

INTELLENET NEWS

September 2005

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Carino's Corner

Welcome to the inaugural issue of Intellenet's Newsletter. It is our intent to publish this on a quarterly basis. Member Bill Blake (Littleton, CO) perceived its need and will serve as the Editor.

The success of any Association Newsletter requires participation and contributions from its members. The goal is to have several feature articles as well as recurring columns. So, look over this first issue, give us your opinions and suggestions for improvements and give us input for future issues.

The first World Investigators Conference is now history. Jimmie & Roe Mesis really pulled it off. More than 1400 investigators, security professionals, speakers and Exhibitors put on a show never before experienced by the investigative community. Intellenet was well represented with at least 75 members attending. Our Thursday evening Mixer was a great success, with spouses, guests, and potential new members probably topping 125 attendees. The new member applicants (about 20 to 25) will be identified in the Intellenet Info Brief. A big hand for Co-host and Intellenet member Roe Mesis for handling all the set-up details for this event. Attendees included

about 12 "first timers" to an Intellenet gathering. Indications are we will see them again in Calgary. There was a chemistry and aura of true friendship permeating the room, commented upon by many.

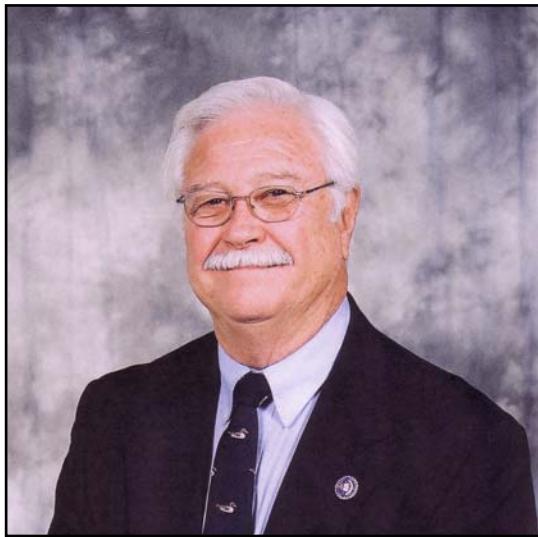
Our next major event will be our 17th Annual Seminar in Calgary, Canada, 17-20 May 2006. Local host Kevin Ripa has put together a great professional and social program. The Speaker Program is almost set. Look for further details on both the website and Listserv in the very near future. If looking for seeing more of Canada and the North, Sue Drum (planner of the QM-2 return from Arundel, England) is arranging for some great train rides on the Rocky Mountaineer as well as Alaskan cruises. Sounds like a great vacation opportunity and our thanks to Sue for again putting together a pre- and post travel venue.

My thanks to Bill Blake for convincing me (not a difficult task once he volunteered to serve as Editor[©]) of our need for a quarterly publication. The older members will recall hard copy Newsletters some years ago but one quick read of this issue will indicate another major growth area for Intellenet.

My Best, Jim

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Know Your Fellow Members



Gerald (Jerry) Adams
Gerald Adams & Associates, Inc.
Austin, Texas

Jerry Adams has been an advisor to the State of Texas in matters relating to Homeland Security after retiring as an FBI Special Agent/ Supervisor Special Agent. He has also been an Advisor to the US Government in additional specialized areas. Among many skills, Jerry's specialties include hostage negotiations, crisis management, counter-terrorism, fraud and public corruption, workplace violence, international drug cartels and organized crime.

His civic involvement is diverse to say the least. He is a co-founder and Board Member of Stephen F. Austin High School Continuing Education Foundation (Not for Profit); Past Board Member, Volente, Texas, Volunteer Fire/Neighbor Group; Past President, Board of Directors and Advisory Board, Ronald McDonald House, Austin, Texas; and Bikers Against Child Abuse.

Jerry has presented lectures within and outside of the United States, particularly in the area of Ethics and Professionalism, Workplace Violence, and Homeland Security and Emergency Response Procedures.

To those that know him, he is never without a comment or "war story" to liven up the scene!

"For fast-acting relief, try slowing down."
---Lily Tomlin

Intellenet 2006 Conference

Calgary, Alberta, Canada

Kevin J. Ripa
Computer Evidence Recovery, Inc
Calgary, Alberta

Preparations are well underway now for next year's conference. The hotel has been booked, and we are working hard at lining up and finalizing speakers, entertainment and various venue arrangements. I don't want to give everything away just yet, but I promise a conference like nothing you have seen to date. I can say without doubt that you will see things that you have never seen before! Some of the events will include a day in Banff, and an authentic western barbecue. My apologies in advance to Gerry Adams and Robert Dudash, who both think the best steak in the world comes from their respective States. I will be correcting that falsehood!

We have what I think will be an outstanding spousal package to include shopping, a visit to Heritage Park, and other top secret plans!! As well, I will be ensuring world class golf experiences for those interested. (It was the only way I could get Reggie to come!) I am also in the process of trying to arrange some fly fishing expeditions if people are interested. The Bow River flows directly through the middle of Calgary (is a 1.5 minute walk from the hotel) and is the home of world class trout fly fishing. People come in from all over the world to fish this river.

I have reserved the website www.intelnet2006.com and will begin placing information on it shortly. Calgary is a major metropolitan city of approximately 1 million people. It is in the Province of Alberta and lies 600 miles east of Vancouver, 60 miles east of Banff, 2100 miles west of Toronto, and 325 miles north of Great Falls, Montana. We are served by Calgary International Airport. This airport provides worldwide flights and connections, allowing either direct, or one stop service to all major cities worldwide. Like most Canadian cities including Vancouver and Toronto, Calgary is served direct flights from Los Angeles, San Francisco, Portland, Seattle, Phoenix, Salt Lake City, Las Vegas, Minneapolis, Houston, Dallas, Chicago, New York, London, Frankfurt, and Manchester.

Weather at the time of the conference will usually be in the range of 50-70 degrees during the day, and cooling off at night. The venue hotel is the

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Sheraton Eau Claire Suites. This is an award winning, word class, four star hotel. We will be offering regular rooms, as well as upgrades to the Executive Club rooms, at preferred pricing. This hotel also has wireless internet access throughout, and is in the heart of downtown with access to everything. You can view more on the hotel at www.sheratonsuites.com. Booking information will be available shortly.

The conference starts on the 17th of May, with the board meeting and the welcome dinner. The trip to Banff will either be Thursday or Friday. We will wrap things up with a gala dinner on the Saturday night.

If anyone has any questions about Calgary, or travel, or anything else, feel free to contact me by email at Kevin@computerpi.com.

Producing a Professional Report

William F. Blake
Blake and Associates, Inc.
Littleton, CO 80160

Success as a business person can be difficult to achieve and very easy to lose. Many elements contribute to success. The primary elements include experience, appearance, and reputation. Experience and appearance are easy to define and develop. A competent professional reputation is much harder to define and achieve. One aspect of your reputation that is frequently overlooked is the quality of the reports and other documents you use to report your activities. A few words of praise are quickly forgotten--a poorly written report will be around to haunt the writer for a long time. Producing a professional quality written report is critical to success.

- What does your report tell the reader about you and your company?
- What and how you write is a primary indicator of your professionalism. It tells many tales that are not explicit in writing.
- If your report is sloppy in appearance, you're lazy and careless.
- If it's incomplete, you're incompetent.
- If it contains poor English or grammar, you're not too smart.

- If it contains misspelled words, you don't know how to use spell-check.

If you are content to allow the above "tales" to be part of your reputation, you will fail as a business person. By following a few suggestions, your written reports can do much to enhance your professionalism and business success.

What can your reports be used for?

The primary purpose of any report is to provide the reader with factual information concerning a project or problem area. There are many other uses for your report; some of which may not be evident at the outset. Once the report is finalized, it cannot be retrieved for correction or alteration--the final report is "final."

- Your report can be used as evidence in a criminal or civil court proceeding.
- The information in your report can be used to impeach your reputation and the validity of the information, both within the corporate structure and the court system.
- Your report becomes a permanent part of "your record." Good reports are easily forgotten but bad reports will remain a part of "your record" for many years.
- A professional quality report will demonstrate your abilities, not only to the original recipient but to every one who has an opportunity to see your report. This is a prime marketing strategy and may lead to future referrals.

It is critical to remember that anything you write will be subject to critical review and may end up in front of a jury or arbitrator.

Report Content

The specific content of any report, of course, is determined by the type of investigative or consulting matter and the ultimate purpose of the report. Regardless of the type of matter being reported and the purpose of the report, all reports should have common features.

The report should contain comprehensive and complete statements of all opinions or conclusions to be expressed. The opinions and conclusions

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must be written in terms easily understood by the lay person. Reports are not written to impress the experts--they are written to inform the client. The excessive use of obscure or unexplained technical terms does not inform the reader. Each report must be written on a level comprehensible to the reader. A report prepared for an attorney may contain legal terms not familiar to the business executive--this type of report would be clear and concise for one person and confusing for another person with a different background.

Just stating opinions and conclusions is not adequate. The most valuable information is that which is used to substantiate the opinions or conclusions. Without substantiation, opinions and conclusions are just statements--with substantiation they become of value to the client.

The data and other information relied on as the basis for opinions and conclusions must be identified. Credibility comes from using appropriate sources of information. These sources, whenever possible, should have first hand information. If secondary sources are used, they should be identified as such. Copyright restrictions must be considered when using information published by authors others than the report author.

Exhibits used to support opinions and conclusions must be succinctly identified and appended to the report. How the exhibits are used and reported is determined by the writer for overall clarity and their contribution to understanding the report.

All key issues and elements, as determined by the nature and purpose of the report, must be identified. All criminal and civil matters have legal elements that must be proven in court. It is suggested that the report be written in a manner that adequately addresses each element in a logical order.

Finally, the authenticity and validity of the report must be acknowledged by the signature of the writer. Facsimile signatures and signature stamps should not be used. An otherwise professional report with something other than an original author's signature dramatically reduces the professionalism of the report.

Sample Report Components

For ease of reading and comprehension, the various components of your report should follow a

logical order from initiation of the inquiry to the presentation of opinions or conclusions. These components include:

Predication--It provides a recitation of why and when the inquiry was initiated; for example: "On July 24, 2005, Mr. John Smith, Human Resources Director, The Widget Company, requested that an investigation be conducted of a physical assault of a company supervisor by an employee.

Synopsis or Executive Summary--This is a concise recitation of the fact in the "Sgt. Friday" mode--"Just the facts, ma'am." At 9:30 AM, Tuesday, July 18, 2005, in the Maintenance Department, Room 201, The Widget Company, 1234 Main Street, Any Town, Colorado 80895, James Smith, a welder, struck Joseph Jones, Welding Maintenance Supervisor on the right side of his head with an 18-inch piece of angle iron during an argument over the quality of welding done by Mr. Smith. Mr. Jones received a six-inch laceration on right side of his head and was transported to the Community Hospital Emergency Room by the Any Town Rescue Squad where he received 12 sutures in his head and was released.

Substantiation--How do you know the circumstances surrounding the incident? This is a listing of the various documents and information generated during the inquiry, including the source and the content of the information received. It also may include a synopsis of various documents used to determine the facts: for example, photographs of injuries, medical reports, witness statements, investigator's statements concerning information developed by the investigator that is not in another document, i.e., investigative observations of the incident location or Human Resources disciplinary records.

Exhibit List--This is a listing of the documents obtained during the inquiry listed in a logical order. For Example: Statement of Joseph Jones, dated July 24, 2005, relating the circumstances surrounding being struck by Mr. Smith; Medical Report of Dr. James Andrews, MD, dated July 24, 2005, describing Mr. Jones' injuries and treatment. Photographs of Mr. Jones' injuries taken by Investigator Jack Green, Ajax Investigation on July 24, 2005

Witness List--Each person with information concerning the incident must be identified for

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possible contact at a future date. Each individual should be identified with their complete legal name--Joseph William Jones; residence address--101 Buttercup Lane, Apartment 101, Any Town, Colorado 80895, and residence and work telephone numbers. An alphabetical listing is preferable for ease of locating information.

Written Statements

When the inquiry is a complicated matter or the information source has valuable and extensive information critical to substantiating your conclusions, a written statement may be advantageous. Obtaining a written statement documents the information provided by the source and is helpful in preventing contradictory information from the source at a later date.

A written statement based on questions originated by the investigator is the superior method for insuring a comprehensive and useable statement. In this method, the investigator asks questions of the source and reduces the answer to a written format. Through proper questioning, all information necessary to substantiate your conclusions can be obtained.

Asking an individual to write out a statement leads to many difficulties. Primary of which is the quality of the individual's handwriting. Statement that cannot be read is of little value. Additionally, the average witness does not know what information is relevant and should be included in the statement. This is the individual's statement and not that of the investigator. Extreme care must be undertaken to ensure that the investigator does not influence the information provided by the source. The witnesses' terminology should be used even if an additional question must be asked to obtain an understanding of the terminology. To the extent possible, slang should be avoided.

When the information source is asked to initial or sign the bottom of each page of a statement, it impresses upon the source that this is his/her information and identifies a given set of facts. If the source provides conflicting information at a later time, the written statement can be used to impeach the source at trial.

"If you watch a game, it's fun; if you play it, it's recreation; if you work at it, it's golf."
---Bob Hope

Formatting the Report

The value of your report is directly related to the report's ability to persuade the reader to whom it is directed. It is more likely to persuade the reader if it is easy to read and has a professional appearance. Professional reports are NOT written on copy paper or ruled pads. The appearance of your report is an indicator of YOUR professionalism and competence. The most complete investigation, poorly reported, is a poor and incompetent investigation.

Recommended Formatting

Your report should never arrive on the client's desk without a letter of transmittal. Professional business correspondence requires that any report include a brief letter of transmittal, identifying the recipient and the sender.

The cover page of your report will make a valuable impression on the client if it has a photograph of company facilities or the client company logo that individualizes the report.

The quality of the paper is important. Reports generated on ordinary copy paper are unacceptable. The report should be printed on a high quality paper of 24 pound weight paper with a high degree of brightness. The higher the quality of the paper, the more professional the report.

A 12-point font with 1.5 line spacing provides an easily read report. The font used should have a professional appearance such as Verdana, Arial or Helvetica. Never use Script, Block Letters or other artistic fonts.

Each section of the report should have a Topic Heading to correspond with the various components of the report. This facilitates location of desired information.

Lengthy and convoluted sentences confuse the reader. Each paragraph should be short, concise and address only one element or major fact of the inquiry. Your reputation is based on the quality of your report--not the quantity.

Deadly Errors

The value of your report can be dramatically damaged unless extreme care is taken to ensure

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accuracy. A substantive error can be very damaging to your reputation. In an assault, if the actions of the perpetrator are erroneously attributed to the victim, everything else in the report is suspect.

Poor English or grammar is a reputation killer. Improper capitalization and punctuation are, unfortunately, a common error in many reports.

In the era of modern computers, there is no excuse for misspelled words or typographical errors. Such errors clearly demonstrate careless and apathy.

The best written report can be easily destroyed by dirt and extraneous markings on the pages. Keep your coffee cup away from your computer!

The Well-Written Report

A well-written report is an example of your work that will be seen by many people for many different purposes. It signals to all the quality of your work. The highest quality work with a poorly written report will always be viewed as poor quality work.

- State things clearly and directly. You are compensated for the quality of your investigative effort--not for the number of words in your report. Brevity with completeness and clarity are the keys to a well-written report.
- Do not speculate or guess. You have been tasked to determine facts and provide accurate data. Anyone can guess and speculate! Why spend money for an investigation just to have someone else do what you can do—guess!
- Don't use boilerplate language. Boilerplate language indicates that all situations have common facts that can be expressed in terms that do not differentiate your situation from all others. Each situation is different and should be described in terms unique to the situation.
- Avoid absolute words—"always" and "never." It is the rare situation where absolute words can be used without being subject to question. Before using these words, make sure you can justify their use.
- Make sure the report is not vague, equivocal, or uncertain. Any report should be factual and specific

in detail. If for some reason there is justification for using vague or uncertain terminology, the reasons should be spelled out in your report.

- Avoid emphatic language, exclamation points, bold face, italics, and capital letters to emphasize findings or conclusions. Unnecessary emphasis within a report can indicate your personal opinions, bias, and prejudices when your role as an investigator is to simply collect factual data and let others make their own judgment.
- Use the active voice--"John hit Joe", not "Joe was hit by John." This shows assertiveness and that you are comfortable with the information you have developed. The active voice is strong as opposed to passive and weak.
- Use precise (specific, clear cut) language. This is another indicator of your confidence in the work produced and reduces the probability of others misunderstanding the facts.
- Define technical terms and language. You can never assume that the reader will be familiar with technical terminology. The excessive use of unfamiliar technical terminology confuses the reader and may lead to an assumption that the writer is attempting to display his technical knowledge and belittle the reader--the person who is paying for the report.
- Avoid evidence of bias. Nothing will call your report into question quicker than evidence of bias. You have been retained to report facts and not express your personal opinion through apparent biases in your report.
- Use confident language--not hedge words--"it seems," "could," "apparently," or "I believe." Failure to use confident language may appear to the reader that you question some of the information being presented as facts.
- Use objective (unbiased) language and avoid subjective (prejudiced) characterizations. You cannot be impartial when you use wording such as "Joe Smith, the perpetrator" in your report.
- Remember you provide facts, do not provide legal advice, and let the reader arrive at their own conclusions.

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• Avoid commenting on the credibility of witnesses. This is another example of inserting your opinions into the data and not letting the reader evaluate the source of your information. In some cases, this could lead to legal difficulties for the writer.

• Insure internal consistency. Make sure that if "Smith shot Jones" at the beginning of your report that it does not change to "Jones shot Smith" or "Smith shot Johnson" in latter parts of the report. This could be embarrassing at the least and devastating to your reputation at the extreme.

Report "No-No's"

• Never use the words "legal" or "legally". Remember you are an investigator and not an attorney unless you have a law degree, and then be careful.

• "Draft." When you annotate a report with this title, it announces to others that there are other versions of this report. They will be reviewed for consistency between the reports and you may be required to explain the differences.

• "Probable," "substantially," or "possible" are ambiguous words. These words may show that you are not sure of the information contained in your report and should be avoided except in very rare circumstances.

• "Obviously" or "clearly" are patronizing, condescending and presumptive words. To many it would indicate that you question the reader's ability to recognize obvious facts. Insulted clients do not return for additional insults.

• "Appears," "presumably," "supposedly," "is said," or "evidently" imply uncertainty. This is another example of letting others know that you do not have complete confidence in the information in your report. If information is questionable, state that fact in clear cut language.

• "He," "she," "it" or "they." These words are confusing and uncertain as to identity. It is better to use proper names such as "Mr. Jones," or "Mrs. Smith" to reduce misunderstanding.

• Royal "we." One person is writing the report and "we" suggests more than one report writer. Using "we" to attribute success as a combination of

individual collaborative efforts is commendable but not acceptable when writing a report that you will be signing.

• "Complete," "thorough," "meticulous," and "exhaustive." These words are self-serving and holds the investigator to extremely high standards. During the review of your report, other ideas and investigative leads may be identified, thus bringing your "exhaustive" report into question.

Upcoming Events

NCISSS Annual Meeting, Sarasota, FL
1-4 February 2006

Intellenet Seminar, Calgary, Canada
17-20 May 2006

ASIS Annual Seminar, San Diego, CA
25-28 September 2006

Investigators and the Press: Adversaries, Enemies or Potential Allies

Bill Slattery
Reporter, New York Post
Reprinted by request from Network Newsletter
Summer 1990

Editor's Note: The following is an unedited, verbatim text of the Author's presentation at the 10-11 May 1990 Regional Intellenet Seminar in Mt. Pocono, PA. It is published herein for the benefit of the total Intellenet membership at the suggestion of many who attended the Seminar.

It's a shame, in a way, that Jim has organized this conference so professionally—complete with brochures and advance publication of the schedule. I'd accepted his invitation to participate, partly, I'd told him, for the fun of watching a fair percentage of his membership hyperventilate when he introduced a newspaper reporter.

I've since considered that response. Rethinking it, I recognize elements of a reflex reaction, of assumption. But on even further thought, I don't consider it totally unwarranted.

Our professions, it seems historically, have been viewed as anathema to each other both by those of us in them and by outsiders.

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Are we adversaries? Should we be?

Yes, we are. And, yes, we must.

Ticked off on the fingers of a hand, our similarities greatly outnumber our dissimilarities. We both not only gather information, we most often use the same techniques. The methodology of "questioning," of "interrogation"—and of "interviewing"—vary only according to circumstances and the authority we have in those circumstances. Virtually always their goal is to obtain information.

What some of you would call "working under cover" and others call "penetration," one of my very literate former editors—he really was—used to call "sneaking around."

That doesn't sound particularly imaginative coming from someone who's also a writer, but it does have a certain ring of truth to it. You should see me in my clean, pressed, hospital whites or my Bell Telephone construction helmet.

And for that matter, I'll not even bother to wonder how many of you at some time or other carried around a press card.

I don't have an exact percentage, but the vast majority of information we both gather comes from public information sources. Libraries, court records, mandatory governmental filings—news clippings. How many of you have asked a younger staff member who's "tried everything" if he check the phone book?

Oh, there are similarities, all right.

But while our similarities numerically are greater than our dissimilarities, there is one dissimilarity which solely because of its importance must be weighed heavily—and may on many, if not most, occasions outweigh all else. That, of course, is the difference of our "end users." Your clients may be individuals, corporations, courts or the government.

Mine is the public.

Your aim generally is information's containment: mine is its dispersal. While that alone may be good enough reason under most circumstances for us to have an adversarial relationship, I've still to

answer why I believe that, generally, the relationship should remain adversarial.

Ours is a unique society in a unique nation. It is not simply unique among others now on Earth, it is unique historically. I'd gladly at some time argue my belief that it is a "happy accident" and never could be duplicated.

Our society is the Felipe Petit—the Fiddler on the Roof—of societies.

Its stability is not based on a foundation of unshakeable bedrock; it is based on an overall sure-footed and delicate balance to which I'll return in a moment; there are other "balances"—less in scope while not in importance, also to be addressed.

If you don't remember Felipe Petit, by the way, it's no wonder why. On any day a man who secretly strings a cable 1350 feet in the air between the World Trade Center Towers and then takes a morning rush-hour walk on it would without question guarantee himself front page. On any day, that is, except one on which a President of the United States resigns. Felipe's balance was much better than his timing.

And on that day, one of the "lesser balances"—the press's balance—was better, too. That front page undeniably belonged to Richard Nixon.

The press continuously balances, weighs events; a responsible press—and you'll get no argument from me that there is a good deal of irresponsible press—tries to ensure an informed population. If we cater to the macabre—print only "the bad news" (another point I'll gladly discuss and dispute when we have more time), I'll freely admit we print the bizarre because it sells newspaper. I'm very proud of that, in fact, because I've taken the time to consider alternatives.

We can have a press that is supported by the public because it provides coverage of stories of interest to the paying public—or we can have a press supported by government subsidy. The society that would result from the latter is not one I'd choose to live in; I doubt many of you would, either. I can guarantee you the day people no longer want to read about the divorces of millionaires, the press will stop covering them. I'd love to see that day. But changes in our press's contents will come only from changes in the society

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it serves. Those changes must be made in school rooms and family rooms. They cannot be made in news rooms.

And I'll fight like hell to prevent them—**ever**—from being made in legislative conference rooms.

Our delicately balanced "happy accident" of a society cannot survive without a totally free press.

Neither can it survive without those of you who dedicatedly safeguard information whose revelation could make vulnerable our government or government leaders or our corporations or corporate leaders.

Those of you who responsibly execute the duties of your profession also constantly perform a balancing act no less delicate than mine: You **must** determine what information is merely convenient to keep confidential and which absolutely cannot be known. It is a vital function—and I use the word *vital* quite conscious of its root. Lives very literally could be at stake if you misjudge.

Does my devotion to the free flow of information and my recognition that secrets must be maintained seem contradictory? I hope not; remember, before I spoke of the balances we each within our professions seeks to maintain, I spoke of the overall precipitous balance that is this wonderful accident we call the United States.

I said it is not based on unshakeable bedrock but on "sure-footedness," and I believe that. The Constitution of the United States—a miraculous document and design in my opinion one of the wonders of the world—it is the exact opposite of an immutable foundation. It is a mass of conflicts and tensions, all carefully weighed and weighted. Its strength is not the strength of a Mosaic Law with the unequivocal statements as "Thou shalt not steal." Its strength is in its oh-so-carefully constructed and balanced tensions. It is constructed to withstand societal turbulence the same way an "earthquake-proof" building moves, adapts, and survives sudden cataclysmic movement of what someone once thought was immutable, unshakeable, bedrock.

So, in addition to the internal balances we maintain within our professions—let's settle today for discussing just these two forces while recognizing

that The Constitution daily plays Atlas to a world-full—our professions as part of this overall balance.

Picture this: An egg caught between the jaws of an ever-tightening vice. Visualize further two enormously powerful forces pulling each of those jaws back, holding them in place.

Our "happy accident" of a society is as fragile as that egg's shell; our professions—arguably two of the most powerful in our country—hold back those jaws.

And yet, we have in common a fierce determination to keep that shell intact, to preserve something we both cherish.

So, yes, adversaries we are and most often must remain.

We are not enemies.

I do believe certain members of my profession and certain members of yours can, under constrained and defined circumstances, be allies.

Any alliance is formed for mutual benefit; any alliance's success requires a degree of trust.

No word in the English language, no concept in any language, gives me spinal shivers as much as that word "trust." Can we and should we trust each other? Of course not, at least not in any universal sense.

Personally, I trust my mother. Occasionally. And only in certain matters. Actually, since she's retired and moved in with me, she's become pretty well trained. I sometimes think if I accidentally caught on fire she'd be reluctant to disclose my whereabouts to the fire department.

Not only should we not universally trust each other; I doubt we should automatically trust our own colleagues within our professions. There are reporters I'd very much like to see stripped of their press credentials. I'll leave it to you to think of colleagues you'd rather not have at your backs. And therein lies the crux of this; here is the intersection of the issues of trust and our being potential allies.

Any such alliance must be forged between two individuals. Both our professions require us to be

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reasonably good judges of character. If you find yourself in a situation where a temporary and clearly defined working relationship with a newsman could be mutually beneficial, get to know that individual reporter; size him up, use your experience, your skills. He'll be doing the same thing to you.

This seems pretty obvious, doesn't it? So why do I bring it up? I think I've got a good reason. The reason is: While even considering blanket universal trust is simply silly, I'd very much like to see us avoid universal mistrust.

I'd like my colleagues to not automatically assume you are covering something up; I'd like you to not automatically assume every reporter is ready to fabricate a scandal if he can't find one.

The reason any alliance should ever even be considered is, of course, that we both have tremendous resources; and occasions have come up in my own career when pooling of resources—if not sources—has proven mutually beneficial.

I hope you noted that I earlier—and repeatedly—emphasized "clearly defined" when I referred to any potential alliance. You, the individual, and I, the individual, should openly, clearly, verbally, set down the ground rules—and then knowing that they hold true only for this specific incident or story. It should be made known—aloud—that you will do or say nothing to harm or jeopardize your client; it should be made known—aloud—that I intend to as accurately and adequately as possible inform my readers. Of course this is obvious, but I don't care how obvious that seems to you. **Say it!**

So, within these restrictions, there are times we can be of mutual assistance. Perhaps later I'll be able to come up with a hypothetical scenario; by virtue of the nature of such an arrangement, I obviously can't tell you of any that have worked.

Now I'll bet that sounds familiar.

Let's face it, though. Those will be rare occasions. Most often, of course, you'll not be even temporarily allied with a reporter—let's deal very practically with those situations. Those openly adversarial situations.

In the outline you received, I've got a sub-section called "The truth—when to tell it."

That's something of a tease—because the answer is always.

When you cannot tell the truth, do not lie. That is a road to certain disaster. Certainly, some lies—particularly where the stories are not of great importance—can go undetected. But don't count on it. Some of us are pretty good; you'd be wise not to count on dealing with someone who's not. Nothing—absolutely nothing—will motivate a reporter more than being lied to. And this isn't because he'll feel hurt or vindictive; it's simply because you'll have done the one thing most likely to convince him a major story lurks somewhere beneath the surface.

There's room for a parenthetical in here. Many of you are involved in large corporations. Most of these corporations also have public relations departments. For the most part, let them do their job. A good PR department already knows enough not to lie to the press. If yours isn't too good, I'd advise you to find out exactly what your PR department said.

Let's be very practical here. If it's allowed within your office's political structure, urge the PR people to not lie. If you can't stop them, let's face it, you're going to have to lie right along with them. Personally, I think it's a hell of a chance to take, and I don't wish you luck. Many things in corporations or the government should not be said, must not be said, and should be kept confidential. So, put very simply: **Just don't say them.** And just remember that a lie is one of those things best not said.

In those instances an enterprising reporter catches up directly with **you** and the PR department is on a coffee break, feel free, if you must to use "no comment"—but don't fire it out like shots from a weapon, don't make it sound as though it would be your **automatic** response to the reporter's asking what time it is. Talk to the reporter; if there is information that must be protected, just don't reveal it.

No one mastered this better than former New York Mayor Ed Koch.

Many times, I've asked that man a question; many times he's answered at length—and told me nothing. I knew he was doing it; he knew I knew. He also knew I'd look elsewhere for my answers

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and that if I looked hard enough, I'd have a pretty good chance of finding them.

Then again, maybe I'd fail. We appreciated each other's professionalism.

So faced with a reporter, **talk** to him. If you can, give him the **reason why** you can't comment. If I asked a police detective "What was the murder weapon?" and he answers: "I can't comment on that." At this point, it might jeopardize the investigation," **I'll be perfectly happy printing exactly what he said.** I'll have gotten an answer; more importantly, I can explain to my readers **why** they are not getting some specific piece of information.

If a reporter asks you a question so damnably obvious about something you can't or won't comment, he's not being as stupid as he might sound. It's as much his job to simply ask questions as it is to get answers. No reporter is going to have an editor ask: "What was the murder weapon?" and reply: "Oh, I didn't ask: they wouldn't have told me anyway."

You also have several responses other than a "no comment" at your disposal.

Like trust, these must be negotiated individually. **One** of you talking to **one** of us. And spelled out. Clearly. Verbally. And with the understanding that the rules hold true only for the duration.

First there's the "absolutely off the record." When someone tells me, "Now this is off the record---"I hold up my hand and tell him to stop. I want to know if by that, he means I cannot use the information under any circumstances whatsoever. Absolutely. If that's what he means, I tell him I **do not want to know.** The reason is: If I agree, and five minutes later someone else gives me that same information without restriction, I'll already have bound and gagged myself. If you encounter a reporter who agrees with you on this definition of "off the record" and still is willing to listen, consider not talking to him. He might just be insatiably curious; he might be inexperienced—but he might be someone not particularly trustworthy.

If someone means by "off the record" that I cannot use the information unless I get it from another source, I'll listen—making it very clear to the

original source that I will seek someone who will freely give me the information.

The third alternative is "not for attribution." By that I mean that I can use the information you give me but I cannot divulge the source.

I repeat, above all, after you've made your assessment of the reporter's character, get these things spelled out in **totally unambiguous terms.**

There are other issues we can talk about, such as the often dangerous maneuver of **using** the press with a deliberate distortion, but I've probably gone overtime by now or at least may be nearing my limit. I promised Jim a short presentation with some time left over in case there were questions. If any of you have questions we can't get to, I'll be around here tonight and tomorrow, and over a vodka martini will talk to anyone.

I guess some stereotypes about newsmen have some basis in truth.

For now, I'll summarize and conclude by saying this:

The potential for temporary and clearly defined alliances between members of our professions does exist. It exists between **individuals.** When, though, we find ourselves in more common adversarial positions, there are ways of dealing with the press while both protecting your client and allowing the reporter to do his job. Even when we are adversaries, we do not have to be antagonists.

No one has a greater respect for ethical practitioners of your profession than I. No one better understands how valuable information can be nor how devastating—potentially life-threatening—some information can be unless guarded by men and women such as yourselves.

Neither, I believe, does anyone better understand how vital a free press is to our society. Many members of our profession have my respect; I hope some of you have found or some day will find some members of mine who deserve your respect.

Remember the egg caught between the jaws of that vice? Let me conclude with another example. While at times it may seem we are powerful teams using extremely similar tactics in a massive tug of

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war, the goal is for neither of us to fall into the puddle.

Private Investigations in Honduras, Central America

Tom Cseh, General Manager
Inter-Con Security Systems de Honduras,
Tegucigalpa, Honduras

There are only two or three legitimate private investigative agencies established in Honduras and to be called a "detective" (same word Spanish or English) one must have received formal investigative training in either a government or private institution duly recognized for providing such training. None such institutions exist in the private sector in Honduras and most graduates of the Honduran National Police Academy are not really qualified investigators unless they received such training in Mexico, the United States, Taiwan, Chile or other countries and this is usually the result of special government to government scholarships. Detectives, such as they are, are regulated by the national "Ley de Policia", which also governs the private security industry as a whole. The Ministry of Security, a cabinet-level position in the Honduran Government, is charged with enforcing the rules and regulations governing all aspects of the private security industry, including investigations. Up to this point in time, any person showing an authenticated graduation certificate from a recognized investigative training institution from overseas can hang out his detective shingle. He or she will be given an operations permit that must be renewed on an annual basis.

However, the reality of the situation is that companies like Inter-Con can actually conduct private investigations as part of their overall services to their clients in the security arena. Since March of this year, Inter-Con has fielded its own Special Activities Unit (Unidad de Actividades Especiales (UAE) in Spanish) headed by a former female investigator from the National Police General Directorate of Criminal Investigations (D.G.I.C.) who has the leadership, insight and liaison skills to work private investigations for our multinational and national clients and get cooperation from the authorities as needed. The UAE is divided into two offices, the principal office at Inter-Con Headquarters in Tegucigalpa and a branch office with the Inter-Con Regional Office in San Pedro Sula.

Thus far this year, the UAE has successfully resolved a major product counterfeit operation for a multinational pharmaceutical firm, two extortion cases against key personnel from two other multinational clients and a host of internal and external theft cases where the clients' own employees or external organized criminal gangs have targeted their supply chain - from point of manufacture to point of delivery.

Two UAE agents have been trained in Voice Stress Analysis (VSA) and have already put that training to use with selected clients to determine the veracity of employee statements regarding product theft. Inter-Con considers use of VSA as a successful and viable alternative to the polygraph in view of the fact that recently one of the two registered private polygraph examiners in Honduras was found to have "sold", that is, changed the outcome of, the results of his examinations to suit the client.

Honduras is a representative democracy with traditional executive, legislative and judicial branches of government. The president of the republic is elected for a four year term and cannot succeed himself. There has always been a tendency toward corruption at all levels of government in Honduras and this corruption is ever-present in the law enforcement and judicial system. Honduras is a poor country with a population of approx. seven (7) million and a 30-40% unemployment rate. Street crime is rampant and street gangs rule the poorer neighborhoods in most major cities. There's an estimated 30,000 to 40,000 active gang members with a support base of family, friends and intimidated neighbors estimated at close to 200,000. There are only 9,000 policemen for the entire country, 10,000 military and approx. 40,000 private security guards. South American-based narcotraffickers use the north coast of Honduras as a transshipment point for narcotics to Mexico and the Caribbean (and on to the U.S. or Europe) and the Honduran authorities have been strapped to deal with it - even with extensive U.S. prodding and operational support.

The D.G.I.C., the principal investigative arm of the National Police, has limited capabilities in actually successfully investigating major crimes, such as homicide, assaults, kidnaps, extortions and commercial theft. The role of private companies such as Inter-Con and its UAE comes into play in a big way as we can represent the interests of our

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clients and push the D.G.I.C. to follow through on any case of interest, whereas, if not so inclined, the investigations may remain unresolved. However, we often have to supply transportation for the D.G.I.C. investigators as they have no fuel for their government-assigned vehicles - or no vehicles assigned at all. There is a Forensic Laboratory attached to the Public Ministry, which is like the District Attorney's Office, in Tegucigalpa for the whole country, and they do have basic technical investigative skills regarding fingerprints, document processing, autopsies, and DNA identification; however, CSI they are not. At a typical homicide crime scene, besides the responding police and curious onlookers who might have already contaminated the area, the forensic agents will arrive in groups of five to ten and will most certainly contaminate the rest of the area.

Obviously, as a foreigner one must be bilingual to operate in a country such as Honduras where the average level of education is sixth grade. Many companies' employees are functionally illiterate and reading their statements, if they can write them at all, is a chore unto itself sometimes - not to mention getting to the facts those statements are purporting to hold. There are no "Miranda" warnings to give to suspects in Honduras and an employee suspected of wrongdoing at his or her company can be kept on the company property until normal close of business operations.

"Statistics are no substitute for judgment."
---Henry Clay

10 Tricks to Help Your Small Business Cast a Big Shadow

Pat Curry, Bankrate.com
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You've got the skills, the products and the services to make you stand out in a crowd. But you compete against companies with more money, more personnel, more name recognition and more clout. Fortunately, with the right technology, the right attitude and the right image, your clients never need to know that corporate headquarters is a walk-in closet.

Here are 10 ways a small office/home office (SOHO) can look, feel and act a lot bigger than it is. Some require cash; others just demand a commitment to professionalism. Together, they're an investment in success of your business.

1. Get a real phone system. "When it comes to telephones, associated equipment, and services, it's time to splurge," says Debra Koontz Traverso, author of *Outsmarting Goliath: How to Achieve Equal Footing with Companies That are Bigger, Richer, Older and Better Known*. "Buy or lease the best system or service you can justify."

The phone system for Drapkin Technology in New York includes a company directory that you can dial by name. Every extension on the systems goes directly to the desk of Michael Drapkin.

"When a client calls, the first impression is they're dealing with a company," says Drapkin, who also is chair of Columbia University's e-commerce track. "I'm still a company; I'm just the only employee. A \$3,000 to \$4,000 system gives you functionality of a system that 10 years ago cost \$50,000.

If the thought of plunking down three grand gives you hives, there are plenty of affordable options. At very least, you need more than one phone line.

"Nothing spells 'amateur' like have to say, 'Call me before you send a fax,'" says Atlanta-based professional speaker and communications consultant Marilynn Mobley. Separate lines for home and business are the best arrangement, Koontz said. A residential line is cheaper, but only a business phone will get you into the business listings in the phone book.

Also, look into voice mail because answering machines don't work when the power goes off.

2. Polish your presentation

Whether it's a Web site or your business cards, your message should be polished and professional. Stever Robbins, president of Massachusetts-based *VentureCoach.com*, has seen the benefit of investing in the look and feel of both his site and his printed materials.

"I went out and bought a font that I use just for this one thing," Robbins said. "At first I thought, 'Wow, I just spent \$500 on a font. How stupid is that?' But I've been uniformly told my package is among the nicest people have seen."

Among the most common mistakes home-based companies make, Robbins said, is using Web sites

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and printed materials created with cheap template programs. This is a job for pros.

"Unless you have external reason to believe otherwise, you're not a designer, you're not a writer, and you're not a user interface designer," Robbins said. "Those are the three things people think they're good at, and they're not. I've developed a lot of respect for professionals who do their jobs well."

3. Use technology

Many SOHOs stay organized with the help of Palm Pilots; and application service providers (ASPs) such as *HotOffice.com* help small companies access the high-cost technology that often gives big companies the edge.

"Most companies don't have IT or MIS people," says Mickey Freeman, senior vice president of marketing and sales at *HotOffice.com*. "Software is expensive to buy and install. With a Web-based service, you can rent or lease it. It's leveling the playing field for companies that would have to plunk down \$15,000 to \$20,000 to set it up."

Michael Britt, president of Computer Clown in Virginia, sells computers and peripherals, provides software training, designs systems and sets up small offices. He's also a professional clown. Among other things, he uses *HotOffice.com* to access documents and PowerPoint presentation from the road.

"The more professional I can make my business look, the better my opportunities will be," he says. "If I'm in the field and don't have a price list with me, I pull up *HotOffice* and say, 'I can get that for you.' If I need to create a business letter, I can make myself look good."

4. Incorporate

"YourBiz Inc." carries more weight than simply "YourBiz," Robbins says. It also cuts out 1099 processing, which signals that you're a sole proprietor. If you don't want to deal with separate income tax returns and quarterly reports to the IRS, unemployment fund contributions and annual registrations with the state division of corporations, at least use a DBA.

5. The right address is everything

If you have an address that sounds professional, use it. If, however, you live on Pleasant Hill Road or Periwinkle Lane, you might want to consider renting a post office box or a box at a mailing services company. In any situation, Traverso suggests adding a suite number.

6. Use the royal 'we'

Always use "we" when referring to yourself in discussions with your clients or prospects, says Tanya F. Hilleary, president of Virginia-based Riverbyte Communications. Also, never make big decisions on the spot. If they say, "Well you're the president, can't you make the decision," say, "I need to consult with my executive committee on these matters," and let it be that. "The executive committee may be you pet spaniel," Hilleary says, "but at least you're not getting bullied by a client because you're a small shop."

7. Meet on their turf

Unless your space offers some unique advantage for a meeting, don't meet clients at your office. Go to them, or borrow space at an office to meet. If you take a client to lunch, Mobley suggests using a corporate charge card to pay for meals with clients. It's more impressive and makes your expenses easier to track.

8. Accept credit cards

People don't expect that from a sole proprietor. Besides, if you're doing business on the Net, you're dead in the water if you don't.

9. Consider a toll-free number

It says you want people to inquire about your company, to the extent you'll pay for the inquiry, Mobley said.

10. Exceed expectations

"Answer their questions before the question is even asked," says Eliza Taylor, president of *Eliza.com*, a Web company that sells unique art and gifts. "We have live, online help, e-mail and an 800 number to do orders. Our key message is customer service, making sure each time they come, it's an experience that's a positive one and one they can pass along to their friends."

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Intellenet Showing at WIC

Robert A. Dudash, CFE, CII
Investigative Services, Inc.
Omaha, NE

Perhaps you attended or you did not, but saw the advertisements regarding the World Investigators Conference in Las Vegas, NV which was held at the MGM Grand, September 21-24, 2005. If you attended, you were aware that it was a tremendous conference and the Intellenet Mixer a huge success. If you were not there, you missed a significant gathering of Intellenet folks, old, new and potential.

The conferences itself was attended by more than 1,100 individuals, not all of them investigators but most were. The speakers were dynamic and the individual seminars very informative. There were a few minor glitches but when you have that many individuals appear in one place at one time, some things just do not go as planned. Intellenet member and PI Magazine Editor-in-Chief Jimmy Mesis and his lovely spouse, Rosemarie PI Magazine Publisher, did a fantastic job in the overall operation of the conference. There were many other Intellenet members who gave seminar presentations; Larry Ross did a dynamic job of filling in at the last minute for one speaker who did not arrive for his presentation.

The Mixer, which had been advertised on our listserv, enabled our members and potential members to gather and network. While I did not have a head count, it appeared there was an estimate of between 100 to 125 individuals at our Mixer with individuals from many countries and from all over the U.S. I would also like to point out that one member, John MacIntire, was so dedicated that he flew in from Tucson, AZ just to attend the Mixer and then flew back to Tucson after it was over.

There were two observations about this Mixer. First, this was a much larger crowd than anticipated and secondly, that this was no ordinary event. Most of those who attended stayed for the entire time which made the Mixer a huge success. Generally speaking, during most Mixers, individuals appear, pay their respects and leave. It was good seeing old friends, making new friends and finally putting a face to that voice on the other end of the phone that we have dealt with over the years. This Mixer was possible because our members stepped

up and pledged financial support, which was counted upon to set the budget for the evening. If you have not been to Las Vegas lately, it IS very expensive.

Intellenet was able to identify new members through the efforts of our members who identified these potential new members and brought them to the Mixer and introduced them to our members. For all those who identified and brought a new member, we all thank you and applaud your efforts. The average pledge made by our members was \$100. Several of these pledges were from individuals who knew they could not attend but wanted to help out financially. Also, there were several individuals who pledged and sent in a \$200 check to help defray expenses.

For all those who provided financial support, I for one, thank you very much and I know Jim Carino, our Executive Director, is extremely appreciative of your generosity and for following through on your pledge and commitment. If you had pledged and forgot to send in the check, now is a good time to take care of that matter.

Now we are all looking forward to our next function, our annual conference in Calgary, Alberta, May 17-20, 2006, at the Sheraton Eau Claire Suites. I am sure we shall have a very enjoyable time as we are under the care of Kevin Ripa, our host.

Editor's Note:

The value of this newsletter is directly dependent upon the articles generated by our membership. Intellenet has a great wealth of experience and knowledge that should be published for the benefit of all. Individually, we have our own areas of expertise; collectively, we have a base of knowledge that exceeds the expectations of the uninitiated. While assembling the newsletter, I was very impressed with the writing skills of our authors. We need your assistance with articles for future newsletters. There are no limitations on subject matter or article length. Please do your part to make Intellenet News a success.

*"My hobbies are huntin' and drinkin',"
said Rufus.*

*"What do you hunt?" asked Jeb.
"Somethin' to drink," replied Rufus.*

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