



Shared Services Group
Security & Fire Protection

Threat Management Program

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The Boeing Company
April 18, 2007

Recent Headlines

Elevator bombing kills 2 near Boston

<http://www.msnbc.msn.com/id/17626550/forum/ET/>

2 killed in apparent murder-suicide at woman's workplace near Boston

The Associated Press

Updated: 9:01 a.m. PT **March 15, 2007**

LYNN, Mass.

STORY HIGHLIGHTS

LYNN, Mass. - A man pulled his estranged girlfriend into an elevator in the office building where she worked and set off a homemade bomb, killing them both, authorities and witnesses said.

Recent Headlines

1 dead, 1 wounded in CNN shooting

http://seattlepi.nwsourc.com/national/1110AP_CNN_Shooting_Optional.html?source=mypi

Police say a domestic dispute led a man to pull a gun on a woman and shoot her just before 1:30 p.m.; a security guard then shot the man. The woman died on arrival at a downtown hospital.

Seattle PI

April 3, 2007, 10:47PM

ATLANTA, GA

Recent Headlines



Killer eluded police with fake names

http://seattlepi.nwsourc.com/local/310226_uwmurder04.html

The man who killed a 26-year-old University of Washington employee Monday remained as hard to pin down in death as he was in life.

SEATTLE POST-INTELLIGENCER

Wednesday, April 4, 2007

Recent Headlines

Fired worker takes hostages at nursing home

<http://www.cnn.com/2007/US/04/04/nursinghome.standoff.ap/index.html>

April 4, 2007

GARLAND, Texas (AP)

STORY HIGHLIGHTS

- Man stuck gun in nurse's face, nurse told relative of resident, paper reported
- Ernie Smith, 27, surrendered three hours after taking hostages, police said
- Smith was fired from the Dallas suburb home Friday, police spokesman said

Recent Headlines

Police Nab Gunman Who Allegedly Shot 3 People at Suburban Detroit Office Building

Monday, April 09, 2007

<http://www.foxnews.com/story/0,2933,264921,00.html>

TROY, Mich.

STORY HIGHLIGHTS

TROY, MICH. — A man suspected of shooting three people, killing one, at an accounting firm where [he] was fired last week was arrested after a high-speed chase a few hours after the Monday morning attack, authorities said.



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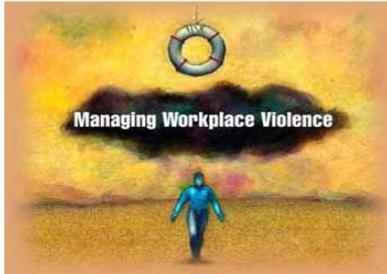
10-minute Trainer



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Threat Management Program



In this module, you'll receive an overview of The Boeing Company's Threat Management program. At the conclusion of the module, you will know more about:

- What is workplace violence?
- PRO-1870, Threat Management
- Types of incidents.
- Myths and truths associated with workplace violence.
- Warning signs of violence.
- Your role and responsibilities.
- What to do if you are threatened.
- What to do if violence strikes.
- What resources are available.

Note: Training credit is available for this 10-Minute Trainer. On the last page of the module, click the "Receive Credit" button.

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Last updated 01/30/2007

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course – sample pages**



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Test Your Knowledge (1 of 3)

What is the Procedure that addresses threat management at Boeing?

Click the letter in front of the answer to view the feedback.
After viewing the feedback, remember to click the "Close Window" link.

- A** PRO-1909.
- B** PRO-1870.
- C** There is no procedure at Boeing that addresses threat management.

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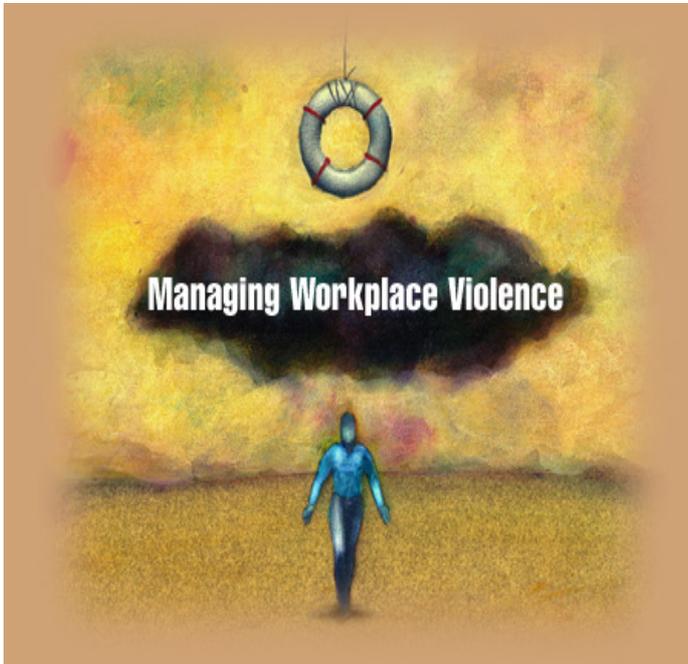
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- What to do if violence strikes...
- What Resources are available
- Summary

Let's begin.

Introduction – Why do we have a Threat Management Program

- During the past several years there has been an increase in incidents of aggression and hostility. Even before Columbine and September 11th, violence had infected the very tapestry of our lives. In our homes, our schools and with frightening regularity, violence seems to have firmly anchored itself in workplaces across the nation.
- According to the U.S. Department of Justice, the workplace is the most dangerous place to be in America. The problem is so pervasive that the Centers for Disease Control has classified workplace violence as a *national epidemic*.
- And unfortunately, workplace violence incidents have occurred at The Boeing Company.
- Boeing is committed to providing our employees, contractors, customers and visitors a safe and secure work environment.

What is Workplace Violence?

At Boeing it's any incident, situation, or condition that could:

- Threaten the safety of an employee, contractor, customer, or visitor
- Have an impact on any employee's physical or psychological sense of well-being

PRO-1870, “Threat Management”

- PRO-1870 is the procedure in support of Boeing’s effort to provide a safe workplace, free from actual or perceived threats or incidents of violence. It also establishes a process to identify, assess, and respond to threats or incidents of violence in the workplace
- All incidents will be taken seriously and investigated.

Workplace Violence Related Behaviors

Employees have the right to expect a work environment that is free from violence, threats, and harassment. You can actively contribute to preventive practices by knowing what constitutes violent behavior. Below are some examples of threatening behaviors:

- Intimidation and bullying
- Highly aggressive, verbally abusive
- Harassment and verbal threats
- Domestic violence starting, or spilling into the workplace
- Stalking
- Vandalism, sabotage, or arson
- Assaults (pushing, shoving, hitting, kicking, etc)
- Employee suicides (includes attempts and threats to commit)
- Possession of weapons
- Workplace homicides or shootings

Workplace Violence

Myths and Truths

The following are common myths and truths regarding workplace violence.

- **Myth:** Workplace violence is committed by people who suddenly snap
 - **Truth:** Not so. Typically there are developing stressors that build up over time until the act of violence
- **Myth:** We can't predict or prevent violence
 - **Truth:** We can better predict and prevent violence by recognizing that the path leading to violence is strewn with indicators that someone is planning to cause harm
- **Myth:** "I didn't see it, hear it, or know about it..."
 - **Truth:** According to many studies, co-workers and friends were not surprised when acts of violence strike
- **Myth:** Most situations will resolve themselves if given enough time
 - **Truth:** Not so, Many cases need an intervention with professional assistance
- **Myth:** It can't/won't happen here
 - **Truth:** It already has and we are committed to preventing any future incidents

Warning Signs

Become aware of and immediately report violent or threatening behavior by coworkers or other warning signs. Below are some *potential* warning signs which should be reported:

- Fear reaction by peers; coworkers uncomfortable around subject
- Subject has strong sense of persecution – “Everyone is always out to get me!”
- Holding grudges
- Aggression towards inanimate objects
- Jealously and envy
- Litigious and unreasonable grievances
- Blames others
- Disrespect for management
- Preoccupied with violence
- Threatening or intimidating body language
- Angry, hostile outbursts
- Verbal threats
- Persistent pursuit or stalking
- Clear intent to commit violence
- Homicidal or suicidal expressed thoughts
- Mental illness with danger signs
- Intense, uncontrollable rage
- Possession of weapons
- Posturing for physical assault

Expectations: For All Employees

- Trust your instincts
- Immediately seek assistance from Security, Human Resources, and/or Medical/EAP if you become aware of circumstances that have a reasonable potential of creating a critical incident
- Cooperate in an investigation
- Have your site and local emergency contact information readily accessible
- Know how to report an emergency
- Know your location (physical address, building and column number)

If you are threatened...

- Immediately report all threats or incidents of violence to Security, management or a Human Resources representative as soon as possible.



If Violence Strikes...

- Remain calm. A calm attitude can influence the other's behavior
- Create distance between yourself and the individual
- Take immediate action to protect yourself by leaving the area or finding cover
- Call Security and the Police. Know your emergency contact numbers
- Always know your location: physical address, building, column

Available Resources

- PRO-1870 "Threat Management",
<http://policyplus.boeing.com/Download.aspx?filename=PRO-1870.pdf>
- Your Supervisor, TMT, Medical/EAP office, HR, or Security
- Boeing Threat Management Web site, which includes:
 - Contact information
 - Guidelines for managers
 - Video available
- Reference posters available through Security
- Training by your Threat Management Team

Quiz

- What is the procedure for Threat Management at Boeing?
 - A. PRO-1909 [Sorry, that's not the one. While PRO-1909, “Administration of Employee Corrective Action” addresses corrective action regarding unacceptable conduct and the avoidance of its repetition, it doesn’t specifically cover the Threat Management program]
 - B. PRO-1870 “Threat Management” [Correct! PRO-1870 "Threat Management" is the procedure that addresses this problem. There's a link to the PRO at the end of this module, so that you can read through it if you would like.]
 - C. There is no procedure at Boeing that addresses threat management [Sorry, there is an enterprise wide procedure. PRO-1870 "Threat Management" is the procedure that addresses this problem. There's a link to the PRO at the end of this module, so that you can read through it if you would like.]

Quiz

- Whom should you notify if you are threatened in the workplace?
 - A. No one. [Sorry, that's not the best idea. Even though you may not feel comfortable talking about it ("I can handle this" or "This isn't something I need to bring to my manager's attention") you really need to report it. It is important to report threats in their early stages to ensure the incident is properly investigated. It is essential that you contact Security, management or a Human Resources representative.]
 - B. Your coworker or trusted friend. [Sorry, that's not the best choice. The people closest to you, whom you trust and are likely to share information with, probably don't have the power to take action and that is what you need. You need to talk to someone who can do something concrete to help. To ensure the incident is properly investigated, it is **essential** that you contact Security, management or a Human Resources representative.]
 - C. Security, management or a Human Resources representative [Right! Even though you may not feel comfortable talking about it, threats need to be reported in their early stages to ensure the incident is properly investigated. And you need to talk to someone who can actually do something to help. Security, management or a Human Resources representative can enable the formation of a Threat Management Team to investigate the issue.]

Quiz

- What should you do if violence strikes?
 - A. Remain calm. [That's partially right. A calm attitude can influence the other's behavior. But you also want to create distance between yourself and the individual, so the best response to this question was C. Know your emergency contact numbers and always know your location: physical address, building and column.]
 - B. Create distance between yourself and the individual [Well, that's partially right; you also want to stay as calm as possible. Take immediate action to protect yourself by leaving the area or finding cover. Then call Boeing Security and the police.]
 - C. Both of the above [Excellent choice! A calm attitude can influence the other's behavior. And take immediate action to protect yourself by leaving the area or finding cover. Know your emergency contact numbers and your location -- physical address, building, column -- so that you can call Boeing Security and the police and give them your location.]

Summary

Boeing is striving to provide a safe workplace environment, free from actual or perceived threats or incidents of violence.

Assuring a violence-free workplace is everyone's responsibility, and it's for everyone's benefit.

You should now have a general understanding of the principals and requirements regarding Boeing's Workplace Violence program.

Remember there is information available at:

- PRO-1870 "Threat Management"
- Boeing Threat Management Web site

Thanks for visiting the 10-Minute Trainer



We hope you found the material in this module useful.

How employers can prevent workplace violence

http://www.theoaklandpress.com/stories/041107/loc_2007041157.shtml

April 11, 2007, The Oakland Press

There are many ways employers can prevent workplace violence, but watching for warning signs is probably the most important, security experts agree.

"The reason people become violent is because they reach a breaking point," said Ned Timmons, president of L.S.S. Consulting, a global security consulting firm based in Commerce Township.

It's typically not one isolated event that causes disruptive behavior but a series of stressful events.

Police say Anthony LaCalamita III entered his former place of employment in Troy and shot three people, one fatally, Monday.

Employees with alcohol or drug abuse problems are more prone to violence, Timmons said, as well as people experiencing financial or personal problems, such as divorce. Employers should try to lend additional support to these co-workers. Employers should watch for significant changes in behavior - a co-worker who is normally quiet acting loud or anxious, for instance. That person could be exhibiting signs of distress. In addition, employers should take outright threats seriously. If there is a threat, security companies such as L.S.S.

Consulting can send law enforcement agents to the site; do a profile of the individual, including a weapons check; set up surveillance on the employee; and provide on-site security or a bodyguard. "Lots of times, our presence is enough to avert violent action until the person cools off," Timmons said. Employers need to be particularly careful when they have involuntary terminations, whether a layoff or a termination with cause.

Employers should make sure the employee will no longer have access to the property, for instance by deactivating security passes, said Wade Pinnell, vice president of Huffmaster Crises Response, based in Troy.

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The employee doing the termination should not be alone in the room with the person being laid off. Security guards should be on site during the termination, Pinnell said. Employers should offer to mail final paychecks and help the employee gain access to his or her 401(k) or other compensation, he said. Co-workers should be informed about the layoff in case the employee is seen on the premises, Pinnell said. Layoffs should be handled at the beginning of the week, so employees can immediately begin searching for a new job, said John Hancock Jr., an attorney at Detroit-based Butzel Long, who specializes in labor issues.

They should not occur right before a holiday. To prepare workers for the possibility of a violent incident, employers can enroll their staff and supervisors in training programs. They can create a plan that outlines safe areas people can go to and how to evacuate from the facility. They can even run drills with their workers, Pinnell said. Another preventive measure is to conduct thorough background checks before hiring.

Companies should look for a pattern of multiple drunken driving offenses or driving under the influence of drugs as well as convictions of violent crimes such as criminal sexual assault. Whether large or small, companies also should consider security systems. Employers can install access control panels, which require a worker to use a card to gain access into the building. Taking the idea a step further, companies can install turnstiles, which ensure that only one employee gains entry when a card is swiped. Surveillance cameras are helpful to deter violence.

Companies even can install alarm buttons at the front desk that employees can press in case of a disturbance.