

NEWS

September 2008

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Carino's Corner

It is not too early to start making plans for our 2009 Seminar to be held at the Sheraton Waikiki in Honolulu. The dates are 22 – 26 April 09. We have assembled an outstanding slate of speakers to be announced shortly on our website (www.intellenetwork.org) and listserv.

As you know, our seminars traditionally commence with a welcoming cocktail hour followed by dinner on the Wednesday evening. However, occasionally a unique opportunity presents itself for a fantastic "no fee" pre seminar event. Such an occasion has presented itself through the diligent efforts of Board Member co-local host Kevin Ripa. He has been able to arrange for a special tour and briefing on Wednesday, the 22nd at the Joint POW-MIA Accounting Command (JPAC) at Hickam AFB. JPAC's mission is to achieve the fullest possible accounting of all US service members lost during our nation's previous conflicts. Our visit will include briefings and special tour of the Central

Identification Lab. The techniques utilized identifying recovered remains by forensic anthropologists and other specialists will be of key professional interest to our attendees especially those who are involved in unresolved active and cold case homicides.

To take advantage of this terrific opportunity will require a no later than Tuesday 21 April 09 arrival into Honolulu. But not to worry, our great room rates are good for three days prior and three days past seminar in case you want to extend your stay in the Islands.

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Know Your Fellow Member



Tanya S. DeGenova, CPP
TSD Security Consulting Group, Inc.
Boston, Massachusetts

Tanya S. DeGenova, CPP is the President of TSD Security Consulting Group, Inc. in Boston and a retired career FBI Agent with thirty-four years combined experience in investigations and management.

Tanya S. DeGenova grew up in Casablanca, Morocco until the age of 13 in a multi-cultural family and is fluent in French, Russian, German and English. She holds a B.A. from Syracuse University and a M.A. in International Relations from Georgetown University.

During her tenure with the FBI, (1974-1999) Ms. DeGenova worked on a wide range of criminal and national security investigations in Washington, D.C., Miami, Salt Lake City, Seattle and Las Vegas before being promoted to FBI headquarters in

1992, where she spent four years as a Program Manager in the National Security Division.

In November 1996, Ms. DeGenova was promoted to Boston as a Supervisory Special Agent, where for the next three years she supervised two squads and several investigative programs to include counterterrorism, foreign counterintelligence, civil rights, police training, community outreach, security programs and countermeasures and applicant recruitment.

Since she retired from the FBI in 1999 and founded TSD Security Consulting Group, Inc, an investigative and security consulting firm, she consulted to several US government agencies both Germany and in Washington, D.C. and conducted a top to bottom review of the Mass. Crime Lab and Medical Examiner's Office in 2007 for the Executive Office of Public Safety. On the investigative side, her firm specializes in pre-employment background investigations and corporate due diligence and litigation support worldwide for US based clients. (www.tsdc consulting.com)

From 2003-2005 Ms. DeGenova worked as a US Red Cross volunteer at the Landstuhl US Army Hospital in Germany and is currently a member of the North Shore Hospice Russian Advisory Committee. Ms. DeGenova is an active member of the Marblehead Rotary Club International, CII, Intellenet and ASIS where she holds a title of CPP since September 2006.

Trickery

A police officer was staking out a particularly rowdy bar for possible DUI violations. At closing time, he saw a man stumble out of the bar, trip on the curb and try his keys on five different cars before he found his. The man sat in the front seat fumbling around with his keys for several minutes.

Meanwhile, all the other patrons left the bar and drove off. Finally the man started his engine and began to pull away. The police officer was waiting for him. As soon as he pulled onto the street, the officer stopped him, read him his rights and administered the breathalyzer test to determine his blood-alcohol content.

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The results showed a reading of 0.0.

The puzzled officer demanded to know how that could be. The driver replied, "Tonight I'm the designated decoy."

Members in the News

John R.W. MacIntire, Jr, Tucson, Arizona, was reelected President of the Arizona Association of Licensed Private Investigators (AALPI) for 2008. His wife **Jessei** is the Secretary of AALPI. Their daughter, **Kelly**, is a Sergeant selectee on the Denver, Colorado, Police Department.

Lynette Revill, Sarasota, Florida, was the recipient of the Investigator of the Year award by World Investigative Network.

Eileen Law, Kennett Square, Pennsylvania, is performing the musical "Man of La Mancha" for two weekends in June.

Cynthia Herrington, Haskell, New Jersey, **Reggie Montgomery**, Allendale, New Jersey, and **Larry Ross**, Washington, DC, were presenters at the NALI Conference in Arlington, Virginia in June 2008.

Howie Comen, Charleston, South Carolina, received the South Carolina Christian Action Council Ecumenism Award for 2008 for his efforts to promote religious pluralism and tolerance.

Bill Blake, Littleton, Colorado, made a presentation on "Walking in the Minefield: Professionalism and Ethics," to criminal justice students at Westwood College, Denver, Colorado.

At the June 2008 Intellenet Conference, **Dennis Crowley**, Walpole, Massachusetts, was awarded Lifetime Membership in Intellenet for his many years of service to the organization.



Larry Ross, Washington, DC, recently spoke on asset searching at the NALI annual conference.

Ed Wunsch, Hopkins, Minnesota, located a deadbeat dad in 15 minutes after the Sheriff's Department could not locate the man over a period 18+ years.

Steve Rambam, Brooklyn, New York, was the keynote speaker at the H.O.P.E. "Hacker" convention held in New York City in July 2008. He was joined by **Reggie Montgomery**, Allendale, New Jersey.

Gary Brown, Beaverton, Oregon, was a presenter at the Brazilian Graphology Congress meeting in Recife, Brazil, in September 2009.

Jimmie Mesis, Freehold, New Jersey, and **Kitty Hailey**, Philadelphia, Pennsylvania, were speakers at the NALI Southwest Super Conference in August 2009,

Recent NALI elections resulted in **Burt Hodge**, Tallahassee, Florida being re-elected as National Director, **Alan Goodman**, Portland, Maine, as Assistant National Director, **Paul Jaeb**, Minneapolis, Minnesota, as National Secretary, and **Shelia Klopper**, San Jose, California, as Region 7 Director.

Steve Rambam will be a speaker at the 2008 Grand Canyon Conference of the Arizona PI Association, October 2-5, 2008.

Jon McDowell will be a speaker at the CII Conference in Halifax, Nova Scotia, Canada, August 21-30, 2008.

Kevin Ripa will present an all day seminar at the Washington State upcoming seminar.

Richard Isaacs will be a speaker at the International East-West Security Conference in Malta, December 9-15, 2008.

Jim Whitaker, Wooster, Ohio, **Dave Aggleton**, Terrytown, New York, **Cynthia Hetherington**, Haskell, New Jersey, **Jack and David Chu**, Hong Kong, and **Werner Preining**, Vienna, Austria, will

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be speakers at the ASIS Seminar in Atlanta, Georgia.

An Intellenet member, writing as David Doesser, has published a fiction novel, *A Very Important Message*. The first line editor was another Intellenet member from Germany.

Definition of Politics: "Poli" in Latin meaning "many" and "tics" meaning "bloodsucking parasites."

New Members

Zach Bechard, Jupiter, Florida, **Don Berlin**, Washington, DC, **Jim Burton**, Havre de Grace, Maryland, **Ed Dubois**, Manchester Center, Vermont, and **Greg Scott**, Greensboro, North Carolina, **Carl Christiansen**, Simpsonville, Kentucky.

Don't Be Duped! ***USAA Magazine Summer 2008***

It's a fast-growing scam: You receive a check in the mail and a request to cash it and wire the proceeds to someone in dire need. While the accompanying pitches are as varied as criminals' imaginations, the check all have one thing in common. They're phony, and cashing them could cost you thousands. To learn the bad guys' nasty tricks, visit **FakeChecks.org**

Guard your castle and your cash. You've heard horror stories about homeowners who hire contractors who turn out to be unlicensed, untrained and all-out frauds. At **ContractorCheck.com** you can search for licensed contractors or—for \$12.95—request a detailed report that exposes bankruptcies, liens, judgments and credit problems.

Ways to Improve the Interview Process

Autumn Lowery
Investigative Consultant
Business Controls, Inc.
Littleton, Colorado

Over the last 50 years, psychologists have criticized employment interviews on the basis that they are subjective and poor *predictors* of future job performance. However, a small investment can drastically improve hiring practices, significantly upgrading the interview process, and in turn, improve the quality of employees who are hired. When reviewing applicants, a company should utilize a structured interview and maintain a consistent evaluation process to ensure the usefulness and fairness of the interview.

A meta-analysis featured in the *Journal of Applied Psychology* suggests that a structured interview is more than twice as effective as unstructured interviews (Wiesner, W.H. & Cronshaw, S.F., 1988). To ensure consistency, interviewers should be provided with scripts and a standard set of questions to use with every applicant. Additionally, the questions should address the specific requirements of the job. The use of non-job related questions can intrude on the privacy and rights of the interviewees and potentially lead to legal problems. Another strategy for structuring employment interviews is to examine the prospective employee's ability to make good judgments in a variety of situations. Research suggests that it is best to focus on relevant examples of past behavior that demonstrate the applicant's experience, rather than responses to scripted hypothetical situations (Pulakos, E.D. & Schmidt, N., 1995).

Utilizing an interview panel that consists of several interviewers to question job candidates can greatly improve the reliability of the hiring process. It is recommended that the panels contain two or three interviewers for the most effective results (McDaniel, M.A., Whezal, D.L., Schmidt, F.L., & Maurer, S.D., 1994); however, this will only hold true if the interviewers are using the same list of questions and are instructed how to consistently score the interviewees' responses. The interviewers must be initially monitored by an uninvolved party to ensure that the panel can demonstrate agreement on the evaluation criteria, creating inter-rater reliability. The interview process should be tested using current employees to determine if the interview evaluation and hiring process are able to predict future success in the company. For

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example, if a current, successful employee is unable to achieve a high evaluation score, it is unlikely that the interview process is able to accurately predict future success.

Instead of hiring an employee based on a "gut feeling," it is recommended that Human Resources Departments implement the above guidelines to ensure the future success of a company. The reviewed literature reveals that structuring the hiring process contributes to the effectiveness of the employment interview, and typically results in a more objective and predictable evaluation.

Shorthand for the Investigator

*Richard McEachin
McEachin & Associates, Ltd.
Scarborough, Ontario, Canada*

Most people can write 35 words per minute. However, most students after one year of instruction can not write 60 words per minute (wpm) using Gregg or Pitman shorthand. After two years of instruction, half will not reach 80 wpm. Now you know why shorthand was the most frequently failed course and is no longer taught in High School. It is not a matter of shorthand being obsolete, especially for the Investigator or Reporter. It relates to the basic failure of these systems to be easily taught, and more importantly, retained.

A useable system based on the Roman alphabet, rather than an obscure and entirely different alphabet, shortens the learning curve. It also lets the student instantly write short forms for the 10 most common English words, which make-up about one quarter of all the words we use. In business correspondence, we normally use only 422 words according to some experts.

An alphabetic system that uses very few symbols, and easily understood rules, should get most people to 80 wpm if it concentrates on the most common words. Such a system may be easily transcribed years later as it will follow certain rules and it uses our normal alphabet. Alphabetic shorthand systems fall back on longhand to define an abbreviation or where clarity is important.

These two considerations are critical to any type of Investigator. *Investigation notes and notebooks must be accurate, complete, legible, and usable years after the investigation has been completed.* The system must also be adaptable to the type of notebooks normally used to record the investigation's progress. Gregg, Pitman and even Teeline shorthand are far less adaptable to the small notebooks used by investigators.

Don't resist learning to write this type of shorthand. Unlike traditional symbol-based shorthand, you won't fail the course. Failure here only means you will improve your note-taking speed by only two times instead of three. This system won't make you a court reporter or Hansard recorder, but it will make you a better investigator.

There are a few shorthand systems like this, but the easiest to use and the least expensive to learn (in time and money) is the Quickhand system. At \$25.50 from Wiley in Canada or at Amazon.

Quickhand A Self-teaching Guide
ISBN: 9780471328872
Author: Grossman, Jeremy
Publisher: John Wiley & Sons, New York
Publication Date: February 1976
Binding: Paperback
Illustrations: Yes
Pages: 152
Dimensions: 9.96 x 6.74x.38 in.

Intellenet 2008 Conference

*Robert Dudash
Omaha, Nebraska*

Sorrento was a great time! As usual, it was great seeing old friends and meeting and making new friends. I was entrusted by the Board of Directors to doing something special to commemorate/honor Jim and Connie and I think I was able to capture the 25/50/75 theme in a 10 minute DVD presentation. I hope that we can show the DVD during our gathering in Hawaii in a Hospitality Suite or some other venue.

Our seminar program was excellent with very professional presentations on matters of interest to all. We also had a guided tour of the ruins of

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Pompeii which was also a very interesting and informative tour. Needless to say the food was great and we were kept busy the entire time we were there; if there was a down side, there was too little time to get together in a hospitality setting but everything else made the trip just super. Our tours were the best and our tour guide and her helpers, did a fabulous job.

We were missing a lot of our usual crew but I'm sure we will see them in Hawaii. So, all that said, if you attended, you know we had a great time topped by a special night for Jim and Connie. If you could not make it, hopefully you can see the DVD next year. I sent a CD to Kevin Ripa with about 400 photos that he should be posting to the website in the near future.

Lastly, its time to prepare for next year; the hotel is already reserved! The conference will be early this year, so make plans as it is April 22-26!

The Professional Investigator and the Press

*Daniel J. Warner
Fort Myers, Florida*

The Journalist: The journalist is neither your friend nor your enemy. He or she just wants the story. The best you can hope for is that he or she will be professional and have a sense of fairness.

What is news?

New is something happening, not some theory. News is something happening that affects the lives of the journalist's readers, listeners or viewers. News is people who are expected to behave well behaving badly (a politician on the take or involved with a prostitute; a guard sleeping on the job as a burglary takes place). News is ordinary people doing extraordinary things (a guard saving a life; a person starting a security company in his kitchen and building it into a multi-million dollar operation). News is extraordinary people doing ordinary things (an heir to the British throne becoming a foot soldier in a war zone; a former Army officer making people safe at a ballgame). News is about people. Sell the humanness of your business. How it makes people's lives better or

safer. What about cold cases being solved by PI's or PI's leading or participating in searches for missing persons.

So what should you, the Professional Investigator (PI) be doing?

1. Be prepared. Do all that you can to avoid having your first contact with the press come during a crisis. That means:

A. Learn the media outlets in your market area.

B. Learn the beat writers or broadcasters that cover your area of interest (business, police and fire beats, etc).

C. Get to know them. Invite them to lunch. Offer yourself as an expert in your area of expertise, becoming a source they can call if they have a story involving that subject and need an expert to quote. Stay in touch. Compliment them on a good story.

D. Send out news releases regarding a new client or a major story.

Now, when trouble comes, you hopefully will have a friend in the newsroom; someone who know you and trusts you.

2. Get ahead of the story.

A. If there is trouble, get your oar in early. Let the press know your side before someone else has painted you in a bad light.

B. First impressions are hard to erase. If you do get trashed, call immediately and offer your side, your point of view. Tell the reporter that you have a fresh, different perspective that will make his story better.

C. Don't let false impressions linger. They have a way of becoming legends, true or not, and of growing in magnitude. If something is just plain wrong, get it corrected or it can haunt you for years. Go up the hierarchy in the media outlet if necessary. If the reporter doesn't fix it, go to an editor.

D. Do it with professionalism and courtesy, but do it.

3. Never:

-- Say "no comment." Tell the truth. "I don't know anything about that, so I can't say anything." "This is in litigations so I can't talk right

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now." This is really my client's business. I can't speak for him." Indicate that otherwise, you'd love to talk. "No comment" comes across as hostile and tells the press and public you are trying to hide something.

-- Get angry, shout or argue with the reporter. Remember, he has the last word.

-- Go off the record. Every reporter has a different definition of what that means. And when you get into a conversation, when you are on the record and when you are off becomes a fuzzy line. It is tempting to "try to make the reporter understand" so that he will "see the truth" or "be on my side." But it is naïve. The reporter's interest is in getting a story, not in understanding or, believe it, taking sides. Good reporters don't want to go off the record either. Never assume anything is off the record. It isn't.

-- Relax when you think the interview is over. Good reporters like to lure you into a comfortable, safe mood while they continue to take notes or keep the tape rolling. In that regard, they are like you, the PI.

-- Begin an interview without preparation. Anticipate the tough questions. Know how you are going to answer them. If you can stall the interview long enough to get your head together and to gather your facts, do it.

-- Lie. The lie will kill you. Every time.

4. Be direct, truthful and clear. Try to keep your conversation to one point—the point you want to get across. Try to answer questions in two or three sentences. No "yes" or "no" answers and no long-winded diatribes. The one-word answers don't give you a chance to get in a positive word about your firm; the long-winded discourses lose the reporter, the reader and the viewer. If you fumble—and you will—correct it immediately. Call back and, say, "hey, I gave you the wrong answer" or "I am new to this. I said the wrong thing. The real story is this:"

5. Don't bash others. Reporters love it when sources fight. It makes their job of getting a lively story a snap and the truth suffers.

6. Know your enemy. Go back to step one. Know enough about the media that you understand what a one-day story is and what one is that will go on and on. If it is one-story, and you don't

really want to comment, tell the reporter why can't talk and trust it will go away. If you think it is a hot, hot story that will go on and on, don't stonewall.

I won a Pulitzer Prize because Gov. Dukakis and his staff stonewalled me, figuring I'd go away. He had a year to come clean, never did, and lost the presidency over it. If he told us the real story at any point and then fixed the problem, the story would have gone away. If you were wrong and your lawyers say you can, admit it. Fix the problem and keep your reporter friends (remember point 1) abreast of how well you are doing.

7. Don't be afraid to hire a public relations firm or professional. Ask if they are certified (there are two certifications in the U.S.) and what they had to do to get it. Having one on retainer gets you good service all the time; but you can also pick one up quickly if there is a crisis. It is worth the dough if there is trouble.

Mr. Warner originally gave this as a presentation at the 2008 Intellenet Conference in Sorrento, Italy in June 2008.

Stalking: What PI's and Corporate Security Directors Need To Know

*Gerald (Gary) R. Brown
G. Brown and Associates
Beaverton, Oregon*

This article is written for both the Private Investigator (PI) serving large and small clients and the Corporate Security Director (CSD) who very likely has one or more stalking problems in his/her company. For the PI it is an opportunity to expand the services you offer, and for the CSD it is an opportunity to learn more about a significant and growing problem in the corporate world that sooner or later you will be involved.

Definition of Stalking

Many jurisdictions have variations on the following definition, but this is the one that is most widely used in law enforcement. *Stalking is a pattern of*

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conduct by another party that would cause a reasonable person to fear for his or her safety or for the safety of their immediate family.

Note: If there is no fear, most states do not recognize the crime of stalking.

The first state to have a stalking law was California in 1990. It resulted from the star of "My Sister Sam" (TV show) was stalked and murdered. Now all 50 states have stalking laws, though enforcement is often uneven, which presents an opportunity for PI's to provide services the police often are reluctant, for fiscal, personnel, or familiarization with, to provide.

How Serious Is The Problem?

Statistics reveal that:

- Approximately 15% of the population of the United States will be impacted at one time or another by stalking.
- Over 1 million women and almost a half-million men are stalked each year.
- Approximately 1/3 of those who make threats, follow it up with violence of some kind, from pushing and shoving, pulling hair, to homicide (about 2%) and everything in between.
- Stalkers can be anybody from a spouse, a fan, a client, a patient, law enforcement, a supervisor, a "friend", absolutely anybody.

Who Are the Most Likely Victims

Most victims, well over half, are intimates/former intimates. Approximately 58% were a spouse, former spouse, or separated with the likelihood of violence rising to slightly above 50%. Most current studies show this percentage is rising. If there is also a business and/or professional relationship the percentage rises even further.

The writer of this article is often involved in evaluating the threat to celebrities, such as public performers in the entertainment industry or senior executives. Approximately 1/3 of the victims in

those types of cases are not the performer or executive, but a third party (such as an agent, executive secretary, CSD, attorney,) who has acted as a "shield or blocker" for the efforts of the stalker to get to the targeted victim.

Studies are currently going on that are attempting to better identify the dividing line between who is a public figure and who isn't. Is Bill Gates a public figure while the CEO of a lesser known company a "private" figure? Why does it make a difference you might ask?

Statistically the differences between a public figure and a private individual present different problems and degrees of threat evaluation and are important to both CSD's and PI's to know the difference to better serve their respective "constituencies."

For example for a public figure the following are generally true:

- Violence frequency is very low
- Violence is generally predatory in nature
- The stalker usually is psychotic
- A firearm is the weapon of choice
- There are usually no direct threats. In fact, direct threats often lower the actual threat level, especially if they identify themselves.
- Motivations vary. (Planning vs. impulsiveness is more often involved than for private individuals)

On the other hand for private individuals:

- Frequency of violence is very high
- Violence is usually reactive and impulsive
- Usually no psychosis is involved
- Weapon use is unlikely

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- Direct threats are common
- Motivation is usually rejection, humiliation and rage

Tips for PIs and CSDs

The most common mistake made by victims, or their representatives, is to respond to a stalker. In ALL CASES contact, of any kind, between the victim and the stalker serves as positive reinforcement to stalker. What you consider being reasonable and "defusing" actions, can and often are, misinterpreted by the stalker as encouragement, no matter what you or your clients intended. Even going to court gives the stalker opportunity to be near his/her victim and may easily be considered at least one goal accomplished.

While restraining orders are quite effective about 85% of the time, when there is violence approximately 68% of the victims had a current restraining order.

Of course, ALL contact – no matter how small – must be documented. Every phone call or other contact of any kind, every word, pause in speaking, etc. and document involved must be recorded and evaluated by the experts.

The writer of this article has found that, almost without exception, there have been one or more anonymous or other communications from the stalker to a victim prior to the matter being brought to the attention of the CSD and/or PI. If at all possible, all past communications must be obtained. Unfortunately, without you educating them, most executives in a company will throw away the initial communications and only bring it to the attention of the CSD and/or PI after follow-up communications have been received and perceived as a serious matter by the executive or other employee.

It is also often difficult to convince an executive to admit those prior contacts, especially when there are allegations of sexual/abusive or other misconduct. They simply don't want to admit, for any number of reasons, not the least of which is the value of stock in the company where they are a

senior executive. This is of special concern for a CEO, COO or Chairman of the Board. Nevertheless, for a CSD and/or an investigator to do their job they must be informed of all communications related to a stalking or other anonymous letter type situation.

Tidbits on Stalking

- Less than 50% of stalkers were raised by both parents. Since there are so many divorces in today's society, the writer is not sure exactly what this means to a stalking evaluation, if anything.
- Victims treated at emergency room – 8%
- Non-reported violence – approximately 50% -in intimate cases because it is a "personal matter."

Note: In the opinion of the writer, who has been in the investigative field for over 45 years and threat analysis for over two decades, and has done work for 38 Fortune 500 companies, now is the time for CSD's and investigators to work with their corporate executives to educate them and for CSD's to work with PI's to provide needed "stalking" services for their company employees.

If your company or your corporate client has 10,000 employees, there are, statistically speaking, a minimum of 1,500 cases of stalking and if the statistics are true that 50% of stalking violence against private individuals goes unreported, there are many more than 1500.

All CSD's and PI's should educate themselves further on this topic. The best book for an overall picture is Dr. (Ph.D) J. Reid Meloy's 2006 paperback titled "The Scientific Pursuit of Stalking.". (Most of the statistics in this article come from that book.) It is a compilation of articles by experts in the field of stalking. Meloy's new book, published in June 2008, is focused on "public figure" stalking. The writer of this article and many of the writer's clients, especially Fortune 500 companies, who deal with stalking type problems also belong to the Association of Threat Assessment Professionals (ATAP) Their national conference is held each year at Disneyland in

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Anaheim, CA. There are chapters around the country and in 2007 the East Coast had a regional seminar in Washington, DC. This organization was started by John Layne, who investigated the "My Sister Sam" case and was the head of the first formal law enforcement stalking unit in the country. LAPD ATAP's national conference yearly draws around 600-700 law enforcement, mental health and threat consultants from around the country and the speakers are the best in the world on the subject. Each chapter is a mixture of the different disciplines. If you as a PI or a CSD interested in addressing this serious issue, you must be a member of ATAP.

If you are a PI/CSD, make yourself aware of the general principles in the Meloy books and find out who the professionals are in the field. Educate yourself and then educate your clients. With the increasing frequency of stalking and with much of it happening in the workplace, employers who haven't taken steps to prepare for and to educate themselves and their employees about stalking, may be risking considerable legal exposure.

Every company should have a crises management team and every investigator should find a fertile marketing opportunity to acquaint their clients/potential clients to this serious and growing problem and become part of the crises/threat management team. Many CSD's don't even know they have a problem and statistically they almost assuredly do have a problem. As a PI you owe it to your clients to "educate" them on at least the basics and make them aware you can either provide the services yourself or you know where to go to find the experts who can. Those of you who are CSD's must, of course, be receptive to at least discussing the problem with your investigators, both internal and outsourced. To ignore the problem cannot only open the company to legal exposure, but will certainly reduce productivity of their employees who are being stalked.

A WORD TO THE WISE! If you are a CSD without a crisis/threat management team, GET ONE! If you are an investigator, take every opportunity to educate your clients on some of the information in this article. You might even want to consider presenting your clients a copy of Dr. Meloy's book.

Educating your clients will benefit their bottom line, the safety and security of their employees, and your bottom line by your being an indispensable consultant and expert on this topic.

Stalking is no longer an unknown crime. Think of it this way: of the next 6 people you see, statistically speaking at least one of them is, or will be, a victim of being stalked and coincidentally only one in six work for a company that has a crisis/threat management team.

Comparative Cultural Summary Table

Management in Two Cultures - Bridging the gap between US and Mexico, by Eva Kras, 1996-2006

<u>Cultural Comparisons</u>		
Aspect	Mexico	Canada/USA
Family	Family is the first priority. Children are celebrated and sheltered. Wife fulfills domestic role. Mobility is limited.	Family is usually second to work. Children often minimally parented; are independent. Wife often fulfills dual roles. Mobility quite common.
Religion	Long Roman Catholic tradition. Fatalistic outlook. "As God wills."	Mixed religions. "Master of own life" outlook.
Education	Memorization. Emphasis on theoretical. Rigid, broad curriculum.	Analytical approach. Emphasis on the practical. Narrow, in-depth specialization.

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Nationalism	Very nationalistic. Proud of long history and traditions. Reluctant to settle outside Mexico.	(U.S.)Very patriotic. Proud of "American way of life." Assumes everyone shares his/her materialistic values. (Canadian) Less than U.S. Often has more "World" view.
Personal Sensitivity	Difficulty separating work and personal relationships. Sensitive to differences of opinion. Fears loss of face, especially publicly. Shuns confrontation.	Separates work from emotions/personal relationships. Sensitivity seen as weakness. Tough business front. Has difficulty with subtlety.
Etiquette	"Old world" formality. Etiquette and manners seen as measure of breeding.	Formality often sacrificed for efficiency. "Let's get to the point" approach.
Personal Appearance	Dress and grooming are status symbols.	Appearance is secondary to performance.
Status	Title and position more	Money is main status measure

	important than money in eyes of society.	and is reward for achievement.
Aesthetics	Aesthetic side of life is important even at work.	No time for "useless frills".
Ethics	Truth is tempered by need for diplomacy. Truth is a relative concept.	Direct Yes/No answers given and expected. Truth seen as absolute value.

Navy Rules to Gunfighting

1. Go to Sea
2. Deploy Naval Air
3. Send in the Marines
4. Drink Coffee

Are We Truly Professionals?

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Many of us consider ourselves "professionals" but we have many different definitions of the term. Some of us believe we are professionals because we have many years of investigative experience. The question is: Is this one year of experience twenty times or is it 20 years of experience with increased investigative complexity and supervisory or management requirements? Is this professionalism based on numerous academic degrees?

Professionalism is more than experience and education. It is the manner in which you respond to client's needs and how you respond to others on a personal level. Our actions define our level of professionalism. Some neglected areas that affect our level of professionalism include the quality of

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work accomplished for our client. Although we may have the education and experience, unless we accomplish our obligations to the client to the maximum of our ability, we have not provided "professional" services.

Interaction with clients and others is a component of true professionalism. When you send an e-mail or leave a voice mail message for someone, you expect a response within a reasonable timeframe. Others have an expectation that you will respond in a similar fashion. The failure to respond in a timely manner may be considered an insult and affect future business with the aggrieved party.

Your appearance is another indicator of your level of professionalism. The matter of dress style is coming under closer scrutiny. The era of casual dress codes is starting to return to a more formal dress code. The casual dress style has not been defined by many organizations and has become excessively casual, to the extent that some organizations have employees at all levels wearing clothing that is more fit for a relaxing weekend at home than in a business environment. Another area of appearance is excessive hair styles, ranging from the Mohawk to radical hair colors and excessively unkempt styles.

Outside the business environment there are situations that influence your professional image. One area where you can dramatically improve your image of professionalism is providing pro bono services to those without resources to engage your services. Of course, you have to discreetly make your pro bono activities known to the public. Participation in community forums on investigative and security issues is a valuable technique for getting your name and professional image before the public. The media will cover these events and you will reap the rewards of free publicity and marketing exposure.

There are also some actions that will negatively impact your professional image. Many of us have many year of service with various law enforcement agencies. Some individuals are rightfully proud of their former agency but wearing clothing and other accoutrements that give an appearance that we are still affiliated with a law enforcement agency may

mislead others to believe that we still have law enforcement authority.

Language affects our professional image. The use of age appropriate language cannot be overly stressed. The younger generation has a tendency to speak to older generations with inappropriate language. Some of the slang and idioms of younger people are inadvertent insults to the older generation or even of unknown meaning.

The common manners of previous generations have eroded over the years. For example: failure to stand when speaking to someone who also standing, failure to shake hands when meeting with people, and failure to say "Yes, Sir/Ma'am" or similar expressions of common courtesy.

Professionalism is not only what we know but how we respond to investigative inquires and interact with others. Professionalism is not only what we do but how we do it.

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