



Chapter 2

General Characteristics Of A Competent Investigator

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Attributes of a Competent Investigator

- Energy and alertness
- Knowledge of the law
- Ability to set realistic objectives
- Methodical approach
- Knowledge of human nature
- Observation and deduction abilities
- Ability to maintain meaningful notes

Objectivity and Investigative Practice

- Good investigators are driven by facts rather than by emotions, preconceptions, biases, or opinions that lack a factual basis.
- Fact gathering must become the hallmark of the security operative's investigative process.
- An investigator must be able to:
 - Analyze problems to identify significant factors, gather pertinent data, and recognize solutions;
 - Plan and organize work; and
 - Communicate effectively orally and in writing.

Logic and Investigative Practice

- You must ask the right questions in the right order.
- Key categories of questions include;
 - *Who* was responsible for this information?
 - *What* does the information mean?
 - *Where* was this information gathered?
 - *When* was this information collected?
 - *How* was this information acquired?
 - *Why* was this information found in this location?

Perseverance, Diligence & Investigative Practice

- Perseverance is a professional and personal obsession with getting the facts right, and a corresponding desire to discern the proper resolution of a case, are mandatory attributes of a good investigator.
- The investigator must be able to handle adversity, dead-ends, frustrations and setbacks, and a wide array of unexpected and even surprising contingencies
- Perseverance and diligence are not equated with stubbornness and intractability.
- Perseverance must be tempered with and complemented by an intellectual and personal flexibility.

Human Relations Skills & Investigative Practice

- Interpersonal skills promote the acquisition of information and provide a steady stream of intelligence worthy of collection.
- Investigators must have personal characteristics that attract and motivate the opposition.
- Non-verbal communication includes body language and an awareness of sensory perceptions and plays a role in investigative practice.

An investigator must be able:

- To express positive attitudes towards others.
- To be able to manifest interest in others.
- To be able to build a good human relations.
- To be able to express empathy and concern for others.
- To be able to establish a good rapport with others.
- To be able to adapt to different personalities and circumstances.
- To be able to communicate effectively with others.
- To be a believable personality.
- To be clear and accurate in communications with others.
- To be able to persuade and motivate other people.
- To be able to effectively manage conversations and to elicit information.
- To understand the emotional strengths and weaknesses of others.
- To exercise control of one's emotions.
- To be able to make friends rather than enemies

Ethics & The Investigative Process

- The investigator must have an ethical compass that guides their practices.
- Without ethical parameters, investigative practice may lose its legal and moral legitimacy.

Codes of Conduct

- Security industry leaders that have published codes include:
 - Pinkerton's
 - ASIS
 - *National Advisory Committee on Criminal Justice Standards and Goals - The Task Force on Private Security*
- Governmental authorities are increasingly involved in delineating acceptable practices in the security industry.



Chapter 3

Initial Interview & Case Evaluation