
Contents

Preface	xv
Acknowledgments	xvii

I. INTRODUCTION TO SECURITY AND LOSS PREVENTION	1
1. History of Security and Loss Prevention	3
Security and Loss Prevention Defined	3
Early Civilizations	5
Ancient Greece	6
Ancient Rome	6
The Middle Ages in Europe	7
Modern England	8
Peel's Reforms	9
Early America	9
The Growth of Policing	10
The Growth of Security Companies	11
Railroads and Labor Unions	12
The Great Wars	12
The Third Wave	13
2. The Business of Security and Loss Prevention	15
The Extent of Losses	15
Direct and Indirect Losses	17
The Security Industry	18
Contract versus Proprietary Security Officers	18
Loss Prevention Services and Specialists	19
The Limitations of the Criminal Justice System:	
Implications for Loss Prevention Practitioners	22
Problems in the Industry as Delineated by National	
Reports	23
Disrespect Between Public and Private Police	24
The Need for Training	24
The False Alarm Problem	24
Regulation of the Industry	25
Ethics	25
Management Problems	26

II. REDUCING THE PROBLEM OF LOSS	29
3. Foundations of Security and Loss Prevention	31
Risk Analysis	31
The Loss Prevention Survey	31
Identifying Vulnerabilities	32
Determining Probability, Frequency, and Cost	32
Planning	33
Planning from a Systems Perspective	35
Evaluation of Loss Prevention Programs	36
Research	38
Sources of Research Assistance	39
Standards	40
Proprietary Security	41
Basics of Organization: The Vocabulary	41
Basics of Organization: The Practical Management	
Tools	42
4. Law	47
Origins of Law	47
Tort Law	48
Premise Protection and Negligence	49
Contract Law	50
Administrative Law	52
Criminal Justice Procedure	52
Arrest Law	54
Force	56
Searches	56
Questioning	57
5. Internal and External Relations	59
Loss Prevention Relations vs. Public Relations	61
Benefits of Good Relations	62
Internal Relations	62
Human Relations on the Job	62
Management Support	63
Orientation and Training Programs	63
Loss Prevention Meetings	64
Loss Prevention Bulletins	64
Involvement Programs	65
External Relations	65
Law Enforcement	66
Public Service Agencies	67
The Community	68
The Media	68
External Loss Prevention Peers	70
Special Problems	70
Prosecution Decisions	70
Loss Prevention Attire	72

6. Applicant Screening and Employee Socialization	77
Legal Guidelines	77
Federal Legislation	77
U.S. Supreme Court Decisions	78
Screening Methods	79
Resumes and Applications	80
Interview	80
Tests	81
Background Investigations	82
Physical Examination	86
Employee Socialization	86
Loss Prevention Orientation for New Employees	87
Employee Training	87
Examples Set by Superiors	90
Employee Needs	90
 7. Internal Threats and Countermeasures	 93
Internal Theft	94
How Serious Is the Problem?	94
Why Do Employees Steal?	96
How Do Employees Steal?	98
Management Countermeasures	99
Strategies Discussed	100
Physical Security Countermeasures	104
Access Controls	104
Locks and Keys	108
Key Control	117
Alarms	117
Closed-Circuit Television and Other Cameras	121
Patrols	124
Safes, Vaults, and Files	124
 8. External Threats and Countermeasures	 131
Methods of Unauthorized Entry	131
Countermeasures	132
Construction and Environmental Design	132
Perimeter Security	134
Barriers	135
Windows	137
Doors	139
Alarms	143
CCTV	150
Lighting	150
Parking Lot and Vehicle Controls	153
Uniformed Officers	154
Communications and the Control Center	158
Protective Dogs	159

The Aura of Loss Prevention	159
Additional Strategies	160
9. Services and Devices: Methods Toward Wise	
Purchasing Decisions	163
The Dangers of Purchasing	163
Purchasing Services	166
Contract Security Officers	166
Contract Undercover Investigators	167
Consultants	167
Purchasing or Leasing Security Devices	170
Acquiring an Alarm System	170
Leasing	171
Installation	171
Maintenance	172
Purchaser's Checklist	173
Questions to Ask Before Purchasing a Security Device	173
10. Investigations	177
Kinds of Investigations	178
Proprietary and Contract Investigations	179
Private and Public Investigations	180
Overt and Undercover Private Investigations	181
Investigator and Auditor	183
Important Considerations	184
Knowledge of Law	185
Knowledge of Interviewing and Interrogation	186
Knowledge of Information Sources	188
Databases and Electronic Mail	189
"Old Boy" Network	189
Investigative Leads	190
Surveillance	191
Information Accuracy	192
Report Writing	193
Courtroom Testimony	194
11. Accounting, Accountability and Auditing: Keys to	
Survival	201
Accounting	202
Accountability	204
Evidence Collection and Presentation	205
Cashier Operations	206
Purchasing	206
Shipping	210
Inventory	210

Auditing	212
Certified Public Accountants	212
Loss Prevention Auditing	215
Computerization	215
12. Fires and Other Disasters	217
The Problem of Fire	217
Private Organizations	217
Fire Department Prevention Efforts	218
Fire Prevention and Fire Suppression Strategies	221
Fire Prevention Strategies	221
Fire Suppression Strategies	225
Other Disasters	232
Man-made Disasters	232
Natural Disasters	236
Pervasive Strategies	237
Federal Emergency Management Agency	237
13. Safety	239
Accident Statistics and Costs	239
Hazards	240
Safety History	241
Workers' Compensation	241
The Development of OSHA	242
Assistance with Problems	249
Safety Strategies	250
Socialization	251
Safety and Health Committee	251
Incentive Programs	252
Investigations	252
Additional Safety Measures	254
14. Risk Management and Insurance	257
Risk Management	257
The Role of the Risk Manager	258
Insurance	259
Crime Insurance and Bonds	260
Fire Insurance	263
Property and Liability Insurance	264
Claims	265
Claims for Crime Losses	268
III. SPECIALIZED PROBLEMS IN LOSS PREVENTION	273
15. Retail Loss Prevention	275
Shrinkage	275
Personnel Problems in Retailing	275

Internal Loss Prevention Strategies	278
Preventing Losses at the Checkouts	280
Refunds and Repair Services	281
Bad Checks and Credit Card Losses	282
Checks: Types and Irregularities	282
Credit	285
Counterfeiting	286
Shoplifting	286
Kinds of Shoplifters: Understanding Motivational Factors	287
Shoplifting Techniques	288
Prevention and Reduction of Shoplifting Through People	290
Prevention and Reduction of Shoplifting Through Devices	293
Confronting the Shoplifter	297
Robbery and Burglary	301
Robbery Countermeasures	302
Burglary Countermeasures	304
Shopping Mall Strategies	305
16. Loss Prevention at Select Facilities	307
Computer Facilities	307
Losses from Computer Operations	308
Losses from Errors	308
Losses from Criminal Acts	308
Strategies to Combat Computer Crime	310
Defense Against Losses from Fire and Other Disaster	313
Nuclear Facilities	316
Nuclear Security	316
Transportation of Fuel and Waste	318
Fire and Safety	318
Department of Defense Security	319
17. Loss Prevention at Select Institutions	323
Educational Institutions	323
Problems and Losses at Educational Institutions	323
Countermeasures	324
School Districts	325
Colleges and Universities	326
Fire Protection at Educational Institutions	327
Health Care Institutions	327
Strategies for Health Care Institutions	328
Professionalism and Standards	332
Fire and Other Disasters	333
Banks/Financial Institutions	334
The Bank Protection Act of 1968	335

Robbery	336
Kidnapping/Extortion	337
Embezzlement and Fraud	337
Automatic Teller Machines	339
Electronic Funds Transfer Systems	339
18. Topics of Concern	343
Protection of Sensitive Information	343
Espionage Techniques	344
Countermeasures	345
Electronic Surveillance and Wiretapping	349
Countermeasures	350
Terrorism and Executive Protection	352
Executive Protection Measures	353
If Abduction Occurs	358
Substance Abuse	359
Causes	360
Countermeasures	360
Alcoholism	361
Types of Substances	362
19. The Future	367
Effects of Technology on Loss Prevention	367
Automatic Factory	367
Automatic Office	368
Computers and Loss Prevention	369
Robots as Security Devices	370
Research in Behavioral Sciences and Loss Prevention	370
Behavioral Control	371
Civil Liberties	372
The Third Wave	372
Education	372
Loss Prevention Education: Today and Tomorrow	373
Academic Research	373
Training	374
Employment	375
Sources of Employment Information	376
Bibliography	379
Index	381