Security and Criminology Investigation Management

Vol 4

SCIM ®

Bridging & Bonding Security with Criminology using Investigation

Juan Kirsten

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Table of Contents

Table of Figures

Dedication

In memory and support of
all victims with voice or silent victims of
organized crime, gang crime and terror

To all others
Organized crime uses bullying and/or extortion as means to their end. Any person that uses any of the products or services, as in, buys counterfeited or stolen goods, indulges in drugs, illegal gambling, uses the service of illegal prostitution or hired assailants to physically abuse others could be or is supporting organized crime knowingly or unknowingly.

Thank you to all that provided input

Description

The e-Handbook for academic specialists to the practitioners on-the-ground

This work proposes a module/core/elective unit called Security and Criminology Investigation Management

Note: This module is written differently by using [1]NLP, meaning that certain words, phrases and concepts are repeated. Subsequently, by re-reading the book, different perspectives reveal themselves assisting the reader to embed the knowledge easily. This is required for practitioners that may make life-impacting or life & death decisions within seconds.

29th April 2019 Re-edit

[1] NLP Neuro-Linguistic Programming

Reviews

By Lawrence J. Fennelly

To all security managers I say, "it's a must read."

I read this text with great understanding of the topic and totally enjoyed the content, now take page 17 where the author discusses, *"Reading the Target and Reading the people involved in Target"*. You have to think Outside the Box as you are going forward with your Investigations. I have read several articles by Juan Kirsten on the topic of "Critical Thinking" and I believe that he is right-on-the-mark. In this work he states the *"Security Managers must be aware of all types of Crime and Crime Methods."* I agree, and I feel also that Security Managers need to also be proactive in their thinking and reduce criminal opportunity by target hardening for all crimes.

Security and Custody of Evidence: I was happy to see this section included in this paper, because you do not want to be working a case for weeks on end, sometimes day and night, only to lose your case in court on a technicality. Kirsten's paper needs to be read several times over and studied. He should be commended for his hard work as an author and practitioner.

An internationally recognized authority on crime prevention, Lawrence Fennelly is an authority on security planning and analysis, the study of how environmental factors contribute to criminal victimization (Crime Prevention Through Environmental Design, or CPTED.As a keynote speaker and lecturer on CPTED, Mr. Fennelly travelled to Australia with Tim Crowe (author of *Crime Prevention Through Environmental Design*—revised by Mr. Fennelly in 2013), to talk on Physical Security, Crime in U.S. High Schools and K-12, and various security issues.

In 2015, Lawrence J. Fennelly was the recipient of the prestigious President's Award by ASIS: "You are being recognized with this award for many years of encouraging and mentoring security professionals as potential writers and authors, especially women and young professionals. These efforts, as well as your own publications, have positively affected the security Body of Knowledge. Your vision and work toward an annual Security Book of the Year Award was fulfilled with the 2014 inaugural award and this year's second one."

International Foundations for Protection Officers – CPOI & CSSM Certifications. Appointed to Board of Directors, 1998 (five-year position). Elected back on the Board, 2016.

By Orlando ''Andy" Wilson

With the spread of international organized crime this book is relevant whether you are working in Beijing, Bogota or Birmingham!

In Security and Criminology Investigation Management, Mr. Kirsten has highlighted some issues that are often ignored in the vast majority of works that claim to cover the investigation of organized crimes, especially from a corporate security and investigation angle.

Mr. Kirsten has made it clear that the threats from organized crime are multi-dimensional and can affect all the sectors of corporate entity, at all levels and the need for today's security and investigation managers to be open minded and to understand how the criminals they are facing think and operate.

I like the fact Mr. Kirsten details the cultural and ethnic aspects that need to be considered and managed. We live in a multi-cultural world and effective investigators cannot be ignorant of other's beliefs, traditions or experience, however alien it is to their own background and culture. Sadly, many books on corporate security and investigations do not emphasis the need for those managing projects to have a neutral and unbiased mindset, this book highlights this aspect clearly.

For those involved in corporate security and investigation management this book will open your mind to a fluid way of thinking and gives you a path to follow for your future projects and taskings.

Orlando "Andy" Wilson has worked in the security industry internationally for over 30 years. He has become accustomed to the types of complications that can occur, when dealing with international law enforcement agencies, organized criminal and Mafia groups.

He is a licensed private investigator, the chief consultant for Risks Incorporated and a published author, writer, photographer and has been interviewed by numerous international TV and media outlets on topics ranging from kidnapping, organized crime to maritime piracy.

By Errol Peace

This is an exciting new approach to the investigation of crime, and very importantly to discovery of criminal activities.

After being involved in various investigations over the past thirty- two years and having had the opportunity to have a read the Security and Criminology Investigation Management book which focusses on a wide range of investigative principles and techniques, it has become very obvious and apparent that the success that I achieved was through pure providence and luck. Kirsten's book opens an exciting new approach to the investigation of crime, and very importantly to discovery of criminal activities.

This fresh look at what is happening around us and very often under our noses, with regard to organised crime will assist the security practitioner to become much more aware of their roles and responsibilities to the overall loss prevention programme.

The average investigator looks at the surface and compiles a portfolio on what is uncovered or obtained from perpetrators and witnesses. Looking and digging deeper using the techniques shared in critical thinking situational awareness using specific skill sets will allow the investigator to gain more accurate and reliable information from all interviews, perpetrators and witnesses alike.

I would encourage all security practitioners and especially those who are involved in investigations, read and familiarise themselves with the techniques and principles contained in Kirsten's book. The research, facts and information will definitely enhance the knowledge and capabilities of the security investigation manager

Errol Peace
F.I.S (SA); MSyI (UK); CFE (USA); AISM (INDIA); IIPS (NIGERIA); TechM Saiosh (SA)
Errol Peace is a Fellow of the South African Institute of Security and the immediate past Chairman of the Board of Governors, a Certified Fraud Examiner of the Association of Certified Fraud Examiners, USA, a member of the British Security Institute and an associate member of the International Institute of Security & Safety Management and a technical member of the South African Institute of Occupational Safety and Health Practitioners. He served on the Special Events and Armed Robbery Survival Skills task team of the Security SGB, an Assessor and Moderator for the SASSETA and a Course Developer and Trainer

Abstract

A person that has received criminal investigation training does not necessary qualify that person for security investigations and visa-versa. The criminal investigator is called in after the fact. Based on the concept 'Security success depends on the level of situational awareness of the decision-makers on the ground and their reaction speed' - the security investigator on the ground must identify an issue which may not be uncovered or discovered yet, besides being summoned after the fact.

Criminology, on the other hand, has insights that security managers need because they study the nature of the crime and the people involved. When the security manager does not identify the nature of the crime, or the people involved then their investigation could be based on insufficient and unreliable information. The security manager needs to add criminology into their curriculum to be considered an investigation management expert.

The research dictates that not all people are cut out to be investigation managers or investigators (Kirsten 2018) for a number of reasons but what stands out is the fact that their core skill that they rely on – is not effective because of their character traits. This work proposes a module or unit called Security and Criminology Investigation Management. The Security Practitioner's daily function is to identify, investigate and mitigate crime. Consequently, they work with and study crime which supports the notion that investigation bridges and bonds security with criminology.

This module gives guidance on understanding organized crime, criminal gangs and terror by critically thinking situational awareness and comprehending the narrative to know where, how, why to look for conventional crime, organized crime or terror. The analogies and case references provide the practitioner direction to research their own region of interest. Furthermore, this module describes and suggests methods to uncover new crime, discover evolving copycat crime and opportunities to mitigate or limit collateral damage. This module adds Terror into the content, simply because Practitioners in some countries are functioning in a state of urban warfare. There are countries that have three issues all happing at the same time, namely, the cross-cultural rape of people, the murder of people and polarized neighbourhoods (no-go areas) where the criminal gang or cultural law supersedes the law of the land which impacts on the types of new crime the investigation team may not have experienced.

Chapter 1: Introduction

Organized crime or gang crime (O.C), is a living beast and described herein as a blended version of lizard, octopus and jellyfish. The Beast has the camouflage ability of the lizard, besides reinventing itself by growing another tail when necessary. [It], is super-smart just like an octopus, which uses cognitive behaviour and tentacles that reach into the darkest of crevices to achieve its objectives. [It] is also as deadly as a Jellyfish (Portuguese Man-of-War) to certain prey.

The problem is that Practitioners may be unaware that they may be compromised already
There is a great deal of research of the various organized crime families, criminal gangs in distinct countries, global impact of transitional organized crime and migration related to organized crime to which the value related that runs into the billions([2]UNODC smuggling of migrants). The size and reach of organized crime (the beast) should give an idea of 'how large and much is the true value is related to organized crime.'

There is the legal economy and then there is the illegal economy, where in some countries organized crime is larger than the legal economy. The legal economy mirrors the illegal economy in many aspects, for example, there are legitimate textile workers and illegal sweatshops. The size of the illegal economy is the unknown *because not all crime has been uncovered or damning issues discovered*

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Considering the products that organized crime deal in
According to the [3]OECD (Organization for Economic Co-operation and Development) the illegal shipment of counterfeited goods runs into the billions. Furthermore, they state that the movement is in copies of high-end goods, such as clothing, footwear and accessories besides toys, pharmaceutical goods and many other products. Pharmaceutical goods are counterfeited goods listed on the OECD findings but, what about other drugs, such as heroin and cocaine, and what about other locally made street drugs for local consumption and not exported by transnational syndicates that run into the billions as well. Organized crime provides on the streets of cities through legal venders and illegal (could be controlled by O.C) venders.

[2] UNODC Smuggling of Migrants (a review of research studies) https://www.unodc.org/documents/human-trafficking/Migrant-Smuggling/Smuggling_of_Migrants_A_Global_Review.pdf
[3] OECD http://www.oecd.org/governance/trade-in-counterfeit-and-pirated-goods-9789264252653-en.htm

Considering the services and workforce of organized crime

Trafficking of people([4]UNODC smuggling of migration), prostitution, drug and gun runners, stolen goods industry, illegal gambling, kidnappings, slave labour in other sectors of industry and many more that also run into the billions. This is all happening in the neighbourhoods of cities and on our streets. Furthermore, there could be crime not yet uncovered (Kirsten 2018) that is in theatre and being managed by organized crime and organized terror.

Security Managers investigate diverse types of crime that runs into the billions

In the in-depth study ''Professional Security Management and Investigation for the New Competitive Advantage'' by [5] (Button, Lee,Kim, 2017) the size and value of all types of crime that security managers run into the Billions. The types of crime listed that security managers must investigate is overwhelming.

The Point is that it is impossible to truly know the value and size of crime because victims are fearful to step forward. Various methods of abuse are used by OC and some methods are difficult to identify and mitigate ([6]UNODC Victim Reporting).

After intensive research for knowledge on investigation management security and criminology for security managers, none had been found that incorporated certain criteria that are absolutely necessary. The investigation manger and/or investigators have to out-think or outsmart the threat. Most importantly the speed of change in tools that the threat uses begs for the manager and the team to seek issues that they may be unaware of. The key to success is how wide is the mind of the manager and the team *[7] (Association of Chief Police Officers, 2014)

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[4] UNODC Smuggling of Migrants (Review of research) https://www.unodc.org/documents/human-trafficking/Migrant-Smuggling/Smuggling_of_Migrants_A_Global_Review.pdf

[5] Professional Security Management and Investigation https://www.researchgate.net/publication/264202679_Professional_Security_Management_and_Investigation_for_the_New_Competitive_Advantage

[6] UNOCD Module 5 Conceptualizing and measuring organized crime (Victim Reporting) https://www.unodc.org/e4j/en/organized-crime/module-5/key-issues/how-much-organized-crime.html

[7] ACPO http://library.college.police.uk/docs/J_Homicide_MII/J_Homicide_9.1.pdf

Security Managers could be unaware
There are security managers that are unaware that their company or staff could be supporters, partners or victims of Organized Crime (OC). When two and more people are involved in crime or terror, then we must accept it is organized. One may uncover a person of interest operating on their own for their own benefit, but they could be working in concert with others either voluntarily or under duress

- When a company knowingly or unknowingly is purchasing or selling counterfeited items besides refurbished equipment (refurbished with stolen or counterfeited parts), then they are *in partnership with O.C.[Organized Crime]*

- If a company experiences theft of goods or information, uncovered fraud, or experienced a cyber hack then *they have already been or are still compromised*.

- When the company uses services for example, arranging entertainment (parties with ‘’play-partners or hotel employees arranging such’’) for clients then they are supporting organized crime and inviting the beast to a wider stable of opportunities to target.

- Staff that use illegal products (drugs of any sort) or illegal services (gambling) that may be legal in some countries and not in others *could be extorted to participate with O.C. [Organized Crime]*

Educating the people on the ground
According to research, there are courses and modules for general investigation, however, there seems to be none purely focused on investigation management of security bonded with criminology. *Organized crime or terror is in a constant state of critical thinking* security styled methods to uncover new crime or discover evolving crime <u>*calls to fact that*</u> *security success depends on the level of situational awareness of the decision-makers on the ground and reaction speed.*

- Security Success depends on the level of situational awareness of the decision-makers on the ground and their reaction speed.

- Reaction speed dictates timing is relative and adequate.

- The biggest nightmare is not knowing what is truly happening on the ground that may be in theatre therefore critical thinking knowledge is key to situational awareness.

Subsequently, when there is no awareness of the crime or terror then one cannot mitigate or limit the collateral damage. Because of Organized Crime and Terror being in a constant state of thinking to outsmarting the system, then, *the faster the new crime is discovered the more chances of success of mitigating or limiting the growth in size*.

Furthermore, the practitioner must be able to read the situation and the people involved. The core skill of the investigation manager and investigator's success is to master lie, deception detection and critical situational interviewing.

Consequently, critical thinking of the entire subject is paramount to comprehending the narrative (big picture), dissecting each part to uncover loopholes and damning issues.

Chapter 2: Understand the Beast

Comprehend the Narrative (big picture)

Big picture

When I was young, I received a puzzle box as a gift. The picture of the puzzle is on the front of the box displaying the objective on completion. When the puzzle builder does not insert all the pieces in sequence then one cannot see the full picture.

Follow and plot the evidence

Drawing pictures by numbers. As a young budding artist that never made it, I attempted to draw a picture by connecting the numbers in sequence. Once all the dots have been connected, does the full picture emerge.

Consequently, the success in mitigating or limiting the collateral damage of Organized Crime, dictates comprehending the narrative (complete picture) and consider the linkage of the chain of command and control from the ground upwards. Then it is wise to review the structure from the top down the line to fully comprehend the architecture of the model (modus operandi) and how it was built.

Chapter 3: Comprehend the big picture

The octopus

The Practitioner must comprehend where, how and why criminals or terrorists work in concert. Organized Crime is a group of criminals working in concert using methods of crime that policing agencies know about, *and then there is the crime that is unique and not uncovered yet*. To comprehend how intelligent organized crime is, *we use the most intelligent creature on earth as the analogy of – the octopus*

Figure 1 The octopus

Octopus opening a capped bottle to get the crab *(click on pic or link to view)*

We could consider a complicated and living story that could be like a highly intelligent sea-creature, as in,'' the octopus''. The octopus has a phenomenal brain and uses cognitive reasoning to achieve its objectives ([8]Emwiz media 2016). The brain may tell each tentacle how to move but each tentacle makes their own decisions on where any why to move.

They rely on suckers doing constructive tasks (functional 'tools' on the ground) which are part of their tentacles and responsible for sensing, and providing information

The physiological makeup of the octopus (Deep Look 2017) truly describes a model for organized crime, as in: state, neighbourhoods, market or for capturing an entity by a corrupt syndicate with its tentacles in a distinct sector or multiple sectors. The octopus either uses bait to hunt its prey, then kills and finally devours.

[8] Emmis media 2016 Youtube https://www.youtube.com/watch?v=9kuAiuXezIU

There are many species where some may simply submerge when they are threatened, just like a gang or gang member that goes underground to escape their assailants or policing agencies[9](Mother nature network 2018).

The Biology of the Octopus[10]

The Octopus is a carnivore (flesh eating) beast that is a-master-of-disguise (self-protection). Their tentacles are directly attached to their head. The brain is receiving reliable and truthful information at all times from the suckers (functional organs) on-the-ground that are attached to the tentacles. Furthermore, the octopus uses poison to neutralize its prey (Caroline B. Albertin, 2015).

Species

It is estimated that there are around three hundred species of octopus which are spread through-out the world. *Consider that Organized Crime (O.C)* is a species that adapts to a region of interest and therefore, could capture targeted prey or increase its armaments to entrap, poison and feed on a wider variety of prey.

The Octopus Species capturing the Prison

Capturing Correctional Services using the tentacles: In the State Capture Hearings on the Bosasa matter, they initially supplied food to prisons, then captured the management in other distinct departments. [They], then orchestrated and manipulated the tenders to capture all the security related tenders ([11]Zondo Commission 2018). This is the greatest threat as the security department are the gatekeepers against threats and evolving crime.

The Prison Gang Octopus Species

Within the prisons each gang has their structure with their sub-sections being responsible for certain tasks ([12]Numbers-Gang 'octopus' syndrome' in South Africa). The sub-sections under the hierarchy of the leadership are responsible for distinct functions. Some are responsible for the logistics and finance; others provide muscle power when necessary and others are there to settle disputes between members or negotiate with rival gangs. There are other gangs that are smaller but the manpower within each has their own region of expertise or function.

An octopus can reach out of the cave

To comprehend the narrative (octopus), one may have to comprehend the hierarchy and structure (tentacles) of the beast. Street Gangs are organized crime with gang members that are incarcerated do inhabit the same prison space as international organized cartel felons.

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[9] Mother nature network https://www.mnn.com/earth-matters/animals/stories/portuguese-man-war-facts

[10] The Octopus: International Journal of Science https://www.nature.com/articles/nature14668

[11] Zondo Commission https://www.sastatecapture.org.za/

[12] News 24 https://www.news24.com/SouthAfrica/News/gang-versus-gang-20171028

Numbers gang weekly https://thenumbersgang.weebly.com/the-sabela.html

Within the prison space are white-collar criminals that may have dabbled in a different but same modus operandi, be it in pharmaceutical drugs or in crime involving exports, money laundering, or in skills related to financial manipulation. The implications of these criminals from distinct worlds have something in common and they could work in concert with their contacts in civilian street but how is unknown.

Identify your Octopus species

Hierarchy exists in every society with leaders at the top followed by many followers and therefore one must dissect the situation in every aspect (region of responsibility) to comprehend and unveil the complete picture. Each region of interest could have one or more octopodes that may plot on their own or in concert. The Practitioner must find their own beasts and the nature of their beasts.

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Chapter 4: Critical Thinking Situational Awareness

The Practitioner must think-out-and in the-bottle

Critical thinking in Fighting the octopus

Just as the octopus utilizes the tentacles, must the investigator consider that organized crime may begin by capturing one department thereafter once it has its tentacle in the door could infiltrate other departments. Security investigation managers cannot work in their own silo. All departments need to work in concert because organized crime syndicates work in concert and could penetrate more than one sector such as a governmental body, a non-government organization, or a department of a private company. To fight the octopus, all departments working together must dissect and investigate their own distinct situation by identifying compromised issues and the people involved. It may be that there is an element of concern that is occurring in more than one department. *Consequently, the security manager must host consistent group meetings* to educate the department heads (in a group meeting) and then discuss issues because organized crime could have tentacles working in concert. To begin with, all departments can look out for common crimes such as abuse of any sorts. This is an excellent opportunity for security managers to gain acknowledgment, authority and respect for their security department from their colleagues of other departments.

Reading the Target

By following the dots in the story of the people involved one needs to pay attention to the first successes of the organized capture. This could be done by paying attention to the products or services used by each department. Assessing the Zondo Commission (2018), the assailants embed into one department and then shift focus onto other departments. They would attempt to capture the head of a department, heads of sections within the department and finally the financial controller. Thereafter, mimicking the same procedure for the next targeted department or perhaps the top management of the entire institute. Their ultimate goal would be targeting the head of their prey and thereafter work on the body to drain the life blood being the money.

Reading the people involved with the target

Bait and Control: Drugs, sex and rock'n roll. There are distinct types of bait for capturing a person, such as, alcohol and substance addition, gambling and sexual addiction besides providing the toys that make them feel special, such as beautiful exotic cars, gadgets or even the foods and drinks (Zondo 2018) of the rich and famous which are trinkets desired by the new-wealth empowered suckers. Consequently, by following where the money is spent will give good direction in building the evidence.

How Organized crime motivate and control

During the interviewing of the witnesses that volunteered (whistle-blowers), or others that were summoned by the commission (Zondo 2018), all uttered the same fear-based reasons. From the descriptions of the 'master mind' provided by the witnesses, one could comprehend that the character trait of a narcissist was painted. Some whistle-blowers stated that they as witnesses were emotionally extorted and feared extreme loss because they believed they would be unable to obtain employment elsewhere if they were forced to leave the company or voluntarily left the company. Consequently, one must be able to identify certain character traits of a person of interest to uncover the crime or terror. This could be a person-of-interest that is being bullied, or extorted, and/or motivated by great rewards. There were witnesses that were subpoenaed to the hearing because they did not volunteer because they were still employed by the CEO (crime-boss) and feared the implications. Some felt the same emotions as the whistle-blowers, but the whistle blowers and these witnesses all described that they were the victims. Obviously, there are participants that voluntarily participated with the crime-boss for numerous reasons be it for the love of money and without conscience which outweighed their moral compass

Finding the Fixer

The Fixer is a term known in investigative journalism as a person that arranges meetings. The fixer could be the insider working within the ''target'' who may influence the person that is being targeted to be compromised. In the case of the [13]Guptas, the children of former President Zuma were targeted to reach their person-of-interest to influence and compromise. Once this was achieved, they followed down the line to others offering them jobs as Ministers (Zondo 2018).

The fixer may not be only focused on one project for the one ''client'' in question. They could have many "projects" for the client, perhaps other clients or for themselves. Consequently, it may be best to inject a lot of effort into profiling the fixer by gathering all-the-information by any legal means to uncover and discover the length and breadth of their portfolio. *This will lead to exposing other issues of a particular target or other clients that could have a personal stake in the same target or other projects. It is quite possible that the fixer would use the same methodology with different clients as people are creatures of habit (modus operandi).*

[13]1. The Times (Guptas) : https://www.timeslive.co.za/news/south-africa/2018-09-03-gupta-brothers-and-duduzane-zuma-apply-to-cross-examine-state-inquiry-witnesses/
2. The Sowetan (Guptas) : https://www.sowetanlive.co.za/news/south-africa/2018-09-03-gupta-brothers-and-duduzane-zuma-want-to-cross-examine-state-capture-inquiry-witnesses/

The point of the following examples is that there may be newly uncovered or evolving copycat issues discovered that must be considered when trying to comprehend the narrative.

Organized Crime control by using superstition

Not being in-line with the above scenarios, *I mention out-of-turn unusual findings to illustrate that there could be issues that have never been considered* before but there are new issues that have been uncovered and must be now considered. For example, there are situations where witchcraft is used as a controlling device. I was hospitalized in South Africa and had a discussion with a nurse. She informed me that if she did inform on other nurses then they would arrange for the Sangoma (traditional spiritual healer) to curse her. This may sound insignificant in some cultures, but with cultures it may be a highly significant factor in obtaining information from people on the ground.

Organized Crime benefiting from Trained Combat Migrants

Example: This is a major issue in some countries where companies, security companies or organized crime could employ cheap labour. There are migrants that come from countries where they were perhaps kidnapped from their villages and trained to kill. Obviously, militant kids would be volunteered by their own families but are targeted for specific goals. Nevertheless, be it that a child could kill quite easily as a young adult for no reason as no emotion exists. The issue is that companies want to pay the cheapest of rates for a guard force. The security companies that employ the cheap labour, be it by using unlicensed or legally licensed guards (by corruption or fraud) dilute and dissolve the market size for the legally run security companies. A case in question is that of [14]former Congolese soldiers working as bouncers for a South African Security Company (News 24). Not forgetting the thousands of child soldiers ([15]Child Soldiers International) that are used in war-crimes or that have migrated to other countries who are or being used and abused by organized crime.

Consequently, critical thinking situational awareness dictates that situational awareness must be dissected, and all-the-reliable information gathered from the people-on-the-ground that need to identify, plan, manage, monitor and to fight the octopus together (Kirsten, 2018)

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[14] News 24
https://www.news24.com/SouthAfrica/News/Murder-on-Long-Street-Congolese-bouncers-and-the-private-security-industry-20150706

[15] Child Soldiers International
https://www.child-soldiers.org/news/child-soldiers-world-index-reveals-shocking-scale-of-child-recruitment-around-the-world

The Difference between Organized Crime & Criminal Gangs

There is a difference between Organized Crime and Criminal Gangs. Even though we pay reference to the term organized crime (O.C), criminal gangs are organized in their management structure because they have different tasks for gang members. To describe the difference, we use the analogy of the Octopus (Organized Crime) and the Jellyfish (Organized Gangs) to describe criminal gangs.

[16]*Jellyfish*

Figure 2 Jelly Fish (Man of War)

The Jellyfish is an organism and a colonial creature. The organism is made up of different animals (zooids) sharing the same embryo and have distinct functions and specialised tasks, such as floating, eating, breeding and hunting. There are many [17]types of species, differently sized (mass and number of tentacles) with varying levels of venom [18] (Lakkis, MD, Maalouf, Mahmassani, 2015) Their tentacles could grow to 100 feet long and dangle with delights that attract prey which eventually get caught up in their stings and are then devoured.

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[16] National Geographic Man-of-War https://www.youtube.com/watch?v=xTgLTbXJrfM

[17] Journal of Jelly Fish http://www.academia.edu/Documents/in/Jellyfish

[18] WILDERNESS & ENVIRONMENTAL MEDICINE, 26, 422–429 https://www.wemjournal.org/article/S1080-6032(15)00008-3/pdf

Stated earlier the value and size of gang crime is unknown because of crime not uncovered or lack of victim reporting. Perhaps we can consider that the octopus has a targeted objective, whereas the jellyfish indiscriminately hunts the small fish. The same is in society, where the big money is at the top of the hierarchy with fewer people and criminal gangs' feeds on the masses. An example would be the international drug cartels that export the drugs to crime gangs that sell and deliver the goods to the people on the streets.

There are a wide variety of gangs where they are not only locally focused on criminal activities in a polarized neighbourhood but may venture out of the area to do their business. These could be mobile criminal attack teams that attack cash-in-delivery vans, jewellery stores, car-jackings, and domestic related attacks, as in, home invasions. The gangs could comprise of weaponized youth as young as[19]12 years old, besides hard-core felons spelling out that there is no age restriction.

The image that gang criminal crime is active on the streets and only a threat to lower income groups is false. There are professionals and executives that work on the stock-exchange that could be victims of bullying, and extortion by a street crime, because they indulged in some form of goods or services provided by street gangs.

Security Managers cannot afford to simply focus on crime in their own region of interest but must be aware of all types of crime and criminal methods. Furthermore, Security Managers must be aware of criminal methods related to terrorism, such as, possible links to 'Sharia-Gangs,' Neo-Nazis, or any other fanatical groups.

[19] Cape Argus news
https://www.iol.co.za/capeargus/news/gangsters-arming-kids-as-young-as-12-for-gang-wars-16348539

Chapter 5: Left and Right Terror Investigation

Security Investigation Managers knowing Organized Terror

Security Managers must realize that their company could be infiltrated by lone-wolf terrorists, organized terror and not only organized crime. Terrorists could be purposely placed in commercial business to transport goods through their logistic network, shipment of chemicals and fertilizer to specific recipients, steal specific items such as toxins (MacLachlan, 2004) [20],or to tamper with national carriers when their plans are ready for execution. Companies are not the only work hosts for potential terrorists but also in any Government or Non-Government institution ([21]Terrorist worked for Doctors without borders, [22]USA Lt in Coast Guard)

Organized Crime may not know that they are supporting Organized Terror

There is a huge migration of people from Africa and Arabia to Europe. Within the migration there could be terrorists on mission that is being transported to Europe or even to the USA without the organized crime smugglers knowing ([23]Centre for Immigration Studies CIS). Subsequently, the security 'logistics' manager may need to consider that their company trucks could be used for smuggling of people, drugs or weapons. It may be wise to consider the reputational damage if company employees compromise their fleet of trucks voluntarily or under duress by being bullied.

Organized Crime and Polarized Neighbourhoods

Migrants use smugglers to ship or transport themselves to destinations. Many are abused during their trip ([24]UNODC ''far reaching crime''). Furthermore, they may experience pro-nationalistic people that may also use abuse in the same or different ways thus heightening the anxiety of the migrant. When they finally land in their destination, they will seek out their own culture to live with. It is quite normal for people to feel safe in numbers. These neighbourhoods will grow dangerously in size and rest assured will attract organized crime and unique crime associated with such.

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[20] Toxins & Chemicals: Terrorism related issues https://www.nap.edu/read/10968/chapter/6#46

[21] Terrorist worked for Doctors without Borders https://www.ynetnews.com/articles/0,7340,L-5334192,00.html

[22] US Lt in Coast Guard https://www.npr.org/2019/02/20/696470366/arrested-coast-guard-officer-planned-mass-terrorist-attack-on-a-scale-rarely-see

[23] Centre for Immigration Studies https://cis.org/Bensman/Two-Recent-Smuggling-Cases-Provide-Rare-Glimpse-Terrorism-Threat-Southwest-Border-and-What

[24] UNODC Far reaching crime https://www.unodc.org/toc/en/crimes/migrant-smuggling.html

These neighbourhood may have their own organized policing where they would use criminal methods that is not acceptable to the host country ([25]The Independent-Sharia gang).
For example, in their culture it may be acceptable to kill gay people whereas it is unacceptable to kill people for any reason according to the law of the host country. A very small percentage of the polarized neighbourhood population may contain people that could turn militant, or militants that are on mission. They would require resources and support to blend in and not attract attention, besides obtaining the necessary tools for their mission.

Furthermore, because of migration, the extreme pro-nationalists are coming out of the woodwork. The issues and collateral damage associated with *organized terror comes from both sides,* namely, *pro-nationalism or pro-revolutionary.* In some countries there is a shift in governments towards a stronger *extreme nationalistic* stance whereas groups are becoming more verbal and even physically abusive towards others of distinct cultures or religions ([26]OSCE 2018). *Locations may experience increased demonstrations or attacks that host various or distinct cultures or religions where their own staff could assist others voluntarily or under duress and/or be placed in positions of danger.* Security Criminology Investigation Managers on the ground must critically-think investigation management keeping in mind new crime or evolving copycat crime in their region of interest associated with this evidential growing issue.

The Practitioner must read the situation
Reading the situation and the people involved
Translating the examples into the security sector. When the practitioner is located near or in polarized neighbourhoods, they must comprehend that they are dealing with local cultures and international cultures that could misinterpret or be misunderstood because of their cultural behaviour, conduct and methods of communication. Practitioners may have been schooled in the west to read the situation and the people involved but may get the story all wrong because an 'ethic-practitioner' may comprehend or obtain the true story for many reasons. *This has nothing to do with being knowledgeable in cultural diversity because there is a bit more to the concept* spelt out in the referenced manuscript on which this work is based upon.

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[25] The Independent
https://www.independent.co.uk/news/world/europe/sharia-police-germany-supreme-court-judge-verdict-wuppertal-street-patrol-sven-lau-verdict-a8154196.html
[26]Institute for the Study of National Policy and Interethnic Relations European International Tolerance Centre for Monitoring and Comparative Analysis of Intercultural Communications (Moscow Institute of Psychoanalysis) European Centre for Democracy Development : Xenophobia, Radicalism, and Hate Crime in Europe https://www.osce.org/odihr/395336?download=true

On the other side, the practitioner must pay attention to the pro-nationalist extremist culture and character traits associated with such. Xenophobic personalities also could use methods of bullying, and extortion to feed their greed or fanatical minds. Without question the security manager must be non-political without bias just as a surgeon would have to be.

Consequently, the security manager must be ‘’criminology-conscious’’ by viewing their region of interest, keeping in mind the changing political and social changes and the crime that is related to such. This speaks to a major issue being the simple fact that the security manager cannot afford to be politically or culturally biased because it will impact on their ability to read the situation and the people involved. This could blind them to issues that will impact investigation to identify workplace violence or legalized immigrant workers that are being bullied by organized crime or terror.

The professional practitioner is one that studies the nature of the beast and must be familiar with the culture-character and crime-culture of all groups and the people-on-the-ground.

Chapter 6: Putting this all together

It is not the products or services that organized crime or gang crime profits in because it is in the wealth that they generate from the people involved. Organized crime simply provides start-up funding, offers protection and collects the money.

Gangs also provide protection for money but also deal with products and services. It is the people on the ground that do the crime. If the crime or the people involved are undetectable then they will continuously grow.

Most Important, is the fact that the practitioner must be able to identify the methods that organized or gang crime by reading the people on the ground. Because organized crime or gang crime uses intimidation techniques of bullying and extortion, the practitioner must be able to identify these characteristics on a person of interest and then to determine if they are working in concert with others voluntarily or under duress.

The practitioner must also be able to detect if a person of interest is using drugs, prostitution, illegal gambling or any other form of illegal activity because they could open the doors to many compromising factors.

*Consequently, all departmental managers in all other sectors should be trained because their own departments may have specific crime related to such, which only they can ident*ify.

The more managers and investigators trained on the ground with this module - the stronger the level of security will be besides the reaction speed in handling new issues. For example, any company through any department could be highly compromised when sexual harassment or any form of physical or verbal abuse is caught on video and is aired within seconds world-wide through social media which could cause extensive and irreparable reputational damage.

Human Factor Issues

The people on the ground could be the greatest asset or biggest nightmare.

Level of situational Awareness
It is not only the knowledge of the theory of crime or terror that one has to know – it is in the knowledge and skill sets of using critical thinking in the reading of the situation and the people involved that is crucial in fighting the octopus.

Bias retards situational awareness
Certain countries are shifting into a more volatile space with increased violence towards distinct cultures or religions. *The managers must check their own bias* to identify the issues related to such in order to read the situation and the people involved.

People on the ground
The people on the ground could be the *biggest nightmare* when one is unaware of what is truly happening on the ground. On the other hand, they can *be the greatest asset* when they are trained with the skill sets to avoid being misled by others. *Furthermore, w*hen the people on the ground know that others could read them when they are involved in criminal activity then the pressure becomes so great that they simply resign and leave.

Practitioners must use all tentacles; be it technical, physical or intelligence methods in identifying a person-of-interest, and then to determine if they are working in concert with others, be it, voluntarily or under duress to comprehend the narrative.

Decision-Makers
Any action based on unreliable or insufficient information will invite collateral damage

Reaction Speed
Reacting to quickly or to late will invite collateral damage, therefore reaction speed must be relative, adequate and timeous

Chapter 7: Managing Security Criminology Investigation

Mentality and Skills
The professional practitioner must be as professional as a surgeon, whereas the surgeon is in a continuous state of self-development of knowledge and skills. The primary skill a surgeon requires is the ability to read x-rays, bloodwork, scans or any other tests before they even consider walking into theatre and picking up the scalpel. The Practitioner must be quite aware of their job function regardless of their position to extract reliable and all-the-information for investigation management and therefore the investigative methods and investigating tools must contain specific knowledge, be trained in a specific fashion and applied accordingly to obtain desired results.

Not all people can be investigators or investigation managers because
they must read people. The interview is only as good as the interviewer

- There could be a situation where the interviewer is bias[27] (Nickerson, 1998) against the culture, person or subject matter then their vision may be clouded, and right questions may not be asked.
- Because of organized crime, gang crime or terror *using specific methods* to achieve their objective, the Practitioner that has no idea what to look for – will fail
- When the Practitioner has no idea that there could be an issue that they are unaware of, then they will not consider the X factor and invite collateral damage (Kirsten, 2018)
- The Practitioner may not know that the other could read them better while the interviewer is reading them and take the interviewer on a wild-goose chase.
- One may be schooled in the West but could quite easily misinterpret other cultures or other cultures could be misunderstood and react differently when they interpret (Endsley and Onal, 2016) [28] (Sharma, 2014)
- Some may have been skilled in other sectors of investigation but, there are issues that demand applicable knowledge in security as there would be in other sectors
- If the Practitioner knows it all and is not in a continuous state of professional development on the fundamentals being lie, deception detection and critical situational interviewing, or has no skills relating to investigative interviewing

[27] Nickerson https://www.researchgate.net/publication/280685490_Confirmation_Bias_A_Ubiquitous_Phenomenon_in_Many_Guises
[28] Sharma https://www.slideshare.net/VardaanSharma9/msc-project-management-dissertation-58805447

powered by critical thinking and taking cultural behaviour into account then they obviously cannot be in the job.

Critical Thinking the Skills

Critical Thinking Situational Awareness dictates that the investigation manager must critical think awareness of themselves and self-regulate their thoughts besides their actions [29] (Flavell J. , 1976,79,87) (Etherington, 2007) to make decisions on acquiring the necessary knowledge and skills for self besides their interactions with others (Flavell, 1979). This thinking process is used to recruit others with the character traits, and the skill sets *that are pertinent for the mission.*

The Practitioner's main objective for managing the investigation is to fully comprehend the narrative (big picture) (Etherington, 2007; Endsley, 1995; Sandelowski, 1991) is

- by dissecting the narrative to clarify the situation (Flavell, 1979) (Sandelowski, 1991) (Endsley, 1995),
- to extract truthful and all-the-relative-information (Endsley, 1995) (Sandelowski, 1991) (Etherington, 2007) using their own knowledge or that of others that participate in the mission
- by using lie, deception detection and critical situational interviewing taking cultural behaviour into account (Kirsten, 2018)

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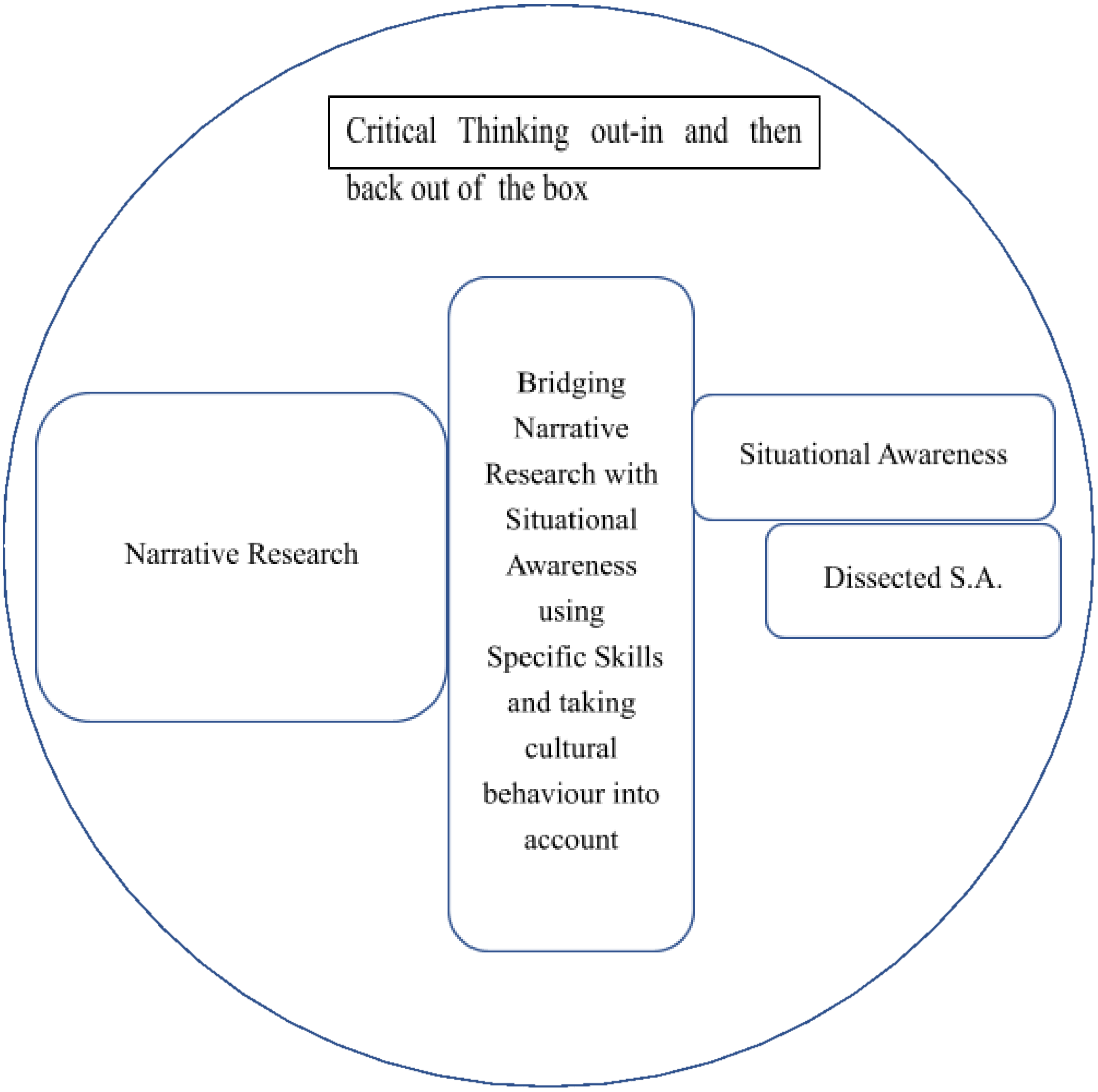
[29] Flavell
https://www.demenzemedicinagenerale.net/images/mens-sana/Theories_of_Learning_in_Educational_Psychology.pdf
Sandelowski: http://academic.son.wisc.edu/courses/N701/week/sandelowski_tellingstories.pdf
Etherington :
https://www.keele.ac.uk/media/keeleuniversity/facnatsci/schpsych/documents/counselling/conference/5thannual/NarrativeApproachestoCaseStudies.pdf

Critical Thinking Situational Awareness
[CTX model Figure 3CTX model](Kirsten 2019)



Skills in line and relevant

The speed and ever-changing methods of crime and terror call to practitioners using relevant skills for new issues uncovered and discovered. Awarding bodies need to institute faster methods to upgrade current courses with new modules to mitigate or limit collateral damage (Kirsten 2018). The task variables can change (Flavell 1987) (Endsley, 1995) at any time and therefore one must be in-touch with the issues that could impact investigation management

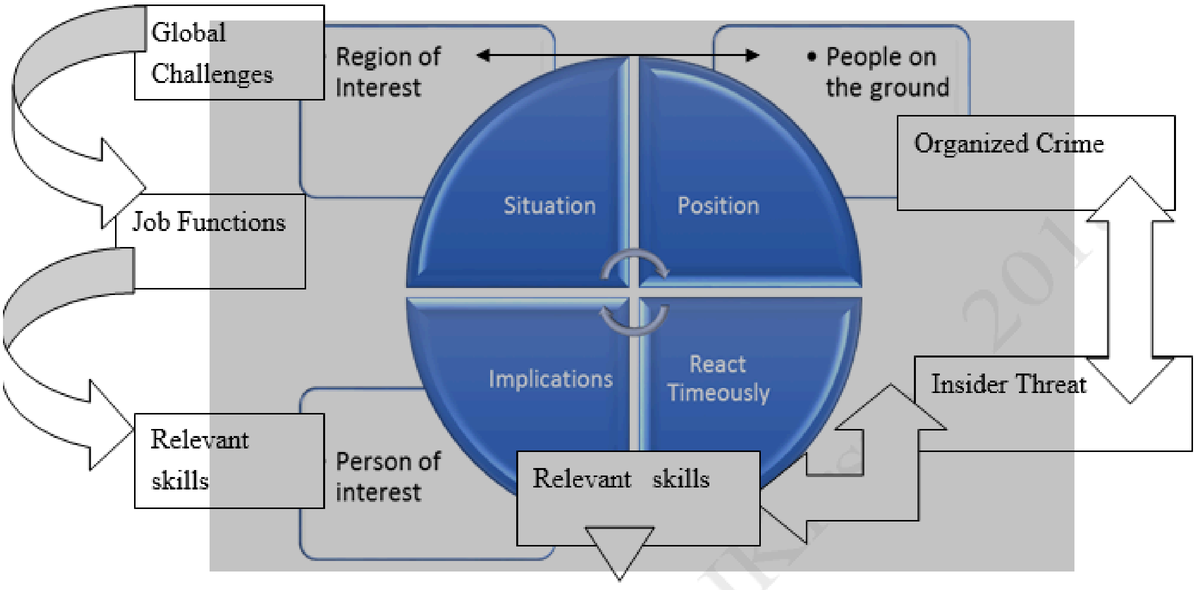


Figure 4 Skills in line and relevant

Chapter 8: Gathering information for the Investigation

[30]Using qualitative research. *The loopholes in qualitative research*

Qualitative research is obtaining information by observation, in-depth interviewing and by focused workshop groups (the people-on-the-ground or the team). The problem is that the above is all connected to gathering information from people and people do lie, hide or volunteer information for their own agenda. *Biggest nightmare for any practitioner* is not knowing the X Factor (what is truly happening on the ground what they may unaware of)

Furthermore, elaborating on the interview itself. The interview is only as good as the interviewer. To simply explain this, is that the observer or group workshop facilitator (investigator/investigation manager) could be unskilled in lie, deception detection and situational interviewing, is bias towards the participants or subject matter and therefore only extract bits of information and not get the complete picture.

Qualitative researchers may be building the narrative, but, when they do not dissect the total situation, then they may be unaware of mitigating issues that need to be taken into consideration and therefore, they may not interview all of the people, or the right people involved. Furthermore, they may not ask the right questions at the right time for the right reasons.

Objective is to gather reliable and all-the information
This is required to identify, design, plan, implement, manage and monitor the counterattack. Subsequently, the information gathered must be truthful and all-the information to not only avoid collateral damage but also to support the practitioner to comprehend the crime, as in, who is doing the crime, when did it begin, who is involved, how are they involved and why are they involved.

Paying attention to; **t**he informant (whistle-blower), the fixer (a contact that sets up a meeting with a targeted contact), the interviewee (suspect) and the methods used to vet and validate authenticity. Critical thinking investigators have a mind-set that each job-function is a picture within itself, and one must dissect the picture to fully understand all the implications. Each person that could be involved in the information- gathering chain could have their own agenda besides motivations that are manipulated by others.

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[30] The information on this page is repetitive of the manuscript for research and necessary to this module. Critical thinking the X Factor in Criminology, Security and Risk (Vol 3) (Kirsten, 2018) ©2018® HIM™ ISBN **978-0-620-81265-8**

The most important aspect is that the investigator must clarify *why* information is being volunteered as it may be to further the agenda of the informant or fixer's own agenda. Knowing what the source's agenda is, would save a lot of time, effort, and disappointment.

Narrative research

The objective of Narrative research is to comprehend the narrative and the truth to the narrative (Etherington, 2007) (Sandelowski, 1991). Is the story true when not all the right people were interviewed, or there were people that were undetected and not interviewed? Were they part of the story or feared to participate? Was all the information extracted and true?

Once we comprehend the narrative (full picture), we then dissect the narrative considering the oral evidence to know where the hard evidence could be gathered. If there is a piece of the story missing, then no evidence will be found. All the dissected elements must be clearly understood so that the investigation manager considers *where to seek hard evidence and in what fashion.*

To explain the term 'seeking hard evidence;' Perhaps you have seen pictures and embedded within the picture are hidden images that must be identified. Subsequently, when researching the narrative one must consider things that are hidden but in plain sight. Things could be considered hidden when the investigation manager is unaware by way of lack of knowledge or has limited critical thinking abilities. The practitioner may direct a technician to a location to obtain hard evidence, *however, if the practitioner does not know of all the locations that are relevant in the complete picture, then not all the hard evidence will be obtained.* The evidence could be located on a phone, e-mail, CCTV footage or where physical evidence could be located, such as DNA, fingerprints, and the like.

Legalities

The hard evidence collected must be in-line within the rules and codes of conduct. The [31]UNODC ''Criminal Intelligence Manual for Front-line Law Enforcement''(December 2010) describes hard evidence, the process of collection, the analysis of such and necessary-study for any investigator. Furthermore, within the Criminal Intelligence manual (page 40), the importance of critical thinking is mentioned.

Critical Thinking Narrative Research and Situational Awareness

It is suggested in this work that the reader refers to the manuscript for research ''Critical Thinking the X Factor in criminology, security and risk (Vol 3) '' ISBN **978-0-620-81265-8** (Kirsten 2018) which *states quite clearly why, what and how to acquire the skill sets and master the skill-craft for critical thinking situational awareness to address Narrative Research.*

[31] UNODC Manual Criminal Intelligence Manual for Front-line Law Enforcement
https://www.unodc.org/documents/organized-crime/Law-Enforcement/Criminal_Intelligence_for_Front_Line_Law_Enforcement.pdf

Chapter 9: The Management Team

A major problem with team management is ‘’who is part of the team?”. As stated earlier in this work that security managers cannot work in silos as the threats could manifest in different departments. The issue that has been echoed by many is that the security manager is not acknowledged or respected as they should be. There are many that report to others such as the HR Department, The Chief Engineer or some other ludicrous department instead of directly to the Executives or Directors. The solution for such is quite simple, when the ‘Manager-in-Chief’ trusts and respects the Security Manager by way of knowing the knowledge and skill sets of the manager, then [they] would appoint the security manager to their rightful position and status that is deserved.

When the Security and Criminology Investigation Manager facilitates the group meeting compromising the heads of all departments, then security managers may describe the octopus’s analogy for the participants to comprehend the narrative and suggest that the department heads consider disclosing issues of concern because it could be happening in other departments. For example, there may be sexual harassment or bullying concerns about a person that may be delivering something to all departments. They may be harassing one person in a department and then another in a different department. The example may reduce resistance for participation because people may not disclose issues for fear of being seen as weak and unsuccessful but may identify with the cause and participate unless they are a bully or a harasser. Subsequently, because the core skill of the security criminology investigation managers is to read the situation and the people involved and at times manage emotions, they would succeed in facilitating the project with success.

Leadership

The leadership must be trusted and respected. *People that do not trust and respect a person will not be easily forthcoming with information, especially if they are.*

- Being unprofessional
- Bias in any form
- Bad listeners and not open to new ideas
- Using nicknames or derogatory language
- Talking badly about others
- Lying about skills that they do not possess
- Not keeping their own professional development up with the times
- Not keeping meetings and being respectful of other’s timed schedule

  Consequently, a manager must trust and respect their leaders who are contrary to the above.

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Project Management (Security Styled)

The success of any project will depend on reliability and all the information to start with. There must be a consistent flow of correct, transparent and truthful information all the time during the project until completion. This may sound logical, but in real-life this may not be so because people may transfer false or inaccurate information. This may not be done on purpose, but people may be naive to the fact that people lie, hide or volunteer information for their own agenda. Furthermore, they may misinterpret information and transfer unreliable findings

Multi-cultures working on projects could fail for numerous reasons pertaining to behaviour and communication (Endsley and Onal, 2016) especially when someone is bias (Nickerson, 1998). People could misinterpret or be misunderstood by simplistic gestures or expressions besides linguistic instruction. *Effective teamwork is necessary to obtain a successful judicial outcome.*

Project Management steps.

- Identify the threat in session or be summoned to the brief for a case-in-question
- Gather all-the-information and test the validity of such
- Dissect the complete picture taking into consideration to gather more information
  - When did it happen?
  - Where did it happen?
  - What happened?
  - Who was involved?
  - How did it happen?
  - Why did it happen?
- Critical Think the Narrative and double check that all dissected situations have been taken into consideration.
- Dissect the narrative to determine which expert to consider for additional oral evidence and hard evidence
- Collate, Administer and Security the evidence

Initial Brief

There have been instances when the investigation team is not provided all the information, misinformation or bits of information because.

- A compromised whistle-blower (fixer) reported the issue and is gearing and directing the investigation to get rid of someone
- There could be a hidden agenda by an insider threat that may have a vested interest in the failure of the investigation
- They may be naive or unaware of issues that would impact the investigation

Consequently, the Security Investigation Manager and team must obtain reliable and all-the-information before they begin the case, saving them time, effort, disappointment and money.

Witness Statements

The witness statement is a statement of facts. The objective is to obtain as much information as possible. The questions previously suggested in qualitative research; when, where, what, who, how and why could be considered as a step-by-step approach to comprehend the full picture and statement of facts. This method could be used to assist a witness in producing their witness statements. We do ask the 'why' as the last question because this is when the witness could be involved and we require all-the-information before they begin to justify, defend themselves or deliver their planned lie.

Investigation Management is only as good as the team and experts

Project management is a function that all managers do either as a daily task or consider and acknowledge the title (security style) when a special project must be undertaken. Let us consider a project as a clock. Each function designated to a person (expert) is a cog. Each cog has a distinct function, and the investigation manager must select the right cog (expert) for a specific function to gather or vet information besides providing solid foundation for oral or hard evidence. The probability of success banking on only oral evidence only from a witness could be weak due to the human condition[32] (Allen, 2016) but when supported by hard evidence it would be more successful. Subsequently, the oral evidence that is provided by a top renowned expert supporting hard evidence would make for a stronger witness.

[32] Allen 2016 https://journals.sagepub.com/doi/full/10.1177/1365712716674794

Chapter 10: The Experts and their skills

Finding the Experts

Comprehend the hierarchy of the industry sector. Usually at the top of each industry sector, for example, Board of Chartered Accountants, Board of Medical Practitioners, which would be an oversight and governance body. These bodies could draw specialized professionals from institutes or organizations. The institutes could be flavoured with practitioners that have a distinct interest and adhere to the oversight and governance body of the industry sector. Present to the region of interest an overview of the case-profile and they should provide you a list of experts related to either lead, investigate the evidence or provide advice in their specialized interest.

Watch-out for the Polygraph Examiner

In some countries the polygraph examiner is not a legal service, but they are in other countries. There are instances where the polygraph examiner may not be given all the information or provided misinformation because of agendas, therefore, they base their investigation on insufficient and unreliable information. The practitioner and the polygraph examiner may misinterpret the brief and not comprehend the full narrative therefore be interviewing the incorrect people or the practitioner and polygraph examiner may not be able to determine who else is involved in the case as they are unable or uneducated in other interviewing skill sets to determine such. The examiner could be using outdated equipment or may be interviewing other cultures whereas the person is reacting differently to the questions due to their misinterpretation. Furthermore, when a person is fired because of failing the polygraph of one case, the person cannot be recalled to-face other charges (Kirsten 2018/ Shaun McGuone)

Selecting Experts

The manager may contract polygraph examiners if it is legal in their country, or other service providers such as selecting the right investigators for different assignments. There are damning issues discovered that would impede the investigation or provide ammunition to lawyers of defendants to escape justice which can be found in the manuscript for research. It is quite obvious from the above commentary that besides content knowledge of the expert, it is their strength in skill sets in critical thinking and human behaviour that is highly relevant. With standing – it is highly beneficial if the technical team are skilled in critical thinking situational awareness skill sets, because they may need to manage their 'emotional' delivery of oral evidence in a comprehendible way to a jury of sorts. This may sound absurd, but there are highly super intelligent people that are technically sound in their profession but are socially handicapped. The presenter of evidence must read the audience to determine if they are comprehending the presenter's oral evidence.

Protection Experts

The investigation team may have to provide protection services to witnesses or whistle-blowers.

The Witness Protection Officers and Witnesses cannot afford to be misled. When the WPO cannot read the situation, the people-on-the-ground or a person of interest then they invite collateral damage**.**

The ‘Principal’ may be whistle-blowers, hostile witnesses or bystanders that became witnesses by default. The WPO must be able to determine the profile of the Principal because it would give direction on issues to keep-in-mind during the mission. A particular issue regardless of their profile, could become a major variable. This level of threat depends on the cost to the witness, the motivation of the witness which will impact on methods to protect the witness and the protection team. The protection profile of a Principal is unlike that of protecting a religious cleric, a politician or any celebrity. The witness could be hunted by predators that *intent on keeping something secret*. Failure to do so, may lead to imprisonment, reputational damage and huge losses of material wealth. Subsequently, the protection begins with the primary interview and protection instruction.

The instructions would be to notify the principal that they could be traced and tracked with technology, i.e., mobile phone, social media, etc, and/or by physical contact with any person that they may know. They cannot afford to be found by any predator because their lives are at risk and the lives of others are at risk. Consequently, the WPO must be in a constant state of awareness not only for predators, but also the principal because they may compromise the security team and the case itself.

The Primary Interview

In the in-depth and wide-minded research of [33]Dr Gavriel Schneider (2005), included in his research, by paying attention to various forms of communication that the CPO would be involved in, i.e., in the stages of planning, mission and de-briefing. Furthermore, he stresses the importance of observation, awareness, and quick thinking. In this guidance article, we stress the importance and re-iterate that security success for a WPO will depend on their *level of situational awareness* of the *decision-maker* on the ground and *reaction speed.* The emphasis in this article is on situational awareness – decision-making and reaction speed.

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[33] Dr Gavriel Schneider (2005)
http://uir.unisa.ac.za/bitstream/handle/10500/734/dissertation.pdf

Situational Awareness

In the primary interview, the WPO may ask questions related to the health of the client and inquire about issues that may negatively impact on the safeguarding of the witness.

The principal needs to know more than just the health status during the brief and to continuously monitor the truthful situation throughout the mission because critical and mitigating issues could have been missed.

Information gathering

The primary interview's objective is to gather reliable and all-the-information from the client and the principal. The client may provide a brief overview of the case, but it is the principal that may know the players and predictors attached to the story. *When the principal has no idea of who or what is their true threat,* then no-one can protect them. Knowing the X Factor (there may be something happening that the person is unaware of) can prepare the WPO, and in failing such, could lead to collateral damage. The principal may know of specific people but there may be others that have intention to harm the principals that are not part of the case-in-question and may be related to other issues. For example, the principal may be in debt to a drug lord who has nothing to do with this case

The decision-making to plan and protect the witness begins at the stage of interviewing**,** whereas the WPO must establish the true situation. *The witness in fact could not only be the principal* but also their entourage, e.g., partners, kids, wife, etc. The principal may not disclose their little secrets nor other members of the entourage, e.g., the children not disclosing who they are in contact with, or what they are truly up to - that could impact on their protection.

The major issues are that the witness may not provide all the information or part information because they may have their addictions or issues that others are unaware of. They may have habitual behaviour that can be traced, for example, the addiction to use social media.

People do lie, hide or volunteer information, be it the witness, their entourage, the management or staff of a venue that may be used to house the witness, or even the door security officers of any establishment. It is not the weapon that is the issue – it is the people. Subsequently, it is in the cognitive and specific skills that take precedence over hard skills . Any planning, managing and monitoring the protection of the principal based on insufficient or unreliable information could lead to life impacting or deadly incidents.

Earning the Trust and Respect of the Principal

This is vital, because if the principal does not trust and respect the CPO then pertinent information may not be forthcoming. To read the complete-narrative or the people involved, we may dissect the situation. When dissecting the situation, the situation could be impacted because of cultural differences. These cultures interact differently taking cultural behaviour and cultural conduct into consideration.

If one does not know what others are reading in others or saying to others using their hands or face in cultural behaviour, then situational awareness is no- existent. Furthermore, the principal could be misinterpreted or be misunderstood which opens the door to possibilities that can *cause collateral damage in the field or even destroy the relationship with the principle.*

We need to take this further and make decisions on which members of the team are best and need to vet the team, whereas, it could be possible for the CPO to have an issue with the principal if they are racist or bias in any way. For argument's sake, let us say that the principal may be an extremist right or left-wing celebrity or a paedophile, then there may be team members that could cause a situation whereas the principal could experience collateral damage on purpose.

In the field

Vetting the client and team. The team begins with the client that hands over the principal. It is vital that the client's team must be unaware of the location of the principal. Furthermore, the protection teams must be insulated and administered securely.

Physical and Mental Awareness of the principal.

The Principal being under threat may be feeling nervous, depressed and filled with anxiety. It is vital for them to have peace of mind besides feeling physically able. The WPO must consider the responsibility of ensuring the principal's mental and physical well-being because these factors could lead to suicide or an issue that could compromise the case. Subsequently, this leads to considerations for accommodation that can provide the necessary environment for good mental and physical health.

The pre-check of a venue or site by the WPO or CPO is a critical part of protection. They may need to interview the people on the site to vet and validate the security. Venues derive revenue by holding functions and may not provide all-the-information as they do not enjoy turning business away, therefore, the people on site may not provide accurate information to secure their financial return. The WPO needs to know the truth of the matter.

The impulsive visit. Simply put – there are no impulsive touring for any reason whatsoever.

Undercover Operatives

There are issues when considering using undercover operatives. When the brief contradicts the moral fibre, political affiliations or the religious beliefs of the operative, then it is possible that the operative could compromise themselves. One should never underestimate the abilities of the target because there are some that could be trained on deception detection. The emotions related to morals and religious beliefs are extremely sensitive and could be easily tested for authenticity. The undercover operative must disguise their true feelings and intentions and failure to do so could deliver detrimental outcomes (Kirsten 2018). It is best to turn an insider or the fixer to be a witness than use an operative.

Affidavit Assessment Experts

Affidavits or witness statements must be voluntarily provided without coercion. The difference is that the witness statement is not a sworn statement by the author while the affidavit is. The problem with witness statements or affidavits could be numerous especially when it involves the memory of the witnesses besides, the fact that people do lie, hide or volunteer information for their own agenda. Furthermore, there may be major issues with witness statements or sworn affidavits taken or given by distinct cultures. They may misinterpret or be misunderstood and therefore their statement would not be solid evidence [34] (Lee, 2017).

There are rules of affidavit-evidence in all countries that spell out simply that an affidavit assessment expert must know all the 'legal' ins-and-outs of affidavits. One should know that many professional reports or documents signed, for example, an auditor signing the financial statements are legally similar to that of an affidavit. Consequently, the affidavit *assessment* expert must be a subject expert and be skilled on lie, deception detection using critical situational interviewing or investigative situational interviewing geared by critical thinking.

Legalities for Experts - Loose lips sink ships!

Each country has their legal standards for surveillance, technical or any form of monitoring of people which must be respected and adhered to. The team must adhere to such in order to secure the integrity of the case. The investigation manager must ensure that the team of investigators must disclose for each project that they have no conflict of interest in any way to the case in question. Furthermore, ALL the team must sign and comply with the full confidentiality criteria that is necessary to avoid compromising the case. [35] (UNDP, 2012).

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[34] Lee, J 2017 A case study of interpreter-mediated witness statement: police interpreting in South Korea. https://www.tandfonline.com/doi/abs/10.1080/15614263.2016.1248840

[35] UNDP
http://www.undp.org/content/dam/undp/documents/about/transparencydocs/OAI_Investigations_Guidelines.pdf

Chapter 11: Reporting

Reporting must be based on truthful and all-the-information because the lives of others could be at risk. There may be someone that indicates that they have completed their portion of the project and ready to advance to the next stage but may be lying when asked by the project manager. They may not be lying because they want to sabotage the project but simply because they are embarrassed about something that they did or did not do. Also, they may be hiding something or volunteering information for some reason such as protecting others (Kirsten 2018). Consequently, the reporting must be based on all the truthful information.

Most importantly, the 'accurate' reporting visually displayed on a large board or computer software could be used to easily follow the dots. There may be potential issues of concern that were not considered before and now must be considered. This visual comprehension may lead to directions that provide clues to build the narrative (complete picture). Following the time-dated storyline could give guidance to locating hard evidence.

Chapter 12: Security and Custody of Evidence

The entire case depends on evidence gathering which demands emotional, mental, physical commitment and dedication. The contributors of evidence could have sacrificed and suffered life threatening situations. With-standing, is also the costs, time invested and hours of preparation to gather information. The Practitioner must simply identify an issue, collect the evidence and hand the evidence over for disciplinary hearings, criminal or civil justice *[36] (Gehl R, Module 8). Many Security Practitioners may not be happy to do the paperwork or administration, but it must be done – and done properly!

The experts that will be summoned to participate come from their distinct regions of interest. They may administrate and bundle their evidence according to their unique standards. The original evidence must be securely stored with the necessary security considerations, such as, two/three backup copies placed separately and elsewhere. The administration by indexing correctly and bundling the evidence appropriately would serve and present a highly professional image to other professionals that will take custody of the evidence and presented to the judicial community. Subsequently, the chain of custody must be packaged and monitored correctly because if the evidence would fall into the wrong hands, then the case could be compromised.

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[36] Gehl R Module 8
https://pressbooks.bccampus.ca/criminalinvestigation/chapter/chapter-8-crime-scene-management/

Chapter 13: Investigation Management Experiential Tools

Different outcomes using different methods

It is not the weapon that commits crime or terror – it is people! The [37]HIM e-Connect Training tool is the experiential tool that uses various simple, yet highly effective methods to train, measure and analyse outcomes to uncover loopholes, discover damning issues and opportunities (HIM, 2019)

- *Critical Situational Interviewing*

Critical situational interviewing is quite different to investigative interviewing, as the policing agent (investigator/people on the ground/undercover operative) may have seconds to determine the true situation when it comes *to a quick few second interview* when following the information chain. This method is also used to determine if a person should be sent up the ladder for further investigation.

- The practitioner cannot afford to be misled into a horrible situation
- There are times that within seconds the practitioner must be able to extract reliable information from people but also manage emotions to extract information or to get the interviewee to display their truth.

- *Investigative 'situational' interviewing using critical thinking*

There are practitioners that learn interviewing methods, however**,** in the changing security climate of the world today there are other or new issues that must be considered which have not been necessary until now. Investigative Situational Interviewing bridges the narrative with situational awareness using specific skills which are considered by critical thinking situational awareness. This is required to uncover new crime or discover evolving copycat crime.

Investigation Objectives

The objective for Managing the investigation of security investigation of crime and terror is to uncover new crime and discover existing evolving copycat crime besides opportunities in mitigating and limiting collateral damage. Subsequently, attention is paid to the person-of-interest, then the people on the ground to determine the narrative (full picture)

[37] HIM www.human-investigation-management.com

Outcomes

The training methods are unique which results in the investigation manager (HIM trainers and Examiners) and investigators (participants) obtaining different outcomes at distinct times. The investigators (participants) were from all sectors and job functions. Initially they attended simply to learn the basic skills of lie, deception detection and critical situational interviewing.

The outcomes are related to people. It is the people (practitioners) that are managing and/or investigating by identifying, gathering the information for planning, implementing, actioning and monitoring the solutions.

All of the people trained have acknowledged that their over level of situational awareness with marked higher levels in distinct sub-levels of situational awareness thus reporting of improved 100 percent. The second result was that participants discovered the X Factor by way of finding loopholes or damning issues *in conversations*. Some of these conversations led to further investigations whereas confessions were obtained, bullies and blackmailers were neutralized, and organized gang crime was dismantled to mention but a few outcomes.

Furthermore, the higher level of training delivered the uncovered loopholes, damning issues discovered and opportunities (solutions) *to mitigate the collateral damage*. Also*, the results assisted the research in finding the same* in qualitative research, project management, lie – deception detection and investigative interviewing, e-learning technical methods in human behaviour education and above all a distinctive method to learn critical thinking for criminology, security, risk, protection and investigation. *This is the new generation!*

Method of Application

The easiest and most effective method is using the HIM e-Connect Training tool, Video Conferencing as supervised training plus instructional guide for non-supervised training.
Learners receive the e-textbook/e-handbook Security and Criminology Investigation Management (Vol 4) Juan Kirsten ©2018® HIM™. *Plus, the e-Textbook on* Critical Thinking the X Factor in Criminology, Security and Risk (Vol 3) Juan Kirsten ©2018® HIM™

Furthermore

Besides the training methods mentioned above, the learner guide gives direction for the learner to research and obtain the necessary technical information for their region of interest pertaining to finding the experts, gathering, administrating and securing the evidence.

Chapter 14: Proposals

A Module

A New Module or Standard for Security and Criminology Investigation Management
Certificates and Diploma for practitioners at all levels from academics to ground level staff Must contain.

- Qualitative research by bridging narrative research with situational awareness
- Critical thinking situational awareness [Situation Position Implications]
- Comprehending distinct cultures and how to handle cultural behaviour
- Lie, deception detection and Critical Situational Interviewing

New Generation Standard required for training
Multi-media techniques are used in many training courses in security but there are loopholes discovered that must be plugged to service the training of investigators in security investigation of crime and terror, such as.

- Critically thinking knowledge, guidance and actions to be taken
- The content must be delivered at the right time for the right reasons
- Practicalizing the actions so students physically experience results

Training Critical Thinking Situational Awareness using lie, deception detection and critical situational interviewing techniques with the knowledge of criminology, awareness and understanding of cultural diversity *will arm today's practitioner with an exceptional edge.*

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The Organizational References refer to bodies that acknowledges and specialises in studying and monitoring organized crime and issues related, namely.
UNODC: United Nations Office for Drugs and Crime
OECD: The Organisation for Economic Co-operation and Development
CIS: Centre for Immigration Studies

Current news lines and investigations into organized crime and corruption are referenced on pages herein to display that crime and terror is very much part of our daily lives. It is not a historic issue – it is living today.

The Critical Thinking situational concept, description, comprehension and training of such is well referenced in the manuscript for research (e-Textbook) ‘’Critical Thinking the X Factor in criminology, security and risk (Vol 3) ” ISBN **978-0-620-81265-8** (Kirsten 2018)
More Information can be found on www.human-investigation-management.com

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Reviews on the Training tools

In our complex world, knowing the difference between when you are safe and when you are not, whether it is from physical threat or simply **someone misleading you, is a crucial skill. HIM provides a set of skills and tools that help you determine other people's intent** – this skill and capability could save your life. The approach of developing situational awareness is more important now than ever before. Being mindful and knowing how to evaluate someone's behaviour is a life skill that everyone should develop!
Author of the highly acknowledged – "Can I See your Hands: A Guide to Situational Awareness, Personal Risk Management, Resilience and Security"
Program Director ACU – Postgraduate Program in the Psychology of Risk

By Dr Gavriel (Gav) Schneider FIS (SA), FGIA, FIML, AARPI, MAIPIO, CPP Doctor of Criminology (Security) Degree **(based review on using the tool)**

As a security pracademic, a practitioner and an academic, I have found the HIM tool to be highly effective. Additionally, as an experienced security industry trainer and developer of training modules I have found the way in which the training is delivered and the transfer of learning to be very intuitive. From a security perspective the training is critical for the frontline security team and other frontline personnel who have security a secondary role. The training provides the security officer with the **situational awareness needed to evaluate a situation and respond**. The training is also applicable to management and others who need to be able to read people such as investigators and business managers such as HR Managers and Security Managers

By Dr Declan Garrett (based review on experiencing the training)
DSyRM, MSc, H.Dip.Sec. Man, M.Sec.I.I. Training & Education