



ASIS IN FOCUS

## VIEWPOINT

### Question & Answer Sessions

Interviews by the Newsletter Editor

### Security is no Longer Guarding—it is Risk Management

Private security has been viewed primarily as a guarding function focused on physical presence, patrols, and access control. While these elements remain important, today's complex operating environments require a broader and more strategic approach. Security professionals are increasingly expected to contribute to organizational risk management, investigations, and resilience rather than relying solely on traditional guarding models.

- Page 8



### Price Vs Protection

In Jamaica's security industry, competition is intense and often driven by price. While clients understandably seek cost savings, awarding contracts primarily to the lowest bidder can ultimately undermine the level of protection they expect. Security is not a simple commodity. It is a service built on people, training, technology, and trust.

- Page 2

LEVEL UP YOUR  
SECURITY CAREER

APPLY FOR PSP

Physical Security  
Professional (PSP®)

The Physical Security Professional (PSP®) certification shows your mastery of Physical security assessments, designs, applications.



MODERNIZING  
SECURITY WITH  
ROBOTICS PROCESS  
AUTOMATION  
**READ MORE**

# Contents

Message From the Chairman: The Enduring Importance of Volunteerism	1
Price Vs Protection: Finding the Right Balance in Jamaica's Security Industry	2
Hurricane Preparedness: Building Resilience Before the Storm	4
Question & Answer Session with Julian Nelson	6
Question & Answer Session with Mollie Plummer-Henry	7
Security is no Longer Guarding—it is Risk Management	8
Question & Answer Session with Major Calvin Dryden	9
WIS Quarterly Connect	10
Question & Answer Session with Renee Watkis	12
Security Workforce Crisis: Are we training Security Officers for Yesterday's Threats?	14
Question & Answer Session with Shanna Shirley	18
Silence is Golden—a Perspective of two Security Operational States	20
Business Intelligence and Data Analytics in Security Management	22
Question & Answer Session with Suzanne Scarlett	24
Men's Mental Health in the Security Profession: Breaking the Silence, Dismantling the Stigma, Encouraging Resilience	26

MESSAGE FROM THE CHAIRMAN:

# THE ENDURING IMPORTANCE OF VOLUNTEERISM



***We remain deeply grateful for the members who choose to serve. Your commitment fuels innovation, sustains momentum, and ensures that the ASIS Jamaica Chapter continues to deliver.***

**V**olunteerism remains an important cornerstone of the ASIS Jamaica Chapter. It is one of the driving forces that transforms our Chapter from a professional network into a purposeful community committed to elevating security standards across Jamaica. The strength of our Chapter has never been measured only by numbers, but by the dedication of members who are willing to contribute their time, expertise, and leadership.

Each seminar delivered, each certification cohort supported, and each outreach initiative executed reflects the commitment of volunteers who understand the value of service. Their efforts ensure that the Chapter continues to offer high quality programs, respond to emerging industry challenges, and support the professional development of security practitioners islandwide.

Volunteerism also strengthens the fabric of our membership. When individuals step forward to serve on committees, assist with events, or share their knowledge, they deepen their engagement and build meaningful

professional relationships. These connections foster mentorship, collaboration, and career advancement, benefits that enrich both the individual and the Chapter.

Beyond our internal operations, the impact of volunteerism extends to the wider security landscape. Through partnerships, co hosted events, and knowledge exchange initiatives, our volunteers help advance national capacity building. Their contributions support a safer, more resilient Jamaica by equipping practitioners with the competencies required to protect people, assets, and institutions.

As we continue to strengthen our governance practices and expand our reach, we remain deeply grateful for the members who choose to serve. Your commitment fuels innovation, sustains momentum, and ensures that the ASIS Jamaica Chapter continues to deliver meaningful value to its members and to the global community.

To every volunteer, past, present, and future a big thank you. Your service helps to shape the future of the security profession in Jamaica!

**Suzanne Scarlett, PSP**  
Chairman



## PRICE VS PROTECTION: FINDING THE RIGHT BALANCE IN JAMAICA'S SECURITY INDUSTRY

SECURITY IS NOT A SIMPLE COMMODITY. IT IS A SERVICE BUILT ON PEOPLE, TRAINING, TECHNOLOGY, AND TRUST.

By Warren Smith CPP, PCI, PSP, CRISC, CISSP

ASIS Member

In Jamaica's security industry, competition is intense and often driven by price. While clients understandably seek cost savings, awarding contracts primarily to the lowest bidder can ultimately undermine the level of protection they expect.

Security is not a simple commodity. It is a service built on people, training, technology, and trust. When competition centers on price, compromises become inevitable, most often affecting personnel quality, training, and equipment.

For small and new security firms, this dynamic is particularly challenging. Larger companies benefit from economies of scale, established reputations, and longstanding client relationships. They can distribute costs across multiple contracts, maintain visibility, and in some cases sustain contracts as loss leaders to preserve strategic positioning. In contrast, small and new entrants often reduce pricing to gain a foothold. While understandable, this reinforces downward

pricing pressure and places them at a disadvantage from inception, limiting their ability to invest in capability and stability.

Workforce sustainability remains a core issue. Security officers are the foundation of the industry, yet guarding is not widely viewed as a long-term career. Many enter the field temporarily or due to limited alternatives. Combined with ongoing wage pressure, this results in high turnover, inconsistent service, and difficulty building experienced teams, with small companies feeling the impact most acutely.

“

***Security is not a simple commodity. It is a service built on people, training, technology, and trust. When competition centers on price, compromises become inevitable, most often affecting personnel quality, training, and equipment.***



**Security should be viewed as an investment rather than an expense. Procurement decisions should balance cost with training standards, staff retention, experience, and technological capability. This can be reinforced through more intentional procurement models.**

Training is another casualty of price driven competition. Effective security requires situational awareness, conflict resolution, and emergency preparedness. Constrained margins often reduce ongoing training, leaving officers less prepared for complex situations. Similarly, investment in modern technology such as surveillance and access control systems may be deferred, limiting overall effectiveness.

For clients, the risks are not always immediate. Lower cost contracts may appear effective at the outset, but gaps in training, staffing, or technology can lead to incidents that outweigh any initial savings.

A shift in how value is defined is essential. Security should be viewed as an investment rather than an expense. Procurement decisions should balance cost with training standards, staff retention, experience, and technological capability. This can be reinforced through more intentional procurement models, including preferred or set aside government programs for small and medium sized providers, weighted evaluation criteria that prioritize quality, and structured opportunities that enable emerging companies to build experience and scale sustainably.

The objective is shared: safer communities and reliable protection. Achieving it requires moving beyond the race to the lowest price and toward a more balanced focus on quality and value.

# E-FAST

## Emergency First-aid & Safety Training

Blade Design: 1876-465-4785



**Preserving Lives,  
Empowering People.**

Services offered include:  
Standard First Aid Training  
Paediatric First Aid Training  
CPR and AED Training

First aid kits available for individual and corporate clients

**Contact Information**

[emergencyfastja.com](http://emergencyfastja.com)  
**876-281-4772 / 876-830-0792**

[info@emergencyfastja.com](mailto:info@emergencyfastja.com)

@efastja EFAST Jamaica



## HURRICANE PREPAREDNESS: **Building Resilience Before the Storm**

**Dr. Oswald Smiley, CPP, PSP, PMP**  
*Community Liaison, ASIS Member*

**A**s Jamaica and the wider Caribbean prepare for another Hurricane Season, organizations are once again being reminded that preparedness is not simply a safety exercise, it is a business and operational necessity. Recent storms across the region have shown that organizations that recover the fastest are often the ones that planned the earliest. Effective preparation helps to protect lives, minimize operational disruption, and strengthen recovery efforts.

### **Preparation Must Start Early**

One of the greatest mistakes organizations make is waiting until a storm is approaching before activating emergency procedures. Effective hurricane preparedness begins before the season starts. Organizations should conduct risk assessments to identify vulnerabilities such as flooding, wind exposure, power outages, communication failures, and supply chain disruptions. Physical infrastructure including roofs, drainage systems, generators, and communication equipment should be inspected and maintained.

Preparedness also includes ensuring that emergency supplies are available and accessible. These may include

first aid kits, flashlights, portable radios, fuel reserves, drinking water, and protective equipment. In today's environment, protecting digital systems and securing operational data through cloud backups and offsite storage are equally important.

### **Business Continuity is Essential**

A hurricane can disrupt operations for days or even months. Organizations therefore need strong Business Continuity Plan (BCP) that clearly outline how critical operations will continue during and after a storm. Effective continuity plans should identify essential business functions, key personnel, backup



***One of the most important lessons from previous hurricanes is that communication failures often create confusion and delay response efforts. Organizations should establish multiple communication channels.***

communication methods, alternative work locations, and recovery priorities. These plans should not remain as documents sitting on shelves. They should be tested through drills, tabletop exercises, and emergency simulations. Organizations that regularly practice their emergency plans generally respond faster and recover more effectively following disasters.

### Communication Saves Lives

One of the most important lessons from previous hurricanes is that communication failures often create confusion and delay response efforts. Organizations should establish multiple communication channels including mobile messaging platforms, emergency notification systems, radios, social media updates, and employee call trees. Employees should clearly understand evacuation procedures, emergency contact information, reporting mechanisms, and return-to-work instructions. Clear and timely communication reduces panic, improves coordination, and strengthens overall response efforts.

### Employee Safety Must Remain the Priority

People are the most important asset of any organization. Preparedness plans must therefore place strong emphasis on employee safety and welfare. Organizations should identify vulnerable employees, establish welfare check systems, and encourage staff members to prepare their own family emergency plans. Leadership during a crisis must also demonstrate empathy, calmness, and decisiveness. Employees look to leaders for guidance and reassurance during emergencies, especially during periods of uncertainty and recovery.

“

***In many organizations, security teams are central to operational continuity during disasters. Their ability to make sound decisions under pressure can significantly reduce operational disruption and support faster recovery.***

### The Role of Security Professionals

For members of the Jamaica Chapter and the broader security community, hurricane preparedness extends beyond physical security responsibilities. Security professionals often play critical roles in emergency coordination, access control, crisis communication, incident management, and post-disaster assessments.

In many organizations, security teams are central to operational continuity during disasters. Their ability to make sound decisions under pressure can significantly reduce operational disruption and support faster recovery.



### Conclusion

Hurricanes are an unavoidable reality of life in the Caribbean, however, poor preparation does not have to be. Organizations that prepare early, communicate effectively, protect their people, and strengthen continuity planning are far more likely to recover quickly and continue serving their stakeholders during difficult times. Preparedness is ultimately about resilience, the ability not only to withstand disruption, but to recover stronger and smarter. As another Hurricane Season approaches, every organization should ask itself one critical question: Are we truly prepared, or are we simply hoping for the best?



# Question & Answer Session

## with Julian Nelson, PSP

Interviewed by Carlos Pipher, Newsletter Editor

1. **Carlos Pipher CPP, PCI, PSP:** You are a young certificant, what advice do you have for candidates pursuing an ASIS certification?

**Julian Nelson, PSP:** My advice to anyone pursuing an ASIS certification is to remain disciplined, consistent, and patient throughout the process. The certifications require dedication, but they are extremely rewarding both professionally and personally. Most importantly, believe in your ability to achieve the certification. The process may be challenging, but the knowledge, credibility, and professional growth gained from earning an ASIS certification make the effort worthwhile.

2. **CP:** Did your experience play any role on you being successful in the PSP certification exam?

**JN:** Experience helped me connect the study material to real-world situations, which made it easier to retain information and apply critical thinking during the exam. However, experience alone is not enough. Structured studying, understanding the ASIS exam domains, and consistent preparation were equally important to my success.

3. **CP:** I take it that you are an active security practitioner, what value has the PSP certification brought to your work and would you recommend the PSP study course to your HR department for them to enroll candidates?

**JN:** As an active security practitioner, the PSP certification has added tremendous value to my professional work. It has strengthened my understanding of physical security principles, risk assessments, security design, and integrated protection measures. The certification also enhanced my ability to approach security operations more strategically and professionally, while improving my confidence in decision-making and communication with clients, management, and stakeholders.

*I would absolutely recommend the PSP study course to our HR department for the enrollment of suitable candidates. The course provides structured knowledge, practical insight, and professional development that can significantly improve the competency and effectiveness of security personnel. Investing in professional certifications such as the PSP not only benefits the individual employee, but also strengthens the overall quality and reputation of the organization's security operations*

4. **CP:** If you were to volunteer for the business management committee, what role would you have the aptitude for?

**JN:** If I were to volunteer for the Business Management Committee, I believe I would have a strong aptitude for a role focused on operations, professional development, and strategic planning. My experience in the security industry has helped me develop skills in leadership, organization, problem-solving, and team coordination, all of which are important in supporting the objectives of a professional committee.

5. **CP:** Do you firmly believe that hiring managers should ask for ASIS certifications for certain positions and why?

**JN:** I do not necessarily believe that hiring managers should require ASIS certifications for every security position, mainly because these certifications can be very expensive and may not always be accessible to all qualified professionals. There are many experienced and capable individuals in the industry who possess strong operational knowledge and leadership skills without holding an ASIS certification.

*However, having certified professionals within an organization is extremely valuable. Individuals who*

have completed certifications such as the PSP can help develop internal training programs and customized courses based on ASIS standards and best practices. This allows organizations to strengthen the knowledge and professionalism of their teams while gradually preparing interested employees for formal certification.

6. **CP: Do you think that ASIS International should be doing more for Chapters outside of the US and what would you like to see being done?**

**JN:** I have seen ASIS International doing many positive things for chapters outside of the United States,

particularly through initiatives such as the GSX conference, professional development opportunities, and global networking platforms. These efforts help security professionals around the world stay connected with international standards and industry best practices.

Currently, I do not have any major criticisms or specific recommendations, as I believe ASIS continues to make meaningful contributions toward the growth and development of its international chapters. I look forward to seeing the organization continue expanding its global reach and support for security professionals worldwide.



# Question & Answer Session with Mollie Plummer-Henry

Interviewed by Carlos Pipher, Newsletter Editor

1. **Carlos Pipher CPP, PCI, PSP:** You are the newly minted mentorship chairperson for the Chapter, tell us how you will approach your new assignment?

**Mollie Plummer-Henry:** First, to get data on the number of persons from 0 - 3yrs old of membership. Having received the data, to create a WhatsApp group with these members, explaining the mandate of the group and what the objectives will be. I will then set a baseline based on feedback from one and one interview with agreed Participants who wish to be a part of the Program. The goal is to implement the Mentorship Program.

2. **CP:** Have the Chapter lived up to your expectations? If not please state.

**MPH:** Yes, to a certain extent. Areas that were of concern, recently, I have seen deliberate efforts to improve or to correct.

3. **CP:** Have you any plans to gain an ASIS certification?

**MPH:** Yes, I do.

4. **CP:** Is there any area of the Chapter affairs that you think needs to be improved and do you have any suggestions for improvement?

**MPH:** Yes, in member engagement. However, I am seeing where improvements are being made.

5. **CP:** Have you ever encouraged your peers or coworkers to become a member, if not why?

**MPH:** Yes.

6. **CP:** What is your target for your first six (6) months of mentorship?

**MPH:** To see persons being more involved and to execute our 'New Member Lyme'.



## Security is no Longer Guarding— it is Risk Management

**Conroy Samuda CPP, PCI, Flol, CPOI**  
**ASIS Member**

Private security has been viewed primarily as a guarding function focused on physical presence, patrols, and access control. While these elements remain important, today's complex operating environments require a broader and more strategic approach. Security professionals are increasingly expected to contribute to organizational risk management, investigations, and resilience rather than relying solely on traditional guarding models.

Organizations face a multifaceted risk landscape that includes internal misconduct, fraud, workplace violence, operational disruptions, and data breaches. In this context, security must be understood not merely as a protective service, but as an integrated component of organizational risk management and governance. Research within both the security profession and academic literature reflects a clear shift toward security functions that align with enterprise risk management frameworks.

One model that has gained prominence is Enterprise Security Risk Management (ESRM), promoted by ASIS International. ESRM positions security as a

strategic partner to senior leadership, focused on identifying, prioritizing, and mitigating risks across the organization. This approach enables security leaders to support organizational objectives rather than operating in isolation.

A risk-based security program typically begins with a structured security risk assessment. By identifying vulnerabilities across physical, personnel, and operational domains. Organizations can implement layered security strategies that include policies, training, crisis response planning, and investigative capabilities. This allows resources to be directed toward prioritized

“

**Organizations face a multifaceted risk landscape that includes internal misconduct, fraud, workplace violence, operational disruptions, and data breaches. In this context, security must be understood not merely as a protective service, but as an integrated component.**

risks rather than applying uniform security measures. For example, when an organization experiences repeated internal theft, a traditional response may involve increased patrols or additional surveillance. A risk-based approach examines underlying causes such as access control weaknesses, inventory procedures, or employee screening processes and implements targeted corrective actions. This results in more sustainable and effective security outcomes.

Professional investigations is another essential component of security programs. Organizations must be able to respond objectively and lawfully to incidents involving misconduct, fraud, or regulatory breaches. Structured investigative processes help ensure consistency, compliance, and organizational integrity. Security programs that incorporate structured risk management also enhance organizational resilience.

“

**Professional investigations is another essential component of security programs. Organizations must be able to respond objectively and lawfully to incidents involving misconduct, fraud, or regulatory breaches.**

Integrating risk analysis into governance and business continuity planning improves preparedness for disruptive events and supports long-term operational stability. Security professionals who move beyond guarding functions and embrace strategic risk-based practices will be better positioned to protect organizational value and contribute meaningfully to decision-making at the leadership level.



## Question & Answer Session with Major Calvin Dryden

Interviewed by Carlos Pipher, Newsletter Editor

1. **Carlos Pipher CPP, PCI, PSP:** Who or what prompted you to become an ASIS member?

**Calvin Dryden:** I was encouraged by a friend and later reinforced by my manager.

2. **CP:** Would you recommend members of the company that you are affiliated with to enroll in a certification study course and why?

**CD:** Yes, I recommend enrolling in a certification study course. There is value in doing so given the awareness and knowledge that is presented.

3. **CP:** Have the Chapter lived up to your expectations and how so?

**CD:** Too early to say.

4. **CP:** Is there any area of the Business Management Committee (BMC) that you would be interested to serve or assist?

**CD:** I am currently gaining more knowledge on all areas, when that time comes I will be better able to decide.

5. **CP:** In relation to industry requirements, on a scale of 1-5 how would rate the relevance of the subjects taught on the study course?

**CD:** I would rate the relevance as 5.

6. **CP:** Do you have any ideas for the Chairperson on how to improve attendance at Chapter meetings?

**CD:** I have not identified any area that needs to be improved. However, I think that Chapter meetings should be shorter.




**WOMEN-IN-SECURITY (WIS) QUARTERLY CONNECT**

*A community of women, promoting excellence and leadership in the security management profession*

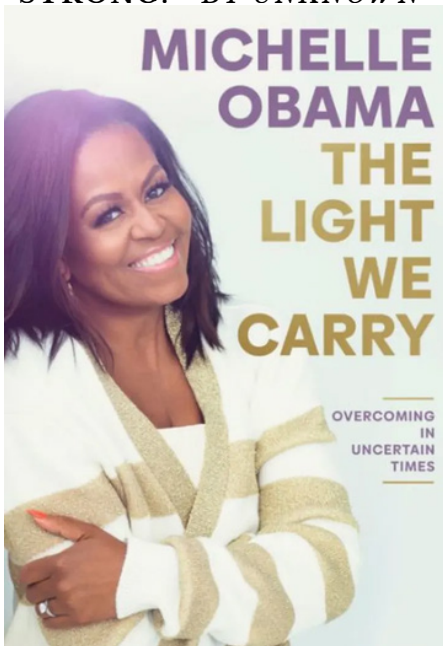
**“A STRONG WOMAN KNOWS SHE HAS STRENGTH ENOUGH FOR THE JOURNEY, BUT A WOMAN OF STRENGTH KNOWS IT IS IN THE JOURNEY WHERE SHE WILL BECOME STRONG.” BY UNKNOWN**



**IN THE NEWS**

Member of the Quarter  
January-March 2026

[Angilee Baboram](#)



**BOOK RECOMMENDATION**

“When we are able to recognize our own light, we become empowered to use it,” writes Michelle Obama. A rewarding blend of powerful stories and profound advice that will ignite conversation, *The Light We Carry* inspires readers to examine their own lives, identify their sources of gladness, and connect meaningfully in a turbulent world.



**HAPPY BIRTHDAY APR-JUN**

May every single one of your wishes come true, that you celebrate with those you love and who love you.  
#makeawish

**CELEBRATING OUR GROWING MEMBERSHIP COMMUNITY**



I welcome your feedback and suggestions to improve this monthly WIS mailout.  
E: Shannacshirley@gmail.com

*Successful People are not gifted; they just work hard, then succeed on purpose...Unknown*

## WIS Feature:

# Angilee Baboram



Angilee Baboram is a multidisciplinary border protection professional with experience spanning non-intrusive inspection, physical security, surveillance, and risk management. She currently serves as the NextGen Liaison for the ASIS Jamaica Chapter, where she actively supports professional development, intergenerational engagement, and the advancement of global security standards. Passionate about empowering women in security, she is also the Founder of the SheBuilds Security Initiative — a forward-thinking platform that integrates Crime Prevention Through Environmental Design (CPTED) principles with the aim of creating safer environments while developing a future force of Jamaican women trained in CPTED and community-focused security strategies.

Angilee actively participates in the Jamaica Customs Agency Debate Team, contributing to discussions surrounding topics beneficial to national development. She also serves as a Technical Committee member at the Bureau of Standards Jamaica, contributing to the development and review of national and sector-specific standards, and maintains active service to her alma mater through the Caribbean Maritime University Alumni network.

Her academic credentials include a Bachelor of Science in Logistics and Supply Chain Management and a Diploma in International Shipping and Logistics from the Caribbean Maritime University, complemented by formal training at the National Police College of Jamaica, where she attained the status of Special District Constable. She also completed an Associate of Arts in Chaplaincy at the EMET Global Theological Seminary and College, after which she joined the Global Chaplains Alliance, where she holds the rank of Sergeant. Additionally, she pursued specialized studies in Crime and Security Management at Northern Caribbean University.

Her professional portfolio is strengthened by certifications and advanced training in monitoring and evaluation, root-cause analysis, project management, ISO 9001:2015 internal auditing, X-ray interdiction, nuclear security, whistle-blower protection, mobile app development, and customer service, among others. She is currently pursuing further specialization in private investigation and computer hacking forensic investigation, with plans to attain the ASIS Physical Security Professional (PSP) designation.

Beyond her professional commitments, Angilee has a strong interest in philanthropy, cross-cultural learning, language acquisition, thought leadership, and the advancement of security innovation. As an emerging author and advocate for safer communities, she remains committed to building institutional value, fostering resilience, and contributing meaningfully to the global security profession.

### REMINDERS

Interested in Board Certification? Let us help you. You are guided through each step of the process towards success.

- Certified Protection Professional (CPP)
- Professional Certified Investigator (PCI)
- Physical Security Professional (PSP)
- Associate Protection Professional (APP)

For additional information, kindly visit our website at [www.asisjchapter.org](http://www.asisjchapter.org)

Articles for publishing in future issues of The Informer are appreciated. Please send your articles to [carlospipher@gmail.com](mailto:carlospipher@gmail.com)



I welcome your feedback and suggestions to improve this monthly WIS mailout.  
E: [Shannacshirley@gmail.com](mailto:Shannacshirley@gmail.com)



# Question & Answer Session with Renee Watkis

Interviewed by Carlos Pipher, Newsletter Editor

1. **Carlos Pipher, CPP, PCI, PSP:** Who introduced you to the Jamaica Chapter of ASIS International and what was your motivation to become a member?

**Renee Watkis:** I was introduced to the Jamaica Chapter of ASIS International through professionals within the security industry who spoke highly about the organization's role in advancing security management standards, professional networking, and leadership development. My motivation to become a member was driven by my passion for security management and my desire to continuously grow professionally. I recognized that ASIS provides access to global best practices, internationally recognized certifications, industry insights, and a network of experienced professionals who are committed to strengthening the security profession locally and internationally.

2. **CP:** What value do you place on ASIS certification, and would you want to become a certified member soon?

**RW:** I place a very high value on ASIS certifications because they represent professionalism, competence, and a commitment to international standards within the security industry. Certifications such as the CPP, PCI, and PSP are globally respected and demonstrate that an individual possesses both knowledge and practical experience in security management. I would definitely like to pursue ASIS certification soon, as I believe it would strengthen my professional capabilities, improve my strategic understanding of security operations, and enhance my ability to contribute to the development of the security industry in Jamaica and the wider Caribbean.

3. **CP:** Do you think that the Chapter should be more exposed to the public and do you have any suggestions regarding such exposure?

**RW:** Yes, I strongly believe the Chapter should increase its public visibility. Many individuals working within the security sector, as well as students pursuing security-related studies, may not fully understand the benefits and opportunities that ASIS provides. Increased exposure could help attract young professionals, strengthen industry partnerships, and elevate professional standards across the sector.

I also believe that ASIS International possesses a wealth of knowledge and professional expertise that should be shared more widely with the public. The Chapter can play an important role in contributing informed perspectives and practical guidance on many of the real security challenges affecting Jamaica locally, as well as issues impacting the region and the international community. Sharing these insights can help improve public awareness, strengthen preparedness, and encourage more proactive discussions surrounding safety, risk management, and security best practices.

Some suggestions would include:

- Increased engagement on social media platforms through educational posts, security awareness campaigns, and member spotlights.
- Hosting public seminars, webinars, and panel discussions on emerging security threats and trends.
- Collaborating with universities, colleges, and training institutions to introduce students to ASIS and professional certification pathways.
- Participating in career fairs, security expos, and community outreach initiatives.
- Developing stronger partnerships with both public and private sector organizations involved in security and risk management.

*These initiatives could help position the Chapter as a leading voice in security professionalism and thought leadership within Jamaica.*

- 4. CP: You have volunteered to be the assistant newsletter editor, which is appreciated and admired by the leadership and members. Can you share with us some of your plans as they relate to distribution, content development and member engagement in the newsletter?**

**RW:** *Thank you. I see the newsletter as more than just an information bulletin; I believe it can become a platform that informs, educates, connects, and inspires security professionals across Jamaica and the wider Caribbean region.*

*Some of my plans include:*

- *Developing content focused on emerging security threats, physical security best practices, cybersecurity awareness, maritime and port security, leadership development, crisis management, and the impact of artificial intelligence on security operations.*
- *Highlighting member achievements, certifications, career milestones, and professional contributions to encourage greater member recognition and engagement.*
- *Introduce interviews and Q&A features with experienced security professionals to share practical insights and lessons learned.*
- *Encouraging younger professionals and students to contribute articles and perspectives to help develop the next generation of security leaders.*
- *Expanding distribution through digital channels, social media platforms, and partnerships with industry stakeholders to improve reach and visibility.*
- *Exploring the development of quarterly or yearly “Year in Review” publications that could potentially be distributed through national newspapers such as The Daily Gleaner and the Jamaica Observer as inserts or special features. This could help highlight the Chapter’s achievements, industry contributions, member accomplishments, security awareness initiatives, and thought leadership while increasing*

*public awareness of the important role security professionals play in national development.*

*My overall goal is to help create a newsletter that members genuinely look forward to reading and that contributes positively to professional growth, collaboration, and industry awareness.*

- 5. CP: What do you like most about Chapter meetings?**

**RW:** *What I appreciate most about Chapter meetings is the opportunity to engage with experienced professionals from different areas of the security industry. The meetings provide an environment where members can exchange ideas, discuss current challenges, learn from each other’s experiences, and build meaningful professional relationships. I also appreciate the educational aspect of the meetings, especially when discussions focus on emerging threats, industry developments, leadership, and best practices.*

- 6. CP: An incentive for high performing security officers and supervisors in security guard companies would be to give them a scholarship to attend an ASIS certification study course, what are your thoughts?**

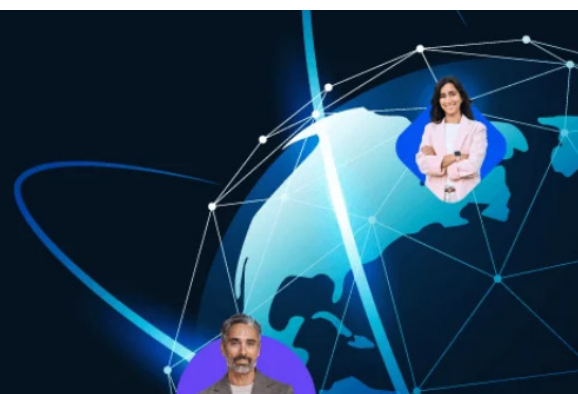
**RW:** *I believe that would be an excellent initiative and a meaningful investment in the development of the security industry. Providing scholarships or sponsorship opportunities for high-performing security officers and supervisors would not only motivate personnel to improve their performance, professionalism, and leadership abilities, but it would also help elevate industry standards overall.*

*Many security officers possess strong operational experience but may not always have the financial resources to access professional development opportunities. Supporting them through ASIS certification study programs could help bridge that gap, create clear professional development pathways, and encourage a culture of continuous learning within the industry. In the long term, initiatives like these can contribute to a more professional, knowledgeable, and internationally aligned security workforce in Jamaica.*

## We make the world more **secure.**

ASIS International is a global community of 34,000+ security professionals across industries and disciplines, and at all career stages. Join us to benefit from knowledge-sharing opportunities, valuable resources, and peer-to-peer connections.

Become a Member





## SECURITY WORKFORCE CRISIS:

# Are we training Security Officers for Yesterday's Threats?

Renee Watkis  
*Assistant Newsletter Editor*

Every day, tens of thousands of private security personnel stand guard across Jamaica. They protect hotels, seaports, airports, warehouses, banks, schools, government facilities, and critical infrastructure. Official Ministry of National Security figures reported approximately 24,500 private security personnel and over 300 licensed companies registered with the Private Security Regulation Authority (PSRA). Yet one question remains largely unanswered:

### Are we preparing security officers for today's threats or yesterday's?

The Ministry of National Security describes the PSRA as the statutory body established under the Private Security Regulation Authority Act of 1992 to regulate Jamaica's private security industry and facilitate a closer link between private security and state security in the interest of national well-being. That mission reflects an important reality: private security is no longer a peripheral service. It has become an increasingly important component of Jamaica's broader security environment.

The central argument of this article is straightforward. Jamaica's challenge is not primarily a shortage of security officers. It is a challenge of workforce preparedness, professional development, and operational capability. Industry growth has been substantial, but expansion has not always been matched by equivalent growth in recurring training, supervisor development, competency assessment, workforce retention, and professional standards.

As a result, the country has built a large security workforce, but not necessarily a uniformly prepared one.



***The central argument of this article is straightforward. Jamaica's challenge is not primarily a shortage of security officers. It is a challenge of workforce preparedness, professional development, and operational capability.***

## Presence Is Not Performance

The presence of thousands of officers across the island creates an impression of strong security coverage. However, numbers alone do not guarantee effectiveness. A uniformed officer at a gate, lobby, camera room, hotel entrance, or loading bay often creates immediate reassurance. It signals order, visibility, and deterrence; but appearance is not the same as preparedness.

If the officer on duty cannot recognise an escalating threat, communicate effectively during an emergency, make sound decisions under pressure, or move from observation to action, when necessary, what has been purchased may be the appearance of security rather than actual protection. Presence without performance creates a false sense of security and that is not a service issue it is a strategic vulnerability.

“

***Consider the modern Jamaican operating environment. A security officer assigned to a financial institution may be the first person to observe suspicious activity involving restricted areas, unauthorised access, or potential criminal behaviour.***

## Jamaica's Operational Reality

Consider the modern Jamaican operating environment. A security officer assigned to a financial institution may be the first person to observe suspicious activity involving restricted areas, unauthorised access, or potential criminal behaviour.

At an airport, that same officer may be required to identify behavioural indicators, manage access control, coordinate emergency responses, and assist during incidents involving thousands of passengers.

Within hotels and tourism facilities, officers are expected to protect guests, manage disturbances, support evacuation procedures, and safeguard the reputation of the property.

In warehouses, distribution centres, ports, and logistics facilities, officers routinely protect high-value goods, sensitive information, and critical supply-chain operations. The functions require judgement, communication skills, technological competence,

professionalism, and the ability to respond effectively under pressure. The question is whether our training and development systems are evolving at the same pace as the risks officers are expected to manage?

## Why the Current Model Is Under Strain

The PSRA's regulatory framework provides an important foundation for accountability and professionalism. However, entry into the industry is not the same as readiness for today's operating environment. Security officers increasingly confront workplace violence, emergency evacuations, bomb threats, suspicious packages, vulnerable-person incidents, technology-enabled security systems, reputational threats, and the need to preserve evidence following critical incidents.

Meeting minimum entry requirements does not automatically produce confidence under pressure, sound judgement, legal awareness, technological literacy, or effective incident management. Certification should therefore be viewed as a starting point rather than a final measure of competence. Professional development must continue throughout an officer's career.

In mature security markets, professional credentials are maintained through recurring education, refresher training, and ongoing competency development because skills degrade when they are not reinforced.

## Fragmentation and Uneven Standards

Jamaica's private security industry operates across a wide range of sectors and environments. Such diversity can encourage innovation and competition. However, it can also produce significant differences in supervision, training quality, operational standards, and professional development opportunities. Two officers holding the same title may have received very different levels of preparation and support.



Larger companies may possess the resources necessary to invest in structured training programmes, technology integration, quality assurance processes, and supervisory development. Smaller companies may face greater resource constraints resulting in uneven capability across the industry. While market diversity is not inherently problematic, fragmented standards can produce fragmented performance.

### What Research Tells Us

Research on private security workforce stability points consistently toward the same conclusion: capability depends heavily on retention, leadership, training, and professional development.

A 2026 case study published in the American International Journal of Business Management identified four major factors influencing workforce performance and retention within the private security sector:

- Leadership and management engagement
- Scheduling and work-life balance
- Working conditions
- Monitoring and managing employee turnover

The study concluded that high turnover weakens operational continuity and leads to the loss of institutional knowledge and practical experience, its relevance to Jamaica is obvious. A workforce that is constantly recruited, trained, deployed, and replaced struggles to accumulate the experience necessary to build operational maturity. Regional research reaches similar conclusions.



***One of the industry's most persistent challenges is workforce turnover. Officers gradually gain practical knowledge and operational experience. Many then leave the industry, move to another employer, or exit because of burnout, forcing organizations to repeat the cycle.***

Studies examining private security across Jamaica and the wider Caribbean have highlighted uneven standards, varying levels of professionalization, inconsistent oversight, and increasing reliance on private security providers to supplement public policing functions.

One regional study made the issue particularly clear: in some Caribbean jurisdictions, private security personnel already outnumber police officers. When this occurs, capability gaps within the private security industry cease to be isolated business concerns. They become matters of public confidence, governance, and national resilience.

### The Turnover Challenge

One of the industry's most persistent challenges is workforce turnover. Officers gradually gain practical knowledge and operational experience. Many then leave the industry, move to another employer, or exit because of burnout, forcing organizations to repeat the cycle. Every departure represents more than the loss of an employee. It often means the loss of site-specific knowledge, institutional memory, and operational experience.

Burnout compounds the problem, security work frequently involves long hours, overnight shifts, repetitive observation, public interaction, and periodic exposure to high-stress situations. Fatigued officers are more likely to miss warning signs, respond slowly, and make poor decisions during critical incidents. Burnout is not only a welfare issue, but also an operational risk.

### A System Built on Cost Rather Than Capability

Many of the industry's challenges stem from a structural reality. Security services are often procured as a cost to be minimised rather than a capability to be developed. When contracts are awarded primarily based on the lowest hourly rate, firms face pressure to minimise costs. This can lead to reduced investment in training, weaker supervision, lower retention, and limited professional development opportunities. The result is predictable, organisations repeatedly recruit and replace personnel rather than developing experienced, high-performing teams. This is not only a company problem; it is also a market problem.

### From Presence Based Security to Performance Based Protection

The traditional guarding model centres on routine visibility: stand post, observe, report, repeat. Today's risk environment demands more. Modern security officers must be capable of identifying threats, communicating effectively, applying judgement, using technology, managing emergencies, preserving evidence, and supporting organisational resilience.

The question for Jamaica is no longer: How many guards do we have? The more important question is: How many are prepared to respond effectively when routine conditions suddenly change?

**Who Must Act?**

**PSRA:** Strengthen refresher training requirements, inspections, competency and oversight public reporting.

**Security Companies:** Invest in supervisor development, recurring training, drills, mentoring, and retention initiatives.

**Clients:** Procure capability rather than simply labour hours. Require evidence of training, supervision, and quality assurance.

**Government:** Continue modernising standards and recognise private security as a strategically important sector supporting national resilience, tourism, and economic activity.

Private security is an essential component of Jamaica’s protective infrastructure. Their performance directly affects public confidence, business continuity, and the

protection of critical assets. Yet many organizations continue to reward low cost over quality, and short-term staffing solutions over long-term workforce maturity. Research from Jamaica, the Caribbean, and international professional bodies consistently points to the same conclusion: effective security depends not only on numbers, but on standards, training, supervision, leadership, accountability, and professional identity.

Security is ultimately tested when something goes wrong. It is tested when an emergency occurs, when a threat emerges, when a critical incident unfolds, or when an organisation must move from normal operations to crisis response within seconds. Those moments reveal whether security is merely visible or genuinely effective.

Jamaica has built one of the region’s largest private security industries. The next step is ensuring that it becomes one of the most professional, capable, and resilient. The question is whether we are investing sufficiently in the people entrusted with the responsibility. When the next serious incident occur, will the officer standing at the post have the knowledge, judgement, confidence, and skills required to respond effectively or will we discover, too late, that we were still training guards for yesterday’s threats?

# COMPLETE YOUR SECURITY STRATEGY.



When threats strike from every angle, resilience demands more than vigilance, you need a 360° security strategy. At Global Security Exchange (GSX), powered by ASIS International, you’ll discover how to anticipate, assess, and mitigate risks with no gaps, blind spots, or vulnerabilities, just a seamless framework to keep your organization agile and strong.

[REGISTER](#)



# Question & Answer Session

## with Shanna Shirley, CPP, PSP

Interviewed by Carlos Pipher, Newsletter Editor

1. **Carlos Pipher, CPP, PCI, PSP:** When did you first hear about ASIS International and what motivated you to become a member?

**Shanna Shirley, CPP, PSP:** I heard about ASIS International in 2016 and was very interested considering that I was actively working in the Physical Security Sector without clear benchmarks, best practices and standards. ASIS was a game changer, giving me the 'how' to do things and the 'why behind them.

2. **CP:** You are a double certificant with ASIS certifications, how have your certifications helped you at Guardsman Metaverse (GVM)?

**SS:** The PSP and CPP didn't just validate my technical and strategic expertise, they also gave me credibility in a space where women often must work twice as hard to be recognized, in a male-dominated environment. These certifications act almost like armor: they signal that I was not just competent but certified at the highest global standards. GMV is the largest security company in this region and being awarded and recognized by ASIS International, strongly encourages the certifications offered by ASIS

3. **CP:** Would you agree that security guard service companies should empower security supervisors by having enrolled at least one candidate on certification study courses conducted by the Jamaica Chapter and could you explain some benefits of earning an ASIS board certified certification?

**SS:** I am an advocate for the ASIS International Certifications. Yes, security guard service companies should absolutely empower supervisors by enrolling them in ASIS Jamaica Chapter certification programs. This investment strengthens professionalism, raises industry standards, and builds credibility with clients.

*ASIS board certifications are globally recognized and deliver measurable benefits to both individuals and organizations.*

4. **CP:** The ratio of Women in Security (WIS) in Jamaica has increased exponentially over the last five years, what advice would you give to WIS on becoming a member of ASIS International?

**SS:** Becoming a member of a Professional Organization gives you an opportunity to be recognized and grants you access to global communities. It provides a platform to gain recognition, build expertise, and break barriers in a traditionally male dominated industry. The organization is not just about certifications — it's about empowerment, visibility, and leadership. Last but by no means not least -Career Advancement

5. **CP:** You are an active member of the BMC and the WIS sub-committee Do you or the sub-committee have any plans for the wider WIS to be more actively engaged in Chapter affairs and if so can you mention one or two of the initiatives?

**SS:** Yes, we are constantly looking at avenues to engage and participate in events and activities that will include the WIS.

- Highlighting women leaders-Featuring trendsetters in newsletters and social media campaigns ensures visibility and recognition. It normalizes women's leadership in security and inspires others to step forward.
- Community outreach with All Girls Home-Adopting and mentoring teen mothers who are victims of crime is a powerful way to extend WIS beyond professional circles. It positions the chapter as a force for social good, while giving young women guidance and hope.

- Collaboration with NextGen-Organizing social events that bring together women leaders and young security enthusiasts, bridges the generational gap. It creates a pipeline of future talent while fostering mentorship and networking.

**6. CP: ASIS International is a leader in global security, do you think that ASIS should develop a Standard in Cyber security and offer a certification in Cyber security?**

**SS:** Yes, security isn't limited to physical, we are operating in a predominantly cloud based environment hence as the leader in the benchmarks and global standards, ASIS International should consider the development of a Cyber Security Standard.

# CSO Center Security Insights: Physical Security

20 May 2026

To explore evolving physical security models, hear from CSO Center member Mike Brzozowski, MBA, PSP, CPP, CISSP, with Google, on what you need to know as a senior security executive.

## The High-Availability Mindset: Engineering Physical Security for the Cost of 0.1%

For beyond decades, physical security has been framed around a familiar mandate, to protect the asset, protect the building, protect the equipment, protect the perimeter, etc. A model intended for a world where risk was episodic and operations were for the most part linear. In today's environment, this is no longer the case.

Data centers, financial processing centers, logistics hubs, power generation and distribution systems, water and utilities infrastructure, and telecommunications exchanges operate with near zero tolerance for disruption and downtime. In these critical infrastructure environments, the most critical asset is not the facility, it is the uptime the facility enables. In a 24/7 global economy, a 0.1% increase in downtime, totaling 8 hours and 46 minutes annually, represents far more than a technical glitch. It represents a catastrophic loss of revenue, a breach of customer trust, and even a potential violation of regulatory requirements.

That shift changes everything about how security teams deliver value to an organization, because downtime is no longer an inconvenience. It is a tangible business risk with significant financial, reputational, regulatory, and in some cases global level consequences. Despite this shift, many security programs remain anchored to legacy KPIs and checkbox compliance. These are metrics of effort, not effectiveness. They describe what security is doing, but they fail to quantify what security is preserving. Ultimately, they measure the cost of the function rather than the uptime and resilience of the organization that security programs enable.

[READ MORE](#)



**JOIN**  
**34,600**  
**SECURITY**  
**PROFESSIONALS**

Take your security career to the next level

**BECOME A MEMBER**



## Silence is Golden— a Perspective of two Security Operational States

By Keron Thomas, MSc., PCI, PSP  
*Chapter Secretary, ASIS Jamaica*

**T**he saying, “Speech is silver, silence is golden,” highlights, among other things, the value and wisdom that come from saying less and doing more. When contextualized within a security environment, silence can be a measure of both the efficiency and effectiveness of the security controls in place.

Broadly speaking, security controls are expected to perform one or a combination of the four Ds of security: deter, delay, detect, or deny an adversarial attack or its impact on organizational assets. In relation to security events and occurrences, silence becomes golden through what is not heard or experienced, namely incidents, business interruptions or disruptions, false or nuisance alarms, CCTV downtime, and the exploitation of vulnerabilities affecting organizational assets.

The upshot of this “silent effect” is increased stakeholder confidence and enhanced organizational resilience. Sustained security silence reflects an environment in which threats are effectively managed, risks are controlled, and security measures are functioning as intended.

In contrast, the absence of silence in security may indicate an environment characterized by the frequent

occurrence of incidents in various forms. It may also suggest that critical systems such as alarms, CCTV networks, and life-safety systems are unavailable or unreliable. Employees and customers may become anxious due to real or perceived threats, while organizational losses increase. In this context, the absence of silence often means that resources are being consumed responding to recurring security issues and disruptions.

Contrasting these two states is not intended to suggest that silence means the complete absence of incidents. Rather, it emphasizes that, between the two conditions, silence remains the preferred state. Silence is considered golden because it reflects strong security performance, system robustness, and operational reliability. Yet achieving this silence can appear paradoxical: the more effective security becomes, the greater the likelihood that stakeholders may overlook its value or question the need for continued investment in its programmes and initiatives.

Notwithstanding this paradox, the silence produced through effective target and asset hardening should be recognized and celebrated. It represents the successful operation of a security programme that prevents

incidents before they occur and minimizes the impact of those that do.

In summary, security silence helps stakeholders understand that the absence of visible threats does not necessarily mean the absence of threats altogether. Instead, it reflects system availability, early threat

detection, effective risk mitigation, and operational resilience. An effective Physical Protection System (PPS) demonstrates its success through the quiet stability it creates, unlike many other professions or environments where success is measured through month-over-month or year-over-year growth. In security, silence has real value and significance and that is what makes it golden.

ASIS INTERNATIONAL – JAMAICA



# Stronger Together.

## THE POWER OF PARTNERSHIP IN SECURITY

Security challenges don't stop at borders — and neither do we. ASIS Jamaica connects you with a global network of 34,000+ security professionals who share your commitment to excellence.

**Local roots, global reach**  
Tap into worldwide expertise right here in Jamaica.

**Industry-wide collaboration**  
Government, private sector, and NGOs — united by one mission.

**Shared knowledge, shared standards**  
Best practices that raise the bar for security across the region.

*“Security professionals who collaborate outperform those who work alone — because no single expert can see every angle.”*

— ASIS International, Advancing Security Worldwide

**BUILD YOUR NETWORK. STRENGTHEN YOUR COMMUNITY.**

Join ASIS Jamaica — [asisonline.org/join](http://asisonline.org/join)



# Business Intelligence and Data Analytics in Security Management



**Karim Campbell**  
ASIS Member

## Part 1: The Importance of Data Analytics and Preparing the Data

*This is Part 1 of a series of articles exploring the application of Data Analytics within the Security Department.*

**B**usiness Intelligence and Data Analytics are becoming increasingly relevant in today’s business environment. Globalization, Big Data, and rapid technological advancements have made it necessary for organizations to adopt data-driven approaches to remain competitive, operate effectively, and make better-informed decisions.

Software applications such as Rattle, Tableau, and Power BI have demonstrated the significant benefits that can be achieved through the effective collection, analysis, and utilization of data. Similarly, the Jamaica Constabulary Force has emphasized data-driven policing as a key pillar of its crime-fighting strategy.

Security departments should also recognize the value of this approach. Data analytics enables security teams to identify patterns, relationships, trends, and potential risk indicators within departmental data that may not be readily apparent through traditional spreadsheets, reports, or paper-based records. Through effective analysis and visualization, data can support strategic, tactical, and operational decision-making.

Data can also be used to predict future incidents, losses, and risks. Predictive models may be developed to assess

how changes in the operating or external environment could affect the organization. For example, a model may reveal that an X% increase in the population of surrounding communities is associated with a Y% increase in theft or vandalism, resulting in a Z% increase in the security expenditure required to mitigate those risks. In this way, analytics enables the security department to transition from a reactive posture to a more proactive, evidence-based approach.

### Preparing Data for Analysis (Security Registry / Database)

One of the key foundations of successful data analytics is a digitized registry or database. Security departments should maintain comprehensive records of incidents, losses, recoveries, assets purchased, security systems, deployment costs, CCTV infrastructure, access-control activity, and other relevant operational data.

This information should be standardized, properly categorized, and stored in a format that allows it to be easily retrieved, analyzed, and visualized. Physical logbooks and log sheets can be digitized using Optical Character Recognition (OCR) technology, while future records can be captured at the point of entry through tablets, computers, electronic access-control systems,

and other digital platforms, including Artificial Intelligence-enabled CCTV systems.

### Using Wider Organizational Data

Consistent with the Enterprise Security Risk Management (ESRM) model, the security department should have appropriate access to relevant datasets from other departments, including manufacturing operations, logistics and distribution, vehicle fleet tracking, safety incidents, social media threats, and customer service activities.

Access to organizational data enables the security department to gain deeper insights into interconnected relationships and emerging risks. For instance, the department may analyze the relationship between customer waiting times and incidents of disorderly conduct. Such insights can inform more effective staffing levels, queue-management processes, and security planning.

### Conclusion

In an increasingly data-driven world, modern security departments must capture, store, and utilize data in a digitized manner that facilitates meaningful analysis and actionable insights. By embracing Business Intelligence and Data Analytics, security professionals can strengthen strategy development, improve policy formulation, enhance operational planning, and contribute more effectively to organizational resilience and success.



**Access to organizational data enables the security department to gain deeper insights into interconnected relationships and emerging risks.**



**Partnership Discussion Between Private Security Regulation Authority (PSRA) and ASIS Jamaica Chapter on June 12, 2026.**  
L-R (front row): Andrew Wynter, ASIS Foundation Chairperson, Carlos Pipher, CPP, PCI, PSP, Newsletter Editor, ASIS Jamaica, Capt. Basil Bewry, CPP, PCI, PSP, Latin America and Caribbean Regional Board Director, Rick Harris, Executive Director PSRA, Vivette Webber McLaughlin, Operations Manager PSRA, Adriana Irons, Senior Inspector PSRA, Ian Roberts, PSP, Vice Chairman, ASIS Jamaica.  
L-R (second row): Wayne Ballen, PSP, Certification Chairperson, Shaun Brown, PSP, Certification Committee Member.



# Question & Answer Session

## with Chairman Suzanne Scarlett, PSP

Interviewed by Carlos Pipher, Newsletter Editor

1. **Carlos Pipher CPP, PCI, PSP:** Being the Chairperson for the Jamaica Chapter, I know that you have big plans for the Chapter, tell me where do you see the Jamaica Chapter in 2030?

**Suzanne Scarlett, PSP:** Honestly, I see us becoming a regional powerhouse. By 2030, the Jamaica Chapter should be known for strong governance, consistent professional development, and a membership base that feels genuinely connected. I want us to be the Chapter that others look to for best practices, whether in certification support, partnerships, or member engagement. We may be small, but our impact doesn't have to be.

2. **CP:** Being the Chairperson of a male dominated organization, what advice would you give to other Women in Security (WIS) aspirants?

**SS:** My advice is simple, show up boldly and unapologetically. Security is evolving, and women are no longer guests in this profession. We are contributors, innovators, and leaders.

*Invest in your technical competence, pursue your certifications, and build your network intentionally. Don't wait to be invited to the table; prepare yourself so thoroughly that your presence becomes essential. And most importantly, support other women. When one of us rises, we all rise.*

3. **CP:** The newsletter has taken a life of its own since you did the Chapters' first edition in 2015. What advice do you have for Chapter members as it relates to the newsletter?

**SS:** The newsletter is not just a publication; it is our collective voice and historical record. My advice is for members to treat it as a platform to showcase expertise,

*share lessons learned, highlight achievements, and strengthen our professional community.*

*Submit articles, share your projects, celebrate your milestones, and contribute ideas. The more diverse the voices, the richer and more relevant the newsletter becomes. It belongs to all of us.*

4. **CP:** How do you plan to retain and engage members throughout your tenure?

**SS:** Engagement and retention must be intentional. My focus is on offering consistent value, training (webinars), certification support, mentorship, and events that speak to real professional needs. I also want to create multiple ways for members to connect, whether virtually, in person, or through micro engagements. This year there will be at least two social events and the annual dinner. And of course, recognition matters, hence the introduction of the Citation and cash award. Additionally, we have been gifting gift baskets quietly to some members. It is important to note people stay where they feel seen and supported. Finally, ensuring transparency and accountability in Chapter operations so members feel confident in the leadership they support; hence a management tool will be implemented to monitor and track the 2026 Strategic Objectives.

5. **CP:** You will agree that there are Chapter members who are not participating in Chapter affairs, this is obvious by the number of attendees at Chapter meetings, how do you plan to increase the attendance at meetings and other events?

**SS:** When members see value and relevance attendance naturally improves. My strategy includes: (1) the introduction of an incentive for participating, e.g. the cash award and Citation for Member of the Quarter (2) Implementing targeted outreach to re-engage

inactive members e.g. the data analysis conducted on members less than one year membership and not engaged, (3) Strengthening partnerships to co-host events that broaden our reach, e.g. the letter to HRMAJ for partnership and collaboration, (4) Inviting strong speakers from industry, academia, and government to speak at Chapter Meetings. That means relevant topics and formats that fit people’s schedules. We must make our events worth showing up for. Additionally, continue with have internal speakers present.

- 6. **CP:** To allow for fresh ideas and thoughts, if you are the Chairperson in 2027 do you think a good idea would be to have the majority of BMC with members who have never served on the BMC? If not, why?

**SS:** Fresh ideas are important, but so is continuity. Bringing in new members introduces creativity, energy, and new perspectives. However, retaining experienced members ensures institutional knowledge, governance stability, and operational consistency. A balanced BMC is the best approach. If we swing too far in either direction, we lose something essential. A blended team ensures sustainability and growth. I support a hybrid structure.



## Advancing Professional

Whether you’re managing a team or preparing for a leadership role, membership provides the tools to sharpen your skills and grow your professional presence.

- **Career HQ** – get access to exclusive career planning resources, including free live and on-demand content
- **Standards & Guidelines** – read our industry-leading guidance on all things security and risk; members get eBook versions for free and discounts on print editions
- **PCI® and PSP® Certifications** – confirm your expertise in investigations and physical security; members receive discounted application fees and prep resources
- **Local Chapters** – connect with security peers in your area for networking, events, and shared learning

## On-demand Webinar

# 1 in 3 security professionals were unsure how to leverage AI. Is that still true?

## One Year On: How AI Adoption Reshaped Security Operations

See how security teams are using AI today to move faster on investigations, reduce operational friction, and keep pace with rising expectations – without adding complexity.

[WATCH NOW](#)



## ASIS International Board Certification Handbook



Review the Certification Handbook for more details on policies, procedures, eligibility requirements, testing options (test center or remotely proctored exams), and fees for the ASIS certification program. It also contains the domains, tasks, and knowledge statements for all four of our certifications.



## MEN'S MENTAL HEALTH IN THE SECURITY PROFESSION:

# Breaking the Silence, Dismantling the Stigma, Encouraging Resilience

**Angilee Baboram**  
*NextGen Liasion*

**M**en's mental health remains one of the most overlooked challenges in the security profession. Across security disciplines such as cybersecurity, intelligence, physical security, military operations, and other domains, one thing remains - the importance of men's mental health. Men are routinely exposed to high-pressure environments, uncertainty, trauma, and operational stress. Yet conversations surrounding mental health are often overshadowed by expectations of toughness, resilience, and emotional control.

The modern security environment is increasingly shaped by geopolitical instability, transnational organized crime, cyber threats, terrorism, economic uncertainty, and social unrest. Men in the field are consistently expected to navigate and adapt to evolving risks, while displaying the grandest version of themselves, backed by the ability to make critical decisions. While this may look great on a resume, or during social conversations about one's work ethic and professionalism, behind closed doors are gut-wrenching, eye-watering residues of another side of the world drenched in unhealthy addictions, mental health pills from physicians, numerous 'escape' notes tucked away just in case, tear-

stained pillows, depressing music, missed sleep for days, the mental strength to continue to communicate and show up, and more. When left unaddressed, these challenges can affect decision-making, workplace performance, relationships, and overall well-being.

Beyond occupational stress, some men within the security profession may quietly struggle with conditions such as bipolar disorder, attention-deficit/hyperactivity disorder (ADHD), obsessive-compulsive disorder (OCD), borderline personality disorder (BPD), anxiety disorders, or depression.

However, due to persistent stigma, they choose to hide it. They remain fearful of judgment, being chastised, discriminated against, isolated, losing opportunities, and their reputation being damaged and discredited. This silence often causes individuals to carry their burdens alone while navigating demanding responsibilities.

I want to let you know that a mental health diagnosis does not define an individual's competence, value, or leadership potential. With proper treatment, education, self-awareness, support systems, and open discussion, individuals can successfully manage their condition and continue to thrive. By educating our men and the wider public about mental health, we can build a

shared ecosystem where our men do not feel ashamed of seeking help, and will be better equipped to develop strategies that promote long-term wellness. Not only that, greater resilience, emotional intelligence, empathy, adaptability, and leadership capacity will be cultivated. That way, they will continue to effectively lead, and contribute to their personal and professional lives positively.

Addressing mental health in the security sector requires collective action. Organizations should strengthen mental health education, provide confidential support mechanisms, encourage peer-support initiatives, and create psychologically safe workplaces where seeking help is viewed as a strength rather than a weakness.

As the NexGen Liaison for ASIS International Jamaica Chapter, I believe we all have a role to play in advancing these conversations. Through my broader resilience and personal advocacy efforts, including Operation Eagle RISE, a personal initiative focused on resilience, leadership, personal growth, and mental health

“

**Addressing mental health in the security sector requires collective action. Organizations should strengthen mental health education, provide confidential support mechanisms, encourage peer-support initiatives, and create psychologically safe workplaces.**

awareness, I continue to support greater understanding of mental wellness and forward movement. Equally important is fostering a culture where men's mental health is not swept under the carpet in the name of appearing strong because of a title, rank, or position. Behind every designation is a human being who experiences challenges and emotions. By challenging stigma and encouraging open dialogue, we can build a stronger, healthier, and more resilient, secure community for all.

**Stay ahead of emerging threats with the latest security research.**

[Click Here to Read More](#)



**LeadHER Security Conference**  
Shanna Shirley, CPP, PSP, represented the Jamaica Chapter at the recently held LeadHER Conference held in Minneapolis, Minnesota, USA on June 15 - 16, 2026.

**ASIS**  
INTERNATIONAL®  
JAMAICA CHAPTER

*Congratulations*

**Captain Raphael Lindsay, PSP**

The Executive and Members of ASIS International Jamaica Chapter proudly congratulates

**Captain Raphael Lindsay, PSP**

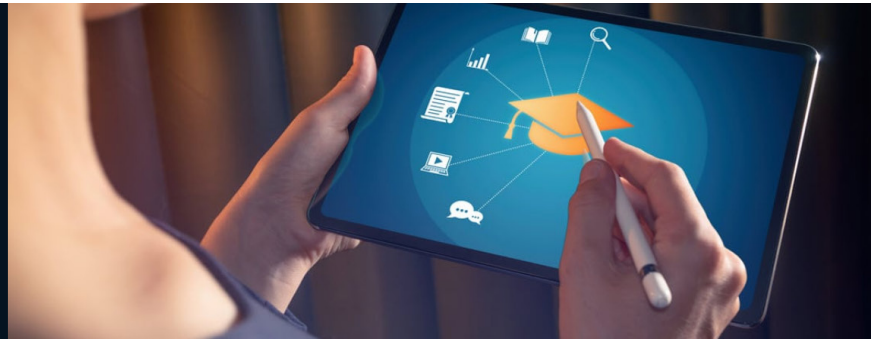
For his recent **Exam Success.**

Raphael was successful in the PSP exam on May 28, 2026.

### Advance Your Security Career

Enhance your expertise in key areas of security through ASIS certificate courses. These focused learning programs are designed to build and reinforce professional competencies, whether you're new to the field or a seasoned practitioner. Successful completion earns you Continuing Professional Education (CPE) credits.

[Click Here to Read More](#)



## GAIN EVERY ADVANTAGE

**More possibilities.  
More responsibilities.  
More trust.**

An ASIS International certification offers limitless opportunities to advance in your career. Our four certifications are widely recognized symbols of excellence that establish your mastery. This expertise gives you an unmatched advantage in your threat-prevention strategies—and in the marketplace.

**JOIN TODAY**

### NEW ADDITION TO THE TEAM



**WE ARE PLEASED TO ANNOUNCE THAT SUZANNE SCARLETT HAS JOINED THE ACADEMY AS OUR COMPLIANCE DIRECTOR, EFFECTIVE MARCH 09, 2026!**



We are pleased to announce the addition of Ms. Suzanne Scarlett to our network as our Director of Compliance. Ms. Scarlett joins us with over 25 years of management experience, bringing a wealth of knowledge in policy development, operational leadership, and organizational oversight. Her background reflects a strong commitment to building systems that promote accountability, integrity, and excellence.

Ms. Scarlett brings extensive experience in compliance, legal frameworks, and risk management. Throughout her career, she has led large-scale operations, developed policies and procedures, conducted audits, and managed contracts.

With a strong legal foundation, she offers a blend of legal insight and operational expertise that positions her to effectively guide compliance efforts across our network.

As our network continues to grow, so does the importance of strong compliance structures and strategic oversight. Reporting directly to Ms. Oneil, Chief Legal and Compliance Officer, Ms. Scarlett will play a critical role in establishing and maintaining a unified, proactive compliance framework. She will build on our foundational core values of integrity and accountability, helping ensure that policies are consistently upheld and risks are thoughtfully managed.

Please join us in welcoming Ms. Scarlett to The Academy. We look forward to the leadership, expertise, and structure she will bring as we continue advancing our mission.



### Apply for Certification

When you earn an ASIS board certification, you have a visible acknowledgment of a mastery of core security principles.

[Click Here to Read More](#)



## Jamaica Chapter

**For Information on ASIS International Jamaica Chapter, Contact:**  
**Chairman:** [suzanne.scarlett@yahoo.com](mailto:suzanne.scarlett@yahoo.com)  
**Treasurer:** [dapsbusiness@gmail.com](mailto:dapsbusiness@gmail.com)  
**Latin America and Caribbean Regional Board Director:** [bewryba@gmail.com](mailto:bewryba@gmail.com)  
**Newsletter Editor:** [carlospipher@gmail.com](mailto:carlospipher@gmail.com)