

Protecting HR and Employees from Workplace Violence



FRONTLINE
HR SOLUTIONS

Mike Perkins
President
Frontline HR Solutions

Terry Froman- Mayfield, Ky

- Spring, 2014
- Warehouse employee in first 90 days
- Poor work performance
 - Goofed off a lot
 - Didn't follow instructions
 - Argumentative with supervisors
- Terminated as "just wasn't working out"
 - Argumentative but accepting since he was probationary
- Supervisor walked to the gate w/o incident



September, 2014



Froman Pleads Guilty to 2014 Murder, Kidnapping

By West Kentucky Star Staff

MAYFIELD - A Brookport man already facing a death sentence in Ohio was in Graves County court on Monday.

According to the Graves County Circuit Court Clerk, Terry Froman entered a guilty plea to charges of murder, kidnapping, burglary and tampering with evidence.

The charges stem from events on September 12, 2014, when police say Froman went to the Mayfield home of his estranged girlfriend, Kim Thomas, and killed her 17-year-old son, Eil Mohny. He then abducted Thomas and drove to Ohio, where he killed her in his vehicle along I-75 during a police pursuit.

Froman was sentenced Monday to life without parole on the murder and kidnapping charges, 20 years on the burglary charge and 5 [years](#) on the tampering with evidence charge.

Last June, Froman was found guilty of Thomas' death in Ohio and received the death penalty.

September, 2014

- Terry couldn't keep a job
- Kim Thomas recently asked him to leave her home where he was living, lounging and spending money recklessly
- Terry attempted to get Kim to meet him outside her workplace (nursing home) but a co-worker prevented that
- Co-workers followed Kim home a few days in case Terry was stalking her

Eli and Kim



Who Else Was Vulnerable?

- HR Manager, Supervisor and Co-Workers where Terry was terminated?
- All the other places Terry was terminated?
- Employees at the nursing home where Kim worked?
- Not just that day but every day...

- Who Here Has Dealt with a Volatile or Potentially Volatile Employee or Third Party in the Workplace?

- Who Has Dealt with a Volatile or Potentially Volatile Employee or Third Party in the Workplace?
 - According to SHRM survey, about 1/2 of HR professionals (48%) report having dealt with some form of workplace violence in their organizations

Today's Key Points

- Protect Yourself!



- HR is often on front line but we're not the Secret Service

- Protect Your Employees

- Plan for Volatile Situations

Be Alert and Prepared Every Day

Workplace Violence in Today's World

- Approximately 2,000,000 Workers Report being Exposed to Workplace Violence Each Year (OSHA)
- Violence is the **second leading cause of death in the workplace** and the **first among women**
- Since 1986, there have been 38 mass workplace shootings- 340 Victims

Workplace Homicides

- Employees v Non- Employees
 - Current employees- 43 percent of workplace homicides
 - Former employees- 22 percent
 - Domestic Disputes- 21 percent involved non-employees in domestic disputes
 - Customers, Others- 14 percent

Outsider Risks and Threats

- Robbery/Assault in Facility or Parking Areas
- Unstable or Impaired Persons Entering Premises
- Active Shooter in Area
- Bomb Threat
- Upset Third Party
 - Domestic or personal conflict with employee
 - Aggressive collector (gambling, drugs, etc)
 - Angry customer, patient, family member
 - Others

Internal Threats

- Horseplay that Escalates
- Employees Who Make Threats
- Unstable Employee, Contractor, Vendor
 - Psychological or Social Issues, Medications, Alcohol, Drug Abuse
- Fights
- Volatile Employee Discipline/Terminations
- Large Layoffs
- Retaliation
- Arrests on Premises

Some Perpetrators Have History

Aurora, IL

Henry Platt Mfg (Div of Mueller)

February 15, 2019

02/15/2019, 02:38pm

6 dead in Aurora factory shooting; mom says gunman was laid off, 'stressed out'



Police say Gary Martin killed 5 people and wounded 5 cops in a shooting at an Aurora factory. | Bev Horns/Daily Herald - LinkedIn



What We Know from News Reports

- Gary Martin (age 45) - 15 year employee at Pratt
 - History of issues at work and outside work
 - Conviction and two years imprisonment in Mississippi in 1994 for **beating his girlfriend** with an aluminum bat and stabbing her repeatedly with a knife
 - Did not show up on his pre-employment background check (2004 timeframe)
- While at Pratt, Martin had 2008 and 2013 **local charges** of disturbing the peace (resulting in two protection orders involving same woman) and had been evicted from an apartment
 - The most recent order includes allegations of **stalking**. He also has **17 charges of misdemeanor disorderly conduct** and criminal damage to property on his record—the latter of which he was convicted
- Martin's **gun permit had been cancelled for** Mississippi felony conviction. Never turned gun in

February 15, 2019 in Aurora

- Martin **was being terminated** that day after already having his job “saved” recently by the union- **History** of prior grievances
- Since it involved advanced union proceedings, **Martin most likely knew he was being fired**
- Martin was called into a meeting with the plant manager (Josh Pinkard), HR manager (Clayton Parks), HR intern (Trevor Wehnor-1st day), union chairman (Russell Beyer-son of ret. union chairman who had represented Martin in prior grievances), and union steward (Tim Williams)
- Martin entered the termination meeting, pulled a pistol with a laser scope and **killed everyone in the room except for Williams who ran from the room and was shot three times as he fled**
- Martin **shot a material handler** (Vincente Juarez) **as he ran into the plant** from the office area
- Martin **hid in the facility for over an hour** while police evacuated and searched the premises
- When police found him in a corner of the warehouse, **he shot and wounded 5 officers** before being killed in a shootout

Report from State's Attorney

Office of the Kane County State's Attorney



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April 26, 2019

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Re: Officer involved shooting – February 15, 2019

Dear Chief Ziman and Chief Marshall,

We have completed our review of the incident that occurred on February 15, 2019 at the Henry Pratt facility in Aurora, Illinois. Our review is pursuant to my statutory responsibility as set forth in the Police and Community Relations Improvement Act. My findings are reported below.

FACTS AND CIRCUMSTANCES OF DEADLY SHOOTING

On February 15, 2019, Gary Martin (hereafter Offender), an employee of Henry Pratt, located at 641 Archer Avenue in Aurora, Illinois, arrived for work at approximately 6:45 a.m. He encountered Vincente Juarez near the time clock and words were exchanged regarding an incident that the offender had on February 14, 2019, regarding safety glasses.

The offender spoke to a few employees that morning and was concerned that he may be fired for the safety violation. He stated to one employee "If I get fired, I'm going to kill every mother fucker in here." "I am going to blow police up." That employee did not report the statement to anyone because he believed that the offender was always making "off the wall" statements and therefore was not concerned. The same employee was aware that the offender carried a gun in his vehicle but had never seen him with a gun inside the building and was not aware the offender had a gun with him on February 15, 2019. It is believed that the offender brought the gun and ammunition into the plant that morning when he arrived for work as there is no video evidence of him returning to his car prior to the shooting.

Report from State's Attorney

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At approximately 1:00 p.m., Tim Williams received a text message from Clayton Parks regarding a disciplinary meeting with the offender to address a write up for not wearing his safety glasses. Mr. Williams went upstairs to the meeting. Also present for the meeting were Russel Beyer, Clayton Parks, Josh Pinkard, and Trevor Wehner. Prior to the offender's arrival, the meeting was moved to a private office so that other employees could not hear the conversation.

Mr. Beyer spoke to the offender and told him to come upstairs for the meeting. The offender was seen walking over to his workstation to retrieve something and he also put on a hoody. He walked upstairs and was seen going into the bathroom prior to entering the office. Once the offender entered the office he was immediately presented with a written write up. He was then told by Mr. Parks that they would begin the termination process.

The offender began using profanity, and Mr. Pinkard said to him, "Ok, it's over." At which time the offender replied, "Yeah, it is over."

Mr. Williams started to get up and then he noticed rapid movement and heard gunshots. Mr. Williams ran toward the door and was shot in the wrist. He ran out of the room and down the stairs, yelling "Gary is shooting."

Employees on the first floor witnessed Mr. Williams fleeing down the steps and the offender chasing him with a gun in his hand. Employees yelled at the offender to stop. The offender continued to pursue Williams and eventually shot him twice more in the back.

The offender then went to the loading dock area and was seen by several people shooting Vincent Juarez. It is apparent from the evidence that he specifically targeted Mr. Juarez.

Aurora Victims



Some Have No History

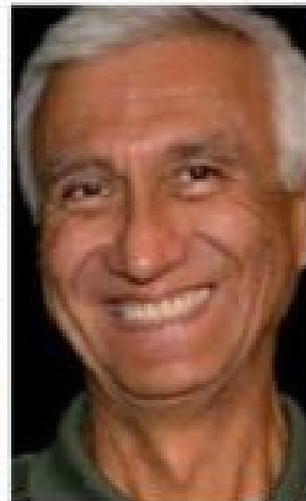
Virginia Beach, VA

Municipal Services Building

May 31, 2019

- DeWayne Craddock, 40, fired on co-workers in the city building, killing 12 and injuring 4
 - The morning of the massacre, the certified engineer **emailed a resignation letter** to the City Manager
 - He was in **good standing and there was no disciplinary action** against him
 - Was **quitting for “personal reasons”**
 - He came back to the building around 4:00 pm and began his rampage in the parking lot
 - He **“badged in” to the employee-only area** where he killed most of his victims
 - He was said to be a “good person,” “not a monster” and gave boxes of candy to the admin staff at Christmas
 - He used two .45 caliber pistols with silencers and extra magazines for ammunition
 - He killed his former boss, 10 co-workers and one contractor
 - He was fatally wounded in a lengthy shootout with police

Virginia Beach Victims



Undisclosed Location

June, 2018

- Employee “bullies” other workers over a period of months
 - Prior unproven sexual harassment, improper touching allegations
 - Makes people get out of “my parking place”
 - Confronted another employee about a parking issue
 - Cussed and jerked a paper from a female employee
 - Joked that he had killed the victim in a recently area shooting
- Follows young security guard outside and makes remarks attempting to provoke confrontation. Tells guard he is an “OG” (Original Gangster); “we handle things on the street.”
- Rumors that employee is an “ex con” and keeps a gun in his car
- Further review revealed that he was released from prison two years ago after serving 10 years of a 25 years sentence for shooting a teenager in the head in a convenience store parking lot
 - He had been out of prison two years when hired
 - Didn’t show up on background check or stop hiring due to age of conviction
- Termination involved
 - Legal
 - Security
 - HR, EHS
 - Security Service
 - Law Enforcement/Security
- His girlfriend works there and drove him back and forth to work

Undisclosed Location

May, 2019

- Female employee takes time off during previous weeks to deal with “mental health issues” pertaining to menopause
- Returns to work and tells two co-workers
 - That she is mad and trying not to “blow up on anyone”
 - That she has been struggling with rage that has taken the form of hatred for her “evil” employer and has thought about “hurting someone in the office on [specific dates]”
- Co-workers are afraid to work with her
- Psychologist wrote letter saying she poses no risk and has never discussed doing anything harmful to anyone- just quitting her job...

HR and Managers are Vulnerable

- Aurora, IL- HR Manager and HR Intern shot
- North York, CN- HR Manager and three other Managers stabbed after firing employee
- Gurgaon, India- HR Manager ambushed on road and shot at by terminated employee
- Dehli, India- HR Manager beaten to death by angry laid-off employees (42)
- San Diego- HR Manager killed after firing employee for repeated absences and tardies
- Winnepeg, Manitoba- HR Manager stabbed to death by former employee
- Tampa, FL- Three Managers killed, HR Manager critically injured in shooting outside Fireman's Fund Ins. by terminated employee (Paul Caldon had received positive reference from former employer, Allstate)

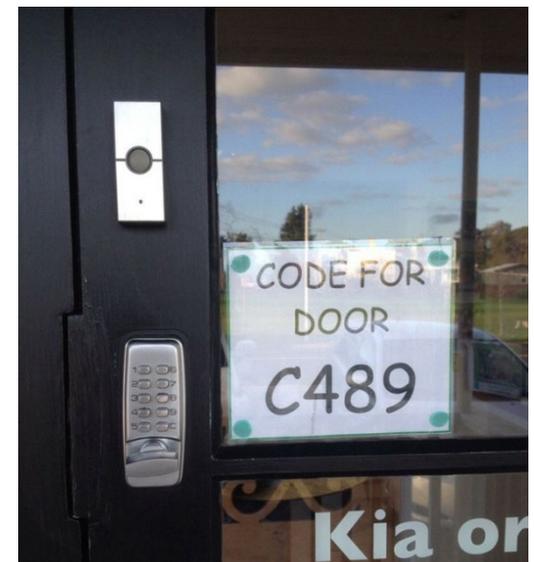
Our Goal is to Protect the Safety and Well-being of All Employees

Reality

- Most people are reasonable, responsible and rational. A little shared respect goes a long way in avoiding confrontation
- But, in today's world, there are potential risks and threats posed by persons on the outside and persons on the inside of our facilities
- The best security in the world cannot eliminate **all** risks
- Many facilities have little or no entry barriers, physical security or guards
- Many facilities and employees have not received or may not have retained the training or procedures on how to deal with various risks, including Active Shooter Training
- Due to legal considerations, most background checks usually do not reveal older (over 7 years) convictions, arrests without conviction, missed counties, release on parole (after imprisonment) or expunged records
- We may not be aware of recent arrests, protective orders, probation violations

Physical Security

- Security starts at the physical level
 - By implementing measures aimed at preventing unauthorized access you can protect assets, information and personnel from internal and external security threats
- Assess and make of list or your workplace vulnerabilities
 - Work with management and safety to develop a response to each issue
 - Create a security policy and procedures



Physical Prevention Strategies

Physical Security

- Prevention Strategies May include:
 - Routine Physical Security
 - Controlling the egress and ingress of visitors and employees
 - Evaluating access to the physical layout of a facility to eliminate security bypasses, blind spots and other unnecessary hazards
 - Video surveillance to protect people and property
 - Providing security, parking lot lighting for employees who must work late in vulnerable areas
 - Maintaining locks on doors, windows, interior locks, and gates
 - Posting evacuation and route maps, safe shelter locations
 - Ensuring exit doors are well marked and unimpeded at all times
 - Maintaining a facility-wide communication system
 - Develop a security alert system that uses email, text, auditory and other systems to alert individuals if there is an active shooter situation at the workplace
 - Preparing a plan and conducting training for workplace violence, active shooter response
 - Inviting local first responders to visit and become familiar with your facility and key personnel
 - Coordinate contact info and emergency procedures with neighboring facilities
 - Consider creating security zones based on criticalities
 - Conducting regular training and security awareness programs for the entire team
 - Keep an Executive Information File with emergency contact information for immediate access for key personnel in case of emergency
 - Request employees advise of protective orders, threats from outsiders

Physical Security

- Emergency Physical Security Considerations
 - Securing parking areas, entrances, etc. that are normally open
 - Locking down facility
 - Specific notification to law enforcement
 - Law enforcement or private security on or adjacent to premises
 - Potentially targeted employees staying away from facility until threat diminishes
 - Active Shooter Training for employees
 - Posting photos of vehicles and persons to report if they appear at or near facility
 - Additional alarms
 - Coordinating with EHS, Cat Security, Legal, Law Enforcement
 - Consider Setting Up Secure Areas for retreat in case of intrusion/danger
 - Steel doors and protected ventilation system
 - First aid equipment
 - Phone and backup communication equipment
 - Fire extinguishers
 - Bomb blankets and hardened walls
 - Emergency tool kit
 - Extra food and clothing
 - Large flashlight and batteries

Safety Briefing

A Good Practice for Any Meeting

- **Emergency Phone Numbers:**

- What are the numbers for your location?
- Are they displayed in such a manner you can instantly dial them?

- **In an Emergency:**

- Who will be charge?
- Who will call 911 or the appropriate emergency number?
- Who will do CPR?
- Who will get the AED?
- Who will get the Fire Extinguishers?

- **Are there situational factors, office or room hazards that would prevent a safe meeting or evacuation for your location?**

- **Take Cover**

- What is the Take Cover alarm for your location?
- Do you know where to take cover should the alarm sound?
- What is the All Clear signal for your location?

- **Evacuation**

- What is the Evacuation alarm for your location?
- Do you know how to safely exit your location should the alarm sound?
- Where is the Rallying Point?
- What is the All Clear signal for your location?

- **Active Shooter Instructions?**

Techniques to Diffuse Violence

- A potentially violent person may be demonstrating these characteristics:
 - Speaking loudly, frantically or quickly
 - Gesturing wildly
 - Using aggressive stances and gestures, such as pointing, getting close or clinching fists
 - Making threats and personal insults

Techniques to Diffuse Violence (cont.)

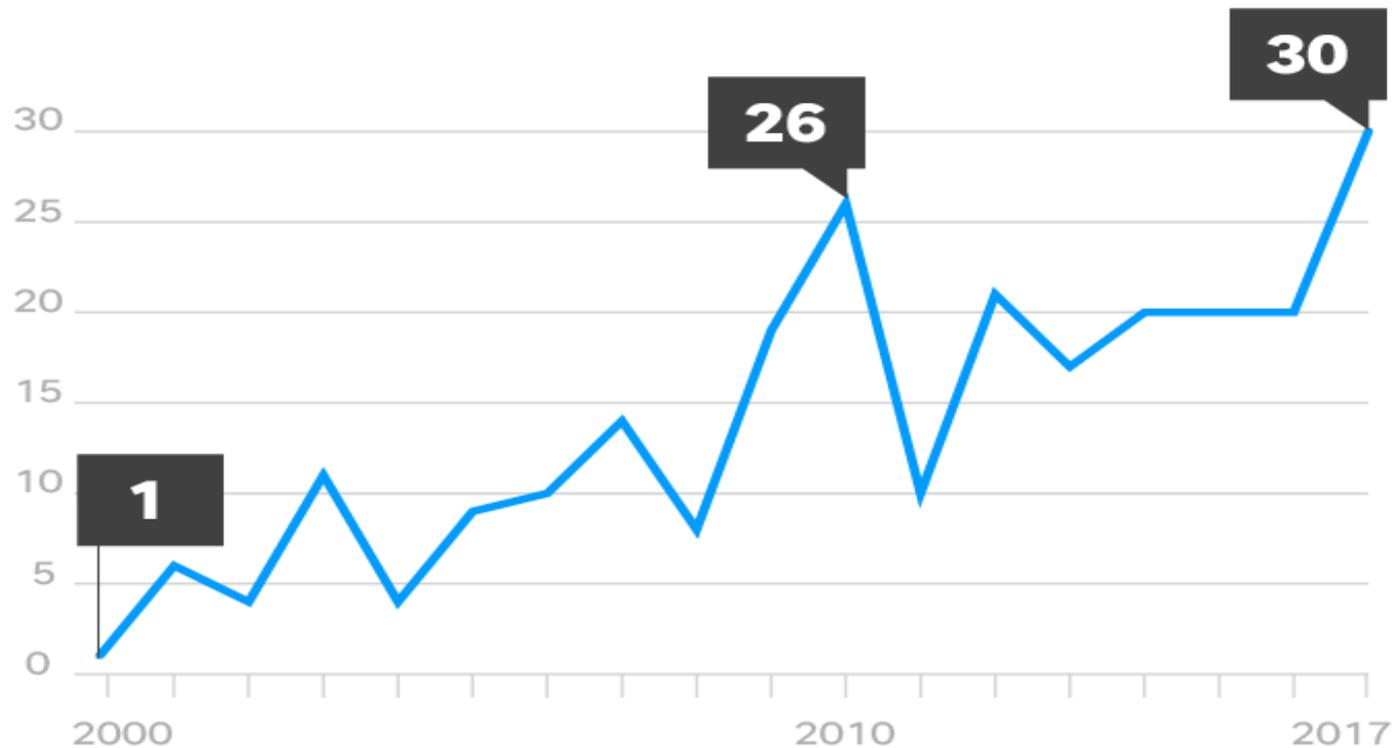
- Some violent situations cannot be stopped; however, you can use proven techniques and take steps to reduce a situation that is escalating.
- Things to do when dealing with a potentially violent person:
 - Assess the situation in your mind.
 - Project calmness.
 - Be patient and empathetic, and encourage the person to talk.
 - Focus your attention on the person so that the person feels that you are interested in what he or she has to say.
 - Maintain a relaxed yet attentive posture, and position yourself at a right angle instead of directly in front of the person.
 - Ask for small specific favors, such as if you could talk in a quieter area.
 - Be reassuring and point out choices.
 - Arrange yourself so that your exit is not blocked.

Techniques to Diffuse Violence (cont.)

- Actions to avoid when dealing with a potentially violent situation:
 - Do not be the hero. Your focus should be diverting the aggressive individual and keeping others safe without putting yourself in harm's way.
 - Do not make promises you cannot keep.
 - Do not make physical contact with the individual.

Active Shooters

Active shooter incidents on the rise, with 2017 topping all years since 2000.



SOURCE FBI data and the FBI's report on active shooter incidents in the United States in 2016 and 2017

Active Shooter Facts (Trends?)

FBI Study 2000-2013

- Active shooters take time to plan and prepare for the attack, with **77%** of the subjects spending a week or longer planning their attack.
- A majority of active shooters obtained their firearms **legally**, with only very small percentages obtaining a firearm illegally.
- The FBI could only verify that **25%** of active shooters in the study had ever been diagnosed with a mental illness.

We Are All in This Together

The most effective security asset is an informed/trained/engaged employee population

- In the majority of active shooter incidents, there were numerous warning signs or prior incidents that were only revealed after the shooting occurred
- EVERY EMPLOYER SHOULD HAVE AN ACTIVE SHOOTER PLAN AND DRILLS – BE PREPARED!!

STRESSORS

The Mind of The Active Shooter

- Mental health
- Financial strain
- Job related
- Conflicts with friends/peers
- Marital problems
- Abuse of illicit drugs/alcohol
- Physical injury
- Conflict with parents, children
- Conflict with other family members
- Sexual stress/frustration
- Criminal problems
- Civil problems
- Death of friend/relative

CONCERNING BEHAVIORS

- Mental health
- Interpersonal interactions
- Leakage (telling someone)
- Quality of thinking or communication
- Work performance
- Threats/confrontations
- Physical aggression
- Idolizing criminals
- Sexual behavior
- Quality of sleep
- Hygiene/appearance
- Anger

Disciplinary Action Considerations

Do you have a Company Policy for Threats and Acts of Violence?

- Zero Tolerance for threats and acts of violence
- Include acts or words that instigate or provoke violence
- Require reporting
- Educate and enforce

Avoid Surprises Whenever Possible

- Coach and/or warn problem or failing employees that their work is unsatisfactory
 - Tell them what needs to be done and by when
 - If their job is on the line, tell them so
 - If someone's job is in jeopardy, let them know the expectations
- Don't allow managers to give good ratings to poor performers, and document and discuss poor performance as it arises—don't wait for annual reviews
- Probationary period terminations are a little easier for an employee to accept but not always

Know Who You Are Dealing With

Know Your Employees

- There is no substitute for knowing personalities, tendencies, temperament, history and unique issues affecting your employees
 - Significant family or financial pressures? Other stressors?
 - Distinct changes in appearance, behavior, attendance?
 - Medical/psychological instability?
 - Loner? Isolated from family or friends?
 - Weapons obsession?
 - Made threatening statements or endorsed violence?
 - Volatile family members or significant others?
 - Aware of harsh social media chatter?
 - Weapons kept in car (legal or illegal)?

If your instincts tell you to be concerned, be concerned!

Volatile Disciplines/Discharges

Prepare and Plan Every Step when Disciplining or Discharging a Potentially Volatile Employee

- There are no “routine terminations”
 - Remember that Most People Rely on their Jobs for Financial Security and Self-Esteem
 - While HR Managers Often View Personnel Actions and Discipline as “Routine,” there is Nothing Routine About it for Employees
- There are no “emergency terminations”
 - Don’t rush, but don’t dawdle either. The tendency is to hurry the process along because you want the discomfort to end quickly. **Rushing can lead to bad decisions.** Taking more time gives you a chance to properly evaluate emotional states and make the arrangements that changes may dictate. But you also want to keep things moving. Time under stress can lead to a bad result. A short, efficient process that is well planned is the most effective

Volatile Disciplines/Discharges

PREPARE, PREPARE, PREPARE

- Review employment file, interim and annual reviews, notes
- Talk to supervisors and managers, trusted others with knowledge about the employee's conduct, comments, recent temperament, specific recent issues
- Emphasize confidentiality of every step
- When there is a heightened risk, Involve Your Team- Mgmt, Corp HR, Legal, Security, Law Enforcement
 - Possible EAP Management Consultation
 - Request an updated background check where allowed by law
 - Be sure to consult with Legal if employee is in a protected category, if there are ADA (physical or psychological) concerns, if employee could be considered a "whistleblower," has made complaints internally, government agencies or the courts, is represented by an attorney, or if other legal concerns are present

Consider “Administrative Leave”

Administrative Leave- A Good Way to Relieve Immediate Tension and to Ensure a Fair, Thorough Review

- Strongly consider bringing the employee in or contacting the employee at home and asking the employee to stay home on paid or unpaid administrative leave while you investigate all issues and consider security concerns
 - “We would like for you to stay home on [paid] administrative leave while we conduct a thorough review of this matter. We will contact you with any questions and for your side of the story. In the meantime do not return to work until we call you and ask you to come back”
 - If you promise to hear their side of the story, make sure you do!
- If a decision is made to return the employee to work, meet with the employee to gauge employee’s demeanor, outline expectations, express faith in the employee and to remind them of their responsibility to avoid any retaliation against accusers, witnesses, others
- Monitor this closely
- Touch base regularly with the employee, supervisors and others impacted

The Suspension/Discharge Process

If a Decision is made to Discharge, Proceed Carefully with Safety being the Paramount Concern

- In many cases, it may be better to conduct the discharge discussion by phone
- Employ security or law enforcement assistance when appropriate
- Consider the Physical Setting (exits, access to help, close observation)
- Consider Timing (end of pay period, end of day, first thing in morning. Avoid Fridays)
- Consider Who should deliver the news and who should serve as a witness
 - Minimize interaction with adverse managers, others who could inflame matters
 - Script and practice the discussion

Discharge Considerations

– The Discharge Meeting

- Employees should be required to leave bags, backpacks, bulky coats and outerwear outside the room
- Convey that “a decision has been made to end your employment” (avoid volatile words like “fire” or “terminate”)
- Avoid getting into details or debate with the employee. If the employee attempts to argue, state that “the decision has been made” and be quiet
- Allow the employee to save face and maintain self esteem. Don't attack , accuse or put the employee down
- Show empathy without making any statements that could be used against the company or agitate the employee
- Resist the urge to return threats. Instead, offer support: "That sounded like a threat, Jim, you must be really angry. I'd like to hear more about it."
- Don't Engage-- Disarm anger by listening and showing empathy

Discharge Considerations

- Take Care of the Fundamentals
 - Advise of final pay procedures, insurance cutoff and COBRA paperwork which will allow the employee a choice to purchase extended coverage retroactive to the date coverage ended (as long as timely selected)
 - Ask the employee about any personal property at the facility and ensure employee that a responsible person will index and pack the items and the company will promptly have the property delivered to the employee at no expense to the employee (by private courier whenever possible)
 - Recover company property (keys, computer, phone, cards, etc) or make arrangements to have it returned to company without requiring employee to return to the premises
 - Confirm address for paycheck, COBRA and for delivery of personal property
- Remind of neutral reference policy, if applicable (possible exception re violence, threats- See Legal)
- Remind that former employees are not allowed on company premises
- Document what you told the employee, including time, date, etc. (for future Trespass situations)

Discharge Considerations

- Try to Minimize Embarrassing Situations for the Employee but Safety Outweighs Embarrassment
 - You may feel it is embarrassing to have security watching while an employee packs up their desk, but safety is paramount. Take the steps necessary to keep people safe
- “The Walk” doesn’t stop at the front door of the building. Many times the danger comes from what is in the employee’s car. Sometimes the car itself can be dangerous
 - Careful consideration as to who accompanies the discharged employee (if even necessary)
 - Observe from a distance to ensure that discharged employee leaves the parking lot

After the Discharge

- Give careful thought to what, if any, announcements will be made to other employees
 - Notify guards and/or receptionist
 - Preserve confidentiality as much as possible under the circumstances
 - Consult with Corp HR and/or Legal for approval of wording
 - Avoid getting in to termination details
 - Ask employees to respect confidentiality and avoid discussing or speculating about the former employee and the underlying circumstances
 - More detailed information may be necessary if former employee is believed to pose a significant safety risk
- Decide how the company should respond to Unemployment Claim
 - Sometimes best to default and allow the employee to receive unemployment
 - Some financial relief for the discharged employee
 - Avoids further agitation
 - Avoids having to disclose critical information provided by other employees
 - Protects those other employees
- Remind that former employees should not be on our premises or lingering nearby
 - Circulate pictures of the former employee and/or vehicles if former employee is believed to pose a significant safety risk
 - Instruct employees not to allow access for any reason without first clearing with HR or Security.

After the Discharge

In the weeks that follow the separation

- Answer routine follow-up questions from the former employee promptly and thoroughly (without rehashing reasons for discharge). Don't keep people hanging
- Listen for fallout. If you hear that employee has been telling others or posting on social media, "I'm going to get even," "They'll be sorry for this," or similar comments, take them seriously
- Stick to the neutral reference policy and remind other managers of our policy
 - Don't try to ruin someone's career no matter how angry you are or how poorly he or she performed. Everyone is valuable somewhere
 - Possible exception with violence risk terminations (with guidance from Legal)

Stay Safe!

- What are some things you are going to do differently in the future?
 - Questions?
 - Additional Thoughts?