



THE SHIELD™

Tips on protecting people and property
Your Corporate Security Resource

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HOT TOPICS

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A SECURITY GIANT EMERGES

AFI swallows up majority shares of IMAC, a huge U.S. security leader.

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BOTH SIDES NOW

More on the AFI / IMAC merger and the formation of North America's first single source security provider.

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QUEBEC OFFICE RAMPS UP
Claude Fugere becomes vice president in Montreal sealing AFI's commitment to French Canada.

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The "real deal" on the recent ASIS International convention.

1.0 - Headline News

A Security Giant Emerges

AFI International takes helm of first-ever North American labour dispute services behemoth with end-to-end risk management services



In late August of this year, AFI International made a bold move acquiring majority shares of U.S.-based International Management Assistance Corporation (IMAC), the largest U.S. company in the high risk security and contingency planning services industry. This landmark acquisition and subsequent merger of these two security leaders means the formation of one labour dispute services giant, able to bring enhanced value and end-to-end security, logistics and replacement worker services to clients on both sides of the border.

More cohesive range of services, better choice

The merger of these two security leaders answers the call from both AFI and IMAC clients for a greater breadth of services and uniform processes from both companies. For companies here in Canada, the new entity will mean the same customer-focused culture while at the same time an enhanced range of services to meet specialized needs. It also signals the emergence of the first-ever North American supplier of this complete

range of labour dispute and contingency planning & response services.

"We very much look forward to entering new markets, new countries and further expanding together with IMAC," says AFI International COO Peter Martin. "With this venture, we are now able to unify our joint client-focused cultures and ensure our customers receive an identical level of service satisfaction, regardless of their geographic location or specialized requirements."

"It was a natural next step and we jointly decided that this acquisition was the best way to provide the unparalleled and consistent services our clients had been requesting," says AFI's president and CEO Darrell Parsons.

"This business decision just made sense, especially given our shared business ethics, market direction and focus on exemplary service to our clients, says Jim Vuksic, president of IMAC. We fully anticipate a very productive future together as the undisputed North American leader and single-source provider in our specialized field."

Safe and secure

Security for life

The Shield™ is brought to you four times a year by AFI International Group Inc. It is designed as an informative resource for both management and employees. We hope you enjoy *The Shield™* and share it with your co-workers and clients.

2.0 – Expansions

BOTH SIDES NOW**Formal union of IMAC & AFI means better service for businesses north and south of ‘49**

It's been eighteen years since Canadian-based AFI and U.S.-based International Management Assistance Corporation (IMAC) started cross border relations. Mostly, they were friendly competitors who worked cooperatively together. Where one could not meet a customer's demands because of capability or location restrictions, the other would step up to assist. After more and more clients in both Canada and the U.S. started asking for a single source supplier for complete security services, the two companies decided to take action. They formally tied the knot late this summer and emerged as one North American entity when AFI acquired majority shares of IMAC back in August.

“Unified Powerhouse”

Our vision was to bring together our capabilities, share best practices and build a “unified powerhouse” with a North American focus, says AFI COO Peter Martin, who has recently relocated to Cleveland to lead the strategic integration plan.

“What we're offering is enhanced services,” says Martin. “By bringing our businesses together to hit a larger market we're now allowing customers to deal with the only single source provider of its kind... and the only company who can deal with crises of any size, whether manmade or natural, no matter how large—at a capacity that our competitors cannot even begin to address.”

Pooling best practices and capabilities

According to Martin, the new AFI/IMAC Corporation will take a macro focus on solving business continuity issues while being careful not to lose sight of regional needs. Effective immediately, they'll be able to package some of the areas IMAC is more proficient in, such as logistics, and bring them seamlessly to the doorstep of Canadian clients. Likewise, AFI's key areas of expertise such as labour dispute resolution will be brought to clients south of the border.

No subcontracting

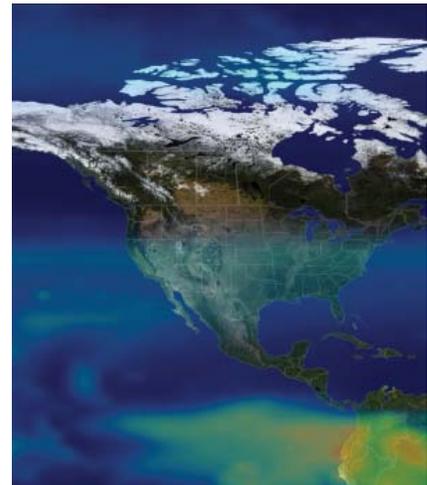
“We're now officially the only company that can offer all services in-house, without the need to subcontract, which is well known to water down quality and control over the product”, says Martin. “Any service request from anywhere in North America will be driven by our employees and overseen by our managers.”

“At a time when foreign acquisitions of Canadian companies are all over the headlines, this IMAC move highlights our different strategic focus”, says Darrell Parson, president and chairman of AFI International. “We're a Canadian company that has gone and acquired a larger company in the U.S. And this is just the beginning of our bold growth plans in the high risk market.”

Biggest opportunity is here at home

“Many of our competitors, in fact, are scrambling to expand in Iraq and Pakistan, but we see the biggest opportunity as operating in our at-home market”, says Parsons. “Our long-term contracts and residual business confirm clients appreciate having premium service at home.”

“It's true,” adds Peter Martin. “While our competition is flocking in droves to foreign markets we're happy to stay here in North America, ensuring our customers get the same high level of protection services as they expect when they operate overseas.”



For more information about how the AFI/IMAC merger impacts your business, please contact your AFI account manager today or call us at 1-800-313-9170.

2.1 – Breaking news

Quebec Office Ramps Up**AFI appoints Claude Fugere new regional vice president**

Quebec: it's the second largest market in Canada for strikes and labour disputes. It's also the only province in which AFI has not had a complete offering—until now. Last April, AFI International opened its doors in downtown Montreal and had ten of our senior coordinators trained and licensed to operate in Quebec. This month, with the appointment of Claude Fugere as our new regional vice president, we are sealing our commitment to servicing Quebec and French Canada.

“A lot of our Fortune 500 clients were asking if we were going to operate in Quebec as they would prefer to deal with a single source supplier across the nation”, says Jim Rovers, AFI's vice president of national sales and marketing. “Now with Claude in place and our strong local presence there, we'll really be able to meet this growing demand.”

3.0 – Corporate Investigations

Screening The Background Screeners**Choosing the best company to help you hire right**

So you're recruiting some new talent? You've even found a number of individuals who have strong experience, look good on paper and impress you in person. Remember, appearances and even resumes can be deceiving. That's why more and more hiring managers are turning to background screening companies for help—ensuring the individuals they hire are as reliable and professional as they claim to be.

Ironically, choosing a pre-employment background screening company to inform your hiring decisions also requires caution, discernment and planning. Not all screening companies are built alike. Nor do they all have the same credentials and range of services.

The key is preparation and knowing what to look for. To select a company that is right for your hiring needs you need to take the time up front to do your research. It's important to be selective and allow a background screening company to fully demonstrate their capabilities and their commitment to you.

Here is a handy checklist to guide your decision:

Rapport

- Are they trustworthy and comfortable to speak with?
- Are they listening to you and understanding your needs?
- Are they offering suggestions that meet your needs?
- Are you able to exchange ideas freely with them?
- Are they knowledgeable experts in this field?
- Are they a Canadian company, aware of Canadian labour laws and human rights codes?
- Are they prepared to be flexible in their solutions to meet your unique needs?

Professionalism

- Make sure they are specialists in the field. (Pre-employment screening should be their primary business rather than simply one of many service offerings.)
- Ask to see examples of their reports.
- Review customized forms they have created.



- List companies presently doing business with them.
- Ask for references... and follow up.
- Ask if they offer training to your staff.
- Review their website for professional presentation.

Talent

- Ask for their turn-around time and confirm it with their references.
- Confirm that they have direct legal access to sources for criminal records, CPIC, driver and other information.
- Ask if and how they will be able to service your national and international needs.
- Ask who your specific contact will be in the company on an ongoing basis and ask to speak to that contact.

Set your expectations and have them met

Once you're reasonably close to a decision, be sure the company lets you know precisely what they can and can't deliver. Then make sure they put it in writing.

Many hiring managers may not even be sure which and how many services they really require. Most good background screening companies, however, will take the time to advise you. They should offer you the option of purchasing either economical screening packages or individually priced services, depending on your needs. Take note: price is usually determined by the volume of searches you require with discounts offered based on volume – so be sure to take advantage of that if you can.

It's an excellent idea to first create a "wish list" of what you want and share it with the supplier to determine what can and can't be accomplished through his/her company.

Proposals that seal the deal

After fully understanding your needs, the screening company you select should go away and prepare a proposal for you within one business day. That business proposal should always:

- be in writing
- be a formal document or a more casual email depending on your needs
- include both packages and individual items priced accordingly
- identify International rates for overseas references
- clearly describe any extra steps that need to be taken to obtain permission to access the information (in the case of a proposal that includes driver information)
- indicate turn-around time for orders

These days, there are almost as many background screening companies out there as business advisors. Ultimately, the quality of the screening company you choose will directly impact your hiring process and bottom line. So do your homework, be alert, ask questions and make sure you select a company that is the right fit.

Contributed by Michael Damm, President of ISB Corporate Services, a professional employee background screening company. To learn more, log onto www.isbcorporate.com

4.0 – News and Events

Security Learning Event Draws A Crowd

Video evidence and TELUS keynote among highlights of Contingency Planning Education Seminar

“I didn’t realize until now that our contingency plans were not thorough enough,” remarked one attendant. “I now fully understand the injunction process and the importance of video evidence,” said another.

Unexpectedly high attendance numbers marked AFI’s education day **Contingency Planning and Execution Strategies for Labour Disputes** on September 13, 2007. In fact, it meant a last-minute change of location to The Holiday Inn Express in Milton, Ontario. Close to one hundred HR and security professionals flocked to the fall event to fill their respective knowledge tanks with current contingency planning information, best practices and effective strategies for ensuring their business runs securely.

Among the highlights of the day was an informative session on video evidence led by labour lawyer Christine O’ Donohue and

a revealing keynote with Gene McLean, former vice president & chief security officer of TELUS who offered a behind the scenes view of the strategy and planning process implemented during the 2004 TELUS strike.

Outside legal experts and industry leaders

“A lot of companies run so-called information days that turn into lengthy commercials for their businesses”, says Jim Rovers, AFI’s vice president of national sales and marketing. “We try to make it a fully educational event, bringing in outside legal experts and industry leaders to discuss their experiences first hand and provide our clients with practical information and real working strategies.”

The next AFI learning event is planned for British Columbia in first quarter of 2008. Stay tuned for date, theme and location details.

4.1 – Security Conference

Security High Rollers Flock To Vegas

AFI makes North American presence known at world’s largest security conference

It’s the largest security conference and trade show in the world and for the 4th year, AFI International was there—this time as a North American company. The 53rd annual ASIS International (ASIS) event took place September 23-27, 2007 at the Las Vegas Convention Center, drawing more than 23,000 security professionals from all over the US, Europe, Asia and Africa. For AFI and others, ASIS means a chance to check out industry-leading security technologies, education, innovations and global networking opportunities.

This year AFI was able to announce its new IMAC acquisition and announce its North American-wide contingency planning and labour dispute services to security leaders from California to Capetown.

“Since 2003, we’ve been happy to be the sole Canadian labour dispute and contingency planning company at this event”, says Warren Wilson, AFI’s national vice president of corporate relations. “This was the year we introduced ourselves as a North American supplier—able to provide turnkey security services to any company in the U.S. or Canada. It was this news that certainly raised some eyebrows and expanded our bank of contacts at ASIS 2007.”

Fresh from the adrenaline rush of this year’s event, AFI is already planning an even bigger presence in conjunction with IMAC at next year’s ASIS show in Atlanta.

“We look forward to seeing our clients next year at ASIS 2008”, says Wilson. “AFI/IMAC will be there in Atlanta with fresh innovations and knowledge to share with all the best and brightest in the global security industry.”

For more information on ASIS International, visit www.asisonline.org

CONTRIBUTORS



Michael Damm is president of ISB Corporate Services, which specializes in employee background screening. ISB Corporate Services is based in Milton, ON and serves companies of all sizes across Canada. You can learn more on their website at www.isbcorporate.com.



AFI International Group Inc. is a North American leader in labour dispute support services and corporate investigations. We assist employers with security, transportation, injunction evidence and operations to ensure safety during a labour dispute and provide clients with continual access to our professional investigators to reduce workforce-related losses at anytime.

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