Safety and Security Threats in the Workplace

- **Standard Threat Issues:**
  - Natural Disasters – Emergency preparedness (fires, earthquakes, etc.)
  - Employee Injuries – Standard safety procedures, Cal OSHA, etc.
  - Communicable Diseases – H1N1 Influenza, Avian flu, etc.
  - Employee Concerns – theft, pilfering, worse....

- **Workplace Violence:**
  - What are the threats and where are they coming from?
  - Who may be a threat?
  - At the workplace or away?
  - Are there potential threats from among us?
  - What can we do?
Workplace Violence / Who should we be concerned with?

- Customers
- Vendors
- Employees
- Students
- Faculty
- “Disgruntled” employees, students, customers, etc.
- Individuals with mental issues
- Angry boyfriend/girlfriend or husband/wife of employee
- Angry ex-spouse
- Hostile ex or former lover.
Safety and Security Threats in the Workplace

- Threats depends upon the type of business or location
- FBI research shows an increased potential for violence if:
  - Is money or cash exchanged?
  - Is alcohol served?
  - Is the business open during the night shift?
  - Does the employee work alone?
  - Are unstable people around?
    - Mental Health facility
  - Are care services provided?
  - Is the business located in a high crime area?
Physical Security Measures:

- Access control
- Harden the target
- Limit access to only employees
- Require escorts for visitors
- Prescreening for contract vendors
- Have building security
- Have emergency evacuation plan
- Have panic buttons
- Unique issues for Human Resource Personnel*
Human Resources –

When dealing with employee over disciplinary issue:
- Have another manager attend meeting
- Use a conference room with a panic button installed
- Do Not make false statements or promises you can’t keep
- Do Not explain technical, complicated information when emotions are high
- Do Not take sides or disagree
- Do Not take remarks personally
- Do Not show anger
- Do Not patronize
- Do Not invade the individual’s personal space
- Do Not make threats or dares
- Do Not belittle or make the person feel foolish
- Do Not criticize or act impatient
- Do Not attempt to “bargain” with a threatening individual.
If notifying employee that they are being terminated, have team ready to assist

- Meet with employee and present termination documents
- Be prepared to assist employee with their personal items
- Have them escorted off property by security personnel
- Consider notifying the employee of the termination by phone or letter, do not agree to meet with employee in the office
- No requirement to terminate an employee in person, particularly where the individual may threaten or harm the person who conducts the termination or get loose within the workplace to retaliate against those employees whom the hostile employee suspects to have made the complaints.
Warning Signs of Workplace Violence

While it’s difficult to develop a precise profile of an employee who could turn violent, there are signs you should look for. Be on alert if an employee:

- Appears to be going through a difficult time (personally or professionally)
- Acts paranoid
- Shows contempt for fellow workers or supervisors
- Suddenly starts showing up late (or not at all)
- Issues direct or suggestive threats
- Brings a weapon to work.
Warning Signs of Workplace Violence

To prevent violence in the workplace, employers should:

- Encourage employees to report suspicious or threatening co-workers
- Provide stress management training for workers and management
- Offer employee assistance programs to help workers deal with stress.
Study of workers who have made threats and suffer from “Pathological organizational affective attachment”

Characteristics include:

- Inability to detach themselves from a job and move on
- Difficulty forming bonds with others
- Belief that their employer is treating them unfairly or singling them out
- Recurrent psychological disturbances that aren't significant enough to keep them from working
- Blaming a specific individual for their problems
- Volatility, impulsivity, little emotional control and a failure to consider the consequences of their actions
- Oversensitivity to perceived insults or threats
- A tendency to use violence to solve problems and to threaten when they feel threatened.
Level 1 Concerns:

- Low class/work interest or poor performance
- Excessive tardiness or absences
- Lack of performance on projects
- Inability to concentrate
- Noticeable changes in behavior
- Changes in attitude
- Noticeable decrease in attention to appearance / hygiene
- Not taking responsibility for their actions
- History of discipline problems
- Depression / Social Withdrawal.
Level 2 Concerns:

- Signs of stress
- Extreme disorganization
- Increasing belligerence
- Hypersensitivity to criticism
- Resistance and overreaction to changes in policy and procedures
- Argues with others
- Outbursts of anger or uncontrolled anger.
Level 3 Concerns:

- Apparent obsession with a fellow student/employee or faculty member/supervisor (regarding a grievance)
- Preoccupation with violent themes
- Expression of violence in writings and drawings
- Interest in recently publicized violent events
- Recent acquisition/fascination with weapons
- Homicidal/suicidal comments or threats
- Increased use of alcohol and/or illegal drugs
- Ominous, specific threats
Physiological Indicators of Potential Violence
Source: American Psychological Association

- A combination of the following symptoms may be indicative of potential violence:
  - Red-faced or white-faced
  - Sweating
  - Pacing, restless, or repetitive movements
  - Shallow, rapid breathing
  - Hyperventilating
  - Darting eyes
  - Trembling or shaking
  - Clenched jaws or fists
  - Changes in voice inflection.
A combination of the following symptoms may be indicative of potential violence:

- Inappropriate humor and/or sarcasm
- Aggressive statements
- Scowling, sneering or use of abusive language
- Glaring or avoiding eye contact
- Loud talking or chanting
- Excessive crying
- Exaggerated or violent gestures
- Decline in personal grooming
- Violating your personal space.
Safety and Security Threats in the Workplace

- **Warning behaviors:**
  - “Leakage” of intention
  - Communication to a 3rd party about an intent to harm
  - Comment to a friend “don’t come to work tomorrow!”
  - Writings, comments, drawings, changes in behavior
  - Fixation on employee, supervisor, group, etc.

- **Hunters vs. Howlers**
  - Howlers convey their frustrations and their easier to discover and respond to
  - Hunters are those that keep their aggression hidden and pose the greatest threat.
“Injustice Collectors”

- Christopher Dorner
- Elliot Roger
- Vester Flanagan
- Eric Harris

Christopher Dorner - Ex-LAPD Officer
Elliot Roger - UCSB Shooter
Vester Flanagan - Ex-Reporter WDBJ
Eric Harris - Columbine HS Shooting
**Safety and Security Threats in the Workplace**

- **Injustice Collectors**
  - They are never wrong and never apologize
  - Morally and ethically superior
  - Focus on the failings of others and rationalize their behavior
  - Have no capacity for remorse, empathy or guilt
  - Others have to “walk on eggshells” around them
  - Prey upon other’s weaknesses
  - They must repetitively revisit situations where you service them, give in to them and agree with them
  - Hang onto every single slight against them
  - Cry foul when you are “mean” to them and accuse you of being nasty when you confront them with their negative behavior or performance.
Motivational factors in threats or workplace violence

- No specific “Profiling” of individuals
- Behavior is the indicator..... not the profile
- Anger, hostility, revenge....disgruntlement
- Defense Personnel Security Research Center, Monterey CA
  - “Americans Who Spied Against Their Country Since World War II”
  - Majority did it for the money
  - 20% cited “disgruntlement” or revenge with the workplace as the reason
  - 80% demonstrated one or more security concerning behaviors
  - 25% experienced a personal life crisis.
California State University, Fullerton July 12, 1976

Edward Charles Allaway, 37, university custodian opened fire in the campus library with a semi-automatic rifle he purchased at a Kmart. 

*Killed 7 and wounded 2.*
San Diego State University August 15, 1996

Frederick Martin Davidson, 36
Engineering Grad Student attending a meeting which he was to defend his rejected thesis. Hid the handgun and extra magazines in a first aid kit in the room prior to meeting.

*Shot and killed 3 faculty members.*
San Jose State University
May 10, 2011
Domestic Violence
Murder - Suicide
Shooting took place in parking garage
3 Killed
Shooter killed himself.
Seal Beach Salon Shooting
Ex-Husband of Salon owner
Domestic Violence
Shot and killed 8
On August 20, 1986, a part-time letter carrier named Patrick H. Sherrill, facing possible dismissal after a troubled work history, walked into the Edmond, Oklahoma, post office, where he worked and shot 14 people to death before killing himself.

In Southern California alone over an eight-year span from mid-1989 to mid-1997, there were 15 workplace homicide incidents, six with multiple victims, that killed 29 people.
Safety and Security Threats in the Workplace

- **TYPE 1:** Violent acts by criminals who have no other connection with the workplace, but enter to commit robbery or another crime
- **TYPE 2:** Violence directed at employees by customers, clients, patients, students, inmates, or any others for whom an organization provides services
- **TYPE 3:** Violence against coworkers, supervisors, or managers by a present or former employee
- **TYPE 4:** Violence committed in the workplace by someone who doesn’t work there, but has a personal relationship with an employee—an abusive spouse or domestic partner.
Aldrich Ames
CIA agent 1969 – 1994
Assigned to Soviet Counterintelligence

Arrested on February 21, 1994
Pled guilty on espionage charges
Sold secrets to the Soviets
His information resulted in the death of several foreign agents working for the U.S.
Robert Hanssen
FBI Special Agent from 1976 – 2001
Assigned to Counterintelligence Unit

Arrested on February 18, 2001
Pled guilty to 15 counts of espionage
Sold secrets to the Russians
Motivated by money and felt he wasn’t appreciated.
Earl E. Pitts, FBI Special Agent
Assigned to New York Office to oversee the recruitment of Russian intelligence officers, double agents and defector sources
Reassigned to the FBI Training Center at Quantico, VA Behavioral Profiling Unit
Arrested in December 1996 for espionage
Sold secrets to Soviets
Cited numerous grievances with the FBI and said he wanted to "pay them back."
Current Laws Regarding Workplace Violence (WPV)

California Code of Civil Procedure sec. 527.8 states:

(a) Any employer, whose employee has suffered **unlawful violence** or a **credible threat of violence** from any individual, that can reasonably be construed to be carried out or to have been carried out at the workplace, may seek a temporary restraining order and an injunction on behalf of the employee and, at the discretion of the court, any number of other employees at the workplace, and, if appropriate, other employees at other workplaces of the employer.

“**Unlawful violence**” is any assault or battery, or stalking as prohibited in Section 646.9 of the Penal Code.

“**Credible threat of violence**” is a knowing and willful statement or course of conduct that would place a reasonable person in fear for his or her safety, or the safety of his or her immediate family, and that serves no legitimate purpose.

“**Course of conduct**” is a pattern of conduct composed of a series of acts over a period of time including following or stalking an employee to or from the place of work; entering the workplace; following an employee during hours of employment; making telephone calls to an employee; or sending correspondence to an employee by any means, including, but not limited to, the use of the public or private mails, interoffice mail, fax, or computer e-mail.
California Labor Code sec. 6400 et seq. states: (a) Every employer shall furnish employment and a place of employment that is safe and healthful for the employees therein.

Section 6401 includes providing safety devices, methods, means, etc. to render the place of employment safe....and methods and procedures for correcting unsafe or unhealthy conditions.

Section 6402 provides that “no employer shall require or permit any employee to go or be in any employment or place of employment which is not safe and healthful.”
The California Court of Appeal, in the case of City of Palo Alto v. Service Employees International Union (SEIU), 77 Cal. App. 4th 327 (1999) held that these Labor Code sections, combined with CCP 527.8,

“express an explicit public policy requiring employers to take reasonable steps to provide a safe and secure workplace. Such responsibility appears to include the duty to adequately address potential workplace violence.”
Two million American workers are victims of workplace violence. It is one of the leading four causes of fatalities over the past 15 years in the workplace.

<table>
<thead>
<tr>
<th>Type of Industry</th>
<th>Percentage of Workplace Violence Fatalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Trade</td>
<td>48%</td>
</tr>
<tr>
<td>Financial Industry</td>
<td>57%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>40%</td>
</tr>
<tr>
<td>Health Care</td>
<td>27%</td>
</tr>
<tr>
<td>Food Establishments</td>
<td>67%</td>
</tr>
<tr>
<td>Protective Service Operations (law enforcement and firefighters)</td>
<td>37%</td>
</tr>
</tbody>
</table>
In 2013, there were approximately 383 fatalities because of workplace violence.

Out of the 383, 322 were shootings, 38 were stabbings and 21 were general altercations.

In 2013, there were 43 workplace violence homicides just in California.

Women are more prone to workplace violence homicides. Homicides involving women have increased from 7% to 13% between 2010 and 2013.

In 2001, OSHA reported that 40% of all women related workplace deaths were homicides. More than 25% of the victims knew the suspect.
Safety and Security Threats in the Workplace

Workplace homicides due to shootings, by industry, 2010

- Government: 17%
- Leisure and hospitality: 15%
- Retail trade: 27%
- Other services, except public administration: 8%
- Transportation and warehousing: 8%
- Financial activities: 6%
- Wholesale trade: 5%
- Professional and business services: 4%
- Educational and health services: 4%
- Manufacturing: 3%
- Other or not reported: 4%

Total = 405

Note: Percentages may not add to total due to rounding
Source: U.S. Bureau of Labor Statistics
551 workers per year were killed as a result of work-related homicides in 2010

Shootings accounted for 78 percent of all workplace homicides in 2010 (405 fatal injuries). More than four-fifths (83 percent) of these workplace homicides from shootings occurred in the private sector, while only 17 percent of such shootings occurred in government.
Domestic Violence and Stalking in the Workplace:

- "When DV comes through the workplace door"
- Must have a Workplace Violence Policy
  - Includes verbal or physical harassment
  - Verbal or physical threats
  - Assaults or other violence
  - Any other behavior that causes others to feel unsafe (e.g. bullying, sexual harassment)
- All threats must be fully investigated and discipline imposed when necessary
- Use a Threat Assessment Team review
- Outside resources if necessary.
Observable behavior that may suggest victimization:

- Tardiness or unexplained absences
- Frequent-and often unplanned-use of leave time
- Anxiety
- Lack of concentration
- Change in job performance
- A tendency to remain isolated from coworkers or reluctance to participate in social events
- Discomfort when communicating with others
- Disruptive phone calls or e-mail
- Sudden or unexplained requests to be moved from public locations in the workplace, such as sales or reception areas
- Frequent financial problems indicating lack of access to money.
Observable behavior that may suggest victimization:

- Unexplained bruises or injuries
- Noticeable change in use of makeup (to cover up injuries)
- Inappropriate clothes (e.g., sunglasses worn inside the building, turtleneck worn in the summer)
- Disruptive visits from current or former intimate partner
- Sudden changes of address or reluctance to divulge where she is staying
- Acting uncharacteristically moody, depressed, or distracted
- In the process of ending an intimate relationship; breakup seems to cause the employee undue anxiety
- Court appearances
- Being the victim of vandalism or threats.
A Study of Active Shooter Incidents in the United States Between 2000 and 2013:

A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013:

Incidents Annually

Source: Federal Bureau of Investigation, 2014
A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013:

**Location Categories**

- **EDUCATION**
  - Schools (Pre-K to 12), 16.9% (27)
  - Institutions of Higher Education, 7.5% (12)
- **GOVERNMENT**
  - Other Government Properties, 6.9% (11)
  - Military, 3.1% (5)
- **COMMERCE**
  - Businesses, Open to pedestrian traffic, 27.5% (44)
  - Malls, 3.8% (6)
  - Businesses, Closed to pedestrian traffic, 14.4% (23)
- **RESIDENCES**, 4.4% (7)
- **HEALTH CARE FACILITIES**, 2.5% (4)
- **HOUSES OF WORSHIP**, 3.8% (6)
- **OPEN SPACE**, 9.4% (15)
The 23 incidents that occurred in business environments generally closed to pedestrian traffic resulted in:

- 69 individuals killed and 73 wounded
- In 12 incidents, supervisors/managers and owners of companies were killed (10) or wounded (5)
- These incidents almost exclusively involved employees
  - 14 current employees
  - 4 employees fired the day of the shooting
  - 3 former employees
  - 1 suspended employee.
Colleges and Universities:
- 12 shootings resulting in 60 killed and 60 wounded
- Shooters included 5 former students, 4 current students, 2 employees and 1 patient at a medical center

Commerce Areas open to pedestrians:
- 44 incidents resulting in 124 people killed and 181 wounded
- 68% were not employees but 7 had a relationship with an employee
- 27% were current or former employees

Malls
- Six incidents resulting in 17 killed and 18 wounded
- None were employees nor had any relationship to business.
Physically Aggressive Acts

Pre-Incident Behaviors (n = 79)

Verbal/Written Threats
(n = 35)

Stalk/Harass Behavior
(n = 52)

Physically Aggressive Acts
(n = 26)

13
10
8
4
30
4
10

CAMPUS ATTACKS
Targeted Violence on IHE
Secret Service, FBI and DOE
35 incidents (13%) open-sources reported that the subjects made verbal and/or written threats to cause harm to the target. These threats were both veiled and direct, and were conveyed to the target or to a third party about the target.

52 incidents (19%) Stalking or Harassment activity. Various forms of communications, focused on the victim and/or the victim’s family.
26 incidents (10%) subjects engaged in physically aggressive acts towards the target. Behaviors included physical assaults, menacing actions with weapons, or repeated physical violence.

In 29% the offenders exhibited one or more acts involving stalking/harassment, threats or physically aggressive acts.
Use Behavioral Assessment or Intervention Team concept
Conduct security “needs-assessment”
Harden the target (your facility or offices)
Take appropriate employee action early
Use outside resources (courts, security consultant, police, etc.)
Provide training to managers and supervisors
Be proactive whenever possible but always “react” when necessary
There are early indications, “pre-cursors” to violence
Other resources: SHRM, ASIS, ATAP, NaBITA, OC Shield.
Key “Take-a-Ways”

- Conduct the annual audit with a risk assessment focus
- Review:
  - Facility security, access concerns, internal and external threats
  - Policies, procedures on emergencies, workplace violence, compliance with regulations
  - Address the “low-hanging fruit” then tackle the more complex challenges
  - Copy best practices from other organizations
  - Obtain training for Risk Managers, HR and other key personnel
  - Liebert, Cassidy & Whitmore “Workplace Bullying” May 20 (Mt. SAC)
  - Society for Human Resource Management (SHRM)
Workplace Violence Training for Supervisors
Resources:

- FBI Workplace Violence Report
  - https://www.fbi.gov/stats-services/publications/workplace-violence

- FBI Study on Active Shooter Incidents

- Campus Attacks Report
QUESTIONS?

Jon Arnold
714-895-8183
ejarnold@gwc.cccd.edu