Security improvements are good but still need work, experts say

The initial reaction among hospitals across the nation after last September’s terrorist attacks was sudden and evident.

Security managers increased visibility by putting more officers on the floor and made physical adjustments such as improving lighting and landscaping designs to restrict access for potential car bombers and other attackers.

“The startling events brought new meaning and relevance to our security risk assessment programs and emergency preparedness planning,” says Steven Dettman, BS, CHPA, director of security and visitor support services at Mayo Clinic Hospital in Phoenix.

“Hospitals established stronger relationships within their systems and approached security issues with a higher level of importance.”

“The bad news is that little [else] has changed,” says Russ Colling, a health care security consultant with Colling and Kramer Associates in Salida, CO.

Continue training, advance emergency planning agenda

Last year’s terrorist attacks and subsequent anthrax scare put the focus on hospital disaster readiness so intensely that emergency planning moved from being a “necessary evil” to the forefront of community disaster response.

This heightened awareness is the most dramatic change in health care emergency planning since last September, says Zachary Goldfarb, a New York–based emergency management consultant. “Anything that’s happened since stems from that.”

Emergency planning 101

Although most people consider September 11 as “day one” of a new era in awareness and preparedness, planning for major emergencies actually began in earnest during Y2K preparations, according to Goldfarb.

“Hospital planners carried out a large degree of actual emergency planning for the new millennium, and the planning process generated a physical plan for that one day,” Goldfarb says.

The JCAHO zeros in on emergency planning

At that time, the Joint Commission on Accreditation of
Emergency planning

Healthcare Organizations (JCAHO) standard addressing emergency planning was EC.1.6, which was “not very comprehensive at all,” Goldfarb says.

The JCAHO revised and renumbered its emergency preparedness standard to EC.1.4, which took effect in January 2001. The new standard required hospitals to show emergency planning documents and procedures such as a detailed hazard vulnerability analysis, plans for an incident command system, and emergency response for all types of hazards.

Trial by tropical storm

One of the worst weather events in history put the new plans to the test in 2001. Tropical Storm Allison hit Houston in June and sent the area’s large health care community into a frenzy.

“It was a much more dramatic event for health care infrastructure than the loss of the World Trade Center,” Goldfarb says. “Tropical Storm Allison generated lots of study and identified opportunities for great improvement [in emergency preparedness].”

During the storm, several hospitals across the Houston region

- dealt with a loss of services
- experienced physical plant impairments that resulted in the loss of utilities such as water and power
- evacuated several facilities simultaneously

In contrast, the collapse of the World Trade Center only affected one downtown hospital, Goldfarb says.

However, the flood disaster increased the hospitals’ understanding of how to physically handle a patient surge and brought security issues out into the open. Suddenly hospitals and surrounding communities asked themselves, “Are we prepared to handle a large amount of patients coming in?” and “Can we keep patients and employees secure?” (See the “Security improvements” story beginning on p. 1 for more information on measures taken since September 11.)

A closer eye on JCAHO standards

However, most significant about the the World Trade Center disaster was that it caused a movement among hospital officials to pay closer attention to the intent of JCAHO emergency standards, Goldfarb says. As a result, hospitals are doing the following:

- Critically analyzing their emergency plans
- Developing a hazard vulnerability analysis with the local community based on area hazards

“The best outcome, however, is not the plan, but going through the planning process,” Goldfarb says. Because hospitals are looking at their plans with a closer eye, many realize they don’t have the resources to handle all emergencies. Therefore, integration and planning with other agencies within their communities is unavoidable.

“The emergency planning process puts planners face-to-face with other agencies to consider what catastrophes will occur, and work through the strategies involved in dealing with those events. The major benefit is that planners and organizers are familiar with each other when the next tragedy occurs,” says Goldfarb.

Hazardous material awareness raised

In the past year, hospitals have upgraded their decontamination abilities by purchasing tents and other decontamination equipment, Goldfarb says. “Hospitals realize they have to look at their own capabilities as well as what is available within their networks.”

By closely scrutinizing their plans, emergency man-
agers set limits on the numbers of patients it is possible to decontaminate and revised plans to include other resources within their health care systems and local communities.

For example, hospitals can’t always rely on the local fire department for decontamination because it will most likely be at the site where the contamination occurred. “Public agencies do a great job, but they are not omnipotent,” Goldfarb says.

What’s next?
As we look to the future, he says hospitals must continue training and preparing for the worst.

“This is part of our new life, and we have to fight a natural tendency to grow complacent about the whole thing,” he says. “To have an effective team you have to train.”

He urges managers and planners to look for lessons and learn from their peers’ emergency situations and responses—those involved directly in such events have a responsibility to share their experiences.

Ham radio group gets homeland security federal training grant

The federal government awarded an $181,900 homeland security grant to the Amateur Radio Relay League (ARRL), the national association for amateur radio operators. Through the grant, the Newington, CT–based ARRL will provide free emergency communications training to 5,200 volunteers nationwide beginning next year.

Also known as ham radio, amateur radio is often used during emergency response efforts as a backup form of communication when telephones and other methods fail. The ARRL plans to revise and update its emergency communications curriculum to incorporate additional elements of emergency preparedness and homeland security.

For more information on the ARRL go to www.arrl.org.

The experts talk about progress since September 11

What improvements have been made in hospital security and emergency planning? We polled members of the HSEM editorial advisory board for their thoughts one year after the September 11 terrorist attacks. Here is what they said:

“We have significantly adjusted the numbers of casualties that we are prepared to receive from a disaster. We have also developed a regional response where disaster topics are a routine part of discussions with multiple hospitals and community organizations.”

—Barb Bisset, RN, MS, MPH
New Hanover Regional Medical Center
Wilmington, NC

“Staff members in other departments no longer think of security as someone else’s responsibility. They have all come to believe that security is everyone’s responsibility.”

—Paul Steiner Jr. CPP, CHPA
Akron (OH) General Medical Center

“More health care institutions realize the importance of working with other community organizations. They had plans, but never really paid attention before. Now it’s a significant part of emergency planning. In some areas, hospitals have taken the lead in getting community organizations together to work on disaster plans.”

—Earl Williams, HSP
BroMenn Healthcare
Bloomington, IL
Security improvements

“Health care security continues to be reactive instead of proactive.”

**JCAHO adjusts focus on security**

States and accreditation organizations adjusted regulations and survey practices to help hospitals move toward a more reactive stance. For example, earlier this year the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) began visiting hospitals at night.

“Many of the offices and departments of the hospital are closed during the evening so surveyors have more time to focus on security activities,” Colling says.

Night-shift employees must show surveyors that they know proper security procedures. Surveyors also now inspect how hospitals limit public access by closing certain entrances during the night shift.

**“How many patients?”**

The security department’s role in emergency management is also under increased scrutiny—particularly in scenarios involving hundreds of patients.

“It’s a whole new ballgame,” Colling says. “Hospitals are making a greater effort in reviewing plans to include several extended scenarios, including expanding capabilities during a patient surge and increased decontamination possibilities.”

Those efforts are filtering down to staff in all departments.

“Security measures are a high priority in every emergency response plan,” says Barb Bisset, RN, MPH, MS, director of emergency response, safety management, and special police at New Hanover Regional Medical Center in Wilmington, NC.

“The planning ranges from crowd control to securing the outer perimeter of the facility. Employees now incorporate a security ethic into daily activities and are on alert for suspicious activities,” she says.

However, Colling expresses concern over how managers employ staff properly during emergencies, especially during decontamination activities.

“It’s not a good idea to use security officers as the actual people performing the decontamination,” says Colling. “Their skills are better put to use doing the things they are trained for such as crowd control and perimeter security.”

**Is the system at risk?**

Going forward, Colling advises planners to think about the hospital or health care system as an actual target of terrorist activity.

“In general, a hospital is generally considered at the low end of the risk scale,” he says. “However, the objective of a terrorist is to make an impact. The hospital is a visible entity that would make a tremendous impact if attacked.”

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In some parts of the country, weather emergencies trigger community actions such as evacuations or flood relief measures that prompt hospitals to activate their emergency plans.

In cases like this, the hospital isn’t just a destination for injured patients, as it is often the only local resource open for business.

“The community tends to view the hospital as a shelter,” says Barb Bisset, RN, MPH, MS, director of emergency response, safety management, and special police at New Hanover Regional Medical Center in Wilmington, NC.

Because of this, people arrive at the hospital with requests that can’t be addressed in the emergency room (ER).

“These are legitimate needs, but they do not require hospitalization,” Bisset says.

Consider the following examples:

• A home health patient who needs a daily dressing change can’t receive his regular service because of a blizzard or hurricane. A panicked relative brings the patient to the hospital ER where he is admitted and takes a bed for the dressing change.

• Officials order an evacuation for a specific area, but an older couple won’t leave because they have no one to look after their pets, which they can’t take with them.

ICU . . . I see me . . . IC3? ??

For these types of emergencies, Bisset established an individual care coordination center, otherwise known in the community as the IC3.

“The individual care coordination center is a medically based, community emergency operations center,” Bisset explains.

The center gathers every agency providing social, human, and medical services together into one conference room during an emergency. Hospital staff send patients requiring any of these services to the IC3, instead of directing them to the ER.

Three years, eight IC3 activations, and four hurricanes later, New Hanover admitted only three patients from the special needs population during Hurricane Floyd in 1999.

Here’s how it works

Although it may sound complicated, using the IC3 is very simple. For example, the home health patient needing a dressing change goes to the hospital and reports to the IC3 where a representative from another home health agency processes the information needed to complete the dressing change that day.

The elderly couple with the pets go to the county animal shelter representative, who gives the couple directions to the nearest shelter or municipal facility.

“The point is that the patient is matched with the right resource without taking up a hospital bed,” Bisset says.

Questions? Comments? Ideas?

Contact Associate Editor Ed Justen:

Telephone: 781/639-1872, Ext. 3432
E-mail: ejusten@hcpro.com

Pr 00 ven advice

Use an individual care coordination center to cut back on admissions during an emergency
IC-3 intake form

Client name____________________
Address____________________
Date of birth____________________

Phone number ___ / ____________   Alternate phone number ___ / ____________
Referral source____________________   Phone number ___ / ____________
Emergency Contact/Relationship____________________
   Phone number ___ / ____________
Language spoken____________________   IC-3 initial contact person____________________
   ___Home health  ___DSS
   ___Case manager  ___Mental health
   ___IC3 coord.  ___Dept of Aging
   ___EOC rep  ___Animal/pharm

**Please document requested assistance, action taken, and follow up calls**

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Continue log on following page as needed

Medical history intake form

Only needed if patient has complicated medical history and is being placed

Name: ___________________________ DOB ____________

Doctor: ____________________________

Pharmacy: ____________________________

Living arrangements: Alone _______ With others _______

Adequate food and water? Yes ___ No ___

Animals? ______________

MEDICAL STATUS

Do you have an infectious disease? Yes ___ No ___

Is isolation needed? Yes ___ No ___

Vision: Limited___ Blind ___

Hearing: Deaf ____ Impaired ____ Hearing aid ____

Cardiac: Heart problems ___ Pace maker ___

Defibrillator implant ___ Monitoring equipment ___

Respiratory: Breathing difficulties ___ Ventilator dependent ___

Supplemental oxygen___

Diabetes: Insulin dependent yes ___ no ___

Dialysis: Type ______ Frequency ______ Location ______

Mobility impairments: Yes ___ No ___ Cane ___ Walker ___

Wheelchair ___

MEDICATIONS (prescribed and over-the-counter)

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Other Medical Information

________________________________________________________________________________________________________________________________________________________________________________________________________________________________

Signature of IC3 Staff ______________________________________

Date and time of call ______________________________________

Coordination center

Bisset came up with the idea of the individual care coordination center after her first weather-related emergency, Hurricane Hugo, in 1996.

“The hospital was overrun with these patients and it took us quite a while to recover,” she says.

Three years, eight IC3 activations and four hurricanes later, New Hanover admitted only three patients from the special needs population during Hurricane Floyd in 1999.

Establish a center for special needs patients during an emergency

The first step in developing this type of operations center is to designate a large room or area devoted to only the IC3. The room must have hook-ups for phones and fax machines.

Next, bring all the players together to start organizing the activation procedures. This includes commercial organizations, city and county agencies, and representatives from different hospital departments. (See sidebar below for a list of agencies involved in the IC3.)

“Once everyone is together, develop contact information, hash out liability status, and figure out how you are going to document and track patients as they come through the system,” Bisset says. (See pages 6–7 for a sample patient intake form.)

Individual care coordination center agencies

Consider contacting the following independent agencies when setting up your individual care coordination center (IC3):

- Nursing homes
- Home health agencies
- County emergency management
- Dialysis centers
- Religious organizations
- Department of aging (or equivalent in your state or county)
- Department of social services (or equivalent in your state or county)
- Mental health organizations
- Substance abuse agencies
- Animal control
- Blind and hearing impaired services
- Common language interpreters
- Domestic violence agencies
- Homeless advocates
- Emergency transportation teams
- Case workers
- Respiratory therapy technicians
- On-call emergency physicians
- Women and children’s services
- Pastoral services
New book excerpt

Develop a staffing plan based on your facility’s day-to-day activities

Editor’s note: This excerpt from our new book, Hospital Security Professionals’ Manual: An Assessment and Planning Guide, shows how to plan your full time staff based on the numbers and types of incidents you experience.

See p. 11 for a sample of a staffing level worksheet.

Once you’ve developed your security management plan and determined the expectations, tasks, and activities of your security force, the next step is to develop a staffing plan that reflects those very same concepts.

The best staffing plans are fluid in nature with an ability to endure constant scrutiny, reevaluation, and repurposing.

There is little in the health care environment and especially in the EC that will not influence the day-to-day management of your security resources. The following will assist you in formulating a baseline for your staffing plan.

Always be cognizant of the need to work within your resources. It is the responsibility of the conscientious manager to quantify trade-offs of protection activities that occur as the result of focus on “other” activities and to maintain open communications with your organization’s decision makers.

Safety in numbers

Based on the data reviewed, a suggested baseline square footage of 100,000-square-feet of property (improved or otherwise) equates to one full-time equivalent (FTE) at 168 hours per week.

The larger and more complex the property, the more security must influence the course of activities.

Internal incident frequency

Providing appropriate responses to “serious security incidents” leads us to a guideline of a response of 4.2 FTEs when your organization is experiencing between six to 10 such incidents per month. Serious security incidents in excess of 10 per month require a proportionately higher number.

Security-related service requests

An increased number of FTEs is required if your officers are continually busy handling non-threatening incidents.

In order to determine your needs based on security personnel responding to less serious matters, you will have to factor in the average time it takes to handle these requests.

This will require extensive documentation by your staff; documentation which reduces the element of “padding” as much as possible.

If your security force has a dispatcher or recording officer, this task is exponentially easier. It may even be worth considering establishing this type of position on every shift for a month, to collect information in terms of the types of duties performed and the time frames involved.

The Hospital Security Professionals’ Manual: An Assessment and Planning Guide includes information on establishing your security force, assessing your current security needs, and keeping all your departments safe. You can order the book for $149, plus shipping and handling, by calling 800/650-6787 or online at www.healthsafetyinfo.com.
Staffing plan

Parking enforcement
Determine the expectations for your officers relative to parking facilities, such as traffic enforcement, providing directions, and working as valets. This determination may require some observation and interviewing of your staff to determine the nature and extent of their activities when they are in the parking lots.

A security officer parking someone’s car or escorting a patient into the building cannot respond to other, potentially emergent situations.

Emergency department/urgent care
Staffing for the emergency department is based on the following:

- Patients
- Treatment rooms
- Patient watch/patient observation
- Restraints requiring security involvement
- Psychiatric patients awaiting treatment/transfer

A more sophisticated emergency department profile is not necessary in most cases. Nursing staff will request security coverage if necessary.

Security leader
All hospitals should have one full-time, qualified person to manage the security operation. Include this position in the overall total of FTEs.

Send us your questions!

If you have a question about health care security and disaster planning, pass it along to us and we’ll include it in one of Healthcare Security and Emergency Management’s future Question & Answer columns. Send questions to Associate Editor Ed Justen via:

✓ mail to Healthcare Security and Emergency Management, 200 Hoods Lane, P.O. Box 1168, Marblehead, MA 01945
✓ e-mail to ejusten@hcpro.com (put “Q&A” in the subject line)
✓ fax to 781/639-2982 (send your fax to the attention of Healthcare Security and Emergency Management)

PRODUCT SPOTLIGHT

Knowing your time is valuable, we created this feature to keep you informed of the latest tools to help you in your job.

The Hospital Safety Director’s Handbook provides you with practical and useful insights on how to do your job effectively and efficiently. It includes rules, regulations, standards, and codes, but unlike other resources, it goes a step further to explain—from a safety director’s perspective—how to combine meeting the everyday challenges that these rules and regulations pose with the other hospital-specific demands you face. The Hospital Safety Director’s Handbook is concise and easy to navigate, and, at 100 pages, is the perfect size to carry with you.

For more information on the above product, call 800/650-6787 and mention Product Code HSDH and Source Code MB6635C or visit www.hcmarketplace.com.
Staffing level worksheet

**Square footage:** Include medical office buildings, parking lots, exterior recreation areas, and off-site buildings. (4.2 FTEs per 100,000 sq ft of protected area)
# FTEs_____

**Patient/Visitor/Staff traffic:** (4.2 FTEs for every 1,000 people)
# FTEs_____

**Community crime profile**:* (1 FTE for every percent of overall increase in community crime rate)
# FTEs_____

**Serious security incidents**:** (4.2 FTEs for every 10 incidents monthly)
# FTEs_____

**Service requests:** It is vital that you capture the numbers and the time expended on these service requests, such as escorts and lost and found. (1 FTE for every 40 hours of weekly service)
# FTEs_____

**Parking enforcement:** This may increase as you add parking booths, or increase emphasis on parking enforcement. (1 FTE for every “dedicated patrol”)
# FTEs_____

**Emergency department:** (4.2 FTEs for every 150 daily emergency department patients)
# FTEs_____

**Total FTEs required:** _______

* Community crime statistics may be of use in justifying fte requests, but only if they reflect a genuine vulnerability for your facility.

** Serious security incidents may be defined on a facility-specific basis. They should be based on current vulnerability assessment and may include such incidents as: murder, assault, rape, impersonation of a physician or nurse, abduction, suicide, theft (hospital, staff, or patient property, including vehicles), vandalism, fire, confiscation of a weapon, gang activity on campus, burglary, and stalking.
City prep digest

New Jersey hospitals upgrade readiness level

When you are located a stone’s throw away from the largest metropolitan area in the world, you plan for a large emergency response. Here is what four New Jersey health systems did during the last year to prepare for a potential terrorist attack, according to the Associated Press:

- **Atlantic City Medical Center** bought 400 protective suits and organized a countywide chemical decontamination drill.
- **Kennedy Health System** built portable external decontamination showers for each of its hospitals and prepared disaster carts with protective gear and other supplies.
- **Meridian Health System** bought chemical decontamination showers, stocked three days’ worth of emergency supplies, and arranged for local chemical plants to provide hazardous material equipment and trained staff in an emergency.
- **Saint Barnabas Health Care System** increased security staff by 10% and trained all 23,000 employees on security topics and using flip charts to identify unusual diseases. The system also placed custom trailers stocked with decontamination showers and disaster carts outside of each hospital.

New Jersey hospitals upgrade readiness level

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Chief of Campus Safety and Security. Location: New York, NY. Teachers College, Columbia University. Position: Plan and direct safety, security and emergency preparedness activities. Liaison with local law enforcement. Prepare comprehensive security operations plans, manage ongoing assessments of the status of the college's entire campus security program. Direct the overall field operations and administrative duties of all college security staff. Manage the College ID-badging program and the College access control system and CCTV network. Responsible for all campus fire systems and fire safety programs. Salary $55K-60K. Bachelor's Degree or equivalent required. Must possess a valid NY Fire Safety Director Certificate 5-7 years supervisory/management experience in law enforcement. Send resume, cover letter along with three names and contact information of three references to: Chief of Safety and Security Search, Teachers College, Columbia University, 525 W. 120th Street, Box 312, New York, NY 10027. Or fax: 212-678-3222. Or E-mail: tcssecurity@tc.columbia.edu (as a Word document). Teachers College as an institution has long been committed to a policy of equal opportunity in employment.

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Corporate Security Manager. Location: New York, NY. AT Pfizer we dedicate ourselves to helping humanity and delivering exceptional financial performance by discovering, developing and providing effective health care products that lead to productive lives. Our values-based organization has an opening for Manager, Corporate Security - Latin America. This position, to be based in New York, is in the Corporate Security Group of Pfizer Inc. The position will report to the Vice President Corporate Security, who has responsibility for worldwide security operations of the company. The incumbent will also have a dotted line reporting relationship to regional divisional management in the Latin America Region. Interviews of potential candidates will take place in New York. Job Description and Qualifications: Incumbent: Will provide primary security support for all Pfizer Inc operations in the Latin America Region. Those operations include manufacturing, distribution, sales and marketing. Establish and maintain seamless interfaces with Latin American regional management and operations. Have responsibility for the ongoing analysis of security exposures and the development and implementation of cost effective programs that address these exposures. Conduct and coordinate investigations within the region which will include complex product counterfeiting and diversion cases and supply chain security matters. Maintain close liaison with government, industry security, and intelligence professionals within the region. Provide guidance and support to site and subsidiary security operations within the region insuring that Corporate Security Group worldwide standards, policies and procedures are implemented. Salary will be negotiated based on the selected candidate's current compensation and benefits. A very competitive package will be offered to attract the qualified candidate. A Bachelor's degree is required. A Master's degree or equivalent is preferred. At least 10 years of law enforcement or intelligence service experience is required, with at least 5 years experience within the Latin America Region. Spanish language skills required. High level of motivation, and the ability to work independently and as a member of a close-knit team is essential. Apply on-line at: www.pfizer.com. Reference Code: 31Jul0213820. EOE.

Director Of Security. Location: Englewood, NJ. Englewood Hospital & Medical Center, a 528-bed major medical and academic institution, is affiliated with the Mount Sinai School of Medicine and conveniently located in a beautiful suburban area just minutes from the George Washington Bridge and all the New York City attractions. Exciting opportunity for a dynamic executive with strong security and emergency management background to oversee the Medical Center's campus-wide security, parking, and access control program. Qualified candidates should have a bachelors degree or the equivalent in experience, and excellent interpersonal and computer skills. Fax your resume to: 201-894-7971. E-mail: gm.careers@ehcmh.com. Englewood Hospital Medical Center, 350 Engle St., Englewood, NJ, 07631. EOE. Reference Code: 01/314.

Director, Safety & Security. Location: Flemington, NJ. Hospital/Company: Hunterdon Healthcare System. Description: The Director, Safety & Security will oversee and manage the safety, security and parking services functions throughout Hunterdon and is responsible for directing, coordinating, and implementing safety, security, emergency preparedness, and life safety hazardous communication standards and procedures. As Safety Officer, they are responsible for managing all aspects of the environment. Coordinates interdepartmental compliance with state and federal authorities in areas of hazardous material and life safety codes. Provides training for staff and maintains all records for JCAHO. Performs duties and is responsible for E.O.C. plan implementation. Prepares disaster drill critiques and makes recommendations on safety, security and telecommunications issues. Attends state, county and local crime prevention meetings with area law enforcement officials. Meets regularly with department related safety and security professionals. Develops and maintains close liaison with all federal, state, county, and local law enforcement officials. Reviews security tours of grounds for maximum coverage of facility. Reviews and enforces policy and procedures for security, safety, and parking. Directs and reviews parking and ground safety, worker, employee and physician visits. Directs and administers hospital parking violation program to assure compliance of parking rules and regulations. Qualifications: Minimum of three to five years of experience, protective expertise, progressive experience, and leadership. Incumbent must possess strong executive protection skills and protection services experience. Incumbent must be able to utilize various databases to conduct threat assessments, and then organize protective services for senior executives accordingly. Incumbent must be able to conduct training sessions for security personnel and have excellent writing and oral presentations skills. Apply on-line at: www.rustingpubs.com. Fax: 410-385-0444. E-mail: nmc geared@cegcommercial.com. It is published by Rusting Publications, 55 Post Avenue, Suite 205, Westbury, NY 11590.

It is published by Rusting Publications, 55 Post Avenue, Suite 205, Westbury, NY 11590. Rusting Publications is the leading publisher of newsletters for security executives in specific industries. The Security Executive's Job Report is published every Tuesday and is available by subscription for $49 for 13 weeks or $148 for 52 weeks. The job report can be mailed first-class, E-mailed as a PDF attachment, or downloaded from our website. Job listings are current for the week of publication. There is no charge for employment. Employers & recruiters should call or fax their job specs to Jill Oppedisano. All jobs must be managerial or high-level supervisory. Salary range: $30,000-$100,000 plus.
and weekends. Lead Detectives are welcome to apply. Visit us on the web at:

www.iews.na.baesystems.com. BAE Systems, Attn: Employment Dept, PO Box 2029, 

Nashua, NH 03061. E-mail: hrpp@nashua.baesystems.com.

Security Supervisor. Location: Baltimore, MD. Joining the Hertz team opens doors to exciting career opportunities. If you are looking for a rewarding, challenging and fast-paced career with an industry leader, we are currently recruiting for a Security Supervisor for our Baltimore airport location and surrounding locations in the greater Baltimore area. The successful candidate must be able to multi-task, work under stressful situations, have basic computer skills, be willing and able to work days, nights, weekends and holidays, and have a valid drivers license. Supervisory experience, prior police experience, or military experience is preferred. Interested and qualified candidates should forward resumes, including salary requirements, via e-mail to: ljproctor@hertz.com or fax to: (703) 683-9119. No telephone calls or agencies. EOE/M/F/DY.

WASHINGTON, DC AREA

Assistant Security Manager. Location: Washington, DC/Metro. Assistant Security Managers for their company of 1500 employees. Responsibilities include the security of the employees, facilities and proprietary information. To qualify a candidate must have at least seven years experience in corporate security management and a degree in business, criminal justice or related field. A Certified Protection Professional degree is desirable. Candidates must exhibit the ability to manage staff, understand electronic access control and tracking systems, establish standards for pre-employment screening and terminations as well as the ability to calmly assess and handle daily security issues. This company has an excellent reputation with clients and employees and provides employee benefits well above other DC companies. Submit your resume and a cover letter with your salary history to the contact below. Salary: to $55,000 yearly. Bonuses with annual review. Reference Code: Law ASM. Contact Information: Dian Milton Kaputa, Global Excellence, LLC, 1901 3rd Street, NW, Suite 200, Washington, DC 20036. Phone: 202-416-1788. Fax: 202-416-1790. E-mail: dmilton@g-e.org.

SOUTH

Security Supervisor. Location: St. Petersburg, FL. The St. Petersburg Times is seeking a Security Supervisor who will manage a group of officers to provide optimal coverage and daily operations for staffers, visitors and our physical plant. This position requires prior security experience at a company licensed in less than 6 months. We offer a "D" Florida Security License and a clean driving record. Proven leadership skills, the ability to stay calm under pressure and strong communication skills are required. For consideration apply Mon-Fri 9 am-3 pm at the St. Petersburg Times main office at: 490 1st Avenue S., St. Petersburg, FL 33701, or 3 pm-8 pm at our Plant Facility at: 34th St. and 13th Ave. N., in St. Petersburg. Resumes can be mailed to the main office, E-mail: resumes@optrimes.com (paste resume in body). Fax: (727) 893-1815.

Security Manager. Location: Atlanta, GA. Job Order: ITABNPPKR. Salary: $32,198-$55,502/year. Required Licenses/Certificates: Valid GA Driver's License. Experience: 7 years. Hours: Full Time. Regular (more than 50 hrs/wk, more than 6 months). Job Description: Manages security and safety operations for The Carter Center and 15 acres of public grounds. Coordinates with The Jimmy Carter Library security staff and the U.S. Secret Service concerning public access issues, parking lot security, and crowd control. Provides security for leased space in the Kibbo Building. Collaborates with the Manager of Events to plan and implement security needs for special events. Establishes and maintains relationships with Atlanta public safety officials, and coordinates activities to safeguard Carter Center property, employees, and guests. Identifies and hires temporary security personnel. Oversees the operation of electronic security systems including intrusion detection, access control, closed circuit television, and radio/communications equipment. Ensures proper maintenance of security equipment to minimize the risk of equipment failure. Stays abreast of the latest security equipment and training procedures. Prepares and manages the department budget. Hires, trains, supervises, and evaluates security personnel. Performs related responsibilities as required. Seven years of security experience which includes three years in a supervisory or management capacity. Requires a minimum of seven years experience in a supervisory or security administration role. A valid Georgia driver's license and an insurable driving record. Responsibilities: Planning and monitoring classified information systems and controlled areas. Investigating and reporting security violations and adverse information reports. Conducting general and program-specific briefings. Coordinating information security and management assistance in support of the Governor's Office. Responsibilities include the security of employee, facilities and proprietary information. To qualify a candidate must have at least seven years experience in the DoD or Government Community/Federal Intragovernment/Criminal Justice/Business Administration. A minimum of eight years experience in a DoD Security environment. Excellent written/verbal communication skills are a must. About Us: BAE SYSTEMS North America operates from numerous facilities, in a wide range of career fields, providing edge work focused on corporate security, defense and systems challenges. Our IEWS Business Unit headquarters are located in Nashua, NH and is a $1.2 billion division with a 50-year history of innovation in advanced defense electronics. Our employees enjoy an array of exciting benefits including a 403(b) work schedule that provides every other Friday off. To see a complete list of our available positions: www.iews.na.baesystems.com. BAE Systems, Attn: Employment Dept, PO Box 2029, Nashua, NH 03061. E-mail: hrpp@nashua.baesystems.com.


Manager Safety and Security. Location: Frankfort, IL. Pactiv Advanced Packaging Solutions, manufacturer and marketer of such well-known consumer brands as "Hefty" tableware and foam containers for the foodservice industry currently has the following opportunity available at our Frankfort, Illinois location 30 miles south of the Loop: Manager Safety and Security. Duties/Responsibilities: Provide Health and Safety leadership to Plant Management team to reduce risks of injuries and catastrophic property losses and help promote an incident free culture within the plant workplace. Overseer an effective behavior based Safety and Health program which includes overseeing equipment procurement, Worker’s Comp. case management, incentive program management, responding to inquires, OSHA Star certification, auditing and safety training. Develop, evaluate and maintain effective health/safety policies and procedures to comply with corporate and regulatory requirements. These activities include all are not limited to Hazard Communication, spend time one-on-one with associates regarding fire service levels and their costs and benefits over the long term. Requires a bachelor's degree in fire science, public administration or a related field, with a master's degree in occupational health, industrial safety, risk management or related field. Five years of experience in the safety and security area, which must include management experience.

Facility/Security Supervisor. Location: Lansing, MI. Davenport University (Lansing) is in search of individuals to fill our full time Facility/Security supervisor. The Facility/Security supervisor will be responsible for the daily hands on duties in providing a safe orderly and secure environment for all students, faculty, staff, and visitors of Davenport University. Visit our website for detailed info/application procedures: www.davenport.edu.

Fire Chief. Location: Ann Arbor, MI. Salary: DOQ. City of Ann Arbor (Population 114,000). Located approximately 40 miles west of Detroit, Ann Arbor is home to the University of Michigan, a vibrant and diverse group of Citizens, and a solid group of commercial, industrial and technical businesses. Appointed by the Fire Chief, the new Fire Chief will provide the leadership necessary to rebuild the relationship between the Department and City leadership and the community over the long term, reaffirming and/or redefining service levels in the process. The Department currently has an operating budget of approximately $11 million and a staff of approximately 114. The ideal candidate will (1) have strong operating experience in an urban fire department, (2) have experience managing a budget of $1 million and a total staff of 16 with 13 sworn officers. Qualifications: Bachelor's Degree in fire science, public administration or a related field, with a master's degree in occupational health, industrial safety, risk management or related field. Five years of experience in the safety and security area, which must include management experience.

Security. Duties/Responsibilities: Provide Health and Safety leadership to Plant Management team to reduce risks of injuries and catastrophic property losses and help promote an incident free culture within the plant workplace. Overseer an effective behavior based Safety and Health program which includes overseeing equipment procurement, Worker’s Comp. case management, incentive program management, responding to inquires, OSHA Star certification, auditing and safety training. Develop, evaluate and maintain effective health/safety policies and procedures to comply with corporate and regulatory requirements. These activities include all are not limited to Hazard Communication, spend time one-on-one with associates regarding fire service levels and their costs and benefits over the long term. Requires a bachelor's degree in fire science, public administration or a related field, with a master's degree in occupational health, industrial safety, risk management or related field. Five years of experience in the safety and security area, which must include management experience.

SOUTHWEST

Director Of Security. Location: Phoenix, AZ. Wide responsibilities include managing all functions of the security department, including: cardiopulmonary resuscitation training, scheduling, payroll, training, etc. EOE. Fax resume to: (402) 926-3500 or E-mail resume to: onmart@wackenhut.com. Include salary requirements.
You must have equivalent work experience in lieu of a degree. Your excellent communication skills and technical expertise in all aspects of loss prevention and safety including interviewing, apprehension, and OSHA standards are essential in this role. In addition, Wicklander-Zulawski interview training is strongly preferred. Ready to sign on the dotted line? Not so fast, you should know Nike’s got game! Supporting a generous benefits package, including an employee discount for shoes, apparel and equipment. Be sure to reference job code INW9R1156.05. Apply on-line at: www.nikebiz.com/applynow. We’re interested in learning more about you and appreciate you taking the time to apply. Nike is committed to a diverse workforce.

Assistant Director Of Public Safety. Location: Sunnyvale, CA. Starting Salary to the Low-Mid $100K’s (DOE) plus car allowance and excellent benefits package. The City of Sunnyvale, California (population 131,000+) has long been recognized as one of the best-managed in the nation, and has been acclaimed by the White House as a model for effective government at all levels. Located in the “Heart of Silicon Valley”, Sunnyvale combines the advantages of an attractive suburban residential setting, a diverse population, metropolitan cultural opportunities and a dynamic high tech environment. The Sunnyvale Department of Public Safety (SDPS) is a fully integrated law enforcement and fire protection services agency whose Public Safety Officers (PSOs) are cross-trained to provide services in both police and fire activities. SDPS has 212 sworn/uniformed personnel and 115 full-time civilian personnel (325 total); an additional 40 part-time employees also serve SDPS, which operates with a $43 million budget. The Department provides full service public safety functions to include crime prevention education; emergency response; community policing; evidence collection and transmission; investigation of crimes; patrol; traffic investigation and enforcement; neighborhood and school resources and communications; fire prevention and suppression; fire inspection; hazardous materials response and emergency preparedness. The Assistant Director will serve as primary support to the Director/Chief and be focused on improving organizational communications, day-to-day operations and developing plans for ongoing training, professional development and employee certification programs. Position requirements include a minimum of a Bachelor’s degree in Police Science, Criminal Justice, Public Administration, Fire Administration/Sciences, Law Enforcement or similar fields and 10 years of progressively responsible experience at the senior command level. At least five years administrative or management experience is needed, with a minimum three years at the rank of Captain is required. A Master’s degree is preferred. In addition, the successful candidate must have attended the FBI National Academy, LEEDS, PERR, Southern Police Institute or similar executive management schools. Experience should have been gained in urban settings where fire and crime prevention, youth services, strong community relations and community-oriented policing/public safety concepts are utilized. The SDPS promises challenge and an outstanding future for the selected candidate. Interested parties should submit resume and current salary history to: Mr. Jerry Oldani, THE OLDANI GROUP, 188-106th Avenue NE, Suite 420, Bellevue, WA 98004. Phone: 425-451-3939. Fax: 425-453-6786. E-mail: resume@theoldanigroup.com. Web: www.theoldanigroup.com. Closing date: No later than 9/20/02. NOE: M/F/H.

West Coast Regional Investigator. Location: Ontario, CA. Maidenform Inc. Job Description: Conduct internal investigations. Perform loss prevention audits. Assist in creating and executing training programs. Partner with Regional/District/Store management to build LP awareness. Responsible for the reduction of finance inventory losses. Requirements: Minimum of 2 years College Degree. 3-5 years experience in LP/Investigation position. Interview/Investigation experience in multi store retail environment. Strong ability to work independently. Writing and travel ability. 75% travel. Bachelor’s degree preferred. Preference (Excel, Word for Windows, PowerPoint). E-mail. Strong verbal and written communication skills. Effective interpersonal skills. Ability to prioritize, handle multiple tasks, and work independently. Contact Information: Francisca Maldonado. Fax: 201-436-8322. E-mail: jobs@maidenform.com.

Operations Security Manager. Location: Anaheim, CA. Relocation Covered: Yes. Disneyland. Description: The Security Operations Manager will define and execute all security operations for assigned areas while providing leadership and direction for security operations team of managers, assistant managers, and employee. They will support and coordinate security department goals and initiatives for the security operations team to develop a world class organization. The position will ensure the prioritization of goals by emphasizing the 4 Keys and the service model and actively solicit feedback from Guests and Resort partners to constantly improve existing operation. This will be accomplished by building strong partnerships with Resort Partners and supporting agencies, partnering with the Lines Of Business management on security related issues and solutions and proactively identifying and finding solutions with Resort partners to enhance Resort Security. They will manage resources to accomplish tasks and provide for tactical and strategic planning ensuring compliance with all Resort guidelines and directives Planning. They will conduct and document contingency planning for all reasonable security risks and coordinate plans at the Resort level and with Resort agency partners. They will establish procedures to accurately monitor all expenditures to guard against fraud, waste and abuse and counter the monitor labor to maximize utilization of Cast. Position requires extensive walking while working outside in all weather conditions on various shifts. Position also includes vehicle driving on occasion. Requirements: Bachelor's degree or equivalent. 10+ years experience in Security Operations Management. Strong interpersonal, leadership and team skills with the ability to motivate and work collaboratively with cross functional teams. Excellent written and verbal communication skills. Excellent organizational and communication skills. Highly motivated and results-oriented. Desired Qualifications: Demonstrated bilingual skills in English and Spanish. To apply by May 31, 2002. Submit resume to: Professional Staffing Services, 423 N. Main Street, Anaheim, CA 92801-3232. Include the following number on your cover letter or resume: DLR-JOBS-DY45-D-DY45-CX28.