

An SEC Customizable Senior Management Messaging Tool

*Companion to Measures & Metrics
In Corporate Security*

by George K. Campbell

- 25 Example Metrics from Measures & Metrics in Corporate Security Workbook
- Presentation Application Recommendations
- Charts are Customizable
- Include Faculty Coaching Notes on How to Use Effectively



Introduction

Corporate Security has undergone a transition in boardroom visibility and status since 9/11. Security executives are increasingly seeking measures and metrics that apply to their service portfolios to show their contribution to the business.

This publication is a companion to *Measures and Metrics in Corporate Security: Communicating Business Value*. Included are ready-to-use graphics taken from real world experience to help you communicate your Security Organization's value and success. Presentation templates include notes from experts; each template can be customized with your organization's relevant information.

Categories Covered

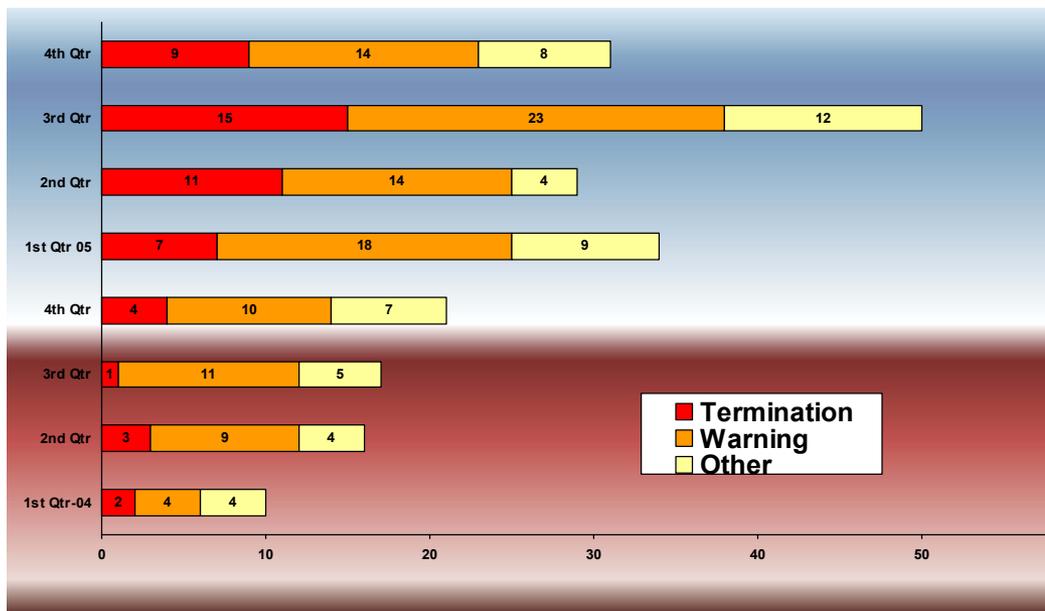
Presentation templates from the following categories:

- Security Trends
- Communicating Risk Knowledge
- Audit Implications
- Background Investigations
- Due Diligence Examinations
- Business Conduct & Reputational Risk
- Criminal Incidents and Investigations
- Security Operations, Physical Security & Premises Protection
- Informational Risk Management
- Contingency Planning & Business Continuity
- Business-based Security Programs
- Confidence with the Corporate Security Functions
- Management, Professional Development & Employee Satisfaction

Product examples follow . . .

Employee Discipline Arising from Policy Violations: 2004-05

Note: Types of violations are similar in terms of potential sanctions



Presentation templates fully customizable to your program.

Application Categories: Audit committee interest, business conduct policy, HR and Corporate Legal feedback, management briefings, risk management

Faculty Recommendations Included in Notes View (View > Notes Page)

Faculty Notes:

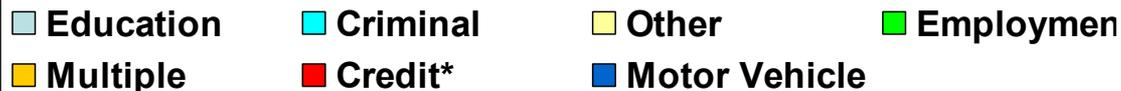
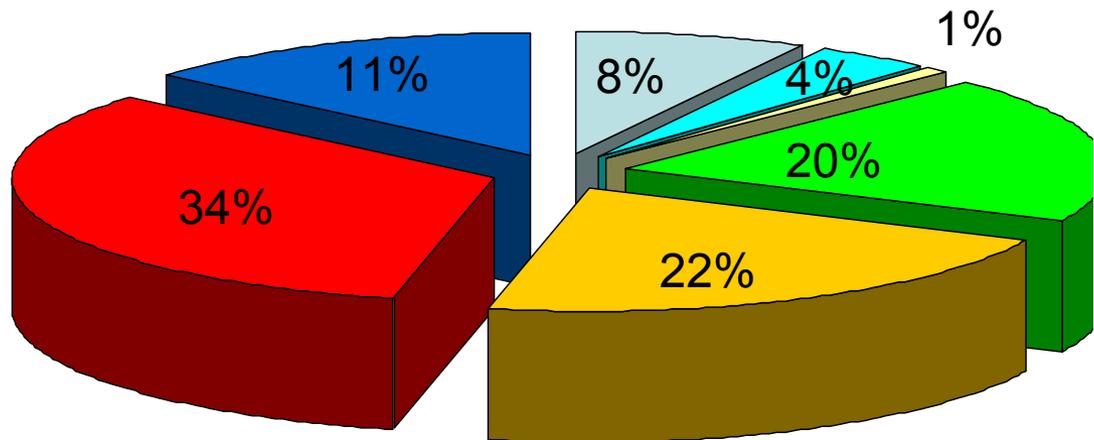
This is the type of graphic that has to be tailored for a specific audience. This particular example demonstrates that the organization has progressively moved from a more lenient to a harder line on disciplinary actions associated with violation of security policy.

Some drill down is necessary to explain this trend. Are the violations more serious or the consequences of greater concern? Has some benchmark event driven top management to the harder line? Work with HR on answers.

From the CSO's standpoint, knowing this information tells the story on how violations are being adjudicated. One would have to think seriously about next steps if the long term trend were to see decreasing applications of sanctions. Does this mean the policy is out of step with management or have you not done a good job at selling the seriousness of the risk the policy is meant to address?

Reasons for Background Screening: Derogatory Findings

(N = 22,500; Full Backgrounds Conducted 1/1/05-12/31/05)



* **Credit:** Liens - 19%, Bankruptcies - 8%, Judgments - 11% (for example)

Presentation templates fully customizable to your program.

Application Categories: Background investigations results, HR feedback, trend analysis, management briefings, risk management

Faculty Recommendations Included in Notes View ([View > Notes Page](#))

Faculty Notes:

A simple pie chart to show the types of derogatory findings in the background screening process for a 12 month period. Provides useful data to educate recruiting personnel on probing candidate resumes and applications and honing in on regional or local trends suggestive of potential recruitment pool issues.

It is inevitable that several stories emerge from this data that senior management finds incredible around the creativity and veracity of job applicants to hide past history or fabricate capabilities and honors. The background screening program pays for itself in just a few of the lies typically identified in the course of investigation.

Laptop Thefts: Charting a Solution

Application Categories: Executive briefings, incident lessons-learned, influence, information security, risk management, security awareness, security operations, value

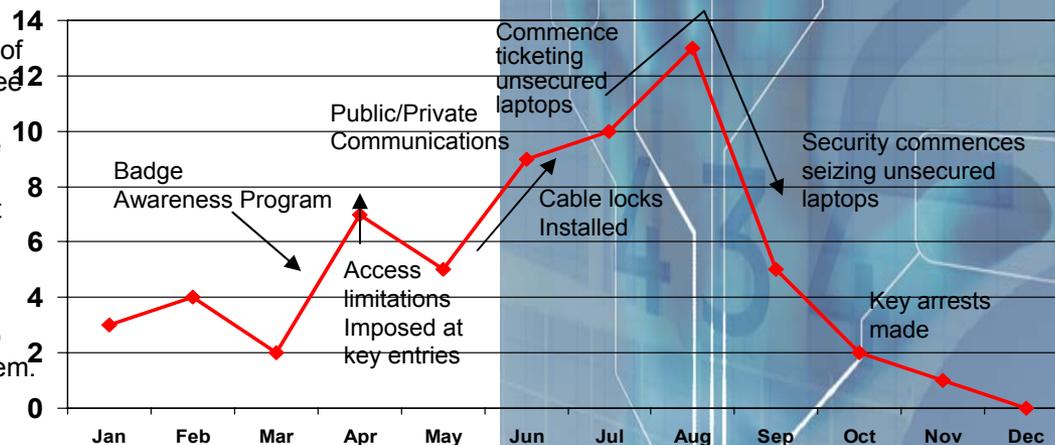
Faculty Recommendations Included in Notes View
(View > Notes Page)

Faculty Notes:

This type of graphic may be used to demonstrate results of a security strategy and to build awareness in the employee population. It may also show how a particular security expenditure returned on the investment. In this case, the increase in stolen laptops that contain very confidential information goes far beyond the cost of item replacement and into significant reputational risk.

As part of a regular incident type tracking scheme (or as soon as a particular incident history starts to reveal itself) commence tracking the steps taken to address the problem.

An internal tracking chart might display all the various efforts to mitigate the risk along the timeline and highlight the ones that were successful and unsuccessful for a breakout for future learning.



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