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## Having All the Tools It arrived last week without notice.

It was full of valuable information. Gleaming photographs portrayed the latest and the very best of each line. It was almost too much to take in at first glance. This would require time, all this, in just one place. A woodworking magazine had arrived; an unexplored world was about to unfold.

The magazine promised to compare and contrast the latest, and the very best, of table saws...all in one article and apparently for the very first time in the history of woodworking. Imagine that, one could hardly stop from flipping open the pages and beginning to read right there. This could be really valuable information if a person was in the market for a table saw. And upon reflection, why wouldn't one be?

Not known for our interest in table saws, it was unusual to be drawn to the pages. The colors of the saws were engaging and quite varied, obviously any of them would be an attractive addition to the woodworker's shop. However, the manufacturers' suggested retail prices certainly would surprise the uninitiated. One could buy dozens or more circular saws for the same price as these princely machines. And the things these saws could do, such as cut an angle at 45 degrees exactly...not 44 or 46...but 45. It would be nice to be able to do that well and consistently one would think.

The magazine said the saws all could do similar things, like dado or rabbet cuts, or one-pass milling of dresser drawers, which all must be valuable things to be able to do. We even pulled out a couple of dresser drawers to look; we weren't sure what we were looking for, and so the task was rather uneventful, although several spider webs were dispatched during the inspection.

Quite an investment for a saw. Some were thousands of dollars, but handy if you knew how to use them we suspect. These same saws were later employed in another article to make fine chairs and cabinetry using all the bells and whistles on the machines. The cabinetmakers really knew what they were doing, measure twice cut once, and then assemble a beautiful piece of furniture.

### Crafting an Investigation

Expensive, yes, but in a craftsman's skilled hands, the results were pure magic. Loss prevention software is very much like those fine table saws. In the right hands they are capable of

leading an investigation in the right direction by mining data and focusing investigative resources quickly and effectively on those who may be stealing. This saves time for the investigator and assets for the company. Plus, the software can store the investigation's video, evidence, reports, create templates, and maybe even cut a 45-degree angle. You have to love those bells and whistles when you know how to use them.

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Pulling an investigation together using some type of loss prevention software readily targets the dishonest employee and gives some sense of the scope of the loss caused by the associate. Then comes the assembly of the pieces—what do we do next?

Some companies, when they begin to use these programs, are almost overwhelmed by the amount of data and potential targets for investigation. It may seem initially like going to Canada fishing with big pike striking all around.

Clearly, the software gives an indication of a potential problem and the investigator completes a thorough investigation prior to the interview. However, there may be other schemes in place to steal from the organization that the software did not identify, so the true extent of the problem may not be evident. It then falls to the interviewer to obtain the details to substantiate the losses and discover the motive for the thefts.

Learning the full scope of the thefts can assist the company in allocating investigative resources and identifying operational weaknesses. There is also the issue of restitution that must be

considered and the recovery of evidence of the crime. A well done interview supports and strengthens the investigative findings providing a pattern of dishonest behavior, evidence, and motive for the crime.

There are three common investigative problems continually brought up by senior loss prevention executives:

- Failure to develop the employee's admissions fully,
- Written statements not adequately substantiating the subject's admission and elements of the crime, and
- Final investigative reports failing to clearly represent what was done or said during the investigation.

So where does the real problem lie? There may be functions in the LP software package left unused because they were not understood fully by the user. Or, maybe there are other shortcuts to improve the investigator's efficiency of which he is unaware. In the same way the development of the admission may seem like the problem, but is it really?

We have the most wonderful and very best saw, but do not know how to use all those great bells and whistles included with it. The missing skills to use the saw is just a lack of training, feedback, and practice so the resulting piece of furniture looks nothing like the final piece depicted in the magazine article. The problem is all those pieces do not fit together properly and the piece looks wrong. The poorly constructed chair is not the problem; it is rather a symptom of earlier mistakes becoming evident only at the conclusion of the project.

Development of an admission is much like the unstable chair. The problem lies not in the development of the admission phase

of the interview, but much earlier in the conversation. When walking the interviewer back through his actions and strategies, there are implications to each decision that impact the resulting admission. We will address the specific problems associated with the development of the subject's admission in our next column.

## A Rose Is a Rose.

"A rose by any other name is a rose..."

It is interesting to note the change in language as we have become a kinder and gentler society. Names change to make things seem more gentrified. No more garbage man or janitor for us, now it is sanitary or building engineer.

Interrogation became interview, and interview has now become educating information. *Educing information!* We had to get out the dictionary and look up "educing." For those lacking in education...as apparently we are...Webster's *New World Dictionary* defines *educing* as:

1. to draw out; elicit.
2. to deduce
3. See also educate

Oh, government projects! Trying to keep it simple is not the government's job, so confusing the issue with the term "educing information" is just trying to make the study of interrogation similar to the tax code. Then "they" spend multiple pages in their research project talking about why this might be confusing and that they are really referring to interrogation. Let's all just talk simply so we can communicate. Then again, we *are* talking about the government and Ph.D.'s. ■

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