

Preventing Workplace Violence

Mike Pryor
Manager, Corporate Security
Arizona Public Service
Lieutenant, Tucson Police Department (retired)



Goals Today

Understand the signs and some triggers that indicate a person may be considering violent acts

Encourage you to look for and report warning signs and threatening behaviors

Show you how to identify a potential insider threat

Identify some critical components for an effective insider threat program

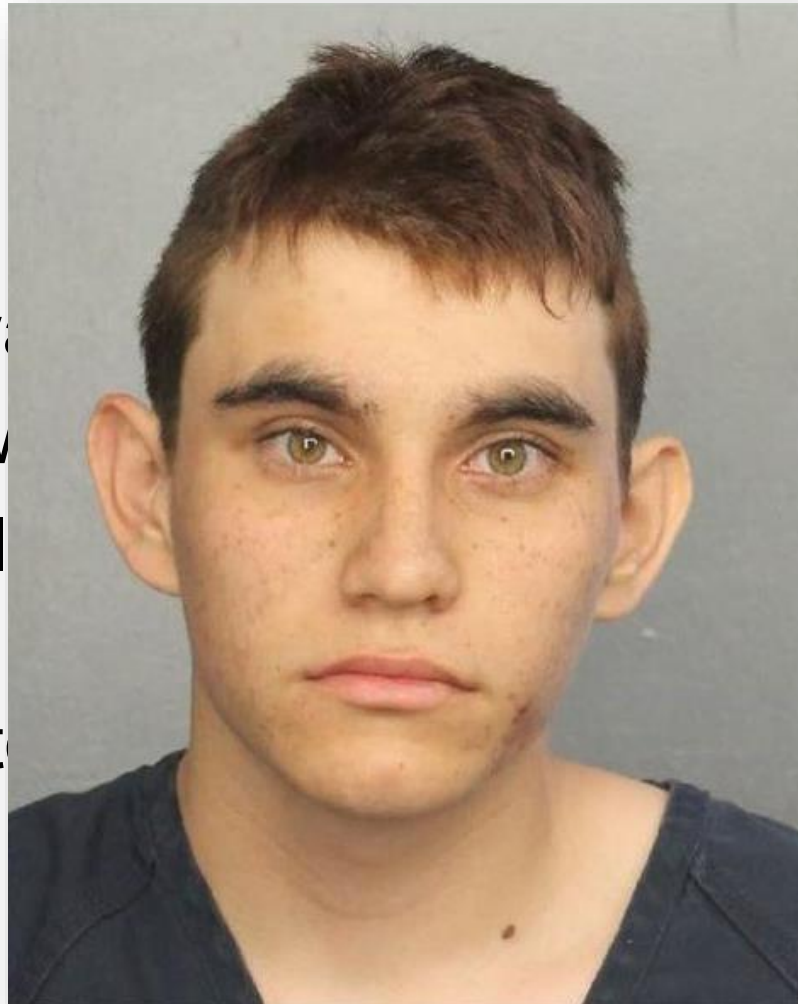
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Workplace Violence Frequency

- 8/20/2018: 2 killed in a distribution plant in **Texas**, a female shooter and a male employee, one other employee was injured by gunfire.
- 9/19/2018: 4 injured, shooter killed by police in Middleton, **Wisconsin** at a software company. The Shooter was a 43 year old male, had worked there for 18 months
- 9/19/2018: Masontown, **Pennsylvania**, a man who was scheduled for a hearing on domestic violence charges opened fire just outside a judges office. He was killed by police, but not before shooting and injuring 4 people, including a police officer. Preliminary hearing on 61 year old male for strangulation, aggravated assault and terroristic threats from an incident 3 weeks prior.
- 9/20/2018: Aberdeen, **Maryland** a female temporary employee working at a Rite-Aid distribution center shot and killed 3 employees and injured 3 others before killing herself.

Caution!

- What we are going to talk about you might see in those around you
- A triggering event or behaviors in and of themselves do not mean someone is considering violence
- Any insider threat program must consider the totality of the situation

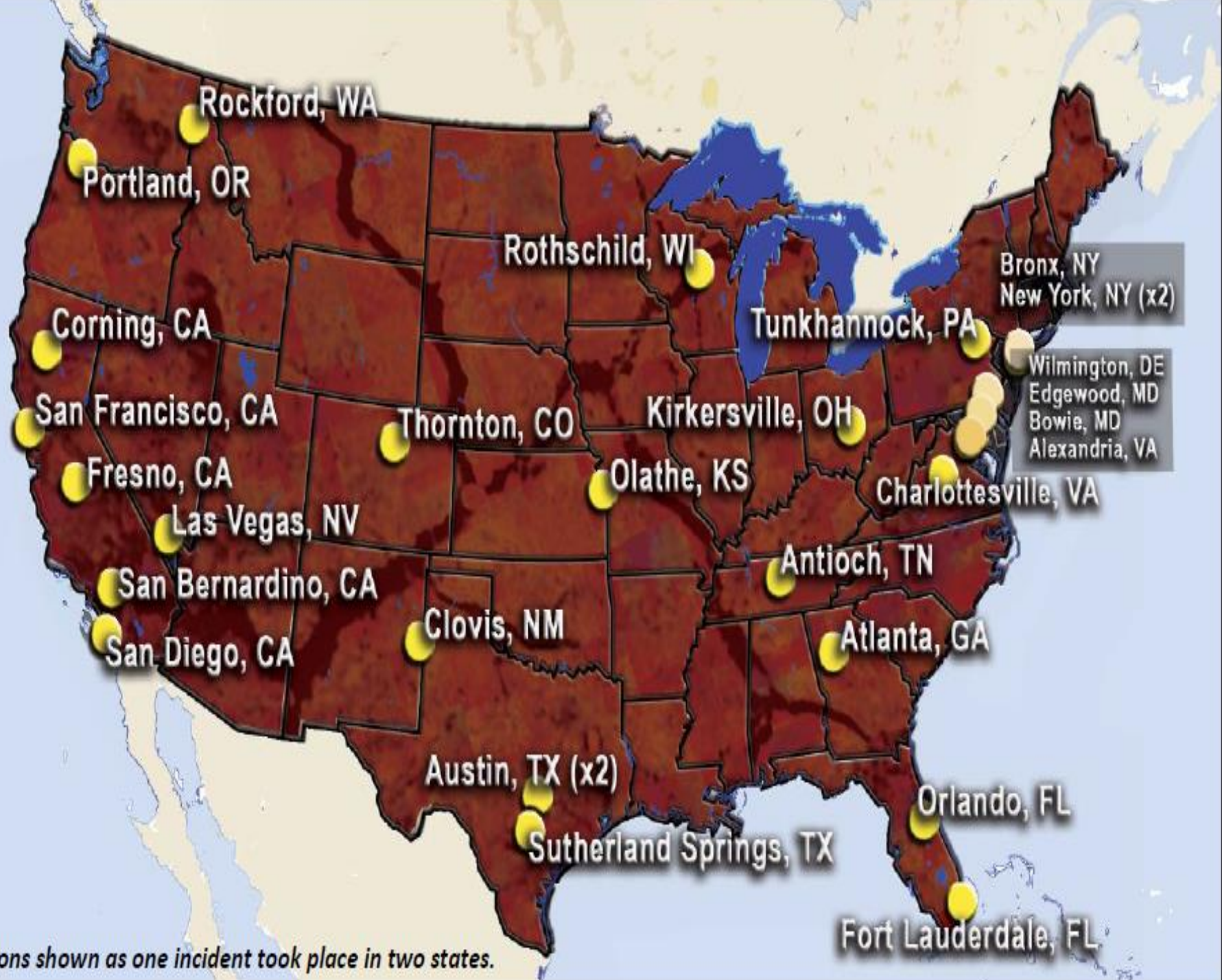


Lessons Learned from Past Incidents

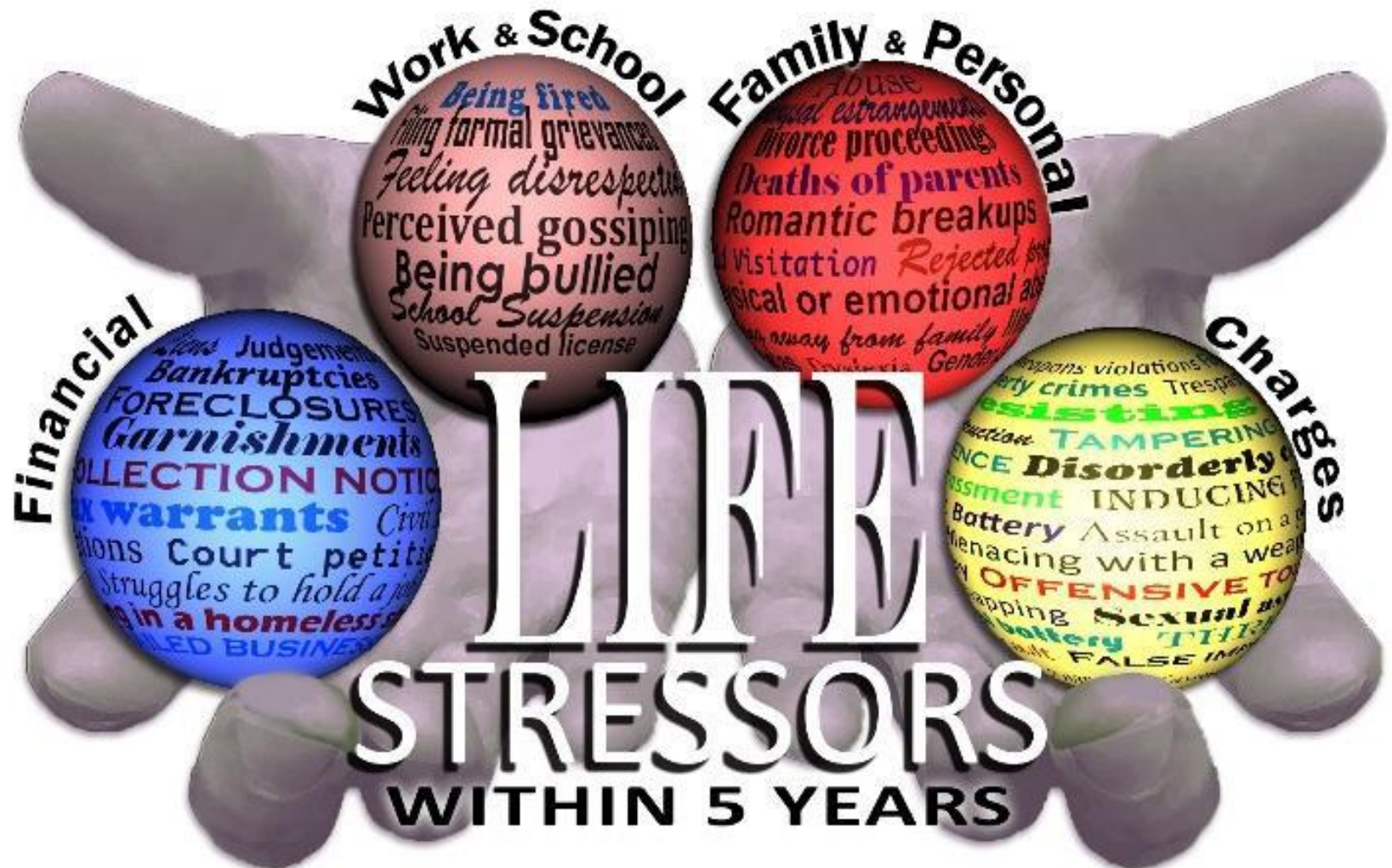
- In almost every case of intended workplace violence
 - The perpetrator gave indications of their plans
 - They may have told someone about their plan
 - Began acting in a noticeably different way
- This gives us opportunities to intervene in ways that can help to prevent a violent act from occurring.
- Although we will focus on violence, the process of other insider threat situations is the same

What Leads People to Act Violently?

- Research shows that usually people don't "just snap"
- There is a pattern that many perpetrators of workplace violence follow
 - Knowing what to look for and when the dangerous times might be for someone is important
- One of the biggest dangers is seeing something and not doing anything



Life events can trigger someone to consider violence



Grievances: We've All Got Them

- Most people are able to handle perceived injustices using socially acceptable means
 - Protests
 - Lawsuits
 - Complaints
- Others may look at violence as an acceptable way to address their grievance
 - Inability to cope
 - Serious consideration that acting out violently is a potential solution

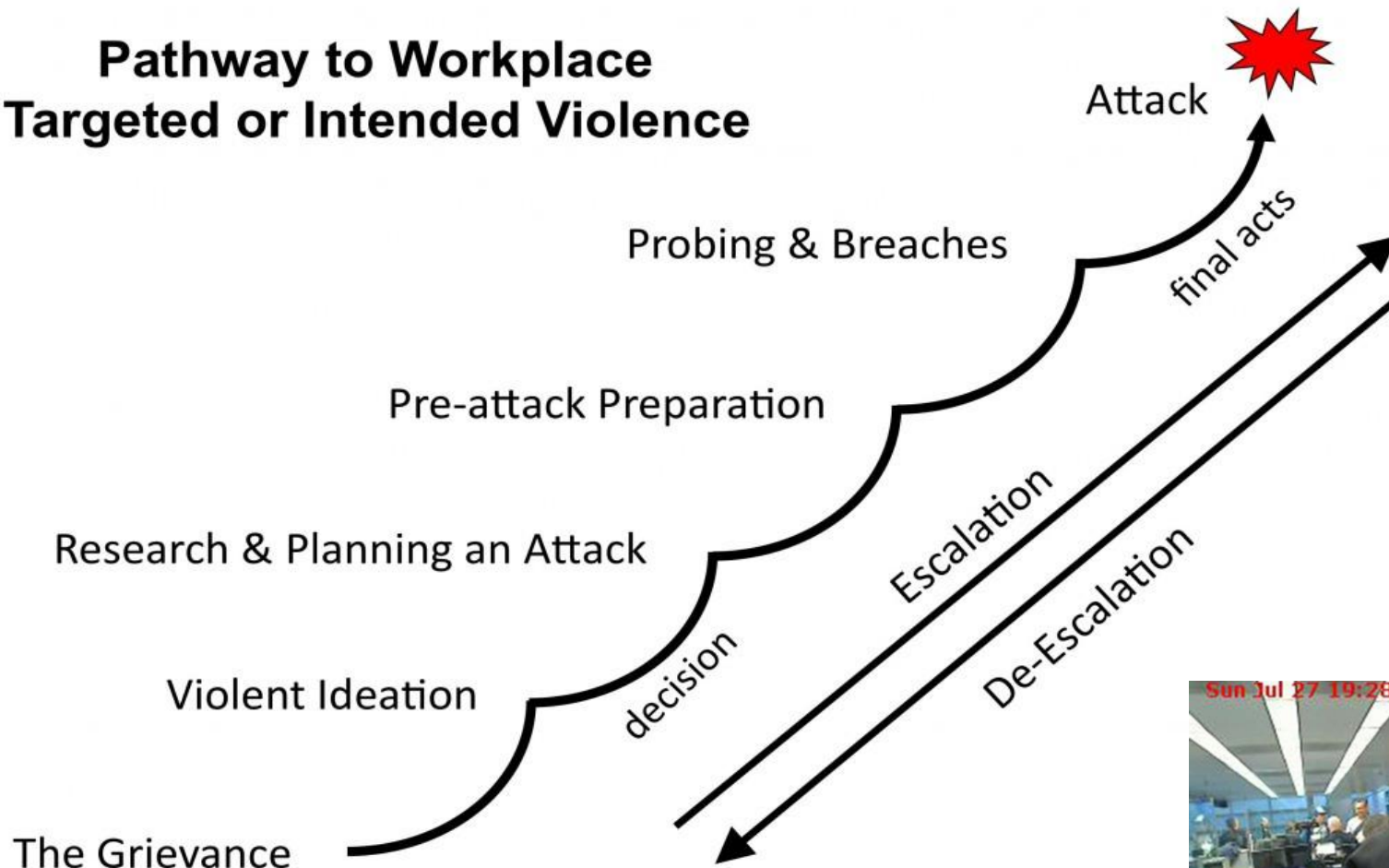


What Grievances are in Your Workplace?

- Bullying
- Isolation behaviors
- Sub-standard performance evaluation
- Friction between employees
- Friction with supervisor
- Domestic situations
- Perception of being “wronged”
- Prejudice
- Pay inequities
- Being “passed over”



Pathway to Workplace Targeted or Intended Violence

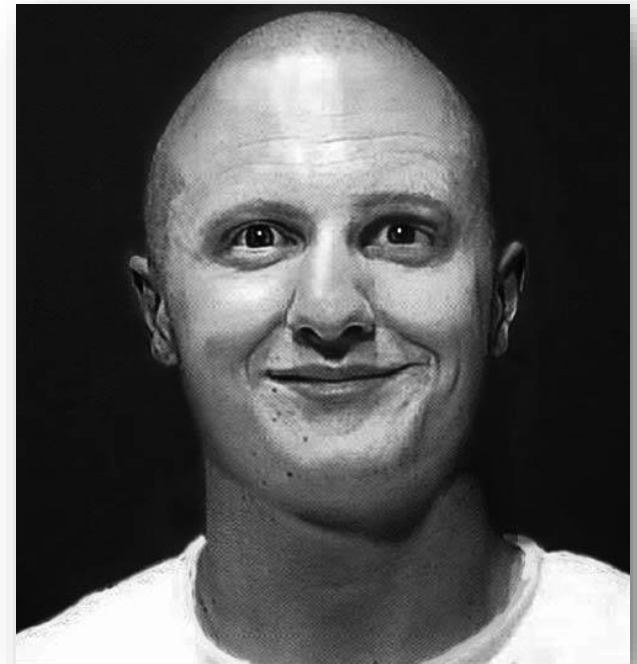


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Warning Signs and Behaviors

- Lack of coping, anger management, or conflict resolutions skills
- Fixation
- Making overt threats of violence, in pictures, videos, spoken or written word
- Patterns of impulsive behavior
- Regular use of intimidation or bullying behaviors
- Being bullied



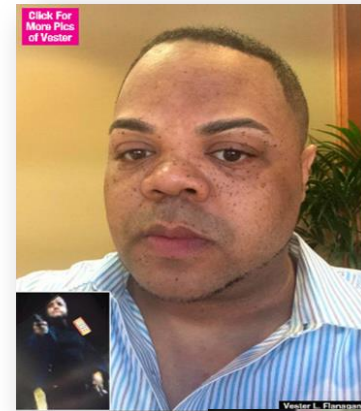
Warning Signs and Behaviors

- Victim of social rejection or marginalization
- Sudden increased isolation
- Withdrawal from people and activities
- Blaming others for own failures
- Significant personality change
- Dramatic changes in physical appearance
- Suspected substance abuse issues



Warning Signs and Behaviors

- Talking about or making plans for suicide
- End of life planning
- Expressing hopelessness about the future
- Displaying severe emotional pain or distress
- Recent increased agitation or irritability



Warning Signs and Behaviors

- Negative role models or peer groups
- Dishonesty, antisocial beliefs and hostility toward others
- Lack discipline, failure to follow rules
- Severe destruction of property
- Intolerance for differences in others



How Will You Know?

- “Off the cuff” comments
- Observed changes in behavior or appearance
- Written into documents
 - Outright statements
 - Tones that indicate thoughts or plans
- Statements to co-workers
- Co-worker comments
- Social media posts
- Gaming apps



The Bystander Effect

- People don't become involved for a variety of reasons
 - Unsure of observations
 - I'd say something if was a big enough deal
 - I was waiting for the right moment to say something
 - Denial
 - We all talked to him and he would never do that
 - They are just going through a hard time
 - Involvement
 - I didn't want to get involved
 - I was sure someone else would say something

Overcoming the By-Stander Effect

- Culture of respect in organization
- Focus on workplace safety
- Processes that protect anonymity
- Management actions
- Management expectation
- Belief in fair treatment
- Informed workforce



Fitting the Pieces Together

- Each bystander adds a piece to the picture
- Anyone may hold a key piece of information
- Bystanders providing pieces to the puzzle make threat assessment and management possible



Making a Report

- Remember, by reporting, you are not making a determination
 - No adverse employment decision can be made based on a report of observations alone
- You are only reporting according to your training
- You'd do the same thing for
 - Security violation
 - Legal violation
 - Ethical violation



See something.
Say something.

Building a Threat Assessment Protocol

- Informed workforce
- Confidential reporting process
- Method to identify multiple issues from same employee and escalate monitoring if appropriate
- Partnerships for increased social monitoring
- Protocol for monitoring workplace e-mail and internet use



Threat Assessment Team

- If information is developed, a team of professionals should evaluate the threat
 - Human Resources
 - Legal department
 - Law enforcement / threat assessment professional
 - Health services / medical
 - Employee's leadership
- Use a standardized and accepted assessment tool
 - Mosiac
 - Wavr-21



Final Thoughts

- You are the first line of defense
- We all have a responsibility to ensure a safe environment
 - “See Something, Say Something, Do Something”
 - Helping someone before an event is the goal
- You may hold an important piece of the puzzle
 - Don’t minimize what you observe
- It CAN happen in your workplace

Leadership Role

- Set expectation of a violence-free workplace
 - Do not allow or promote behaviors that
 - Demean employees
 - Cause conflict in the workplace
 - Outing or exclusion
 - Bullying or threatening in any form
 - Abuse of property
- Take reports of potential workplace violence seriously
 - Act according to your organization's protocol
 - Doing nothing is not an option

Thank You



Mike Pryor
Manager, Corporate Security
Arizona Public Service
Lieutenant, Tucson Police Department (retired)
602-250-4236
Michael.pryor@aps.com