Supply Chain Operations & Technologies
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Since January 1996

As I wrote about in my book, *Detecting and Reducing Supply Chain Fraud*, (Gower Publishing, August 2012), I defined the supply chain as the movement of *something* between a supplier and a customer from start to finish. The *something* that moves can be raw materials, components, finished goods, documents, data, money, services, or people: a supply chain can be comprised of some or all of those things that move, whether in series or in parallel, whether individually or with other things grouped together.

(FYI: Supply chain methodology is used to make decisions upon which people talent resources are distributed by some of the top global consulting firms.)

For all of the technology that ties the world together, for all of the transportation infrastructure upon which our goods are carried, for all the coordination that clicks, for all the sensors that signal, for all of the computer software that calculates to precision, nothing within any of the supply chains around the world would happen without the people that build and operate them. From the decision-making analysts to the transportation specialists to the freight handlers, supply chains rely on people to make them move.

The reliance upon people is critical so much that a person making an incorrect decision can have a significant negative impact on a supply chain, including a severe quality issue resulting in illness, injury, or death. Certainly the need for 100% performance in daily operations to maintain trading partner compliance, regulatory compliance, and perfect order accuracy is enough pressure without having to consider the aforementioned personal consequences of certain failures.

All of this is why The Last Mile infographic in the December 2014 issue of Inbound Logistics (www.inboundlogistics.com) magazine was more than just a little disheartening but completely applicable to supply chain fraud. With data provided by CS Recruiting (http://cs-recruiting.com), the page was titled "The Hidden Costs Of Logistics Hiring" and mapped out the costs a company goes through in its recruiting efforts.

What I found of particular interest were the following statistics related to resumes:

- 43% of people misrepresent themselves
- 12% of people misrepresent their credentials
- 15% of people misrepresent their length of employment
- 17% of people misrepresent their skills
- 27% of people misrepresent their salary
- 19% of people misrepresent their job responsibilities

Essentially all this misrepresentation represents fraud! If someone misrepresents themselves and is placed in a position of authority or decision-making which they are not actually competent to hold and then make a fatal or harmful decision they have put every single person within that "fate chain" – themselves, the employer, the potential victims – at risk.

For my staffing and recruiting friends reading this newsletter, you may want to reference the CS Recruiting infographic and the similar one from Inbound Logistics as they are a little bit different. Most certainly there is value to your services in qualifying candidates on behalf of your clients and helping to filter out those who would misrepresent themselves as your own reputations are at risk too.

Preserving integrity expands beyond the bounds of your staffing and recruiting companies: it reaches into the supply chains of your clients. Candidates with questionable credentials can inflict damage into your clients' supply chains that may reverberate back in the products you (and I) consume and use, with potentially damaging effects, due to their fraudulent professional representations which were left unchecked as part of a due diligence process.

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Look for the book --> http://www.gowerpublishing.com/isbn/9781409407324

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