

W.A.D. beyond GLOBAL

A Quarterly Journal for Investigators and Security Professionals

- Modern Era Security Threats
- The Passing of J.D. Vinson, Jr.
- The role of Private Investigation In Discharging Social Corporate Responsibility
- A Disaster Recovery/Business Continuity Plan For The Data Breach Age

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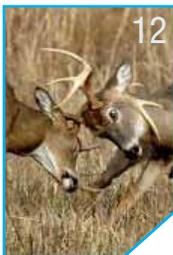
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Cover: TRIBUTE TO J.D. VINSON, JR.

EDITOR'S NOTE



15 years ago the spat in Corporate collapses around the world placed corporate fraud and corruption firmly in the spotlight. Today the scenario has escalated where governments are leading the world to Economic collapse with global market manipulation.

In the near future it is said that the command-and-control economies of free markets will be leading global economy. Come in time there will no longer be a free market which would inevitably create a wider gap between the rich and the poor. This obvious disparity would eventually lead to disrupting peace and creating a variety of conflicts. Sadly this direction that most economies are heading is the fate of the developed world. While the world is growing closer the human race is furthering apart. While globalisation is in full swing, its inequitable effect is generating social conflict and unrest.

Globalisation is driven by economic power, putting jobs and communities at risk in rich countries and exploits cheap labour in the poorer countries. It produces concentrations and deprivations which undermines the foundations of democracy and social stability. Every human being requires a sense of security and identity, and valued relationship. History has it that deprivation of these fundamentals often leads to overreaction and overreaction may find an outlet in extremism and conflict prevails.

While the philosophy of globalisation is to create a single political, social and economic system, it's survival requires mutual respect and careful treatment of all its people sharing one fragile planet, a perspective some have called globalism.

Globalism--the belief that the well-being of each and every neighbor, no matter how far away, affects us all—is the only weapon we still have for tackling the political violence of war and the personal violence of crime and racism. Until and unless globalism, a set of values and beliefs is put forth as a positive process, will peace prevail.

Siti Naidu
Editor

We welcome readers' comments.
You may email to the Editor your contributions.



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Dear Members,

Going to the Green!

Welcome to 2016 and all the best to you for this year. Time is running fast and our last meeting in the great city of Toronto feels like yesterday. It was not just an outstanding meeting but we had some great fun when exploring downtown Toronto. I can remember my feelings while jogging the shoreline of the city on the last morning, looking to the sea with the skyline of Toronto in the back, thinking what Louis Armstrong expressed in a famous song “What a wonderful World”. How wonderful it is to meet at places like this with friends and colleagues from all over the World, exchanging professional know how and establishing professional relations and friendship, helping us to serve our clients, making our living and above all having fun.

Now back home the daily work occupies you soon again. Emails, reports, deadlines, admin-issues and all daily business distracts you from maintaining personal contact to the friends you made. Unfortunately work is not as fun as our WAD meetings. In addition with the news in the media we doubt how wonderful our World really is. Terrorist attacks all over the Globe, ongoing war grounds, economic crises, millions of refugees desperately trying to reach safe grounds, remind us that life is an ongoing challenge.

While the scenario is not looking very optimistic, it is strange that it actually improves our industry. As more economic crises increase, more crime occurs. As more humans feel unsafe, more security services is needed. However, does that mean we should be happy about it – certainly not!

Working in investigations and security, exposes us to both the good and the ugly side of mankind. The ugly sides of the human character relates to our daily business. To a certain extent it has a psychological impact on our mind. If we do not remind ourselves about the good sides of the World, we tend to feel suspicious and unsafe and it affects the quality of our life. We need to find strategies to focus toward a positive direction. The best medicine I know to cure depression is establishing relations and friendship with those with an optimistic spirit.

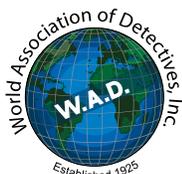
Our next meeting will take place in Dublin / Ireland, or the “The Green” as Ireland is nick named. It is not just an amazing green landscape but a country where we can learn how to be optimistic. The people in Ireland had some tough time in the past. Many migrated to the US in the time of depression more than 100 years ago. Ireland suffered a long war, terrorism, poor economy and even poor weather, being located at a position where the Atlantic low-pressure zones hit Europe first. Despite all the problems, the Irish never lost their positive attitude and spirit.

Irish people know how to party. The Irish Folk music always puts you in a good mood. Irish Pubs are places where you feel good and can meet interesting people. Those of you who are interested can taste some of the best Whiskies in the World. Ireland is a perfect place to meet, to refresh our friendship, distracting us a little form the daily work, and to see how wonderful our World really is. Let us get together to celebrate the spirit of the World Association of Detectives, a spirit of respect and friendship.

Looking forward to see many of you at “The Green” and feeling good.

Matthias Willenbrink

President-World Association of Detectives



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Dear Members,

We are now well into 2016, and I wish you all a successful year. It was exciting to see so many of you at our 90th Annual Conference in Toronto last September. We not only had a great turnout, we had a record number of first time and new members attending. We also had 14 Past Presidents in attendance.

I know many of us left with fond memories of the great seminars, Niagara Falls trip, Hockey Night in Canada party, and all of the great friends we met or reconnected with. There was even a little discussion about the planning of our 100th Anniversary, only 10 years away now.

We look forward to our 2016 Mid-Term Meeting in Dublin, Ireland April 17th through 19th. There have been many of you expressing interest in this meeting, which will be just a few days before the Association of British Investigators Meeting in Liverpool. The Clontarf Castle Hotel in Dublin will host our event and is a venue you will not want to miss.

Parts of the hotel are nearly 1,000 years old. The Clontarf Castle is only 10 minutes from the center of Dublin and is located in a charming village on the sea just 5 miles from the airport. Our rates of 155 Euros single and 175 Euros double include tax and breakfast. That is about US\$169 single and US\$189 double.

Later in 2016 you will have an opportunity to visit Bucharest, Romania, the site of our 91st Annual Conference September 13th through 17th at the Athénée Palace Hilton. For future planning, we will be in Miami, Florida for our 2017 Mid-Term beginning April 2nd, and in October 2017 our 92nd Annual Conference will be in New Delhi, India.

You can increase the value of your membership by attending our meetings and networking with your colleagues from around the world. If you aren't already doing so, be sure to use the WAD logo on your website and business cards. Letting your clients know you have international contacts can be another valuable way to increase business.

You may also want to advertise your business on our website or in our Beyond Global News Journal, or even sponsor one of our meetings. We are also looking for members to contribute articles for Beyond Global or speak at our seminars. Maximize your membership by participating in WAD.

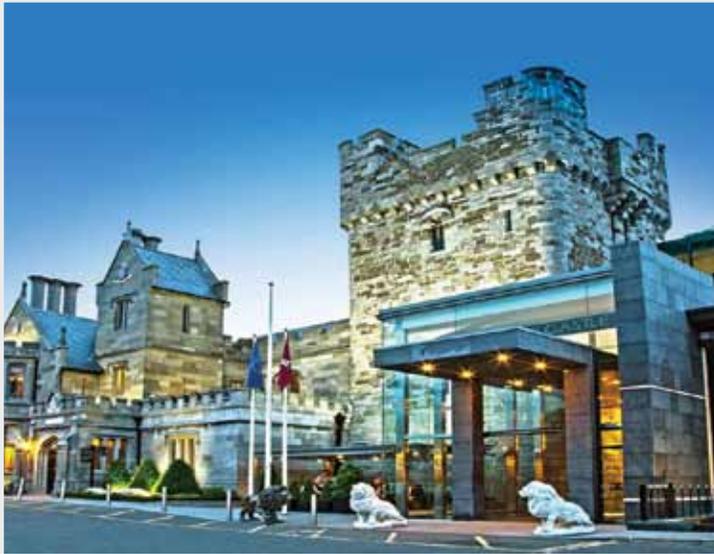
Best Regards,

Bob Heales

Bob Heales
WAD Executive Director

In Friendship,
Association Manager
and Executive Director





**W.A.D MID-TERM
BOARD MEETING**

April 17—20, 2016
Clontarf Castle Hotel,
Dublin, Ireland



**W.A.D 91ST ANNUAL
CONFERENCE**

September 14 – 18, 2016
Athenee Palace Hilton,
Bucarest, Romania



**W.A.D MID-TERM BOARD
MEETING**

2017
Miami, Florida, USA



**W.A.D 92ND ANNUAL
CONFERENCE**

2017
New Delhi, India

W.A.D NEW MEMBERS - WELCOME

2015 was an exceptional for approving new members to the WAD. 75 applicants were approved representing 27 countries. The USA recruited the most new members with 21, followed by India 7, Canada 5, Germany, Poland and Ireland 4 each and Netherlands and England 3 each. As our membership steadily approaches 1000, WAD is now represented in over 80 countries, expanding our network and rapidly reaching every corner of the globe providing trusted business to business intelligence and service in an global economy.

The remaining new approved 2015 additions include:

Spain	Finland	Japan	Russia
Cyprus	Austria	Romania	Czechoslovakia
Barbados (new country listing)	Ukraine	Norway	Brazil
France	China	Australia	Venezuela
Luxembourg (new country listing)	Switzerland	South Africa	

Quality membership recruitment benefits all WAD members. Refer a new member in 2016.

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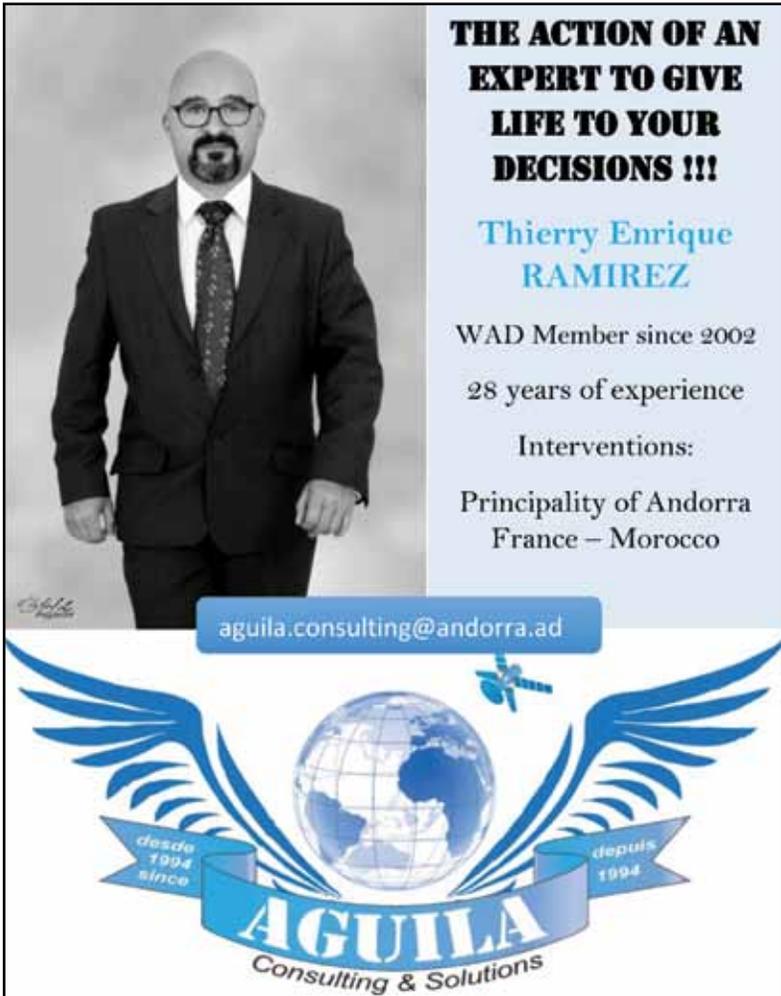
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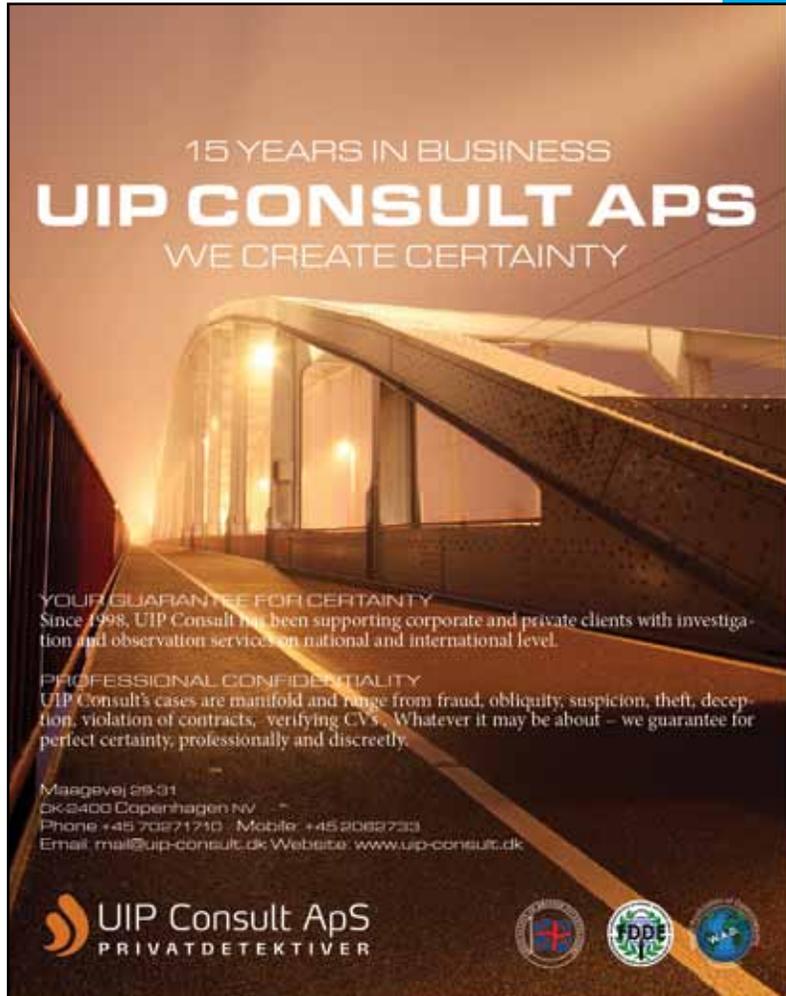
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MODERN ERA SECURITY THREATS

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Penetration Assessment

By Prashin Sharma

evolution of security threats...

From the earliest known evidences of fortified living areas, it is apparent that safety and protection was an essential for survival and this was primarily due to the demand and supply relation between the population and resources available. It was also observed by archaeologists that human society for their safety evolved from a few member in a tribe to kingdoms which had their own forces of organised military and law enforcement bodies which played a vital role in guarding and patrolling communities, along with their defensive and offensive endeavours. Security was also very well needed within the walls of the community as well, to protect precious objects, including vital documents , jewellery and many other tangible assets from the threat of embezzlement.

As the civilisations progressed various technologies advanced due to electrification and computerisation, which were employed for security systems. And physical security measures started to get replaced by electronic sensors, closed circuit television, access control, communication systems and associated threats also evolved. The security outlook has drastically changed from the earliest civilisation to baby boomers to millennials. Now not only tangible assets are under risks but also intangible assets. This change was marked with the advent of internet in 1990's. Internet is a global network which has connected billions of devices over the globe. The impact of internet is such that it is referred to as the 8th continent. Internet has become a vital part of our lives which helps us connects to the world and offer massive amounts of data, however , it comes along with its own inherent security threats.

“Security is the safeguarding of a state, organisation or a person”

One the major threats of internet is posed by hackers, who seek to exploit the loopholes and vulnerabilities of computer networks and softwares. Nothing is safe from them, from cars to gas station to phones to hospital equipment, hackers can creatively find backdoors to gain access into it for their own malicious intentions and a few are detailed in this article.

POTENTIAL EXPLOIT IN ANDROID DEVICES AT RISK

In July 2015, it was reported by security firm Zimperium that Android OS had a potential exploit in them nicknamed “Stagefright”. The potential threat would let hackers to take over any Android OS without the user even knowing. It left almost 1 billion Android devices affected. The gist is that, a video sent via MMS (text message) could be theoretically used as an avenue of attack through the libStageFright mechanism (thus the “Stagefright” name), which helps Android process video files. Many text messaging apps like Google’s Hangouts app, automatically processes that video so it’s ready for viewing as soon as you open the message, and so the attack theoretically could happen without you even knowing it. However, Google rolled out a patch later in the year updating the apps, so that they don’t automatically process video messages.



COMPUTER VULNERABILITIES



A new vulnerability was surfaced on Dell systems, involving the company installing a self-signed security certificate (a digital credential that authenticates websites) alongside a private key (which sort of serves as a password) on its customers' computers. The combination, when met with a little reverse engineering, allows any technically savvy attacker to snoop on users' encrypted Internet traffic, or to steal their sensitive information.

Even Apple, who is known for having some of the most secure devices, was hit with a major security headache when it was revealed hackers were exploiting a vulnerability called DYLD. DYLD is known as a "zero-day exploit" because it's a security hole that the software creator doesn't even know exists. The exploit let hackers install malicious applications on a victim's computer by taking advantage of a security hole in Apple's latest error-logging feature in the Mac OS X 10.10. Apple reportedly worked quickly to fix the bug.

HACKABLE AUTOMOBILES

Last year some security researchers caused the recall of 1.4 million product by Chrysler. There was a vulnerability in Chryslers UConnect dashboard computers, which was detected. It allowed the hacker to take control of the dashboard functions, steering, transmission and brakes. Similarly GM's Onstar System also presented the same threat. A simple low cost device enabled access to OnStar functionalities such as locate, lock unlock or start the car. The companies have taken steps to overcome the digital attack thus disabling hackers from remote access.



SECURITY THREAT FROM DRONES



One of the major modern threats lurks due ubiquitous availability of drones in the public space and the potential of getting hacked remotely. With the Terrorists wanting to cause chaos, such as attacking concerts, nuclear power stations and other places of importance, drones have the potential to be converted into flying bombs as they are commercially available. Drones can be used as simple, affordable and effective airborne improvised explosive devices. By far the most effective method of protecting targets from drone attacks, as proposed would be geofencing areas, meaning that drones would be automatically shut down if they tried to enter certain sites. Some other methods are also undertaking by government such registration of the drones by FAA, thus restricting the access of drones.

In conclusion, security which was only synonymous with safety of life and property has evolved over the years, and has become more relevant to protecting oneself in the intangible networked world. Thus, a new set of emerging technologies and capable defences that address mobile security, threats to cloud data and authentication weaknesses are being evaluated and adopted.

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Prashin Sharma

*Managing Director,
Hindustan Security Force
MSc. Mechanical Engineering, Carnegie
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Hindustan Security Force, a man guarding company est. in 1976 under leadership of Capt. Santosh Sharma, a veteran of intelligence forces in Indian Army. The company caters to security needs of corporate, industries and residential sectors. Prashin Sharma, current MD of Hinsef, joined the company in September 2013 and currently involved in streamlining operations and developing different industry verticals for the company.



THE PASSING OF J.D. VINSON, JR.

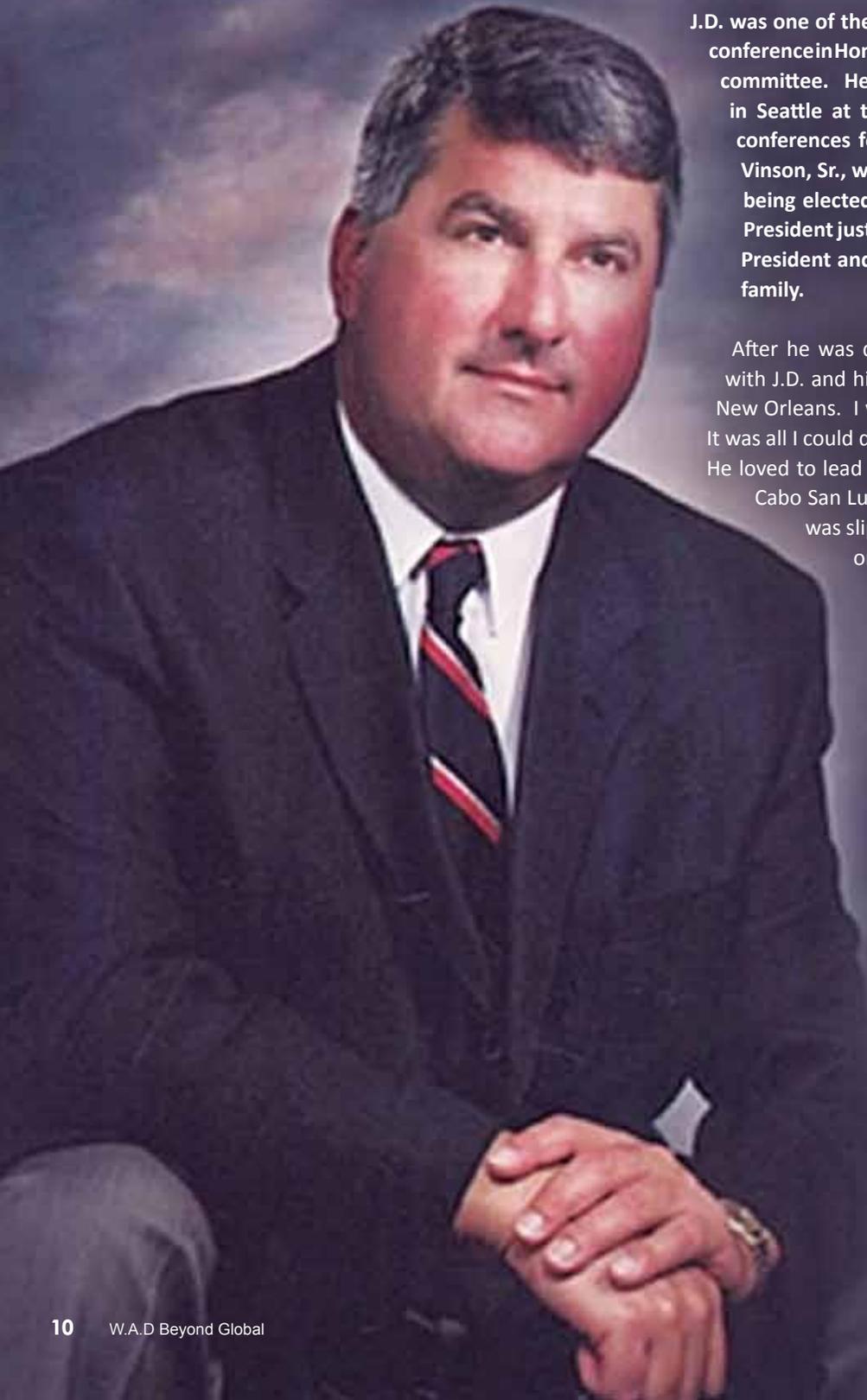
By Bob Heales

WAD Past President J.D. Vinson passed away on November 9th, 2015 in the company of his family. He was diagnosed with Progressive Supranuclear Palsy about two years ago. He was just 63.

J.D. was one of the very first people I met after joining WAD at our conference in Honolulu, Hawaii in 1983. He was a one man welcoming committee. He joined WAD in 1973 at the Annual Conference in Seattle at the age of 21. He had already been attending conferences for several years with his family. His father, Joe Vinson, Sr., was WAD President at the Hawaii conference after being elected in Rome. His daughter Christine served as our President just two years ago and is our only 3rd generation Past President and 3rd female President. WAD service runs in the family.

After he was diagnosed in 2013, I had the pleasure of visiting with J.D. and his family in Cabo San Lucas, Rome, Florida, and in New Orleans. I was amazed at how well J.D. got around in Rome. It was all I could do to keep up to him during a 2 mile morning walk. He loved to lead the W.A.D. walking club at our meetings. By our Cabo San Lucas meeting in March 2014 it was evident that he was slipping. Rockne Cooke also traveled to New Orleans on occasion to visit J.D. as his illness progressed. He remained sharp mentally as things became more difficult physically.

J.D. attended every Conference and Board Meeting for decades until his illness prevented him from travel after our Board Meeting in Cabo San Lucas. He was always active on committees and a constant sponsor of our events. He was a joy to be around and his laughter will be missed. He loved his family dearly, and I know a special joy in his life was his granddaughter Madison.

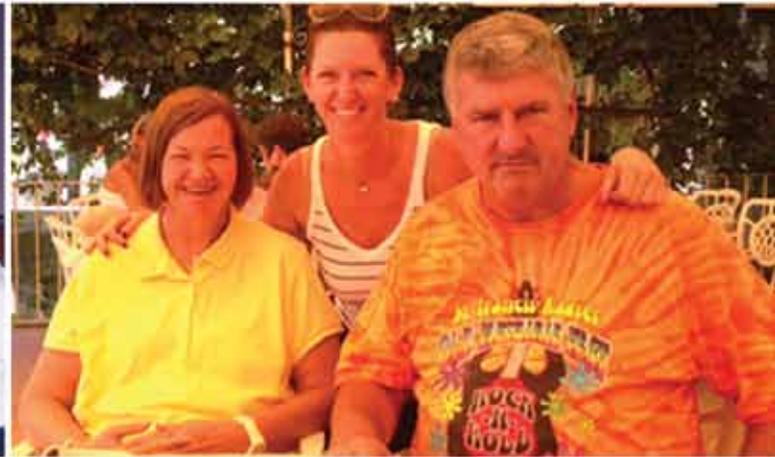
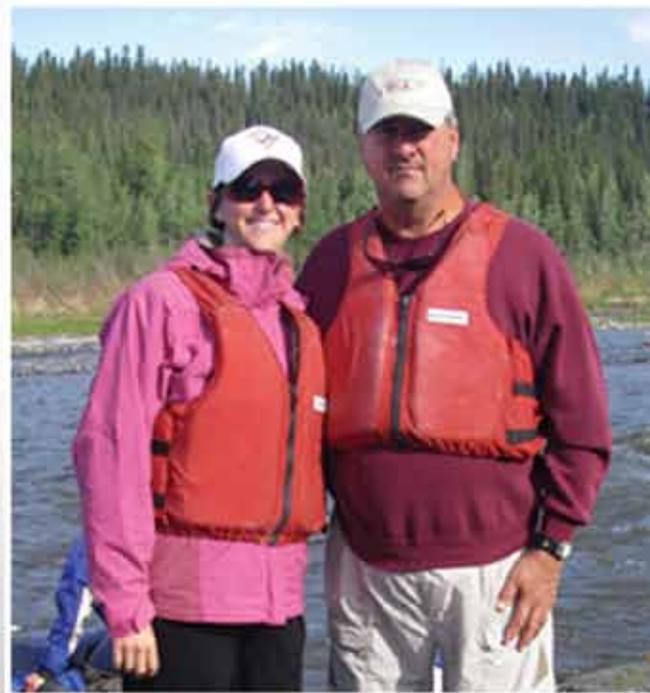


J.D. was a resident of New Orleans, Louisiana. In 1969, he began his career with New Orleans based Vinson Guard Service, which was founded by his father in 1963 and is now one of the largest privately owned security companies in the Southeast United States.

J.D. was awarded the Security Professional of the Year and Norman J. Sloan Memorial Award by WAD for his meritorious service to the security profession. He was a past board member of Leukemia Society of America and President's Club, a board member of Christian Brothers Foundation, Harahan Horseshoe League, and Metairie YMCA Y-Guys. He also supported charities through his company by donating services to New Orleans Children's Hospital, Mt. Carmel Academy, CrimeStoppersGNO, Destrehan Plantation, and Notre Dame Seminary.

J.D. enjoyed being outdoors with his friends and family. He was an avid fisherman and enjoyed running road races. He liked to complete the outdoor activities with a B-B-Q, fish fry, or crawfish boil and some cold beer.

Our sincere sympathy is extended to his wife Ellen, daughter Christine, son Joseph, granddaughter Madison, and the rest of his family and friends.



INSURANCE FRAUD: WHO COMMITS THEM?

It is not just serial criminal offenders or organised crime syndicates that commit insurance fraud. Often the perpetrators are otherwise law-abiding citizens who think that a slight misrepresentation of their claim is justified, for whatever reason. A recent study in the US¹ revealed that 56 percent of those surveyed believe that insurance fraud occurs because people believe they can get away with it; 32 percent said they commit insurance fraud because they believe they pay too much for insurance; and 24 percent said people commit insurance fraud to ‘compensate’ for the policy excess they have to bear. Even more alarming was that 45 percent of respondents who knew someone who had submitted an inflated claim, said that a third party (such as a doctor or auto repairer) was involved in the insurance fraud².

Claims can typically be classified somewhere along an ‘authenticity’ spectrum, depicted below³:



In general terms, accurate claims are prepared with honest intentions and are supported by detailed information. Little or no adjustments are required to these claims by insurance companies. Aggressive claims include practices such as ‘padding’ or ‘loading’ a claim to increase the replacement value. Fraudulent claims are either ‘opportunistic’ or planned. Opportunistic claims fraud involves taking advantage of an incident to falsely include items with the intent to deceive. For example, a claim following a housebreaking may include expensive stereo equipment or jewellery that was never owned by the insured, or damaged prior to the housebreaking under non-insurance conditions. Planned fraud involves a deliberate attempt to create an incident that is covered by an insurance policy for the sole purpose of making a claim. There is a concerted effort to make an act appear as legitimate, with the definite intent of deceiving the insurance company. Staged auto accidents and arson are examples of planned insurance fraud⁴.

- Red flags of insurance fraud
- Potential or suspected fraud can often be identified by ‘red flags’ or warning signs. Some of these include:
 - Quick settlements - the insured is overly anxious for a quick settlement or to settle for less, rather than document the loss properly;
 - Lobbying - the claimant starts to ‘lobby’ management of the insurance company soon after the claim is filed;
 - Level of knowledge - the insured is unusually knowledgeable of the claims process and insurance terminology;
 - Financial trouble - the claimant was experiencing financial difficulties prior to the event giving rise to the claim. This often provides a motive to commit a fraud;
 - Questioning - the insured becomes distressed at being closely examined or questioned by a claims officer;
 - Unavailable information – the insured is unwilling or unable to provide requested information or documentation to support the claim, particularly original documents;
 - Internally prepared documents - the documentation produced by the insured is internally generated and not corroborated by external sources; and
 - Inconsistencies - there are inconsistencies between the claimed amount and prior records of the individual or normal business cycles, e.g. significant income earned during a low season or cyclical period of the business⁵.

As the global economy becomes saturated, insurance fraud is a growing concern. Today’s insurance carriers is facing pressing issues on identification and investigation of fraud with losses estimating ranging from \$80 to \$120 billion a year. It is said that 10 cents of every dollar earned is lost due to fraud.

1 Accenture Insurance Fraud Survey, 2004
 2 Accenture News Release, 25 May 2004.
 3 McAuley, James and Das, Amie, Signs of Insurance Fraud and Demonstrating Financial Motive, June 2004
 4 Ibid 4
 5 Ibid 5

WORLD'S 21 MOST RIDICULOUS INSURANCE CLAIMS

Photo Source: <http://www.list25.com>



A couple that was on vacation in the south of France filed a car insurance claim because a herd of cows licked the paint off of their car.

A couple that was on vacation in Malaysia had their belongings stolen and scattered throughout the jungle by a group of wild monkeys. Luckily in this case, the insurance company agreed to cover their losses.



A man in Athens ran into a bus shelter and broke his nose while being distracted by some attractive women. His insurance company was nice enough to cover the hospital bill.

Everyone knows that snow sports are not the safest activities. That is why every single winter, insurance companies pay out over \$100 million.



A Minnesota farmer lost his iPhone in the rear end of a cow while he was helping with calving late at night. Subsequently, the farmer filed an insurance claim for his lost phone.

A woman in Virginia made an insurance claim against a Cracker Barrel restaurant because she said she found a mouse in her soup. The restaurant inspected the mouse and discovered there was no cheese in its lungs and therefore determined that the mouse was not cooked with the food. The woman went to jail for filing a false insurance claim and for attempted extortion.





A jeweler who lives in London attempted to file an insurance claim when one of his customers brought him a 200 pound watch to fix. Days later, the jeweler accidentally gave the same customer a different watch worth 10,000 pounds. Unfortunately, the insurance company decided not to cover the jeweler's mistake.

A very smart lawyer had some cigars insured for a variety of disasters such as storms, floods and of course fire. After a couple of months, the lawyer filed an insurance claim stating that his cigars had disappeared in a series of "small fires." The insurance company told the lawyer they would not cover these costs, as they assumed he had just smoked the cigars. However, the judge forced the insurance company to pay the lawyer because they did not specify in the agreement the type or size of fire.



A bride's dress caught on fire during a beach wedding and her husband threw his bride into the waters of the Caribbean. Luckily, the insurance company was willing to pay for the dress.

An Indiana man was driving home after a long day of Christmas shopping when a Christmas tree, that was attached to the roof of the car in front of him, went through his windshield. The other driver did not stop and drove off so the police ended up telling him he might as well keep the tree. The insurance company covered the costs of the windshield and the driver ended up with a free tree for Christmas.



A man on holiday in Australia filed an insurance claim on his car when a camel supposedly kicked in the door of the car. The insurance company was a little hesitant at first, but eventually gave the man the money to replace his car door after video evidence surfaced.

A safety training instructor was working with some trainees when the elevator got stuck during a demonstration. The insurance company actually had to pay for the "mental anguish" that the trainees suffered as a result of being exposed to the type of accident that they were training for.



A woman in North Carolina accidentally baked her Nokia phone in her daughter's birthday cake. Not surprisingly, the insurance company refused to pay for the damaged phone.

A woman from the UK brought brand new skis to the Alps and decided to try getting a refund from her insurance company after she arrived and found out there was no snow present. Her insurance company denied her claim citing her lack of foresight.



A woman in the country of Sri Lanka was knocked unconscious after she was hit in the head by a falling coconut. Shockingly, this type of accident is not uncommon and every year approximately 150 people die as a result of falling coconuts. The insurance company agreed to pay for all of her hospital bills.



A man filed a lost baggage claim when he dropped his dentures overboard a boat as he was looking at the ocean. The insurance company denied his claim.

The children of a couple on holiday buried their parent's camera underneath the sand on a beach in Italy. Fortunately for the parents, the insurance company agreed to cover the family's claim.



A couple made an insurance claim on their new camera after they dropped it over the side of a cruise ship while attempting to film themselves recreating that famous scene in Titanic.

A man from Virginia claimed that the cracks in his car windshield were due to an angry deer that head butted his window. Evidence in his insurance claim was minimal and he did not receive any money.



The recent global financial crisis has by far been the most financially devastating since the Great Depression. During this time, insurance companies have had to hand over \$100 billion.

A woman's pet goose swallowed her diamond ring, and after spending multiple weeks searching through goose droppings with no luck of finding the ring, the woman filed an insurance claim. The insurance company did not agree to pay the woman and unfortunately, the goose flew away.



ABOUT LIST25

List25 compiles lesser-known intriguing information on a variety of subjects. List25 was started by Syed Balkhi and David Pegg in 2011. The main purpose of this site is to be educational while entertaining at the same time



A DISASTER RECOVERY/BUSINESS CONTINUITY PLAN FOR THE DATA BREACH AGE

By Harvey Koepfel
Pictographics Inc.
Courtesy of Tech Target Inc.

As we become ‘digital by nature,’ a good enterprise disaster recovery/business continuity plan must put data first, says Harvey Koepfel. He lays out 10 tips.

We typically look toward disciplines such as social media, mobile computing, cloud, the Internet of Things and geospatial technologies, as the drivers and enablers of our increasingly digital world. These technologies are profoundly impacting how we work, live and play, often blurring the lines between those traditional modes of managing our work-life balance. As we become more “digital by nature,” we also become more dependent upon data and, in some ways, less dependent upon applications. In our workspace, the trend seems to clearly be moving away from large expensive bespoke applications in favor of off-the-shelf, in-the-cloud or software-as-a-service modes of processing. In our personal lives, we are seeing an explosion of free or inexpensive applications designed to occupy our increasingly available leisure time, pay our bills, track the status of our travel plans, monitor our health and fitness, order our food and meals, and soon even drive our cars, to name just a few.

According to Statista, as of July 2015 there were a combined total of almost 4 million applications offered through the app stores of Google Play, Apple, Amazon, Windows and Blackberry. That’s a lot of Angry Birds but, more importantly, bespoke applications have commonly evolved into near-utilities and, most importantly, the intrinsic value of the technology is increasingly becoming less about the process (the application) and more about in the data.

Disaster recovery/business continuity plan and cyberthreat landscape

The need to manage and protect both business and personal data (as clearly differentiated from the software) has never been more important. A disaster recovery/business continuity plan that does not account for our dependence on data puts the enterprise, its employees and customers at risk.

Consider this trend in the context of an increasingly dangerous cyberthreat landscape, courtesy of the Identify Theft Resource Center. As of December 29, 2015, 177.8 million records were exposed by 780 breaches last year.

Category	# of breaches	# of websites	# of records	% of records
Banking, Credit & Financial	71	91	5,093,044	2.8
Business	312	40	4,391,017	2.4
Educational	59	74	759,600	0.4
Government & Military	63	81	34,222,765	19.2
Medical & Healthcare	276	354	124,690,812	69.4
Total	780	540	177,966,238	100

Looking at these recent incidents of identity theft (a major intersection of business and personal data), it becomes clear that having a well-designed disaster recovery/business and personal continuity plans at the ready is critical to the health, vitality and sustenance of our work, our lives and even to our play. According to the Insurance Information Institute, an official website of the Department of Homeland Security, approximately 40% of businesses struck by a significant disaster never resume operation.

Most readers will be relieved to know that I have absolutely no intention of using this space to outline the key elements of a disaster recovery/business continuity plan. There are many great resources available that will provide that information in much more detail than time or space permit here.

I felt that it would be more valuable to you to share a few principles and practices that I have employed throughout my time as a technology executive and enterprise leader that might help you to design, implement and/or refine a better plan for when (not if) disaster strikes next.

Disaster recovery/business continuity plan: Best practices

- A good disaster recovery/business continuity (DR/BC) plan is not a deliverable, it is a collection of artifacts that represent the state of things at a point in time within an ongoing carefully managed process. You cannot treat the creation of a DR/BC plan as a once and done piece of shelfware that is created to satisfy an audit requirement. If you do, both the plan and your job will likely have a short effective life span.
- A good disaster recovery/business continuity (DR/BC) plan is not an IT plan, it is a business plan that has significant IT components. As discussed above, more and more focus needs to be placed upon data recovery beyond ensuring that programs and processes are returned to operational status. The plan should be scenario-based and aligned to the likelihood of varying levels and types of risks as specified by documented business impact analyses and business risk assessments.
- A good disaster recovery/business continuity (DR/BC) plan must include explicitly prioritized goals and performance objectives that can be articulated in both quantitative and qualitative terms. The Department of Homeland Security recommends the following objectives as guidelines:
 - o *Protect the health and safety of people (employees, visitors, contractors, etc.).*
 - o *Minimize product/service disruption.*
 - o *Protect facilities, physical assets and electronic information.*
 - o *Protect the organization's brand, image and reputation.*
- A good disaster recovery/business continuity (DR/BC) plan must be an end-to-end plan that usually begins and often ends with a customer or significant stakeholder, not with the execution of a program or update to a database. Just because the system is up and running does not mean that staff can get to work or customers can get to the point of sale, e.g. following a hurricane or blizzard.

N.B. Before there was mobile banking via the Internet, I was involved in a DR/BC effort at “BigWorldBank,” as I refer to it now, where, following a major hurricane that devastated significant portions of the South, the CIO arrived at the CEO’s office triumphantly proclaiming “... all our branches are up and running!” We all looked at him as if he had lost his mind. What he should have said was “all of our branch technology is functional but, because of the storm, roads are washed out and bridges have collapsed and none of the staff can get to work nor

can customers reach our branches.” Together we formulated a plan to put branch systems and ATMs on semi-tractor trailers and bring the bank to the customers, thereby creating the first truly mobile bank!

- A good disaster recovery/business continuity (DR/BC) plan must include all critical aspects of the supply chain as part of the end-to-end process. Having the assembly line up and running is not terribly useful if there aren’t parts available to feed the manufacturing process.
- A good disaster recovery/business continuity (DR/BC) plan must include a robust communications plan to ensure that all appropriate levels of internal management, customers and external stakeholders can be notified as quickly as possible so that their expectations can be effectively managed. Clearly, minimal disruption to key stakeholders should be a major objective of any good plan.
- A good disaster recovery/business continuity (DR/BC) plan must be regularly tested and tests should include all aspects of end-to-end business processes, IT readiness, facilities readiness and staff readiness. All phases of each test should be well-documented including those aspects that succeeded as well as those that failed. Post-test results should be discussed by business and IT and discussions should explicitly address areas for improvement.
- A good disaster recovery/business continuity (DR/BC) plan must include appropriate budget to carry out the necessary testing and plan enhancements that are identified. The establishment of a DR/BC oversight committee and the appointment of a program coordinator are standard practices in most organizations.
- A good disaster recovery/business continuity (DR/BC) plan must meet regulatory requirements. These baseline requirements will differ by industry and should be thought of as the minimal acceptable plan. In many organizations, meeting regulatory requirements is considered necessary but not sufficient.
- A good disaster recovery/business continuity (DR/BC) plan must be explicitly covered within documented and officially accepted enterprise standards, policies and procedures. Documentation regarding all aspects of the plan, testing and implementation, enhancement and on-going maintenance should be made available for review and comment by internal and external auditors and regulators, as appropriate.

The role of PRIVATE INVESTIGATION IN DISCHARGING SOCIAL CORPORATE RESPONSIBILITY



The mandate for Corporate Social Responsibility (CSR) has formally been introduced to the Corporates through initiatives of all Governments worldwide. It creates an ecosystem to encourage Private Sector's contribution towards social development through CSR. The concept of CSR is widely debated but actually understood by a few and practiced by even less. Changing societal expectations are placing new challenges before business leaders which in turn are shifting the nature of relationships between business and society. In the past, profits and loss accounts were seen as the only concerns of business. Now the goal of businesses is to create strategies that preserve the long term viability of People, Plant and Profit- the proverbial triple bottom line. A shift of focus from just financial gains to a holistic concept.

Corporate Social Responsibility is thus not just a question of fairness and justice, but part of the best way a company can develop its sustainability in the long run. The Act provides a wide canvas to all companies to mould their CSR programmes according to their priorities and community needs. The onus is now on the companies to utilize the flexibility they have and conduct CSR with the business objectives.

Criminal Justice System in every country is deeply engrained. It is now under increasing strain with our inability to cope with pending number of crime investigations and adjudication of cases in courts.

The task of prevention and control of crime belongs to the criminal justice system which consists of police, courts, prisons and other sub-systems. The courts receive their clientele from the Police, the penal/ correctional institutions (prisons) receive accused persons, convicts from courts. And the process is repeated. But the trigger point is the commission of crime and the Victim is the original source for the complaint in most cases. There is always a victim of a crime may be visible or invisible.

CRIMINAL JUSTICE SYSTEM

The Criminal Justice System is primarily aimed at ensuring that the Accused person gets all the benefits from laws and procedure to ensure that an innocent person is not convicted and termed a criminal. All possible safeguards are available to the offender for his defense. But what about the victims of crime. ? The Police Investigating Officer is a Government Servant , the Prosecutor is also a Government Servant who presents the case against the accused person before the trial court presided by a Judge appointed , funded or controlled by the Government in one way or the other. Then again legal aid is provided to the criminal by the court if he cannot hire a lawyer to defend. The evidence available or collected by Police, be it infirm or deficient, is properly or poorly presented by the Prosecutor before the Judge who must see that no injustice is done to the accused and the evidence presented is relevant, admissible and beyond all reasonable doubts to base conviction of his guilt. Thus care is taken to protect all the rights of an

offender or criminal provided for by the laws of land. And only one set of persons on behalf of the Government is entrusted with the job.

In the court room proceedings the Victim (or the complainant as the case may be) has no control over evidence collected or ignored and the inherent deficiencies of investigation. The victim is not represented by any independent investigator to adduce his side of evidence and allegations directly to the court. The evidence, by the time it is presented by the Prosecutor can best be got re-interpreted through forensic science experts but neither the lost evidence can be restored and collected at such a belated stage by the victim nor can it carry such strong evidentiary value as the original evidence directly available from the scene of crime collected or ignored immediately after commission of crime.



VICTIM JUSTICE SYSTEM

This being the scenario, the victim of a crime is at a serious disadvantage vis- a-vis the criminal. Not only he has suffered on account of the crime but he has been deprived of establishing his allegations because he \ she had no investigating agency to swing into action when Police started their investigations .Equal opportunity is not made available to the victim vis-a-vis the criminal. Thus justice is being ensured for a criminal but the victim is deprived of justice to him in Criminal Justice System. Victim has equal or overriding right to have a Victim Justice System to safe guard his interests. Particularly so in the matters of victims belonging to weaker sections of society , child victims of abuse , women subjected to sexual assaults and prostitution , workplace abuses and discrimination , domestic violence ,elderly persons with offspring neglects and atrocities , faceless victims of white collar crimes , spurious drugs and products and a plethora of other such cases .

Corporate Social Responsibility as understood by leaders of businesses have not yet evaluated and considered Victim Justice System as a just cause for their attention. How can they undo the neglect of such a worthy cause? By joining hands with thorough Professional Private Investigators who can be

equipped with resources and funds to provide free and expert services from the moment a victim falls prey to criminal designs so that they are not placed at the total mercy of present day Criminal Justice System which ensures fairness to offenders and criminals but fails to provide justice to bonafide victims.

METHODOLOGY TO IMPLEMENT VICTIM JUSTICE SYSTEM

One window Victim Justice System can be created with following aspects of activities to be covered:

- Corporate Social Responsibility to be invoked by approaching directly for funding and resources
- Help line and call- centers to be established.
- Advertisements to be made in print and electronic media about the cause of Victim Justice System.
- Criminologists, Academicians, Professionals from allied fields of prisons, Professional Private Investigators, Advocates, Social workers and volunteers to be enrolled and cultivated.
- Jurists, Reformers and Civil or Honorary Police Officers to be brought on panel for their expertise.
- Doctrine of Victim Justice System to be advocated for recommending changes in Laws, policies of the Government.
- Academy to train Professional Private Investigators, volunteers, and criminologists be created with special emphasis on Victim Justice System.
- NGO be floated with national and international affiliations.

Professional Private Investigators have a responsibility towards the Society. They must discharge this responsibility even if the victim of a crime is unable to afford fees and recourses to hire their services. They have to gear up their mechanism so that professionals from other fields also join the cause. And most importantly, Corporates must discharge their Social Responsibilities by contributing funds and recourses for entrustment to NGO's/ Legal entities created by Professional Private Investigators to take up the cause of Victims providing justice to them.

V.M. Pandit
M.Sc.LLB.

President, APDI, India

Director, World Association of Detectives,

CEO- VMP Academy of Investigation and Intelligence Management Pvt.Ltd.

CEO-Multidimensional Management Consultants etc.



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April 17—20, 2016
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- ◊ Dinner and Irish Music Fest
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- ◊ Farewell Dinner

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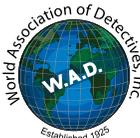
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Please make room reservations direct to host hotel. It is important that WAD receive credit for your reservation toward our block of reserved rooms. Our block will be released on March 20, 2016. After that date rooms are subject to availability.

September 14-18, 2016, WAD's destination for its 91st Annual Conference is Bucharest, Romania



Known for its wide, tree-lined boulevards, glorious Belle Époque buildings and a reputation for the high life (which in the 1900s earned its nickname of “Little Paris”), Bucharest, Romania’s largest city and capital, is today a bustling metropolis. Calea Victoriei is Bucharest’s oldest and arguably, most charming street. Built in 1692 to link the Old Princely Court to Mogosoiaia Palace, it was initially paved with oak beams. The street became Calea Victoriei in 1878, after the Romanian War of Independence victory. Between the two world wars, Calea Victoriei developed into one of the most fashionable streets in the city.



Stroll along this street from Piata Victoriei to Piata Natiunilor Unite to discover some of the most stunning buildings in the city, including the Cantacuzino Palace, the historical Revolution Square, the Military Club, the CEC Headquarters and the National History Museum.

Athenee Palace Hilton, the venue of our conference was built in 1914 by French architect Teophile Bradeau, the Athenee Palace Hilton was made famous in Olivia Manning’s novel, *Balkan Trilogy*, as a centre of intrigue and espionage during World War II. British and German diplomats plotted, schemed and spied on each other in the epoch atmosphere of the hotel’s English Bar, while a host of rich and famous gathered and intrigued as their society collapsed around them. The hotel suffered heavy bombing during the war and consequently, was rebuilt in 1945.



A MUST, NOT TO BE MISS - The legend of Count Dracula alias Vlad The Impaler is one of the most known stories around the world. buried in the church of the Snagov Monastery, on an island near Bucharest.

Vlad Tepes who intermittently ruled an area of the Balkans called Wallachia in the mid 15th century was also called by the name Vlad the Impaler and his propensity to punish victims by impaling them on stakes, then displaying them publicly to frighten his enemies and to warn would-be transgressors of his strict moral code. He is credited with killing 40,000 to 100,000 people in this fashion.

The word for dragon in Romanian is “drac” and “ul” is the definitive article. Vlad III’s father thus came to be known as “Vlad Dracul,” or “Vlad the dragon.” In Romanian the ending “ulea” means “the son of”. Under this interpretation, Vlad III thus became Vlad Dracula, or “the son of the dragon.” (The word “drac” also means “devil” in Romanian. The sobriquet thus took on a double meaning for enemies of Vlad Tepes and his father.)



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Expiration Date : _____ Security Code: (3 digit Visa/4 digit MC) _____

Name on Card : _____

Exact Statement Billing Address : _____

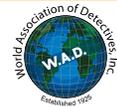
ADVERTISEMENT & ARTICLE SUBMISSION DATELINE

Volume 66, Issue 13
 Jan – April, 2015
 Dateline: December 15, 2014

Volume 66, Issue 14
 May – August, 2015
 Dateline: April 15, 2015

Volume 66, Issue 15
 September – December 2015
 Dateline: August 15, 2015

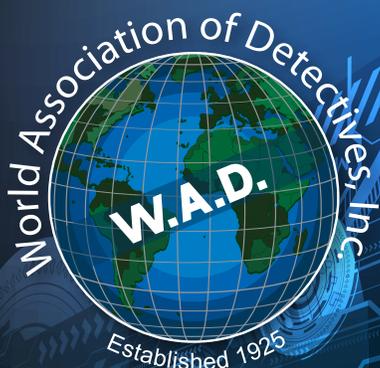
Volume 67, Issue 16
 January – March 2016
 Dateline: December 15, 2015



Please E-mail or Fax Registration Form to

W.A.D. Administrative Manager
World Association of Detectives, Inc
 PO Box 200030
 Evans, CO 80620, USA
 Tel: +1-443-982-4586
 Fax: +1-970-480-7794
 Email: wad@wad.net

Visit the new W.A.D. website
www.wad.net

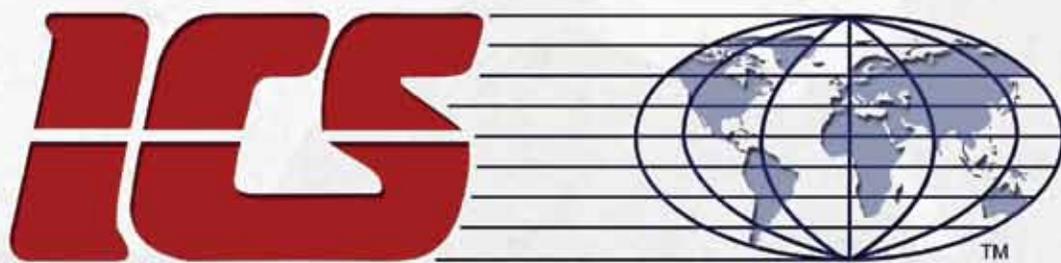


W.A.D. Members Area

Members can now log in and access the W.A.D. Members Only area. Members can pay dues, update their website directory profile, access member only content and presentations and interact and communicate with other members in the WAD Forum. Conference payments can also be done on-line

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-David Rabern, Michael Rabern,
and all those with ICS.

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2014

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minimizing exposure
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cover the ENTIRE THREAT
FVT LTD
1995

ISO Certified

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Consultancy Services

■
People Assets Ideas
Reputation Information

■
Domestic Coverage
Global Reach

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