**CHAPTER 41 - Human Relations in a Global Environment**

**OBJECTIVES**

* Define human relations as it relates to the security industry
* Provide relevant advice from Dale Carnegie
* Explain the importance of understanding and respecting diversity
* Outline important practices regarding women in protection and sexual harassment
* Provide tips for effective communication and ethical behavior

**HUMAN RELATIONS**

Human relations is the study of how humans interact with one another and the residual effect of those interactions. It is based on the continual evolution of human relationships and the ability to extract value from those relationships, whether good or bad. We must understand that we can always grow from human relations, as long as the participants can be open about the experience.

In a practical sense, human relations is the application of knowledge about human behavior to enhance one's job performance. Human relations also aids in one's personal relationships. Within the broad spectrum of human service (teaching, social work, corrections, law enforcement, and security) human relations is a core competency. Protection officers who master it are more effective on the job, as they have an easier time dealing with people.

To be effective investigators, to fulfill the intelligence agent role, protection officers must have excellent human relations skills. They must be approachable. People must feel comfortable talking with them. Maintaining honest and open relations with others is one key to this. There must be trust in the relationships officers have with others. Trust is the glue that holds civilization together.

Being optimistic and positive is very important. The old saying "no one buys anything that is negative" is very true. In a crisis, protection officers must be the ones inspiring others.

Overall, having a positive attitude and making positive remarks will aid an officer.

Greeting employees and others in the workplace is generally a good policy. The slightest acknowledgment of others helps to form a bond with them and these are the people that officers must convince to follow the rules, obey commands in emergencies, and provide information when something is amiss.

Part of good human relations involves thinking before speaking. Know what to say before saying anything. This is especially important when dealing with others who are in crisis, when addressing a group of people (a crowd of some sort), or when enforcing rules. Also, avoid flaunting your background. Some people in the protection business have a tendency to boast or brag about their job qualifications. It is not uncommon to hear people mentioning their prior job experience in the military or law enforcement while they are employed within the security industry.

**ADVICE FROM THE MASTER**

Dale Carnegie could easily be called the "Master of Human Relations." His time-tested principles have been taught to untold numbers of people. Salesmen, managers, coaches, and many others who must work with people have taken his advice and benefited from it. His principles are as follows:

**Principle 1.** Become genuinely interested in other people.

**Principle 2**. Smile.

**Principle 3**. Remember that a person's name is to that person the sweetest and most important sound in any language.

**Principle 4**. Be a good listener. Encourage others to talk about themselves.

**Principle 5**. Talk in terms of the other person's interests.

**Principle 6**. Make the other person feel important — and do it sincerely.

Carnegie's principles may be applied to virtually any human interaction. Certainly interviewers will want to employ them to develop rapport with the interviewee.

Additionally, developing a relationship with people in one's work environment, where the people will feel comfortable talking to the officer, is very important. Such a relationship facilitates the employee, student, or guest informing the officer about unusual conditions or situations. Protection officers may find that when employees talk about their job functions, they provide valuable information. Principles 4, 5, and 6 may all relate to discussion about job functions. By understanding what occurs on the job for employees, the officer is better able to see if something is out of the ordinary.

**DIVERSITY**

The concept of diversity refers to recognizing differences in others and embracing the ways these differences can enrich us as individuals. People who experience other cultures gain a tremendous amount of understanding. They see "the other side" of things. They can begin to appreciate the different perspectives that other cultures bring.

Too often, society focuses on the negative aspect of diversity and the differences that drive us apart, instead of focusing on those differences which complement us and bring value to the overall community. Diverse experiences aid in seeing situations from various perspectives. A fuller, more complete view of things is achieved. Diverse perspectives aid in creative problem solving.

Successful leaders value diversity. They use it to their advantage, channeling the creativity that comes with it to aid in planning and problem solving. Strong, successful leaders thrive on diverse input from subordinates. They realize the value it holds and are not intimidated or alienated by it. One example of a leader who valued diverse opinion was the American World War II General George Patton, Jr. General Patton sought diverse perspectives from among his staff. A quote that has been attributed to him is:

"If everyone is thinking alike, someone isn't thinking."

As good leaders value diversity so, too, do many employers. Organizations in the public, private, and nonprofit sectors are attempting to hire a diverse segment of people. Many organizations now have a Director of Diversity or Multiculturalism who develops diversity within the workplace.

Unfortunately, we all inherently have prejudices. We tend to feel most comfortable with people who are most like us. We usually associate with those who look, talk, and dress like we do. Those who share our physical and cultural characteristics are those we understand. Those who are different from us are those we do not understand. Those things that we have not seen before, or which we do not understand, can frighten us. The more unfamiliar the culture is to us, the more we are likely to misunderstand it.

Farivar (2009) discusses his exposure to American society, a culture that was in stark contrast to his native Afghanistan. He grew up in a tribal society where there were close family relationships. His cousins were his best friends. Outsiders were viewed with suspicion. Religion was a very large part of life, with prayers said several times per day. Men wore beards. Women's arms and legs were covered; there was no exposed skin.

Once he became a college student in America, the culture clash was quite extensive.

In Afghanistan, men would hold each other's hand. In America, this was not done, and such behavior was considered a sign of homosexuality. People wore shorts in warm weather with their arms and legs exposed. Few men had beards, and at his college, the wearing of his flat woolen pakol hat was not allowed in the classroom. He saw his roommates, naked bodies in the shower, something that would not occur in

Afghanistan.

Farivar's experience illustrates the adjustments necessary in dealing with two very different cultures. He learned from the experience of studying and working in the United States. From this experience, he was able to launch a career as a successful journalist, weaving together his Afghan and American experiences.

Name-calling is significantly negative and represents a substantial step toward the development of extensive prejudice. Derogatory names represent the prejudice that is behind their use. Using them also tends to shape our views of the people we use them about. Obviously, there is no place in a professional setting for name-calling. Doing so can set the stage for further negative behavior.

Be careful to avoid the "us versus them" syndrome. This can develop when dealing with distinctly different cultures, as well as the cultural differences between various groups in the work environment. It can also develop when enforcing rules upon a specific cultural group. Members of the group might not obey the rules, or may give the protection officer a hard time; leading to conflict that can be deemed cultural conflict. If there is the slightest inclination of prejudice present, it gets magnified through daily interactions. Continuously experiencing problems, such as noncompliance from a particular group, builds upon the existing prejudice.

Protection personnel in a shopping center may encounter elderly persons on a regular basis. Conflict may result when the elderly persons have different expectations than the younger security personnel. Security personnel at that same shopping center may also deal with youths who are members of particular ethnic groups. When the youths are of another ethnicity, it is quite easy to attribute any adolescent misbehavior as a product of that ethnic background, rather than a general conflict due to age and immaturity.

Other groups within the work environment may be those established not due to race, ethnicity, age, or gender, but, rather, their job status or function. Students, guests, contractor employees, visitors, and so on are all categories of facility /environment users that may be the subject of prejudice by security personnel.

There are many negative behaviors that may occur due to discrimination. A concern for American police and security forces is racial profiling. This is the targeting of an individual because of their race, skin color, religion, or appearance. Police officers have been accused of stopping a disproportionate number of African American men for traffic violations, which has come to be known as the offense of "driving while Black." Retail loss prevention agents have also been known to focus on African American shoplifters. An old scheme used by some professional shoplifters was the "salt and pepper" team. This consisted of a white and a black shoplifter. The African American shoplifter was watched by the retail security personnel. This served as a diversion and allowed the white team member to steal.

Magill (2003) found that racial profiling by retail loss prevention staff was counterproductive for several reasons. One was that, if customers from a certain demographic group felt as though they were discriminated against, they would avoid shopping in that store. Many good customers would be lost. Additionally, there is the threat of a civil suit due to discrimination claims. This can be a substantial loss, as the attendant legal costs and negative publicity may be quite extensive. Perhaps more importantly, focusing on a particular ethnic group deprives the investigator of professional objectivity. The reality is that people from all cultures steal. Focusing on only one group takes the agent's attention away from those who are actually stealing.

Obviously, prejudice against one group of people is due to the convergence of many factors. Reinforcement of prejudice by coworkers and supervisors can play a role. So, too, can working long hours where one becomes tired and irritable. Intense exposure to uncooperative persons is another. An obvious example of this would be a protection officer working at a demonstration or strike.

Another concern regarding the development of an "us versus them" workplace subculture is the abuse of force. When one does not understand another and is frustrated, there may be a temptation to use more force than is necessary. When one dislikes someone due to their membership in a particular group, there is a tendency to use force. And when one is afraid of someone because of what they do not understand, applied force may be driven by fear of the unknown — not for any legitimate reason.

All of these factors may magnify prejudice the officer has. Without the presence of prejudice in the first place, the factors may not be as significant. Quite simply, the presence of prejudice is where the problem begins.

An individual must recognize that they have prejudice concerning different groups of people. Once they recognize their preconceived notions, they can take the time to educate themselves to break that mental barrier. We live in an age where knowledge and education are readily available to us, and for free! There is no excuse for not knowing or understanding those who may be different than we are, be they of different races, religions, ages, or cultures.

An individual can prepare for encountering another culture by doing homework on that culture. This will help the individual to become comfortable with it and know what is or is not offensive. Cultural awareness is the key to good human relations. Studying the history of other cultures is a good start. History helps to explain why a group of people think as they do, and why they have the customs they do. Holidays and celebrations generally mark an event of historical significance. Knowing about the holidays and what they represent offers a clue to understanding a culture.

**GLOBALIZATION**

Globalization is the inevitable intertwining of cultural expansion and economic development. It is also the generational relative of industrialism and colonialism, which preceded it and had a similar impact on the world. Globalization, then, is not entirely new, but it is taking a new form.

The search for global markets has meant that business has moved into different countries. This was initiated to a large degree by the development of standard-size shipping containers. These containers became increasingly common in the decades after the 1950s. Their use revolutionized commercial shipping. Before the advent of containers, shipping was expensive in terms of man-hours and time in rail terminals, trucking facilities, and ports. Once all of the cargo was handled in a container, moving it from truck to rail car, or ship to truck, was much simpler. Note that the use of the containers also reduced the incidence of pilferage. Loss due to both waste (time) and crime (theft) was reduced.

Once the use of standard-size containers became a universal practice, the cost of shipping dropped dramatically (Krepinevich, 2009). Just-in-time manufacturing also took hold. This method works by only manufacturing items when they are needed. Waste in warehousing costs was reduced. Combined with the just-in-time manufacturing, reduced shipping costs also increased the efficiency of supply and manufacture. Inventory levels and costs were reduced. Manufacturers began to shop around to see where they could obtain parts more cheaply.

As a result, global supply chains developed. This pushed the world toward a global economy. The Internet pushed it even further, with electronic commerce occurring almost instantaneously throughout the world at a very low cost.

A global economy creates a series of interdependencies. One aspect of asset protection is a focus on supply chains. Supply chains are increasingly complex. The finished product consumed by an end user is manufactured in different places around the globe. Raw materials may come from one country. They are then shipped to another, where they are processed or refined and even assembled. They may then go to a third country, where the distribution chain begins. Obviously, there are innumerable opportunities for interruptions in the global supply chain. Cargo theft, hijacking, piracy, major storms, civil unrest, labor disputes, and so on are all concerns. They move the focus of business — and security — to an international level.

Corporations have sought out partnerships with foreign entities. There are varied reasons for doing this besides reduced shipping costs. Better service of a local market may be one factor. Cheaper manufacturing costs may be another. The presence of large markets and economic growth also propels global trade. Economies in some countries are expanding quite rapidly. Some Asian countries offer a steadily increasing number of customers for various goods and services. Businesses see the future customers and reach out to them. Partnerships, contracts, and the opening of overseas facilities are the natural consequence.

Globalization is not limited to the commercial arena. Politically and militarily, there is a globalization trend taking place. The need for energy sources, such as oil and natural gas, fuels an international interest by foreign countries that depend on those commodities. Precious minerals also create a need for stable relations between the countries that have the minerals and those who use them in manufacturing. As one country develops an interest in what is occurring in another country, it may station troops there, train the host country's armed forces, and so on. The fight against terrorism requires some degree of military presence in other countries so that the local situation can at least be monitored.

Failed states that are rife with poverty, large numbers of unemployed young men, and the right motivation (religious, political, charismatic leadership, etc.) may become breeding grounds for terrorism. The upsurge in piracy on the seas is also caused, in large part, by high unemployment; indeed, pirates have historically been out-of-work mariners. With globalization, there will be economic growing pains underwritten by cultural differences. There are also the wounds inflicted by industrialism and colonialism. Some developing countries have a bad taste in their mouths from the days when they were exploited by another power. We must study their history and appreciate their perspective.

**WOMEN IN PROTECTION**

Women have played some significant roles in policing and security over the years. They have also, however, faced a tremendous amount of prejudice. In policing, women were often given jobs dealing with female prisoners or juveniles. In some security applications, they were used as receptionists. They have experienced "the glass ceiling" in terms of promotion: failing to rise in the ranks due to discrimination and lack of access to male colleagues in personal social settings (the men's room, the locker room, etc.). Child care responsibilities have also impeded their progress, in some instances.

Fortunately, women have made tremendous strides within society as a whole, assuming leadership positions in both government and corporate organizations. Nonprofit organizations often have women at the helm. The International Association of Chiefs of Police has had a female president. Over the years, ASIS International has had several female presidents.

Allan Pinkerton, founder of the Pinkerton National Detective Agency, employed the first female investigator in the Western world. Kate Warne worked for the agency beginning in the late 1850s. She was instrumental in solving many cases and was Pinkerton's "right-hand man," so to speak. Pinkerton saw that women could play roles that men could not. He used women in surveillance and undercover operations. A woman can pose as a secretary or administrative assistant in a protective service detail. Females can also assume planning roles in executive/ VIP protection. They can coordinate trips, do advance work, and so on.

Women have faced discrimination, but are increasingly taking on leadership positions in protective service. There have been recent movements to utilize women in protective roles. One of these is as door supervisors in nightclubs. While the traditional brawny male is what most people expect, a woman can easily check identification; greet customers, and control access. In a similar vein, women can relate to females better than men. The U.S. Army has developed a female unit in Afghanistan for this very purpose. The female unit can obtain better intelligence than a male unit would if they attempted to converse with women. In 2009, the International Foundation for Protection Officers trained the first female security officers in the Kingdom of Saudi Arabia.

**SEXUAL HARASSMENT**

One type of discrimination that females face is sexual harassment. Sexual harassment in the workplace is nothing new. In years past, the classic type of harassment, known as quid pro quo, occurred quite often. It was where sexual favors were requested in exchange for a promotion, pay raise, better assignment, improved work resources, and so on.

Obviously, this was and is wrong. What has transpired is that another, more common type of sexual harassment, known as "hostile environment" has emerged. This occurs when someone is subjected to offensive language, drawings, and so on. They may get offensive e-mails or see pornographic Web sites being viewed by others in the workplace. Sometimes, a hostile environment takes the form of jokes and banter around the workplace. In traditionally male-dominated workplaces, this is a common problem. People say things that are offensive, sometimes with the knowledge that they are doing so, and sometimes unintentionally. In some cases, the creation of a hostile environment is unintentional, and in other cases, it is deliberate.

A simple test of whether or not behavior or language is offensive is to ask these four questions:

1. Would I feel comfortable if my behavior was on the six o'clock news?
2. Would I want my wife, sister, or mother to hear what I am about to say?
3. Would I want the joke or remark I am about to say to be written down or videotaped?
4. Would I be embarrassed to discuss my language or behavior with my supervisor or someone else in management?

It is sound practice to become familiar with your organization's sexual harassment policy and complaint procedure. This helps to prevent violating the policy, as well as being able to play the proper role with the policy. Someone may tell a security officer about an incident of sexual harassment. It may also occur that someone will mention a suspected sexual harassment that they think has happened to someone else. Knowing the policy is essential. Following proper procedure is the next step.

Sexual harassment is a civil wrong under federal and state laws. It is a form of discrimination, but may also be pursued as a tort action (assault and/or battery) in some extreme cases. While, in general, the liability attaches to the employer as a form of discrimination, in some instances, the person doing the harassing can also be charged with one of the above-named tort actions.

Note that in cases in which the harassment has been ongoing and the employer did not take adequate steps to resolve it, the amount of monetary damages can be quite extensive. Judgments in the millions of dollars have been awarded in cases in which there has been a long-standing or widespread pattern of harassment going on. The negative publicity surrounding such large awards drives employee recruitment costs higher. It also negatively impacts attracting new customers to the organization.

**EFFECTIVE COMMUNICATION**

Effective communication is a useful tool for any protection officer who wants to further their professional development. Effective communication can serve to resolve a conflict, provide personal direction, or educate others. Educating personnel in the work environment becomes increasingly important as new concerns and threats emerge. Security and safety awareness is a dynamic, ongoing process that calls on officers to send the right messages.

When communication is used correctly, an officer can gain the trust and respect of their audience, while delivering a message that may be detrimental to the receiver. This is what makes the communication "effective." Officers do not have to be the most articulate, charismatic individuals in order to communicate effectively, but must exhibit confidence while communicating their message. In a multicultural environment, it is important that the officer also use inclusive language, which means using language or speech that is comprehensive and makes the audience feel comfortable with the communicator. This will build a level of comfort with the audience. The officer also must use a filter when communicating with one or multiple individuals. In other words, communicate with a sense of impartiality and use terminology that is not offensive or discriminatory. The protection officer's ability to effectively communicate will also be enhanced by active listening. It is imperative that an officer is able to listen to their audience attentively in order to communicate properly. If not, either the officer or the audience might misunderstand what is being communicated, which can lead to distrust of parties on either side.

**ETHICAL BEHAVIOR**

The concept of ethics is valuable in the security industry, and displaying ethical behavior in the workplace will provide a protection officer with a reputation of being respected, both internally and externally. This does not mean that any given outcome will always be positive in nature, but it does imply that the officer will take the appropriate ethical steps to determine the outcome.

Ethical behavior is also important to be successful in a multicultural workforce. A protection officer will benefit by following the ethical code of their organization, or cultivating their own beliefs, so long as they are in line with the value system of their employer or client. They should be discouraged from using a personal ethical code if those "ethics" will result in discrimination against a class of people. Ethical behavior takes professional courage, self-accountability and the ability to manage relationships on all levels. Ethical behavior does not only mean self -governance; a protection officer may find him or herself in a situation where he or she has to account for a colleague's ethical (or unethical) actions. The ability to provide ethical sustenance to coworkers may also be a measurement of an officer's own ethical behavior.

One particular aspect of ethics and diversity revolves around the "war on terror." Persons suspected of terrorist activity, or of simply sympathizing with terrorists, may be mistreated.

Police and security personnel believe that they are involved in helping society at large, and generally, they are. Unfortunately, they may use this concept of the greater good to justify discriminatory, unethical, or illegal actions. At times, a dose of empathy can be applied to gain perspective. Putting oneself in the other person's shoes may help provide some perspective of fairness.

**CUSTOMER SERVICE LEADERSHIP**

Countless individuals will rely on a protection officer to provide them with some form of protection. The greatest asset is the customer, as they are the sole reason for an officer's professional existence. In a multicultural world, leadership ability can determine if the officer has the aptitude and capacity to protect that asset.

The customer does not always have to be right, but the customer must always be protected. There is a vast difference between an officer who manages situations and an officer who leads through situations. Often, an officer who manages attempts to apply the same systematic approach to each customer's issue; an officer who leads is able to assess a situation, explore various options, and then come to a solution to fit that particular issue.

The officer must listen well, assess the issue, and then find a path toward resolving it.

They must lead the customer to a solution. Leadership, particularly when applied to customer service, is partnership. True leadership is for the benefit of the followers, not that of the leaders (Ortmeier, 1999).

Solving a problem for some protection officers can be an issue in itself. If you find yourself in a situation where your experience and/or training still do not provide you with the solution to an issue, find someone who can help lead you to the solution. Part of being a leader means locating resources to make up for one's own deficiencies. By no means does this negate who the officer is, as a leader or protection officer, but it demonstrates that they have the wherewithal to provide their customer with the service that they committed to.

Another key to customer service leadership is availability. Due to silos, it can be difficult for a protection officer to meet the needs of his or her customer. A silo is an intangible barrier created by an individual that prohibits them from being exposed to new ideas or experiences. Silos can create barriers in communication between individuals or departments, which can lead to impotent and ineffective relationships. Often, silos are created to protect traditional processes, procedures, or beliefs, but unbeknownst to the silo builder(s), they are stymieing their own development. It is important to remember that silos can lead to individuals or departments becoming obsolete as they willingly reject what is necessary for personal or professional preservation.

Security is the "grease in the machine" — it touches all parts of the organization and helps it to run more smoothly. When assets are protected, investigations are initiated, or emergencies are responded to, security personnel work across department lines. Obviously, there is no room for a silo.

**SUMMARY**

Security personnel are obligated to help and protect all persons in their work setting. They cannot prejudge people or discriminate against them. A customer is a customer, an employee is an employee, and a victim is a victim. A person needing assistance is just that; they need help. It must be given promptly and professionally. That is what professional protection officers do: they help.

Discriminatory behavior toward others is unprofessional and unproductive. It is therefore unacceptable. The bottom line of human relations is: Treat people the way that you would want to be treated.

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| **EMERGING TRENDS** |
| More employers want a diverse workforce. This is evidenced by recruitment efforts, the establishment of positions such as Diversity Director, and so on. At the end of the day, most of us will work in or with organizations that are more diverse than at present. Protection officers, particularly those employed by security service firms, are expected to be better at customer service. There is a greater appreciation of the role that protection officers play in dealing with the public, specifically diverse groups of people. Immigration trends demand that officers be able to work with groups from other countries. Demographic trends mandate that protection officers be able to relate to the elderly and the disabled. Legal protection for members of certain groups is expanding, and will likely continue to do so. This protection may take various forms, such as recognizing a new minority as a protected group. It may occur at the municipal or state level, as well as the national or federal level. A city may add gay persons as a protected group. A state human relations commission may begin to recognize discrimination against those with disabilities. Hate crime legislation is but one example of expanded legal consequences for discriminatory behavior. After the assassination of Martin Luther King Jr. in 1968, laws were enacted in almost all states that increased penalties for crimes committed as a result of hatred against people based on ethnicity or religion. U.S. President Barack Obama signed hate crime legislation that extended coverage to people based on sexual orientation in October 2009. This legislation expands federal hate crimes to include those committed against people due to their gender, sexual orientation, gender identity, or disability. With the increasing demand for professional officers in metropolitan settings, it is necessary for today's protection officer to be well educated and astute to the issues surrounding the audience that they protect. To maximize their skills, officers will have to acknowledge that "future policing in large part will depend on the type of society being policed — the social, economic, and political realities and, in more-developed countries, the technological sophistication of the populace" (Stephens, 2005, p. 51). Awareness of this will help professional officers to better oversee populations that they protect, especially those that are culturally diverse. Education is the key and is an emerging trend in today's security society. The educational standard for professional officers is increasing, and more training is being provided to professional officers to prepare them for their roles in the community. This includes diversity training. When it comes to emerging trends, some experts focus specifically on growing technologies. The use of technology in a multicultural world will impact many areas, whether used for protecting the public, educating officers, or preventing crime. According to law enforcement professional Tom Cowper, "Technology will create a rapidly changing social environment to which police will have to adapt. At the same time, technology will permit radical new policing methods, systems, and processes that police will have to envision, create, incorporate, and learn" (Stephens, 2005, p. 51). This will be of importance as protection officers identify trends and cultural similarities in order to protect the innocent. This should, by no means, provide a protection officer with a "license" to culturally profile individuals; technology should be used as a tool to secure those investing in the services of professional officers. The new tools must be used ethically. Supply chain security is a rapidly growing area for both corporations and governments. In a global economy, supply chains become longer and more complex. Security personnel working in some aspect of supply chain protection are likely to increase in number due to the effects of terrorism, organized crime, piracy, political upheaval, and natural disasters.  |

**SECURITY QUIZ**

1. In a multicultural world, what type of language must a protection officer use to gain the trust of their audience?
2. Invasive
3. Inclusive
4. Inquisitive
5. Terse
6. The protection officer's ability to effectively communicate will also be enhanced by \_\_\_\_\_\_listening.
7. Active
8. Effective
9. Selective
10. All of the above
11. In a multicultural world, leadership ability can determine if a protection officer has the aptitude and capacity to protect their customer.
12. True
13. False
14. Future policing will depend in large part on the type of society being policed — the\_\_\_\_\_\_\_ , \_\_\_\_\_\_\_\_\_\_,\_\_\_\_\_\_\_\_\_ realities and, in more developed countries, the technological sophistication of the populace.
15. Situational, intellectual, and familial
16. Ethical, political, and multicultural
17. Legal, societal, and personal
18. Social, economic, and political
19. Globalization has grown largely due to the lowering of shipping costs.
20. True
21. False
22. Sexual harassment has traditionally taken the form of a hostile environment.
23. True
24. False
25. Women in protection are taking on more leadership roles than ever before. There is, however, a \_\_\_\_\_\_\_ ceiling that prevents them from being promoted beyond a certain level.
26. Raised
27. Glass
28. Plastic
29. Acoustic
30. The first female investigator was Kate Warne.
31. True
32. False
33. Racial profiling in retail is counterproductive as it:
34. May alienate customers who belong to the group being watched
35. Take the loss prevention agent's attention away from actual thieves
36. May result in civil litigation
37. All of the above
38. Supply chain security is a rapidly growing area for both corporations and government.
39. True
40. False