



HR'S GUIDE

TO REDUCING RETAIL LOSS & CRIME

Kelly Harrington, Director of Asset Protection

Shared Version

March 2024

1
2
3
4
5
6
7
8
9

WHAT IS ASSET PROTECTION?
RETAIL CRIME & WORKPLACE VIOLENCE
OSHA EXPECTATIONS
MINIMAL AP BEST PRACTICES
INTERVIEWING FOR SUCCESS
INVESTIGATIONS / RESOLUTION
QUESTIONS / TRIVIA

What is Asset Protection?

Do we need it?

“Asset Protection is a partnership to leverage when things don’t go so well...”

- **Life Safety & Emergency Preparedness** – Protecting Associates, Guests from being victimized.
- **Physical Security** – Protecting Buildings, fixtures, properties, assets.
- **Shrink** – Reduces losses to merchandise, cash and financial flow (chargebacks).
- **Investigations** – Internal & External Theft, Fuel, Skimming, Integrity & Workplace Violence.
- **Law Enforcement Relationships** – drive needed support to our stores and team members.



RETAIL CRIME

BREAKING DOWN THE BUZZWORDS

- **ORC: “Organized Retail Crime”** – an organized group of professional thieves, their orchestrators and fences, working together to defraud retail stores for monetary gain, or to facilitate procurement of drugs or furtherment of other forms of illicit business.
- **Differences with what C-Stores are facing:**
 - Motivation
 - Goods targeted
 - Heightened involvements of violence



VS...



VIOLENT CRIME

WE ARE UNDER ATTACK

WHY CONVENIENCE STORES?

- Offers and resources
- Business Hours
- Operating Areas
- Guest tolerance thresholds
- (Lack of) Employee training results in escalation
- Petite theft & shoplifting

WORKPLACE VIOLENCE & HR INVOLVEMENT

“ANY ACT OR THREAT OF PHYSICAL VIOLENCE HARASSMENT, INTIMIDATION OR OTHER THREATENING DISRUPTIVE BEHAVIOR THAT OCCURS AT THE WORKPLACE.”

SCENARIO:

REDACTED

As an HR professional – when do you bring Asset Protection in? What are the next steps you would take? When should police have been notified?

GENERAL DUTY CLAUSE

Section 5(a)(1) of the Occupational Safety and Health Act (OSHA) (the "**General Duty Clause**") requires an employer to furnish to its employees:

- "employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to employees..."



IF YOU DO NOTHING ELSE...

TAKE SMALL STEPS TOWARDS CREATING A SAFER WORKING ENVIRONMENT

Training & Awareness

- Situational Awareness
- Workplace Safety
- De-Escalation
- Guest engagement
- Create a culture of accuracy

Policy & Procedure

- Robbery Deterrence & Shoplifting
- Workplace Violence & Harassment
 - What is HR committing to?
- Internal & vendor theft

Having a Plan

- Find a friend before you need a friend
- Establish contacts in key operating areas
- Reference materials for team members



The primary goal in Asset Protection is to protect our people, merchandise, facilities, cash and PROFIT.

In addition to training, process excellence & partnerships – we can accomplish this through effective INVESTIGATIONS.

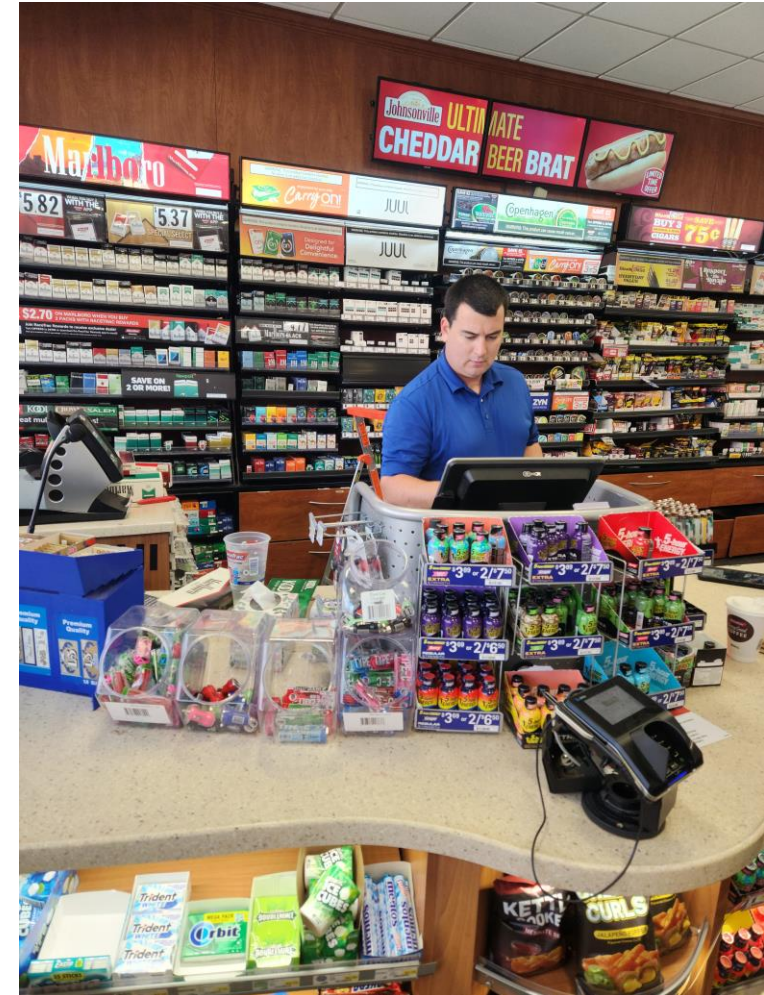
Investigation is the series of steps deployed in the relentless pursuit of the TRUTH.

BEHAVIORAL CUES

“THE STIMULI IN THE EXTERNAL ENVIRONMENT THAT PROMPTS A BEHAVIOR”

ASSOCIATE BEHAVIORS:

- What does normal Associate behavior look like?
- What falls outside of normal behavior?
- Theft is uncomfortable, it makes us act different than normal...
- Attention to detail is key (Hand movements, register buttons, “acting”)



INTERVIEW & RESOLUTION

STEPS TO DRIVING A SUCCESSFUL OUTCOME

During The Interview

- Built Rapport
- Listen
- Understand & Rationalize
- Reinforce and thank them
- Develop Admission
- Limit commitments / promises
- Do not share video

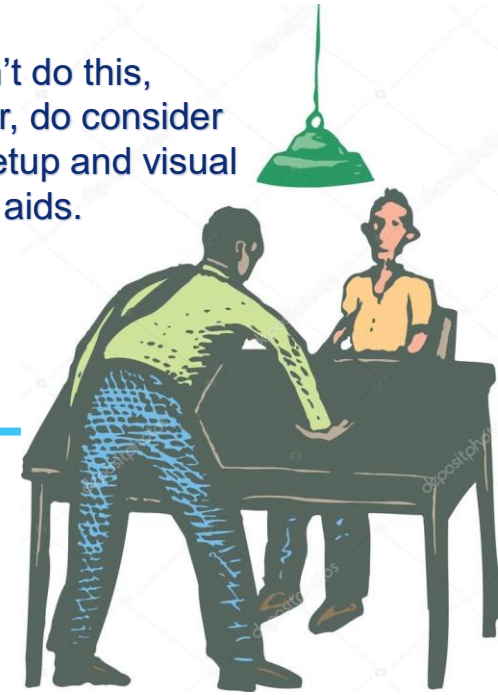
Try to find out the following:

- When was the first time?
- How are they causing a loss?
- Remember, don't show your ace!
- How many times per shift, week?
- Who taught them how?
- Who else knows about it?
- Who else is stealing?
- Rationalization (Why behind it)

Thank them and reinforce honesty when it comes!

“Sometimes, a good lie is better than the truth...”

Don't do this,
However, do consider
“room” setup and visual
aids.



CAPTURE A STATEMENT

EXPLAIN THAT THE STATEMENT IS VOLUNTARY BUT WILL HELP IN DETERMINING OUTCOME

Ask them to:

- Write a statement detailing everything discussed in the conversation
- Include accounts of dates, times, theft types, what merchandise was taken, who else was involved

Use the statement form provided

Do not coerce or coach them on what to say/write, it must be their words!

STATEMENT

I, _____, D.O.B. ___/___/___, AGE _____, SSN# _____
OF _____
(Address)

PHONE # (____) _____, HEREBY GIVE THIS VOLUNTARY STATEMENT TO _____
_____ AT _____
(Brand / Mall / Location)

ON ___/___/___, at _____ am
pm THIS STATEMENT IS MADE BY ME, OF MY OWN FREE WILL, WITHOUT
THREAT OR INDUCEMENT OF ANY KIND.

LAW ENFORCEMENT / PROSECUTION

WORK WITH LAW ENFORCEMENT WHEN APPROPRIATE

Consider the following:

- Was the case value >\$100
- Do we have sufficient evidence to prosecute?
- Know your local felony thresholds (FL is \$750 for F3 Grand Theft)
- Is there a good or strained relationship with Law Enforcement?
- What are you able to provide today? (Admission, statement, examples)



RESTITUTION

HOW DO WE RECUPERATE OUR LOSSES?

Court Ordered vs Civil Restitution:

Civil Restitution Agreements Are acceptable, but best facilitated by a law firm. If you can lock in a payback amount and timing during the interview, do so.

Sometimes better to let the court process handle. Ask them to include that they are willing to pay back \$X in their statement. This statement will become a piece of evidence that the court can use to order restitution.

Creating a policy for restitution and how internal investigations are conducted will drive consistency and reduce liability.



Trivia / Questions?

Contact Me

Kelly Harrington, Director of Asset Protection

kharrington@racetrac.com

404-202-7815

THANK YOU.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproduction of copyrighted material. Under certain conditions specified in the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is that the photocopy or reproduction is not to be "used for other purpose than private study, scholarship or research." If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that person may be liable for copyright infringement.

Disclaimer

The opinions of the contributors expressed herein do not necessarily state or reflect those of the National Association of Convenience Stores. Reference herein to any specific commercial products, process, or service by trade name, trademark manufacturer, or otherwise, shall not constitute or imply an endorsement, recommendation, or support by the National Association of Convenience Stores. The National Association of Convenience Stores makes no warranty, express or implied, nor does it assume any legal liability or responsibility for the accuracy, completeness, or usefulness of any information, product, or process described in these materials.