



INSIDE THIS ISSUE

letter from the chairman
hello from the editor
ask the cfi attorney
legal updates
telephone interviewing....
what their eyes may be saying
cfis in the media
interesting tidbit
letter to the editor
links of interest
cfis on the move
book review
cfis answer the call
cfis speak at conferences
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Journal for the Certified Forensic Interviewer



Letter from the Chairman of the CISA Advisory Committee



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

Communication is a critical skill set for any interviewer. Communication with the subject, fact giver, and the organization can set you apart from others in your position at the company. These are trying economic times with layoffs and bankruptcies in the news on a daily

basis. Having the CFI designation already sets you apart from the other job seekers and says you have gone above and beyond the standard of the industry by obtaining a certification. Take another step.

Professional networking whether looking for a job, seeking advice on handling a case, or obtaining critical information is always easier when you have a contact. If you have not yet joined the CFI Network on the LinkedIn site, do it now! Put your CFI designation after your name on your business card and use the logo on your Facebook or LinkedIn page.

Share your ideas and questions on the various CFI discussion boards. There have already been several lively discussions posted you might find interesting. This is another good place to network if you are looking for a new position or seeking advice on updating a resume. You never know where the important lead may come from.

Also attend your Investigator's Network meetings and see what is happening in your area with others in the field. It is surprising how many CFIs are turning up at these functions. Introduce yourself to the other CFIs there and make a new friend. We are beginning to have enough CFIs in certain areas to consider coordinating

regional CFI chapter meetings. There has been interest in this from a number of geographic areas with a strong CFI population so you may find in the near future a coordinated effort to start a gathering.

We are still growing CFI and impressively people are seeking out the certification on their own, to set themselves apart from the crowded field of job seekers. I wish you the best, and remember; together we are stronger than alone.

Sincerely,
David E. Zulawski, CFI, CFE

Hello from the Editor

Stefanie Hoover, CFI
Marshalls

I do not see in shades of gray. It's probably what drew me to this field and kept me here so long. It's a curse I bear and dare say I'm not the only one. We tend to be the rule enforcers: if a rule is broken, there will be consequences and, yes, there are rules behind those consequences as well. Rules make sense, they are logical. A true prescriber to the Enlightenment view, I believe that logic and reason always prevail. Call me Pollyanna.

We of the black and white brigade are having a difficult time presently. The historical period in which we live is making it harder for us to make our judgments and then stand by them. We are challenged to make sense of decisions made by our governments.

It seems logical that if a financial institution or multi-national insurance conglomerate did something wrong there would be an investigation by some sort of legal

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body. The findings would then be presented to our government who might then deliberate the punishment for that conglomerate and then mete out that punishment in a non-lynch mob style. Logical.

Let's say you or I, citizens, were involved in a wrongdoing or a crime such as illegal gambling. If we lost a million dollars would the government give us another million dollars and say "here you go, lay another million on a bet and we'll see if that fixes it?" I don't think so.

Another hypothetical, let's say you conducted an embezzlement investigation at your company and learned that one of the executives had gambled away a million dollars of your company's funds. Would you give him another million and tell him to go to Vegas for the weekend to win it back? Probably not. Why don't the same rules apply to Wall Street as they do to Main Street? I'm working on the shades of gray thing.

Luckily, one person is a little easier to deal with than a conglomerate, they can only tell one lie at a time. One person can be investigated without an army of lawyers. One person can be interviewed and the story unfolds in only a few shades of gray. I can deal with that. With that said, I would like to offer my investigation, interviewing and interrogation services to anyone in the justice department that decides to investigate the conglomerates. Maybe it's time to get back to black and white, right and wrong.

Ask the CFI Attorney

Ever had a question you wanted to ask an attorney about our jobs? Here is your chance. Steven Malitz is in the process of earning his CFI designation to be a member of our certification. He offered to provide insight to questions from other CFIs in this forum. Should you have a question, please [email](#), with the Subject line "Attorney Question", and we will work on providing the answer in the next issue of the CFInsider.

Steven Malitz is a Partner in the Litigation Department of Arnstein & Lehr LLP. Mr. Malitz has extensive expertise

representing public and privately-held businesses and individuals in sophisticated business, real estate and tort litigation matters, from inception through post-judgment proceedings, including matters involving breach of contract and interference with contract, fraud, breach of fiduciary duty, injunctive and equitable remedies, shareholder disputes including oppression, valuation and buyout issues, intellectual property matters including trademark and copyright issues, trade secrets and restrictive covenant issues, leasing issues, business and professional licensing proceedings, professional negligence, real estate broker liability, construction litigation, premise liability, defamation, and creditors' rights including fraudulent transfer, preference, post-judgment and tracing issues. Mr. Malitz has successfully tried numerous cases to verdict or judgment in Illinois state and federal courts, and to award in court-annexed arbitration and before the American Arbitration Association. Mr. Malitz has also handled several appeals in both state and federal courts. He serves as general outside counsel to various businesses in the retail, real estate, metals, lending, investment, printing, restaurant, IT and Internet industries.

Mr. Malitz was recently recognized by Law Bulletin Publishing Company as a 2008 recipient of its prestigious "[40 Illinois Attorneys Under Forty to Watch](#)." Mr. Malitz was nominated by judges, politicians, managing partners, and opposing counsel for his skill and achievement. Mr. Malitz recently authored an article entitled, "The Ins and Outs of Hiring and Investigating Employees," for *cfinsider*, a quarterly Journal for Certified Forensic Interviewers.

To read Steven's full biography, [click here](#).

Linkedin

Are you on LinkedIn? Have you changed your screen name to be recognized as a CFI? John Doe, CFI.

[Certified Forensic Interviewers \(CFI\) Networking Group:](#) A place where CFIs blog about interviewing and interrogating.

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Legal Updates

Increased Union Organizing on the Horizon

The Employee Free Choice Act passed the U.S. House in March of 2007, but was stalled in the Senate where it failed to garner a filibuster-proof margin of votes to pass. The act languished awaiting last month's presidential elections. With the election of Barack Obama unions anticipate additional support for EFCA's passage. The Act, if signed as it reads today, would have a tremendous impact on the way unions are permitted to organize and bargain with companies.

If passed in its existing form, the Employee Free Choice Act would abolish the current secret ballot to vote in a union. In its place, the union merely has to collect union cards from half the employees plus one to succeed in its unionizing effort. As the bill reads now it effectively voids the current secret ballot process used to certify a union. In fact it goes further, avoiding an election altogether by simply accumulating, by whatever means, signed union cards to have the union certified.

There are other parts of the EFCA bill which will make the negotiation process difficult for companies as well.

- Once the union is certified by the National Labor Relations Board the company must begin negotiations on the first contract with the union within 10 days
- The contract must be resolved within 90 days or negotiations are turned over to the Federal Mediation and Conciliation Service
- The proposed legislation allows 30 days for the Federal Mediation and Conciliation Service to become involved and appoint a mediator to assist in the negotiation
- Mediator's findings will be mandatory and binding for at least two years

The way the current bill is written, it places companies in a difficult position when attempting to defend themselves against a union organizing effort.

Labor attorneys in Minneapolis reported on union strategies in Minnesota relating to the Employee Free Choice Act bill pending in Congress. They said the construction industry unions have begun card signing campaigns even before EFCA is passed. They are operating on the assumption that union cards, once signed, are good for a one year period. The NLRB's standard is vague under today's rules-cards are

good for a "reasonable period of time" and that time-frame will vary by industry and circumstance.. One example they offered was of a construction industry union official conning employees into signing cards by buying them pizza and then saying, "Here, sign this receipt (a union card) so that I can be reimbursed."

Unions are pushing the Obama administration to include EFCA in its broader economic package, likely one of the first major issues the new administration will address after taking office. However, there is much uncertainty of what the final bill will look like; it could be a watered down version from its most extreme provisions. However, with the difficult economic times, layoffs, and reduced benefits produce fodder for the unions to exploit.

Many organizations are beginning to inoculate their workers against the anticipated union organizing campaigns. This begins at the grassroots level making line managers aware of the union tactics.

Labor, including Preventive Practices

Specter Announces He Will Not Support Union-Backed "Card Check" Bill
Senator Arlen Specter (R-PA) has announced he opposes the Employee Free Choice Act (EFCA), the contentious bill pushed by organized labor that would require employers in many cases to recognize and bargain with unions based on card checks rather than government-conducted secret ballot elections.

[Full Story](#)

Telephone Interviewing – Benefits Beyond the Admission

Jodie Murphy, CFI, Sr. Manager of Investigations, Gap Inc.

In troubling economic times it's not uncommon to be asked to accomplish more with less. Whether that's driving an effective High Shortage Store program while utilizing less resources, increasing external apprehensions with reduced agent head count or successfully raising Associate awareness without spending additional budget, we all seem to figure out innovative measures to accomplish these feats.

These cost-conscious budgets that sometimes limit how, when and where we do our jobs challenge us to incorporate inventive approaches in nearly everything we do. Resolving situations of internal dishonesty is no different. It wasn't long ago that acts of dishonesty were solely resolved in a face-to-face conversation. Whether it was a complex

Continued...



investigation involving a high level executive or a policy concern involving the newest associate, a personal, face-to-face interview was conducted. Except for the occasional dishonest employee identified during a bag check when an on-the-spot interview was necessary, accusing someone of stealing over the phone was ludicrous. Our travel budgets of the past were consumed with last-minute airline bookings, hotel reservations, and rental cars to resolve these situations of internal dishonesty. The economic climate has challenged us to become more savvy in our budget spends and forced new and improved processes to come into play. As a result of these changing times, telephone interviews have become part of most company LP protection profiles.

When introducing the concept of telephone interviewing, several concerns arise with the most popular push back from interviewers being "How can you observe body language when you are not sitting face-to-face?" Simply put, you can't. However, an experienced interviewer develops great listening skills; they hone in to noticeable changes in tone of voice, rate of speech, hesitations in conversations, which are all possible clues to deceptive behavior. Often times, it's easier to gain an admission over the telephone than in a face-to-face interview because the subject doesn't need to look you in the eye and speak their wrongdoing. Further investigative concerns around capturing a written statement, presenting evidence and pursuing prosecution can all be addressed with proper planning and simple process.

The investigations team at Gap Inc. conducts approximately 80 percent of our total interviews over the telephone with a successful admission rate even higher than our face-to-face interviews. Our RLPM and DLPM levels are becoming more experienced as well and we're seeing similar success in their case resolutions. To continue building this skill set, the investigations team conducts monthly Live Meeting investigative training sessions, allows new interviewers to shadow (or listen in) during an actual telephone interview, and continues to communicate the many benefits of telephone interviewing to our brand partners. We strive for consistency in our interview approach, using the Wicklander-Zulawski structure for our conversations and refrain from "free-styling" simply because the conversation is over the telephone.

The benefits beyond an increased admission rate are experienced by our team every day. Telephone interviewing allows us to resolve cases quicker and leads to enhanced case productivity. Stronger business partnerships are forged due to swift case resolutions, and the work-life balance that impacts any team's morale is increased by eliminating needless, spur of the moment travel. Finally, budget dollars are saved to be utilized in those situations where travel is absolutely necessary.

In 2008, the assumed travel savings calculated by our investigations team of six was actually double the amount of the original travel budget allocation. When we weigh the benefits beyond the admission and include increased case productivity, enhanced work life balance, stronger business partner relationships, and travel savings, there is no better use of our time and skills as internal investigators than telephone interviewing.

Tips to ensure a successful telephone interview

- **Case Selection** – Determine if the type of case is appropriate for a telephone interview. Has the employee been previously interviewed? Is the employee extremely tenured and informed of the LP process? Is the evidence complex? Is an appropriate witness available? If you have concerns, you may need to conduct a traditional face-to-face interview.
- **Witness Preparation** – Taking the time to prepare your witness prior to the interview is critical to your success. Explain the interview process to your witness; ensure they understand their role and expectation specific to paperwork and signatures. Ensure they have the evidence and all company forms that will be needed readily available. If prosecution is a possibility, explain the process and provide local PD contact numbers. Most of all ensure they feel confident and safe in serving as your witness.
- **Telephone Quality** – Test the quality of the speakerphone before the interview. Ensure you have a quiet, confidential environment for the employee to listen to your conversation while on speaker without the remaining store staff listening in.
- **Internal Paperwork** – Ensure an adequate supply of your company's internal forms are available at the interview location and that your witness understands what is required on each document. Create a telephone interview packet that is sent to your witness prior to the interview. The interview packet should include details on their role as the witness, company forms, address to mail completed documents, copies of evidence, etc. Create a process (Fed Ex; UPS tracking etc.) that allows the witness to send you the signed documents as soon as possible.
- **Prosecution** – Either preparing your witness for this process or contacting the local authorities to provide a heads up can eliminate any hassles in this process. Consider prosecution via the mail/telephone after the employee has been terminated.

What Their Eyes May Be Saying

Thomas R. Masano, CFI
Senior Instructor for the Federal Law Enforcement Training Center (FLETC)

How many of you attempt to determine truth or deception through reading your subject's eyes when conducting an interview? I bet many of you do. If you don't, after reading this article you will surely find yourself paying more attention to your subject's eyes. Most of you who have been through an interview and interrogation class are quite aware that one of the favorite topics taught is neurolinguistics, or eye accessing cues. With the videos shown and the in-class exercises conducted, the area of neurolinguistics is talked about long after the class is complete. Also if I were a betting man, which I am, I would say most of you even went home after class and tried out your newfound skill on a husband, wife, or child. Does anyone want to admit they did? During your class you learned that a person will look up and either to the left or right when they recall information and they will look in the opposite direction when they create information. One of the biggest mistakes many people make when trying to read a subject's eyes is that they take recall and create behavior and associate them as truth and lie respectively. We must be careful with this fallacy because it could cause us to misread our subjects and take the wrong path during our interview or interrogation. For example, a person could recall the answer to a question you asked by moving their eyes to their established recall norm which you believe is always the truth. When in fact they could be recalling a lie they told another person before speaking with you. Therefore, when their eyes moved to their behavioral norm for recall, they told you a lie. So be careful when reading for recall and create and don't assume they mean truth or lie. I always say, "recall and create until you validate." Once a behavioral norm for recall is established and you can verify that norm with information known through your investigation, then you can validate their behavior. Many times there will be an associated manipulator in conjunction with the eye movement for a person's creative norm. For example, once you have established a norm for recall when looking at the eyes, the creative side will be the opposite, and then look for a manipulator to accompany that creative eye movement such as touching the face, scratching the head, brushing the pant leg, etc.

With many independent neurolinguistic studies conducted by numerous self-proclaimed experts, I decided to conduct my own empirical study. This research project was initiated to determine a solid percentage of individuals' recall behavioral norm and if it had any connection with being right or left handed. A common question asked is if there is a correlation between left and right handed people as it pertains to eye movement. With no real data to back it up, we have not

had a reliable answer. Many articles I reviewed similarly advised that these eye movement patterns typically apply to the majority of right handed people, though left handed people normally show the reverse of all these movements. The problem with these articles is that they didn't have any empirical data to back up this claim. As a response, our independent study was created to determine the statistical percentage of the population and their recall norm in relation to their handedness. The thought was that if we as interviewers could establish a strong behavioral norm for recall, then the creative norms would be opposite, whether it was eye movement or manipulators. We established a set of questions that are used many times during the biographical review and rapport stages of an interview that could help identify a recall norm, and any other associated behavior. There were also a few questions asked to produce creative thinking to look for and assess opposite behavior from recall.

Those interviewed during this research project ranged from young children (5 years old) to retired adults over 60. The majority of the volunteers were working adults in the 20-50 year old range with a mixture of male and females. Of the large volunteer group interviewed for this project, 9.6% were left handed. The guidelines were to establish a behavioral norm from the eyes for recall and to determine if there were other behaviors associated with the recall of information. We also tested the probability that being left handed resulted in an opposite outcome than a right handed person for the behavioral norm for eye recall.

Our study concluded that 71% of the population looked up and to their left when recalling information or a true event that had taken place, 21% looked up and to their right when recalling the same information, and 3% defocused their eyes. Finally, the remaining 5% had no behavioral norm for recall with their eyes. Our study showed that being left handed had no bearing on a person's recall behavioral norm. The results showed that of the left handed volunteers, 77% moved their eyes up and to the left as their recall behavioral norm. This closely compares to the overall 70.5% of all right handed participants. Therefore, it is our conclusion that handedness has no effect on reading behavioral norms during an interview.

As previously stated, 5% of the participants had no recall behavioral norm with their eyes, meaning they did not have a distinct up to the left or right eye movement when recalling information. However, they did display "other" behavior while recalling information. I'd like to discuss this a bit more to help you understand that when conducting an



interview or interrogation you may also need to look for "other" behaviors to establish norm for recall. We only documented these "other" behaviors if it was consistent and on-time. So if there was a behavior that happened only once it did not count for this study. We wanted to see re-occurring behavior to validate it was associated with recall. Many behaviors were noted including licking the lips, closing eyelids, hand to the chin, and rubbing hands. So, if you cannot establish a strong behavioral norm with the eyes, always look for other body language that may be consistent with the recall of information. What was interesting was that some participants combined an associated manipulator while their eyes were recalling information. We have always been taught that a manipulator is unknowingly displayed by a person who is being deceitful or hiding information to help release stress and tension, or to "cover the lie." With these findings, it's even more important now to have the ability as an interviewer to recognize manipulators that apply to a person's behavioral norm during truthful recall, versus those manipulators that indicate dishonesty. The 3% who defocused their eyes were found to be recalling information by staring at the interviewer but not focusing on them, thus giving the appearance that the subject was looking in front of or through the interviewer when thinking.

So what did this study tell us? It helped establish a reliable percentage for recall and creative norms, as well as other possible truthful behavior when trying to read a subject's eyes. Many independent interviewing instructors site a rather high percentage of 85% or higher for up and to the left for recalling information, and some even say it's always up and left for right handed and up right for left handed. We found this not to be accurate. It also helped to prove that being left handed had no relation as to whether a person would look up and either right or left with their eyes when recalling information. Remember, many people believed that a left handed person would look in the opposite direction as most right handed people. When conducting an interview or interrogation, the interviewer should establish a behavioral norm from the onset of the interview and remember the subject's behavior for continued use during the conversation. I think we all find that neurolinguistics is a very interesting area when it comes to reading behavior. So now that we are armed with this information, how do we apply it to our interviews and interrogations? First and foremost we must establish a baseline of recall behavior from the subject as they answer questions that we know to be true. Keep in mind that we can't know what someone looks like when they are lying to us if we don't know what they look like when they are telling the truth. Effective questions for this could be, "when was your date of hire," or "what is your social security number." During rapport, questions could include, "how long have you lived at your current address," or "what was/is

your favorite class in college?" Once you feel you have a good read on your subject's recall eye movement and any associated manipulators, it is then time to move on with the interview. As you ask questions, or even just speak during the interview, you should look for opposite behavior from the baseline you established when the person told the truth and recalled information that was known. So I challenge all of you to become more aware of "what their eyes may be saying" to help obtain the truth about your investigation.

Note: I'd like to thank Michael Reddington, CFI, of Wicklander-Zulawski & Associates for his assistance with this research project.

Thomas Masano, CFI, is a retired Special Agent with the Air Force Office of Special Investigations (OSI) and currently an instructor in the Behavioral Science Division at the Federal Law Enforcement Training Center (FLETC) located in Glynco, Georgia. He has over 14 years of field experience and eight years as a law enforcement instructor in the area of interview and interrogation.

CFIs in the Media

[Patricia Mincey Becomes a Certified Forensic Interviewer](#)

Patricia B. Mincey is named a Certified Forensic Interviewer by CISA in May 2008.

Shane Sturman, CFI, CPP has numerous articles published on [LawOfficer.com](#).

Dave Zulawski, CFI, seen on [Fox News](#) discussing possible deception by Ex Illinois Governor Blagojevich and current Senator Roland Burris.

Alan Tague, CFI, was interviewed in the March issue of [Stores Magazine](#) about Open Season On Shrink. (Page 79-80).

Don't Be a Tattletale (Pt. 2) by Doug Wicklander, CFI, and Shane Sturman, CFI, as seen in the [Loss Prevention Magazine](#) (Jan.-Feb. issue).

Fear at the Pump: Ever Changing Controls by Mike Marquis, CFI as seen in the [Loss prevention Magazine](#).

Abuse of Power by Dave Zulawski, CFI, and Shane Sturman, CFI, as seen in the [Loss Prevention Magazine](#) (March-April Issue).

The Post-Mortem Examination by Mike Marquis, CFI, as seen in the [Loss Prevention Magazine](#).



Interesting Tidbit

Company Sued After Termination

A drug company terminated an employee suspected of stealing from the store. The associate admitted stealing \$7,313.00 in merchandise, but claimed he was aggressively questioned and coerced into signing the statement. The employee was terminated for "unexplained merchandise losses, fraudulent transactions, and other related infractions."

The Company produced a report of the incident and turned it over to ChoicePoint for inclusion in its propriety data base. When the associate attempted to get another job he was denied employment by Walgreens, CVS, and Target based on the ChoicePoint report of the Company's dismissal. At issue at this point is the timing of the report's release to prospective employers. Not at issue currently is the confession and statement made by the employee to members of loss prevention. As the case progresses those issues will likely take center stage and the company's investigation and procedures will come under scrutiny.

The employee makes four causes of action in his complaint:

- Count I violation of the Fair Credit Reporting Act ("FCRA") against ChoicePoint;
- Count II violations of FCRA, against the Company and ChoicePoint;
- Count III a defamation claim under Pennsylvania law against the Company and ChoicePoint;
- Count IV a false imprisonment claim under Pennsylvania law against the Company.

In this [link](#) the Company seeks dismissal of Count III because the applicable statute of limitations bars Plaintiff's defamation claim.

However, this case underscores the need to do a through investigation followed by a careful interview and detailed statement with the employee. The fourth count above will address the actual questioning of the employee.

Missing CFIs E-mail/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 so, it indicates we do not have current phone numbers, titles, organizations, or e-mail addresses to reach these people.

Welcome CFIs

The following individuals became CFIs during the quarter, NOVEMBER 2008 - JANUARY 2009. 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](#).

Mary Kelly
 Kevin Kenney
 Jimmy Kerr
 Celia Kettle
 Gregory Kleiman
 Ken Kohler
 Fred Kramer
 Danny Lake
 Benjamin Lockhart
 Rema Magagna
 Darren Martel
 Chris McCarrick
 Christopher McCray
 Stephen McKinnon
 Donna Mundis
 Joshua Newell
 Dustin Propps
 Laura Roby
 Timothy Ruggiero
 Kathy Rupert
 John Saffer
 Marc Santiago
 Mike Saphos
 Michael Scafidi
 Daniel Schlosser
 Clark Seger
 Tristen Shields
 Brett Stees
 Andre Stevens
 Michael Sturgill
 Thomas Tauer
 Pete Trexler, Jr.
 Shauna Vistad
 Brian Williams

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.

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](#).

Letter to the Editor

Hello there from a new CFI and one that was very excited to receive her 1st CFInsider newsletter!

First I'd like to say Happy New Year and all the best for 2009! Secondly I am writing to you today to comment on the CFInsider as a new CFI. I have enjoyed this newsletter immensely.

I'd like to comment on a few items that I read, the first being the letter from the Chairman and his comment on learning. I couldn't agree more. Educating yourself on anything is always a good idea. Learning doesn't stop when we leave College. It continues whether it be by your company, your direct report, your friends, spouse or children. We should always have an open mind to accept what can be learned by others, in a seminar, a classroom or in our day to day lives.

The article "Training a New Investigator" by Nicole Accardi, CFI and Vince Briguglio, CFI was brilliant. When reading the article I smiled thinking OK, I'm doing it right as this is how I train. I also learned a thing or two that I can implement in my training, again going back to we should always be open to new ideas and learn something. An excellent idea is to have all employees involved in any type of interview/interrogation take the WZ 2-day seminar. I'll tell you my experience with the W-Z interview and interrogation seminar I attended in July 2007. I can tell you it was the worst possible time for me to be out of the business for two days. I was going on vacation at the end of the week and had so much on my plate at the time. I remember asking if I could skip the seminar and have someone give me their notes at the end of the two days so I could brief myself as I'd been through a few others and didn't think it would be any different. I'd been doing interviews for 12 years, and I was good at them so why would I need to go? Once at the seminar all I could think was what was the Yankee going to teach me? Well let me tell you, as soon as Chris Norris started talking I knew that this seminar would be different and this Canuck would be learning something new from the Yankee. Hence my opening statement about learning. We can always learn new ways of doing something that we are already good at and make ourselves great. Needless to say I'm glad my Senior Manager made me go.

I will say I was very skeptical that this method could ever work. However, I was very excited and nervous to try it out. I had always been able to get what I wanted out of an interrogation. However, the thought of being able to have the employee tell me even more, admit to wrong doings that we weren't previously aware of, and tell me who else was breaching company policy made me very eager to try it out. My first interview wasn't very smooth. It was more than bumpy. However, I was able to get the confession in record time and received valuable

information on other scams that were going on within the store.

That leads me to my second comment, The CFInsider directed me to an article in the Loss Prevention Magazine entitled "Don't be a Tattle Tale." I would like to share a personal experience that was brought to mind after reading this excellent article. It reinforced the idea that following through on the interview is so important. Sometimes the information that an employee might have is more valuable than we might think. One of my Loss Prevention Officers discovered 2 employees sweet-hearting, not huge amounts, however, still a good case. While gathering the personal information for the two employees the Labor Relations Manager told me that she was just going to terminate the 2 employees and forgo the interview. They were still on probation and hadn't reached their 3 months thus saving time and money. At the time this would have been only my 4th interview using the W-Z method and I really wanted the practice so I explained to her that the interview could produce more than we already knew and we should go through with it. She agreed and the interview was extremely fruitful as it led to one of my biggest cases, and an entire department being terminated for breach of company policy. If the Labor Relations Manager had just terminated the 2 employees and saved the 3 hours of pay at minimum wage the company would have continued to lose hundreds of thousand of dollars. Because of the information we received from the 2 employees we were able to stop the loss faster than if we didn't do the interview and gain the intelligence we needed.

I believe that the CFInsider will be a valuable tool for me in the future. I also believe that continuing to learn and educate myself will be beneficial in my career and personal life.

Jennifer Di Carlo, CFI
Wal-Mart Canada

Links of Interest

World's Worst Cultural Mistakes: [Behavioral Clues for different cultures](#) as seen on [www.yahoo.com](#)

The WZ Networking group on LinkedIn has a number of discussions with numerous responses on the topics of interviewing and interrogating. [Click here](#) to read.

Supply Chain Theft

[Read Here](#)
[Read Here](#)

[Kroll](#) provides a Global Fraud Report



CFIs On the Move!

Information for the CFIs on the Move section is provided in part by the Loss Prevention Foundation and Loss Prevention Recruiters. Thanks Chris O'Leary and Gene Smith!



LPrecuriters.com

Loss Prevention Recruiters

losspreventionfoundation.org

Frank Albany, CFI was appointed to the Director of Loss Prevention Under Armour.

Mike Anderson, CFI was appointed to Regional LP Manager – Golf Galaxy.

David Broom, CFI was appointed to Divisional Loss Prevention Manager – T-Mobile.

Jerry Brown, CFI was appointed to Corporate Manager of Investigations – Anchor Blue.

John DeYong, CFI is now the Business Manager Asset Protection for Raley's.

Andrew Henderson, CFI is now the Manager Field Investigations & Organized Retail Crime at Office Max.

Mike Iverson, CFI was appointed to Regional Loss Prevention Manager A.C. Moore.

Mike Keenan, CFI is now the Senior Director at Banana Republic

Pierre Lautischer, CFI is now a Manager with Kryss & Associates Cayman Ltd. in the Grand Cayman Islands.

Chris McCray, CFI has been promoted to Senior Area AP Manager for Best Buy Company.

Steve McKinnon, CFI was appointed Senior Investigator for Kroll

Charlie Olschanski, CFE, CFI of Tiffany & Company has been promoted to Director of Investigations-Worldwide

Janette Oswald, CFE, CFI is now Contractor in internal Assurance & Compliance at Wingstop Restaurants, Inc.

Damien Pittola, CFI was appointed to District LP manager – Kohl's

James, P. Carr, CFI is a Consultant with Protiviti.

David Pruett, CFI is now with DSW Inc. in Loss Prevention Investigations.

Mike Saphos, CFI was appointed Investigator for JP Morgan Chase.

Byron Smith, CFI was appointed to LP Project Manager – Conn's.

Greg Stocker, CFI was appointed to Area LP Manager - PetSmart.

Alan Swayne, CFI is now with Limited Brands, as an Investigator for Brand Protection.

Ehab Zahran, CFI was appointed to Field Loss Prevention, Investigations & ORC-East Region – OfficeMax.

Chris Norris, CFI has been promoted to Director of Webinars and CBT Training for Wicklander-Zulawski & Associates.

Pete Trexler, CFI, is now with Lumber Liquidatros, Inc.

CFIs Recertify

We are proud to list those who have recertified. This list includes those who have submitted their paperwork from November 2008-January 2009, to continue their CFI designation through 2012. Congratulations on maintaining your CFI.

Jeremy Bailey
James Carr
Kevin Griggs
Robert Hearn
George Hines, Jr.
Pierre Lautischer
Cliff Means
Gary Moncur

Duarte Monteiro
Juan Perez-Garcia
Benjamin Robeano
Chad Sellers
Robert Smith
Gerald Thering
Clay Tyson
Kimberlee Woo

Attention Yahoo.com Email Addresses

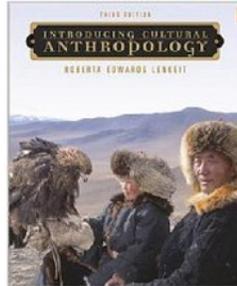
We have been experiencing a problem with Yahoo email addresses recently. A number of our emails are kicked back as undeliverable from this domain. If you have another email address, or a way of making emails from w-z.com accepted please do so. If you have an alternate email, please let us know as well. ([Click here](#) for Wayne's email)



Book Review

Reviewed by *Dave Dehner, CFI*
Introducing Cultural Anthropology
 by Roberta Edwards Lenkeit

I have gone back to college and one of my general electives is Cultural Anthropology. When I started reading chapter 4—Languages, I could not help noticing the close proximity of this information to that of the training I received from Wicklander—Zulawski & Associates. I wanted to be sure to give credit where it is due - A large portion of this information is from the textbook—*Introducing Cultural Anthropology* by Roberta Edwards Lenkeit.



Silent Language

Silent language refers to the myriad nonverbal ways that we communicate within a culture. Such communication may take the form of kinesics (the use of the body), proxemics (the use of space), cultural time (the use and treatment of time), words, silence, and material culture. Silent language can be one of the most difficult aspects of another culture to learn because it is not formally taught. It can be misinterpreted by people with different cultural or subculture backgrounds. Lack of awareness of another culture's silent language can lead to embarrassment, misunderstandings or failure to unearth the truth from an interview. Because it easily generates frustration, it can feed one's ethnocentrism. Lack of awareness of silent language may even be dangerous, as in the case of inadvertently wearing a gang's colors or using a gesture that carries a confrontational message. Silent language is a powerful form of communication.

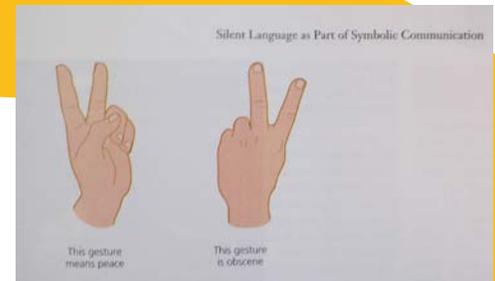
Kinesics

Kinesics is the study of the use of the body in communication. Specific kinesics studies analyze cultural gestures, facial expressions, and body position. Common gestures such as the North American A-OK sign, made by placing the forefinger and thumb in a circle, can create misunderstandings outside of the United States. In some countries this gesture refers to a part of the anatomy and is used as a grave insult. In Japan it means money, and in France it means that you think someone is a zero. In Malta and parts



of Italy at one time it was a male homosexual gesture soliciting sex.

The familiar North American “come here” gesture of motioning with the palm held up, fingers folded into palm, and the index finger alternately extended and crooked toward the body can also be insulting when viewed through the lens of another culture. A student from the Philippines recounted that an older relative of his, a recent immigrant to the United States, quit a job as a busboy in a restaurant because he constantly felt insulted when people would use this gesture toward him. In the Philippines this gesture is used to call animals, and the older relative felt that he was being treated like a dog. Because he was enculturated to interpret the gesture in a different way, even when the North American meaning was explained to him, the gesture made him very uncomfortable.



Remember that gestures are symbolic and the meaning assigned to them may change from time to time even within one culture. For this reason,

I believe that it is more important to be alert to silent language issues rather than simply to memorize the meaning of gestures for various cultures.

We are all familiar with facial expressions, and most of us do a good job of reading them within our own culture. We've all had friends ask us if something is wrong when we thought that we were hiding our sadness or pain. Something about our facial expressions or the way we were holding our bodies communicated our true emotions. A student who was enculturated in Cambodia remarked that in his culture it was considered an insult and very bad manners to look at a teacher when she was talking to you. He was confused when he first entered an American classroom. He said that even after seven years in the American school system it was hard for him to look instructors in the eye when they spoke. In traditional American culture, people who don't look at you when you speak are considered inattentive and shifty, or even dishonest.

Body positions, such as arms tightly folded across the chest, also communicate. Actors are particularly good at studying and using body position as a means of communicating an attitude or emotion. The next time you watch a movie, try to articulate what it is about an actor's body position and movement that the actor is communicating to you.

Continued...



The process of interpretation or reading of the silent language cues happens almost instantly, and in the interview process it is most important to know if the body language is due to lying or just a part of a person's culture. Establishing behavioral norms is an essential step in the process and may assist you in avoiding a false positive later in the process.

Proxemics

Another area of silent language is called Proxemics, the study of how people of different cultures and subcultures perceive and use space. Touch, spacing, and territorial distance between bodies are all aspects of Proxemics.

According to Edward T. Hall (1955), the use of space within middleclass American culture is broken into four main distances in social relations and business: intimate, personal, social, and public. Those who have been enculturated into the middleclass American subculture understand these proxemic categories very well, though they were never formally taught about them. When sharing intimate information with a friend, middleclass Americans move in close, usually about six to eighteen inches. We lower the volume of our voices to a whisper or near whisper and share the bit of gossip or personal thought. As we grew up, we also learned about how far away to stand in ordinary conversation, and we learned to use the appropriate voice level. We become aware of these cultural spatial distances when someone violates them.

A visitor from a Latin American country, for example, often stands in our intimate space while using a voice level that we would use in personal or social distance. The middleclass American's reaction is to back away, trying to get comfortable with the distance. The Latin American visitor is suddenly uncomfortable and tries to move closer. The ethnocentric voice in the American's head is beginning to register: pushy, pushy Latin. The Latin's ethnocentric inner voice is beginning to say cold, stand-offish North American. Unless one or both are culturally aware, unpleasant feelings will likely arise about the other person. If this happens to take place within the context of an interview, it does not bode well for the outcome. It must be noted that this is an example only. Within Latin America, there are variations in the details of Proxemics, just as there are proxemic variations within most societies. Again, establish behavioral norms.

Cultural Time

Time is another aspect of silent language. For the American business executive in an Arab country, frustration about time can be particularly annoying. Five minutes in American time is about fifteen minutes in Arab time. To an American executive, a fifteen minute wait in an outer office requires an apology. To an Arab, the equivalent cultural time

would be forty-five minutes. The American feels that the Arab is rude indeed for being so late. The Arab feels right on time or even a bit early for the appointment and perceives the American as pushy and uptight. The two simply operate on different value systems of expectation regarding time. Awareness and understanding of different silent language systems is clearly important for understanding in the interview process.

Words

Words may have meanings other than the formal, generally recognized ones. Alternative meanings of common words are usually understood by members of a culture. Such silent language can, however, be quite confusing to members of other cultures. The phrase "see you later" caused many problems for foreign students. In many cultures, customs of hospitality dictate that "see you later" means, literally, that the person expects to *see you later*. Foreign students reported feelings of frustration when expecting to see a new friend stop by their apartment and the person never comes. In Thailand the greeting "how are you?" is understood as a genuine interest in one's welfare and requires polite reciprocal discussion in detail of one's current condition. When in an interview situation use common understandable language. Slang words or phrases may be misconstrued and your rationalization not understood.

Silence

Silence is also a form of nonverbal communication. Its use is situationally dependent, and there is much variation in its use within a culture. When interviewing we know that if used at the appropriate time, silence can yield a great deal of information from the interviewee.

Material Culture

Artifacts and features are also a part of silent language communication. Members of a particular culture share an understanding of the symbolic meaning of their material culture, and someone from another culture does not. Artifacts such as clothing, jewelry, home furnishings, and make of vehicle can silently communicate about issues such as socioeconomic status, ethnic group membership, and job status. This information is invaluable when it comes to rationalizations and assumptive questions.

Summary

The nonverbal symbolic communication systems of silent language are important aspects of culture – kinesics, proxemics, time, words, silence, and artifacts are examples of cultural behaviors that we gain through enculturation and rarely think about, though they are powerful agents of communication. A lack of awareness of differences in silent language can lead to embarrassment and misunderstanding that can significantly undermine cross-cultural communication and your interview.



CFIs Answer the Call

Rationalization Committee

We are looking for a number of CFIs who are interested in participating in a project for Rationalizations/Themes. We have created a chart of about 78 different Rationalizations/Themes and would like to have a few different Rationalizations/Themes for each of the 78. The goal of the project is to have a place CFIs can go when they have an interview to gather possible Rationalizations/Themes for their case.

As part of this project we will be assigning Continuing Education Credits for your recertification should you be a part of this research project.

Information Requested

We are asking CFIs to inform us of any conferences, symposiums, or seminars that deal with ideas relevant to CFIs.

The following CFIs have already volunteered to be part of this committee:

Tom McGreal, CFI, Mike Reddington, CFI, Shauna Vistad, CFI, Andie Millaway, CFI, Chris Batson, CFI, Chris Cassidy, CFI, Dennis Braman, CFI, Robert La Commare, CFI, James Moore, CFI, George Sanchez, CFI, and George Torres, CFI.

CFInsider Journal Committee

We have had many people involved in creating these CFInsider issues that are enjoyed by CFIs. Every year we have turn over as our responsibilities change with our personal life and our professional life. As we enter 2009, we are seeking CFIs who would like to be part of this committee to create these issues. As part of this CFInsider Journal Committee, you will receive 4 Continuing Education Credits per year that you are an active member. Whether you are a current member or want to be a new part of the committee, an email saying you would like to be involved is required. Please email [Wayne Hoover](mailto:Wayne.Hoover@cfi.com) to be part of this committee, or if you have questions in regard to the requirements.

The following CFIs have already volunteered to be part of this committee:

Cary Jones, CFI, Joe Nay, CFI, Stefanie Hoover, CFI, Jack Ternan, CFI, Wayne Hoover, CFI, Jodie Murphy, CFI, Chris Cassidy, CFI, Chris Goebel, CFI, Ben Robeano, CFI, Nicole Accardi, CFI, David Dehner, CFI, Dan Taylor, CFI, David Shugan, CFI, Lance Williams, CFI, Don Ward, CFI, CFE, Stephen D. Bain, JD, CFI, Jennifer DiCarlo, CFI, Jared Costa, CFI, James Moore, CFI, James McLemore, CFI, Dennis Braman, CFI,

Continuing Education Committee

Every 3 years a CFI is required to recertify and prove that they have continued their education to maintain the CFI designation. From those who submit their continuing education, we select a percentage to be audited. This committee of CFIs conduct the audits of those submissions. As part of this committee, you earn 4 Continuing Education Credits towards your recertification for your active participation. Current members of this committee are not required to "re-up" as all have been active over the past year. However, if anyone would like to join this committee, who is not currently a member, please email [Wayne Hoover](mailto:Wayne.Hoover@cfi.com) and state your interest.

The following CFIs have already volunteered to be part of this committee:

Mike Iverson, CFI, Mike Ternan, CFI, Jodie Murphy, CFI, William Wells, JR, CFI, Jeremy Bailey, CFI, Ed Borguez, CFI, James Carr, CFI, Ray Cotton, CFI, Garth Gasse, CFI, Shauna Vistad, CFI, Lance Williams, CFI, Jane Woodland, CFI, Mike Hofstetter, CFI, Dave Shugan, CFI, Scott Martyka, CFI, Joshua McAfee, CFI, Rich Portmann, CFI, Jon Stokes, CFI, Charles Werner, CFI, Dale Werner, CFI, David Miglin, CFI, Shane Jennings, CFI

Financial	Peer Pressure	Impulse	Opportunity	Personal Emergency	Job Dissatisfactions
Kids	Chemical Dependency	Family	Alcohol	Gambling	Greed
Revenge	No Company Controls	Weak LP Dept.	Company Ores to Them	Envy	Love
Lust	Sex	Sabotage	Ferish	Taxes	Affair
Get out of Debt	Change in Standard of Living	Big Taste on Beer Budget	Complacency	Accident	Too Easy
Seeking Attention	Curiosity	Perceived Glory	Anger	Credit Cards	Lifestyle
Media	Social Causes	Mental	Addiction to Sealing	Steal to Give	Perceived Need/Social Status
Someone Else's Idea	Someone else got away with it	Threatened	Gang Initiation	Divorce	Relocation
Expectations	Demotion	Lack of Benefits	School	Death in Family	Passed over for Job
Thrill	Parents	Hunger	Spouse	Guilt Transfer	Build a Better Life
Medicine	Accomplice	Blame LP	Guilt	Retirement	Loss of Job
Competition	Personal Freedom	Salary	Injuries	Work Hard/Play hard	Travel
Sports	Goal Oriented	Image	Stroks (they are good)	Smarter than You	Entitled



NEW Regional Chapter Committees

We have had numerous requests to create Regional Chapters for CFIs to have meetings to discuss ideas, do presentations, and earn Continuing Education Credits. Based on these requests the Advisory Board agreed there are certain areas that could support such an effort. As a member of these Regional Chapters, you would be required to coordinate with Wayne Hoover possible dates, times and locations to provide meetings. If you are interested in creating a Chapter in your area, please contact [Wayne Hoover](#).

The following CFIs have already volunteered to be part of this committee:

Tim Lapinsky, CFI (Kansas City), Marc Heath, CFI (Boston), Chris Batson, CFI (New York), Dan Taylor, CFI (St. Louis), Charles Olchanski, CFI (Chicago), Wayne Hoover, CFI (Chicago), Robert V. LaCommare, CFI (Columbus, OH).

Pictures of CFIs Wanted

I think we all agree the CFInsider looks better with pictures of CFIs in action. Whether it be a company meeting, training seminar, or national/regional conferences, please remember to take pictures and send them to Wayne Hoover (link to email) to include in future issues. Thanks for any help you can provide in this area.

QUOTE OF THE QUARTER

An investment in knowledge always pays the best interest.

Benjamin Franklin, American inventor, statesman

Article Submissions

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

CFInsider 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 or beliefs of *CFInsider* or the Advisory Committee.

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 93 commemorative CFI leather bound folders available. The cost is \$30.00 plus shipping. Please click [HERE](#) to order yours today!



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 cfinsider are intended for information, and is not meant to be used as legal advice.



CFI Recertification Information

A link to the http://certifiedinterviewer.com/seminar_classes.htm will give you a list of some of your options. To download the recertification form, please click the following link: 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 recertification:

www.policetraining.net

www.w-zcampus.com/campusV2/campus/course_catalog.html

www.w-z.com/schedulecfi.php#schedules

www.lsiscan.com/scan_training.htm

[NRF Investigator Network Meeting Calendar](#)

CFI Continuing Education Credits - Upcoming Meetings:

*April 20-25, 2009

[International Law Enforcement Educators & Trainers Association \(ILEETA\)](#)

*May 3-6

[Retail Industry Leaders Association](#)-Loss Prevention Conference

*June 15-17, 2009

[National Retail Federation](#)-Loss Prevention Conference

*July 12-17, 2009

[Certified Fraud Examiners](#) Conference

*September 21-24, 2009

[ASIS Conference](#)

NRF Investigator's Network Schedule:

April 17, 2009

[NRF-Investigator's Network Meeting](#)

Hosted by: GAP, Inc.

San Francisco, CA

April 22, 2009

[NRF-Investigator's Network Meeting](#)

Hosted by: Nordstrom at Tyson's Corner

McLean, VA

April 24, 2009

[NRF-Investigator's Network Meeting](#)

Hosted by: Sears Holdings Corp.
Hoffman Estates, IL

April 29, 2009

[NRF-Investigator's Network Meeting](#)

New York City Metro Area, NY

April 30, 2009

[NRF-Investigator's Network Meeting](#)

Hosted by: Bealls, Inc.

Bradenton, FL

April 30, 2009

[NRF-Investigator's Network Meeting](#)

Hosted by: Talbots, Inc.

Boston Metro Area, MA

May 5, 2009

[NRF-Investigator's Network Meeting](#)

Hosted by: Macy's

Seattle, WA

May 5, 2009

[NRF LP Professional Development Conference Call](#)

Hosted by: Women in LP Caucus

June 15-17, 2009

[NRF LP Conference & EXPO](#)

LA Convention Center

Los Angeles, CA

REGIONAL FRAUD Conference Association of Certified Fraud Specialists

April 13-14, 2009 • Houston, TX

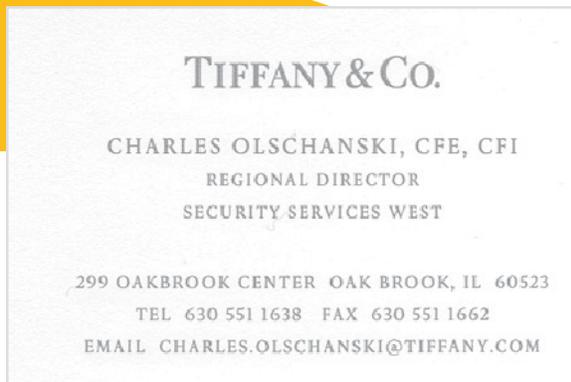
April 16-17, 2009 • Ft. Worth, TX

***Note:** CFIs have mentioned that they will be at these conferences and/or presenting at the conferences. For networking possibilities with other CFIs, please contact [Wayne Hoover](#) for an introduction.

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.



Have you added CFI to your card?



CFIs Speak at Conferences

Retail Industry Leaders Association (RILA) Conference:

- Gary Moncur, CFI and George Hines, CFI, speaking on Maximizing the Audit Process
- Walter Palmer, CFI, is speaking on How to Improve Performance: Understanding the Levels of Performance.
- Wayne Hoover, CFI, is speaking on Multiple Suspects: Eliminating the Innocent and Identifying the Guilty
- Joshua Haggard, CFI, is speaking on How an Incentive Program can Influence Safety
- Kevin Bitters, CFI, is speaking on ORC Programs
- David Lund, CFI, is speaking on Low Shrink Stores-The Best ROI for Loss Prevention.
- Wayne Hoover, CFI, conducting a 1/2 day presentation on Telephone Interviewing sponsored by RILA

American Society of Industrial Security (Northeast region):

- Mike Reddington, CFI, presented to the Southern Connecticut, Connecticut, Western Massachusetts, Boston Chapters on Non-Confrontational Interviewing.

International Law Enforcement Educators & Trainers Association (ILEETA):

- Wayne Hoover, CFI, conducting a presentation on Non-Confrontational Interviewing for Law Enforcement.

NRF Investigator's Network:

- Dave Zulawski, CFI, conducting a presentation on Interviewing at the Chicago Meeting.

CFI Recertification

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 April - June, 2009. 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.

April

Carlos Bacelis
Scott Camire
Roger Coursey
Casey Jarman
Mary Ann Rivalsky
Charles Rossello

Bryant McAnnally
Raul Ramirez
Brittney Vachon
Vince Williams

May

Roderick Cabrera
Jacob Carroll
Ryan Clevenger
Paul DeMasi
Marc Lambert
David Lund

June

Michael Bruce
Tyler Hill
Daniel Horowitz
Darryl Horton
Dennis Rogers
Melissa Smart
Stephanie Stahl
Ken Trimble
Jeffrey White

Organizations Represented

The following list comprises the new organizations that have individuals who have successfully achieved the CFI designation during the quarter, **NOVEMBER 2008-JANUARY 2009**.

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

A.C. Moore
AmerisourceBergen Corporation
Axxess Financial Team
Barnes & Noble College Bookstores
BestBank
Dollar Tree Stores Inc
Duckwall-Alco Stores
Groveport Police Department

HSBC Finance Corp.
Krys & Associates
Cayman Ltd. Limited
Loblaw Companies
Lumber Liquidators
Raley's
Ritz Camera Centers
Shopko
Swiss Reinsurance Company
Teprur & Associates