



POWERED BY THE LOSS PREVENTION FOUNDATION

LPCertified (LPC)

The **LPCertified (LPC)** is a certification designed as advanced education for loss prevention management and executives hoping to further their career in the loss prevention field. **LPC** was designed with the input from 300+ professionals from more than 130 of today's leading retail and solution provider companies. To earn this certification you must pass the LPC proctored exam (200 multiple choice questions).

The LPC prep course is composed of 6 courses, 37 chapters, more than 1400 pages of text with curriculum focused on Leadership Principles, Business Principles, LP Operations, Safety & Risk Management, Crisis Management and Supply Chain Security. Each course includes section review questions, practical applications, and a practice exam at the end of the prep course. The course is delivered 100% on-line, includes video demonstrations & pictures. It is self-paced with no hard copy or CD. A study gopher allows for note taking which can be printed. Completion time is approx. 60 hours.

Course 1 **Leadership Principles**

- People Leadership
- Ethical Standards
- Personal Development
- Building and Leveraging Partnerships
- Effective Working Relationships
- Specialty Management

Course 2 **Business Principles**

- Building an Effective Program
- Financial Analysis and Accounting
- Building Operating Plans and Budgets
- Managing Vendor Resources
- Protection of Critical Data and Privacy
- Facial Recognition for Retail
- Dealing with Labor Unions
- Principles of Regulatory Guidelines

Course 3 **Loss Prevention Operations**

- Components of an LP Program
- Investigations
- Data Analysis
- Operational and Shrink Controls
- Organized Retail Crime
- Pharmacy
- Grocery
- Restaurants | Food Service
- Convenience Stores
- Advanced Interviewing Techniques

Course 4 **Safety and Risk Management**

- Safety Management
- Safety Reporting & Requirements
- Risk Management
- Insurance & Liability

Course 5 **Crisis Management**

- Crisis Preparedness
- Crisis Response
- Business Continuity/Crisis Recovery
- After Action Reviews
- Resources and Relationships
- Pandemic Response

Course 6 **Supply-Chain Security**

- The Flow of Merchandise
- In-transit Potential Opportunities for Loss and Security Measures
- DC Potential Opportunities for Loss and Security Measures
- Compliance
- Supply Chain Glossary of Terms

Serving the Loss Prevention Industry

The Loss Prevention Foundation (LPF) is an international leader in educating and certifying retail loss prevention and asset protection professionals. LPF's mission is to advance the retail loss prevention and asset protection profession by providing relevant, convenient and challenging educational resources. LPF is responsible for administering the industry's only internationally sanctioned LP credentials: LPQualified (LPQ) and LPCertified (LPC). LPF is also focused on driving more talent to the industry from colleges, universities, military and law enforcement through its Academic Retail Partnership Program and its Military Discount Program.



LPCertified Certification Program

Course 1 – Leadership Principles

101. People Leadership

101A. Leadership Principles

101B. Investing in Talent

- 1) Sources of Candidates
 - a) Internal Candidates
 - b) The Internet & Other Media Outlets
 - c) Networking
 - d) Job Fairs
 - e) Internal Recruiters
 - f) Executive Search Firms
- 2) Selecting Candidates
- 3) Securing Candidates

101C. Commitment to Training & Development

- 1) Coaching
 - a) Individual
 - i. Feedback Skills
 - ii. Establishing a Positive Action Plan
 - b) Team
- 2) Employee Counseling

101D. Mentoring Principles

- 1) Types of Mentoring
 - a) Informal Mentoring
 - b) Supervisory Mentoring
 - c) Situational Mentoring
 - d) Formal Mentoring Programs
- 2) Looking Up and Down
 - a) Identify Mentors
 - b) Being a Mentor

101E. Commitment to Performance Management Principles

- 1) Goal Setting
 - a) Key Metrics
 - b) Alignment with Company Values
 - c) Developmental Goals
 - i. Establishing Team Goals



- ii. Establishing Individual Goals
 - d) How to Establish an Environment of Accountability
- 2) Reviews
 - a) Approaching the Assessment
 - b) Writing the Appraisal
 - c) Delivering the Review

101F. Principles of Succession Planning

- 1) Forecasting Growth & Turnover
- 2) Planning
- 3) Depth Chart
- 4) Continual Assessment
- 5) Opportunities
- 6) Evaluating Talent
- 7) Retention

101G. The Value of a Diverse Workforce

- 1) The Importance of Building a Diverse Workforce
 - a) How Diversity Helps To Maximize Performance
 - b) Cultural Assessment
- 2) Identifying Components
- 3) Recruiting For Diversity

2. Ethical Standards

102A. Ethical Standards

102B. Personal Standards

- 1) Leading by Example

102C. Corporate

- 1) Implementing Ethical Standards in the Workplace
- 2) Conflicts of Interest
- 3) Confidential Information
 - a) Proprietary Information
 - b) Investigative Information
 - c) Financial Information
 - d) Acquiring & Using Information about Others
- 4) Falsifying Company Records
 - a) Expense Reports
- 5) Insider Information & Insider Trading
- 6) Unauthorized Use of Equipment & Software
 - a) Internet Usage
- 7) Human Resources Management



- a) Equal Employment Opportunity
- b) Harassment Issues
- c) Privacy Issues
 - i. Employee Privacy
 - ii. Investigations
 - iii. Covert Surveillance
- d) Drug Free Workplace
- e) Fraternization

102D. Sarbanes Oxley

102E. Health Insurance Portability & Accountability Act (HIPAA)

- 1) The HITECH Act
- 2) HIPAA Omnibus Final Rule

102F. Loss Prevention

- 1) The Premise of Ethical Conduct

102G. Interpersonal Behavior & the Way We Treat Each Other

102H. The Way That We Treat Our Business Partners

- 1) Gifts & Other Business Courtesies
- 2) Fair Competition & Antitrust Laws
- 3) Ethical Competition
- 4) Protection of Business Information

102I. Ethical Courage

- 1) How to Act

3. Personal Development

103A. Personal Development

103B. Transition from Manager to Leader

- 1) Devising a Plan that Leads to Success

103C. Networking

103D. Continuing Education

- 1) Colleges, Universities & Technical Programs
- 2) Internal Training Programs
- 3) Third Party Programs
- 4) Online Instruction



103E. Professional Organizations

103F. Industry Certifications

103G. Organized Retail Crime Associations

103H. Self-Discovery / Self-Assessment / Insight

- 1) Self-Acceptance
- 2) Self-Confidence / Self-Esteem
- 3) Work-Life Balance

103I. Community Involvement

103J. Community Service

4. Building And Leveraging Partnerships

104A. Internal / Organizational Partnerships

- 1) Operations
- 2) Merchandising
 - a) Merchants / Buyers
 - b) Visual Merchandising / Display
- 3) Human Resources
- 4) Distribution Center & Supply Chain
- 5) Information Technology
- 6) Marketing
- 7) Legal
- 8) Senior Management
- 9) Executive Officers
- 10) Board Members
- 11) Real Estate / Property Management
 - a) Real Estate
 - b) Store Design
 - c) Store Planning
 - d) Construction & Building Services
- 12) Internal Audit
- 13) Public Relations
- 14) Finance / Accounting
 - a) Inventory Control
 - b) Financial Audit
 - c) Credit Card / General Accounting Services

104B. External Partnerships

- 1) Law Enforcement & First Responders



- 2) Peers
- 3) Regulatory Agencies
- 4) Vendors & Contractors
- 6) Media
- 7) LP Consultants
- 8) Customers

5. Effective Working Relationships

105A. Effective Working Relationships

105B. Skills Sets

- 1) Negotiating
 - a) The Value of Compromise
- 2) Effective Communication
 - a) Non-Verbal Communication
- 3) Writing Skills
 - a) Using Email
 - b) Text Messaging
- 4) Active Listening
 - a) Paraphrasing
 - b) Mirroring
 - c) Active Listening - Clarifying
- 5) Public Speaking
 - 6) Verbal Skills
 - a) Verbal Presentation
 - b) Focus on the Positive

105C. Becoming a Better Business Partner

- 1) Marketing / Promoting Your Department / Programs
 - a) Building a Business Case
 - i. Understanding the Numbers
 - ii. Strategic Planning
 - iii. Forecasting
 - b) Adding Value

105D. Business Savvy

- 1) Understanding Operational Impact
 - a) Good Customer Service = Good Loss Prevention Practices
 - b) Good Operational Practices = Good Loss Prevention Practices
 - c) Good Human Resources Practices = Good Loss Prevention Practices
 - d) Good Merchandising Practices = Good Loss Prevention Practices
 - e) Good Housekeeping Practices = Good Loss Prevention Practices



- 2) Tailoring Your Message to Your Audience
- 3) Setting LP Goals to Match Corporate Goals

6. Specialty Management

106A. Specialty Management

106B. Specialties in Loss Prevention

106C. Understanding the Role of Management

- 1) Staffing
- 2) Store Roles & Responsibilities
- 3) The Impact of Sales Volume vs. Shrink Performance
- 4) Store Design & Layout
 - a) Store Themes
 - b) Management of Floor Space
 - c) Store Layout
 - d) Other Design Issues

106D. Managing the LP Process

- 1) Variable Locations
 - a) Managing our Time
 - b) Travel Considerations
 - c) Communications & Follow-up
- 2) Managing a Different Team
 - a) Influence & Authority
- 3) Differentiation of the LP Role
 - a) Wearing Multiple Hats
 - b) Influence in the Stores
- 4) The Importance of Broad-Based Training
 - a) Explaining the “Whys”
 - b) Applying the “Hows”
- 5) Technology

106E. The Focus of Loss Prevention

- 1) Determining the Type of Program
- 2) Building Relationships
- 3) Influencing Change
- 4) Target Store Programs



LPCertified Certification Program

Course 2 - Business Principles

201. Building An Effective Program

201A. Building an Effective Program

201B. Historical Perspective

- 1) Company
 - a) The Numbers
 - b) The Programs
 - c) The Tools
 - d) The People
- 2) Industry
- 3) Understanding Your Business Trends/Changes
 - a) Company Initiatives That Impact Shrink
- 4) Demographics
- 5) Analysis

201C. Developing Partnerships

- 1) Management Buy-In
- 2) Associate Buy-In
- 3) Vendors

201D. Resources

- 1) Physical & Organizational Structure
- 2) Technology
- 3) People
- 4) Delivery Methods
 - a) Communication
- 5) Internal vs. Outsourcing

201E. Partnerships in Education

- 1) Training the Masses
- 2) Awareness Programs
- 3) Training the LP Team
- 4) Enhanced Focus
 - a) Based on Shrink Trends
 - b) Based on Shrink Locations

201F. Vision and Accountability

- 1) Sustainability



- 2) Measurement
- 3) Incentives/Rewards
- 4) Continuous Process of Q & A

2. Financial Analysis & Accounting – The Tools

202A. Financial Tools

202B. Financial Statements

- 1) Balance Sheet
- 2) Income Statement / Profit & Loss Statement
- 3) Cash Flow Statement
- 4) Annual Reports

202C. Accounting Concepts

- 1) Generally Accepted Accounting Principles (GAAP)
- 2) Accrual vs. Cash Accounting
 - a) Cash-Basis Accounting
 - b) Accrual-Based Accounting
 - c) Why Method Matters
- 3) Depreciation
- 4) Accounting for Leases
 - a) Types of Commercial Real Estate Leases
 - i. Gross Lease
 - ii. Net Lease
 - iii. Land or Ground Lease
 - b) Types of Equipment Leases
 - i. Simple Leasing
 - ii. Closed-End Leasing
- 5) Forecasting
 - a) Quantitative Forecasting
 - b) Qualitative Forecasting
- 6) Capital
 - a) Return on Investment (ROI)
- 7) Expense

202D. Shrink

202E. Inventory Accounting Principles

- 1) Physical Inventory
 - a) Book Inventory
 - i. Periodic Inventory System
 - ii. Perpetual Inventory System
 - iii. Cycle Counts



- b) Inventory Reconciliation
- 2) Retail / Cost Inventory Accounting
 - a) Cost Inventory Accounting
 - b) Retail Inventory Accounting
- 3) Markdowns
 - a) Markdown Optimization Management
 - b) Capturing Markdowns

3. Building Operating Plans (A.K.A. Budgets)

203A. The Art of Budgeting

203B. The Budgeting Process

- 1) Review Previous Performance
- 2) Establishing Goals & Objectives
- 3) Defining Categories & Estimating Costs
- 4) Budget Review & Approval

203C. Budget Functions

- 1) Planning/Forecasting
- 2) Coordinating
- 3) Communicating
- 4) Contingency Planning
- 5) Monitoring/Scheduled Reviews/Adjustments

203D. Types of Budgets

- 1) Short Term vs. Long Term Budgets
- 2) Rolling vs. Fixed Budgets
- 3) Operating Expenses
 - a) Payroll Expenses
- 4) Declining Balance Method of Depreciation
- 5) Incremental Budgeting
- 6) Zero Based Budgeting

203E. Capital Budgeting & Investments

- 1) Planning & Process

203F. Glossary of Terms

4. Managing Vendor Resources

204A. Vendor Management

204B. The Role of Vendors



- 1) Services/Support
 - a) Recurring
 - b) Intermittent
 - c) Expert
- 2) Technology /Hardware
 - a) Data Security

204C. Managing Relationships

- 1) Professional
- 2) Conflicts of Interest
 - a) Gifts & Other Business Courtesies
- 3) Metrics for Evaluating Vendors

204D. Procurement

- 1) Identifying The Need
- 2) Finding The Right Solution
 - a) Testing Programs
 - b) Trade Shows
 - c) Peers
- 3) Educating the Vendor
- 4) Request For Proposal (RFP) Process
 - a) Specifications
 - b) Reverse Auctions
- 5) Contracts
 - a) Set Expectations
 - b) Legal Coordination/Considerations

5. Protection of Critical Data & Privacy

205A. Data Protection & Privacy

205B. The Need for a Data Security Policy

- 1) Good Practices in Daily Activities

205C. Physical Security

- 1) Access Control
 - a) Computer Operating Systems
 - i. Identification & Authentication
 - ii. Authorization
 - iii. Accountability
- 2) Data Centers
 - a) Physical Controls
 - b) Defense in Depth
 - c) Common Tools



- i. Access Tools
 - ii. Camera Systems
 - iii. Security Guards
 - iv. Sensors & Alarms
 - v. Visitor Control
- 3) Document Retention & Destruction

205D. Data Security

- 1) Network Security
 - a) Data Breaches
 - b) Finding the Weakest Link
 - c) Types & Sources of Network Threats
 - i. Denial of Service Attacks
 - ii. Unauthorized Access
- 2) Internal/External
- 3) Wireless Data Protection Issues

205E. Safeguards

- 1) Regulations
- 2) Implementing Best Practices for Network Security
- 3) Backup & Recovery
- 4) Auditing/Testing

205F. Privacy

- 1) Health Insurance Portability & Accountability Act
 - a) Protection of Medical Information
 - b) HIPAA Omnibus Final Rule
- 2) Consumer information
 - a) PCI (storage of credit card number or personal information)
 - i. What Does It Stand For?
 - ii. Protection of Cardholder Data
 - iii. Implement Strong Access Control Measures
 - iv. Restrict Physical Access to Cardholder Data
 - v. Maintain an Information Security Policy
 - vi. Compliance & Non-Compliance
 - vii. PCI Is Here to Stay
- 3) Employee Records

6. Facial Recognition for Retail

206 A. Facial Recognition

206 B. History of Facial Recognition Software



206 C. How Facial Recognition Is Being Used in Retail

206 D. How Facial Recognition Systems Work

- 1) System Training and Accuracy
- 2) Data Collection and Processing
- 3) Alerting and Match Probability Scoring

206 E. Biometric Data Privacy

206 F. Retail Data Collection, Processing, Access and Security

- 1) The Importance of Establishing Clear Data Enrollment Guidelines
- 2) Controlling Data Access
- 3) Data Encryption

206 G. Match Alerts, Verification and Approaches

- 1) The Importance of Establishing a Human Match Confirmation
- 2) The Importance of Establishing Clear Alerting Language

7. Labor Unions and the Workplace

207A. Labor Unions

207B. Unionized Companies

- 1) The Role of Unions
 - a) Represent Labor
 - b) Weingarten Rules
 - c) Member Benefits & Collective Bargaining
 - d) Arbitration Process
 - e) Industrial Actions
 - f) Political Activity
- 2) Working Relationships
- 3) Negotiations
- 4) Picketing

207C. Union Organization Campaigns

- 1) The Process
- 2) The Role of Management

207D. Legal Guidelines

- 1) The National Labor Relations Act
- 2) Taft-Hartley Act
- 3) Lechmere vs. NLRB
- 4) Right to Work Laws



8. Principles of Regulatory Guidelines (high level relevance)

208A Regulatory Authority

208B Sarbanes-Oxley

208C Federal Sentencing Guidelines

208D Occupational Safety and Health Administration

- 1) Voluntary Protection Programs

208E Securities and Exchange Commission

- 1) EDGAR

208F Department of Labor

208G Federal, State and Local Regulations

208H Property Laws

- 1) Intellectual Property

208I NACHA - The Electronic Payments Association

208J Fair Credit Reporting Act

208K Department of Transportation

208L Americans with Disabilities Act

208M Drug Enforcement Administration

208N Environmental Protection Agency

208O Federal Trade Commission

- 1) The Bureau of Consumer Protection
- 2) The Bureau of Competition
- 3) The Bureau of Economics

208P National Labor Relations Board



LPCertified Certification Program

Course 3 - LP Operations

301. Putting Together the Components of an LP Program

301A. Building a Loss Prevention Program

301B. Principles of Writing an LP Program

- 1) Internal Structure
- 2) External
 - a) Mission Statements

301C. Building Awareness Programs

- 1) Designing the Program
- 2) Implementing the Program

301D. Resources

- 1) Professional Organizations
- 2) Vendors
- 3) Internet
- 4) Consultants
- 5) Past Company Contacts
- 6) Peers
- 7) Co-Workers/Company Insiders/Loss Prevention Personnel
- 8) Other Retail Companies
- 9) Governmental Agencies/Trade Associations/Academic Groups

301E. Budget Analysis vs. Needs

- 1) Zero-Based Budgets
- 2) Recurring and Non-Recurring Expenses
- 3) Budget Analysis & Needs

301F. Timelines, Accountability and Results

- 1) Goals
 - a) One Time Open Item
 - b) Recurring Items
- 2) Accountability
- 3) Results

301G. Training & Development

- 1) Training for Our Internal Team
- 2) Training for Those Outside of Loss Prevention



301H. Target Store Programs

- 1) High Risk vs. High Shrink
- 2) Initiating the Program

302. Investigations

302A. Investigation Introduction

302B. Types

- 1) Theft
 - a) Organized Retail Crime (Defined)
 - b) Cargo Theft (High Level)
 - c) Vendor (High Level)
 - i. Collusion
- 2) Fraud (Internal/External)
 - a) Tender
 - i. Employee Refund Fraud
 - ii. Customer Refund Fraud
 - iii. Under-ringing/Sweethearting
 - iv. Use of Counterfeit Currency
 - v. Credit Card Fraud
 - vi. Gift Cards
 - vii. Coupon Fraud
 - viii. Electronic Bank Transfer (EBT)
 - ix. Government Assistance
 - Food Stamps
 - WIC Program (Women, Infants & Children)
 - Family First Program
 - x. Commercial Account Incidents
 - b) Online Fraud Incidents
 - c) Identity Theft
 - d) Workers Compensation
 - e) Trademark Infringement/Brand Protection
- 3) Embezzlement
 - a) Kickbacks
 - b) Electronic Funds Transfer (EFT)
 - c) Payroll
 - d) Expense Fraud
- 4) Policy Violations (Liability Issues)
 - a) Misconduct
 - i. Inappropriate Material
 - ii. Harassment

302C. Tools, Techniques & Resources



- 1) Data Mining
 - a) Exception Reporting
 - b) Point of Sale
 - c) Internal Financial Reports
 - d) Shrink Query Reports
 - e) Trend Analysis
- 2) Specialized Investigative Teams
- 3) Internal Partnerships
- 4) External Partnerships
- 5) Electronics
 - a) Closed Circuit Television
 - i. Covert vs. Overt
 - ii. Internet Protocol Systems
- 6) Human Intelligence
 - a) Informant
 - b) Confidential Tip Lines
- 7) Computer Forensics

302D. Case Preparation & Presentation

303. Data Analysis

303A. Data Analysis

303B. Data Streams

- 1) Where to Find Information
 - a) Cash Register/POS Systems
 - b) Inventory Shrinkage & Reconciliation
 - c) Finance/Banking
 - d) Merchandise Planning/Stock Ledgers
 - e) Other Informational Resources

303C. Loss Prevention Performance Measures

- 1) Key Performance Indicators
- 2) Internal
 - a) Known Loss
 - b) Apprehensions
 - c) Point of Sale Performance
 - d) Shrink Numbers
 - e) Sales Performance
- 3) External

303D. Store Performance Reports

- 1) Audit Performance



- 2) Training/Awareness
- 3) Trends
 - a) Profit & Loss Statements
 - b) Balance Sheets
 - c) Gross Margin Reports
 - d) Comparable (Comp) Sales Reports
 - e) Employee Turnover
 - f) Cycle Counts
 - g) Shrink Performance Analysis
 - h) Marked Out of Stock/Damages/Markdowns
 - i) Inter-store Transfers

303E. Research Methods

- 1) Types
 - a) Pattern Recognition
 - b) Trend Analysis
 - c) Exception Reporting
- 2) Obstacles
 - a) Return on Investment
 - b) Problems with Statistics
- 3) Data Integrity

303F. Correlating and Validating

303G. Presenting Data

304. Operational and Shrink Controls

304A. Operational & Shrink Controls

- 1) The Importance of Operational Controls

304B. Audit Principles

- 1) How Audits Are Used
- 2) Factors for Success & Failure
- 3) Grading Audit Results

304C. Management Action Plans

304D. Common Types of Retail Audits

- 1) Financial Audits
- 2) Compliance Audits
- 3) Information Systems Audit
- 4) Investigative Audits
- 5) Operational Audits



- a) Point of Sale
- b) General Security Measures
- c) Systemic/Automated Controls
- d) Safety Audits
- e) Inventory Audits
- f) Receiving Audits
- g) Cash Office/Safe Audits
- h) Human Resources Audits
- i) Vendor Audits
- j) Merchandise Exposure Standards
 - i. SKU Level Analysis
- k) Store Design
- l) Source Tagging
- m) Fixtures/Cases
- n) Restraint Devices

304E. Audits as a Business Tool

305. Organized Retail Crime

305A. Organized Retail Crime

305B. Types

- 1) Cargo Theft Rings
- 2) Professional Shoplifters
 - a) Booster Operations
- 3) Credit Card Fraud Rings
 - a) Chip & Pin Technology
- 4) Counterfeiting Rings
- 5) Refund Fraud Rings
- 6) Burglary Incidents
- 7) Robbery Incidents
- 8) Cyber Crimes

305C. Cyclic Flow of Merchandise

- 1) Fence Operations
 - a) Flea Markets
 - b) E-Fencing
 - c) Re-packers
 - d) Brick & Mortar

305D. Cooperation & Partnerships

- 1) Networking with Peers
- 2) Law Enforcement



- 3) Professional Associations
- 4) Manufacturers

305E. Technology

- 1) The Retail Community
 - a) Database
 - b) Fixtures
 - c) RFID
 - d) Global Positioning System
 - e) Background Check
- 2) The ORC Network
 - a) How Do They Steal
 - b) Wireless POS Hacking
 - i. Mobile Point of Sale
 - c) Online Auction Houses
 - d) Portable Receipt Machines
 - e) Skimmers
 - f) Cell phones/Radios

305F. Preventative Measures

- 1) Awareness & Training
- 2) Internal Management
 - a) Using Only Approved/Certified Vendors
 - b) Supporting Efforts Through Tools & Technology
 - c) Merchandise Protection Standards
 - d) Product Management Plans
 - e) Improved Supply Chain Management
 - f) Prosecution Strategies
- 3) Investigative Strategies
 - a) Communication, Networking & Team Building
 - b) Team Training & Development
 - c) Building the Fundamentals
 - d) Documentation
- 4) Legislation & Community Action

306. Pharmacy

306A. Pharmacy

- 1) Risk and Reward

306B. Physical Security

- 1) Design
 - a) Physical Barriers



- b) Internal Layout
- c) Storage, Safes & Vaults
- d) Alarms
- e) Data Security
- f) Communications with Doctors
- g) Logs & Documentation
- 2) Access Control
- 3) CCTV

306C. Regulatory Compliance

- 1) State Guidelines
- 2) Inventory of Controlled Drugs
- 3) HIPAA
 - a) The HITECH Act
 - b) HIPAA Omnibus Final Rule

306D. Audits

- 1) Internal Audits
- 2) State Pharmacy Inspections
- 3) DEA Audits

306E. Investigations

307. Grocery Stores

307A. Grocery Stores Introduction

307B. Supermarket Basics

- 1) By the Numbers
- 2) Store Layout

307C. Grocery Store Safety

- 1) Slips, Trips, and Falls
- 2) Musculoskeletal Disorders (MSDs)
- 3) Mechanical Hazards
 - a) Personal Protective Equipment
- 4) Pharmacies

307D. Food Safety

- 1) Proper Hygiene
- 2) Proper Storage
- 3) Proper Refrigeration/Temperature Control
 - a) The Cold Chain
- 4) Product Tampering



5) Product Recalls

307E. Inventory Management

- 1) Inventory Turnover
- 2) Center Store
- 3) The Fresh Inventory Life Cycle
 - a) Stock Rotation
 - b) Conversion
 - c) Markdowns
 - d) Inventory Swell
 - e) Product Reclamation
 - f) Donations
 - g) Waste Barrel Processing
 - h) A Process for Everything
- 4) Scan-Based Trading

307F. Sale of Restricted Products

- 1) Alcoholic Beverages
 - a) Blue Laws
- 2) Tobacco & Vaping Products
- 3) Lottery Games
 - a) Compliance with Lottery Rules
- 4) Pseudoephedrine Sales

307G. Grocery Audits

307H. Merchandise Protection & Defensive Fixtures

- 1) Peg Hook Displays
- 2) Spring-Loaded Feeder Fixtures
- 3) Electronic Article Surveillance (EAS)
- 4) Security Bottle Caps
- 5) Anti-Theft Security Keepers

307I. Pest Management

307J. Grocery in the Digital Age

- 1) Online Grocery Services
- 2) Scan-and-Go Payment

308. Restaurants & Food Service



308A Restaurants & Food Service – An Introduction

- 1) Innovation is at the Core of the Business Model
- 2) The Business of Food Service

308B. The World of Restaurants

- 1) Quick Service
- 2) Fast Casual Dining
- 3) Casual Dining
- 4) Fine Dining

308C. Types of Ownership

- 1) Independent Ownership
- 2) Chains and Chain Ownership
- 3) Franchises
 - a) The Franchise Rule
 - b) General Types of Franchises
- 4) The Impact on the LP/AP Function
 - a) Consultant-Based LP in the Franchise Environment
 - b) Common Franchise Investigations
 - c) Brand Protection

308D. Restaurant Safety

- 1) Kitchen/Prep Hazards
 - a) Cuts & Punctures
 - b) Burns
 - c) Cold
 - d) Musculoskeletal Disorders/Lifting
 - e) Fire Safety
 - f) Slips, Trips, and Falls
- 2) Robbery Prevention
- 3) Delivery
 - a) Third-Party Food Delivery
- 4) Personal Protective Equipment - Non-Slip Shoes, Anti-fatigue Floor Mats

308E. Food Safety Requirements

- 1) The FDA Food Code
- 2) The Hazard Analysis Critical Control Point (HACCP) System
- 3) Required Food Safety Training Programs
- 4) Health Inspections
- 5) The FDA Food Safety Modernization Act
- 6) Food Preparation Standards
 - a) Food Storage



- b) Cleanliness & Sanitation
- c) Employee Hygiene
- d) Food Handling
- e) Personal Protective Equipment

308F. Alcohol

308G. Food Service in the Digital Age

- 1) Online/Mobile Delivery Services
- 2) Mobile Order / Mobile Payment
- 3) Mobile POS / Kiosks
- 4) Loyalty Programs
- 5) Loss Prevention Concerns in the Digital Age

309. Convenience Stores

309A. Convenience Store Overview

309B. Store Layout

309C. Convenience Store Safety

- 1) Slips, Trips, and Falls
- 2) Robbery Prevention & Response
 - a) The Store Checkout Counter
 - b) Access Control Systems
 - c) Security Enclosures
 - d) Crime Prevention Through Environmental Design (CPTED)
 - e) Robbery Response

309D. Food Safety

- 1) Grocery Products
- 2) Prepared Foods
 - a) Food Handling
 - b) The Prepared Food Life Cycle

309E. Fuel & Fuel Management

- 1) Fuel Safety
- 2) Card Skimming at Fuel Pumps

309F. Sale of Age-Restricted Products

- 1) Alcoholic Beverages
- 2) Tobacco & Vaping Products
- 3) Lottery Games
 - a) Compliance with Lottery Rules



309G. C-Store Service Programs

- 1) Youth Engagement
 - a) Positive Ticketing
 - b) StreetART Programs
- 3) AMBER Alerts
- 4) Crime Stoppers
- 5) Social Media

310. Advanced Interviewing Techniques

310A. Advanced Interviewing

310B. Rules, Policies & Guidelines

- 1) Monitoring and Measuring

310C. Preparation and Preliminary Considerations

- 1) Personality
- 2) Interviewer Selection
- 3) Witness Selection

310D. Case Closure

- 1) Focus Groups
- 2) Establishing Best Practices
- 3) Examining Existing Performance
- 4) Training
- 5) Feedback
- 6) Monitoring the Monitors

310E. Documenting the Admission

- 1) Types of Statements
 - a) Narrative
 - b) Question and Answer
 - c) Formal Statements
 - d) Audio or Video Recordings
- 2) Interrogator Control
 - a) Timing of Taking the Statement
- 3) The Statement Format
- 4) Protection of the Statement
- 5) Witnessing the Written Statement



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Course 4 – Safety & Risk Management

401. Safety Management

401A. Safety Management

401B. Senior Management Leadership

- 1) Commitment & Support
- 2) Policy
- 3) Published Statement of Policy
- 4) Establishing Culture

401C. Safety Committees

- 1) Corporate Level
 - a) Initiatives
 - b) Accountabilities/Compliance/Scorecards
 - c) Injury rates per: Man-hours/Sales/Rankings
 - d) Broad based Analysis/Trends
 - e) Seasonal Safety Action Plans
- 2) Location Level
 - a) Analysis and Trends
 - b) Hazards – Action
 - c) Compliance to Policy / Program
 - d) Inspections

401D. Program Elements

- 1) Written Manuals
- 2) Established Processes
 - a) Communication
- 3) Compliance
 - a) Audits
 - b) Inspections
- 4) Identifying Hazards/Behaviors
 - a) Ergonomics
 - b) Falls
 - c) Impact Injuries
 - d) Mechanical
 - e) Electrical
 - f) Heat & Temperature
 - g) Chemicals & Toxins



- h) Noises & Vibrations
- i) Pressure Hazards
- j) Biohazards
- k) Explosives
- l) Fire
- 5) Training/ Education
 - a) New Hire
 - b) Management
- 6) Awareness
- 7) Performance Measurements
 - a) Frequency/ Rates
 - b) Standards/Compliance
- 8) Focus/Target Locations or Positions
 - a) Initiating the Program

402. Safety Reporting & General Requirements

402A. Safety Reporting & General Requirements

402B. OSHA

- 1) Reporting Requirements
- 2) Inspections
 - a) Inspection Priorities
 - b) The Inspection Process
- 3) Special Programs –BBP, HAZCOM, Lockout/Tag-out
 - a) Bloodborne Pathogens
 - b) HAZCOM
 - c) Lockout/Tagout (LOTO) Standards

402C. Accident Reporting

- 1) Health & Safety Comes First
- 2) Accident Response
- 3) First Aid

402D. Fire Protection

- 1) Emergency Fire Plan
- 2) Fire Inspections & Equipment
 - a) Sprinkler Valves
 - b) Sprinklers: 18 Inch Clearance
 - c) Electrical Panels/Electrical Equipment Room
 - d) Storage of Flammable Liquids
 - e) Housekeeping
 - f) Ceiling Tiles
 - g) Extension Cords/Multi-Plug Surge Protector



- h) No Smoking
- i) Emergency Exits
- j) Fire Doors
- 3) Portable Fire Extinguishers
- 4) Potential Impairments to the Fire Protection Systems
- 5) Fire Alarms
- 6) Emergency Evacuation

402E. Special Issues

- 1) Asbestos
- 2) The American with Disabilities Act
- 3) Life Safety Codes

402F. The National Institute of Occupational Safety & Health (NIOSH)

- 1) The National Occupational Research Agenda (NORA)
 - a) The Wholesale & Retail Trade Sector Council

402G. Stay Informed

403. Risk Management

403A. Risk Management Explained

403B. Definitions & Concepts

- 1) Risk Liability Categories
 - a) High Frequency – High Severity
 - b) Low Frequency – High Severity
 - c) High Frequency – Low Severity
 - d) Low Frequency – Low Severity
- 2) Risk Acceptance – Risk Analysis
 - a) Risk Acceptance
 - b) Risk Analysis
- 3) Risk Retention
- 4) Risk Control

403C. Risk Assessment – A Global Analysis

- 1) The Identification of Risks
 - a) The Current Situation
 - b) Projecting Future Situations
 - i. Preliminary Risk Analysis
 - ii. The Decision Tree
 - c) Environmental Realities & Concerns
 - d) Recurring Historical Factors



- 2) Assessment
 - a) Probability
 - b) Severity
 - c) What is the Potential Cost and Loss Associated with the Risk?
 - i. Severity Assessment
 - ii. Threat Response Severity Assessment
- 3) Types of Control Measures
 - a) Implementation of Control Measures
- 4) Evaluation of the Plan
 - a) Supervision
 - b) Evaluation

403D. Techniques Commonly Used to Manage Risks

- 1) Risk Avoidance
- 2) Minimize the Potential Impact of the Risk
- 3) Risk Transfer Through Insurance
 - a) All Risk Property/Casualty Insurance
 - b) Boiler & Machinery Insurance
 - c) General Liability Insurance
 - d) Vehicle Insurance
 - e) Windstorm, Flood, Earthquake & Other Specialized Insurance
 - f) Business Interruption Insurance
 - g) Umbrella Liability Insurance
 - h) Workers' Compensation Insurance
 - i) Self-Insurance
 - j) Indemnification
- 4) Transferring Operations to a Third Party
- 5) Assuming the Risk

404. Insurance & Liability

404A. Loss Prevention's Impact on Insurance Coverage

404B. Property Insurance

- 1) Schedules
- 2) Construction Elements of the Building
- 3) Fire Detection & Suppression Equipment
- 4) Training & Emergency Plans
- 5) Claims

404C. Workers' Compensation

- 1) Rate Setting
- 2) History
- 3) System Overview



- a) Wage Replacement
- b) Medical Payments
- c) Schedule of Benefits
- d) Occupational Rehabilitation
- e) Other Compensation Awards
- 4) What is Covered
- 5) Management of Workers' Compensation Claims
 - a) Reporting
 - b) Medical Care
 - c) Communications
 - d) Return to Work Programs
 - e) Fraudulent Claims

404D. General Liability

- 1) Accident Investigation
- 2) Conducting the Accident Investigation
 - a) Witnesses
 - b) Preserving Evidence
 - c) Report Form
 - d) The Claims Process
 - i. The Company
 - ii. The Claimant
 - iii. Determining Liability

404E. The Litigation Process

- 1) The Legal System
 - a) Tort Law
- 2) The Civil Lawsuit Process
 - a) Pretrial Activities
 - b) Pretrial Resolutions
 - c) Alternate Dispute Resolution



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Course 5 – Crisis Management

501. Crisis Preparedness

501A. Preparedness

501B. Plan Development

- 1) Crisis Planning Considerations
 - a) The Goal
 - b) The Concept
 - c) The Process
 - d) The Responsibility
 - e) The Communication
- 2) Life-Safety Best Practices
 - a) Succession Planning
 - b) Internal Policies & Procedures
 - c) Checklists

501C. Risk Assessment & Analysis

- 1) Risk Assessment
- 2) Risk Analysis

501D. Mitigation

- 1) Facilities & Asset Planning
- 2) Insurance
- 3) Personal Protective Equipment

501E. Command & Control

- 1) Central Location
- 2) Protocol

501F. Internal & External Communications

- 1) Strategy
- 2) Structure
- 3) Alternate/Backup Methods

501G. Training/Awareness

- 1) Level of Focus
- 2) Methods
 - a) Classroom Training



- b) Computer-Based Training
- 3) Exercises
 - a) Tabletop Exercises
 - b) Functional Drills
 - c) Functional Exercises

501H. Partnerships

- 1) Public
- 2) Private
- 3) Vendor Support

502. Crisis Response

501A. Response

502B. Incident Reporting

- 1) Trends
- 2) Documentation
 - a) Crisis Incident Report
 - b) Assessment Report
 - c) Status Report

502C. Situational Assessment

- 1) Internal Considerations
 - a) Interpretation
 - b) Application
 - c) Communication
- 2) External Considerations
 - a) Interpretation
 - b) Application
 - c) Communication

502D. Communications

- 1) Internal
 - a) Identify the Scope of the Crisis
 - b) Appraise the Effect of the Crisis
 - c) Manage the Crisis
 - d) Monitor the Crisis
- 2) External

502E. Crisis Management Execution

- 1) Triggers
- 2) Escalations



3) Internal Policies & Procedures

502F. Command Center

- 1) Single Point of Contact
- 2) Tiered Response
- 3) Functional Representation
- 4) Corporate Documentation
- 5) Supply Chain Considerations

502G. Life/Safety

- 1) Medical
 - a) Supplies & Equipment
 - b) Triage
 - c) Facilities
 - d) Personnel
 - e) Documentation
- 2) Evacuation
 - a) The Decision to Evacuate
 - b) Exiting the Facility
 - c) Providing Assistance for those in Need
 - d) High-Rise Buildings
 - e) Contingencies for Those Remaining In the Building
 - f) Training & Training Exercises
- 3) Communication
 - a) Systems
 - b) Emergency Responders
 - c) Family Members
- 4) Personal Protective Equipment

502H. Heightened Physical Security Measures

- a) Establishing Priorities
- b) Implementation
- c) Influencing Factors

502I. Utilization of Resources

- 1) Public
- 2) Private
- 3) Vendor Support

502J. Active Shooter

- 1) The Importance of Having a Plan
- 2) The Value of Practical Training
- 3) Fundamentals of Response



502K. National Terrorism Advisory System

503. Business Continuity & Crisis Recovery

503A. Business Continuity & Crisis Recovery

503B. Risk Analysis and Business Impact Analysis

- 1) Prioritization of Recovery
- 2) Sequence of Recovery
 - a) Short-Term Recovery Phase
 - b) Long-Term Recovery Phase
- 3) Interdependencies
- 4) Gap Analysis

503C. Planning

- 1) Key Components
 - a) Emergency Contacts
 - b) Vital Records, etc.
 - c) Recovery Procedures
- 2) Immediate Impact
- 3) Benchmarking
- 4) Alternate Worksites
- 5) Mutual Aid
- 6) Employee Assistance
- 7) Brand Protection

503D. Maintenance of the Plan

503E. Testing/Exercising the Plan

504. After-Action Review

504A. After-Action Reports

504B. The Purpose of the After-Action Review

504C. The After-Action Review Process

- 1) Planning the After-Action Review
- 2) Preparing for the After-Action Review



- 3) Conducting the After-Action Review
 - a) Facts
 - b) Reconstruction
 - c) Root Cause
 - d) Finding Solutions
- 4) Writing the AAR Report
- 5) Following Up on the AAR Report

504D. Lessons Learned

505. Resources & Relationships

505A. Resources & Relationships

505B. Local

- 1) Police
- 2) Fire
- 3) EMS

505C. State

- 1) Emergency Management
- 2) Emergency Operations Center
- 3) National Guard
- 4) Environmental Protection Agency

505D. Federal

- 1) Homeland Security Overview
- 2) The Stafford Act
- 3) Federal Emergency Management Administration
- 4) Occupational Safety and Health Administration
- 5) Environmental Protection Agency
- 6) National Institute of Health
- 7) Center for Disease Control & Prevention
- 8) Department of Defense

505E. Non-Governmental Organizations

- 1) Red Cross
- 2) The Voluntary Organizations Active in Disaster (National VOAD)

505F. Professional Organizations

- 1) Retail Industry Leaders Association (RILA)
- 2) Food Marketing Institute (FMI)
- 3) National Retail Federation (NRF)
- 4) American Society for Industrial Security (ASIS) International



- 5) National Food Safety Security Council (NFSSC)
- 6) National Association of Chain Drug Stores (NACDS)
- 7) National Crime Prevention Council (NCPC)

506. Pandemic Response

506A. Pandemic Response

506B. Public Health Emergencies

506C. Building a Plan

506D. Preventing and Reducing Transmission Among Employees

- 1) Case Investigation and Contact Tracing

506E. Maintaining a Healthy Work Environment

- 1) *Establish Social Distancing Policies and Practices*
 - a) Buy Online, Pick Up in Store (BOPIS)
- 2) Personal Protective Equipment
 - a) The Use of Face Masks
 - b) Sneeze Guards
 - c) Gloves
 - d) Other Tools and Products
- 3) Perform Routine Cleaning and Disinfecting
 - a) Developing a Cleaning Strategy
 - b) Managing Necessary Resources

506F. Putting the Plan in Motion



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Course 6 – Supply Chain Security

601. The Flow of Merchandise

601A. Supply Chain Management

601B. Point of Origination

- 1) When Do You Take Ownership

601C. Customs

- 1) The U.S. Customs and Border Protection
 - a) The Process
 - b) Challenges with the Process
- 2) C-TPAT Programs
 - a) Benefits of Participating in C-TPAT
- 3) Consolidation
- 4) Deconsolidation

601D. Transportation

- 1) Reverse Logistics
 - a) Back Haul
- 2) Types/Methods
 - a) Intermodal Shipping
- 3) HAZMAT
 - a) HazCom 2012
 - b) Labeling and Placarding
 - c) Other Markings
 - d) Shipping Documents
- 4) General Health Issues
- 5) Trade Routes & Trends

601E. Distribution

- 1) The Anatomy of a Distribution Center
 - a) Primary Layout & Design
 - b) Cross Docks
 - c) Primary Roles within the Distribution Center
- 2) Transportation
 - a) Company Owned Fleet vs. 3rd Party
- 3) General Health Issues
- 4) HAZMAT



601F. Paperwork & Documentation

- 1) Bill of Lading
- 2) Container/Trailer Seals
- 3) New Receipts / Transfers, etc.
- 4) Exception Reports / Analysis

601G. Store Receipt – The Last 100 Feet of the Supply Chain

- 1) Direct Store Delivery
- 2) Drop Shipments
- 3) Common Carriers
- 4) Live Unloads
- 5) Unattended Deliveries
- 6) LTL / Truckload
- 7) Drop Trailer / Container
- 8) Store Receiving
 - a) Assumed Receipt
 - b) Detailed Receipt
 - c) Variable Receiving Methods
- 9) Direct to Consumer Delivery

602. In-Transit Potential Opportunities for Loss & Security Measures

602A. Supply Chain Loss Prevention

602B. Professional Cargo Theft Operations

- 1) Container / Trailer / Rail
 - a) Theft
 - b) Tampering
 - c) Leakage
- 2) Internal Cargo Theft Groups
- 3) Cargo Theft Task Forces

602C. Opportunistic Theft

- 1) Scale of Involvement
- 2) Driver Theft
- 3) Consolidation
- 4) High Value Items (exposure)

602D. Break-Ins & Robberies (not at store level)

602E. Terrorism Aspects

- 1) C-TPAT Basic Awareness



- 2) Contamination of product
- 3) Contamination of shipments
 - a) Accidental
 - b) Intentional

602F. Brand Protection

- 1) Intellectual Property
- 2) Trademark
- 3) Counterfeiting
- 4) Diversion of Legitimate Product
- 5) Reverse Logistics

602G. Product Integrity

- 1) *FMI will provide some content*
- 2) Pharmaceutical
- 3) Other Regulated Products
- 4) GPS
- 5) RFID

603. DC Potential Opportunities for Loss & Security Measures

603A. Distribution Centers

603B. Professional Cargo Theft Operations

603C. Opportunistic Theft

- 1) Scale of Involvement
- 2) Driver / Associate Theft
- 3) Consolidation
- 4) High Value Items (exposure)
- 5) Temporary & Seasonal Workers

603D. Break-Ins & Robberies

- 1) The Yard
- 2) The Building

603E. Physical Security

- 1) Access Controls
 - a) Employee & Visitor Entrances
 - b) Truck Entrances & Dock Area
 - c) Other Restricted Areas
- 2) CCTV
- 3) Fire Systems



- 4) Alarms
 - a) Alarm Reports
 - b) Alarm Tests
- 5) Guard Services
 - a) In-House Guards vs. 3rd Party Services
- 6) In-House LP
- 7) Perimeter
- 8) Technology Integration
- 9) Sensitive Product / High Value Item Protection Process

603F. Receiving

- 1) Vendor Compliance
- 2) Trailer / Container Opening
- 3) Seal Controls

603G. Shipping

- 1) Trailer / Container Security
- 2) Seal Controls
- 3) Drop Trailers
- 4) Third Party Logistics Providers (3PL)
 - a) Transfer of Ownership

604. Compliance

604A. Compliance as a Process

604B. Inventory Control

- 1) Execution & Measurement
 - a) Execution
 - b) Measurement
- 2) Ownership
 - a) Distribution Center
 - b) Store
- 3) Loss Prevention's Role in the DC
- 4) Types of Inventory Processes
 - a) Different Methods of Validating Inventory Accuracy
 - b) Warehouse Management System

604C. Training & Awareness

- 1) Shrink Reduction
 - a) Shrink Reduction Programs
- 2) Safety
 - a) Safety Programs



604D. 3rd Party Providers (3PL)

604E. Internal Audits

- 1) Organization
- 2) Operations
 - a) Procedural/Process Audits
 - b) Shipping / Receiving Audits
- 3) Loss Prevention

605. Supply Chain Glossary of Terms