Bridging the Generational Gap in Loss Prevention

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First of all let me extend each and every one best wishes for the holiday season and the New Year. The time seems to fly by and we’ll just have the holiday decorations up when it’s time to take them down and celebrate the New Year with a beverage of choice. I hope each of you will take time to be with your family and friends to celebrate the past year.

As for the future, I hope you’ll take an opportunity to enjoy the webinars sponsored by the International Association of Interviewers during the coming year. We have scheduled some excellent programs which can also count toward continuing education hours to maintain your CFI designation. These webinars have been well attended often having upwards of 200 people taking the time to sit in on the discussions.

Speaking of continuing education events, let me also encourage you to mark your calendar now for the Elite Training Day on April 5-6, 2016 in Minneapolis.

These programs continue to attract hundreds of investigators with top-quality instructors and relevant interesting topics. For an agenda of the speakers and additional information you can go to the IAI website. It’s always educational and a great opportunity to network with other CFI’s and get your continuing education hours.

Again, have a great holiday season and Happy New Year.

Sincerely,

David E. Zulawski, CFI, CFE
Chairman, IAI Advisory Board
Leadership and Emotional Credibility

As Loss Prevention [LP] Professionals we are faced with the business of change. We are expected to be “go to” subject matter experts when it comes to loss and integrity issues in the workplace. With an ever-changing climate of generational differences, there is now what I will refer to as an “echo-boom” (the new “baby boomers”) that must be acknowledged when it comes to the majority of the people we have contact with in our retail industry today. Millennials are that generation. An up and coming, cognitive, highly motivated, striving to get ahead group of people that are forward thinkers, rather than allowing traditional values to obligate them to past initiatives. These Millennials are looking to make their own mark, not necessarily follow someone else’s. Most importantly, this is a generation of “feelers”. It’s not enough to be told, or hear something, they have to “feel” it, they have to believe in it. This is a generation of people that are, quite simply, dominating the workforce today in so many areas as many of our Traditionalists and Baby Boomers are beginning to retire. Ironically, many of us that have LP running through our veins, myself included, are still not of that generation. We, affectionately call ourselves… “Old School LP” and are proud to be part of that industry!

All of us “Old Schoolers” recognize that smirk, or the virtual secret handshake, knowing that the days of darting through stores and bringing the subject back to the office, no matter what it took, somehow qualifies us as being grandfathered into the sacred pact of LP. But times are certainly changing. The up-and-coming LP professionals today might do things a bit different. The associates we work with are changing with the generations as well. Old School LP is just that… Old School. The fact is, Loss Prevention is an advocate for change, but still deeply rooted in “the way we have always done things” and that has reached its plateau in being successful regarding the careers we are so passionate about. We must take accountability for our own development and the ability to embrace that change. We must now re-brand LP as leaders of the future. In the past, when it came to leadership and development, Loss Prevention hasn’t always been included. Today, we must give reason to include us, and be part of the culture that is evolving into credible leaders in the industry.

Millennials, unlike many “old-schoolers”, have a different set of priorities and different methodologies, and it is creating a culture shift in nearly everything from business to everyday lifestyle. Because of Millennials, we see a change in focus, even changes in laws across the country. There is a certain expectation this ever-growing population of people have. It’s about thinking outside the box. It’s not about tradition, or obligation. It’s about what feels right at the time and moving forward. Millennials don’t just want to be told what to do, and they have mastered the art of changing lanes right away if they feel they are being controlled or manipulated. A Millennial wants to know “why”. They want to be motivated. Millennials want to be part of the solution. It’s been instilled in them, that there has to be a return on investment, or the desire to engage is drastically diminished. Here are three interesting facts of the Millennial surge of our population: (Source: Whatis.com Pew Research)
Because of Millennials, we see a change in focus, even changes in laws across the country.

We (The LP professional) can’t just be right anymore. There aren’t as many tricks, twists or turns in our arsenal that work as well as they used to. Today, we have to be authentic. An interviewer, for example, has to be credible. Not credible in the sense that you have experience with the job, or can tell when someone is lying, or have letters after your name, or even have a remarkably high tally sheet of successful admissions. Your success and experience in Loss Prevention doesn’t matter to the person being interviewed. Your character does. Your ability to relate to human nature does. Establishing credibility through compassion and genuine humanity is what matters. Associates today will only listen to you if they like you, trust you, or are afraid of what will happen if they don’t. Millennials aren’t terribly afraid, they aren’t easily intimidated and, as we stated before, don’t trust easily, if at all, which is why your credibility from an emotional level, and sincerity level is crucial to bridging the gap between generations of employees and Loss Prevention.

From an internal, investigative and interviewing standpoint, we still have to be accountable to the same expert process of the interview itself. The introduction, the rationalizations (although needing to be more creative), testing for submission etc. I’ve noticed in time, however, when you do the same thing over and over, it all starts to sound the same. Much like those pesky airline safety messages, it is repeated word for word each and every time with a few relevant substitutions. This is the point where interviewing can become disconnected. Where we celebrate the “admissions” and forget, many times, that these people in the chair across from us are actual human beings. We keep score, we keep track of the percentage of admissions, and somehow measure our success by the number of times we convince someone that we are their best case scenario, often outwit them, to the point where they “spill the beans”. This is where we have to begin to take notice that we have slowly become unplugged from humanity. In order to establish and maintain emotional credibility, we have to remind ourselves of human nature, and begin to care about the people we are talking to.

Being emotionally credible, or caring about the person we are interviewing, keeps us humble. We are reminded of the basic human component that each person is made of (or should be). It’s essential to remember that these interviews are with people. These individuals are not robots, or people void of human emotions, humility or fear. Regardless of the generational differences, whether those emotions are able to be hidden or suppressed, is not relevant. The fact that this person did something terribly wrong does not justify a conversation void of compassion. Fear, regret, remorse and embarrassment are part of the conscience like so many other emotions. These human traits exist, and if we don’t let those evade us during the process, our ability to find the truth in every person is significantly increased.

Our professional field does not have to turn us into negotiating zombies, but can allow us the opportunity to be genuine truth seekers in a way that doesn’t create the negative illusion of intimidation or fear. I’ve been told for years that associates are “afraid” when LP comes in to town, or visits a store. I often wonder why. What have we done universally to create that same misconception in virtually every business that we have been labeled “the bad guy?” Other than the obvious times where someone had a guilty conscience, we should be seen as a great support to the teams. I strive to change that negative perception. In many cases, with many companies, Loss Prevention is there to help support associates and managers in their development. We should be leaders in our positions and partners to the success of the business. We should offer praise and recognition as often as we give corrective counsel. If we, as Loss Prevention professionals, don’t establish the emotional side of credibility, it will often times translate into a lack

Think of how the difference in personal priority and values within an individual can be detrimental to our ability to gain credibility while conducting an investigation. Being that we have nothing tangible to offer them in exchange for an admission, and then less and less of the individuals we sit across from during an internal interview innately believe that people are trustworthy, then where do we go from here? Sure, we can package up integrity, character and dignity, and offer that back to them with a pretty bow on it, but Millennials likely have their own definition of what that is and it differs greatly from what you’re selling them during an interview or a store visit. So some of the best tricks of the trade in the way we phrase our rationalizations may not work on this new generation of associates we come in contact with. Further, if we don’t learn to communicate in the manner in which they receive information, our store visits, our presentations and our consultations will become ineffective, and eventually, produce less and less results. There is only one direction our industry can take to get back onto a level of genuine leadership. I call this, establishing emotional credibility. In other words, referring back to what we know about human nature and using that to our advantage. Connecting with people. Understand, relate and be compassionate and kind. This is the leadership movement we see in virtually all types of business today. The focus is on family, work/life balance, more business casual. It’s emotional leadership that is overtaking the culture.

50% of Millennials consider themselves politically unaffiliated.
29% of Millennials consider themselves religiously unaffiliated.
As of 2012, only 19% of Millennials said that, generally, others can be trusted.

Our professional field does not have to turn us into negotiating zombies, but can allow us the opportunity to be genuine truth seekers in a way that doesn’t create the negative illusion of intimidation or fear. I’ve been told for years that associates are “afraid” when LP comes in to town, or visits a store. I often wonder why. What have we done universally to create that same misconception in virtually every business that we have been labeled “the bad guy?” Other than the obvious times where someone had a guilty conscience, we should be seen as a great support to the teams. I strive to change that negative perception. In many cases, with many companies, Loss Prevention is there to help support associates and managers in their development. We should be leaders in our positions and partners to the success of the business. We should offer praise and recognition as often as we give corrective counsel. If we, as Loss Prevention professionals, don’t establish the emotional side of credibility, it will often times translate into a lack
of execution from a visit, or it may lead to not getting an admission during an interview. Being able to relate to associates, managers and peers is the evolution in retail today, and LP must not be left behind.

Human nature, and the understanding of it, lends itself to bridging that gap with those around us. It is becoming more evident that as the generations evolve, so do the values and priorities. In Loss Prevention, our future is being defined more and more by our ability to be compassionate to those differences and bridge that preverbal gap that separates us. Leadership and the ability to relate to one another is becoming an essential part of the retail industry. The generation of employees today don’t just want to do something because you tell them to do it. Remember, Millennials want to be involved in the process, be appreciated and to have an understanding of why something is being executed a certain way. Millennials want to be motivated and rewarded (return on investment). Loss Prevention has a huge impact on the success of the businesses we engage in, and we have a terrific opportunity to evolve as professional Leaders in this field. As interviewers, and fact finders, we are the liaison of compassion, if we choose to be so. It is up to each and every one of us to become emotionally credible in our investigations, to strive to understand the intent and offer kindness and respect for those we speak with. It will bring us even greater success as we continue to ride the wave of this Millennial evolution.

Loss Prevention has a huge impact on the success of the businesses we engage in, and we have a terrific opportunity to evolve as professional Leaders in this field.

Part 2 - Emotional Credibility in Interviewing

Look for part 2 in our next issue

QUOTE

OF THE QUARTER

"The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things."

Ronald Reagan
40th US President
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GPS tracking of employee upheld - Shore Point Distribution Company, Inc. Case 22-CA-151053

Shore Point Distribution Company, Inc. is a wholesale beverage distributor supplying alcoholic beverages throughout Central New Jersey. The current contract with the International Brotherhood of Teamsters local 701 contains work rules prohibiting stealing time and requiring that the drivers adhere to the Department of Transportation regulations for accurately accounting for their time in their daily logs.

The Union was aware that the company used private investigators to follow employees suspected of stealing time and using the investigators observations to discipline drivers. In March 2015 the company became suspicious that one of the drivers may have been stealing time because he took more time than others driving the same route. The company elected to have a private investigator follow the suspected driver and report his observations. To assist in the investigation the company placed a GPS tracking device on the driver’s truck when he was being followed. The GPS tracking device was to be used in the event the investigator lost the driver along the route.

During the investigation the investigator observed the suspected driver operating his vehicle in an unsafe manner, stealing time, and falsifying his daily driving log. During one of the surveillances the investigator lost visual contact with driver and his vehicle. The GPS unit indicated the driver had stopped his vehicle in the same city in which he lived. The investigator obtained the drivers home address and discovered the truck parked in the driver’s driveway during work hours.

The company terminated the driver based on the investigators observations and the unions filed a charge alleging that the company engaged in electronic surveillance in violation of Section 8.

In this case, the company had an established practice of having investigators follow employees suspected of stealing time. The union does not object to this practice. “The information obtained by the GPS device was used in conjunction with the private investigators personal observations and provides the same information that he could obtain by following the suspect employees truck…. The GPS device in this case merely provided a mechanical method to assist in the enforcement of an established policy…. It did not increase greatly the chance of the employee being disciplined.”

Finding: The charge should be dismissed.

Myrna Arias v. Intermex Wire Transfer, LLC

In a related civil case, GPS monitoring came into question relating to the extent to which it was reasonable. In this California case employees were required to download an application into their smart phones that allow the employer to track them.

In April 2014 the company, Intermex, required all the employees to download an application in their smart phone that was capable of tracking their location. The app, Xora, contained a GPS function that allowed the company to track its employees’ exact locations.

Plaintiff asked the regional vice president if the company would be monitoring employees while they were off duty during their off hours. The vice president replied that the organization would and he even said that he knew how fast she was driving at specific moments ever since they’d install the app on her phone. According to the complaint the plaintiff said that she had no problems being monitored while she was working, but objected to non-work hours complaining that it was an invasion of her privacy. The complaint says that she likened the app to a prisoner’s ankle bracelet and informed the regional vice president that his actions were illegal.

The regional vice president went on to say that she was required to keep her phones power on “24/7” to answer phone calls from clients. In late April 2014 the plaintiff uninstalled the app in order to protect her privacy. On May 5, 2014 the plaintiff was terminated.

Continued on page 8
The plaintiff filed suit in the Superior Court of the State of California in and for the County of Bakersfield alleging invasion of privacy-intrusion into private affairs; retaliation in violation of labor code 1102.5; intentional interference with contract; negligent interference with prospective economic relations; wrongful termination in violation of public policy; and unfair business practices in violation of business and professions code.

The difference between this and the previous case is the scope of the GPS usage. In the Intermex case the company had access to the employee's whereabouts all the time rather than just during working hours. Generally, the courts have found that an employer's use of GPS tracking technology is reasonable and not necessarily an invasion of the employees expectation of privacy. Most employers would be hard-pressed to show a legitimate business reason for knowing their employee's whereabouts 24 hours a day.

**Boeing Co. and Joanna Gamble, case number 19-CA-089374**

This particular case is a continuation of the erosion of an employer’s right to request confidentiality of participants in an investigation. In the last edition of the CFInsider the legal aspects article touched on the NLRB’s dilution of an employer’s right to require confidentiality during an investigation. In the previous decisions the NLRB ruled that an employer cannot use a blanket requirement for confidentiality, but instead, must make a case why confidentiality is important.

In August 2015 the National Labor Relations Board supported eight 2013 ruling that Boeing's policy of asking employees to keep confidential workplace investigation is a violation of federal labor law. Originally Boeing “directed” witnesses to an internal investigation not to discuss the case with other employees. They were permitted to discuss the investigation with their union representative or designated investigators. In previous decisions the NLRB found that this blanket admonition violated the employee's rights to engage in protected activities. Boeing changed the term directed to “recommends” which did not satisfy the NLRB. The board said that the word recommended had the same effect as the words direct, order or mandate. While one board member dissented saying that “Fairly read, the revised notice would not reasonably be understood by employees as interfering with their Section 7 rights to discuss information regarding investigations with others.”

The National Labor Relations Board ordered Boeing to revise its policy toward confidentiality omitting these types of words. Reportedly Boeing intends to appeal this decision.

**CFInsider:** The general trend of the NLRB has been to erode employer rights relating to confidentiality being required in internal investigations. Clearly, any policy an employer has that unilaterally demands confidentiality is in jeopardy. Boeing used the word “recommended” which was deemed overbearing by the NLRB. An organization before using words like directed or recommended should establish a clear case of the need for confidentiality from witnesses when conducting a particular internal investigation. It is also probably sensible to examine employee handbooks for policies which might run afoul of the most recent NLRB rulings. Finally, it is also prudent that any organization intending to terminate an employee for violation of confidentiality consult with legal counsel before taking any action.
The 10 Best Practices in Cyber Incident Response Table Top Exercises Best Practices

At the FMI Asset Protection Conference this year in Memphis, Tennessee, our cybersecurity partners Fortalice Solutions, led two table top exercises on cyber-attacks in the retail sector. Scenarios included attacks facing the pharmacy, attribution to a nation-state actor, and false information to the incident response team. We collected the top ten take-aways from these sessions as a recap… just in case you weren’t able to attend.

1. Practice and Prepare
A cyber incident response capability is only effective as it is tested. Practice your plan and framework by walking through situations described in the news. Ideally your team should practice its capability biannually and at a minimum annually.

2. Change Roles
As your team tests your incident response plans, it is a best practice to mix up the roles. While initially assuming the role of, say, the communications director might seem bizarre if you are the IT professional on the team; your mindset will change. By changing your mindset of what information is required from your team members you can provide more quality and precise information and in turn ask better questions. The goal is grow the capacity of your incident response team through each table top exercise.

3. Create Communication Channels
How is your organization communicating an incident and escalating the incident through the chain of command? The idea of a phone tree with corresponding questions to ask the respective individual is helpful in the time of a crisis. Remember to include in your communication channels vendors, third parties, and any parent or subsidiary companies.

How is your organization communicating an incident and escalating the incident through the chain of command?

4. Validate the Intelligence
Before you respond to information from a source about a potential incident effecting your organization, create a process to validate the intelligence. Unfortunately, social engineering attacks can trap your organization by acting on inadequate and/or incorrect information to then gain access to your system.
5. Create a Neighborhood Watch
Building a “Neighborhood Watch” program is essential to ensuring you have your ducks in a row! The purpose of the program is to have the entities and people needed and necessary to respond/recover from a cyber incident. The last thing that you will want is to look up who you want to serve as your forensics team or who is the local FBI or Secret Service agent in the time of a breach.

6. Look into Insurance
Cybersecurity insurance is all the rage right now, but having an honest conversation with your organization’s executive management is important for determining if insurance is right for you. Insurance is not a silver bullet and, according to some, might be throwing money at a problem. Carefully review the terms of the insurance policies – the fine print is becoming even finer.

7. Follow changes in compliance frameworks and cyber guidance
Technology developed so fast that the regulations and compliance frameworks are now playing catch up. Unfortunately, compliance does not imply security, but to be in business there are some rules that you just have to play. PCI, in particular, continues to evolve its controls and guides for payment systems. The government has also provided information that is helpful for cyber risk management, such as the National Institute for Standards and Technology (NIST) special publications, guides, and Cybersecurity Framework.

8. Dedicate a security practitioner to analyze the threat intelligence reports
There are multiple research and industry organizations that produce threat intelligence data. In some cases there are websites that provide timely information, such as www.darkreading.com, www.krebsonsecurity.com, and wwwthreatpost.com; and then, the major corporations in the community each produce their own annual threat/cyber reports: Verizon http://www.verizonenterprise.com/DBIR/; Symantec http://www.symantec.com/security_response/publications/threatreport.jsp; and, Cisco http://www.cisco.com/web/offers/lp/2015-annual-security-report/index.html, for example.

9. Prepare statements and briefing materials in advance
Most of the talking points, media briefing, employee briefing, and communication with the board of directors can be pre-planned and prepared ahead of a crisis. In many cases, state data breach notification laws dictate what is required in the public statement. Through the incident response table top exercises your team should generate a template of what information the executives and board of directors need to know about the breach. Lastly, ongoing reminders to employees that any media requests should be channeled to the communications lead are essential to preventing a media nightmare.

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**Cybersecurity is a team sport.**

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10. Educate all elements of your organization
Cybersecurity is a team sport. Without thorough and ongoing training throughout the rungs of the organization, as a whole you will be more susceptible to future incidents. As it is said in cybersecurity, you are only as strong as your weakest link. In the retail sector, compared to other sectors, not all employees are glued to a computer. However, that is not a dismissal to cyber education.
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CFI Spotlight Interview – Byron Smith

Tell me a little bit about yourself?
I am originally from Louisiana and grew up in the Middle East – Kuwait in the mid 70’s and early 80’s working as a young adult in the early 80’s. Once completing college from Sam Houston State University in Huntsville, Texas with a major in Political Science and minor in Criminal Justice, I had aspirations of doing US Embassy work in the Middle East, but there was a government hiring freeze at the time. I have been in the Loss Prevention business for 25 years and married to my wonderful wife Jackie for 25 years.

How did you begin your interviewing career? Do you remember your first interview?
I started my Loss Prevention career in Houston, Texas with Eckerd Drugs in 1990. I was assigned a group of stores in the city as a Loss Prevention Representative. My first interview was a cashier completing fraudulent paper voids on a daily basis. I had attended the two-day Wicklander and Zulawski course and felt very confident in my approach.

When did you receive your CFI designation and what did you find about the course beneficial?
I received my CFI designation in 2007 while working for Circuit City. The course helped me validate not only my interview technique, but it also re-enforced valuable steps in the interviewing process.

What has the CFI done for you in your career?
The certification has given me an opportunity to better define my skills in developing my interview strategies when meeting with an hourly associate, a senior retail professional, vendors, or the seasoned associate that has grown familiar with the Loss Prevention interview process.

Have you seen a big change in interviewing over your career?
In the 25 years in the Loss Prevention environment, I have seen major change in the analytic tools that are used, and how partnerships with all departments have become a must in the overall success of an interview and not just the admission.

In your current position, you are responsible for International …tell me a little bit about what that means?
7-Eleven partnerships with 18 countries and that allows me to work closely with our individual Country Managers on the needs of each country. We have developed Best Practices and vendor relationships to support those partners. It is also encouraging what is shared from the various countries for possible use in the US. From a Corporate Security aspect, I also insure the awareness of our associates in traveling safety, and I share informed intelligence on the counties in which we operate.

How does your scope of work change or influence 7-Eleven?
Our continued focus is the support of the Franchising Community and other Store Support members. I have been able to gather the best practices from around the globe to share with our Store Support Center team members. And as a company dedicated to Servant Leadership, the Asset Protection Team also champions its program.

Why would you recommend that a person obtain their CFI certification?
I would highly recommend working towards the CFI certification. With the years of dedicated hard work, and in many cases, being considered the subject matter expert, it is critically important that the continued education is not only for yourself, but the associates in your department. The certification leads to the confidence need when developing larger investigations with multiple players.

Do you look for the CFI designation when you are looking to fill positions?
We do look for professional designations when considering potential candidates. Our Human Resources Department has been very helpful when working with Asset Protection on developing a job description and job postings.
RATIONALIZATION
OF THE QUARTER

Group:
Financial Rationalization

Financial Rationalization: Taking care of a sick relative

State-It: I know everyone has faced financial problems at some point in their life.

Story-It: I spoke to a gentleman some time ago. He worked in the accounting office at one of our locations. This man was well thought of...always came to work on time, never missed a day, was very friendly with customers, and by all accounts an excellent employee. Then, he started to come to work late. No one gave it much thought until it became a habit. He also began to have problems with customers and employees, sometimes being short-tempered or rude. One day, there was money missing from a bank deposit. Everyone thought there was no way this man had taken anything. We looked into the situation checking to see who was there when the deposit was made. It became obvious that he was the only person that could have taken the money. When I sat down to talk to the man, he denied that he had taken anything. However, after I explained to him about our investigation, he admitted that he had taken the money. What surprised me was his reason. Until then, he hadn't told anyone his wife had cancer. He didn't want to be a burden to his co-workers. Unfortunately, she wasn't covered by insurance and he was paying for her medications and doctor bills out of his pocket. The cost had simply put him in a bind where he could not afford to pay for the medications and pay the rest of their regular expenses.

Moral-It: Now, that kind of situation could happen to anyone. A person's family is the most important thing in their life, right? It wasn't like this man was gambling or blowing money on drugs...he was working hard and trying to take care of his family. He was placed in a position where he did something he ordinarily wouldn't do, but because of the circumstances, he felt he had no choice. That's totally different than someone who is just trying to hurt the company any way he can.

Link-It: That's why at the end of every investigation, we sit down and talk to the employee about what has happened and most importantly, why. It's important to the company to understand why something has happened and if the employee really cares before any decision is made.

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PROTON SECURITY
NATIONWIDE GUARD MANAGEMENT
Interviewers, Investigators and Asset Protection Professionals Have Challenges

41% of retail shrink – equaling $18.1 billion to U.S. retailers – attributed to employee theft

Shoplifting & ORC – "hybrid" forms of retail shrinkage that may involve employee colluders – cost U.S. retailers an additional $14.6 billion

Online/ cyber fraud – which low integrity employees can facilitate – cost North American merchants an estimated $3.5 billion in 2012

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For inquiries about these or other assessments from our Human Capital Risk Management team, or our consultative solutions that can help improve your bottom line, please contact Eric Hutchison at eric.hutchison@gdit.com or 312-242-4428.
ON THE MOVE

SEPTEMBER 2015

David Lu, CFI was promoted to Senior Loss Prevention Manager for Apple Inc.
Brett Harris, MBA & CFI is now Loss Prevention at Bloomingdale’s.
Jack Gehrke, CFI is now Director of Loss Prevention at Wireless Advocates.
Dave Harben, CFI is now Senior Regional Loss Prevention Manager at maurices.
Joe Pfeifer, CFI, CFE has been named Director of Loss Prevention and Safety at Merchants Distributors.
Henry Johnson, CFI was promoted to Regional Vice President, Store Operations for Family Dollar.
Nathan Bradfield, CFI was promoted to Senior Corporate Investigator for Lowe’s.
Michael Staines, CFI was named Director of Loss Prevention for South Moon Under.
LeeRoy Hegwood, CFE, CFI, EnCE was promoted Sr. Manager, Loss Prevention and Forensics for Outerwall, Inc.
Elena Hollenbeck, CFI was named Zone Manager – Asset Protection for Sears Holdings Corporation.
Steven Morand, CFI was named Corporate Manager of Investigations for Dick’s Sporting Goods.
Bryant McAnally, CFI was promoted to Senior Manager, Loss Prevention for The Disney Store.
Anthony Auciello, CFI was named Senior Regional Loss Prevention Manager for Supervalu.
Corey Freeman, CFI was promoted to Senior Regional Loss Prevention Manager for Supervalu.

OCTOBER 2015

Kevin Valentine, CFI, LPC was promoted to Senior Vice President of Internal Audit, Loss Prevention & ERM for Signet Jewelers.
George Schweitzer, CFI was named Zone Asset Protection Leader for Big Lots Stores.
Mark Neapolitan, CFI, LPC was promoted to Senior Director, Signet Loss Prevention for Signet Jewelers.
Ron Taylor, CFI was promoted to Senior RAPM for Regis Corporation.
Brian Keefer, CFI was promoted to Senior RAPM for Regis Corporation.
Curt Steele, CFI was named District Loss Prevention Manager for TJX Companies.
Lance Ford, CFI is now Zone Asset Protection Manager at Rent-A-Center.
Kim Schmidt, CFI was named Regional AP Manager for Regis Corp.
Laura Wilt, CFI was named Area Asset Protection Leader for Big Lots Stores.

NOVEMBER 2015

Kevin Morrison, CFI was named Director of Field Investigations for Lowe’s.
Ted Jagielski, CFI was named Market Loss Prevention Auditor for Family Dollar.
Kimberly Willey, CFI was promoted to Director of Asset Protection for Luxottica.
Jake Welch, CFI was promoted to Regional Loss Prevention Manager – South Central Region for ULTA Beauty.
Ryan Roby, CFI was named District Manager – EHS, Loss Prevention, Risk Management for Vail Resorts.

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2,500+ IAI MEMBERS 1,800+ NUMBER OF CFIs
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In the past few years…

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250+ Executive level CFIs promoted
The objective of this certification program is to create comprehensive, universally accepted professional standards combined with an objective measure of an interviewer's knowledge of those standards. The ultimate goal is that every person and every organization with a stake in interviewing will benefit from the program, as will the reputation and effectiveness of the entire profession.

CFI Code of Ethics

The Certified Forensic Interviewer is a professional with the expertise to conduct a variety of investigative interviews with victims, witnesses, suspects or other sources to determine the facts regarding suspicions, allegations or specific incidents in either public or private sector settings.

The Certified Forensic Interviewer demonstrates understanding of legal aspects of interviewing and proficiency in interview preparation, behavioral analysis, accusatory and non-accusatory interviewing, documentation, and presentation of findings. Click here to link to the complete CFI Code of Ethics.

http://certifiedinterviewer.com/about-us/our-values/
IAI NEW MEMBERS

SEPTEMBER
Peter Swit
Aristides Maldonado, Jr.
Michael Lattizori
David Guerrero
David Ireland
Edye Washington
Levy Bland
David Mulliner
Melanie Blair
Andrew Okronick
Griffin Larkin
Frederick Welch
Ashley Ambrose
Paul McFarren
Anne Karanja
Joshua Philips
George Rebing
Krista Sand
Justin DAigle
Lisa Rutherford
Sydney Snyder
Randy Guarneri
William Sterling
Kevin Aird
Stanley Wierzchowicz
Theresa Lescaleet
Robin Crabtree
Donnell Murphy
Christine Argue
Racheal Pinto
Soon Cheong Hoh
Stephen Kennedy
Dena Mummey
Joseph Carteret
Laura Willimon

OCTOBER
Jeff Schumacher
John Charleston
John Lehe
William Slayton
Michael Maresca
Denise Degeldere
Carol Koelsch
Jim Zalud
James Alexander
Matthew De Hoog
Courtney White
Rodney Wielkie
Mark Leuschner
Lindsey Miller
Brian Horn
Eric Mizner
Arifa Hasan-Swan
Gregory Jobe
John Lubin
Gregory Klecker
Sean Abbott
Anthony Kovach
Miguel Rodriguez
Ken Keegan
Charles Burgess

NOVEMBER
Guillermo Tello
Carolyn Korchik
Tim Sullivan
Melissa Wacha
Melissa Mosley
Sarah Chance
Ryan Roby
Woody Watkins
Antonio Caballero
Timothy Hamelburg
Stephen Coolahan
Eli Wilkerson
Elisabeth Robinson

IN THE MEDIA

CFI Article Contributions

LPM Insider
Herman Laskey, Jr., LPQ, CFI wrote “Five Questions to Review Prior to a Loss Prevention Job Interview.”
Johnny Custer LPC, CFI wrote “To Stop Or Not to Stop the Shoplifter: Is This Still a Question?”

LPM Special Report
Adam Smith, CFI and Herman Laskey, Jr., CFI are contributors for “Employee Theft: Statistics, Interviewing Techniques and Tips to Optimize your Employee Theft Policy.”

D&D Daily
Chad McManus, CFI wrote “History of Georgia Retail Association Organized Retail Crime Alliance (GRAORCA).”
Byron Smith, CFI wrote “7-Eleven Canada-Tough on Crime, Generous in Donations.”

RLPSA
Ian Stan, CFI was featured in the “Member Spotlight.”
## January
- Eric Agredano
- Mark Blouin
- Harry Carlisle
- Chris Castellani
- Peter Chie
- Dion Davis
- Arnold Dehn
- Axel Diaz
- Sabine Engelby
- John Galambos
- Gary Grimes
- John Heider
- Paul Kofmehl
- Travis Marsh
- Jodie McDonald
- Nicole Nelson
- Charles Peoples, Jr.
- Fernando Rondinoni
- Eric Strom
- Daniel Terlisner
- Jackson Trawick

## February
- George Allison
- Louis Arroyo
- Robert Blackford
- Robert Bratcher
- David Broom
- Matthew Cain
- Bob Collinsonworth
- Noah Davis
- Stephen Dubeck
- Robert Frasco
- Kristina Fullerton
- Juan Goenaga
- Darrell Hardin
- Reginald Holliday
- Tracy Johnson
- Christopher Kaszak
- Gregory Lapre
- Adalbert Martinez
- Christopher McBrairy
- Theresa McGowan
- John McLean
- Paul Manzer
- Njikang Metuge
- Andrew Moore
- Jason Odell
- Christopher Perkins
- Sandra Peto
- Joshua Rea
- Michael Reaves
- Roger Ribbke, Jr.
- Joe Rodarte
- Robert Rogers
- George Schweitzer
- Richard Sewell
- Jason Shaw
- Terrence Sirb
- William Smith
- Nancy Tabeek
- Vincent Watkins
- Aaron Wichmann
- Katherine Wisniewski
- John Abbey
- Joseph Abdullah
- Raymond Aldaco
- Jason Baldwin
- Chad Barnhill
- Julie Carrom
- Stephen Carter
- Michael Clark
- David Clark
- Jan-Michael Cox
- Mike Cox
- Karyn Cruz
- Scott Flint
- Andrew Fox
- Alonzo Graham
- Martin Hengst, Jr.
- Chad Lancaster
- Don Lillehaug, Jr.
- Brandon LoMeo
- Michael Magrum
- William Marshall
- Lonnie Mayhall
- Steven McKinney
- Michael Narciso
- Shelley Pace
- Wallace Phillips
- Boyd Piatt
- Doug Rinaldi
- Carol Rusinko
- Lisa Sampson
- Saud Sanady
- Mark Sisti
- Joseph Styers
- Gordon Taylor
- Wilbur Thomas, III
- Marilyn (Lapierre) Torres
- Herman Word
- Richard Zapata
- Robert Zikoski

## March
- John Abbey
- Joseph Abdullah
- Raymond Aldaco
- Jason Baldwin
- Chad Barnhill
- Julie Carrom
- Stephen Carter
- Michael Clark
- David Clark
- Jan-Michael Cox
- Mike Cox
- Karyn Cruz
- Scott Flint
- Andrew Fox
- Alonzo Graham
- Martin Hengst, Jr.
- Chad Lancaster
- Don Lillehaug, Jr.
- Brandon LoMeo
- Michael Magrum
- William Marshall
- Lonnie Mayhall
- Steven McKinney
- Michael Narciso
- Shelley Pace
- Wallace Phillips
- Boyd Piatt
- Doug Rinaldi
- Carol Rusinko
- Lisa Sampson
- Saud Sanady
- Mark Sisti
- Joseph Styers
- Gordon Taylor
- Wilbur Thomas, III
- Marilyn (Lapierre) Torres
- Herman Word
- Richard Zapata
- Robert Zikoski
Thank You and We Need You!

We thank these CFI Committee volunteers and we plea for more!
Our volunteers make the CFI designation what it is today! Be active in 2016 by joining a committee. Remember: A committee volunteer receives four (4) Continuing Education Credits toward re-certification per Committee, by being an active member! Pick one below! Sign up

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LETTER FROM THE EDITOR

Happy New Year! By now everyone has read, or at least skimmed an article, post or blog about resolutions for the New Year. You can’t open Facebook or LinkedIn without these handy to-do lists dictating to you in mathematically ordered precision. If you’re like me, they can get overwhelming. After I’ve skimmed a few “Top 5 Things You Must Do This Year to Be Happier, Healthier, Smarter, More Productive, More Organized, a Better Parent, a Better Spouse and a Better Person” lists I suddenly feel like my entire previous year was a major flop. Time to take a deep breath and step away from the anonymous advice pouring forth from the Interwebs. Time to take some stock without ridiculously high standards to live up to. Aren’t we hard enough on ourselves as it is without comparing our accomplishments to “Top Random Number” lists? For starters, I’m going to take some stock in whether my methods of taking stock are the best for me. Maybe, I need to get out a pencil (its an old fashioned writing utensil) and write a list of things I think I should work on. My hand did experience some cramping for a bit but this went away eventually. First item up for scrutinizing: freedom from Cyber-Space.

This edition of the CFInsider reminded me of the internal struggle I face daily. Remain Plugged-in or Un-plug? An entire generation of people on this planet has never known life without the Internet. For them, its part of their fabric, instant knowledge is a way of life, if they have a question Google will answer it. If they have a need to express themselves there are countless outlets. Not so for me, I grew up in the age before Internet, no not the Stone Age, let’s refer to it as BI, Before Internet. I made the transition to this age slowly as evidenced by my continued gravitation towards simpler electronics. I can state with barely any embarrassment that I still have an iPhone 4. As for my struggle, I need to be connected to the Internet and social media as part of my job and I do enjoy seeing what my friends are up to from time to time. But sometimes I find myself so immersed in what’s happening in the world that I lose sight of what’s happening right in front of me. I become upset about events happening 8,000 miles away instead of being happy about my life and how lucky I am. I get so turned off by lame comments on Facebook that I wonder if all humanity has lost its mind. In short, I have over-dosed on information.

Time to Un-plug. Just for a little while. Go for a run, stare out the window at the fresh snow, talk on the phone to a friend, use pencils and write things on paper, meditate, draw a doodle, go to the gym, sip a cup of tea and think thoughts, play Monopoly with your kids. Do any or all of these things without looking at your smartphone. Just try, we can all use a little Cyber-free time.

And yes, I recognize the irony that I’m writing this on a computer as a submission for an Internet based journal. Baby steps.

Have a great start to your 2016!

Stefanie Hoover, CFI