

HIGH RISK EMPLOYMENT TERMINATION CONSIDERATIONS

Why is this employment termination high risk? _____

RISK/THREAT FACTORS:

- Reason(s) for termination? Has your employment counsel been advised and participating?
- Status of the employees "personal" life?
- Is there an OFP/RO in effect?
- Is the employee a "loner?"
- Is their occupation their "persona?"
- Are there chemical/narcotic/addiction considerations?
- Does the employee have a history of threats and/or violence? (HR interview)
- Has any action ever been taken against those threats? (Past managers?)
- Does the employee have a "target?" ("You are my problem!")
- Were sexual, gender and/or racial remarks made by the employee?
- Does the employee have an organized crime connection? (Tattoos, burns, branding?)
- Are there any "stabilizing" factors in the employee's life? (EAP, unemployment options?)
- Exit interview (not limited to):
 1. Recover keys, cards and assess hostility (Was your supervisor fair?)
 2. IT to deactivate access codes/cards **IMMEDIATELY!** (Protocol?)

TERMINATION PROTOCOL CONSIDERATIONS:

- Location of termination (First floor, close to stairs)
- Room configuration (Can the door be locked?), content (Potential weapons?), NO family photographs!
- Time and day of the week? (Early - midweek, morning) Who should be present? Post agent where?
- Do State law and/or corporate policy allow for video taping the event? WWW.RCFP.org/taping
- The termination event should last no longer than 3-5 minutes. **DO NOT** allow the subject to make the process personal. Keep the conversation on track and generic. **Practice** the verbiage to be used.
- Is there an armed protective team in place? Has law enforcement been advised and/or positioned?
- Who has "control" of the employee's personal locker/desk? Did they sign for its use?
- Open the employee's locker/desk. If the employee's lock was cut, have a check to compensate them?
- Document/photograph the content(s) of the employee's locker/desk.
- Documentation/receipt of employee's personal possessions given? Two (2) signatures recommended.
- Trespass notice given? Signed? If not signed, note employee's actions/comments.
- Benefits due (Vacation, sick leave, severance pay, **lock replacement cost**) given at time of the action?

FOLLOW UP CONSIDERATIONS:

- **DO NOT** allow the former employee to return to their workstation!
- Anniversary dates (Week, month, year) HR, other "targets" should alter schedule/routes on those dates
- OFP/RO signed and served? Return of service? In effect for what length of time? Who is "covered?"
- Facility, personal target "hardening" implemented? (Parking lots, work stations, annual meetings)
- Reception/Security protocol implemented? Do they have access to photographs of former employees, who are not allowed on the property or to have contact with other employees? What is their response?

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TOP “10” LIST OF SECURITY CONCERNS

1. Complete a security assessment. Photograph your locks and/or other security measures. Document that **ALL** are in **working order** and employees can operate them. Re-key as necessary. Mark keys **“Do not copy.”**
2. Videotape your entire facility every year. Provide a copy to your law enforcement agency. Forward another (if applicable) to the “emergency response” law enforcement team (ERT, SWAT, etc.) that would respond to your critical incident. Team members can familiarize themselves with your building floor plan, while planning the rescue or hostage negotiations. This information can also be used to verify, to an insurance company, the existence/ownership of items that could be lost in a fire, theft or other disaster. Can your security cameras be monitored remotely? (ISP address)
3. Armor all gas, electrical and communications utility entrances. Could someone accidentally, or a disgruntled employee, drive a vehicle into your lifelines? Concrete barricades and/or concrete filled pipes should be installed. (**NOTE: Have all underground lines located prior to digging. A fire, explosion and/or electrical hazard exists!**) Are your windows protected against flying fragments when broken? Consider www.shattergard.com
4. Move **ALL** trash containers that are large enough to hide in or behind, away from entrances, buildings, play areas or walk ways. Suspects have been known to use these containers as concealment or as a structure, in which to commit a crime. Has staff “awareness” training been given and documented? What if an explosive device was planted in one of the containers? Do you have and have you practiced a bomb threat scenario? www.ATF.gov is an excellent resource.
5. Include your reception staff in your security planning team. They are typically your “first line” of defense against criminals. Do they have documented training on how to de-escalate a confrontation and initiate an emergency response protocol? Have you implement the security **ABC’s**? (**A**ccess controls, **B**ackground checks, **C**ommunications) Have the sub-contractors (Example: Copier repair), working on your site, passed background checks and/or escorted?
6. Provide your reception staff with panic alarms and “code words.” Wireless doorbells work well, as an entry-level device, and are very inexpensive. “Code words” must be established to warn/notify others. Do you have a telephone and radio protocol for emergency situations? Have you marked your phone handsets with the number sequence to reach 911? (Example: 9-911) Are ID/Visitor badges issued and worn? Would an employee “challenge” (Example: May I help you?) someone without a badge? Are **ALL** of your employees and managers **consistent** in their safety/security efforts?
7. Make sure that your lighting (parking areas and beyond) provides enough illumination to see one hundred (100) feet, at night. Add additional fixtures to reduce and/or eliminate shadows. Directional lighting may be required. www.ies.org
8. Suspects avoid lighting. Trim trees and shrubs from the ground up to approximately six (6) feet. Eliminate places for suspects to hide. **L**ighting, **L**ocation and **L**andscape (3 -“L’s”) should be a primary concern.
9. Who has keys to your facility? Do you have a key issuing protocol? Does your access control work? Locate “soft” points. Could your perimeter be penetrated? Who should be notified? When? How? Have you seen “painted rocks”? Paint transfer occurs when a rock (or other object) is placed between the door and jamb to hold it open. If an employee leaves, when are their keys or access cards recovered? Do you offer an exit interview? Do you have a High Risk Employment Termination protocol? Angry former employees may retaliate on the **one week, one month** and/or **one year** anniversary of their termination. Are you exterior doors numbered? Can you lock your office from the inside? Could you cover your interior and/or exterior windows? Have the hard drives, located in your copier, been removed or erased **prior** to trade in?
10. Do you have an emergency response plan (ERP)? Does it address unwanted persons, fire, bomb threats, medical emergencies and natural disasters? Has it ever been tested, implemented or an actual evacuation drill completed? When? Were all of the employees instructed to gather in an open, assigned area? Would that area be known and visible to a “shooter”? Did you adopt-a-cop? Officers are a 24/7 source of visible security in and around your structure. That visible “presence” may save lives. Do LE officers patrol your parking lot? Is your signage more effective by including graphics of the deterrent? (EXAMPLE: Picture of a camera)



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