

Basic Workplace Violence Prevention & Planning

STEVE RUTLEDGE

PRESIDENT & CHIEF OPERATING OFFICER



DEAR MOM,
I HAVE GOOD NEWS AND BAD NEWS
THE GOOD NEWS IS... I'M FINE!,
THE BAD NEWS IS.....
...I HAVE A "NEW MOM"!!

SEMPERTOONS

Sempertoons.com

Who am I?

- 29 years of security experience
 - Veteran, United States Marine Corps
 - Armed, Cleared Security Officer
 - Security Program Manager
 - Training Officer/Firearms Instructor
 - Security Specialist
 - Antiterrorism/Force Protection Officer
 - Security SME
 - Security Manager
 - Security Director
 - Vice President of Security
 - Small Business Owner

What is Workplace Violence?

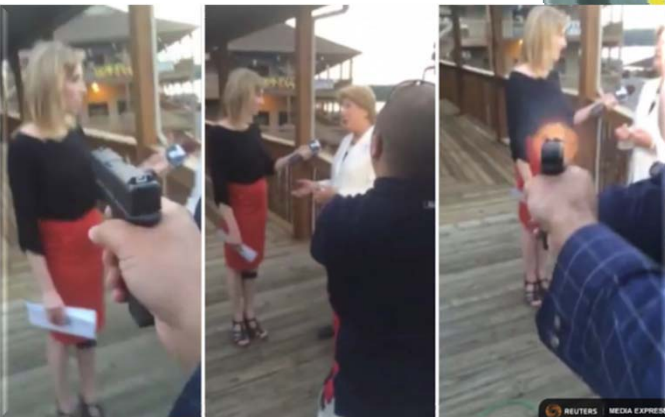
- Workplace violence (WPV) is violence or the *threat* of violence against workers. It can occur at or outside the workplace and can range from threats and verbal abuse to physical assaults and homicide, one of the leading causes of job-related deaths
- This includes physical attacks; any threats spoken, written or electronically transmitted; intimidating or threatening behavior; harassment; coercion; and other behavior or comments that attempts to harm or give reasonable cause to believe it places others at risk

WPV Incidents

Discovery Channel offices

Washington Navy Yard

Bridgewater Plaza



Discovery Channel Incident

- ❑ The gunman was identified by Discovery Communications as James Jay Lee of San Diego, CA, a man well-known to the building's employees because of his history of protesting the network
- ❑ Employees at the Discovery Channel building were told to take cover in locked offices, according to local press accounts
- ❑ A company e-mail sent to employees reportedly said: "Don't Return to 1DP Until Further Notice...No employee should return to 1DP for any reason"
- ❑ Most of the 1,900 people who work in the building were able to get out safely while the hostage standoff was unfolding
- ❑ He held three people hostage until he was shot and killed by police
- ❑ Indicators of potential violence?

Washington Navy Yard

- ❑ A former Navy reservist killed at least 12 people; shooter was identified as Aaron Alexis, a contractor at the WNY
- ❑ Civilian employees described a scene of confusion as shots erupted through the hallways of the Naval Sea Systems Command headquarters
- ❑ Police officers who swarmed the military facility exchanged fire with Mr. Alexis and shot and killed him
- ❑ Officials said Mr. Alexis drove a rental car to the base and entered using his access as a contractor and shot an officer and one other person outside Building 197, the Sea Systems Command headquarters. Inside, Mr. Alexis made his way to a floor overlooking an atrium and took aim at employees eating breakfast below
- ❑ Indicators of potential violence?

Statistics

- ❑ According to the U.S. Department of Labor, nearly 2 million Americans report being a victim of workplace violence each year
- ❑ An active shooter incident occurs approximately every 22 days
- ❑ 50% of active shooter incidents are over in 2 minutes or less
- ❑ \$4.1 Billion in Health & Welfare losses due to Domestic Violence in the workplace
- ❑ \$1 Billion in productivity losses due to Domestic Violence in the workplace
- ❑ 7.5 Million people are stalked in the United States each year
 - In a lifetime – 1 in 7 women are stalked

Positive News.....

- ❑ Occurrences of Workplace Violence incidents have fallen approximately 75% in the last 15 years. Why?
 - Education
 - Being proactive
 - Being prepared
 - Communication & coordination

Source: Justice Department Bureau of Justice Statistics

Being Proactive is the Key

- ❑ Lets be clear.....no amount of prevention can stop a person who is determined to commit an act of workplace violence
- ❑ “Prevention DOES NOT require prediction”
- ❑ Proper planning can reduce the likelihood of an incident happening and can prepare an organization to deal with one if necessary

BE PROACTIVE AND BE PREPARED

Tools for Security Professionals

- ❑ Workplace Violence Policy
- ❑ Threat Assessment Team
- ❑ Security Risk Assessment – properly secure the worksite
- ❑ Coordinate with Local Law Enforcement
- ❑ Reporting & Investigations
- ❑ Proper HR actions – up to and including termination; Zero Tolerance Policy
- ❑ Incident Action & Recovery Plan
- ❑ Awareness Training
- ❑ Treat all potential issues seriously and **DO YOUR DUE DILLIGENCE!**

Policy

- ❑ The goal is to create and maintain a healthy and safe working environment
- ❑ Policy must address:
 - Definition of workplace violence - *To include bullying, domestic violence and stalking*
 - Consequences of committing an act of workplace violence
 - Responsibility to report and how to report it
 - Management's responsibility to investigate and act – Threat Assessment Team

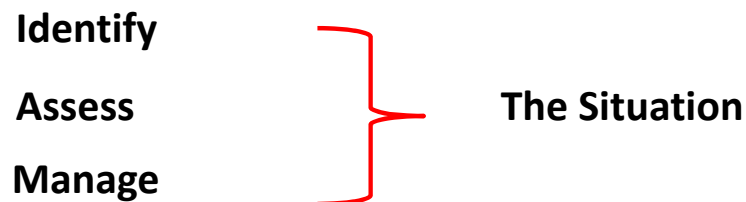
- ❑ BIGGEST PROBLEM: Policy is in place but.....
 - We don't back it up
 - We don't train on it
 - No Plan B
 - Do we really mean "Zero Tolerance?"

Threat Assessment Team

- ❑ Multidisciplinary team
 - Security
 - Legal
 - HR
 - Safety
 - External resources – Employee Assistance Program (EAP)
- ❑ Can include others as needed – such as management, etc.
- ❑ Reporting process defined and communicated
- ❑ **CONFIDENTIALITY!!!!!!**
- ❑ Documentation
 - Trending; compile data
 - Liability



Threat Assessment Team Function



- ❑ All reports/threats must be taken seriously
- ❑ Effective assessments are based off facts rather than assumptions, rumors or pre-conceived notions
- ❑ Assessing the information is **KEY** - The biggest challenge is HR, SECURITY and MANAGER
- ❑ Case Management - Continued Monitoring vs Discontinuing Monitoring
- ❑ Assume there will be leaks!

Security Risk Assessment

- ❑ Conduct a security risk assessment with a focus on workplace violence
- ❑ HR Coordination
 - Background checks
 - Interview results documented

Coordinate with Local Law Enforcement

- ❑ Coordination/liaison with local law enforcement
- ❑ SWAT/Tactical Teams
- ❑ Discuss expectations regarding response to active shooter incidents and other workplace violence incidents



Reporting & Investigations

- ❑ Goal - reduce reluctance of individuals coming forward to report their concerns
- ❑ How do you do this?
 - Have an established protocol for conducting an administrative investigation relative to interviews and fact-finding
 - Confidentiality



Proper HR Actions

- ❑ Clear guidelines on procedures for all terminations
- ❑ Properly document the issue
- ❑ Provide necessary precautions as needed
- ❑ Problem terminations – ensure there is coordination between HR and Security
- ❑ RIFs
- ❑ Be prepared – think it through

Incident Action and Recovery Plan

- ❑ Have a plan in place before an incident occurs
- ❑ Operational issues
 - Established relationships with local authorities
 - Evacuation/shelter-in-place/lockdown
 - Emergency Communications
 - Command Center
 - Media inquiries
- ❑ Focus on employees immediately



Awareness Training

- ❑ Managers
 - Understanding your role – know your people
 - Leading by example in the organization
 - Take responsibility to act – liability

- ❑ Employees
 - What to look for – warning signs
 - Trusting their gut instincts
 - Reporting system – chain of involvement

- ❑ Reaching employees



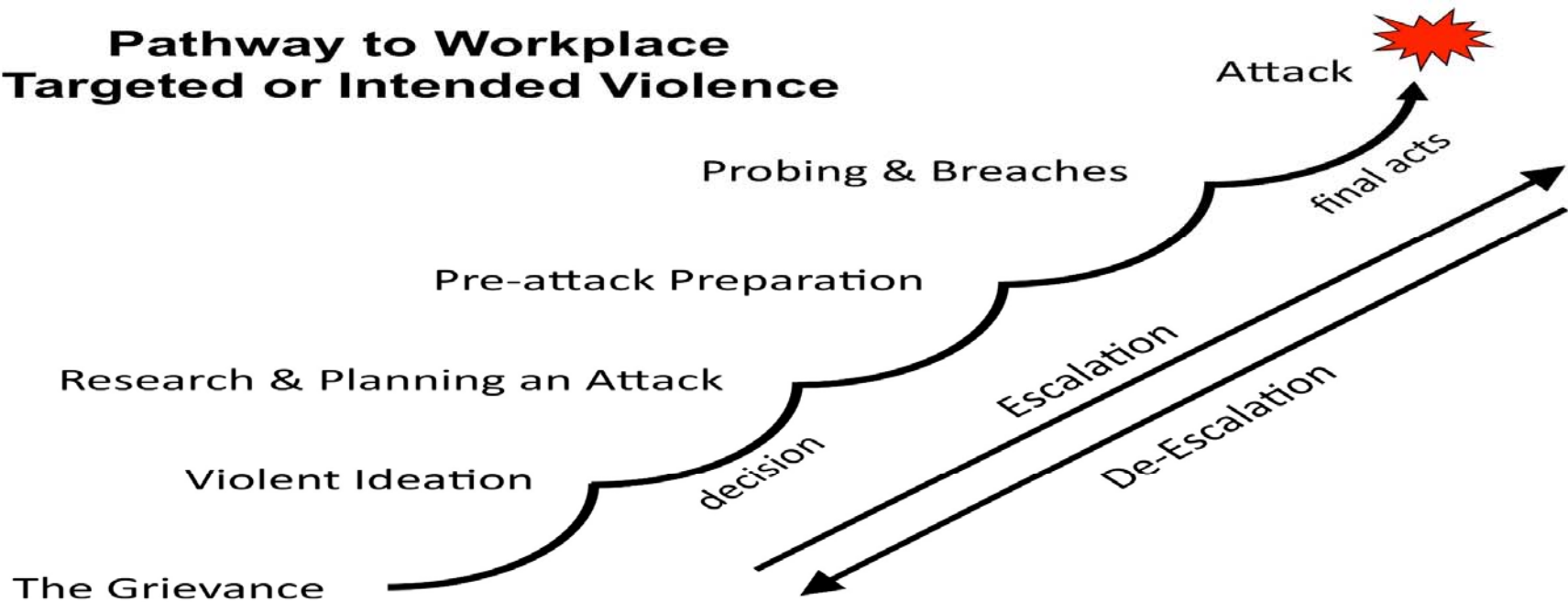
What are the Warning Signs

- ❑ Irrational beliefs and ideas
- ❑ Unwarranted perception of unfairness
- ❑ Displays of unwarranted anger
- ❑ Self image of being “irreplaceable”
- ❑ Isolation – depression, suicide threats
- ❑ Erratic job performance, inability to take criticism
- ❑ Use of threats – verbal, non-verbal, written
- ❑ History of drug or alcohol abuse
- ❑ Obsession with weapons
- ❑ Recent family, financial or other personal problems



Pathway to Violence

Pathway to Workplace Targeted or Intended Violence



Adapted with permission from F.S. Calhoun and S.W. Weston (2003). *Contemporary threat management: A practical guide for identifying, assessing and managing individuals of violent intent.*
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Whole Person Concept

- ❑ A catalog of traits is no substitute for informed observation and judgment
- ❑ More than one or two traits - - - a pattern of behavior?
- ❑ **Suicide Risk = Homicide Risk – ASSESS FOR BOTH – WHY???**

The Current Challenges

- ❑ Being rude is acceptable.....
 - Increasing anger, hostility toward others
 - Complacency – its old news, we're numb to it
- ❑ And it goes well beyond the office.....
 - On the ball field, how we drive, on the airplane, even at the store

*You can make a difference....
every single day*

How will you respond?

- ❑ Individual Plans – You are accountable for your own safety
- ❑ Do what you can to help those around you who need help
- ❑ Make a personal commitment to be proactive in ending this epidemic in our society

Your Action Plan

So, what is your
take-away from
today?

Effective Workplace Violence Programs

- ❑ Support/commitment from the “top”
- ❑ Programs/plans should be proactive, not reactive
- ❑ Planning is critical
- ❑ Communications plan
- ❑ Practice
- ❑ Coordinate with local law enforcement
- ❑ Monitor

Questions?



Contact Info

Steve Rutledge
President & Chief Operating Officer
SJR Security Consulting Services, LLC
703-577-2159
steve@sjrscs.com
www.sjrscs.com