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# cfi insider

Journal for the Certified Forensic Interviewer

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## Letter from the Chairman of the CISA Advisory Committee



**David E. Zulawski, CFI, CFE**  
*Chairman CISA Advisory Committee*

You undoubtedly noticed the new design for the CFInsider premiering with the new CFI logo. You will be seeing new uses of the logo as time goes on. The logo was designed to brand with the CISA logo. We had a number of logo designs submitted for consideration

and thank all of those who participated. The logo complements the CISA logo, but clearly represents the CFI designation. Ultimately, the logo was a compilation of a number of design ideas. The CFInsider hopes to continue to be "Focused on the Science of Interviewing" to help build your knowledge and skills in the field.

We are also approaching the CFI Advisory Committee Annual Meeting in August. This is the time to submit thoughts and ideas for consideration and discussion. Each year the board considers the progress of the certification, numbers of CFIs, re-certification levels, and problems with the examination or its administration. We are just about to complete a second CFI examination that is planned to replace the existing test in the coming years. In the future we will empanel a new Test Committee to select source material for the next examination and create new test items for future examinations.

You are also welcome to comment on the CFInsider and its content, which is another agenda point on the Advisory Committee's plate. As always, your thoughts and critiques of our efforts on behalf of CFIs are welcome and will be responded to at the annual meeting.

Finally, a thank you goes out to all of you who have offered help in a variety of ways.

Regards,  
**David E. Zulawski, CFI, CFE**

## Hello from the Editor

Joe Nay, CFI, Heinen's Fine Foods Inc.

Welcome to another edition of your CFInsider! The editorial staff must confess that we have been hard at work this quarter to produce a quality Journal you can be proud of as a CFI. CFIs are the best of the best and the CFInsider should live up to these same high standards. The CFI continues to grow in numbers and expand its relevance in our industry. Our certification has a broad make-up of all levels of government, military, and private sector Loss Prevention. I encourage each and every one of you to not only enjoy the articles and contributions on the pages that follow, but also notice who the contributors are and their particular background. This wide spectrum of backgrounds is another reason why the CFI has become an internationally recognized standard of excellence.

For those of us from Retail Loss Prevention the month of June is an important time for being a CFI. June means that the National Retail Federation Loss Prevention Conference will be kicking off again in Orlando. Not only is this a good time to meet others in our industry, but also this is an opportunity to represent our certification by having CFI on our name tags and business cards. As you mingle at the NRF, talk about certification and encourage everyone you meet to earn their CFI. Be proud of your accomplishments and your CFI certification!

If you haven't yet, please make a commitment to submit an article or book review to the CFInsider this year. We are always looking for contributions from our members, since this journal's success depends on you and all CFIs. Also, we would love to receive comments and letters to the editor of anything you find interesting, concerning, or something you feel needs to be said. Finally if you are up for recertification, don't forget to have your forms turned in, and remember that conferences such as NRF, the upcoming CFE, and NFSSC may all count as credits towards your recertification. Everyone have a great summer and I hope to see you somewhere soon.

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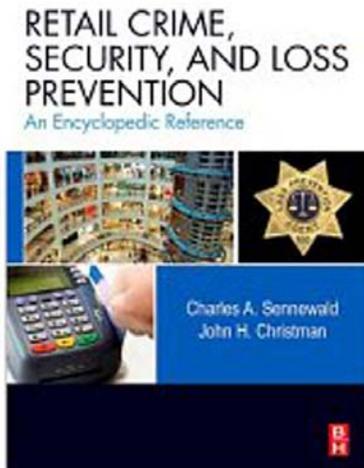
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## New Book!

[Retail Crime, Security, and Loss Prevention: An Encyclopedic Reference](#)



Edited by: Charles A. Sennewald, CPP,CSC, CPO and John H. Christman, CPP  
Butterworth Heinemann 2008

Each section of the text covers important areas of loss prevention and security. The editors have brought together experts in the field and along with them contribute significant portions in their areas of expertise. We are proud to have CFIs among the contributors:

Mike Keenan, CPP, CFI  
Kathleen Smith, CFI  
Randy Tennison, CPP, CFE, CFI  
Douglas Wicklander, CFI, CFE  
David Zulawski, CFI, CFE

Congratulations on the contribution to this book.

## Important Conference

The Third International Conference on Investigative Interviewing will take place June 15 to 18, 2008, in Quebec, Canada. We wanted to make CFIs aware of the conference's existence for next year's program. The conference usually changes locations and may not return to North America until 2010.

This year's conference offers an outstanding group of speakers consisting of practitioners, academics, and critics of interviewing. We are proud to have a CFI included as a presenter this year. Chris Norris, CFI, with Wicklander-Zulawski & Associates, is speaking on "Non-confrontational Interrogation."

Additional information on the program can be found at [http://ciee.enpq.qc.ca/CIEE\\_Conferenciers\\_En.asp](http://ciee.enpq.qc.ca/CIEE_Conferenciers_En.asp)

## QUOTE OF THE QUARTER

*Continuous effort — not strength or intelligence - is the key to unlocking our potential.*

—Liane Cordes, self-help author

## Are You Carrying Yours?



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## Fake Lab Reports Were Common Judge Warned Cops About Using Ruses

By Leslie Griffy, Mercury News

A Santa Clara County Superior Court judge says that he warned prosecutors and San Jose police years ago against using phony crime lab reports as a ruse during interrogations - long before the recent controversy that forced police to disavow the practice.

The warning from Judge Ray Cunningham, now the presiding judge of the county's criminal courts, is one indication uncovered this past week that the police use of the phony reports during questioning of sex crime suspects was more extensive than previously known. Cunningham said the case dated to the 1990s. In a separate 2002 case, detective Juan Serrano described the use of ruse crime lab reports as "standard procedure" at that time.

Further, as Cunningham's comments reflect, the practice had drawn concern long before detective Matthew Christian falsely testified last year that a crime lab report implicated Michael Kerkeles as having sexually assaulted a developmentally-disabled woman who lived nearby. The charges against Kerkeles were dropped last year once his attorney asked for the resume of Rebecca Roberts, the name on the crime lab report - and learned she was a fictional character and the report had been concocted by Christian.

Police and prosecutors have since accepted Christian's explanation that he forgot he had earlier created the report to try to win a confession from Kerkeles.

### False DNA report

Police detectives also created a false report bearing the name of fictional analyst Rebecca Roberts when they convinced Marino Hernandez in 2002 to give a DNA sample that linked him to a series of sexual assaults, court records show.

Serrano's partner, Todd Trayer, testified that he had invented Roberts' name when he created the false report for questioning Hernandez. Trayer told the court that he entered information into a "boilerplate faux DNA sheet" that was used in the sexual assaults unit, printed the form out and took it to his interview with Hernandez. The form appears authentic, bearing the seal of the county district attorney, which operates the lab.

The detectives used the fake report to tell Hernandez that his DNA was found on the victim; they told him that the only way to clear his name was to give a sample. He did.

That sample later linked Hernandez to two San Jose cases and others throughout the state.

Judge Alden Danner ruled before trial that because officers tricked Hernandez with the fake report, he had not voluntarily provided his DNA. But Danner ruled that error was harmless, since police could have legally compelled Hernandez to provide the sample.

Hernandez was convicted this year and sentenced to 45 years to life. In his pending appeal, attorney Joseph Shipp is asking the 6th District Court of Appeal to overturn the verdicts, contending that obtaining Hernandez's DNA through the ruse amounted to a violation of the constitutional protection against unreasonable searches and seizures.

"Police should not forge documents to get into people's bodies or into their houses," Shipp wrote in the appellate brief. "Routine application of such aggressive and elaborate ruses - especially to obtain search consent or bodily samples - is both unreasonable and shocks the conscience."

The California Attorney General's Office has yet to file its reply. Even before the Hernandez case, law enforcement officials were warned by Cunningham when the tactic came up in a case in his courtroom. He said last week that he told police and prosecutors at the time that "you better go back and talk to your people about this," warning them that the invented analyses could pose problems down the road.

The district attorney's office last week failed to respond to questions about what if any steps the agency took after Cunningham's admonition. San Jose police Sgt. Mike Sullivan said that the commander in charge of the police sexual assaults unit in the late 1990s never was told of Cunningham's warning.

Although police generally have the legal right to lie and deceive suspects during interrogations, the department restricted the practice of falsifying crime lab reports after the Kerkeles case came to light.



The new policy prevents officers in the sexual assaults unit from creating documents using the name, logo, letterhead or seal of another department. "Our policy is more restrictive than state law," Sullivan said.

### Warnings unheeded

Cunningham's concerns were realized last year in the case of Kerkeles.

At Kerkeles' preliminary hearing, Deputy District Attorney Jaime Stringfield asked detective Christian whether testing was done on a blanket on which the assault allegedly occurred - inviting testimony on the analysis of Rebecca Roberts as if it was authentic. Sitting in the district attorney's file, unmentioned, was an authentic crime lab report that concluded semen could not be identified on the blanket. After Christian's testimony, Kerkeles was ordered held for trial. But the case was dismissed once the ruse was discovered. Kerkeles then filed a motion to be declared factually innocent.

Prosecutors aggressively opposed that motion, contending they still suspected his guilt. Deputy District Attorney Tracy Gilliam cited evidence to support that position, stating that a physical examination of the young woman turned up an enzyme found in semen.

But last week Kerkeles' attorney, Tim McMahon, called that contention "completely misleading and inappropriate." When the testing was completed, McMahon added, the test was determined to be negative for semen.

Superior Court Judge Edward Lee denied Kerkeles' motion.

In an article in the San Jose (Calif.) Mercury News, posted Dec. 27 on the paper's web site, Leslie Griffy writes about the police department's practice of creating false lab reports to coerce confessions. Judge Ray Cunningham, presiding judge of the county's criminal courts, reported that he had warned the police during a case in the 1990s that the practice would get them into trouble.

## Big Lots had over 70 CFIs in attendance at their annual Loss Prevention Conference.



## What Does Your Business Card Look Like?

*Have you added CFI to your card?*



## Questions from the Field

Recently I conducted an interview with a 19-year-old male associate who had been under-ringing sales on his register in order to hook up his friends and family. This interview was the most difficult that I've ever done; for that matter, I've never witnessed one so problematic.

I opened the interview in the usual way, and rapidly established a solid rapport as we both share an interest in fine arts. As I discussed the various causes of shrink, he began to display quite a few signs of agitation. The interview looked promising.

I chose peer pressure and the facelessness of a large company as rationalizations, based on his age (and an educated guess), and he was nodding along with me in short order. It was a very short time before he was clearly in submission, and at that point I went ahead and asked the assumptive question.

Right away I saw that he was going to deny, so I transitioned back to rationalizing. By this time (perhaps 12 minutes since he sat down) he was weeping quietly; and alternating between wringing his hands and protecting his torso/chest with his arms.

I began trying to address his fears, but his only response was to say things like, "I don't know what you want me to say," and, "I'm trying to help you." I'm not certain if my attempts were at all successful, because he was almost entirely disengaged from me. That is, he was not responding in an outward way to anything I was saying — merely weeping heavily, rocking his torso back and forth, and repeating generalized denials.

By now my witness and I were concerned that he might be developmentally challenged, although his file did not show him to be, nor did his usual behavior. I signaled my witness to take over speaking gently to him, and I excused myself for a few minutes — in the hope that perhaps it was me specifically that was the problem.

When I returned the situation had not changed at all. (I should probably point out that there was no question of his guilt — we had exception reports and hours of video showing his under-ringing.)

I have to admit that I was now feeling quite a bit of pressure myself, and I tried a harder, less soothing persona, but his behavior didn't change at all. After a few minutes, during which he at least began to talk to me again, I excused myself once more. I tried to call some of my peers to obtain advice, but was unable to contact anyone.

When I returned, his tears had mostly dried, and he asked to call his father. I felt a bit of panic now, but of course couldn't deny him. I pointed out that if he chose not to cooperate with us, the consequences would follow him, even if he left. When he asked again, I told him that I would not stop him.

He stood and left the room, walked out of the store and around the corner. We followed at a distance — somewhat worried about a suicide attempt or that he would simply run away. After five minutes I walked around the corner and found him standing upright, without tears, and with an unquavering voice he explained that his father wasn't answering the phone. Something told me that I had a confession just waiting for me to give him one final prod. (Maybe it was just wishful thinking.)

I said, "Look, you screwed up and we both know it. Let's get this resolved." He slumped a bit and asked to come back into the office with me. The moment he sat down, he apologized for "putting you through this," began to cry, and confessed to \$2,000 in theft. He signed a promissary note, and we completed the interview.

I think it's pretty clear that I screwed up somewhere, and after 20 minutes the whole thing was out of control and probably ought to have ended in my utter failure. Have you ever dealt with anything like this, and do you have any advice on how I could better deal with it in the future?

Best regards,  
District Loss Prevention Manager

CFInsider responds:

First of all, we are glad you are not just talking at people but *with* them. What we mean is that you obviously are aware and reacting to their physical and verbal responses to what you are saying. We offer the following observations based on what you have written. So if we are making assumptions that are incorrect we apologize in advance.

After reading your e-mail for the first time we believe the problem was you rushed to obtain the admission. With rapport building and your opening, you are prepared to ask for an admission at approximately "12 minutes since his arrival." You say, "He began to display quite a few signs of agitation." We are not sure exactly what this means, but if it was truly signs of agitation it would indicate to me that he was nowhere near ready to confess, nor in actual submission. Instead it would likely indicate he felt rushed or pressured and had yet to internalize any face saving devices you



may have offered. You then asked the assumptive question and immediately saw he was going to deny and returned to rationalization. This was a correct response to a denial, but by definition, an individual cannot be in submission if he is still denying or contemplating denying. Based on your description, we would suggest you had not offered sufficient rationalization and he was having difficulty coming to grips with his self-image and the thefts he committed.

While it is possible to obtain admissions from the subject early in the interview, it is much more likely obtaining an early admission will result in difficulties in the latter stages of development or difficulty in handling the individual. We normally spend a couple of minutes on rapport building and establishing the behavioral norm before we begin the introductory statement. The introductory statement's first three parts: 1) who we are and what we do; 2) types of losses; and 3) how we investigate, should take approximately five minutes to deliver. If it is shortened its impact is diminished, and if these three parts are lengthened it dilutes their impact. The introductory statement is designed to convince the individual that his guilt is known. The remainder of the interview is designed to show understanding for the person's situation and to offer face-saving devices to minimize the seriousness of what the individual has done and support his self-image.

If the process of rationalization is not sufficient, you are left with a person who believes he is caught, but who has not found a way to minimize the seriousness of what he has done and protect his fragile self-image. If one were to combine this in a person who has a strong sense of right and wrong, it can create a powerful sense of conflict within the individual. You now have a subject who has a strong sense of guilt and a strong sense of self that needs to be protected. The only way to do this is through the process of rationalization. Look at the responses he offered you: "I don't know what you want me to say" and "I'm trying to help you." He is not offering a denial in either of these statements; instead, we believe he is asking for help to overcome his reluctance to make an admission. Effectively, what you have is an individual in an absolute state of panic and because of his inexperience in a situation like this he does not know what to do.

Since he is not sure what action to take, he looks to someone he has faith in to help him: his father. When he leaves the room and goes into the mall to make his phone call the pressure of the moment is released and he can once again think rationally, not emotionally. What you now see is someone who is in a more rational state of

mind. In addition, having a moment without the pressure of the interviewer allows him to internalize what was said and deal with it in a more rational frame of mind. When you bring him back into the room he becomes emotional, but having made the decision to confess, he is willing to talk about what he has done.

Not having been there with you we are obviously speculating, but we believe based on your e-mail, you rushed going for the admission without utilizing enough time for rationalization to support the individual's sense of self. In most of the cases where we have used the introductory statement, our first admission will come between 15 and 45 minutes after beginning. If we break this down, that is five minutes for the first three parts of the introductory statement and 10 plus minutes to show understanding for the individual's situation.

There are situations where an individual may be mentally handicapped or psychologically unstable; however, as you pointed out there did not seem to be any indication of this in his file or work history. What happened here is more likely the individual felt backed into a corner and was not offered a face-saving device that gave him a way out. As a result, you saw increased resistance, both physically and verbally, from the individual.

Using a solid introductory statement with more than just a dash of rationalization should be the recipe for not having this happen again. Thanks for taking the time to write.

CFIs respond to problem interview.

*Compiled by: Aaron C. Wichmann, CFI, Regional Loss Prevention Manager, Sterling Jewelers Inc.*

*I was interviewing a girl who had an extensive criminal history of theft and forgery, and is currently on probation. She was the main suspect in "letting" two friends take a piece of jewelry. It was later reported as a grab and run.*

*While interviewing her, I used every theme in the book: her family, peer pressure, monetary, etc. All of the signs of deception were there. She even broke down into tears. Here's where I hit the wall: she said to me, "Why should I tell you? I have everything to lose!"*

*Following that incident, I posed the question to several colleagues, asking them how they would suggest dealing with the girl's response. Below are their suggestions.*

- As part of the rationalization you could add: "I can see in your eyes that you are not proud of what you have let happen, and that's a good thing. You knew it was wrong but for some reason you made a mistake. It also tells me that I made the right decision to talk with you today, and that you want to work this out with me here today." Use the tears to your advantage.
  - Because ... [the suspect] had a criminal history, which probably means she's been interviewed before, I wouldn't really go with the textbook Wicklander verbiage. I would focus on taking the blame off of her and placing it on her friends. "You didn't plan to do this, right?" "They just came in and took advantage of your friendship."
  - The answer is in the response, "I have everything to lose." I would play on this and implicate her as being more involved in not just letting these subjects steal the items, but also in setting up the entire situation. Also [point out] that the subjects are on tape and will get caught, at which time they will be giving her up. This is her chance to get the truth out and get her side of the story heard. It will look much better for her to admit to making a mistake, recognizing it and being truthful about it when confronted, as compared to explaining her actions after the two subjects are caught and implicate her.
  - I would make a direct accusation. I would tell her that I believe she is a good person and was just going along with the deal. I would want to focus on the fact that she did not actually steal the merchandise but is being left holding the bag, so to speak.
  - The LP response should have addressed the interviewee's answer: Make him/her understand that what happened before does not have to dictate his/her response now, or that it does not need to have a negative effect; make him/her believe something positive could come out of it. I would tell him something like: "I believe you want to make this thing right once and for all. Everybody makes mistakes ... but mistakes can be undone by being honest, and today is a good day to start. ... So you knew these people, right?"
  - I am assuming the interviewer conducted the interview on this one issue. If that is the case I would do the following: Start backing out of the interrogation on this one issue and explore other types of theft. I would focus on theft that she would have committed herself, such as cash theft, refund fraud, merchandise taken by her, down ringing, sliding merchandise, discount abuse, etc. I would explain to the associate how CCTV footage was used in this investigation. Then I would explain to the associate how it will be used to continue the investigation and if there is anything that would show her causing a loss, ... then let's get out in front of it now, ... let's take care of this today,
- etc. If there is still no admission, then I would back out of the interview and explain to her that the investigation would be ongoing. I would recommend that she is terminated for falsifying her application and continue to review video to see if I can find any other type of theft. If I can find video showing her committing a theft, then it would be time to prosecute. If not, then I would contact the police and report the shoplifting incident and what [was] on video.
  - I am first guessing that rationalizations have gotten to the point where the suspect has grown submissive, but cannot get over the hurdle, most likely because of the probation issue and because he/she has dealt with the police and courts and fears revocation. I would try to stay away from any deal such as "I will not prosecute you" or "I will prosecute" (that would be out). I would try the approach that the suspect — for whatever reason — maybe was an unwilling accessory and maybe not involved at all, with the exception of seeing what happened as a witness, and the truth needs to be brought out so we can better resolve the issue. I also would then use a more direct approach and let out a small amount of evidence so the suspect clearly understood I knew what happened. Don't get caught in fabricating and try to use reason and the more accusatory efforts.
  - Her reluctance to admit [guilt] may be due to her not wanting to give up the names of her "friends" for fear of betrayal/retaliation. Tell her she doesn't have to. She's responsible anyway. If not for her, it doesn't happen.
  - Don't respond to the "I have everything to lose" comment. But do respond to "Why should I tell you?" In response, tell her "You should tell me in order for me to help you. This is only a mistake — a mistake that can be fixed today between you and me. However, I can't help you if you don't tell me what happened. You and I both know what happened, when it happened, who was involved, and how much. But the only person who truly knows why it happened is you. I can guess (what happened), based on my years of experience and the information I obtained during the investigation. But to be fair, I am here asking you why — because that's what's really important and that's what fair. The outcome here today depends on you. I can help you, but you need to help yourself, too."
  - I would tell her that the reason she should tell me is because *she* is not the one who took the stuff; because she obviously knows the people who did, it *might* reflect positively on her by helping to solve the crime and showing that she is not a bad person after all. Then when she bit on that, I would go to work on what she got out of the deal.



- In this scenario, it does not state that they observed the employee giving the merchandise away, just that [the suspects] were talking prior (to the theft). I would make a direct accusation and see if that would also work. If that still didn't work, then make a police report and inform the DM concerning the circumstances. I would not prosecute it as employee theft without the admission.
- Direct accusation is the answer. In this case I might not rationalize any further and tell her straight up that she and I both know that what she did was wrong and caused a loss to a company that gave her an opportunity to prove that she had changed. But by not being truthful she confirmed what others may have thought.
- The "I have everything to lose" line is the one, not "Why should I tell you the truth?" I would key on that as lose means fear, anxiety, unknown. I would have used those words and built a theme around overcoming those fears and anxiety. I would share what happened in the past by showing examples of a time when someone I knew did something wrong and was fearful of losing something and the fact is they didn't; rather, it improved them and they became a better person.
- Encourage [her to consider] what there is to gain, point out that you're a company investigator dealing with an internal/in-house investigation and you want to be able to tell your supervisors how honest and cooperative she was, so that can be considered.
- It's the old, "give her a reason to confess and feel good" thing.
- The only thing I would have done at the end was ask, "Is there anything I can say or do that would get you tell me the truth?" or "At any point in this process did I almost have you telling me the truth?"
- Doesn't she have more to lose for not telling the truth?
- My suggestion is to continue to rationalize and play her emotions [concerning] the truth against her (e.g., tell a story about your past truth and consequences).
- I'd tell her that every once in a while, when you do the right thing, someone might take a chance and believe in you. That's probably why she has led such a checkered past, because nobody believed in her (rationalization). But *you* believe in her and in her desire to straighten things out with her life and start over.

## Animal Wisdom?

According to a story that made the rounds on the Web last month, an African grey parrot named Yosuke resisted police interviewing techniques, but opened up to tell a veterinarian his name and address.

Police rescued the bird from a housetop in the city of Nagareyama, near Tokyo. They kept the bird "locked up" overnight, but despite their efforts could not persuade the bird to say anything. So they transferred him to a veterinarian hospital while they searched for clues, according to Shinjiro Uemura, a local policeman.

After a few days with the vet, the bird began to sing—literally. In addition to entertaining the staff with a number of songs, it also informed them of its name and address. "I'm Mr. Yosuke Nakamura," he said, adding his complete street address. Police checked it out, and discovered the bird's owners. According to Uemura, the owners had been teaching the bird to recite its name and address for about two years.

They must not have taught the bird to trust police, though. "I tried to be friendly and talked to him, but he completely ignored me," Uemura said.

Don Messner, CFI Manager, Field Investigations for Lowe's Inc, takes achieving the CFI to a new level!



## Book Review

### **Snakes in Suits: When Psychopaths Go to Work**

Copyright 2006 by Paul Babiak, Ph.D., and Robert D. Hare, Ph.D., Harper Collins Publishers Inc., New York, New York

This is a book that has been a long time coming. While investigators toss around the term “psychopath,” this readable, non-technical text helps us understand the psychopathic personality and his actions in a business environment. The authors, both experienced in dealing with psychopaths, use storytelling to demonstrate how these predators might operate within a company.

Not all psychopaths are serial killers, but they are, as a group, controlling, aggressive, abusive, and predatory. They also re-offend earlier and at a higher rate than the general criminal population. While psychopaths make up about 1 percent of the general population, they account for about 15 percent of prison inmates. An additional 10 percent of the general population falls into a gray area of psychopathy we should be concerned about.

In the author’s original research of 200 high potential executives, they found 3.5 percent who fit the psychopathic profile.

The authors define several important terms that are used throughout the book.

**Psychopathy** is a personality disorder described by personality traits and behaviors. Psychopaths are without conscience and are incapable of empathy, guilt, or loyalty to anyone but themselves.

**Sociopathy** is not a formal psychiatric condition. It refers to patterns of attitudes and behaviors considered antisocial and criminal by society at large, but are seen as normal or necessary by the subculture or social environment in which they developed. Sociopaths may have a well-developed conscience and a normal capacity for empathy, guilt, and loyalty, but their sense of right and wrong is based on the norms and expectations of their subculture or group. Many criminals might be described as sociopaths.

**Antisocial personality disorder** differs from psychopathy because it does not require for diagnosis the personality traits found in psychopathy, such as lack of empathy, grandiosity, and shallow emotions. APD is three or four times more common than being psychopathic in the general population and in prisons. This is a broad diagnostic category found in the American Psychiatric

Associations Diagnostic and Statistical Manual of Mental Disorders, fourth edition.

Psychopaths have a propensity to break rules and tread the extreme boundaries of acceptable behaviors, taking advantage of people who trust them. One of the early researchers into psychopaths, Hervey Cleckley, noted that psychopaths’ use of language is different from most people’s. Their sentence structure, choice of words, and speech tempo were all different. In his previous book about psychopaths, *Without Conscience*, Dr. Hare found psychopaths have difficulty understanding the emotional content of words or how they might relate to them.

According to the authors, most of us will come into contact with a psychopath daily, but because they are adept at reading people and hiding their true selves they may be difficult to identify. Psychopaths are able and skillful communicators who deliver with a style that is confident, filled with jargon and clichés. Since the psychopath believes he deserves whatever he can get, he uses these skills to become a “social chameleon” and master manipulator.

There also may be elements of narcissism in the psychopath. Narcissists believe the world revolves around them and as a result they ignore the needs of others.

Unfortunately, psychopaths tell stories so creatively and so believable many people instinctively trust them. The listener is fooled by the delivery over the content of what is really being said. The authors’ note psychopaths will lie to people who know the truth and it will be those people who will doubt their own knowledge of the facts.

Psychopaths also shift the blame to avoid responsibility for their actions. They do so unencumbered by the guilt a normal person would feel since they do not experience that emotion. Once the victim has lost his or her value or is no longer useful to the psychopath he drops them and moves on to the next unfortunate soul. They have no attachment to the victim and are just as likely to blame the victim for the misfortune he caused them.

People often form impressions of others very quickly, especially positive ones. To maintain consistency with an early impression, people will disregard information contradicting their first sense of the individual. This is especially important for the psychopath’s success since he relies on style over content. However, the psychopath now moves to the second phase, manipulation, using



his considerable charm. The conversation resonates with the victim since the psychopath has created an image of someone who shares the same beliefs and values as the intended victim.

Psychopaths follow a predictable pattern, beginning with the assessment of the individual: "How can I use this person?" In the initial phase the psychopath uses his considerable skills of observation to determine attributes of the victim's personality that may be manipulated. The second phase involves the actual manipulation of the individual: "How can I get him to do what I want?" The relationship is markedly one-sided, lasting only as long as the psychopath sees value in the victim's ability to provide favors or other things of value. Once the victim's value is over, the third and final phase, abandonment, takes place. In this final phase the psychopath may actually blame the victim for causing any problems. Ironically, the victim may seek to reestablish the relationship with the psychopath because she misses the closeness she felt with him. Also, it is easier for the psychopath to maintain a mask with one person than it is with a group, so they often select vulnerable individuals as their victims. However, groups having a collective predisposition to trust, such as religious or political groups, are exceptions to this solitary victim scenario.

The authors cite a study by Reid Meloy and M. J. Meloy, who researched mental health and criminal justice professionals' reactions to interviews with psychopaths. The professionals' reactions to the psychopaths were varied and ranged from queasy stomach, feeling ill, shaky, weakness, pounding heart, shortness of breath, skin crawled or goosebumps. Others reported being ill at ease, a sense of repulsion or need to flee—all of which are the body's autonomic fight or flight response to a predator.

Businesses pose a challenge and yet provide incredible opportunities to the psychopathic personality. The authors laced the text with fictional examples of a psychopath in a business environment. Businesses are problematic because psychopaths are by their nature rule breakers, not team players, nor are they interested in the long-term goals of the organization. However, in rapidly growing companies these factors may be overlooked at the outset because the psychopath comes across as ambitious, likable, competitive, and loyal.

Once management is convinced of the psychopath's "value to the organization," their support is assured and difficult for other employees to overcome because the psychopath is adept at

manipulating impressions he gives others and uses secrecy to his advantage. The downfall for the psychopath comes when too many people start to see through his carefully crafted mask, although this may be delayed because of the strong political support he garnered early in his tenure.

The second part of the book looks at employment strategies to weed out the psychopath prior to hiring. As the authors note, skilled human resource representatives, auditors, and loss prevention personnel are the psychopath's worst enemy because of their in-depth interviewing experience and suspicious nature.

The authors advocate a strong pre-employment selection process using background investigations and intensive interviewing strategies to identify these types of individuals. Careful interviewing to evaluate the candidate's real qualities and successes will eliminate many of these dangerous characters from consideration.

*For those who are interested in hearing Dr. Robert Hare speak on the topic of psychopaths, he will be presenting at the 19th Annual Association of Certified Fraud Examiner Fraud Conference. The conference will take place July 13 - 18, 2008, in Boston, Mass. For additional information, visit [www.fraudconference.com](http://www.fraudconference.com) or call 800-245-3321.*

## Missing CFIs Email/Contact Information

Please click [here](#) and review the list of current CFIs, to see if you or someone you know is listed in BOLD. If your name, or someone you know is listed in bold, it indicates we do not have current phone numbers, titles, organizations, or email addresses to reach them.

## Article Submissions

All CFIs are invited to submit articles, book reviews or other materials for publication. Submission of an article to CFI Insider does not guarantee it will be published.

CFI Insider reserves the right to edit any article for grammar, clarity and length, but the content or opinions contained therein will be those of the author.

Publication of an article, its contents, and opinions do not necessarily reflect the opinion, nor beliefs, of CFI Insider or the Advisory Committee.



## Professionalization: The Certified Forensic Interviewer

By Joshua McAfee, CFE, CFI

Edited by Colin May, CFE, and Mark F. Zimbelman, Ph.D., CPA, Educator Associate Member

This month, Joshua McAfee, C.F.E., C.F.I., writes about his experiences of gaining another professional certification, the Certified Forensic Interviewer. Interviewing is the most important, yet often the most difficult skill a fraud examiner must develop. It's truly a scientific art form. Unlike television's "cop dramas," in real life interview and interrogation is about gaining information, not brow beating an individual. Joshua is a regional loss prevention manager with a multi billion dollar corporation. He became a C.F.E. in November 2006. His e-mail is [joshuamcafeecfi@aol.com](mailto:joshuamcafeecfi@aol.com).

### DEVELOPING LEADERSHIP THROUGH CERTIFICATIONS

Interview and interrogation skills are an essential part of an investigation because those skills can enable an investigator to get a more complete picture of the damage caused to an organization. An interview will never be able to completely replace a thorough investigation, but a successful interview will reveal details that even the most detailed investigation would not have uncovered. The C.F.I. designation has altered my interview technique so that I rely less on the facts of the investigation and thus has allowed me to be more open minded.

Preferred by loss prevention and fraud organizations around the world, those individuals who successfully complete these rigorous examinations can quickly position themselves as leaders in their profession.

"The Certified Forensic Interviewer" (CFI.) designation demonstrates the understanding of legal aspects of interviewing and proficiency in interview preparation, behavioral analysis, accusatory and non-accusatory interviewing, documentation, and presentation of findings."<sup>1</sup>

Both the CFI and the Certified Fraud Examiner (CFE) designation are quite challenging and present anyone sitting for the exams with a guaranteed amount of additional stress in their lives.

### STUDY, STUDY, STUDY

The CFI process is quite strenuous and very thorough in the science of interview and interrogation. I completed it in 2005, at the time I

was with a specialty retailer. They had identified five loss prevention professionals out of a pool of 100 who had been successful in interrogation. Our group was sent to the CFI Prep Seminar.

While I had previously attended the basic interviewing-interrogation seminars with Wicklander-Zulwaski (W-Z), the certification process elevated my skills to the next level. I benefited from the legal ramifications of interviewing and interrogation, as well as practical skills, for example:

- soft and direct accusations
- handling denials and rationalizations
- behavioral analysis interviews
- telephone interviews
- non-accusatory interviews

To put all of this in perspective, it was like enlisting in the army as a soldier and coming out as a special forces Green Beret. I studied for the CFI by two different means: First, I utilized the CFI preparation course by W-Z, which contained 15 different sections containing audio and video scenarios. Each section had a series of review questions to assure the user's understanding of the material. I studied each section until I knew the material in and out, often making notes in my study guide and utilizing flash cards to remember each of the question with which I had difficulty. Once I was comfortable with the scores in each of the section reviews, I went on to the final review which is comprised of 100 questions. Second, I went through the CFI preparation seminar. This seminar went in-depth on the material that would be covered in the examination and the way the questions would be asked. During the prep seminar, I was given a study guide and took a lot of notes. I took this information home and continued to study for two days just to brush up on the new material. Then I took and completed the exam successfully. The exam is proctored and you do have to go to a local testing facility to complete it. All I can say is that it was quite nerve racking.

### BECOMING CERTIFIABLE

After completing the CFI, interviewing and interrogation was never the same. Each interview became easier. Admissions were coming much faster; I was able to analyze behavior and rationalize with the subject more efficiently, my abilities to detect deception greatly increased. I often found myself gaining admissions for crimes outside of the workplace committed by an individual, not just internal theft. It also helped me to expand my ability to investigate different cases across my company.



I truly came out of this with a different view on the entire interview process. It was like being an actor, one that is taught to read the lines, told where to stand, what to look for and how to respond. Afterwards my mind worked differently; those lines now had meaning. I now understand what each one of those lines actually does to an individual's emotion. I now know what mindset an individual is in during each phase of the interview and physiologically how this impacts the individual and ultimately leads to his/her confession.

The Certified Fraud Examiner (CFE) certification for me was similar. It is quite intense and takes a great deal of time and dedication to be able to complete the process. Regardless of your background or level of expertise, this course is sure to challenge you and provide you with an arsenal of new resources in the fight against fraud. It opened my eyes to financial statement fraud, the legalities and ramifications of fraud, and ways to prevent it. One of the most fascinating parts of the process was the physiological studies on fraud and how it affects the corporate world.

I studied for the exam by purchasing the 2006 essentials bundle. This kit had everything you needed. When I first got the material I immediately opened the CD-Rom prep course. I started testing myself each and every day one section at a time until I got 100%. The questions I missed, I would find in the Fraud Examiner's Manual and highlight them, removing the pages and placing them in a separate study book which I made. I sectioned this book off by the categories of study. I would also mark the questions during the testing and I kept going back to them through the entire course. Then I took the section reviews. I kept repeating them again and again until I could get at least a 90-95%. Once I was comfortable with the material and my test scores I sent in my scores and took the exam.

### GOOD CAREER MOVE

The CFI and CFE are two very different certifications; one emphasizes interview and interrogation, the other fraud examining. They merge in several areas, and actually complement each other. The Certified Fraud Examiner certification goes more in-depth on fraud investigations, criminology, detection, and prevention, where the Certified Forensic Interviewer explores breaking down and understanding each part of the interview and interrogation process.

I became interested in the CFE certification when I talked with my director who had gone through the certification. He told me about the knowledge he had obtained from the study and the new skills which were making him successful and stand out as a leader. I soon

found myself wanting the same. I felt it was beneficial to obtain these two designations to:

- Advance my current skill sets
- Make me more successful in my career
- Set myself apart from my peers and to stand out as a leader in the industry.

I have been in the loss prevention community for nine years, progressively advancing my career through both large and specialty retailers to now that of a regional loss prevention manager of a multi-billion dollar corporation.

While fraud related crimes and employee dishonesty will never vanish, it is quality training and resources like the CFI and CFE that take our expertise to the next level. This will not only help combat and prevent fraud, but will also limit and even eliminate any potential liability during interview and interrogations.

The CFE has opened a multitude of new doors for me within my industry. The recognition is second to none and is widely respected. I am proud to be a part of such a wonderful organization and to be able to contribute to others who helped me get to this point in my career. It also helped motivate me to complete my undergraduate course work at Colorado Technical University in Criminal Justice.

I believe that no matter how we better ourselves, it is the consistent drive in each one of us that makes us push for greatness and stand out as leaders. Whether you're looking to set yourself apart with either designation, you are guaranteed to advance your knowledge and skill sets. We must be willing to continue to advance our knowledge and our resources to stay ahead of the game... and the criminals.

### RESOURCES

In addition to expert interviewer Don Rabon's column in *Fraud Magazine*, Mark and Colin recommend the following resources to gain additional skills in interviewing and interrogation:

- Center for Interviewer Standards & Assessment Website <http://www.certifiedinterviewer.com/> and [www.w-z.com](http://www.w-z.com)
- John E. Reid & Associates [www.reid.com](http://www.reid.com) (Keep an eye on their "Investigator's Tip" under the "Educational Information" tab)
- "The Interview Room," a e-newsletter from Stan Walters ([www.kinesic.com](http://www.kinesic.com))
- Under the Business Valuation and Forensic & Litigation Services Center "Anti-Fraud Resources" section of the AICPA website ([bvfls.aicpa.org/Resources](http://bvfls.aicpa.org/Resources)), read "Interviewing the Big Dogs," "Finding the Truth: Effective Techniques for Interview and Communication," and "Conducting an Inquiry Interview."

Do you have other good interviewing resources? E-mail them to us at [camay@officer.com](mailto:camay@officer.com). (Footnotes)

<sup>1</sup> Center for Interviewer Standards & Assessment, 2006



## CFI Ambassadors

*With each issue of the CFI Insider, we hope to spotlight members who offer a great story and profile that you will find interesting and insightful.*

### Steven May, CFI

It is my pleasure to introduce this issue's CFI Ambassador, Steven May, CFI.

Steven is the President and CEO of Loss Prevention Innovations (LPI). He is a founding member of the company and has been employed with them since its beginning in 1998. LPI services the Loss Prevention Industry in many ways. They provide solutions for their clients in Loss Prevention to reduce shrink and add value to their bottom line. They offer many services, such as Regional Loss Prevention Managers, Regional Loss Prevention Auditors, Data Analysts, and Client Service Representatives. Steven leads a team of about 80 employees. These employees provide services for approximately 45 different retailers with 6,000 locations.

Steven got his start in the Loss Prevention Industry working with his father. His father owned a consulting business that provided security services for the grocery industry and big box discount stores. He worked several positions with his father's company from his senior year in high school and at times while he was in college. He also held positions at other notable retailers. In his career he worked a few undercover assignments in several different distribution centers for a northeast retailer. Based on his efforts, he received a commendation for his role in the arrest of several individuals involved in drug trafficking. One of the individuals arrested was wanted for assaulting a police officer.

Steven is currently a member of the CFI Advisory Committee, ASIS, NACS, and the NRF.

Steven believes that the CFI certification has allowed his team to enhance their professionalism. The team at LPI has been able to establish standards that satisfy the needs of the client companies' human resources and legal departments. Steven states, "We not only measured the success of this training in the increased number of confessions but more importantly the manner in which they were conducted and our ability to ensure that our associates were treated fairly and with respect." Further, "The CFI challenges our team members to continue to invest in the development of their skills by establishing a very high standard that recognizes improved

proficiency based on a significant number of years dedicated to their profession and the further acquisition of technical skills through demonstrated results." He believes the CFI has helped his organization by providing a challenging certification that clearly demonstrates an individual's high level of expertise. Because of the certification's high level of success, LPI currently has 70 percent of all Regional Loss Prevention Managers certified or working towards their certification. Steven believes the CFI certification will continue to gain recognition in the loss prevention industry and will gain more recognition from peers in the future.

Congratulations to Steven May, CFI, this issue's CFI Ambassador.



## Did You Know?

In addition to the CFI Coin, we have received requests for numerous CFI items. While several are under development, including a new logo for shirts, we do have 100 commemorative CFI leather bound folders available. The cost is \$30.00 plus shipping. Please click [HERE](#) to order yours today!





## Links of Interest

**Criminal confessions: overcoming the challenges - interview and interrogation techniques** FBI Law Enforcement Bulletin, The, Nov, 2002 by Michael R. Napier, Susan H. Adams

[http://findarticles.com/p/articles/mi\\_m2194/is\\_11\\_71/ai\\_94873351](http://findarticles.com/p/articles/mi_m2194/is_11_71/ai_94873351)

**So You Wanna Lie Persuasively?**

<http://www.soyouwanna.com/site/syws/lie/lie.html>

**Retail Association employee charged with theft.**

<http://privateofficernews.wordpress.com/2008/04/24/retail-association-employee-arrested-in-theft-wwwprivateofficercom/>

**Can the suspect tell his story backwards? If not, he's lying.**

[www.timesonline.co.uk/tol/news/uk/science/article1895986.ece](http://www.timesonline.co.uk/tol/news/uk/science/article1895986.ece)

**Part one: How to wreck a boy's life**

[www.freep.com/apps/pbcs.dll/article?AID=2008803160557](http://www.freep.com/apps/pbcs.dll/article?AID=2008803160557)

**Handheld Polygraph Instrument now available.**

[www.msnbc.msn.com/id/23926278](http://www.msnbc.msn.com/id/23926278)

**Don Rabon in the study of Interviewing.**

[www.theinterviewsite.squarespace.com/](http://www.theinterviewsite.squarespace.com/) It is designed to offer a place for open discourse on the challenges of interviewing.

The 114 senior loss-prevention executives participating in the annual survey estimate that nearly half of external theft at their organizations is caused by [Organized Retail Crime in US Rises 6%, Fueled in Part by Internet](#)

**Linked In Update**

Since a number of you have joined [www.linkedin.com](http://www.linkedin.com) I wanted to let you know Ray Cotton, CFI has created a CFI Networking Group that you all can join. Just go to Wayne Hoover's or Ray Cotton's Linked In Profile and click on the CFI logo, found under groups we are members of, and request to join. Ray or I will accept you and you will then be part of the CFI Networking Group. We are still researching how we will use this portal, but wanted you all to be aware of it.

## Welcome CFIs

The following individuals became CFIs during the quarter, February - April 2008. Congratulations to those who have achieved the CFI status this last quarter!

To view the current list of all CFIs, visit our web site, or [click here](#).

Mark Baskfield  
Matthew Blackwell  
Tod Blank  
Timothy Casey  
Augusto Castano  
Timothy Cervantes  
Larry Cockrell  
Matthew Connor  
Mark Cooke  
Cindy Coulson  
Vashon Covington  
Joe Davis  
Thomas Dujenski  
Norberto Hernandez  
Chad Hixon  
Brian Ikert  
Roy James  
Robert Johnson  
Michael Korso  
Timothy Lapinski  
Jeffrey Lesser  
Darren Lester  
Stuart Levine  
Janice McCort  
Edward McGarr  
Kevin Morrison  
Elena Munson  
Philip Parker  
Michael Piotrowski  
Nathan Prusi  
Anthony Quinn  
Darryl Rabel  
William Ramos  
Pablo Rivera  
Flint Roufs  
Julie Rowe  
Andrew Schneider  
Robert Seaser  
David Siler  
Ian Stan  
Joseph Throneberry  
Edward Uzialko, Jr.  
Dan Vogt  
Mark Weiss  
William Wells, Jr.  
Charles Werner

## cfinsider

■ The cfinsider journal is distributed in electronic format only. You can view back issues of this newsletter. [Click Here](#).

■ Opinions and ideas in cfinsider are intended for information only, and not meant to be used as legal advice. Statement of fact and opinions made are the responsibility of the authors and do not imply an opinion on the part of CISA, its officers, the editors or its members.

■ Member articles about interview and interrogation published in cfinsider, qualify for Continuing Education Credits.

■ Should you have any questions on obtaining re-certification for your CFI designation, please [click here](#) to contact CISA.



## CFIs On the Move!

**Michael Kanaby**, CFI, CPP, CFE, has recently joined Jacksonville University as the Director of Public Safety in Jacksonville, FL

**Jodie Murphy**, CFI was promoted to Senior Manager of Investigations for Gap.

**Deana McLees**, CFI has accepted a position with Donna Karan as the Director of LP for the US & UK.

**Chad Sellers**, CFI is now the President of Midwest Digital Systems

**Brian Soenksen**, CFI is now the Loss Prevention Supervisor with Walgreens, with Quad Cities District 54

**Michael Velazquez**, CFI is now the Regional Loss Prevention Manager for Apple

**Michael Violette**, CFI has been named district LP Manager for Toys "R" Us

**David Collins**, CFI has been promoted to senior regional LP Manager for Sterling Jewelers

**Juan Ospina**, CFI has been named Area Asset Protection Manager for Circuit City Stores

**Ken Gabry**, CFI was promoted to LP Director of Asset Protection for Petco

**David Shugan**, CFI has been named Director of Loss Prevention with Carter's Inc.

Limited Brands announced the following promotions:  
**Brenda Davis**, CFI to Area Manager, Central Zone  
**Kevin Larson**, CFI to Director of LP, Central Zone  
**Mario Fernandez**, CFI to Area LP Manager  
**Tim Ferrell**, CFI to Regional LP Manager

**Brady Sowell**, CFI was promoted to Zone Director of LP at Old Navy

**Robert LaCommare**, CFI was promoted to Director of LP at Tween Brands, Inc.

**Dave Alves**, CFI has been named Director of LP for Victoria Secret Stores

Brookstone announced the following promotions:  
**Kenneth Boremi**, CFI to Assistant Director of LP  
**Mark Lambert**, CFI to Regional LP Manager

Circuit City announced the following change:  
**Christina Calidonio**, CFI to Area LP Manager

**Dermott White**, CFI was named Regional LP Manager at Dots

**Johnny Custer**, CFI was promoted to Regional LP Manager at CVS/pharmacy

**Al Dauser**, CFI has been named District LP Manager for Toys "R" Us

Sears Holdings announced the following change:  
**Joseph Throneberry**, CFI to National Organized Retail Crime Manager

**Lane Blackwell**, CFI was appointed Regional LP Manager at BJ's Wholesale Club

**Dave Collins**, CFI was promoted to Senior Regional LP Manager for Sterling Jewelers

**Stefanie Hoover**, CFI was appointed to District LP Manager at Marshalls

**Rod Cabrera**, CFI was named Senior Regional LP Manager for Tilly's

**Ralph Ruppe**, CFI has been named Corporate LP Manager for DSW

**Tony Raab**, CFI has been named Regional LP Manager for Jones Apparel Group

**Michelle Cabrita**, CFI was appointed EBR Manager at The Zellman Group

### CISA

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.

*Opinions and ideas in cfinder are intended for information, and is not meant to be used as legal advice.*



## CFIs Re-Certify

We are proud to list those who have recertified. This list is for every person, from February - April 2008, who has submitted their paperwork to continue their CFI designation through 2010. Congratulations on maintaining your CFI.

Jerry Anderson  
Russell Barragan  
Dwayne Bryant  
Melvin Carpenter  
Damaris Colon  
Christopher Dmytriw  
Gina Guardamondo  
Joshua Haggard  
Scott Harpring

Christopher Helton  
Robert Hough  
William Hughes  
Kenneth Jamrok  
Thomas Masano  
Thomas O'Halloran  
Steven O'Neal  
Paul Paglia  
Joseph Palinkas

Adriana Paredes  
Kathleen Smith  
Jon Stokes  
Mark Teshima  
Robin Torres  
Dermott White  
Joel Ybarra

## CFI Re-Certification Information

A link to the [http://certifiedinterviewer.com/seminar\\_classes.htm](http://certifiedinterviewer.com/seminar_classes.htm) will give you a list of some of your options. To download the re-certification form, please click the following link: [http://certifiedinterviewer.com/pdfs/CISA\\_Certification.pdf](http://certifiedinterviewer.com/pdfs/CISA_Certification.pdf)

Here are some links that take you to pre-approved seminars or programs that can be applied to your re-certification:

[www.policetraining.net](http://www.policetraining.net)  
[www.w-zcampus.com/campusV2/campus/course\\_catalog.html](http://www.w-zcampus.com/campusV2/campus/course_catalog.html)  
[www.w-z.com/schedulecfi.php#schedules](http://www.w-z.com/schedulecfi.php#schedules)  
[www.lsiscan.com/scan\\_training.htm](http://www.lsiscan.com/scan_training.htm)

### Conferences:

Should you be attending a national conference, company conference or seminar that requires name tags, email Wayne Hoover, and he will send you your CFI Ribbon to attach to the name tags.

### Conferences:

June 23-25	National Retail Federation (NRF) Loss Prevention Conference**
July 13-18	19th Annual ACFE Fraud Conference & Exhibition
July 27-30	National Food Service Security Council

**\*\*Note:** CFIs have mentioned they will either be at these conferences and/or be presenting at these conferences. For networking possibilities with other CFIs, please contact [Wayne Hoover](mailto:Wayne.Hoover@cfi.com) via email for an introduction.

## CFI Re-Certification

Below are the individuals who are up for recertification who have not sent in their signed sheet saying they met the requirements to be recertified, the payment, or both. The individuals listed are for July - September, 2008. Please [click here](#) to download a form. Send in your payment and form as soon as possible, so you will not be required to take the CFI examination again to keep your CFI designation.

David Donner  
Steven Gardner  
Byron Gibson  
Wayne Glover  
Bryan Harrelson  
Shane Hunter  
Craig Lansberry

Joseph Lawrence  
Joshua McAfee  
Michael McCardle  
Alan Rasmussen  
Brenda Ross  
Anthony Tomassi

## Organizations Represented

The following list comprises the new organizations that have individuals who have successfully achieved the CFI designation during the quarter, February - April 2008.

To view the current list of organizations represented, visit our updated web site, or [click here](#).

Crate and Barrel  
Dots, LLC

Federal Deposit Insurance Corporation (FDIC)  
Federal Law Enforcement Training Center (FLETC)  
James Avery  
Macy's East  
Rent-A-Center  
RSM Mc Gladrey Inc.  
San Francisco Police Department  
Staples, Inc.  
Stein Mart  
T-Mobile USA  
Tween Brands, Inc.  
Verizon Wireless  
Wickes Furniture Company, Inc.

## Letters to the Editor

Every magazine provides an opportunity for readers to express their feelings about the content of the publication. We welcome your thoughts and comments to help us better address your issues. [Click here](#).