Contents

Preface		ix
1	Orientation to the Security Environment	1
	Analysis of the Workplace: Facilities and Grounds Definition of Authority	2 3
2	Loss-Prevention Strategies: Building Blocks for a Comprehensive Loss-Prevention Program	7
	Relative Honesty	7
	Security's Concerns	8
	The Erosion of Honesty	9
	Understanding Why Employees Steal	9
	Hiring Honest Employees	10
	Security/Loss Prevention's Role	11
	Carson's Laws	13
3	Identification of Problem Areas	15
	General Loss Concepts	15
	Risk Management	15
	Identification of Risks, or Threat Assessment	16
	Risk Management Alternatives	19
	Cost-Effectiveness	19
	Specific Problem Areas	20
	Safety and Security	23
	Computer Security	24
	Liability Issues in Security	29
	Workplace Violence and Homicide	37
	High-Risk Workplaces and Occupations	40
	Controlling Access Points	41
	Anticipation of the Unexpected	49
	Hiring the "Right" Employee	50
	Background Screening	51
	Conclusion	56

vi Contents

	Key Terms	56
4	Profile of a Thief	61
	The Dishonest Employee	63
	Management Responsibility in Loss Prevention	66
	A Program for Internal Security	68
5	Countermeasures to Theft	71
	Human Interaction	72
	Security Intervention	74
	Trigger Mechanisms	77
	Physical and Electronic Safeguards	79
	Outdoor Security	83
	Confidential Numbering	84
	Security Reinforcements for Deterring Theft	86
	Policy on Theft	86
	Policy on Physical Security Policy on Information Security	88
	Policy on Emergency Planning	88
	Policy on Investigations	89
	Preventing Thefts in Rural/Field Operations	90
	Confronting a Theft Suspect	90 92
	Industrial Environment	92
	Retail Environment	94
	Guidelines for Company Investigations	95
	Law Enforcement Liaisons	101
	Employee Awareness and Accountability	102
	Key Terms	108
6	Loss-Prevention Surveys	113
	Loss-Prevention Audits	116
	Loss-Prevention Surveys	117
	Objectives of the Survey	118
	The Survey Process	118
7	Contract Versus Proprietary Security: What Direction?	135
	The Security Organization	135
	Determining the Need	136
	Security's Place in the Organization	136
	Nonintegrated Structures	138
	Organizing the Security Function	142
	Background	146

273

Security's Role in Executive Management

viii Contents

	Global Growth	275
	Technological Enhancements	276
	Problem Solving	286
	Diversity	291
	Key Terms	293
14	Handling Substance Abuse Matters	297
	Impact of Drug Use	299
	Theft	299
	Productivity, Quality Control, Accidents, and Injuries	299
	Absenteeism and Turnover Rate	300
	Personal Problems	300
	Drug Testing	300
	Spotting Drug Use	303
	The Components of a Comprehensive Substance Abuse Program	306
15	Workplace Violence: Prevention and Intervention	309
	Threat	309
	Harassment	309
	Attack	310
	Sabotage	310
	The Phenomenon of Workplace Violence	310
	The Work Environment and Violence	312
	Profiling Violent Behavior	313
	Basic Levels of Violence	316
	Preventing Workplace Violence	316
	•	010

316