

ASSET | PROTECTION

FOR THE **21ST CENTURY** |



ASSET | PROTECTION

PROACTIVE APPROACHES TO MANAGING WORKPLACE VIOLENCE

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WORKPLACE VIOLENCE STATISTICS

- **1000 workers are murdered and nearly 1.5-2 million are assaulted each year.**
- **14% of all workplace fatalities are a result of assaults or violence.**
- **There are a reported 1 million episodes of WPV every year.**
- **An estimated 1.8 million workdays lost each year and over \$55 million in lost wages.**
- **Workplace Violence costs employers over \$36 billion dollars annually in lost productivity, injuries, counseling, legal fees, and management time spent dealing with the crises**

SOME RECENT FATAL WORKPLACE SHOOTINGS

- Sept. 9, 2010: Kraft Food Plant employee Yvonne Hiller shot and killed 2 co-workers and injured 1 other in Philadelphia, PA.
- Aug. 3, 2010: Warehouse driver Omar Thornton shot and killed eight people before apparently committing suicide at a Manchester, Conn., beer distributorship.
- March 30, 2010: A 41-year-old grocery store employee, Arunya Rouch shot and killed a co-worker after she was fired from her job.
- March 2, 2010: Andreau Yankton, 62, shot and killed his estranged wife, Anica Yankton, 34, while she running register inside a grocery store in Orlando, Florida. Yankton fled the store then turned the gun on himself.
- Feb. 12, 2010: Three biology professors were shot and killed and three other employees injured at the University of Alabama's Huntsville campus. Amy Bishop, a 42-year-old instructor and researcher at the school, is charged with murder.
- Jan. 7, 2010: Timothy Hendron, a disgruntled 25 year employee of ABB, a transformer plant located in St. Louis, MO, walked into the plant and opened fire killing 3 and wounding 5 others before killing himself.
- Nov. 5, 2009: At Fort Hood, Texas, 13 people were fatally shot and 32 were injured. Army psychiatrist Maj. Nidal Malik Hasan, 39, is charged with 13 counts of premeditated murder.

SIGN OF THE TIMES

A RECIPE FOR DANGER

- **Debt & Home Foreclosures**
- **Loss of Second Income**
- **Family Dysfunction/Divorce**
- **Health Issues/Self-Medication**
- **Fear of Job Loss**
- **Fight for Survival**

SUICIDE AND MENTAL HEALTH

- **Steady Escalation & Increasing Complexity**
- **Domestic Threat**
- **Retail Vulnerability**
- **2008: 24% of Fatal Shootings were Retail**
- **2009: Workplace Suicides at Second Highest Level Ever Reported**

SUICIDE AND MENTAL HEALTH

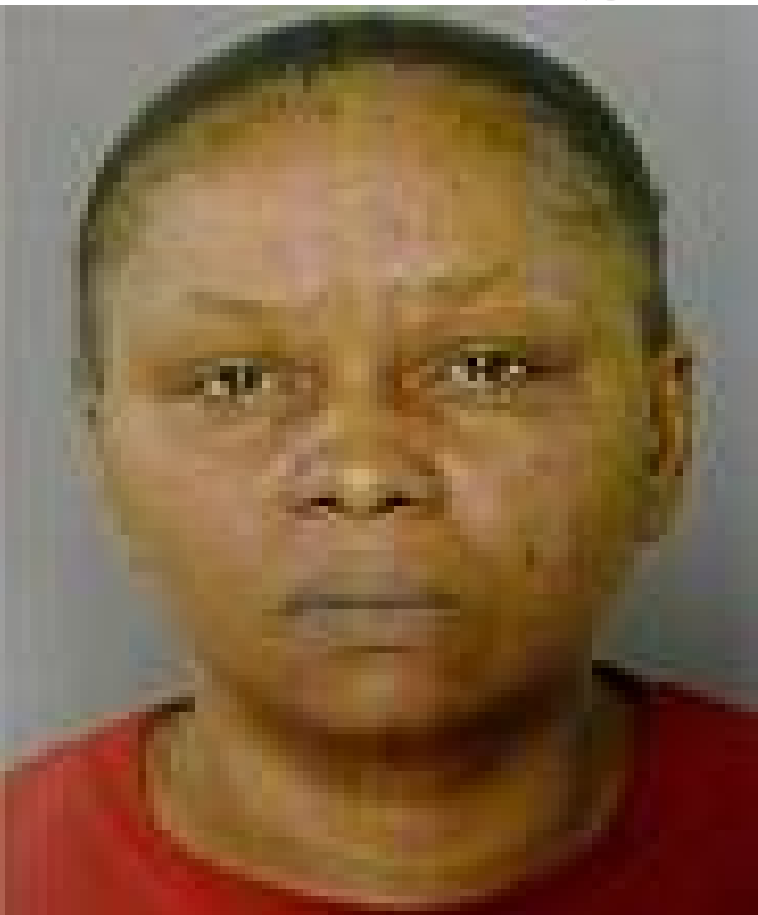
- **On the Job - Blaming Employers**
New Manager, “Atmosphere at Work”, Job Loss
- **Poor Evaluations Evoking Drastic Threats**
- **Depression, ADHD, OCD, Paranoia**
Can’t afford treatment/medication
- **Blurring of Employer/Employee Boundaries**
- **Increased Volatility**

WORKPLACE STRESSORS

- **Cost Cutting Efforts/Reduction in Hours**
- **Fewer Full-Time & Advancement Opportunities**
- **Competition Negatively Impacting Teamwork**
- **Unrealistic Work Expectations**
- **Impatient & Demanding Customers**

**CASE STUDY:
YVONNE HILLER**

**KRAFT FOODS, PHILADELPHIA
SEPTEMBER 2010**



YVONNE HILLER

- **43 Year Old Female, 15-year Employee**
- **History of Verbal Threats & Physical Altercations**
- **Frequent Coworker Complaints**
- **“Our Hands are Tied”**
- **Frequent Perpetrator Complaints/Grievances**
- **Failed OSHA Complaint: Purchased Weapon**
- **9/9/2010 Threat: “I’m going to take you out”**
- **Suspended for a Second Time**
- **Potential to Prevent**

POTENTIAL TO PREVENT

- Precursor Behaviors Mandate Early Intervention
- Notify Security/Asset Protection, or Independent Investigators if warranted
- Direct Investigation & Secure Workplace
- Activate Threat Assessment Team
- Interview Participants
- Safely Remove Employee from Workplace & Place on Paid Leave
- Perform Psychiatric & Fitness for Duty Evaluation

WEGMANS POLICIES AND PROCEDURES

- **We have a company policy in place – Zero Tolerance!**
- **We have a team of professionals and resources available to intervene or respond**
- **We provide training and awareness to employees**
 - **Educate employees on what to look for, who to call, and how to react!**
- **We have strong relationships with law enforcement resources in the event something does happen**
- **We have a thorough pre-employment screening process i.e. BGC's, drug screening, etc.**
- **We promote a Progressive Discipline philosophy**
- **Utilize Conditional Return to Work Agreements and track those employees who are retained.**

WEGMANS WORKPLACE VIOLENCE POLICY

- Verbal threats, threatening behavior, harassment, or acts of violence against yourself, other employees, customers, visitors, or vendors on Wegmans leased or owned property or vehicles is prohibited.

THREAT ASSESSMENT TEAM

- Operations
- Human Resources
- Asset Protection
- Legal
- EAP
- Outside Consultants:
Dr. Ciccone, Dr. Lambert, Dr. Weisman

ROLE OF THE THREAT ASSESSMENT TEAM

The primary role of the Threat Assessment Team is to manage situations that develop by:

- Defusing the situation**
- Insuring that the workplace remains safe**
- Gathering the facts**
- Insuring there is an impartial, fair and objective review**
- Reaching a resolution in a timely manner**

HUMAN RESOURCES ROLE

- Advocate for all concerned employees
- Assure a fair and consistent process
- Provide good guidance based on company policies and labor laws
- Provide the necessary background on the employee's involved
(personnel file, sensitive file, timeline, and observed behavior, etc.)

ASSET PROTECTION ROLE

- Identify immediate needs to diffuse the situation : Police involvement, mental health referral, etc. Implement measures to ensure a safe environment
 - Activates members of the Threat Assessment Team that are needed based on the situation.
 - Conducts a thorough and impartial investigation including the necessary background investigation; interviews, statements, and evidence retention.
 - Provides a detailed report to the rest of the team.
- * Asset Protection is responsible for taking the lead in WPV situations

CONSULTANTS ROLE

Behavioral Psychologist Dr. Bobbi Lambert

- Evaluate the tone/substance of the threat
- Help assess the level of risk based on history and environment
- Make retention/separation recommendations

Forensic Psychiatrists Dr. Richard Ciccone & Dr Robert Weisman

- Evaluate the person as a threat to themselves or others
- Recommend measures/options to proceed & manage the situation

Recommend documentation strategy provide data analysis.

* About 35% of the cases we see are referred

ELEVATING CASES

- **Threatening statements or acts of violence to others.**
- **Threatened suicide or harm to self or (Cutting).**
- **Possession of a weapon (knife, gun, box cutter etc).**
- **Paranoid thoughts, temper issues, “breakdown” or evidence of mental issues.**
- **Complex or unclear situations.**

LEGAL'S ROLE

- Provides the legal guidance for the team and offers alternatives to protect both Wegmans and our employees.
- Documentation recommendations.
- Helps establish confidentiality guidelines for the team.
- Helps develop return to work commitments and conditions of employment.

THE INVESTIGATION

- Look at all the facts, warning signs, and environment
- Carefully evaluate the elements of the threat and how it was made.
- Review the person's history, personnel records, supervisors/coworker input & criminal history.
- Evaluate the likelihood of repeat behavior
- Analyze/discuss the incident and information amongst the threat assessment team.

RISK ASSESSMENT

- Threatening statements
- Intimidating behavior
- History of violence
- Fondness for recently acquired firearms
- Performance decline
- Personality/mood change
- Self inflicted injury (cutting)
- Insubordination
- Obsessed with an event or person
- Excessive stress
- Alcohol or drug abuse
- Frequent disputes with supervisor/coworker
- Displays signs of anger or volatile behavior
- Talking about homicide or suicide
- Grievance Collector

EMPLOYEE TIMELINE

Janet Jones, Customer Service/Bakeshop at Store 95, NJ (fictitious)

07/12/04 Date of Hire

05/14/72 Date of Birth

10/09/05 Employee Notice: Employee sold tobacco to an Asset protection specialist who was under 18 without proofing.

01/01/06 Conversation note: Joe Smith talked to employee about employee parking. Employee was parked right out front.

12/04/06 Her department head talked to her about moving her car & employee got an attitude and said I have to walk all the way out there.

12/06/06 Employee was spoken to again regarding employee parking.

02/04/06 Customer Comment: employee is extremely rude

03/15/06 Conversation Note: On Wed March 1st employee took a 20 minute break. Employee stated she knows the break policy & was instructed to be more mindful of the time spent on breaks.

- 2/14/07** Performance Evaluation indicated concerns regarding customer service and attendance but otherwise considered to be great employee.
- 3/02/09** Conversation Note: STL Debbie Brown & HR Rep. sat with employee to discuss ongoing attendance issue. Employee was late on several occasions & called in sick numerous times. I asked if there was anything I could do with her scheduling to help but employee took the responsibility.
- 5/07/09** Conversation note: STL Debbie Brown spoke with employee to discuss customer comment made verbally to Store Manager. Customer stated that employee was very rude & did not give great customer service.
- 7/29/09** Customer Comment: employee is the rudest employee in the store.
- 2/20/10** Performance Evaluation was positive. Considered to be a great employee although attendance issues were briefly referred to.
- 9/21/10** Conversation Note: Bill Taylor (FE Coordinator) spoke with employee regarding tardy issues. She was scheduled from 9-1:30pm & punched in at 9:05am. After looking at her attendance report I noted she has been absent 13 times & tardy 35 times this year to date. I told her this was unacceptable.
- 9/24/10** Conversation note: John James (STL) spoke with employee regarding attitude she gave the FE Coordinator about going on register 14 and was very upset about not being on express. Employee responded reg. #14 is too high for her & because of her back problems. Employee stated every time we get a new coordinator they are out to get her. & change the whole system of register placement. She also stated that she has numerous other medical ailments & that is why express register work best for her, She also said at the end of the conversation "If you guys are trying to get me to quit, I will!"

EMPLOYEE ABSENT / TARDY REPORT

Wegmans #0XX

Store Num: ST0XX

Page Num: 1

Year to Date Absent Tardy Report
For date thru date

Sorted By: Employee Name Employee #

Date	Employee #	Employee Name	In	Out	In	Out	Code	Message
11/6/09	00000XXXXXX	Name	15:37C	21:23C	15:30C	21:00C	?PIL	PUNCH IN LATE
11/17/09	00000XXXXXX	Name	17:07C	21:11C	17:00C	21:00C	?PIL	PUNCH IN LATE
11/19/09	00000XXXXXX	Name	17:38C	21:20C	17:00C	21:00C	?PIL	PUNCH IN LATE
11/20/09	00000XXXXXX	Name	16:03C	21:37C	15:30C	21:00C	?PIL	PUNCH IN LATE
2/10/09	00000XXXXXX	Name			17:00C	21:00C	?ABS	ABSENT
12/15/09	00000XXXXXX	Name	15:40C	21:09C	15:30C	21:00C	?PIL	PUNCH IN LATE
12/22/09	00000XXXXXX	Name	17:10C	21:09C	17:00C	21:00C	?PIL	PUNCH IN LATE
12/29/09	00000XXXXXX	Name	17:15C	20:35C	17:00C	21:00	?PIL	PUNCH IN LATE
1/02/10	00000XXXXXX	Name				13:00C	21:00C ?ABS	ABSENT
1/14/10	00000XXXXXX	Name	17:15C	21:37C	17:00C	21:00	?PIL	PUNCH IN LATE
1/15/10	00000XXXXXX	Name	15:40C	19:40C	15:30C	19:30C	?PIL	PUNCH IN LATE
1/21/10	00000XXXXXX	Name		17:38C	22:04C	17:30C 21:30C	?PIL	PUNCH IN LATE
2/16/10	00000XXXXXX	Name				17:00C 21:00C	?ABS	ABSENT
2/20/10	00000XXXXXX	Name			17:30C	21:30C	?ABS	ABSENT
3/11/10	00000XXXXXX	Name			17:09C	21:30C 17:00C 21:00C	?PIL	PUNCH IN LATE
3/20/10	00000XXXXXX	Name		14:32C 21:12C	14:00C	21:00C	?PIL	PUNCH IN LATE
4/17/10	00000XXXXXX	Name			15:40C	21:13C 15:30C 21:00C	?PIL	PUNCH IN LATE
4/29/10	00000XXXXXX	Name		17:41C	18:44C	17:30C 21:30C	?PIL	PUNCH IN LATE
4/30/10	00000XXXXXX	Name			17:08C	21:10C 17:00C	21:00C ?PIL	PUNCH IN LATE
5/01/10	00000XXXXXX	Name				14:00C 21:00C	?ABS	ABSENT
5/13/10	00000XXXXXX	Name	18:50C	22:14C	17:30C	21:30C	?PIL	PUNCH IN LATE
5/14/10	00000XXXXXX	Name	17:08C	21:12C	17:00C	21:00C	?PIL	PUNCH IN LATE
5/21/10	00000XXXXXX	Name	17:16C	21:00C	17:00C	21:00C	?PIL	PUNCH IN LATE
5/22/10	00000XXXXXX	Name	15:53C	20:45C	15:30C	21:00C	?PIL	PUNCH IN LATE
6/10/10	00000XXXXXX	Name		17:37C	21:59C	17:30C 21:30C	?PIL	PUNCH IN LATE
6/15/10	00000XXXXXX	Name		17:37C	21:41C	17:30C 21:30C	?PIL	PUNCH IN LATE

DOMESTIC VIOLENCE PROCEDURES

- **ORDERS OF PROTECTION / RESTRAINING ORDERS**
- **PHOTOGRAPHS OF SUSPECT**
- **REVIEWING SAFETY PROCEDURES**
- **DOCUMENTATION**
- **EAP**
- **PAID TIME OFF**

PREVENTATIVE MEASURES

- **THE HIRING PROCESS**
- **THE INTERVIEW PROCESS**
- **BACKGROUND CHECKS**
- **DRUG SCREENINGS**

PROGRESSIVE DISCIPLINE

- Practice fair and consistent disciplinary procedures
- Support appropriate disciplinary actions that protect everyone's safety
- Consistent enforcement of behavioral/high standards
- Follow through on conversation notes and written warnings
- Intervene in chronic escalating patterns of poor or inappropriate performance. Sometimes things that do not seem like performance problems really are.
- Disciplinary action should serve as an appropriate penalty for past conduct and as a deterrent for future offenses.

CONDITIONAL RETURN TO WORK AGREEMENTS & TERMINATIONS

- **CONDITIONAL RETURN TO WORK AGREEMENTS FOR THOSE NOT TERMED**
- **MAINTAINING PERSON'S DIGNITY IS CRUCIAL**
- **POLICE NOTIFICATION/INVOLVEMENT**
- **PSYCHIATRIST/THERAPIST INVOLVEMENT**
- **WEAPONS CHECK**
- **TRESPASS**
- **SEVERANCE PACKAGES**
- **EXTENTION OF MEDICAL BENEFITS/PAYMENT OF COBRA PREMIUMS**
- **CONTINUED PAYMENT OF PSYCHIATRIC CARE AFTER TERMINATION**
- **EAP**

WHAT WE HAVE LEARNED AT WEGMANS

- People don't just "snap".
- Most often there is a pattern of behavior including performance problems.....not just an isolated incident.
- There is time to respond effectively.
- Awareness and training are essential in providing early notification and response.
- There are important connections between suicide and homicide to consider.
- The Hiring Process plays a very important role.



CONTACT INFORMATION

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