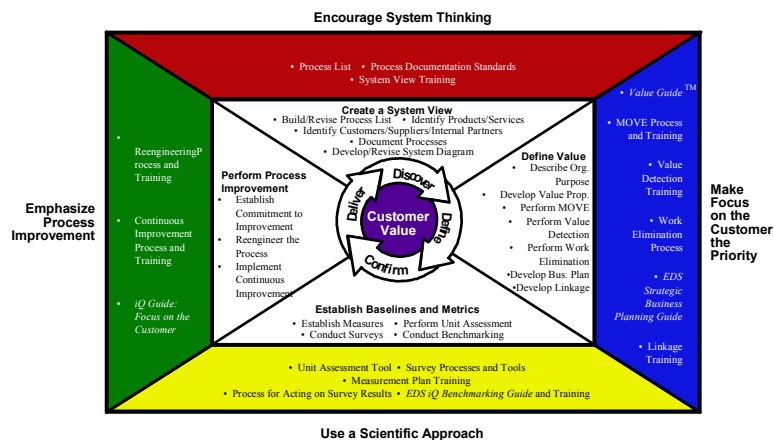




# Business Improvement Cycle (BIC) Training



# Table of Contents

## Business Improvement Cycle Training for Corporate Security (Instructor Manual)

<b>Course Introduction .....</b>	<b>Intro-1</b>
BIC Training Staff Roles .....	Intro-1
Administrative Issues .....	Intro-1
Schedule .....	Intro-1
Other Issues .....	Intro-1
<i>Activity: Participant Introductions</i> .....	Intro-2
<i>Activity: Develop Ground Rules</i> .....	Intro-2
Executive Intro: Why We're in BIC Class .....	Intro-3
Corporate Security's Goals for BIC Training .....	Intro-3
Where Corporate Security is Today: Challenges, Trends, Changes .....	Intro-3
BIC Will Help .....	Intro-4
Where Are We Going? .....	Intro-4
Corporate Security's Mission .....	Intro-5
Mission Statements and BIC .....	Intro-5
Corporate Security's Mission Statement .....	Intro-5
Course Content .....	Intro-7
Objectives .....	Intro-7
Outline .....	Intro-8
Evaluation .....	Intro-8
Manual .....	Intro-8
Break .....	Intro-9
<b>Section 1: System View .....</b>	<b>1-1</b>
Section 1 Objectives .....	1-1
Components of a Business System .....	1-2
BIC Model Review .....	1-3
BIC and Strategic Business Planning .....	1-5
Break .....	1-6
<i>Activity: Business Simulation</i> .....	1-7
Business Simulation Activity Debrief .....	1-14
BIC Discover Phase .....	1-16
"White Space" Article Review .....	1-16
Section 1: System View Summary .....	1-21
Break .....	1-21
<b>Section 2: System Diagram .....</b>	<b>2-1</b>
Section 2 Objectives .....	2-1
Creating a System Diagram .....	2-2
Components and Format .....	2-2
Diagramming Steps .....	2-4

Corporate Security’s System Diagram .....	2-6
<i>Activity: Create Divisions’ System Diagrams</i> .....	2-7
System Diagram Limits .....	2-8
Section 2: System Diagram Summary .....	2-9
<b>Section 3: Documenting Processes .....</b>	<b>3-1</b>
Section 3 Objectives .....	3-1
Relationship Between System Diagrams and Processes .....	3-2
What is a Process? .....	3-2
Process Definition .....	3-2
Key Process .....	3-2
Types of Processes .....	3-3
Application to Corporate Security Processes .....	3-3
Documenting Processes Using DFD Diagrams .....	3-4
DFD Format .....	3-4
Steps for Creating a DFD Process Diagram .....	3-5
General Guidelines for Documenting Processes .....	3-6
<i>Activity: Create “System Diagram” for Corporate Security’s Badge Process</i> .....	3-7
Break .....	3-7
<i>Activity: Document Corporate Security’s Badge Process</i> .....	3-8
Break .....	3-9
<i>Activity: Practice Documenting More Corporate Security Processes</i> .....	3-9
Benefits of Documenting Processes .....	3-10
Section 3: Documenting Processes Summary .....	3-11
Lunch Break .....	3-11
<b>Section 4: Defining Value .....</b>	<b>4-1</b>
Section 4 Objectives .....	4-1
BIC Define Phase .....	4-2
Value Definition .....	4-2
Who Measures EDS Value? .....	4-3
<i>Activity: Determine Value of a Process</i> .....	4-4
Customer Measurements .....	4-5
Measurement of Value and Expectations (MOVE™) .....	4-6
Strategic Value Selling (SVS™) .....	4-8
<i>Activity: Write a Value Proposition</i> .....	4-9
Break .....	4-9
EDS Measurements .....	4-10
Stockholders .....	4-10
EDS Leadership .....	4-10
EDS Strategic Business Planning (SBP) .....	4-10
Industry Measurements .....	4-11
<i>Activity: List Competitors for Corporate Security Processes</i> .....	4-12
EDS Employee Measurements .....	4-13
Working With Value .....	4-14
Balancing Value Measurements .....	4-14
Changing Values .....	4-14
Rules and Realities Affecting Value .....	4-15
Section 4: Defining Value Summary .....	4-16

<b>Section 5: Determining Measurements .....</b>	<b>5-1</b>
Section 5 Objectives .....	5-1
BIC Confirm Phase .....	5-2
What To Measure .....	5-3
When to Measure .....	5-4
Break .....	5-5
Types and Levels of Measurements .....	5-5
Measurement Methods .....	5-6
Measurement Examples .....	5-7
<i>Activity: Identify Corporate Security's Measurements</i> .....	5-8
EDS Measurements .....	5-10
Standard EDS Measurements .....	5-10
Other Common EDS Measurements .....	5-10
Common Industry Measurements .....	5-11
Balanced Scorecard .....	5-11
Using Documented Processes to Determine Measurements .....	5-12
Guidelines for Measurement .....	5-13
Creating a Measurement Plan .....	5-14
Measurement Assistance, Training, and Tools .....	5-15
Break .....	5-15
<i>Activity: Determine Process Measurements</i> .....	5-16
<i>Activity: Identify Additional Measurements for Corporate Security</i> .....	5-17
Section 5: Determining Measurements Summary .....	5-18
<b>Section 6: Using BIC Data to Improve Business .....</b>	<b>6-1</b>
Section 6 Objectives .....	6-1
BIC Deliver Phase .....	6-2
Determining Which Improvement Option to Implement .....	6-3
Improvement Options .....	6-3
Value Detection Tool .....	6-3
Continuous Improvement vs. Reengineering .....	6-4
Differences .....	6-4
Continuous Improvement Steps .....	6-5
Reengineering Steps .....	6-5
Deciding Between Continuous Improvement and Reengineering .....	6-5
Reengineering Caution .....	6-6
Benefits of Reengineering .....	6-7
<i>Activity: Identify Improvement Options for Corporate Security Processes</i> .....	6-8
Break .....	6-8
<i>Activity: Brainstorm Ways to Radically Reengineer Corporate Security Processes</i> .....	6-9
Section 6: Using BIC Data to Improve Business Summary .....	6-11
<b>Section 7: Prepare for Corporate Security BIC Implementation .....</b>	<b>7-1</b>
Section 7 Objectives .....	7-1
Using BIC Data in the BIP .....	7-2
<i>Activity: Determine Possible BIC Implementation Steps for Your Group</i> .....	7-5
Course Summary .....	7-7
Master Instructor's Closing Points .....	7-9
Executive Instructor's Closing Points .....	7-10
Course Evaluation .....	7-11

# Appendix

<b>Appendix Description .....</b>	<b>A-1</b>
<b>Executive Introduction Summary .....</b>	<b>A-3</b>
Description.....	A-3
Goals for Applying BIC in Corporate Security.....	A-3
Issues Challenging Corporate Security .....	A-3
<b>Corporate Security’s Challenges.....</b>	<b>A-5</b>
Description.....	A-5
Challenges Listed During Participant Intros .....	A-5
Challenges Mentioned in Executive Intro .....	A-5
Other Challenges Listed During Class .....	A-6
<b>Process Documentation—Deployment Flow Diagrams (DFDs).....</b>	<b>A-7</b>
<b>Process Documentation—Related Activities.....</b>	<b>A-19</b>
Description.....	A-19
Logon ID Request Process (Info Security) .....	A-19
Value Statement .....	A-19
Value Proposition.....	A-19
Goals .....	A-19
Drug Testing Process (Investigations) .....	A-20
Value Statements.....	A-20
Value Proposition.....	A-20
Goals .....	A-20
Business Continuity Planning Guide Order Process (Business Continuity).....	A-20
Value Statement .....	A-20
Value Proposition.....	A-20
Goals .....	A-20
Security Officer Internal New-Hire Training (Physical Security).....	A-21
Value Statements.....	A-21
Value Proposition.....	A-21
Goals .....	A-21
<b>Glossary.....</b>	<b>A-23</b>

# Instructor Materials

**Overheads**

**Handouts**

**Business Simulation Activity Materials**

**Class Schedule**

**Class Prework**