

Why We Are Here: Insider Threat & Workplace Violence Prevention & Planning

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Insider Threat and Industry

- ❑ The term “insider threat” has roots in the actions of Edward Snowden, Bradley/Chelsea Manning, Aldrich Ames and others that have committed acts of espionage or leaks/disclosures against the best interests of the United States.
- ❑ The Defense Security Service (DSS) and the NISPOM have mandated cleared contractors to develop and implement insider threat programs.
- ❑ The intent of these policies are to:
 - ❑ Deter personnel from becoming insider threats
 - ❑ Detect anyone that poses a risk
 - ❑ Mitigate the risk of an insider threat

Defense Security Service Guidance

- ❑ DSS issued Conforming Change 2 to the NISPOM on 18 May 2016 which requires cleared defense contractors to establish and maintain an insider threat program to “deter, detect and mitigate insider threats.”
- ❑ The program must gather, integrate, and report relevant and credible information on potential insider threats.
- ❑ Since the DSS guidance was issued, there has been a realization that workplace violence is also an insider threat.

Definition of an Insider and an Insider Threat

- ❑ **DSS Insider Definition:** Cleared contractor personnel with authorized access to any Government or contractor resource, including personnel, facilities, information, equipment, networks, and systems.
- ❑ **DSS Insider Threat Definition:** The likelihood, risk, or potential that an insider will use his or her authorized access, wittingly or unwittingly, to do harm to the national security of the United States. Insider threats may include harm to contractor or program information, to the extent that the information impacts the contractor or agency's obligations to protect classified national security information.
- ❑ How do these definitions relate to workplace violence situations?

Is Workplace Violence an Insider Threat?

- YES!!!
- In a majority of the occurrences of workplace violence in the United States, a current or former employee or the significant other of an employee have been the perpetrators of acts of workplace violence.
- As a part of your organizations compliance with the DoD Insider Threat program, companies can utilize the necessary resources to investigate and mitigate situations that could evolve into acts of workplace violence.

What is Workplace Violence?

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

Statistics

- ❑ According to the U.S. Department of Labor, nearly 2 million Americans report being a victim of workplace violence each year
- ❑ \$4.1 Billion in Health & Welfare losses due to Domestic Violence in the workplace
- ❑ \$1 Billion in productivity losses due to Domestic Violence in the workplace
- ❑ Domestic violence accounts for 27% of all workplace violence incidents
- ❑ 7.5 Million people are stalked in the United States each year
 - In a lifetime – 1 in 7 women are stalked

What is Domestic Violence?

- ❑ Domestic violence is the willful intimidation, physical assault, battery, sexual assault, and/or other abusive behavior as part of a systematic pattern of power and control perpetrated by one intimate partner against another.
- ❑ It includes physical violence, sexual violence, psychological violence, and emotional abuse.

Restraining & Protective Orders

- ❑ **Restraining Orders:** While they differ from state to state, all protective order statutes permit the court to order the abuser to stop hurting or threatening someone.
- ❑ The majority of the states' protective orders also instruct the abuser to stay away from the victim, their home, their workplace or their school.
- ❑ The victim can also generally ask the court to order that all contact - whether by telephone, text, notes, emails, through a 3rd person, or delivery of flowers or gifts - be prohibited.
- ❑ **Protective Orders:** They are legal documents issued by a judge or magistrate to protect the health and safety of a person who is alleged to be a victim of any act involving violence, force or threat that results in bodily injury or places that person in fear of death, sexual assault or bodily injury.

Informing Security/HR

- ❑ Employees should be encouraged to share the existence of any type of restraining or protective order with Security and Human Resources
- ❑ Human Resources and Security need to collaborate when an employee informs either organization that they are in possession of a protective order
- ❑ All involved need to respect the confidentiality and privacy of the parties involved
- ❑ Security needs to develop a process for sharing the information with security staff, receptionists, etc.
- ❑ Security needs to develop procedures for responding to and handling an incident of possible violation of a protective order
- ❑ Need to monitor expiration dates as well as follow-up with the employee

Positive News.....

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

Source: Justice Department Bureau of Justice Statistics

Being Proactive is the Key

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

BE PROACTIVE AND BE PREPARED

Tools for Security Professionals

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

Policy

- ❑ The goal is to create and maintain a healthy and safe working environment
- ❑ Policy must address:
 - Definition of workplace violence - *To include bullying, domestic violence and stalking*
 - Consequences of committing an act of workplace violence
 - Responsibility to report and how to report it
 - Management's responsibility to investigate and act – Insider Threat Working Group
- ❑ BIGGEST PROBLEM: Policy is in place but.....
 - We don't back it up
 - We don't train on it
 - No Plan B

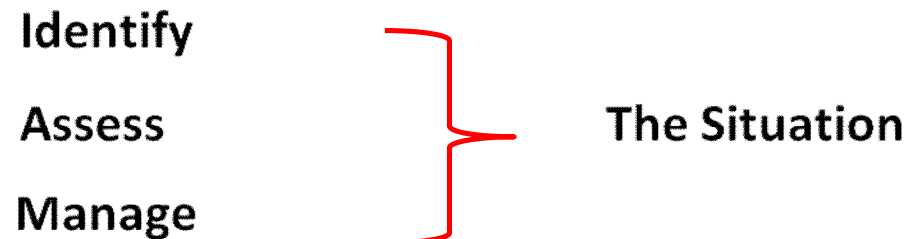


Insider Threat Working Group

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



Insider Threat Working Group



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

Security Risk Assessment

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



Coordinate with Local Law Enforcement

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



Reporting & Investigations - Employees

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



Proper HR Actions

- ❑ Clear guidelines on procedures for all terminations
- ❑ Properly document the issue
- ❑ Provide necessary precautions as needed
- ❑ Problem terminations – ensure there is coordination between HR and Security
- ❑ Reductions In Force (RIFs)
- ❑ Treatment/handling of the employee
 - Do not treat them differently
 - Be prepared – think it through

Incident Action and Recovery Plan

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



Awareness Training

☐ Managers

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

☐ Employees

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

☐ Reaching employees



Reporting – Adverse Information

- ❑ The ITWG must be conscious of reporting requirements throughout the course of an investigation of an insider threat incident.
- ❑ The ITWG must ensure that relevant and credible adverse information that is uncovered during the investigation regarding cleared employees and those employees with a suitability determination will be reported as required.
- ❑ Reporting of information includes information that is covered by any of the 13 adjudicative guidelines or when that information constitutes adverse information in accordance with government guidance.
- ❑ The Insider Threat Program reporting requirements are no different than the reporting requirements detailed in the NISPOM. The reporting requirements are detailed in the table below.
- ❑ Examples: Snowden, Alexis, professional examples, inheriting employees with issues

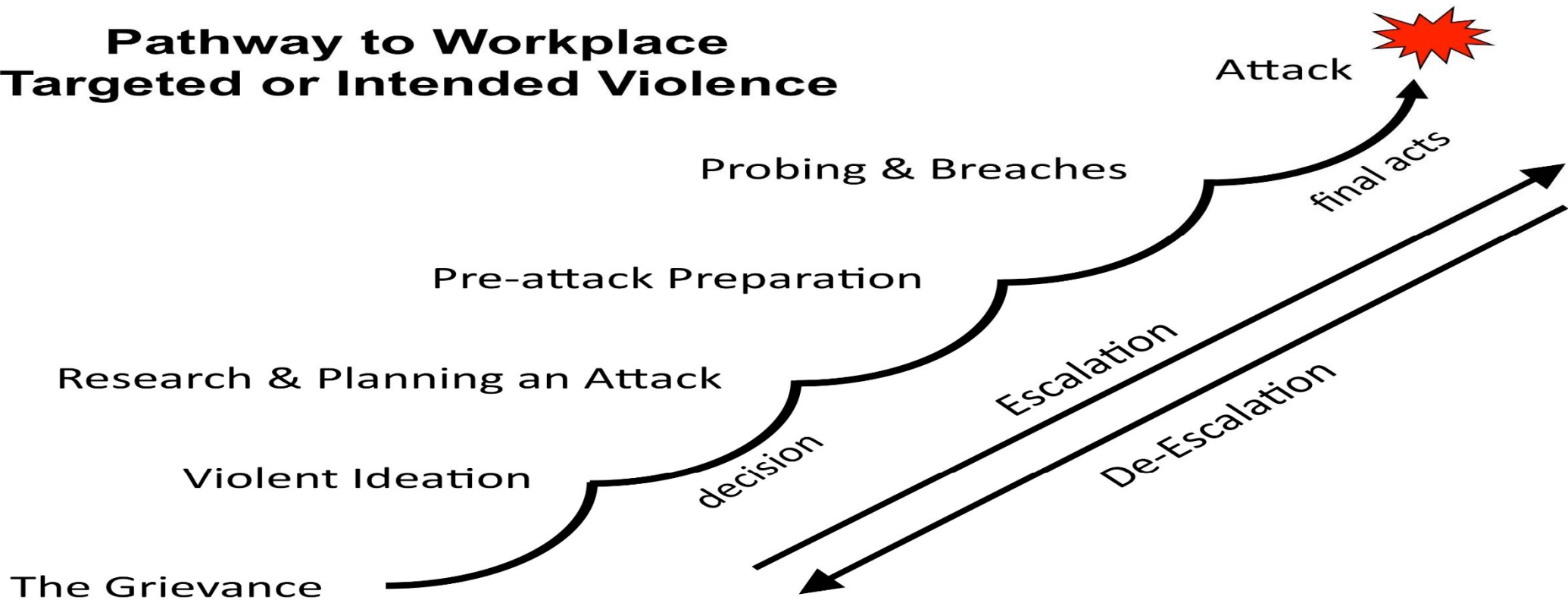
What are the Warning Signs?

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



Pathway to Violence

Pathway to Workplace Targeted or Intended Violence



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

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Whole Person Concept

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

The Current Challenges

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

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

Your Action Plan

So, what is your
take-away from
today?

Effective Workplace Violence Programs

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

Prevention

- ❑ Prevention is the most important theme of the overall process
- ❑ Incidents of WPV **CAN** be prevented
- ❑ How does an organization prevent the bad thing from happening in the first place?
- ❑ Security officers on post are the first line of defense
 - Observe suspicious/questionable behavior
 - Suspicious/questionable behavior reported to you – how do you handle it? (WMATA example)



Edgewood, MD Workplace Shooting – 18 October

- ❑ Six people shot; three killed in two different locations. Second shooting happened in Delaware.
- ❑ Radee Prince was armed with a handgun and some reports say he had “gathered” his co-workers.
- ❑ He left the building after the shooting and proceeded to Delaware and shot the 6th victim.
- ❑ Info is that he knew all victims.

Radee Prince

- ❑ Current employee of Advanced Granite Solutions
- ❑ 37 years old
- ❑ A felon with 42 arrests
- ❑ Repeated citations for traffic violations
- ❑ Repeatedly late paying rent
- ❑ Ordered to undergo drug and alcohol counselling in recent years
- ❑ Fired from another MD granite company earlier in the year
 - ❑ Allegedly punched a co-worker
 - ❑ Allegedly scared employees so bad that boss considered getting a restraining order against him; restraining order denied by a county judge

Radee Prince (cont.)

- ❑ A co-worker described him as “always being angry”
- ❑ Ordered to undergo drug and alcohol counselling in recent years



San Francisco UPS Shooting – 14 June

- ❑ Three killed; two wounded; five injured during evacuation
- ❑ All victims were UPS drivers
- ❑ Jimmy Lam, armed with two pistols, was discovered at the scene
- ❑ Lam killed himself when confronted by police; no shots fired by police
- ❑ Suspect wearing a UPS uniform
- ❑ Victims were participating in a “Wellness Wednesday” meeting and breakfast

Jimmy Lam

- ❑ 38 years old
- ❑ UPS driver
- ❑ Co-workers described him as “troubled”; three years prior he was observed as being “despondent” and a co-worker recommended he see a psychiatrist
- ❑ Lam had mentioned to co-workers previously about personal problems with the mother of his child and a DUI conviction in 2010, for which he was placed on probation
- ❑ In 2013, prosecutors filed a motion to revoke his probation when he was again arrested for DUI
- ❑ In 2014, his license was suspended for a year after he was deemed a “negligent operator”
- ❑ Lam took three months off work and seemed to “bounce back” but seemed a “little down” three weeks before the shooting
- ❑ Lam had previously filed a grievance about working mandatory overtime

Questions?



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