

# MANAGING SECURITY PROJECTS FOR CRITICAL INFRASTRUCTURE - LESSONS LEARNED

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# INTRODUCTION

- Physical security (and information security) is very important for critical infrastructure
- Security projects for critical infrastructure also face similar or even tougher challenges
- Convergence between information and physical security
- Situations around the assets could be a huge challenge
- Security projects need to show viable business case
- Need involvement from many parties, consider IT, Legal, PR/GR, Finance, HR, etc.
- Consider government approval and government agency's approval (e.g. budget, development license, operational license)



# PROJECT INITIATION

- **Develop a project team with strong functional background**
- **Secure strong support from senior management**
- **Develop strong business case (positive contribution to bottom line, however in some cases, compliance requirement might be sufficient)**

# **ALTERNATIVE SELECTION**

- **Open your mind**
- **Don't jump into conclusion**
- **Don't get tied to one vendor, one solution**
- **Integration should be pursued to secure higher value**
- **Consider scalable, vendor neutral solution**

# **SOLUTION DEVELOPMENT**

- **Think holistically**
- **Consider constructability of the solution**
- **Consider interface(s) between modules. Ensure that the interface could really bridge the modules well.**
- **Consider to use one qualified vendor to do the integration (could be a challenge finding one) vs to use multiple vendors (could be administrative nightmare)**
- **Maintain good communication with users**
- **Develop the construction team (could be different with the project team)**

# IMPLEMENTATION

- **Maintain communication with all the stakeholders**
- **Update progress to the key stakeholders**
- **Issues will always arise. Early communication is key.**
- **If we need to compromise, always remember the key deliverables that we need to deliver to stakeholders. Do not lose them!**

# **HANDOVER & CLOSEOUT**

- **Proper documentation is very important**
- **Training must be performed well to minimize future problems**
- **Once the project is done, complete the closeout as soon as possible to start the depreciation**



# KEY TAKEAWAYS

- **Good communication is the key in good project management**
- **Consider to become multi-facet security professional**
- **Financial knowledge could be very useful especially during business case development and communication with senior management**
- **Consider to take security certifications AND project management certifications**

**Thank you**