



Risk
Resiliency

WORKPLACE VIOLENCE THREAT ASSESSMENT

*Building a World Class
WPV TAG Program
Michelle Newcome*

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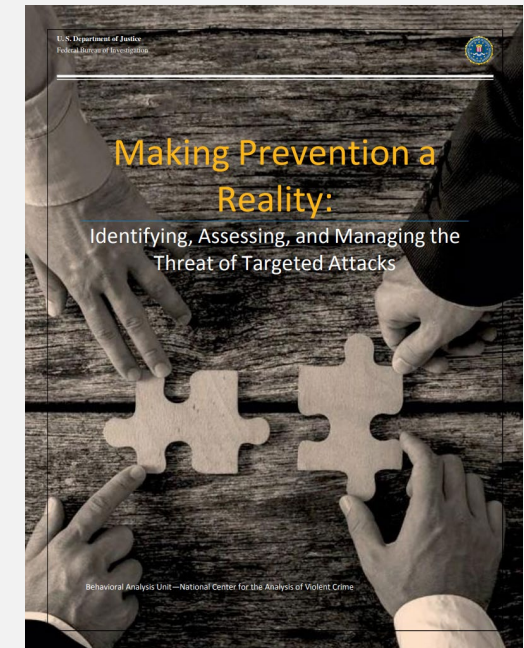
- [Why a WPV TAG?](#)
- [WPV TAG Program Expectations](#)
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Why a WPV TAG?

*Establishing a Workplace Violence
Threat Assessment Group helps build a
culture of safety*

“Threat assessment is a systematic, fact-based method of investigation and examination that blends the collection and analysis of multiple sources of information with published research and practitioner experience, focusing on an individual’s patterns of thinking and behavior to determine whether, and to what extent, a person of concern is moving toward an attack. **A threat assessment is not a final product, but the beginning of the management process.** It guides a course of action to mitigate a threat of potential violence; merely identifying that someone is of moderate or higher concern, without developing a management strategy, does not complete this process and is not recommended. **When a person of concern has been brought to the attention of safety stakeholders, it is essential to engage as early as possible in the assessment and management process.** By the time crisis stage management is reached, likely solutions run the risk of being “knee jerk” rather than measured. **By engaging in the assessment and management process as soon as a person of concern is identified, threat managers are more likely to succeed in preventing a violent outcome.** Steering a person in a different direction early on may mean offering assistance to someone who needs it before that person concludes violence is necessary.”



THE THREAT OF WPV IS RISING



Employers can help lessen risks of workplace violence

Percentage of fatal work injuries inflicted by others rising

Bailey Schulz
USA TODAY



Officials say the Half Moon Bay shootings in Northern California on Jan. 23 that left seven dead was likely an act of workplace violence by a "disgruntled worker."

"The Mountain Mushroom Farm, the first location, is where the subject was employed," San Mateo County Sheriff Christina Corpus said Tuesday. "It appears this person snapped and took measures into his own hands, and unfortunately, innocent lives were lost."

Of the 5,190 fatal work injuries recorded in the U.S. in 2021, 491 (9%) were intentional injuries by another person, according to the Bureau of Labor Statistics. That's a 23% spike from 2020 and up 6% from 2019.

While it's difficult to predict who would commit a mass shooting, experts say there are steps employers can take to help mitigate the risks of workplace violence.

"I don't think employers are doing enough," said Dick Sem, a security and workplace violence consultant. "There are standards. There are best practices that you can apply."

What qualifies as workplace violence?

A July report from federal agencies shows workplace homicide rates in 2019 were about 58% below their peak in 1994 but have started to climb. Rates grew 11% between 2014 and 2019.

"If you hear something or see something, say something."

Johnny C. Taylor Jr.
CEO and president of the Society for Human Resource Management

A row of bouquets is placed across the street from the Half Moon Bay city hall Jan. 24 in honor of the shooting victims. The attack is believed to be an act of workplace violence.

SAMANTHA LAUREY/AFP VIA GETTY IMAGES

But workplace violence covers more than just mass shootings. The Occupational Safety & Health Administration defines it as any act or threat of physical violence or other threatening behavior at work.

Approximately 2 million people across the country fall victim to non-fatal violence at the workplace each year, according to the Labor Department.

"We only talk about workplace violence when it's a mass shooting. There are a number of incidences where people are fighting at work, or subjected to really hostile and incendiary emotional

See VIOLENCE, Page 2B

MONEY
More Americans seek help to pay energy bills this winter
You can check the headlines from your home state or city

Midyear rate change by IRS complicates mileage deduction

Volatile year for gas prices led to rare move
What are the best mileage rates for 2022?



Employers can help lessen risks of workplace violence

Percentage of fatal work injuries inflicted by others rising



What qualifies as workplace violence?
A July report from federal agencies shows workplace homicide rates in 2019 were about 58% below their peak in 1994 but have started to climb. Rates grew 11% between 2014 and 2019.

DOUBLE THE POZZER. DOUBLE THE FUN.
College teams stand out in Super Bowl rosters

USA TODAY
THE NATIONAL NEWS (43) WASHINGTON, FEBRUARY 1, 2023

Extremists raised more than \$6M online
Countdown to the 2023 Super Bowl

GAS PRICES TICK UP AGAIN
Oil prices are back on the rise, and it's not just because of the winter weather. Gas prices are up again, and it's not just because of the winter weather.

Workplace violence: What employers can do to help

\$3.50
Dow Jones Industrial Avg.
New high for Dow Jones Industrial Avg.

TUESDAY MARKETS

Dow Jones Industrial Avg.	35,850.00	+100.00
S&P 500	4,450.00	+10.00
NASDAQ Composite	14,500.00	+50.00
Russell 2000	2,100.00	+10.00
NYSE Composite	3,800.00	+10.00
NYSE Euronext	3,800.00	+10.00
NYSE Arca	3,800.00	+10.00
NYSE Euronext	3,800.00	+10.00
NYSE Arca	3,800.00	+10.00
NYSE Euronext	3,800.00	+10.00
NYSE Arca	3,800.00	+10.00

US6-MONTH TREASURY

Current	4.75%
1-Month	4.75%
3-Month	4.75%
6-Month	4.75%
12-Month	4.75%
18-Month	4.75%
24-Month	4.75%
30-Month	4.75%
36-Month	4.75%
42-Month	4.75%
48-Month	4.75%
54-Month	4.75%
60-Month	4.75%

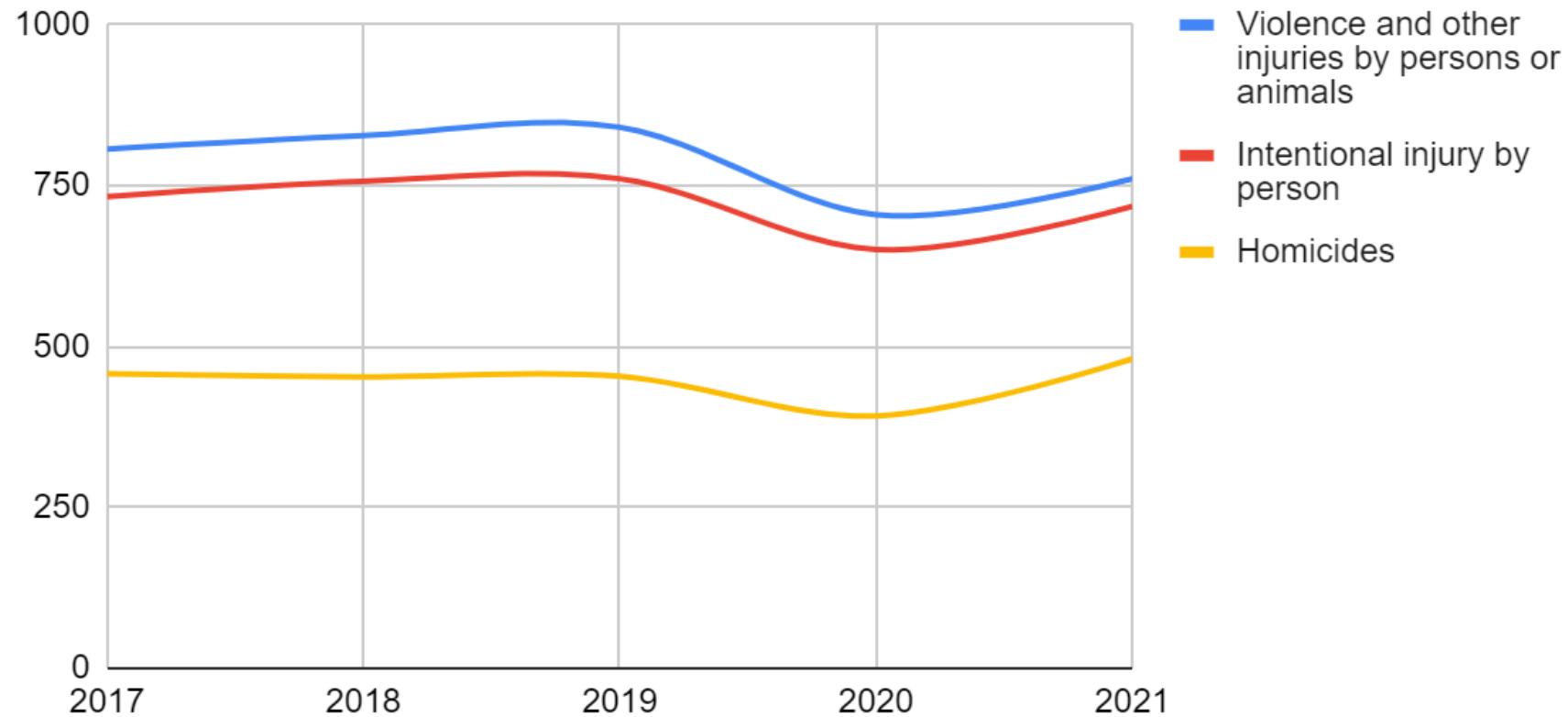
Mortgage rates

30-year fixed	6.75%
15-year fixed	6.25%
5/1 ARM	6.25%
7/1 ARM	6.25%
10/1 ARM	6.25%
12/1 ARM	6.25%
15/1 ARM	6.25%
20/1 ARM	6.25%
25/1 ARM	6.25%
30/1 ARM	6.25%



Fatal Occupational Injuries for Selected Events or Exposures, 2017-2021

- U.S. Bureau of Labor Statistics, Dec. 16, 2022

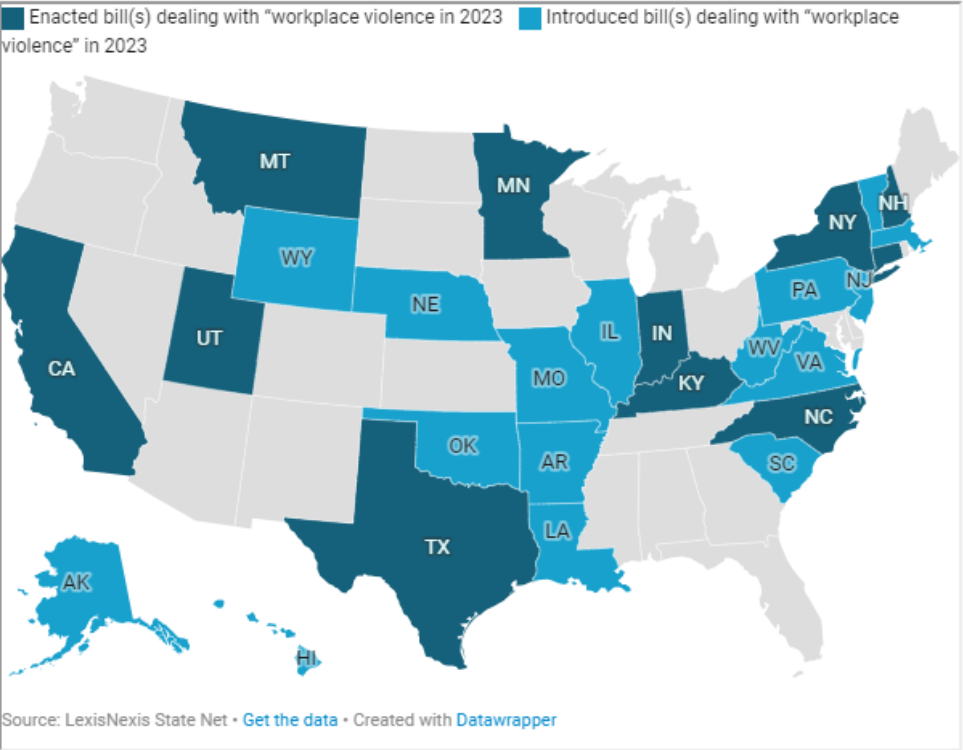


THE REGULATORY LANDSCAPE IS CHANGING

California Has Passed CA SB553 – and More States Have Laws in Development

Bills Dealing with Workplace Violence Introduced in Over Half of States

Twenty-seven states have considered over 100 bills this year referring to “workplace violence,” according to the LexisNexis® State Net® database. Eleven of those states have enacted such measures.



Are you ready?

SHRM WPV GUIDANCE

The premier industry group for Human Resources professionals actively tracks the threat of workplace violence.

[See the data for yourself.](#)

WORKPLACE VIOLENCE

A GROWING THREAT, OR GROWING IN AWARENESS?

OSHA estimates more than **2 MILLION** are affected by workplace violence every year.

In 2017, more than **18,000** people suffered non-fatal injuries and more than **800** died as a result of workplace violence (BLS 2017)

To understand workplace violence, first you need to know

How common incidents are	What workplace violence means						
<p>Respondents who said their organization had an incident of workplace violence in the past year</p> <table border="1"><tr><th>Group</th><th>Percentage</th></tr><tr><td>Employees</td><td>14%</td></tr><tr><td>HR Professionals</td><td>25%</td></tr></table>	Group	Percentage	Employees	14%	HR Professionals	25%	<p>It's any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide</p> <p>2x as many HR professionals report knowledge of incidents of workplace violence, when compared to other employees. HR knows what happens across the entire organization, while other employees may only know what happens in their department or division.</p>
Group	Percentage						
Employees	14%						
HR Professionals	25%						
<p>Respondents who said their organization had ever experienced an incident of workplace violence</p> <table border="1"><tr><th>Group</th><th>Percentage</th></tr><tr><td>Employees</td><td>24%</td></tr><tr><td>HR Professionals</td><td>48%</td></tr></table>	Group	Percentage	Employees	24%	HR Professionals	48%	
Group	Percentage						
Employees	24%						
HR Professionals	48%						

FBI WPV GUIDANCE

- <https://www.fbi.gov/file-repository/stats-services-publications-workplace-violence-workplace-violence/view>
- <https://leb.fbi.gov/articles/featured-articles/workplace-violence-prevention-readiness-and-response>

Program Expectations

*What does World Class mean for a
WPV TAG?*

AREA 1: OVERALL WPV TEAM STRUCTURE

Expectation	Current State
The WPV TAG is trained and an escalation path to higher levels is clear and clearly understood	
Teams understand their swim lanes and what actions other functional teams would be taking	
A Facilitator is named and acts as a process guardian for the program and a coach/guide for activations	
HR, Security, and Legal teams have an established early warning/triage process and work together to define incident levels	

AREA 2: PROCESS AND DOCUMENTATION

Expectation	Current State
Written guidance for the overall WPV TAG is clearly written, accessible, and all members of the WPV TAG are familiar with the documentation	
Documentation is reviewed at least annually and adjusted based on current factors	
There is a clear hierarchy of incidents with corresponding response actions and the lowest level begins with proactive monitoring of low-level incidents	
There is a system in place to maintain case files and incident documentation	

AREA 3: OVERALL TEAM FUNCTIONS

Expectation	Current State
The WPV TAG operates as a functional whole capable of moving a response forward.	
A team leader manages high level activations of the WPV TAG and keeps the team moving through the stages of response.	
The overall program is supported by the Leadership of the Company	

AREA 5: TRAINING

Expectation	Current State
The team are trained on activation protocols, their roles, overall response, and their duties to safeguard the people, assets, and reputation of the Company	
An employee training module is developed and delivered as part of onboarding. The module details: <ul style="list-style-type: none">• Examples of Workplace Violence• Company policy• How to report WPV	
New hires who will be part of the WPV TAG are trained in the protocols	
A minimum of yearly the WPV TAG has a facilitated exercise to practice activations, meetings, and incident resolution	

Building a Program

How to Build a Successful WPV TAG

MATERIALS IN A WPV TAG PROGRAM

Typical Components

Workplace Violence Policy Statement

Employee Training Script

WPV TAG Quick Reference Plan

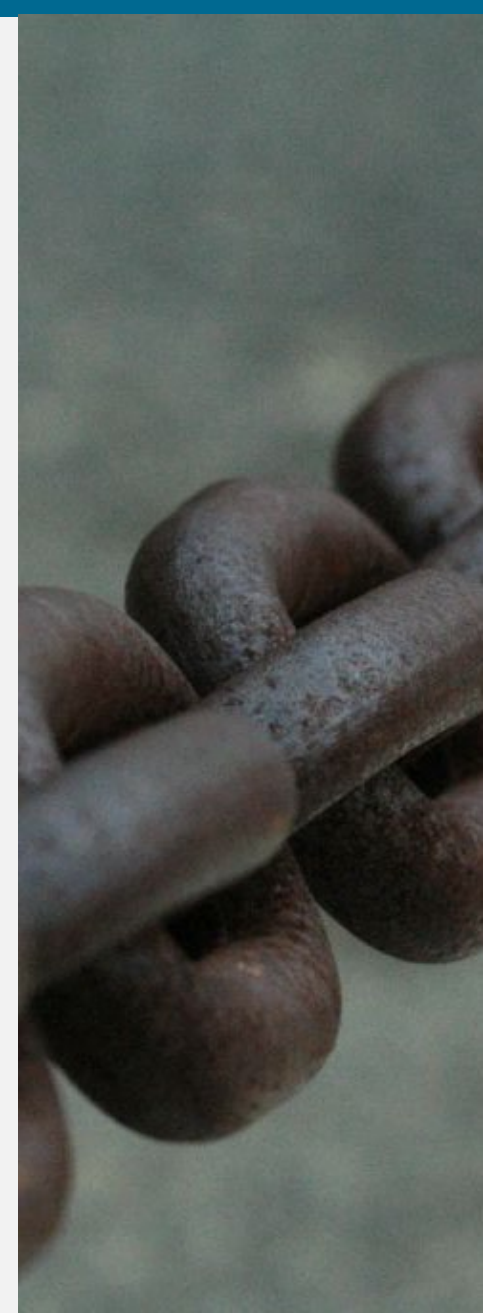
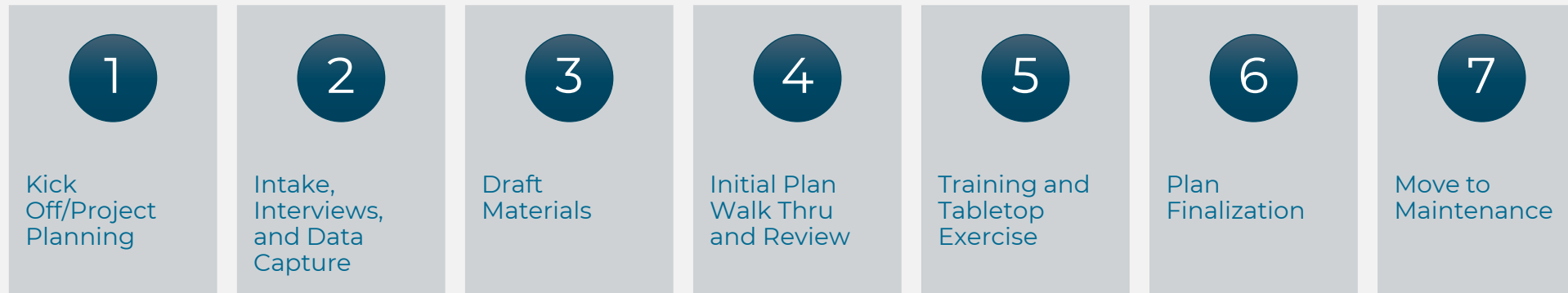
Facilitator Complete Playbook

WPV TAG Training Presentation

Implementation Exercise

STEPS TO DEVELOP WPV TAG PROGRAM

We match our process to your reality, but there are some basic steps



01. KICK OFF AND PROJECT PLANNING

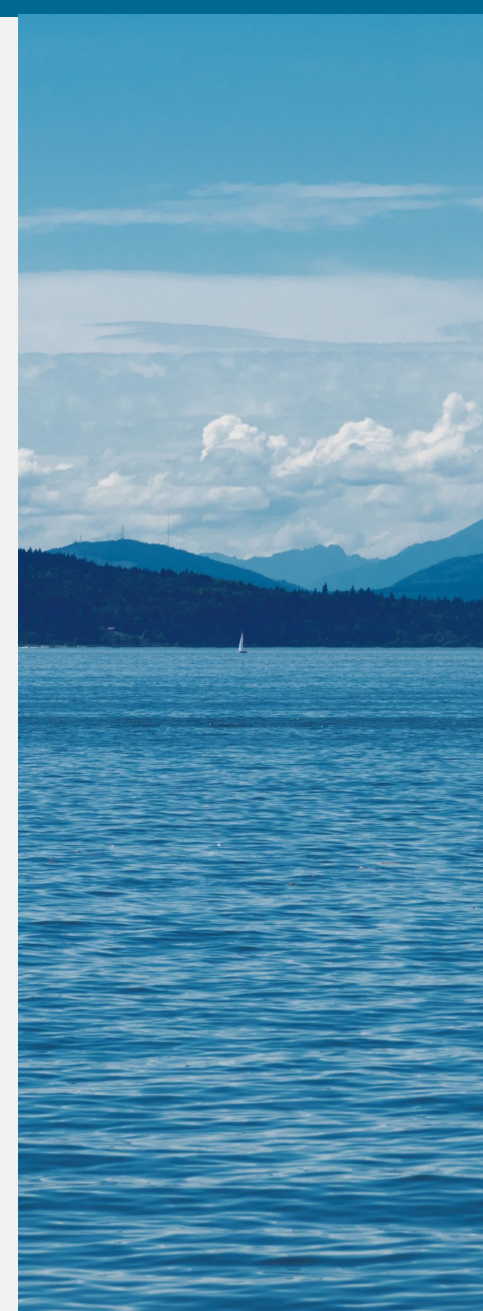
Setting the project up for success

We utilize a Gantt process that sets up deadlines and schedules

Progress is reported out bi-weekly

Kick off ideally includes key participants and stakeholders

Stakeholder group meets weekly for 4 weeks to assist us with getting to know you, understanding your structures, and reviewing the plan as it develops



02. INTAKES, INTERVIEWS, & DATA CAPTURE

Getting to know YOUR reality



Capture your terminology and any systems you use that will be leveraged in your program/plan



Interview leaders of functional areas to understand their response actions



Develop your escalation matrix and your RACI structure



Identify gaps/areas for improvement

Resources
Dependencies – internal
Dependencies - external



Gather information on current communicators, audiences, approvals process, and communication channels

03 DRAFT PLAN AND PLAYBOOKS

Matching the plan to the audience

We use a content management system to leverage technology

Plans can have various outputs – two-page version for top leaders, complete version for the plan manager, and then playbook checklists for each role

Customized and designed to reflect your branding standards

Structured for readability

Checklist-based

04 INITIAL PLAN WALK THRU & REVIEW

Reviewing and learning
your plan



The working group identified
in Step 1 reviews a draft plan
to make sure we have
covered everything



Interviewed stakeholders
receive their checklist to
review



We create final versions

05 TRAINING AND TABLETOP EXERCISE

Bringing it together

We prepare a short training deck the team can go through either together or self-directed

We'll devise a scenario we think will give the team a good test of their new plan and program

We facilitate a 1.5 – 2-hour tabletop exercise where the team will use their plan to respond to the scenario

The tabletop is workshop-based and not designed to audit or fail out any person or team

We like to keep it positive and focused on learning

06 PLAN FINALIZATION

Your team is ready for resilience



Based on Step 05, we revise the plan and prepare a final version



The plan is turned over to the team



If we'll be hosting your plan on our digital platform, we'll publish a final version

STRUCTURING A WPV TAG IMPLEMENTATION EXERCISE

- 1.5 hour tabletop exercise facilitated by Risk Resiliency
- First part of the tabletop exercise includes a review of workplace violence and the plan the working group has created
- Focused on a workplace incident that begins with intimidation and bullying and ends with a shooting, which helps emphasize the entire level of incidents
- 3 injects reviewed in a roundtable format after each move
- At the conclusion of the tabletop exercise, participants complete surveys to collect their feedback about the session

SAMPLE EXERCISE FLOW

Incident Time

7:15 AM

Inject A

- Slack message from Manager to HRBP
- Concern about an in-person team meeting with POI
- POI has been harassing his Manager
- HR has not shared info with anyone outside their team

Team Brief #1

What should HRBP advise Manager to do?
What would you do in her shoes?
Critical decisions?

8:45 AM

Inject B

- Manager not able to reach HRBP
- POI arrives at HQ
- He's sure he's being laid off after the recent All Hands
- He has a ghost gun he's made at home
- He makes the receptionist uncomfortable

Team Brief #2

Assessment
Considerations

9:00 AM

Inject C

- POI shoots his Manager
- He then also shoots the head of Finance
- He continues downstairs and shoots the receptionist

Team Brief #3

What do you need to know in order to begin making decisions?
What kind of decisions do you need to make?

9:30 AM

Inject D

- 911 called
- Police arrive
- POI taken into custody
- Manager has died
- Media have arrived on scene

Team Brief #4

What would you be worried about for the next 24 hours?
How does the existing HR case need to be handled?

Incident + 3 Days

Brief and Hot Wash

- Assessment of incident response
- Preparation actions for next stages

PARTICIPANT SURVEY – SAMPLE QUESTIONS

1. What were the most important things you learned from this exercise?

3. What are the 3 most important steps to improve your team's response capabilities?

2. Do you think you would have access to the resources needed to manage an incident like this? If not, what would be helpful?

4. Do you feel like you and your team are prepared to respond to an incident of each severity level?

5. General comments

07 MOVE TO MAINTENANCE

A plan and program is only as good as the last update

We recommend a quarterly check in to see if you need plan edits

Your team should plan to conduct another tabletop exercise within six months of the first

You should then conduct a tabletop exercise yearly to keep the team trained and ready for response

TOP TEN REASONS WHY PLANS FAIL

Even the best plans can't overcome inertia or lack of buy-in

1. No senior management support

2. Lack of employee buy-in

3. Poor or no planning

4. Lack of training and practice

5. No designated leader

6. Failure to keep the plan up to date

7. No method of communication to activate the team or alert employees

8. Failure to consider regulatory requirements as part of the plan

9. No procedures to shut down critical equipment or systems

10. No set meeting agenda to guide action

QUALITIES OF A WORLD-CLASS RESILIENCY PROGRAM

Resiliency: a modern and integrated approach to planning, responding, and recovering from events that could have a negative impact to personnel, properties, systems, vendors, brands, customers, or visitors

Defined workstreams that leverage XFN teams and break down silos

Developed chronologically based on risk and maturity

Emphasize company assets: people, facilities, knowledge, and reputation

Agile, updated, and reviewed frequently for process improvement

Place life safety and systems security in the same ecosystem

Create a competitive advantage with business services available and operational during an incident

Recover operations smoothly with as little disruption as possible

Future-proof for scale, growth, and investor interests

THANK YOU

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