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Dear Valued Reader,

Welcome to the latest edition of **The Inside Scoop!** In today's newsletter we share some insights into the secret world of undercover agents and how they can be invaluable in investigating misconduct in the workplace.

Placing an undercover operative into a workforce is one of the most efficient and **cost-effective** means for an employer to investigate misconduct in the workplace. We hope you find the information in today's edition valuable!

Revealing the Truth Using Undercover Agents

An undercover agent is a qualified and trained individual equipped by **Justicia Investigations with specific skills** to infiltrate a workforce and obtain intelligence. The infiltration of undercover agents into an organisation is a tried and trusted method, over the centuries, of gathering valuable information which can then be acted upon appropriately. But what are the possible pitfalls to the client?

Below you will read some of the most common questions we are asked, the answers should cover all the information you are looking for.

Q. Why make use of undercover agents?

A. If you suspect that you have a shrinkage or theft problem and have been unable to solve it, you need to establish what is happening in your business behind closed doors. Undercover agents can help you do just that.

Q. What is the minimum period of infiltration?

A. The period is flexible and depends on the prevailing circumstances within the client's business. The undercover operative requires time to establish credibility within the workforce and identify individual participants involved in the theft/irregularities. A more accurate assessment can be made during the pre-infiltration consultation with the client.

Q. Would the undercover operative be used to testify in a disciplinary hearing or criminal court?

A. No, the operative is an information gathering resource. Due to the high risk factors involved, this option would be a last resort. The core function of the operative is to provide information on theft or irregular activities to enable the client to implement corrective measures. The information further serves as a base for additional investigations by our investigation department. Through skilled handling and information management, a successful outcome can be negotiated without exposing the undercover operative. Only in extreme cases and with prior consultation with the undercover handler/manager would the agent testify. However, the handler would testify in most cases if required.

Q. How will the operative be infiltrated into my labour force/company?

A. The infiltration process is key to the success of the operation. We follow the standard employment procedures used by the client. This process is confirmed through a pre-infiltration consultation with the client. Following the agreed method of infiltration the handler will advise on the management of this process.

Q. How do you measure the operative's effectiveness?

A. The operative's effectiveness is easily measured by the quality of qualified information received.

Q. How is the undercover operative managed?

A. Regular debriefings of the agent form an integral part of the operation and depending on the circumstances can occur hourly, daily or weekly. The handler/manager strategically guides and directs the operative according to the expected outcome.

Q. How can the trustworthiness and loyalty of an operative be assured?

A. All operatives infiltrated on an assignment are tried, trained and tested in the field. This is supported by the handler/manager's close monitoring and relationship that will have been built over time in the environment of intelligence gathering with the individual operative. Operatives are assessed both during and post-assignment through detailed interviews and regular polygraph examinations.

Q. How will the undercover operative be rewarded?

A. The operative is a contracted employee of Justicia Investigations and receives a basic salary. He/she is incentivised financially on qualified information received, which leads to an improvement in the client's operational processes or information leading to the identification of individual/s involved in losses as a result of theft, fraud, misappropriation, etc. of company assets.

Should you be interested in further information on undercover agents or other **investigative tools and services**, including guarding and whistle blowing, please visit www.symbiotix.co.za.

Thank you for taking the time to read **The Inside Scoop**. Keep on checking your inbox for more security news from Justicia Investigations.

If you would like to contribute or comment, please drop us a line.

Regards,
Justicia Investigations

Reg Hoare
Managing Director

**'Different solutions for
different circumstances'**