

Workplace Violence Guidance Pre- and Post- Event Guidance

2019



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Guidance — workplace violence assessment tool

This document is to be used as a resource for your internal safety and risk management professionals to prepare your company before, and assist after, a workplace violence event has occurred.

Sample tool — assessing workplace violence exposure

Your company or a designated vendor should make periodic inspections for security hazards identifying and evaluating potential workplace security hazards and changes in employee work practices which may lead to compromising security. Use the following (or similar) checklist to identify and evaluate workplace security hazards. False notations indicate a potential risk for serious security hazards.

Worksite risk assessment checklist	Yes	No	N/A	Comments
Access control				
1. Are visitors required to sign in and wear a visitors' badge?				
2. Do employees wear identification such as a photo ID?				
3. Is access to work areas only through staffed reception area?				
4. Are work areas designed to prevent unauthorized entry?				
5. Is access to any other connected buildings controlled?				
6. Are "employee-only" areas separate from "public" areas?				
7. Are entrances and exits well marked?				
8. Is there a system to alert workers of intruders?				
9. Are there places of concealment—stairwells, doorways, unoccupied rooms?				
10. Is there an emergency button or telephone in each elevator?				
Escape opportunity				
11. Are there at least two exits and adequate routes of escape?				
12. Are work areas or reception rooms organized to prevent workers from being trapped?				
13. Are interview rooms designed to ensure unimpeded exit by both the worker and visitor?				
14. Are private, locked restrooms available for employees?				
15. Are there places where employees can go for protection in an emergency?				
16. Do operational requirements create an isolated work situation or area, such as an employee working alone at night?				
Contact with public				
17. Do employees work in direct contact with the public?				
18. Do employees exchange money with customers?				
19. Is your facility in a high-crime area?				

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Worksite risk assessment checklist		Yes	No	N/A	Comments
20.	Do you have employees who work in vehicles?				
21.	Does your staff work with unstable or volatile persons in health care, social services, or criminal settings?				
22.	Do employees guard valuable goods or property (e.g. a museum or armored car)?				
23.	Do employees work in small numbers (less than 5)?				
24.	Do employees work in community-based settings or going door-to-door in residences?				
Visibility					
25.	Is the lighting inside and outside the facility adequate to see clearly at all times?				
26.	Do employees feel safe walking from the workplace?				
27.	Are entrances to the building clearly visible from the street or from the security station?				
28.	Is the area surrounding the facility free from places of concealment, such as bushes?				
29.	Is video surveillance provided outside the building?				
30.	Do interview rooms have windows?				
Storage areas					
31.	Is a secure place available for employees to store personal belongings?				
32.	Are weapons stored at your facility?				
Cash handling					
33.	Are limited amounts of cash kept on hand?				
34.	Is there a safe for large amounts of cash?				
35.	Does the cashier have entry/exit routes separate from public access?				
36.	Does the cash-handling area have a silent alarm?				
37.	Do doors have spring-loaded closings with automatic lock, keyed entry, or open from the inside only?				
38.	Are deposits made randomly and workers making deposits accompanied by another employee or security?				
39.	Is cash collected by armored car company?				
40.	Can employees clearly see all incoming visitors?				
41.	Are cash handling areas monitored by security or video?				
42.	Are there physical barriers at cash handling areas, such as glass or elevated floors?				
Security					
43.	Are trained security personnel readily available and posted appropriately?				
44.	Are floor plans posted showing entrances, exits, and security alarm locations?				

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Worksite risk assessment checklist	Yes	No	N/A	Comments
45. Is emergency contact information posted?				
46. Are additional security measures in place for employees who work at night or alone?				
47. When employees are working off-site, is there someone who knows where each employee is located?				
Building exterior				
48. Do parking lots have security access?				
49. Are security escorts available to and from parking lot?				
50. Is the entire parking area visible from the security station?				
51. Could an employee calling for help be heard from the parking area?				
52. Are there places of concealment in the parking area?				
53. Is the parking area frequently patrolled by security?				
54. Are there signs of vandalism?				
55. Are building entrances clearly marked?				
56. Does outside lighting automatically go on in the dark?				
57. Are garbage disposal areas well lit?				

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Worksite risk assessment checklist (2)				
Managing exposure	Yes	No	N/A	Comments
58. Does your company have a designated competent and responsible observer(s) or designated vendor who can make periodic inspections to identify and evaluate workplace security hazards and threats of workplace violence?				
59. Are inspections scheduled regularly; when new; previously unidentified security hazards are recognized; when occupational deaths, injuries, or threats of injury occur; when a safety, health and security program is established and whenever workplace security conditions warrant an inspection?				
60. Does your industry frequently confront violent behavior and assaults of staff?				
61. Has violence occurred on the premises or in conducting business?				
62. Have customers, clients, or coworkers been assaulted, threatened, yelled at, pushed or verbally abused employees or used racial or sexual remarks?				
63. Are employees required to report incidents or threats of violence, regardless of injury or severity, to the employer?				
64. Have employees been trained by the employer to recognize and handle threatening, aggressive, or violent behavior?				
65. Is violence accepted as "part of the job" by managers, supervisors and/or employees?				
66. Is access and freedom of movement within the workplace restricted to those persons who have a legitimate reason for being there?				
67. Is the workplace security system adequate? Examples: door locks, windows are secured and there are physical barriers or containment systems.				
68. Are medical and counseling services available and have been offered to employees who have been assaulted?				
69. Have alarm systems such as panic alarm buttons, silent alarms or personal electronic alarm systems been used for prompt security assistance?				
70. Is regular training provided on the correct response to an alarm sounding?				
71. Are the alarm systems tested monthly to assure correct function?				
72. Are closed circuit cameras and mirrors used to monitor dangerous areas?				
73. Are metal detectors available and used in the facility where appropriate?				

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Worksite risk assessment checklist (2)

Managing exposure	Yes	No	N/A	Comments
74. Have Managers been trained to recognize and control hostile and escalating aggressive behaviors, and to manage assaultive behavior?				
75. Are cell phones or other communication devices available to employees to enable them to request aid.				
76. Do employees work where assistance is quickly available				

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Terrorism Crisis Solutions

Assess workplace violence policy/active assailant coverage

- Prior to a workplace violence event, contact your risk manager or insurance broker(s) to determine if you have Active Assailant/Shooter, Threat of Malicious Act, Loss of Attraction, Workplace Violence & Stalking Threat Legal Liability and/or other catastrophe response coverage such as Sabotage and Terrorism or Nuclear, Chemical, Biological or Radiation Malicious Acts.

Many carriers automatically provide some limited coverage, but policy terms and conditions can be very restrictive and often require immediate notice. You need to know what, if any, coverage you have and what you need to do if there is an "event."

- Identify crisis communication public relations companies retained by your insurance carriers.

Workplace violence contingency planning

- Determine if your company has a workplace violence contingency plan in effect. If so, get a copy of it and review it with your employees. They need to know what to do if/when there is an event.
- If your company does not have a workplace violence contingency plan, discuss getting optional quotes for workplace violence coverage. Find out what resources the prospective insurance carriers have. In many instances, they will have a designated company that they use. If you do not already have a contingency plan, find out if the insurance company can perform a pre-assessment of the risk and help develop one.
- If they do not have a designated company or resources through the insurance carrier, consider a third party or your broker to assist in plan development.

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Sample: Sources for plan development

ALICE — alicetraining.com/

Figure 1: Steps in the Planning Process



Strategos International intruderresponse.com/

Sample: Sources for workplace violence trainers

Vaughn Baker, President
Strategos International, L.L.C.
 816.678.5483 — Mobile
 888.569.5444 — Toll free
vaughn@strategosintl.com
www.intruderresponse.com
www.protecting-others.com

Richard Brundage, President
Center for Advanced Media Studies
 913.927.1777
www.mediatrainers.com

Mitigation Dynamics
 Ty Moeder
 816.251.4567
www.mitigationdynamics.com

Clarence M. Kelley and Associates
 913.647.7700
www.cmka.com

Local law enforcement

FDI Consulting, Inc.
 Phone: (402) 850-9321
 Email: info@fdiconsulting.com
 Web: www.fdiconsulting.com
 David Fulton, President | fulton@fdiconsultinginc.com

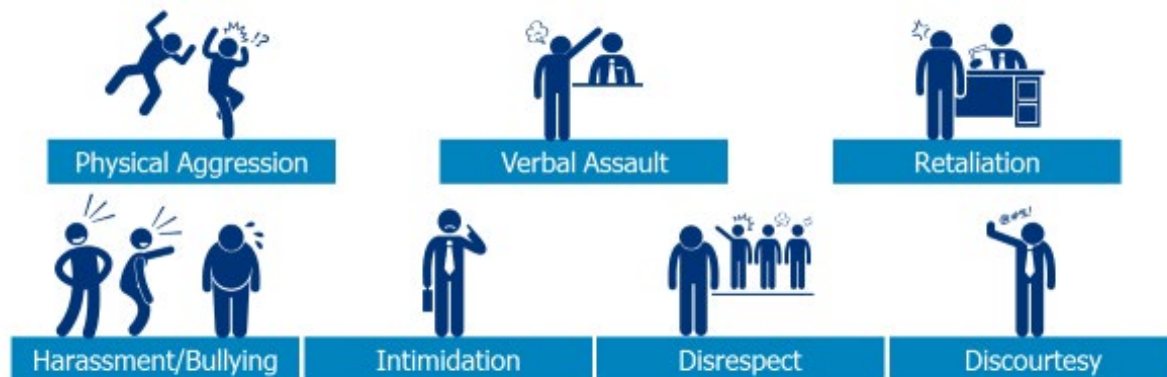
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<Company Name> workplace violence guidelines

Sample template

Workplace violence is the third-leading cause of death among employees in the workplace. For women, workplace violence represents the number one cause of work-related deaths. Workplace violence includes any physical aggression, verbal assault, retaliation, harassment/bullying, intimidation, disrespect or discourtesy that happens on the job. Anyone — young or old, male or female — can become a victim of violence.

Continuum of behavior



<Company Name> is providing you with this information so that you may become more aware of the situation around you and to help protect yourself from potential workplace violence. There are no easy answers, and every case must be handled individually. However, there are steps to consider that could prevent a violent situation. If you experience or recognize any of the following behaviors, contact your manager or supervisor immediately.

Prevention

Recognize signs that may precede violence in coworkers:

Employees typically do not just “snap,” but display indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated. Potentially violent behaviors by an employee may include one or more of the following (this list of behaviors is not comprehensive):

- Increased use of alcohol and/or illegal drugs.
- Unexplained increase in absenteeism; vague physical complaints.
- Noticeable decrease in attention to appearance and hygiene.
- Depression/withdrawal.
- Resistance and overreaction to changes in guidelines and procedures.

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- Repeated violations of company policies.
- Increased severe mood swings.
- Noticeably unstable, emotional responses.
- Explosive outbursts of anger or rage without provocation.
- Suicidal; comments about “putting things in order.”
- Behavior which is suspect of paranoia, (e.g., “everybody is against me”).
- Increasing talks of problems at home.
- Escalation of domestic problems into the workplace; talk of severe financial problems.
- Talk of previous incidents of violence.
- Empathy with individuals committing violence.
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes.
- Statements or threats on social media.
- Makes verbal threats about revenge.
- Has trouble with authority.
- Has become increasingly irritable.
- Makes continual threats or intimidates coworkers.
- Loses sense of humor and is easily angered or defensive.
- Owns or talks about buying a weapon or brings a weapon to work.
- Narcissistic personality disorder (egotism, vanity, pride, selfishness).
- Manipulative and determined to be in control.
- When control is lost, exhibits rage, and becomes suicidal or homicidal.

How you can avoid violence

- Always remain calm, speak clearly, do not raise your voice and avoid arguing.
- Whether on the phone, or in person, always address each employee with a friendly greeting.
- Be courteous.
- Empathize with your coworker’s problem and let them verbalize their complaint. Often, they immediately feel better, just knowing that someone cares enough to listen to them even if you are not able to correct the problem yourself.

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Actions

If you are threatened at work:

- Do not panic; remain calm. Think and assess the situation.
- Call your manager, supervisor, human resources and/or the police if there is time.
- Try to remain in control of the situation. Keep direct eye contact with the possible attacker.

Reporting violence

If you are the victim of an attack or witness an attack of a fellow employee, do the following:

- Notify your manager or supervisor, human resources, and/or police immediately.
- Describe the circumstances of the attack and the description of the attacker as carefully and as accurately as possible.
- Do not alter or disturb anything at the scene where the violence occurred; do not reset furniture or touch anything handled by the attacker.

<Company Name> employee notification procedures

Internal communications are of utmost importance. All <Company Name> employees will be notified of an event as soon as practical through various methods, which may include:

- Text messages (from employees, manager or IT).
- Phone.
- Voicemail broadcast messages.
- Local media sources.

Employees will be kept up to date during the recovery process so that they will know what is expected of them, where to report to work, and how long the restoration process will take.

Recovery team responsibilities

The "recovery team" (call this what you want) will be responsible for notifying <Company Name> employees via the internal communication modes and/or local media sources. The team will provide the following information:

- Magnitude of the event.
- When and where to report to work, if the facility is not operational.
- Location of backup or alternate sites.
- Where to get information on benefits questions and other personnel issues.
- When and where paychecks will be available.
- Status of recovery operations.

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- How long the alternate/temporary location will be utilized.

Employee responsibilities

- When an emergency or disaster involving workplace violence occurs during normal business hours, employees will be allowed to notify their families as soon as practical following the incident.
- All <Company Name> employees will follow directives set forth by the recovery team.
- Employees not used in the restoration operation itself will be notified and kept informed of the recovery via the Employer Assistance Number (EAN) <phone number here>), voicemail broadcast messages, and <Company Name> intranet.
- When an emergency involving a workplace violence incident occurs after normal business hours, only employees involved in initial response and restoration efforts should report to the emergency operations center. (You will need to designate an emergency operations center.)

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Workplace violence: Active shooter (AS) guidelines

An active shooter is an individual engaged in injuring or attempting to kill people in a confined and populated area; in most cases, perpetrators use firearm(s) and there is no pattern or method to their selection of victims. Since an attack may involve weapons besides a firearm, the term “active shooter” is used in these guidelines when referring to “armed” assailant(s).

<Company Name> has administrative and engineering controls in place to help assure a safe work environment for their employees. Through applicant screening, fostering an environment of mutual respect, a zero-tolerance workplace violence guideline, and an Employee Assistance Program (EAP). <Company Name> attempts to prevent any internal incidents. Additionally, we have controls to lessen a threat from outside individuals, including building security access control to floors and scenarios of when to involve the local police department.

This Active Shooter (AS) program is intended to complement <Company Name> workplace violence guidelines. Beyond that, these principles provide guidance for employees who are traveling, visiting client locations, as well as in personal life.

The Department of Homeland Security lists the following as good practices for coping with an AS situation, whether at <Company Name> facility or public area:

- Be aware of your environment and any perceived dangers.
- Take note of the two nearest exits.
- If you are in an office, stay there and secure the door.
- As a last resort, attempt to take the armed intruder down (please note, this is a personal choice).
- Call 911 when it is safe to do so. This is an administrative task that should be completed after you have locked out/got out or incapacitated the armed intruder.

During an AS situation the natural human reaction — even for those who are highly trained — is to be startled, feel fear and anxiety and even experience initial disbelief and denial. Noise from alarms, gunfire, explosions and people shouting and screaming should be expected.

There are three basic response options: Lock out — get out — take out. Individuals can run away from the shooter(s), seek a secure place where they can hide and/or deny the shooter(s) access, or incapacitate the intruder(s) in order to survive and protect others from harm. It is worth noting that these responses are not linear, and depending on the situation, you may have to start with any of these responses.

Procedures

While every situation has unique circumstances, the following provides guidance on how to react during an escalating or actual threat.

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In the event of an active shooter attack, receptionists ??? will attempt to make an overhead page that a security breach occurred, and employees are to take evasive measures immediately. [Note: <Company Name> continues to evaluate internal capabilities for mass communication, including prerecorded messages via overhead announcement or over the phone system, text messages, visual alert on phone system. <Name>, Corporate Telecommunications Manager is investigating options. Possible prerecorded message: "Attention, there is an active shooter in the building; take evasive measures immediately" and set to repeat.]

There is a very real possibility that employees in an area may become aware of the active shooter(s) prior to the mass communication system being initiated. If this should occur, attempt to notify other people in the area by shouting "Active shooter, take cover/lockdown!" while taking evasive measures (evacuating or seeking a hiding place).

During an attack, employees rarely have all of the information they need to make a fully informed decision about which option is best. As a situation develops, it is possible that employees will need to use more than one option.

At the termination of an event, a representative of law enforcement will notify you by making an overhead page (or whatever notification system you use???) stating his/her name, rank, department, and that the threat has been neutralized. A message of all clear/code green will be stated, with instructions to stay in your hiding place until personally contacted by a member of leadership or law enforcement. Example message: "This is Detective John Doe with the "city or county name" Sheriff's Department; the threat has been neutralized; all clear/code green. Stay in your hiding place until personally contacted by a member of management or law enforcement." [Repeat]

Following any incident [a reportable incident is defined as any threatening remark or overt act of physical violence against a person(s) or property whether reported or observed], a manager or an employee directly involved with the incident should complete the Violent Incident Reporting Form. The completed report needs to be directed to ---
----- of safety, loss and risk management. It is his/her responsibility to discuss the incident with <Company Name's> risk committee.

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The Department of Homeland Security

How to respond when an active shooter(s) is in your vicinity

Quickly determine the most reasonable way to protect your own life. Clients and visitors are likely to follow the lead of employees and managers during a violent situation. These actions are not linear.

1. Evacuate (get out)

If there is an accessible escape path, attempt to evacuate the premises. Be sure to:

- Have an escape route and plan in mind from your current location.
- Evacuate regardless of whether others agree to follow.
- Leave all belongings behind and do not go back to retrieve items.
- Alert others (removing headphones/earbuds) and help them escape, if possible.
Consider people who may not hear the warning, including people in conference rooms, restrooms, stairwells, elevator lobbies, garages, etc.

Once you have escaped to a safe place:

- Prevent individuals from entering an area where the active shooter(s) may be.
- Keep your hands visible.
- Follow the instructions of officers.
- Do not attempt to move wounded people.
- Call 911 when you are safe.

2. Hide out (lock out)

If evacuation is not possible, find a place to hide where the active shooter(s) is less likely to find you. During the event, you might find yourself in different areas of the building as a situation unfolds. Accordingly, it is difficult to identify specific places to seek shelter.

Your hiding place should:

- Be out of the active shooter's view.
- Provide protection if shots are fired in your direction, e.g., an office with a closed and locked door.
- Do not trap or restrict your options for movement.

To prevent an active shooter(s) from entering your hiding place:

- Lock the door.

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- Blockade the door with heavy furniture.
- For a door that opens to the inside, build a bridge of furniture or other items between the door and the closest wall so that the door cannot be opened.

If the active shooter(s) is nearby:

- Lock the door, and also barricade the door.
- Silence your cell phone (including vibration notifications and keyboard clicks) and any other electronic/mobile devices.
- Turn GPS function on.
- Turn off any sources of noise, e.g., radios, televisions; turn off computer monitors (only if you have the time, the active shooter's hearing will be impaired by the gun shots).
- If there is a window in the hiding area, hide behind large items, e.g., cabinets, desks.
- Remain quiet and vigilant.

If evacuation and hiding out are not possible:

- Remain calm.
- If possible, dial 911 from your cell phone to alert police of the active shooter's location.
- If you cannot speak, leave the line open and allow the dispatcher to listen.

3. Fight (take out — take action against the active shooter[s])

As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter(s) by:

- Acting as aggressively as possible against him/her. More than one person swarming the active shooter(s) can be very effective.
- Throwing items and improvising weapons, (e.g., fire extinguishers, books, coffee mugs, staplers, shoes, etc.).
- Yelling.
- Commit fully to your actions.

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How to respond when law enforcement arrives

Law enforcement's purpose is to stop the active shooter(s) as soon as possible. Officers will proceed directly to the area in which the last activity was reported.

- Officers may enter immediately or wait for back-up.
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment or street clothes.
- Officers may be armed with rifles, shotguns or handguns.
- Officers may use pepper spray or tear gas to control the situation.
- Officers may shout commands and may push individuals to the ground for their safety.

How to react when law enforcement arrives:

- Remain calm and follow officers' instructions.
- Put down any items in your hands, (e.g., bags, jackets).
- Immediately raise hands and spread fingers; expect to be frisked.
- Keep hands visible.
- Avoid making quick movements toward officers such as holding on to them for safety.
- Avoid pointing, screaming and/or yelling.
- Do not stop to ask officers for help or directions when evacuating, just proceed in the direction from which officers are entering the building.

Information to provide to law enforcement or 911 operator:

- Current or last known location of the active shooter(s) (e.g., floor, direction of travel, inside stairwell, exiting building, etc.).
- Number of active shooter(s), if more than one.
- Physical description of the active shooter(s) (e.g., name, if known; race; clothing; facial features).
- Number and type of weapons held by the active shooter(s) (e.g., rifle, shotgun, handgun, other).
- Number of potential victims and their locations.

The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises.

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Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.

Description of offenders

Within the workplace, the active shooter(s) may be a known or unknown individual and is usually one of the following:

- Does not have a legitimate relationship with the <Company Name>.
- Is a recipient of services provided by the <Company Name>?
- Is the active shooter(s) a current or former employee?
- Not an employee but has a relationship with a <Company Name> employee.

Victims of domestic violence

Victims of domestic violence should notify their supervisor of any concern that the abuser may come to the workplace. Even with a protection order, an abuser may try to hurt or kill the person in the workplace. Protection orders may be a triggering event for the abuser. Victims may need to provide a photo of the abuser to building security, coworkers and human resources. Employees must take responsibility for their own security.

Emergency protection order

In many states, when the police encounter a domestic violence situation, one of the two parties involved in the dispute is required (or requested) to leave the home. Often, this person is the abuser, although the police can be mistaken about who the aggressor is. In about one-third of states, police officers are also authorized or required to remove guns when they arrive at the scene of a domestic violence incident.

In some states, the police can give the victim an Emergency Protection Order (EPO), which is a short-term protection order typically given to a victim by the police or magistrate when his or her abuser is arrested for domestic violence. An EPO is generally for a limited period, such as three or seven days, which allows the victim time to request a longer-term protection order.

Protection order

All 50 states and the District of Columbia have statutes for some form of protection order. However, states call this protection order different things. For example, Illinois, New York and Texas call them protection orders or orders of protection, whereas California calls the same thing a restraining order, and Florida calls it an injunction for protection against domestic violence.

A protection order is different from an EPO because its longer term, typically for one to five years, and in extreme circumstances, for up to a lifetime. A victim can renew the protection order if the victim still feels threatened by his or her abuser.

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A protection order may include many different provisions, including:

- No contact provision: Prohibiting the abuser from calling, texting, emailing, stalking, attacking, hitting or disturbing the victim.
- Peaceful contact provision: Permitting the abuser to peacefully communicate with the victim for limited reasons, including care and transfer for visitation of their child.
- Stay away provision: Ordering the abuser to stay at least a certain number of yards or feet away from the victim, his or her home, job, school and car. The stay-away distance can vary by state, judge or the lethality of the situation, but is often at least 100 yards or 300 feet.
- Move out provision: Requiring the abuser to move out of a home shared with the victim.
- Firearms provision: Requiring the abuser to surrender any guns he or she possesses (about 2/3 of states) and/or prohibiting the abuser from purchasing a firearm.
- Counseling provision: Ordering the abuser to attend counseling, such as batterer's intervention or anger management.

Protection orders may include children, other family members, roommates, or current romantic partners of the victim. This means the same no contact and stay away rules apply to the other listed individuals, even if the direct harm was to the victim. Some states even allow pets to be protected by the same order, as abusers may harm pets to torment their victims.

High risk terminations

Terminating an employee can be one of the most difficult and unpleasant events for an employer. Terminations may be necessary for a multitude of reasons including company downsizing, poor work performance, or violation of company policy. Regardless of the reason, the separation should be handled in the most professional and ethical manner with precautionary measures being taken to ensure an uneventful departure. But, what if an employee poses a risk to the company based on past behaviors or actions, use the guidelines.

It is not uncommon for an employee to display anger and/or hurt after being terminated from his/her position. As a result, an employer should be mindful of the possibility of an increased risk for retaliation. Retaliation can be carried out in a variety of ways including, sabotage and/or destruction of company property, the use of social media to spread disparaging and derogatory statements, and in extreme cases the use of threats and acts of violence. While the possibility of retaliation can never be predicted or prevented, companies can attempt to minimize the negative impact it can have on business operations.

When terminating an employee, a company should always consider the potential security risks involved and plan accordingly. It is necessary to involve key personnel from various departments including, human resources, legal, security and/or direct supervisor(s). Planning should include, but is not limited to, asking and reviewing the following questions:

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- What is the basis for termination?
- Does the employee have a history of disciplinary issues?
- Has the employee ever made verbal threats towards management and/or coworkers?
- Does the employee have a known criminal history?
- Has the employee ever displayed assaultive behavior toward anyone in the workplace?

In addition to evaluating possible risk factors, how the termination is handled is vital in minimizing risk. Preparing for the separation should include the four “W’s” — Who, When, Where and What.

- Who — Company policy may dictate who handles the termination. It may be the responsibility of human resources or the employee’s immediate supervisor. It is important to establish who should be involved and only those individuals should be present for the termination.
- When — Schedule the termination early in the week. This can help prevent the employee from plotting revenge over the weekend. Offer the employee immediate outplacement services to focus his/her attention on the future and discourage retaliation. If it is believed there may be the potential for a hostile situation, be prepared by having security present at the separation or on standby and ready to respond if needed.
- Where — For security reasons, terminations should be held on a first level floor with easy access to a building exit. Ideally, the room where the separation is held should contain a desk, which can serve as a barrier between management and the employee. The employee should always be seated furthest from the door, enabling a quick exit should the situation turn hostile. Following the separation, the employee should be immediately escorted from the building. In situations where the termination is conducted offsite, a neutral location should be chosen where the employee will not feel cornered or attacked. Personal items left in an office or workstation can be gathered and mailed to the employee by management.
- What — An employer needs to ask what access does the employee have to company resources? This includes physical access to corporate offices and/or field offices, as well as company property, such as vehicles, desktop/laptop computers, cellular phones, identification badges, etc. On the day of termination, procedures should be in place as to how the property will be collected. Terminated employees must return all company property immediately upon request. An employer should also be mindful that sometimes personal items take on characteristics of company property. For example, if an employee uses the company data system on a personal device, that access needs to be immediately removed. It is recommended employers have a section in the employee handbook devoted to personal property and how it is treated during employment and after separation. Post-termination should also include notifying building security, if applicable, and the changing of company passwords and locks.

The payout of final work hours and earned vacation time, as well as other benefits such as personal days and severance packages, need to be conducted in accordance with legal requirements and company policies.

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Inform the employee he/she may use the company's grievance procedure for any final work-related complaint(s) and designate a single point of contact within the company. If the employee entered into a nondisclosure or confidentiality agreement during the term of employment, a review of such agreement should be conducted at the time of termination.

For most employees, being separated carries with it feelings of uncertainty and vulnerability. With a high-risk termination, the feeling may be hostility towards the individual(s) handling the separation or resentment toward the company itself. Being prepared for a high-risk termination is not only essential for the safety of those involved but necessary to protect the overall business operation. Furthermore, as with every personnel decision, careful documentation of the events and actions leading up to and following the termination is strongly recommended.

Provide security personnel with the name and picture of the terminated employee in case they do not handle to termination gracefully. Monitor social media for potential acts of revenge.

Information for this document was taken in part from the US Department of Homeland Security, "Armed Shooter: How to Respond."

Ari Freilich, staff attorney at Giffords Law Center to Prevent Gun Violence

Integrity Security Consulting

Strategos International's Prevail Program

Business and Legal Reports-Worksite Risk Assessment Checklist

OSHA Workplace Violence Checklist

Lockton Terrorism and Crisis Solutions:

- A. Active Assailant/Shooter Property Damage, Business Interruption, Liability and Extra Expense.
- B. Loss of Attraction-Non-Damage Business Interruption
- C. NCBR – Malicious Acts – Property Damage, Business Interruption, Liability & Decontamination Clean-up Costs
- D. Sabotage & Terrorism – Property Damage and Business Interruption
- E. Sabotage & Terrorism Combined Liability General Liability/Employer Liability and Auto-Terror Protection
- F. Threat of Malicious Acts-Non-Damage Business Interruption
- G. Workplace Violence Stalking Threat-Legal Liability, Expenses & Business Interruption

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Training resources

Houston PD: Run, Hide, Fight: [youtube.com/watch?v=5VcSwejU2D0](https://www.youtube.com/watch?v=5VcSwejU2D0)

FEMA/Homeland Security: IS-907-Armed Intruder computer-based training (1 hour) - dhs.gov/active-shooter-preparedness

dhs.gov/active-shooter-emergency-action-plan-video

emilms.fema.gov/IS907/curriculum/1.html

Strategos International Prevail Program strategosintl.com/prevail/

Integrity Security Consulting integritysci.com/leadership/

Security Vulnerability and Risk – Homeland Security Protective Security Advisor Program - dhs.gov/protective-security-advisors

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Post-event

Personnel and public relations

- Notify human resources, operations, safety, claims, risk manager, benefits manager, communications spokesperson(s), crisis communication public relations firm and others according to your workplace violence contingency plan.
- If you have elected not to purchase insurance coverage and you do not have a crisis communication plan, you may still want to engage the services of a company that is experienced in this area simply to mitigate your exposure. Identify your crisis management company in advance.
- Your risk management team should never release any statements until you have contacted your broker, your crisis management public relations company and/or your insurance carrier as outlined in your workplace violence contingency plan.
- Work with your crisis communication consultant to schedule employee meetings at local church(s) or other appropriate meeting places in conjunction with employee assistance counselors. Leadership and management visibility will impact employee's willingness to return to work. Employee communication sessions should address:
 - Workplace violence event details and updates.
 - Security.
 - Projected reopen of the location.
 - Payroll and benefit continuation.
 - Other topics based on recommendations by the crisis management public relations company.

Media

Fatal workplace violence events attract a great deal of media attention and as such, it is important for your company to have familiarity on how to respond.

- Engage your communication/designated spokesperson(s) and/or the crisis management public relations company for assistance.
 - Different audiences — employees and their families, customers, vendors, suppliers, investors, board members and the news media — should be addressed at different times, via different outlets, depending on the crisis.
 - Assess the facts — what happened? Potential impact short and long term.
 - Focus when delivering the message to media and employees:
 - ▲ Be accurate, be honest and be sure.
 - ▲ Show concern for those injured.
 - ▲ Keep a record of what is said.

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- ▲ If you don't know the answer, indicate the same.
- ▲ Make your point. Stop talking.
- ▲ "No Comment" from client representative = guilt.
- ▲ Reporters will ask client to go "off the record." Avoid the temptation.
- Focus your energy on:
 - ▲ Getting the information right.
 - ▲ Cooperate fully with police.
 - ▲ Keeping employees as a priority audience — set up an employee "hot line."
 - ▲ Delivering the message to all audiences.
 - ▲ Demonstrating concern and support for those injured.
 - ▲ Being thoughtful and deliberate on social media.
 - ▲ Your company's response. In a crisis this is often what will be remembered most.
- Never release any statements until you have contacted your spokesperson, insurance broker, your crisis communication public relations company and/or your insurance carrier as outlined in your plan. The crisis communication public relations company assigned or hired by your company will help to decide what communication plan is best in this circumstance. They will also assist in notifying the affected parties to make sure that the communication lines remain open and that it clear you care.

Government notification and standards

- Report to the Occupational Health and Safety Administration (OSHA) any hospitalizations and/or deaths within eight hours. [osha.gov/report.html](https://www.osha.gov/report.html).
- Comply with OSHA's bloodborne pathogens standard. (Review sample checklist and medical release forms.)

Workers' compensation claims

- Your risk management team should work with your broker to put the workers' compensation insurance carrier and/or third-party administrator (TPA) on notice.
- Work with your risk management team, insurance broker, the insurance carrier or third-party administrator (TPA) to assign a dedicated indemnity (lost time claim) adjuster.
- Set up the claims process/flow of communication that will work best given the situation.
- Understand your specific state's workers' compensation benefits (including death benefits if necessary) in advance. Determine if the state in which the claim occurs covers "mental" claims under the workers' compensation policy. (Example: Unless there is a physical injury, "mental" claims are not covered by workers' compensation in Kansas.)

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- Schedule regular conference calls with your internal risk management team, insurance broker and insurance carrier claim contacts to discuss the status of the claims and cover crucial topics. Some of these will pertain to getting prompt payments out to injured victims and their families.
- Your risk management team should work with your insurance broker to assign an injury counselor to assist with the workers' compensation post injury management until the claims are manageable internally. (Injury counselors assist the injured workers throughout the claim process.)
- Your risk management team should work with your insurance broker to notify your Employee Assistance Program (EAP) vendor immediately and coordinate with any property and casualty and workers' compensation EAP services provided.

Employee benefits (health insurance) and employee assistance

- Your risk management team should work with your insurance broker to notify the EAP vendor immediately and work with the EAP vendor to determine next steps such as scheduling counselors and being available to meet with employees and families face-to-face.
- Coordinate with the EAP vendor on an ongoing schedule to be available to employees and families in the days and months following the event.

Note: The property and casualty and workers' compensation insurance carriers may have EAP services available, so make sure the benefits EAP vendor is aware so they can coordinate efforts.

- Your risk management team should have your benefits insurance broker promptly notify the life and disability vendors of the event.
- Your benefits manager will evaluate survivor benefits if applicable. He or she will need to understand how short-term disability and long-term disability policies offset with the workers' compensation claim. Are there voluntary benefits such as critical illness or supplemental life that need to be taken into consideration? (See "Death of an Employee" checklist)
- Work with the disability vendors to determine what information will be needed to submit claims.
- Have a plan in place to process payroll if your place of business will be closed for a period of time.
- Have your broker schedule weekly calls with the HR manager or benefits manager to touch base on key open items.
- Coordinate with your broker to keep an open items log.

Workplace violence expense policy/active assailant coverage

- Work with your broker to put the workplace violence expense policy/active assailant carrier on notice.
- Discuss with your broker the pros and cons of engaging a forensic accountant. Your company's insurance policy should be evaluated to determine if coverage is available to pay for the forensic accountant.

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- Set up an accounting code to track all workplace violence expenses associated with crisis communication public relations, security costs, forensic analysts, counseling seminars, and any other items that could be potentially covered by the policy.
- Schedule regular conference calls with your broker and the insurance carrier contacts to discuss the status of the claims and cover crucial topics.

General liability and umbrella

- Work with your broker to put the general liability (GL) insurance carrier on notice. Have a major case adjuster assigned.
- Work with your broker to notify the umbrella and excess insurance carrier.
- Utilize an accounting code to track all GL and umbrella expenses associated with crisis communication public relations, security costs, forensic analysts, counseling seminars and any other items that could be potentially covered by the policy.
- Schedule regular conference calls with your broker and the insurance carrier contacts to discuss status of the claims and cover crucial topics.
- Communicate with your broker and insurance carrier about engaging qualified defense counsel immediately to assert attorney/client privilege and protect the investigation.

Property

- Work with your broker to promptly put the property insurance carrier on notice. Business interruption and extra expense can be the largest expenses on this type of property claim.
- Work with your broker and insurance carrier to engage a qualified company to clean-up bodily fluids.
 - [aftermath.com](https://www.aftermath.com)
 - [servpro.com/biohazard-cleaning](https://www.servpro.com/biohazard-cleaning)
- Engage your broker's property consultant to attend the initial inspection of property damage with the insurance carrier's adjuster.
- Work with your broker to obtain the insurance carrier's written consent for claims preparation fee coverage.
- Schedule regular conference calls with your broker and insurance carrier contacts to discuss the status of the claims and cover crucial topics.
- Set up an accounting code to track all property policy expenses associated with crisis communication public relations, security costs, forensic analysts, counseling seminars, and any other items that could be potentially covered by the policy.
- Your risk management team should hold regular conference calls with your insurance broker and the insurance carrier to discuss various damages and expenses being incurred.

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Sample tool: Bloodborne pathogens exposure incident: Checklist

This form must be completed at time of notification of incident. A copy remains in employee files and a copy is forwarded to the treating physician with a copy of permission forms: to be returned to <Company Name> Environmental Health and Safety Department within 15 working days following evaluation.

Exposure incident means a specific eye, mouth, or other mucous membrane non-intact skin, or parenteral contact with blood.

- Parenteral exposure — this means that the infected blood or other potentially infected materials (OPIM) is introduced directly into the body through a break in the skin. Examples include: a needle-stick injury or a cut with a piece of contaminated glass.
 - Mucous membrane exposure — this means that the infected blood or OPIM enters the body through contact with a mucous membrane found in your eye, nose or mouth.
1. Exposure route and circumstances (specifically eye, mouth, or other mucous membrane, non-intact skin, or contact with blood).

Name:

Address:

Telephone #:

Date of exposure:

Route of exposure:

- Circumstances under which the exposure incident occurred:

- Description of employee's job duties relevant to the exposure incident:

Engineering controls used at the time:

A description of device being used:

- Protective equipment or clothing that was used at the time of the exposure incident:

Location of the incident:

Job duties/activity being performed when the incident occurred:

Employee training:

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2. Identifications of source individual.

Name: _____

Address: _____

Date of exposure: _____

3. Source of individual's blood tested for HBV, HCV and HIV infection with consent.

(See medical consent form.)

Date obtained: _____

4. Exposed employee's blood tested for HBV, HCV and HIV serological status with consent. (If no consent for HIV status, blood must be stored for 90 days and tested later with consent.)

Date tested: _____

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Sample tool: Medical consent form for bloodborne pathogens

This section to be used for source employees

Source individual's name: _____

Address: _____

You have been involved in an incident that exposed the following employees to your blood or bodily fluids:

CONSENT — OSHA regulation 29 CFR 1910.1030(f)(3)(ii)(A) states: The source of individuals' blood shall be tested as soon as feasible and after consent is obtained in order to determine Hepatitis B Virus (HBV), Hepatitis C Virus (HCV) or Human Immunodeficiency Virus (HIV) infectivity. If consent is not obtained, the employer shall establish that legally required consent cannot be obtained. When the source individual's consent is not required by law, the source individual's blood, if available, shall be tested and the results documented.

I hereby grant permission to have my blood drawn and tested to determine if I am a carrier of a bloodborne pathogen disease. I also grant permission to have the results released to the individual's listed above, and to the health care providers performing the follow-up evaluations.

Source individual's signature: _____ Date: _____

REFUSAL — for source individual's medical release:

I have had the exposure evaluation process explained to me and I hereby refuse to consent to blood testing to determine my infectious state with regard to bloodborne pathogens, including but not limited to Hepatitis B Virus (HBV), Hepatitis C Virus (HCV) or Human Immunodeficiency Virus (HIV). I understand that by refusing to do so, those individuals who were exposed to my blood or bodily fluids will have limited information to determine their potential for contracting these diseases.

Source individual's signature: _____ Date: _____

This section to be used for exposed employees

Exposed individual's name: _____

Address: _____

You have been involved in an incident that has exposed you to another individual's blood or bodily fluids. Collection and testing of your blood is necessary to determine Hepatitis B Virus (HBV), Hepatitis C Virus (HCV) or Human Immunodeficiency Virus (HIV) serological testing. The sample shall be preserved for at least 90 days. If within 90 days of the exposure incident you elect to have the baseline sample tested, such testing shall be done as soon as feasible. Follow-up tests may be required at 6 weeks, 12 weeks and 6 months (or as recommended by the physician) to determine if transmission has occurred. These tests will be performed at no cost to you.

- | | | |
|--|---|--|
| <input type="checkbox"/> Yes — I consent to complete serological testing. My consent is hereby given voluntarily of my own free will. My consent has not been obtained through duress, coercion or pressure. | <input type="checkbox"/> Yes — I consent to baseline blood testing at this time but decline HIV testing . I understand that the sample shall be preserved for at least 90 days. If within 90 days of the exposure incident I elect to have the baseline sample tested, such testing shall be done as soon as feasible. | <input type="checkbox"/> No — I decline to have my blood drawn and neither tested at this time nor preserved for future testing. I understand that this test is paid for by my employer. |
|--|---|--|

Printed name of employee: _____

Signature of employee: _____ Date: _____

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Sample tool: Death of employee checklist

Stage one: Immediate response and notification

- Call 911.
- Obtain an emergency contact person for the family.
- Call employee's emergency contact person, if designated, or other known family member to advise of employee's removal from the scene.
- Have a spokesperson travel to hospital or other appropriate venue to meet family.
- Contact OSHA at 800.321.OSHA if death/accident is work-related.
- Contact your insurance broker and insurance carrier to notify of fatality.
- Notify employees/executives with most critical need-to-know first, including HR.
- Upon death, notify remaining employees, indicating details will be forthcoming.
- Be sensitive to family: Ask for the name of a contact person who can provide funeral details when known, answer questions about the family's wishes, and arrange for benefits procedures to be completed when appropriate.
- Designate an internal contact person for employees who have any questions or concerns to prevent employees from trying to contact the family directly.

Stage two: Handling arrangements and keeping business moving

- Notify customers/clients with direct relationship and reassign work as appropriate.
- Arrange to intercept and redirect phone, voicemail, email and mail communications.
- Plan for counseling for employees through EAP or agency appropriate to the circumstances surrounding the death.
- Provide grieving employees with time off as needed (immediately if they witnessed or responded to the death), preferably on a paid basis.
- Begin termination processing following normal procedures (see section on benefits below).
- Have designated contact person keep track of all notes, flowers, etc. that arrive following the death, so they can be responded to and collected for the family. Photographing flower arrangements received is an option when the family has suggested donations in lieu of flowers.

Planning for funeral/memorial service

- Flowers — determine where they are to be sent according to family's wishes.
- Donations may be requested in lieu of flowers; communicate to employees as appropriate.

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- Time off: Consider impact on business but also recognize that many employees may feel a need to attend the service; be flexible and provide paid time off if possible.

 - Special or lasting tribute or memorializing: Consider possibilities depending upon how well known the person was and what employees seem to want, etc. Ideas: company service separate from funeral, plaque displayed in office, memory book for family with notes from coworkers, etc.

 - Memorial fund/scholarship contact local financial institutions to find out what options exist in situations where there are employees who wish to donate to young children or grandchildren left behind by the employee, etc.

Stage three: After the funeral/follow-up

Final wages/benefits processing

-
- Schedule time to meet with beneficiaries if possible.

 - Locate beneficiary designations for all benefits.

 - Confirm state laws regarding final pay for deceased employees and associated tax issues and comply promptly with all rules; consult with tax advisors if necessary.

 - Treat accrued but unused vacation, sick, PTO, etc. in accordance with state law, if any. Or, follow company policy if no law exists, and/or treat similar to wages if no other guidance is available.

 - Determine how many certified death certificates will be needed to process benefits paperwork including:
 - Life insurance.
 - Accidental death and dismemberment, if applicable.
 - Pension/401(k).
 - Workers' compensation death benefits.
 Terminate health insurance according to policy as of date of death.

 - Determine balance of health care flexible spending account for health expenses prior to date of death; notify family of procedure.

 - Handle COBRA paperwork for dependents.
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Death of employee — other considerations

- Follow normal termination checklist to ensure all equipment, keys, credit cards, etc. are returned and security issues are addressed.
- Arrange for packing and delivery of personal belongings (ask family how they want this handled); offer to do it for them if preferred. A close colleague or supervisor is best choice if family prefers not to be involved.
- Remember first few anniversaries quietly, perhaps with a moment of silence.
- Keep in touch with family as appropriate.

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