

## **A Professional Investigation for Peace and Prosperity**

**Threats:** Every organization has a unique combination of people, physical assets, culture and circumstances. For the organization to survive and prosper it must mitigate its losses from theft, violence, and various forms of man-made disruption. There is no real formula for accomplishing this.

Each organization is unique and must be studied individually, and appropriate principles applied to fit their specific situation, culture, and environment.

**Objective Study:** A professional investigative study is the best option to formulate an effective assets protection and personnel security program for an organization. The Investigator conducting the study should not be involved in the organization or have a stake in the outcome. An unbiased perspective is critical to understanding risks and establishing appropriate countermeasures.

The type and frequency of incidents that have occurred will be compared to the potential for new threats. Incident reports, industry trends, and crime rates will help to predict what is likely to happen.

**People:** The investigation should focus on people. People are the greatest asset of any organization.

The Professional Investigator should conduct interviews to understand the thinking and feelings of people within the organization. The Investigator must be able to listen and observe.

**People are the problem!** Threats come from people. People within the organization pose a greater threat than outsiders. Insiders have access and information.

Background investigations for new hires and appropriate screening of business relationships will help to safeguard the organization.

The attitudes and morale of employees and associates is complex. If threats are perceived, and it is thought that management is not responding appropriately for the protection of the people, then morale and productivity will be adversely affected. The result may be low morale contributing to theft, sabotage, or work stoppages. The revenge factor!

On the other hand, an organization that employs a “lock down” philosophy, in an attempt to avert any bad incident, will adversely impact morale. Productivity will suffer when employees feel that that “big brother” is watching, they are not trusted, and they have no freedom.

Violence in the workplace happens when an employee, suffering some form of rejection, blames someone (a supervisor or manager), for his /her life being in grave distress. You're fired!

**People are the solution:** Effective policies, procedures, and training will allow people to be the solution. People will come to understand that security, peace, and prosperity is everyone's responsibility. We are our brother's keeper!

**Balance:** Balancing enough control and security with enough freedom is an art. The organization should consider its circumstances and culture when determining the proper balance.

A consistent Personnel and Security Program would create a positive environment where employees and associates treat each other with dignity, knowing management supports fair policies and treatment. Employees and associates will understand that there must be, and will be, consequences for wrong behavior.

People need rules and structure to live by. People also must be free to create. The organization will be far more likely to achieve goals of peace and prosperity, when everyone involved is unified toward a reasonable balance of human dignity, freedom, and security.

**Security:** Security at organizations can be summarized as a dynamic combination of prevention, investigations, and training.

Without security, an organization will have neither peace nor prosperity. Profits will slip out the back door like an interrupted burglar.

The goal of security is to keep the organization viable, to limit its losses, and to protect people and property.

The objectives may include:

- a. acknowledge and mitigate harmful and costly incidents, and recognize potential threats;
- b. develop a culture of honest caring people;
- c. develop and maintain a continually monitored HR/Security Program that balances strategies of effective security with strategies for effective employee/associate freedom and dignity;
- d. maintain an appropriate and reasonable budget;
- e. prevent loss by using effective security personnel, and strategies that include hardware/software security measures, policies/procedures, and effective training.

**Prevention:** Preventing a loss is always less expensive than paying for it later. Appropriate personnel, systems, policies, procedures, and culture will work if implemented with a commitment to reasonable and correct values.

**Investigations:** Investigations and documentation of the truth of incidents and potential threats is essential for building a secure foundation.

If workplace incidents are litigated, proper documentation will allow accuracy and protection from expensive court judgments.

True knowledge is the legitimate currency of the investigative process. Untrue knowledge is counterfeit, doing more harm than no knowledge.

**Training:** All employees and associates need to understand that they too have a responsibility for everyone and everything. Continually reinforcing each individual's security awareness and stressing the organization's prevention policies, procedures, and protocols will allow for the most appropriate response to a threat or an incident. This will positively affect the organization's culture. Training emphasizes the value the organization places on protecting people and property. It reinforces the rules of behavior.

Employees and associates should be taught to respond (mentally/thinking) rather than to react (emotionally/feeling) to threats and/or incidents.

**Culture:** A positive and responsible culture would allow training in truth, positive expectations, and mutual respect for one another. This will lead to a greater relative importance of each individual's safety, dignity, productivity, and security.

"Corporate culture is the total sum of the values, customs, traditions and meanings that make a company unique. Corporate culture is often called "the character of an organization" since it embodies the vision of the company's founders. The values of a corporate culture influence the ethical standards within a corporation, as well as managerial behavior." Wikipedia

**Top Management:** Management has a greater affect on the culture than any other factor. Management sets the tone for the entire organization. If the employees feel that the CEO is selfishly wasting resources, then the associates will feel justified in stealing from the organization.

The possibility exists that a serious and publicly released incident at the organization could cause substantial harm to the organization's, and Management's reputation. Egos will allow the right choices.

Sound security begins at the top and can only be implemented when modeled properly.

**Wise Decisions:** The issue with most people is not, "What is the right thing to do?" The issue is that we choose to do what we want to do. Do we choose to do the right thing, or the wrong thing?

"For what I am doing, I do not understand; for I am not practicing what I would like to do, but I am doing the very thing I hate." ... Romans 7:15

Doing the right thing requires courage, faith, and trust in others.

In the final analysis, we are required to act rightly by treating others the way we wish to be treated.

**Frank Solik**

... [Parabellum \(If you desire peace, prepare for war.\)](#)  
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