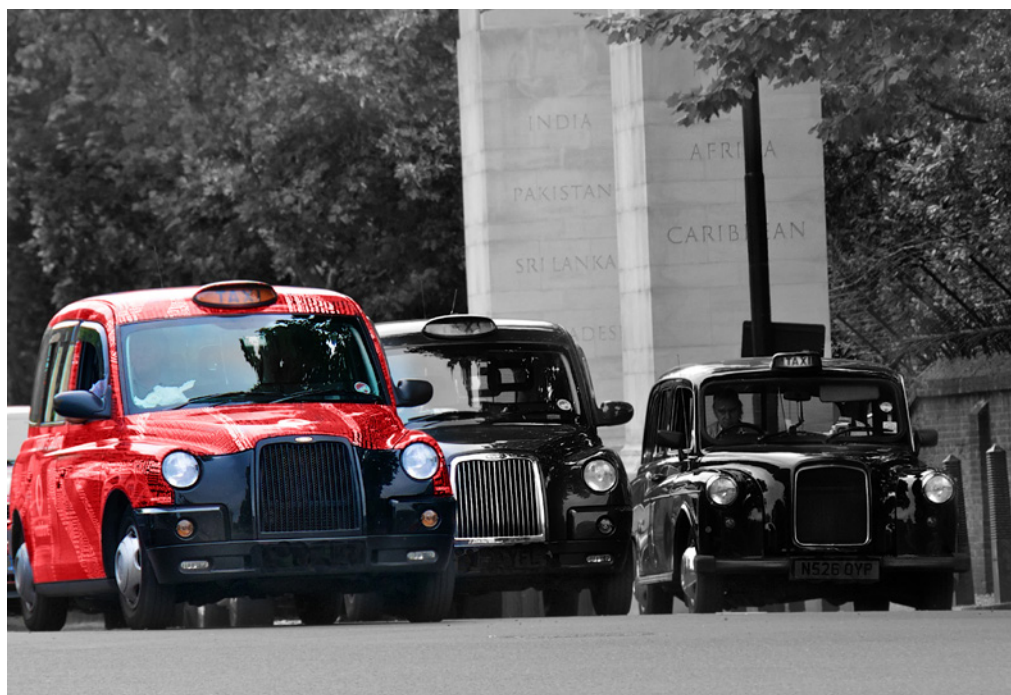
Will local practices and cultural context define standards for the future?

Integral to globalization is the outsourcing of supply chains to low cost locations, which has become a means of exploiting local resources, whether natural or human resources. While multinational organizations benefit from outsourcing, the labor force and its health and safety needs become a cheap resource for those countries that become part of the supply chain. On the flip side, international standards such as OHSAS 18001 and the proposed ISO 45001 sought to bring some semblance of stability and order to an otherwise chaotic mix of local practices and cultural context.

But what now? If countries are retreating from trading blocs striking bilateral agreements and creating protectionism within their internal borders, what is the role of the standardization of international regulations?

Are we entering a phase of commercial piracy where might is right and regulations are an unacceptable constraint? Or where trade deals between countries who consider themselves to be culturally aligned, mean that there will be a harmonization of standards between these countries that dramatically differs from other trading nations?

Some of the questions businesses are asking about Globalization Exit

What will "America First" mean to me?

Where does this leave ISO 45001 or OHSAS 18001?

Will OHSAS 18001 rather than ISO 45001 be the preferred benchmark?

The world trade organization rules might be the default position for those seeking to establish a new world order. So how do 18001 and 45001 look from this perspective? Would compliance be a demonstrable advantage or an unnecessary constraint? Will the USA withdraw from the development of 45001? Will 18001 be the future "go to" standard?

One thing is certain – all bets are off, there will be a global free for all as the USA closes its borders and suppliers have to seek new markets. Britain will establish new trading deals and existing trading blocs will have to review their potential growth. These are interesting times indeed!

Where do you and your organization stand on this issue? Who will you align with?

How have you and your organization been impacted by the breakdown of different trading blocs? The USA withdrawal from the Pacific trade agreement, Britain's withdrawal from the EU, the collapse of the talks between the USA and the EU are boulders thrown into the sea of international trade – have the waves impacted you and your organization yet? Investment is driven by the confidence, belief and certainty of yielding good returns. If a contraction within your sphere of operations leads to a downturn of GDP in your country, will you be willing to give up revenue at the cost of higher health and safety standards? And how do you see the role of the future of health and safety not only in your sector but your country as a whole?. These and other questions require answers. In the next article I will propose some likely outcomes.

Christopher J Ward

He was a Principal Inspector with the UK regulator, the Health and Safety Executive for 37 years. He inspected most manufacturing sectors and public services. He either presented or approved 200 prosecutions. He revised HSG 65 the globally renowned HSE publication; "Managing for Health and Safety". He is now a member of BSI committee for OHSAS 18001, and investigates fatal accidents around the world. He manages the specialist EHS ISO 45001 Linkedin Group with 2600 members. He is an examiner for the NEBOSH International Diploma.

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The development of Occupational Health and Safety Management Systems (OHSAS) based on 45001 minimizes risks to employees while contributing to a healthier and safer working environment. Besides, ensuring legislative and regulatory compliance reduces the likelihood of prosecutions and fines. Your commitment to safety can be strongly established by implementing ISO 45001 Management Systems through PECB.

WHAT IS PECB UP TO IN MARCH

With a continuous improvement attitude, we are gladly announcing our latest developed courses and the newly updated ones. This spring, we have promoted numerous changes and will continue on our voyage to increase the range of opportunities offered.

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- PECB Certified ISO/IEC 27034 - Introduction
- PECB Certified ISO 26000 - Introduction
- PECB Certified OHSAS 18001 - Introduction
- PECB Certified ISO 31000 - Introduction – French
- PECB Certified OHSAS 18001 - Introduction – French

UPDATED COURSES:

- PECB Certified ISO 21500 - Lead Project Manager
- PECB Certified ISO 9001 - Lead Implementer
- PECB Certified ISO/IEC 27001 - Lead Implementer
- PECB Certified OHSAS 18001 - Lead Auditor – French

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