

SECURITY SUPERVISION AND MANAGEMENT

Theory and Practice of Asset Protection



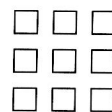
**International Foundation
for Protection Officers**

Edited by Sandi J. Davies
and Christopher A. Hertig, CPP, CPOI

THIRD EDITION



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The Theory and Practice of Asset Protection

Third Edition

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Christopher A. Hertig,
CPP, CPOI



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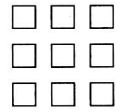
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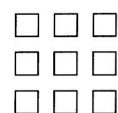
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Security Supervision and Management



Writers' Gallery

Michael J. Apgar, CSSM, CPO

Mike is a police officer with a background in emergency medicine. He has worked in campus, hospital, and nuclear security environments. Mr. Apgar is a graduate of York College of Pennsylvania where he majored in criminal justice. He is Certified in Security Supervision and Management (CSSM) and is also a Certified Protection Officer (CPO).

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Dan is currently a teacher educator in the College of Education, School of Occupational and Adult Education, Oklahoma State University. He is a graduate of the School of Public Administration at the University of Southern California and holds an advanced graduate certificate in Police Administration. With 25 years of protection experience, he holds instructor certifications in security and law enforcement from Oklahoma Council on Law Enforcement Education and Training.

Colin Best, CPO

Colin Best's experience in the security industry dates back to the mid-1980s. Colin was employed by Petro-Canada Inc. for 10 years in a security supervisory role specializing in security systems. In 1999, he joined Brookfield Properties as Manager, Security Systems for the Alberta region. Colin has overseen many large security projects from control center design and construction to enterprise scale card access design and installation.

Matthew Bietsch, CPO

Matthew Bietsch is a police officer in Chambersburg, Pennsylvania. He is a recent graduate of York College of Pennsylvania, where he worked in a supervisory capacity for the College's Department of Public Safety. Matt is also experienced as an adult probation officer. Matt and his brother Tim have represented IFPO at ASIS International seminars. Mr. Bietsch is a Certified Protection Officer (CPO).

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David A. Black is a vice president with King-Reed and Associates, Canada's largest investigation agency. For the last 2 years, Mr. Black has been serving as the president of the Council of Private Investigators of Ontario. Mr. Black earned the designation of Certified Protection Professional by ASIS International and the status of Certified International Investigator through the Council of International Investigators.

Before joining King-Reed and Associates, Mr. Black was a Municipal Police Officer in Ontario Canada for 14 years, specializing in narcotics investigations and underwater search and recovery. Mr. Black began his security career in the Canadian Armed forces serving as a Military Police Officer.

In the last 10 years, much of his time has been focused on assisting corporate, institutional, and government clients with difficult terminations, incidents, and threats of workplace violence. Frequently, Mr. Black is called on to speak or provide training to groups such as Human Resources Professionals concerned with workplace violence.

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John is a security officer at Pottsville Hospital, Pottsville, Pennsylvania. He also serves as the Director of Crisis Intervention at Pottsville Hospital. He is employed as an associate director of the Paladin Security Group, a Pennsylvania consulting service. John has extensive experience in healthcare security and instructs in Nonviolent Crisis Intervention. He holds the titles of Certified Protection Officer (CPO), Certified in Security Supervision and Management (CSSM), and Certified Healthcare Security Officers.

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Megan Rebecca Bupp is a May 2007 graduate of York College of Pennsylvania, where she majored in professional writing with a minor in criminal justice. Megan served as a writing tutor and made the Dean's List for almost her entire college career. Ms. Bupp has also worked as a freelance writer for *The York Dispatch*.

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Tom M. Conley is the President and CEO of Conley Security Agency /PSG, which is headquartered in Des Moines, Iowa.

Mr. Conley has earned and been designated a Certified Protection Professional (CPP), by the American Society for Industrial Security, has earned and been designated a Certified Fraud Examiner (CFE) by the Association of Certified Fraud Examiners, and has earned and been designated a Certified Protection Officer (CPO) by the International Foundation for Protection Officers. He is a former police captain and is a commissioned officer in the US Naval Reserve, where he possesses a secret security clearance.

Mr. Conley has earned a master of arts degree in Business Leadership with an emphasis in Quality Management from Upper Iowa University, where he graduated with a 4.0 GPA. He earned two undergraduate degrees from Upper Iowa University, a bachelor of science degree in Business Management and a bachelor of arts degree in Psychology from Upper Iowa University. He graduated with honors from both degree programs. He is also a graduate of Executive Security International, a highly regarded executive protection academy, where he became certified as a protective agent. He is a Certified Emergency Medical Technician, has earned a bona fide black belt in karate, and is a certified expert with the handgun and rifle.

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Michael Dannecker is a sergeant with the New York City Police Department. He holds a master's degree from Marist College in Public Administration and a bachelor's in criminal justice from York College of Pennsylvania. While in college, Mike worked in a supervisory capacity with Campus Security Department as well as being a Seasonal Police Officer in Rehoboth Beach, Delaware. Mike has taken a leading role in the York College Criminal Justice Alumni Association. He is both a Certified Protection Officer (CPO) and is Certified in Security Supervision and Management (CSSM).

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Mary Lynn Garcia received a B.A. in biology from the State University of New York at Oswego. She also holds an M.S. in biomedical sciences from the University of New Mexico and a Certificate in Electronics Technology from the Albuquerque Technical-Vocational Institute in New Mexico. Her previous employment has been with the University of New Mexico, Sperry Flight Systems (now Honeywell Defense Avionics Systems), and Intel Corporation. Ms. Garcia has worked for the past 13 years at Sandia National Laboratories in international safeguards and physical security. Her past projects include development of an automated video review station, video and lighting design for a demonstration physical security system at a major US airport, and project management of an integrated alarm communication and display system. She is currently teaching a series of courses at three US universities to initiate new programs in security engineering. Ms. Garcia has been a Certified Protection Professional since November 1, 1997.

Ms. Garcia has given presentations at many professional conferences including the Institute for Nuclear Materials Management, the American Defense Preparedness Association, and the American Society for Industrial Security. She has also taught several classes in security system design and evaluation within the DOE complex, to government agencies and corrections personnel, and to foreign students participating in the International Training Course jointly sponsored by the Department of Energy, Department of State, and the International Atomic Energy Agency.

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Eric is Security Advisor, Corporate Security, DuPont, Wilmington, Delaware. He is responsible for security at two DuPont facilities. He has served with DuPont for seven years and has been deeply involved in a major installation of card access and CCTV systems at DuPont Experimental Stations. Prior to his career in security, Eric served with the Delaware State Prison System for five years. He is a Certified Protection Officer (CPO) and a Certified in Security Supervision and Management (CSSM).

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Mr. Gilbride is employed by US Customs & Border Protection, under the US Department of Homeland Security, and specializes in Intelligence Analysis and Counterterrorism Response. Prior to his government career, he worked as a first-line supervisor in both the campus security and industrial security settings. He was previously published twice in *Security Supervision: Theory and Practice of Asset Protection* and in the ASIS magazine *Security Management*. He holds a bachelor's degree in criminal justice from York College of Pennsylvania and a Graduate Certificate in Terrorism Studies from American Public University. He is currently working toward a master's degree in strategic intelligence. He is both a Certified Protection Officer (CPO) and Certified in Security Supervision and Management (CSSM).

Dr. Martin Gill

Martin Gill is Director of Perpetuity Research and Consultancy International (PRCI), a spinout company from the University of Leicester where he is a professor of criminology. The company specializes in the areas of security management, risk management, crime, and crime prevention. Martin has been actively involved in a range of studies relating to different aspects of business crime including the causes of false burglar alarms, why fraudsters steal, the effectiveness of CCTV, the effectiveness of security guards, how companies protect their brand image, the generators of illicit markets and stolen goods, to name but a few. He has published widely (12 books and over 100 articles) including *Managing Security*, *CCTV*, and the *Handbook of Security*. Professor Gill is a fellow of The Security Institute, a member of the Company of Security Professionals (and a Freeman of the City of London), he is Chair of the ASIS Research Council and an overseas representative on the ASIS International Academic Programs Committee.

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Mark is the owner of Security Management Services, Acton, California. He is a Crime Prevention Consultant and serves in that capacity for the San Fernando Police Department. He is a Technical Reserve Crime Prevention Specialist for the Los Angeles Police Department. Mark holds a master of science degree in security administration. He has

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Whitney D. Gunter is a graduate of York College of Pennsylvania with a B.S. in criminal justice and Shippensburg University with an M.S. in administration of justice. Mr. Gunter is currently a Ph.D. student in the criminology program at the University of Delaware where he is employed as a research assistant. He is a Certified Protection Officer (CPO) and currently serves as managing editor for the International Foundation for Protection Officer's Article Archives. Mr. Gunter is a student member of ASIS International, the International Foundation for Protection Officers, the American Society of Criminology, the Pennsylvania Association of Criminal Justice Educators, and Alpha Phi Sigma.

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Martin Hershkowitz, OCP, served in the Maryland Defense Force with assignment as special advisor to the commanding general. He is currently the editor of the State of Defense Force (SDF) Publication Center, producing both the SDF Journal and the SDF Monograph Series, and is a member of the Executive Council of the Military Emergency Management Specialist (MEMS) Academy sponsored by the State Guard Association of the United States, from which he was awarded the Master MEMS Badge. Within and for the US Government, Colonel Hershkowitz has served for 17 years as a Senior Security Officer for Nonproliferation and National Security concerned with the safeguards and security of nuclear weapons and the mitigation of the "insider threat": as an OPSEC (OPerations SECurity) Certified Professional; and for an additional 30+ years in military weapons analysis, educational research and evaluation, and management improvement. He is also Executive Consultant for Hershkowitz Associates and published extensively on State Defense Force Missions, critical site security and training. He is also a Certified Master Facilitator and a Certified Safeguards and Security Instructor. Colonel Hershkowitz served as ad hoc advisor to the Delaware National Guard Command Coordinator for establishing a Delaware State Defense Force.

Christopher A. Hertig, CPP, CPOI

Chris Hertig is on the faculty of York College of Pennsylvania, where he teaches courses in security management, criminal investigation, and ethics. He has also taught several physical education courses. Prior to coming to York, Mr. Hertig was a training administrator in the nuclear industry where he developed and taught various classes for both line officers and supervisory personnel.

He was a security supervisor for several years and is experienced at shopping center, college, and nuclear security. He also worked a summer as a park policeman and has done some

private investigative work. Mr. Hertig holds an M.A. in criminology from Indiana University of Pennsylvania and has completed postmasters coursework in adult education at Penn State University. The author of *Avoiding Pitfalls in the Training Process* (International Foundation for Protection Officers) as well as numerous other publications, he is active in both writing and consulting. He has been active with the Academic Programs Council of ASIS International as well as serving as a participant to the ASIS International Academic-Practitioner Symposium. He is a Certified Protection Professional (CPP), a Certified Protection Officer Instructor (CPOI), and has held instructor credentials in various defensive tactics systems. Mr. Hertig was designated a Master Level Instructor in Nonviolent Crisis Intervention.

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Dave is presently employed at Williams Operating Corporation, Marathon, Ontario. He is the training officer within the Security Department and is responsible for on-site training in both Security and EMS. Dave is involved in the Occupational Health Department in which he instructs first aid and CPR programs to company employees. He has worked air and land ambulance in the Ottawa Valley and city ambulance in Sault Ste. Marie. Dave is a Certified Protection Officer (CPO).

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Chris is a plainclothes anticrime officer with the New York Police Department. He is a graduate of York College of Pennsylvania and a Certified Protection Officer (CPO). He is experienced in special event security with a contract service firm as well as Retail Loss Prevention.

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Glen Kitteringham has worked in the security industry since 1990 as a uniformed security officer, loss prevention, and insurance fraud investigator. He has worked for Brookfield Properties since 1997 and he is currently the senior manager of Security & Life Safety overseeing over 9 million square feet of commercial high-rise properties in Calgary and Edmonton, Alberta. He earned his Certified Protection Officer and Certified in Security Supervision and Management (CSSM) designations through IFPO. He is also a Certified Protection Professional through ASIS International. He obtained his masters of science postgraduate degree from the University of Leicester in the United Kingdom in 2001. He is a member of ASIS International, BOMA (Building Owners and Managers Association) Canada, IFPO (International Foundation for Protection Officers), and NFPA (National Fire Protection Association).

Bryan Kling, CPO

Bryan Kling is a Director of Loss Prevention for a mid-sized retail firm. He is a doctoral candidate in Organizational Development with Benedictine University in Illinois and has

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Johnny is currently employed by Henry Ford Community College (Dearborn, Michigan), where he serves as a security supervisor/crime prevention specialist with the college's campus safety department, and as the program coordinator for HFCC's Security and Private Investigations Program. He is also a licensed private investigator and adjunct professor at the University of Detroit-Mercy, where he teaches graduate level Security Administration courses. Johnny has had articles published in various security publications. He is a graduate of the University of Detroit-Mercy, where he earned his B.S. in criminal justice and his M.S. in Security Administration.

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Michael McGough is a professor in the education department at York College of Pennsylvania. Mike is a retired school superintendent who began his career by teaching History and English. He is originally from Johnstown, Pennsylvania and has written several books on the Johnstown Flood. Dr. McGough has also developed and taught seminars on leadership.

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Robert Metscher is the CSO for Tacoma Goodwill Industries in Tacoma, Washington. Mr. Metscher has extensive managerial experience in retail loss prevention, cash-in-transit, protective intelligence and protective program development. He served in the United States Army as a scout and has completed the Nine Lives Associates Personal Protection Specialist program. Rob co-authored "Intelligence As An Investigative Function" on the IFPO Article Archives as part of the Crime and Loss Investigation Program. Mr. Metscher holds a Masters in Business Administration as well as being a Certified Information Systems Security Professional, a Certified Fraud Examiner and a Certified Protection Professional. He is an active proponent of the "Discipline of Training" through his writing, assisting local ASIS chapters with CPP review sessions and serving on the International Foundation for Protection Officers Board of Directors.

Ronald R. Minion M.S., CPP, CPO

Ron began his career as a police officer at the age of 18 and after 8 years of law enforcement service, he founded and owned a large, well-known contract security company. He played a key role in developing the International Foundation for Protection Officers

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Cole Morris is a consultant specializing in training and staff development. Widely published, his work has appeared in such publications as *Security Management*, and *Security Product News*. He has served as the security manager for two high-technology firms and has supervised several high-profile firms, as an adjunct instructor for a major university and also oversees security operations for a growing Phoenix-area hospital.

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David H. Naisby, Jr. is the Executive Director for the Commonwealth of Pennsylvania Justice Network (JNET), Pennsylvania's primary public safety and criminal justice information broker. Administrated by the Governor of Pennsylvania, JNET's integrated justice portal provides a common online environment where authorized users access public safety and criminal justice information. This critical information, from various contributing municipal, county, state, and federal agencies, is delivered through a secure web-based portal to over 30,000 practitioners throughout the Commonwealth's 67 counties, federal, and state agencies.

Prior to joining JNET, Mr. Naisby worked as a Parole Officer in South-Central Pennsylvania. Mr. Naisby is a published author on private security resource management. He is an alumnus of the National Criminal Justice Honor Society, the National Honor Fraternity, and he holds a B.S. in criminal justice from York College of Pennsylvania.

Brion K. O'Dell, CPP, CSSM

Brion began his career as a contract security officer in 1981 in the greater Chicago area. As he gained experience and seniority, he had the opportunity to develop emergency preparedness procedures. He was instrumental in designing security officer drills, which focused on real workplace emergencies. In 1984, Brion joined the Waukegan Port District, Waukegan Harbor, Illinois, as Chief of Security, creating the District's first security police operation, the Waukegan Harbor Patrol. In 1994, he was appointed to the position of Chief of Security, Hotel Asheville in North Carolina.

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Tricia is the Training Consultant for the Corporate Security Department at John Hancock Mutual Life Insurance Company in Boston, Massachusetts. She is responsible for the

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Benn is the security training officer with the National Maintenance Training Security Company Limited, Mount Hope, Trinidad, WI. He is responsible for the coordination, design, development, and implementation of security training programs on a national basis. Benn is a graduate of Norwich University (Military College of Vermont). He is a member of IFPO, IALEFI, FSTMA, and MESA.

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Dave is a private corporate security consultant, Calgary, Alberta. He had spent 10 years as Manager Corporate Security for Shell Canada Limited. Prior to that, he held the position of Director, Corporate Security with MacMillan Bloedel Limited. Before his work in the public sector, Dave had spent 14 years in the Royal Canadian Mounted Police. He instructs security administration and security law at the university level. Dave holds a bachelor of arts from York University and bachelor of law from Osgoode Hall Law School.

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Randy J. Rice, CSSM, CPO, currently works as the Mail Services Coordinator for York College of Pennsylvania and is a supervisor/training officer for a local mall. Rice has

experience in retail security, mall security, hospital security, hotel security, and VIP protection. He has a B.S. from York College of Pennsylvania in criminal justice with a major in law enforcement and a minor in security. He is active in several regional mail associations across the United States and frequently writes and speaks on mail security issues. He is also an associate member of the Fraternal Order of Police and The Law Enforcement Alliance Association.

Guy A. Rossi

Guy A. Rossi is a retired sergeant with the Rochester, New York, Police Department. Sgt. Rossi's last assignment was in charge of the Recruit and Field Training Unit. He has over 21 years of experience as a street cop and trainer. His certifications include many descriptions of defense tactic and firearms training as an instructor/trainer. He is one of the founding members of the American Society of Law Enforcement Trainers (ASLET).

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Henry is a security specialist for a major biotechnology company. He is involved in various areas of security and related areas including training management, crime prevention research, and high-technology aspects of security operations. In addition to being a member of the IFPO, Henry is a longtime member of ASIS and the Association of Certified Fraud Examiners. He holds the CPO, CPP, and Certified Fraud Examiner (CFE) professional accreditations.

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Steve has more than 30 years of experience with the Walla Walla Police Department, having served in communications, records, property and evidence, and investigations. He is currently the Technical Services Supervisor with responsibilities for major crime scene investigations, forensic services, and records management. He also has more than two decades of experience in the field of security consulting. He holds a juris doctorate degree, an M.S. degree in administration, a B.S. degree in psychology and biology, and an A.S. degree in paralegal science.

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Ms. Black authored the section on Domestic Violence in Loss Prevention and Crime Prevention, third and fourth editions. She has served on President Reagan's Rape and Violent Crime Committee.

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Jeffrey A. Slotnick is the President of Setracon Inc. a Veteran Owned Business providing Consulting, Investigative, Protective, and Training Services for the Corporate Security, Law Enforcement, and Military communities both nationally and internationally. Setracon Inc. is headquartered in Tacoma, Washington.

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Jeff is a serving Command Sergeant Major in the Washington State Military Department where he was recently awarded the Master Military Emergency Management Specialist Badge. He is a Reserve Law Enforcement Officer for the City of Centralia, and currently possesses an active Secret Clearance. Jeff is an Army Master Trainer, Riot and Crowd Control Trainer, Taser Master Trainer, Oleo Capsicum Resin Spray Master Trainer, and Firearms Master Trainer. Jeff is an adjunct instructor for the Washington State Criminal Justice Training Commission conducting Firearms Instructor Courses and Reserve Law Enforcement Academies.

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Todd Staub, CPO (Cand.), is a 2003 graduate from York College of Pennsylvania. Todd is currently working for Bowling Brook Preparatory School as an Overnight Security Officer. He has had experience in shopping center security and served internship with a sheriff's department while an undergraduate. Todd received an Honorable Mention in the ASIS International 2002 International Student Paper Competition for his work entitled *The Contemporary Casino*. He is a member of the National Criminal Justice Honors Society (Alpha Phi Sigma) and is a candidate for designation as a Certified Protection Officer.

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Mr. Timmons is currently Director of Seventrees Site Protection & Advisory Services. He and his staff provide protective and emergency preparedness strategies for several Fortune 250 companies. They were the recipients of Kimberly-Clark Corporation Dennis A. Noggle Award for service excellence in 2005.

Mr. Timmons has a bachelor of science degree from The Pennsylvania State University with a combined law enforcement, security, and training career that spans 35 years. He is a Certified Protection Professional, a Certified Protection Officer Instructor, and a Certified Institutional Protection Manager. Frank was a municipal police instructor in the Commonwealth of Pennsylvania. He is a frequent presenter at national and regional conferences.

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Chris is the president of Law Enforcement Development, a firm specializing in training security and law enforcement personnel in such topics as first-line supervision, testifying in court, and investigative techniques. Mr. Vail began his career as a military policeman with the US Marine Corp. His security experience includes being in charge of security for a high-profile Congressional Committee. He has also served as Director of Security on a college campus. Mr. Vail has served as president of the Georgia Criminal Justice Educator's Association. Chris is also presently the executive director of the Police Supervisors Group.

Ernest G. Vendrell, Ph.D., CEM, CPP, CPO

Ernest Vendrell is an assistant professor, as well as the Chair of Emergency Management Programs, at Lynn University, situated in Boca Raton, Florida. He earned a Ph.D. in Public Administration and Policy, a masters in management, and a master's and bachelor's degree in criminal justice. In addition, he was awarded a Fulbright Fellowship in Police Studies with the United Kingdom in 2000, and was a visiting fellow at the University of Leicester, Scarman Centre for the Study of Public Order. His research project was entitled "Preparing for the New Millennium: A Comparative Analysis of Emergency/Disaster Management Professional Development Strategies for the Police Service."

Dr. Vendrell retired from the Miami-Dade Police Department in 2002 after 27 years of sworn law enforcement service. Throughout his career, he worked in a variety of patrol, investigative, supervisory, and administrative capacities. In particular, as a training supervisor, he was responsible for providing training in Critical Incident Management to many police officers and governmental officials from the South Florida area.

Dr. Vendrell is a Certified Emergency Manager (CEM), a Certified Protection Officer (CPO), as well as a Certified Protection Professional (CPP). He is also a member of ASIS International, where he serves on the Crisis Management and Business Continuity Council.