



REMOTE INTERVIEWING

By Dave Thompson, CFI and L. Wayne Hoover, CFI



ARTICLE

**Hidden Strength: Why Interviewers
Shouldn't Always Reveal Evidence**

by Tony Paixão, CFI, CFE

WEBINAR

**COVID-19 Loss Prevention Preparation
for Restaurants, Retailers and C-Stores**

LETTER FROM THE EDITOR

by Stefanie Hoover, CFI

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LETTER FROM THE CHAIRMAN

I hope this finds you well and keeping your social distance from others. This is like nothing any of us have dealt with before so there will be many challenges ahead. You will find me working from home with one ear tuned to the news and the other talking with colleagues charting a path in uncertain times. It certainly isn't business as usual for any of us. As you may know we have rescheduled Elite Training Day for the same venue, Music City Center in Nashville on August 13 and 14, 2020. On August 12 Wicklander-Zulawski will have a Master Class at the same venue and the International Association of Interviewers (IAI) Board of Directors will meet.

While the dates have changed, the program sponsors and vendors have all agreed to be there supporting the Association. We have been fortunate to also get a commitment from the original speakers to present their planned material. We had almost a 150 people signed up for the program and anticipate even more will join us this summer. The IAI chapters continue to grow offering networking and educational opportunities for their members. Each chapter is geographically located to be convenient and the meeting locations move within the region to offer the members even more choices.

During this time, the chapters have been asked to provide remote learning opportunities. I encourage you to participate. More to come from each chapter and more information on the chapters can be found on the IAI webpage.

If you have questions or issues regarding IAI you can direct them to [Emily Kuhn](#). If you haven't met her yet, she will be with us at Elite Training Day and would love to say hello.

Finally, I hope you are all well and we can put this virus epidemic behind us. Everyone has taken an economic hit, but we will pull through this together. Our best wishes and prayers go out to everyone affected.

David E. Zulawski, CFI, CFE
Chairman

IAI ADVISORY COMMITTEE

James Ballard, CFI, Elkhart Police Dept.
James.Ballard@elkhartpolice.org

Bryan Barlow, CFI, Chicago Police Dept.
bryan.barlow@chicagopolice.org

Don Berez, CPA, CFE, CFI,
Georgia Southern University
berez@georgiasouthern.edu

Ray Cotton, CFI, CPP Wells Fargo
ray.cotton@gmail.com

Eric Chase, CFI, CarMax
Eric_L_Chase@carmax.com

Joe Davis, CFI, CPP, LPC, Walmart
joe.t.davis@walmart.com

Dan Doyle, CFI, Bealls Inc.
dand@beallsinc.com

Wayne Hoover, CFI, WZ
whoover@w-z.com

Cary Jones, CFI, Visionworks
cjones@visionworks.com

David Lund, CFI, Dick's Sporting Goods
david.lund@dcsq.com

Rick Manning, CFI, FBI (Ret.)
pike4five@comcast.net

Debbie Maples, CFI, Williams-Sonoma
dmaples1@wsgc.com

Mike Marquis, CFI, TJX
mike_marquis@tjx.com

Dr. David Matsumoto, Humintell
dmatsumoto@humintell.com

Steven May, CFI, DTiQ
smay@dtiq.com

Chris McDonald, Murphy USA
Christopher.mcdonald@murphyusa.com

John Millner, CFI, Illinois State Senator (Ret.)
millnerinc@aol.com

Melissa Mitchell, CFI,
melissamitch99@gmail.com

Walter Palmer, CFI, CPP, CFE, Index
wpalmer@capindex.com

Kathleen Smith, CFI, Albertson's
Kathleen.smith3@albertsons.com

Shane Sturman, CFI, CPP, WZ
ssurman@w-z.com

Mark Sullivan, CFI, Grant Thornton
mark.sullivan@GT.com

Alan Tague, CFI, Dunham Sports
atague@dunhamshq.com

Douglas Wicklander, CFI, WZ (Ret.)
dwicklander@w-z.com

David Zulawski, CFI, CFE, WZ
dzulawski@w-z.com

REMOTE INTERVIEWING

*By Dave Thompson, CFI and L. Wayne Hoover, CFI
As seen in Loss Prevention Magazine*

Travel restrictions, limitations on gathering and government mandates have created a systemic shutdown of businesses across multiple verticals. Unfortunately, in times of chaos and lack of perceived control. Concurrently, in these times of uncertainty, some businesses are forced to shut down, reduce hours or even lay off employees creating difficult financial circumstances for all that are involved. The increased opportunity for theft and fraud combined with the unpredictable need of those impacted may create a high-risk environment.

Considering any additional investigations that arise during this pandemic, adding to the caseload an investigator was already working, create an urgency in resolving these issues. An extra layer of difficulty is now added to conducting the investigative interview with the limitation on travel and recommendations on "social distancing" by the Centers for Disease Control and Prevention (CDC).

Investigators are now tasked with conducting more interviews remotely while taking precautionary measures for the safety and wellbeing of their team. This two-part series will focus on the solutions that many investigators are relying on at this time.

First, we will review the "standard" phone interview including recommendations on how to be most efficient and encourage cooperation through this venue. We will also discuss examples of policies and protocols that many organizations have implemented as guidance for these conversations. In the second part of this series we will take a deeper dive into the use of video-conferencing platforms as they relate to conducting investigative interviews. The advantages and disadvantages of this solution will be highlighted as well as some considerations in creating an atmosphere that allows for a productive, rapport-based conversation.

When to Use a Remote Interview (Telephone or Video)

Not all cases fit the mold of a remote interview, although those thresholds may be increasing due to

the current climate. As we evaluate a case, there are many considerations to determine the viability of remote interview taking place. Investigators should weigh the importance of the information needed versus any potential failure or liability.

Ideally, an interview results in a positive outcome for both the organization and any employees involved. This means that the truth is known, reliable information is obtained allowing the organization to make an informed decision. From the subjects' perspective, a positive outcome means they were treated with respect and were able to share their reasoning for their actions in a rapport-based, supportive environment.

Typically, one example of an appropriate time for a remote interview is a case in which the subject was caught in the act of wrongdoing. For example, an employee has been observed stealing cash from a register till during their shift and a brief review of video supports the observation. The benefit of a remote interview would allow for a timely resolution of the case as well as an increased likelihood in recovering the stolen funds. The potential obstacle for interviewers in these "live" cases is the limited ability to conduct a more thorough investigation. It is possible that the subject has stolen money multiple times, in addition to theft of merchandise or other acts of fraud. The immediate remote interview could limit the interviewer's scope of knowledge, while also suggesting to the subject that only the most recent incident is known to the interviewer.

Another consideration is the level of evidence relative to the case. Investigations that have produced direct evidence, clear and concise proof of the subject's acts, lend themselves to a remote interview. If evidence is circumstantial, or complicated in nature, it would pose additional difficulties in a remote environment. As an example, a pharmacy technician that is caught stealing cash from the break room on surveillance video would be a standard case fit for remote interviewing. However, if the pharmacy technician was involved in drug diversion and insurance fraud, there may be

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a need to review evidence with the subject during the development of the conversation.

The tenure of the subject is another element to consider in this process. An employee that has worked for the organization for a long period of time naturally increases the potential scope of their involvement in the wrongful acts. The extensive development of any admissions may be difficult to facilitate. A subject that is seasonal or has a shorter tenure with the organization likely has had less access and relative opportunity to commit theft or fraud providing for a more simplified conversation. Both employees could be candidates for a remote interview environment, but these obstacles should be considered.

The type of case should also be evaluated when making the decision to conduct the interview remotely. Outside of the type of evidence, timing of the act, and subject information; investigators should review the context and implications of the case itself. A relatively low-stakes investigation involving a policy or procedural violation, such as discount abuse, would be ideal to conduct in this setting. Additionally, if the investigation involves multiple witnesses or complainants where escalated emotions may be involved the investigator should consider the comfort level of these employees during and after an interview. Case dependent, some subjects may feel more comfortable discussing a sensitive issue over the phone while others would prefer an in-person meeting.

Disadvantages of the Telephone Interview

Although remote interviews are becoming a more consistent and relied upon method of conducting investigations, there are some disadvantages to consider.

- General lack of control of the interview room puts more dependence on the witness to properly set up the location per organization guidelines.
- Communication is limited to verbal only, creating potential misunderstanding or lack of engagement.
- Interviewer may not recognize the lack of engagement or interest from the subject.
- Silence during the conversation, without non-verbal context, may be misinterpreted.
- Presenting complicated pieces of evidence to the subject for explanation could be cumbersome.

- Handling the disposition of the case (termination, prosecution, suspension, etc.) requires logistical efforts by the interviewer and the on-site support team.
- Dependent on the circumstances, privacy may be a concern for the interviewer or the subject relative to the environment they are currently in.
- Reliance on technology and signal strength could interrupt the conversation.

Advantages of the Telephone Interview

Many interviewers have relied on telephone interviews for a substantial part of their caseload over the years and it has proven to be successful, yielding positive results. With considerations mentioned above, there are also the below advantages to a telephone interview:

- Adherence to guidelines provided by the CDC and government officials prioritize the teams wellbeing above all else.
- Non-verbal behaviors by the interviewer are not seen by the subject (reactions to admissions, looks of frustration, etc.).
- Interviewer's physical appearance is not a factor, minimizing any potential issues caused by dress-code, age or other physical identifiers.
- Interviewer can easily refer to an outline of questions they intend to ask or a strategic plan of the conversation.
- Interviewer has access to verify pieces of evidence, review the case file or pull up additional details without the subject being aware of their actions.
- Note-taking by the interview is not seen by the subject, minimizing any impact of the timeliness of those actions.
- Allows for flexibility in selecting the best interviewer for the case, regardless of their location.
- Significant savings of time and travel costs that are usually incurred for an in-person interview.
- The timing of an interview for a "live" case provides for increased credibility of the investigation relative to the recent incident as the subject knows they have been caught.
- Supervisors, witnesses or additional interviewers can listen into the conversation for training purposes without impacting the physical nature of the room setup.
- The ability for the subject to hang up the

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phone at any time minimizes the risk of any perception of custody, when the room is setup properly.

Environment of a Telephone Interview

For most organizations, the standard in-person interview comes with protocols for appropriate room setup including the removal of distractions, ensuring privacy and providing the subject an opportunity to leave the room freely. These same rules should apply in a telephone interview, along with some additional considerations.

As noted in the disadvantages, the interviewer must find a strong partner that will be local to the interview itself to assist in the logistics of the room setup. Removing distractions and creating a comfortable, private environment are essential in providing an opportunity for the subject to disclose information.

Although most often we are focused on the subject's environment, in these unique circumstances interviewers also need to be aware of their own surroundings. For many that are currently working at home, it is essential to remove any potential distractions and allow for complete focus on the

conversation. Simple fixes, like placing a note on your office door, shutting the blinds, turning off any background music or television will allow the interviewer to focus. Prepare for the conversation as if it was an in-person interview to provide for a sincere and focused approach.

In the current climate, where some employees may be working remotely at their house, it provides additional obstacles in creating an appropriate environment for the interview. In these circumstances, many of the distractions present cannot be changed and interviewers should be aware of these obstacles. The interviewee may have other family members present in the house which would increase the potential fear of embarrassment and other consequences. If possible, the interviewer should coordinate the best time to conduct the conversation allowing the subject to be in a private setting, even if at their own residence.

If the interviewer can conduct the conversation where the employee is at the place of business, they should work with local management to set the environment appropriately. This discussion should include the following:

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- Discuss the importance of social distancing and other precautionary measures recommended for the wellbeing of the team that may impact the interview setting.
- Create a strategic plan on what to say to the subject when bringing them to the interview location. If this is not discussed, the witness may contaminate the investigation by informing the subject of details on their way to the discussion.
- Discuss confidentiality and organizational policy regarding the sharing of information about the investigation.
- Identify the appropriate witness for the case, relative to some of the considerations we will discuss further in this article.
- Explain the importance of the subject being free to leave the room at any time without obstruction and detailing the appropriate layout of the interview area.
- Discuss what actions to take, if any, should the subject of the interview leave the conversation or the property.
- Strategically discuss conflict resolution and organizational policies relating to de-escalation in the chance that the subject of the interview becomes violent or creates an unsafe environment.
- Inform management of the potential disposition of the case and any support you may need from the local team, including contacting law enforcement or terminating the employee.
- Create an action plan for obtaining and securing the written statement or other evidence obtained throughout the interview.

Additional procedures may need to be discussed relative to the organization's policies, such as removal of access to company resources, process of final paycheck or conversations with the union representative.

Witnesses to the Telephone Interview

In most interview settings, organizations require that their investigators have a witness present in the conversation for several reasons. The witness may provide a valuable perspective of the conversation from an unbiased, impartial third-party if called upon at a criminal or civil hearing. This person can also serve as a note-taker and document essential details of the conversation, allowing the interview to focus on the task at hand. These same benefits

apply to a telephone interview, with additional items to consider:

- With restrictions on travel and social distancing recommendations, it may be difficult to have a witness physically present at the location. In these circumstances, a witness may be able to dial into the call remotely and still partake in the conversation.
- Witnesses should be introduced to the subject, whether they are in person or remote, informing them of their role in the conversation.
- In addition to the above topics discussed with management, witnesses should be informed of their behavior during the conversation including note-taking guidelines, reactions to admissions, and how to respond if the subject should ask them questions directly.
- If witness preparation occurs far in advance of the interview, there is a chance for a breach in confidentiality if the witness discusses information with other employees. This concern for contamination should be discussed with both management and the witness.
- In some situations, it may be appropriate to select a witness that has a subject matter expertise relative to the investigation. For example, if the interview is focused on some type of fraud in the IT vertical, it may be helpful to have a data security expert or another IT professional as the witness.
- In selecting the witness, interviewers should identify a person that is acceptable to be in "the know", such as a member of management.
- Witnesses should receive clear direction on how to take notes and what details are important to capture during the conversation.
- The interviewer should discuss any safety concerns the witness may have, ensuring to follow the organization's workplace violence policies should the conversation escalate.
- Witnesses need to be informed on how to collect and preserve the written statement, as well as any requirement to submit the statement to the interviewer. This can usually be done through a case management system, or electronically scanned.

Conducting the Telephone Interview

The interview structure itself may be relatively similar to the in-person interview. Every case and each

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subject present a unique set of challenges requiring interviewers to utilize a variety of methods. These non-confrontational methods may include Fact-gathering interviews, the Participatory Method, the Cognitive Interview, the Selective Interview or the WZ Method. After identifying the appropriate method relative to the case, interviewers should include additional modifications when conducting over the phone.

Rapport

The backbone of any successful conversation is the development of rapport, resulting in a supportive, trusting dynamic between the interviewer and the subject. Non-confrontational methods share the foundational base of building rapport with the subject. This concept, standard in a traditional interview, must be a heavy point of emphasis in a telephone interview. Similar to a telemarketer, a phone call from an unknown person can be awkward and create additional uncertainty in an already uncomfortable conversation. Interviewers must focus on establishing genuine rapport, having empathy and showing understanding, especially in a time of uncertainty and panic in our current climate.

Engagement

Any conversation that is limited to the verbal channel runs the increased risk of losing engagement from the participants. While having a discussion over the phone, interviewers need to increase their dialogue with the subject soliciting responses throughout the conversation. Simple engagement techniques could be the use of questions such as: "Does that make sense?", "Do you see what I mean?", "Wouldn't you agree?". These basic check-ins will assist the interviewer multiple ways. They keep the subject engaged in the conversation, conditioning them to listen as they will be called upon several times throughout the interview. Additionally, these questions will elicit verbal responses from the subject giving the interviewer additional context to the conversation as they change throughout.

Another form of engagement is relative to the interview method chosen by the investigator. Most non-confrontational methods are built in a dialogue format, however there may be instances where the interviewer is talking for extended periods of time. In incidents like this, such as with the Introductory Statement, the interviewer may change the dynamic of the conversation by asking the subject

to partake in the statement. For example, instead of the interviewer listing the types of losses or issues that an employee could cause, they instead could ask their subject "What are some ways that an employee may cause a loss to the company?". Interviewers could then supplement their answer and repeat this form of engagement throughout the conversation.

Tone and Delivery

As in any conversation, the tone of the interviewer and the delivery of their message can impact the cooperation level of the subject. While conducting a phone interview, this becomes even more apparent as the communication channel is limited to verbal only. During the conversation, if the interviewer has a sharp tone, comes across with aggression or impatience, that will only increase the resistance from the subject. It is important at all times, especially in a remote interview, to exhibit empathy and sincerity during these conversations. Most of which can be influenced simply by how we are delivering the message.

Timing

In our experience, similarly to the reports we have received from our attendees, the phone interview generally is quicker than a standard interview. Although this is a perceived benefit of the interview, it should also be considered that interviewers may fall short on developing additional information and obtaining a thorough statement over the phone. Supervisors should focus on this area of the telephone interview when providing feedback and critique to their interviewer teams. A benefit of the shortened time frame is the lack of pressure felt by the subject, and reduced perception of any coercive nature of an in-person conversation.

Now What?

Many of you reading this article have conducted phone interviews in the past, and hopefully took away some additional tools to your next conversation. If you are in this group of experienced interviews, offer yourself as a mentor and reach out to those in the industry that are facing this unpredictable obstacle. Those of you that are new to remote interviewing, reach out to your peers and seek additional guidance or feedback. Most interviewers initially resisted the idea of conducting investigations remotely, until they felt confident in their approach. In the private sector today, a high percentage of our attendees are regularly relying on the phone

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interview to resolve cases and doing it effectively.

For those in a leadership position, if your organization is leaning on the need for remote interviews it is recommended to draft a policy and protocols for your team to rely on. These guidelines should include instructions on when a phone interview is appropriate, accommodations for social distancing, handling of the witness or management presence, preservation of evidence and company specific issues. Utilize your peers, your legal counsel, human resources and other partners to assist in the development in these standard operating procedures.

Previously we discussed the increased need for investigators to conduct remote interviews. As travel restrictions continue to escalate and government mandates force more employees to work remotely, the need for remote capability has never been more immediate. As we have already discussed, many interviewers that are still tasked with closing cases and having conversations with employees have been leveraging technology to accomplish that mission.

In the first part of this series, we talked extensively about the application of telephone interviews including the disadvantages, preliminary steps to take and structure of the actual conversation. Now, we want to dive into technology that is becoming increasingly more popular for remote workers: the use of video conferencing platforms to communicate.

Many of the same considerations should be made for video conferencing interviews that we discussed relative to telephone interviewing. Please refer to our previous article for those tips, however there are additional obstacles and advantages to consider when relying on video conferencing as a solution for your next investigative interview.

When to Use a Remote Interview

The same guidelines that apply to remote interviewing using the telephone, should also relate to video interviews. However, there may be some additional considerations in deciding when a video interview may or may not be the appropriate solution:

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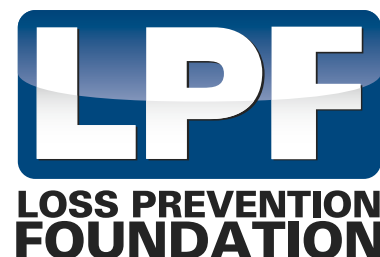
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- Similar to the standard phone interview, investigators need to determine if they have a reliable platform to conduct these conversations; signal strength, video quality and ease of use should be considered.
- Will the environment of either the interviewer or subject create additional visual distractions that can't be minimized? We will discuss the environment later in this article, but if there are obstacles that create an unprofessional or distracting environment, a phone interview may be best suited.
- Organization guidelines may disallow any type of video broadcast that does not meet jurisdictional mandates or creates a privacy concern for the information that may be discussed during the conversation.
- Relative to the culture of the organization, video meetings and conversations may be commonplace which would normalize this method of communication. If employees are comfortable with this type of delivery, they are less likely to have resistance on a video call than an impersonal phone interview.

Disadvantages of the Video Interview

Similar to the phone interview, there are many common disadvantages to conducting these conversations remotely. Standard obstacles such as control of the environment and handling the disposition of the case should still be considered. Additionally, there are some other potential disadvantages to the video interview:

- Poor video quality, signal strength or other technological disruptions could impact the flow of the interview. Like a poor Wi-Fi signal during a FaceTime call, the subject or the interviewer may become pixelated or their image freezes on the screen creating an awkward and distracting interruption to the conversation.
- If the interviewer is unfamiliar with the video conference platform, there is a possibility for the accidental sharing of a screen, evidence disclosure or other mistakes that could be the result of clicking the wrong button.
- For interviewers who are not comfortable with video conferencing, they may appear nervous or uncomfortable and create a further barrier with the subject.
- Contrary to the advantage of a phone interview, the subject can now see the interviewer which creates an additional set

of considerations that will be discussed in the "Environment of the Video Interview". Issues such as the interviewers' apparel, background images, and visible distractions now play a larger role in the conversation.

- Also, in contradiction to the phone interview, investigators may not have easy access to a structure of questions, additional notes or referral to evidence without the subject observing them do so.

Advantages of the Video Interview

Conducting remote interviews of any kind has a variety of benefits as discussed in the prior article, including cost savings and the ability for organizations to be socially responsible while implementing precautionary health measures. In addition to the standard benefits of a telephone interview, the video solution provides some alternative advantages:

- Communication is no longer limited to just the verbal channel as it may have been over the phone. Investigators can now interact in a more dynamic fashion with the subject as they use illustrators, gestures and facial reactions to further emphasize or express the meaning behind their words.
- Rapport is easier to develop and maintain with the addition of video in these conversations. The ability to increase engagement and humanize the conversation could increase cooperation from the subject.
- Collecting the statement or additional evidence during a video interview increases the transparency of this process. Investigators will be able to visually observe the statement in real time, versus having to rely on an auditory recap of what was written.
- Dependent on the video platform that is used, interviewers could utilize a "share screen" feature and actually discuss specific facts or pieces of evidence as both subject and interviewer can view the item, as opposed to relying on a witness in a phone interview to produce these documents.
- If permitted by the organization, and following jurisdictional laws, video interviews can be easily recorded. Recording interviews has several benefits, including ease of report writing, further investigation, preservation of statements and training.
- Visual observation of the subject allows the interviewer to have more context regarding

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their state of mind. An interviewer may be able to better understand if a subject is resistant, disengaged or distracted versus a standard phone interview.

Environment of the Video Interview

The physical environment of the interview is a topic that spans across both in-person and remote interview methods. Minimizing distractions, the need for privacy and the subject's freedom to leave are paramount to success in these conversations. For the video interview specifically, here are some additional thoughts to consider:

- The interviewer's physical location is now visible to the subject. Investigators need to view their own webcam and the scope of the camera before conferencing with the subject. Removing distracting items such as pictures, awards and other objects are essential to allow for a productive conversation.
- Additionally, interviewers should be aware of any objects, such as a ceiling fan or television in the background what would have movement distracting to the subject.
- The "virtual" room setting should be considered as well, including the layout of the video platform and the view of the subject. Depending on the software solution being used, interviewers should minimize any distractions on their computer, such as email, that may pop up during the conversation creating a distraction or potentially sharing confidential information.
- Predict any distractions that could arise during the video interview. For those working out of their homes, pets, spouses and children tend to need attention at the most inopportune times. These simple interruptions could cause the subject to become resistant and feeling disconnected from the private nature of the conversation.
- All the same issues mentioned above could also be relevant at the subject's location. Preferably the subject is in a business setting allowing for more control of the situation. If the employee is working remotely, it may be beneficial to schedule a time for the discussion that they can be prepared with minimal distractions.
- As we will discuss next, the witness to the video interview may also join remotely. This creates a third level of potential distractions

at their location. The same precautions as mentioned above should be discussed with the witness prior to the interview.

Witnesses to the Video Interview

As in most interviews, a witness is an important asset in minimizing liability, capturing essential details of the conversation and providing an impartial account of the conversation. In addition to the common guidelines that should be followed in the selection and instruction given to a witness, here are some supplemental thoughts relative to video interviewing:

- If the witness is present with the subject, investigators should insure they are following appropriate social distancing guidelines or other organizational policies for the health and wellbeing of the team.
- Additionally, if the witness is present with the subject, they should be positioned in a way to ensure the subject is still free to physically leave the room and conversation at any time for non-custodial interviews.
- For video interviews, it is possible for the witness to also be in a remote location and dial into the chat. This is a distinct advantage with video, as the witness can now observe both visually and verbally the entire conversation without having to be present.
- If the witness is joining the video chat from their own location, it may be considered that they turn their camera off completely to minimize the distraction of a third person on the conversation. In this situation, the interviewer should still introduce the witness into the conversation, but then they will have minimal impact throughout.
- Mute. Don't forget! Test the audio features of the video platform before the subject joins in, and ensure the witness has their microphone muted but understands the functionality if they need to enter the conversation.
- For witnesses that choose to leave their video on during the conversation, they will need to take measurements to ensure their room setting is clear of distractions. Beyond static distractions as mentioned earlier, witnesses should avoid expressions that are reactionary to the conversation.
- In the witness's location, they should be prepared for potential distractions of other people walking by or engaging in conversation with them. A witness that

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appears to be talking to somebody in the background will immediately create a gap in the private and confidential nature of the conversation.

- The witness should also consider appropriate dress code for the interview if they are not in a business setting.

Conducting the Video Interview

As with all the topics already discussed, the structure and execution of the interview will be similar to an in-person or phone interview. Video interviewing allows for increased engagement, which could also include additional obstacles or awkward moments. Areas discussed in the prior article included the importance of developing rapport, engagement, delivery of the message and overall timeliness of the conversation. These areas are all still significant during the video interview along with a few other considerations.

The initial uneasiness of a video interview comes with unfamiliarity with the platform and a self-consciousness of how we appear on a webcam. In effort to minimize this discomfort, the interviewer can discuss them with transparency and remove the hurdles that may exist. A quick tutorial for the subject on how to use the software, if they are unfamiliar, can assist in “breaking the ice” and also allow for them to feel more comfortable using this solution. With the uncertainty as a result of the global pandemic, employees may also be feeling panicked or stressed. Interviewers should be aware of these mental health concerns and utilize the introduction of the video call as a platform to relate to the subject and express the support of the organization consistent with company protocols.

Often on a video call, the host will refer to a picture hanging on their wall of their favorite sports team or the weather at their base location. These simple conversation starters can assist in humanizing the interviewer and also give all parties time to feel more comfortable in the setting of a video interview.

Regarding delivery of the message, interviewers should be aware of their physical expressions. It is relatively easy to identify if somebody is reading or referring to notes when focused on a camera. Interviewers should conduct the conversation as naturally as possible, coming across with genuine sincerity. The interviewer should also be aware if they normally talk with their hands or use gestures when

describing something. These same behaviors are crucial in communicating normally for the speaker, but they should be cognizant of the scope of the camera. Hand gestures or illustrators that exceed the size of the picture frame may be distracting to the subject.

Lastly, the level of eye contact can be a difficult measurement on a video call. Too much or not enough? The more comfortable the interviewer can get using video calls, the easier this will become. Interviewers should aim for normal eye contact as an in-person conversation, naturally looking away when recalling information. A steady stare and consistent eye contact will come across intimidating and adversarial to the subject, the opposite intent of a non-confrontational method.

Now What?

Don't let your first experience using video conferencing occur during an investigative interview! Get familiar with the software and get comfortable with being on video. Take some practice calls with friends or co-workers where you can familiarize yourself with looking into a webcam and managing a conversation remotely. Once you are able to maneuver through the software and are comfortable staring at yourself on a tiny screen – the interview becomes much easier.

As many organizations are using video conferencing for meetings and other remote functions, force yourself to use these features as much as possible. The consistent use will assist you in identifying distractions as well as keys to success on this platform. With any new obstacle, reach out to peers and colleagues in the industry that have been implementing video solutions in the past. Learn from each other's mistakes and “borrow” their successes.

Make sure to partner with your human resources and legal teams before making a decision to implement video interviews as there may be other issues to consider. First and foremost, we want to ensure our teams feel comfortable, secure and understand that our priority is their wellbeing. Being able to still execute an important task, such as interviewing, in a unique environment will only continue to add value to you and your teams impact on the organization and its culture.

As always, Wicklander-Zulawski is here to support you if additional training is needed for your team. Please visit us at www.w-z.com or reach out directly at 800.222.7789.



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LINK OF INTEREST

NLRB SHIFTS VIEW OF CONFIDENTIALITY MANDATES IN WORKPLACE INVESTIGATIONS

But caution is still the order of the day when employee investigations and unions are at issue

By Garrett Seivold

Published in Loss Prevention Magazine, January 3, 2020

New precedent has been set in a case over a retail chain's handling of workplace investigations. The decision, by the National Labor Relations Board (NLRB) on Dec. 17, 2019, makes it presumptively lawful for employers to mandate confidentiality during workplace investigations (*Apogee Retail LLC d/b/a Unique Thrift Store*, 368 NLRB No. 144, Dec. 2019). According to the NLRB's announcement of the decision, "In today's decision, the Board determined that investigative confidentiality rules limited to the duration of the investigation are generally lawful."

[READ ENTIRE ARTICLE HERE](#)

WEBINAR COVID-19 Loss Prevention Preparation for Restaurants, Retailers and C-Stores

[VIEW HERE](#)

DTIQ: COVID-19 Loss Prevention Preparation for Restaurants, Retailers and C-Stores

Description: Whether you have a dedicated LP department, manage it yourself, or use LPI services by DTIQ – there are important steps you need to take for COVID-19. The risk of loss to business and brand warrants close attention.

What do you need to consider to get ahead? How can your organization best prepare? How can your loss prevention activities be a true asset to your business in this time of uncertainty?

In this webinar, we explore:

- What is COVID-19? Important resources
- Role of LP in operator preparedness
- Best practices in action (examples)
- Restaurant preparedness
- Retailer, C-Store preparedness
- Incident response
- Ways DTIQ can help

CHAPTER UPDATES

MIDWEST CHAPTER: The Midwest Chapter will be hosting a ZOOM meeting on May 19th 1:00PM CDT. The topic will be Remote Interviewing plus other relevant topics.

SOUTH CHAPTER: The latest IAI South Chapter Meeting was Tuesday, February 11, 2020. Attendees had the opportunity to hear new & exciting information & presentations from within the Interviewing industry. The meeting was held at Stage in Houston, TX.

Speakers Included: Jim Bishop, CFI presented on Adapting your interview: Cultural and Generational Diversity and Harris County District Attorney's Office Representatives spoke on Internal Theft: Making Your Case Prosecution Ready. Brett L. Ward, CFI also led a question and answer segment. Photo below of group at South Chapter meeting.



NORTH EAST CHAPTER: The latest Northeast Chapter meeting was held on Tuesday, January 28, 2020 at Petco located at 257 Prospect Plains Road East Windsor, NJ 08512.

Topics discussed were:
How to Interview a Trained Interviewer and Maximizing Your Interview Skills
Speakers were: Wayne Hoover, CFI – Wicklander Zulauski, Gary Novello, CFI – Bloomingdales, Elisha Toye, CFI – Kohl's

Photo above of group at North East Chapter meeting.

WEST CHAPTER: The next West Coast Chapter Meeting will be in Spring of 2020.

Hidden Strength:

WHY INTERVIEWERS SHOULDN'T ALWAYS REVEAL EVIDENCE

By Tony Paixão, CFI, CFE

Last summer, my wife and I were making the 3 ½ hour long haul from my parents' house in Richmond, VA, to our home in Wilmington, NC. We have made this trip so many times over the years that I'm pretty sure I could do the drive blindfolded (don't worry, I won't try it.) Like most people, to make the time pass with a little more ease, we like to listen to podcasts. Believe it or not, we gravitate towards the "true crime" stories (shocker, I know.) Three and a half hours fly by as we are inundated with stories of missing persons, assaults, and serial killers.

That's normal, right?

On this particular trek, the episode revolved around an 8-year-old girl who had been kidnapped in the late '80s. When she was finally discovered, police concluded she had been assaulted and subsequently murdered. The killer eluded police for the next 16 years. With every passing year since the murder, the assailant would incessantly taunt the police; sending anonymous letters advising he would "kill again", painting notes onto public walls with cryptic messages and leaving letters on little girls' bicycles parked in community playgrounds hinting of his next intended crime.

Local authorities eventually teamed up with state and federal officials and, through a series of incredibly creative investigative techniques, were able to find and apprehend the assailant. During the interrogation, authorities asked the subject the following question:

"This was the only girl you've done this to, right?"

As soon as I heard that question, my heart fell into my stomach. This is an individual who had successfully evaded police for the last 16 years and had been advertising his intentions to commit more heinous crimes during that exact time frame. What are the odds he WAS involved in other nefarious activities? What are the odds he had committed

horrific crimes BEFORE this known case? As soon as the police set up the question in that manner, they showed their hand. They essentially told him, *"This is the only victim we have any information on."*

What's the likelihood he would feel compelled to divulge any additional information of other malicious, illicit activities he may have engaged in?

Slim.

I don't fault the police for asking the question in this manner, they didn't know otherwise. This is how they had been trained. On the surface, it's an entirely fair question to ask. My question is, how much more effective could it have been to ask the question in the following manner instead?

"Let me ask you this, how many children have you made inappropriate contact with?" and follow it up with an exaggeration question similar to, ***"We're not talking 100, are we?"***

A question worded this way leaves the door wide open to explore other possible crimes, not exposing the subject to the one known issue we have evidence to support.

Leaving the interaction with more information than we go in with is always the goal, as long as that information is **truthful**.

Traditional training and commonly accepted practices have compelled interviewers to expose their **evidence** early on in the interview. It makes sense, right? You have something on someone, show them what you have.

Right?

Well, it depends.

In most cases, however, we (WZ) say—**WRONG**. Showing evidence too early in the interview creates unavoidable confrontation. You are now directly

Continued...

confronting the subject with evidence of their (alleged) involvement in the known offense. Often, this will create a level of resistance with the subject, causing them to retract and become defensive.

How challenging does it become to get someone to provide you with truthful information if they are resistant right out of the gate?

By revealing your evidence, you have likely infused defiance into the interaction while at the same time, minimized your leverage by allowing them to know exactly what you do, or more importantly, DON'T know.

On the flip side, by approaching the subject through a non-confrontational approach, you allow them time to develop rapport with you as the interviewer, you provide them with an ample understanding of who you are, what you do and how you do it (introductory statement), and you afford them the opportunity to see you as a human being rather than the opposition.

By not revealing evidence, you create an environment of piqued curiosity—allowing them to wonder, “What do they know?”

Let's take another example - one that may resonate with those of us in the private sector.

You are the HR manager for a large bank, and you receive an anonymous tip through your work “hotline” alleging a well-known, tenured supervisor made multiple inappropriate physical advances to a subordinate during the office holiday party.

You begin your investigation by digging into both the alleged subject as well as the mentioned victim. You immediately realize the victim in this case no longer works for the company, they abruptly quit two months before you received the complaint, which happened to be the week after the holiday party took place.

You review CCTV coverage from the party and discover, without question, the supervisor

made what appeared to be unwanted, overtly inappropriate physical contact with their (former) subordinate.

Even though the victim in this case no longer works for the company, you know the concern with the supervisor needs to be addressed.

You have options.

You can get your case squared away and call the supervisor into your office to confront them on the issue. In this scenario, you could simply confront them with the known evidence and ask a question like:

“Tell me what happened between you and (insert victims name) during the holiday party back in December.”

This is a direct accusation and will likely elicit a defensive response from the subject. It also provides the subject with the knowledge this is likely the ONLY incident you are aware of.

Think about this for a second—is it possible, maybe even probable, that an individual who engages in this type of overt inappropriate behavior has ever participated in similar activity while working for the company?

I wouldn't rule it out.

Rather than making the direct accusation, consider the following approach instead:

You build rapport with the supervisor, establish credibility by explaining to them who you are, what you do, and how you do it and show them you understand good people screw up sometimes.

The curiosity of the known and unknown is piqued, THEN you ask the question:

“When was the first time you made inappropriate contact with an employee at work?”

Followed by, ***“We're not talking your first day on the job, are we?”***

You want them to consider ALL options, and then you work with them to narrow down each specific offense. This approach allows the interviewer the opportunity to uncover the full extent of the

Continued...

problem, rather than the one particular incident we know about.

Think about it, if an individual has already escalated their behavior to physically assaulting another employee, what behavior likely predicated this offense? Possibly inappropriate comments? Maybe unwanted gestures, looks...etc.? Our goal should be to gain the full extent of the subject's involvement in misconduct, not to just confirm/deny the one incident that found its way to our desk.

As with anything, learning to be effective with this type of interview technique requires training and practice. The modifications are slight but profound. If you haven't been through a formal non-confrontational interview training course, consider expanding your skillset and learning a few new techniques. No matter what industry you represent in the interviewing community, the benefits of learning to navigate a conversation where you leverage rapport, credibility, and understanding are vast.

IAI Video Tips



When to Use Telephone Interviewing
[VIEW HERE](#)

Telephone Interviewing vs Face to Face
[VIEW HERE](#)

Choosing a Witness
[VIEW HERE](#)



FifthTheory, LLC is a proud sponsor of IAI and long time partner of W-Z. In an effort to be socially responsible, we are sharing the "Coronavirus Behavioral Health Mindset" tool. Please feel free to share the link with your friends, relatives or colleagues – the assessment applies to anyone that should engage in healthy behaviors to prevent the rapid spread of the coronavirus. The self assessment is 100% free, and anonymous. No data is collected.

We designed this tool to serve as a simple self-awareness assessment; it is not a clinical or medical test! The ultimate goal of this instrument is to make individuals more aware of their commitment to being responsible in terms of preventing the rapid spread of this virus, while also embracing social distancing in their efforts to help "flatten the curve" of the rapid spread of the virus.

We hope this self-help tool helps all that complete it and that fewer infections and deaths are the ultimate outcome.

[LINK HERE](#) to complete the self-awareness assessment, and to share this tool with others.

WEBINAR SCHEDULE

APRIL 24

Dr. Brian Cutler
Eyewitnesses

MAY 15

Joe Wolf, CFI
Emotional Intelligence

JUNE 12

Tony Paixao, CFI, CFE
Rationalizations



INTERNATIONAL ASSOCIATION
of INTERVIEWERS

LPF and IAI Announce Strategic Partnership

The [Loss Prevention Foundation](#) (LPF) and the [International Association of Interviewers](#) (IAI) have joined forces to create a strategic partnership to strengthen continued education for the Loss Prevention/Asset Protection profession. This new partnership will ultimately benefit LPF and IAI by offering additional opportunities for Continuing Education Units (CEUs), networking events, webinars, training days, and more.

The Loss Prevention Foundation, founded in 2006, is the only 501 (c) 6 not-for-profit organization dedicated to the retail loss prevention and asset protection industry. The LPF's mission is to advance the loss prevention profession by providing relevant, convenient, and challenging educational resources. This is accomplished through the administration of the industry's only internationally sanctioned certifications: LPQualified (LPQ) and LPCertified (LPC).

The International Association of Interviewers (IAI) is the only association specifically for Certified Forensic Interviewer (CFI) and ACFI designees as well as all those dedicated to the art of interviewing and interrogation. The IAI mission is to provide educational, business, and networking opportunities to interviewers from all disciplines through valuable resources such as instructive events, useful web content, including the Rationalization Matrix and Interviewing Video Tips, exclusive webinars, and much more.

"We are very excited about this new opportunity with IAI," stated Terry Sullivan, LPC, President of the LPF. "This partnership will allow the LPF and IAI to offer new opportunities for all loss prevention industry professionals and will be a win-win for both organizations."

Wayne Hoover, CFI, Executive Director of IAI says, "IAI and LPF is a perfect example of what a partnership should be. The ability to work together to provide our members further options to continue their education makes a valuable relationship for all involved."

In celebration of the new partnership, the LPF and IAI are offering reciprocal discounts on the LPCertified (LPC) and Certified Forensic Interviewer (CFI) courses. Individuals who have their CFI can receive 20% off the LPC course and individuals who have their LPC can receive 20% off the CFI course.

For more information on the LPF & IAI, please visit:

www.losspreventionfoundation.org

www.certifiedinterviewer.com

Quote of the Quarter

**Coming together is a beginning;
keeping together is progress;
working together is success!**

HENRY FORD

Associate CFI Program

Announcing our newest Associate CFI program
with Fairleigh Dickinson University launching in April!

Fairleigh Dickinson University is beginning a new certificate program for fraud investigations and examination through FDU's Petrocelli College of Continuing Studies. The program will feature six classes that are equivalent to 18 credits. One of these classes entitled "**Forensic Interview and Interrogation**" will be included in the program.

The class will consist of the International Association of Interviewers' preparatory on-line material for Associate CFI/CFI certification, as well as lecture notes and assignments designed by our program instructor, Bruno Pavlicek.



Metropolitan Campus 1000 River Road, H-DH1-02 Teaneck, New Jersey 07666
201-692-6500 **Voice** | 201-692-6505 **Fax**
[Website](#) | ceinfo@fd�.edu

In Memorium

Garth Gasse, CFI



Garth Gasse, CFI Legacy passed away after a battle with cancer in January 2020. He is survived by his wife Beverly, and daughters Maddie and Julia. Garth always supported the CFI designation and was one of the first to obtain the designation. Beyond that Garth was a good person, anyone that had a conversation with him knew him to be genuine and kind. Our best to his family and friends.

CFIs **IN THE MEDIA**

Clear February Magazine

Ben Dugan, CFI and Sandy Chandler, CFI [READ ARTICLE HERE](#)

WELCOME NEW CFIs

JANUARY 2020

Raymond Bennett, Tony Dong, Greg Edwards, Amber Henderson, Holly Martin-Ruth, Oliver Niworowski, Taylor Singleton, Michael Skinner

FEBRUARY 2020

Walter Frazao, David Lea, Garry Miller, Henry Sacasa, Bethany Stoltenberg, Amy Trombley, David Vanoni

MARCH 2020

Rigoberto Hernandez, Matthew McGruder Lindsey Medina, Michael Mueller, Channing Pompa, Amy Weiss



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CFI **ON THE MOVE**

January - February - March

JANUARY

Jason Smith, CFI, LPC named Regional Asset Protection Leader for Ascena Retail Group

Jeremy Grahn, CFI promoted to Corporate Manager of Loss Prevention for Oregon Beverage Recycling Cooperative

FEBRUARY

Jason Coren, CFI promoted to Director, Global Transportation, Workplace Health & Safety Amazon

Brian Morrison, CFI was promoted to Sr. Director - Asset Protection Operations Dollar General

Michael Oren, CFI, CCEP is now senior manager of corporate asset protection, and **Steven Turner CFI** is now a regional loss prevention manager at Dollar General

James Dougher, CFI was promoted to Director of Asset Protection Macy's

Chris Barkis, CFI promoted to AVP Loss Prevention for TJX Companies

Katie Carver, CFI was promoted to Assistant Vice President Director of Loss Prevention of TJX Companies

Patrick Smith, CFI promoted to Senior Loss Prevention Advisor of Wawa, Inc.

MARCH

Joshua Vote, CFI was promoted to regional manager of asset protection at Abercrombie & Fitch

Michael Stoop, CPP, CFI is now loss prevention investigations manager at Cosentino's Food Stores

Brendan "Ben" Dugan, CFI was promoted to senior manager, organized retail crime at CVS

Debbie Wilson, CFI is now a regional loss prevention and safety manager at Goodwill Industries of Middle Georgia and the CSRA

Rob Ruiz, CFI was promoted to director of asset protection, U.S. retail, **Monika Espinoza, CFI, LPQ** was promoted to regional Operations Manager, **Daniel Cruz, CFI** was promoted to regional director of asset protection, and **Michael Veliz, CFI** is now regional asset protection managers at Louis Vuitton

Wanda Jefferson CFI was promoted to NA program innovation manager at Nike

Michael Ibarra, CFI, is now senior leader of investigations at Rite Aid

Katie Carver, CFI, and **Chris Barkis, CFI**, were promoted to assistant vice president directors of loss prevention. **Christopher Breton, CFI** was promoted to global investigations and safety specialist and **Conrad Nelson, CFI, LPC** is now an organized retail crime investigator - Marmaxx national task force at The TJX Companies.

IAI Video Tips

by Chris Norris, CFI

Telephone Advantages Video Tip



Telephone Considerations Video Tip



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HELPFUL LINKS

CFI Designation Renewal, [CLICK HERE](#) and login to your profile.
CFIs in the Media, [VIEW HERE](#).
Want to Join a Committee? [MORE INFO HERE](#)

LETTER FROM THE EDITOR

There aren't enough words in the thesaurus to describe in any different way what's occurring right now. Constant consumption of 24-hour news cycles are leaving us scared, burned out and in some case depressed. I guess you can count me as speechless on this topic, and so thankfully I will move on to a topic we'd much rather discuss, interviewing.

If you find yourself working from home with some extra time on your hands due to work-from-home policies, it might be a good time to invest in some training and brush up on techniques to hone your interviewing skills. This edition of the CFInsider will be a great tool to that end!

In this edition of the CFInsider, Wayne Hoover, CFI and Dave Thompson, CFI have published a fantastic, detailed article regarding remote interviewing that couldn't come at a better time. In other news you can use, Tony Paixiao, CFI lays out the case for holding back evidence, instead of presenting at the start of an interview as has been advocated in some other interviewing techniques. Check out the valuable link regarding a recent NLRB ruling included as well.

We hope to see you all at the re-scheduled Elite Training Day in August, as Dave Zulawski, CFI mentions in his opening letter. Pretty sure by August, we'll all be ready to think about something else, get some education and have a little fun too.

Take this time to evaluate where you are in your journey and invest in yourself. And as most of my emails are signed off now, take care, stay healthy and wash your hands! See you in August!

Stefanie Hoover, CFI



EDITORS

Joseph Nay, CFI, VXI Global Solutions
jnay@vxi.com

Cary Jones, CFI, Visionworks
cjones@visionworks.com

Stefanie Hoover, CFI, CONTROLTEK
stefaniehoover34@gmail.com

Wayne Hoover, CFI, Wicklander-Zulawski
whoover@w-z.com

Emily Kuhn, IAI
ekuhn@w-z.com

CFINSIDER JOURNAL COMMITTEE

Joseph Carteret, CFI, Gap Inc.
Joseph_Carteret@gap.com

Joe Davis, CFI, Walmart
Joe.t.Davis@walmart.com

Larry Hughes, CFI, Westgate
larry.huges@wegmans.com

Shane Jennings, CFI, Music & Arts Centers, Inc.
sjennings@musicarts.com

Paul Joeckel, CFI, Auto Zone
paul.joeckel@autozone.com

Kevin Larson, CFI, Kroger
kevin.larson@kroger.com

John Lowrey, CFI
jrlowreyva@gmail.com

Mark Lukens, CFI, PetSmart
mlukens@petsmart.com

JD Mauricio, CFI, Luxottica Retail
JMaurici@luxotticaretail.com

James McLemore, CFI, Bealls
jmclemore@beallsinc.com

Michael Reddington, CFI, InQuasive, Inc.
mreddington@inquasive.com

Benjamin Robeano, CFI, Big Lots
brobeano@biglots.com

Greg Sharp, CFI
sal39759@yahoo.com

Kevin Stone, CFI
KStone@columbia.com

Alberto Testa, CFI, University of West London
at@alberto-testa.com

Sonja Upchurch, CFI
emetinterviewing@gmail.com

Steve Welk, CFI, Barnes & Noble College
swelk@bncollege.com

Joe Wojcik, CFI, Safeway
Joe.Wojcik@safeway.com

Elias Zavala
eliaszvl@yahoo.com

David Zulawski, CFI, CFE, Wicklander-Zulawski
dzulawski@w-z.com