

Lehigh Valley Paladin, LLC

**Violence in the Workplace
& High Risk Terminations**

Identification, Intervention & Prevention

**Greater Valley Forge Human Resource Association
16 February 2016**

RAWLINS LOS ANGELES TIMES
PHOTO BY [unreadable]



Attacks in the Workplace

- 17 November 2009
 - Male 24 attacked **Hudson Docket** – Valdosta, GA
- 30 November 2009
 - Male 37 attacked **Forza Coffee Shop**, Tacoma, WA
- 23 December 2009
 - Male 53 attacked **Grady Crawford Const** – Baton Rouge, LA
- 8 January 2010
 - Male 51 attacked an **ABB Plant** – St. Louis, MO
- 2 March 2010
 - Male 19 attacked the **Farm King Store** – Macomb, IL

Attacks in the Workplace

- 9 March 2010
 - Male 50 attacked **Ohio State University Maintenance Building** after being Fired for falsifying job application – Columbus, OH
- 30 March 2010
 - Female 44 attacked a **Publix Supermarket** – Tarpon Springs, FL
- 10 May 2010
 - Male 17 attacked an **Outdoor Carnival** – Bloomfield, NJ
- 18 May 2010
 - Male 50 attacked **Boulder Stove & Flooring** – Boulder, CO
- 27 May 2010
 - Male 79 attacked **AT&T Wireless Store** – New York Mills, NY

Attacks in the Workplace

- 9 June 2010
 - Male 38 attacked the **Yoyito Cafe** – Hialeah, FL
- 12 July 2010
 - Male 37 attacked **Emcore Corporation** – Albuquerque, NM
- 3 August 2010
 - Male 34 attacked a **Beer Distributor** – Manchester, CT
- 10 September 2010
 - Female 43 attacked **Kraft Foods Factory** – Philadelphia, PA
- 20 September 2010
 - Male 63 attacked a **Convenience Store** – El Paso, TX

Workplace Violence “N.I.O.S.H.” Statistics

**National Institute for
Occupational Safety &
Health Statistics:**

N.I.O.S.H. Statistics

How Prepared are You for these Eventualities?

18,000

**The number of employees who are assaulted on the job
in the United States each week.**

20

**The number of employees who are murdered on the job
in the United States each week.**

N.I.O.S.H. Statistics

How Prepared are You for these Eventualities?

74%

The percentage of Predators; those committing these acts of aggression or assaults, who are known to one or more of the individuals working in the company or firm.

40%

The percentage of attacks; that occur in the workplace, which are a direct result of Domestic Violence, Intimate Violence and/or incidents of Stalking.

Workplace Violence Issues

- **Increases in Workplace Violence**

- **Pinkerton Agency Survey Results of the Top Five (5) Threats to Businesses:**
 - **Number 1: Violence in the Workplace**
 - **Number 2: Threats to Executives**
 - **Number 3: Fraud & White Collar Crime**
 - **Number 4: Employee Screening**
 - **Number 5: Hardware / Software Theft**

Managing Threats & Violence

- **21st Century Issues:**
 - Responding to Threats or an Incidence of Violence in the Workplace
 - Detection, Prevention & Intervention
 - Defuse & Protect
 - Assessment & Containment

Policies & Procedures

- **Implementing Operational Guidelines**
 - **Five (5) Step Development Process**
 - **Understanding the Nature of Threats**
 - **Advanced Detection & Identification**
 - **Interdiction to Defuse & Protect**
 - **Assessments & Containments**
 - **Ways & Means for Prevention**

Policies & Procedures

- **Implementation**

- Step One (1) of the Development Process
 - Understanding the Nature of Threats
 - Common Myths & Misconceptions:
 - It cannot happen here!
 - It will not happen here!
 - It cannot be prevented!

Policies & Procedures

- **Implementation**

- Step Two (2) of the Development Process

- **Advanced Detection & Identification**

- Understanding & Recognizing Behavioral Characteristics:

- The subtle; and not so subtle, Warning Signs

Policies & Procedures

- **Implementation**

- **Step Three (3) of the Development Process**
 - **Interdiction to Defuse & Protect**
 - Education of Management, Supervisors and Employees
 - Communication of Policies, Procedures & Guidelines
 - Internal Crisis and Threat Response Team

Policies & Procedures

- **Implementation**

- Step Four (4) of the Development Process

- **Assessment**

- Identification of the Types, Level and Scope of potential Violence in the Workplace
- Determine the Significance & Severity of the Perceived or Actual Threat being presented
- Determine if the Individual has the Intent, Means & Opportunity to use Violence

Policies & Procedures

- **Implementation**

- **Step Five (5) of the Development Process**
 - **Means for Recognition & Prevention**
 - Positive interaction on a daily basis with:
 - Employees
 - Customers, Vendors, Patients, etc.
 - Observation of:
 - Day to day events and operations
 - Strangers around or in the Workplace

Workplace Violence Issues in the 21st Century

- **Warning Signs & Triggers**

- **Behavioral Characteristics:**

- **History of Violence**
- **Loner**
- **Emotional Problems**
- **Career Frustration**
- **Antagonistic & Hostile Relationships with Others**
- **Obsessions**

Workplace Violence Issues in the 21st Century

- **Warning Signs & Triggers**
 - Recognizing the Observable Warning Signs
 - Violent & Threatening Behavior
 - Strange Behavior
 - Emotional Problems
 - Performance Problems
 - Interpersonal Problems
 - At the End of Their Rope!

Workplace Violence Issues in the 21st Century

- **Warning Signs & Triggers**

- Detection of Event Triggers: *The Last Straw*
 - Job & Career Related
 - Institutional
 - Personal or Familial Crisis
 - Benchmark Date

Workplace Violence Issues in the 21st Century

- **Incidents of Workplace Violence**
 - Sixty (60%) percent of violent workplace incidents have occurred in privately held companies with no correlation to the number of individuals who were employed by the company!

Workplace Violence Issues in the 21st Century

- **Incidents of Workplace Violence**

- Incidents by Type as classified by the FBI
 - Type 1: Violence by Criminals
 - Type 2 Assaults by Someone receiving Service
 - Type 3 Assaults by Past or Present Employees
 - Type 4 Domestic Abusers
 - Type 5 Terrorism

Domestic Violence & the Workplace

- **Statistics:** *Perpetrators*
 - 78% reported that they used Workplace resources to:
 - Express Anger or Remorse
 - Check Up On their Victim
 - Pressure or Threaten their Victim
 - Gain Access to their Victim

Domestic Violence & the Workplace

- **Statistics:** *Perpetrators...*
 - **74%** stated that they had easy access to their Victim's workplace
 - **21%** stated that they contacted their Victim at the workplace in violation of *No Contact Orders* or *Protection from Abuse Orders*

High Risk Employee Terminations

- **Terminations**

- Risk of Violence: *Expect the Unexpected*
 - Reduce the Risk or Violence
 - Two Managers Participate in the Meeting
 - Include a Female manager as a third if the employee is a Female

High Risk Employee Terminations

- **Terminations**

- **Risk of Violence:** *Expect the Unexpected*
 - Handle the Termination Meeting in an Organized and Controlled Manner ...
 - Rehearse the Meeting
 - Provide the Employee with a Factual Overview of the Reasons for their Termination
 - Avoid Unnecessary Confrontations
 - Do Not be Hostile to the Employee

High Risk Employee Terminations

- **Terminations**

- **Risk of Violence:** *Expect the Unexpected!*
 - Handle the Termination Meeting in an Organized and Controlled Manner.
 - Treat the Individual with Dignity & Respect
 - Checklist of Issues to Address during the Termination Process
 - Company Property
 - Reduce the Risk or Violence

High Risk Employee Terminations

- **Terminations**

- **Risk of Violence:** *Expect the Unexpected*
 - **Treat the Individual with Dignity & Respect**
 - Avoid Confrontations & Insults
 - Be Empathic regardless of the Reason for Termination
 - **Do Not** belittle the Individual
 - Process All Severance Packages and Benefit Continuation in a Timely Manner

High Risk Employee Terminations

- **Terminations**

- **Risk of Violence:** *Expect the Unexpected*
 - **Rehearse the Meeting**
 - Plan your course of action
 - Plan your topics for discussion
 - Employee reaction:
 - Benign; Emotional; Aggressive or Violent

High Risk Employee Terminations

- **Terminations**

- **Risk of Violence:** *Expect the Unexpected*
 - **Provide the Employee with a Factual Overview of the Reasons for their Termination**
 - Facts based on Historical Personnel Records
 - Performance, Discipline, Behavior, etc.

High Risk Employee Terminations

- **Terminations**

- **Risk of Violence:** *Expect the Unexpected*
 - Security Personnel or Law Enforcement
 - Additional security measures are justified when terminating an employee with a history of aggressive behavior or violent outbursts.

High Risk Employee Terminations

- **Terminations**

- **Risk of Violence:** *Expect the Unexpected*
 - **Violence – After the Termination**
 - Has the terminated employee blamed another employee, manager or principal for their job loss?
 - Has the terminated employee threatened any employee, manager or principal?

Legal Implications

OSHA requires Employers to provide employees with a place of employment which is free from recognized hazards that are causing; or likely to cause, death or serious physical harm to employees.

29 U.S.C. 654(a)(1)

Legal Implications

The OSHA review commission found that Workplace Violence may be found to constitute a *“General Duty Clause Violation”* if these four elements are established:

- **The existence of a hazard that poses a significant risk to employees.**
- **Recognition of that hazard by the employer.**
- **The hazard was likely to cause death or serious harm and;**
- **Feasible means existed to eliminate or material reduce the hazard**

Legal Implications

Courts have ruled that Employers have a

“Duty of Care”

**towards their employees and their customers
to take reasonable steps to prevent violence
as well as to respond appropriately to:**

“Known Risks & Hazards”

2014

**Workplace Violence, High Risk
Terminations & Active Shooter
Survey Responses:**

**Has your organization ever
had any workplace violence
prevention training?**

46 Yes

52 No

**Has your organization ever
had any violence in the
workplace?**

34 Yes

64 No

**Has your organization
developed and trained for an
Active Shooter in the
workplace?**

30 Yes

68 No

**Has your organization had an
Active Shooter in the
workplace?**

5 Yes

93 No

**Has your organization had a
High Risk Termination?**

60 Yes

38 No

**Have you experienced / been a
part of a High Risk
termination?**

46 Yes

52 No

**Rely not on the likelihood
of the enemy not coming;
but on our own readiness
to receive him.**

**Rely not on the chance of
his not attacking;
but rather on the fact that
we have made our position
unassailable.**

Sun Tzu – The Art of War

Lehigh Valley Paladin, LLC

Security & Intelligence Professionals

Critical Incident Management

High Risk Terminations Management

Behavioral Analysis

Threat Assessment, Intervention & Management

Security Consulting & Advisory Services

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