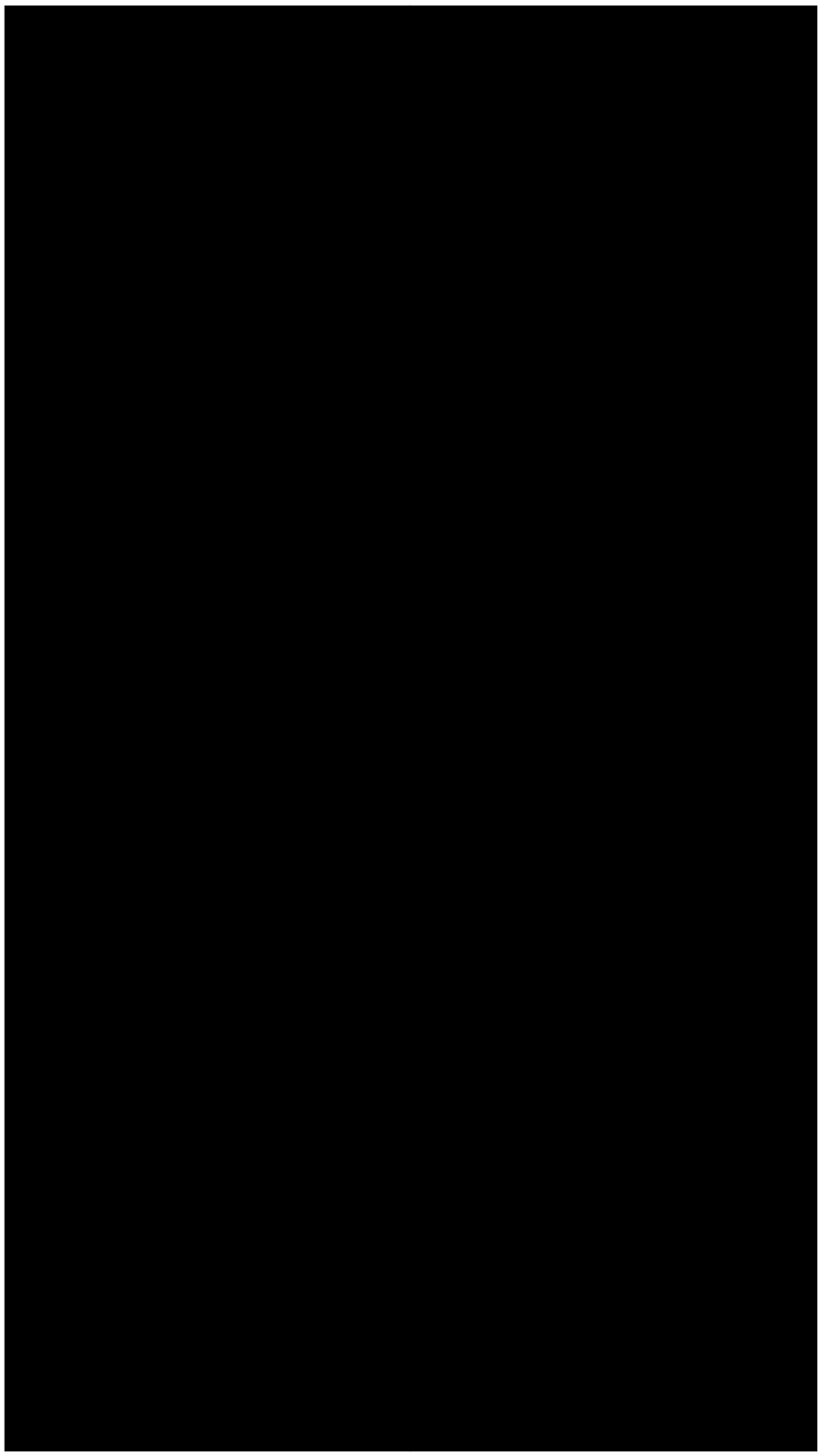
Assessing an Organizations Ability to Manage Threats

Reviewing Administrative and Operational Aspects

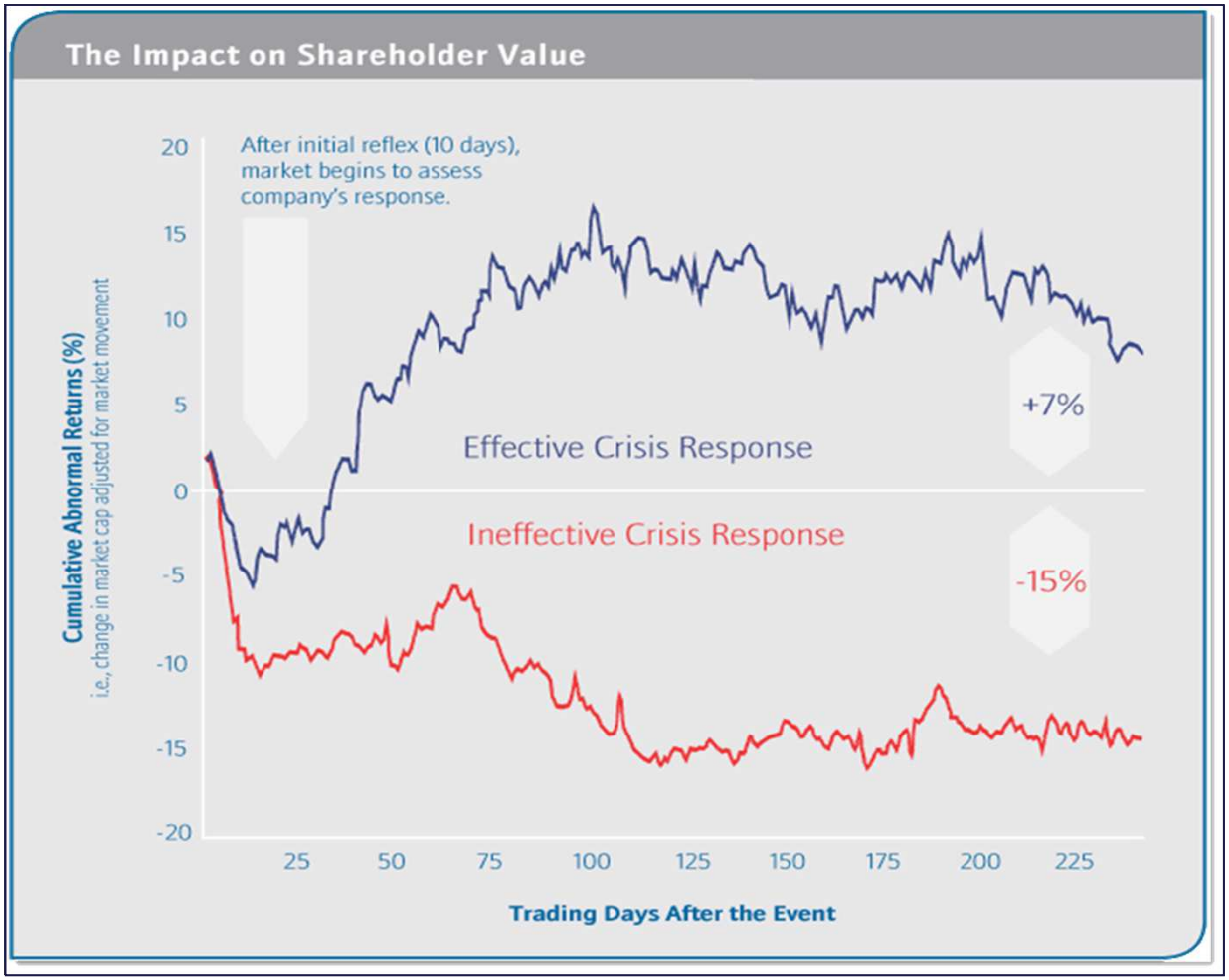
Presented to:
AETAP Conference 2016
Ghent, Belgium

Agenda

- Importance of understanding the program
- Global practices and changes in thought
- Dissecting the assessment process
- Interviews
- Hurdles & Gaps



Effective Crisis Response



Source: Oxford University Study

Crisis Prepared vs. Crisis Prone

- Studied showed that between 1998 and 2001 crisis prepared companies coped with 21 emergencies and crisis prone with 33 crises
- Additionally, crises proactive companies have been around an average of 24% longer (averaging 83 years)
- Adding to this, proactive companies experienced double the return on assets than crisis prone groups.

Harvard Business Review, Preparing for Evil
April 2003 Ian I. Mitroff and Murat C. Alpaslan

Global Legal Events & Legislation

Canada

- Bill 168 – Canada
  - Part III.0.1 – requires WV & Harassment policy & annual review
    - 32.0.2 – also requires program in support of policy
- Phanlowvong v Northfield Metal Products 2014 ONSC6586 –
  - Progressive Discipline policy

U.S.

- OSHA
- National Labor Relations Board (NLRB) – WV policy violated
- Illinois WV Prevention Act (2014) allows employers to obtain a restraining order against a person who carries out or threatens violence

Global Legal Events & Legislation

Netherlands

- Article 1.3e of the Working Conditions Act
  - "Employer must set up a policy and plan on how to approach these risks"

Belgium

- Law of Well Being (2007) –
  - Violence can be psychological or physical
  - Not a requirement for repletion or duration
  - Third party violence must be dealt with by employer

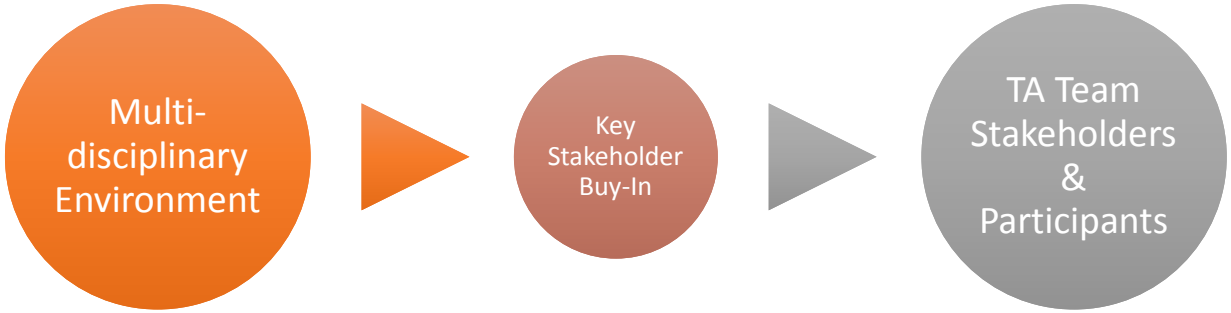
Global Legal Events & Legislation

EU General

- In a 2010 report 6 of 30 countries include “violence” in their national legislation regarding harassment

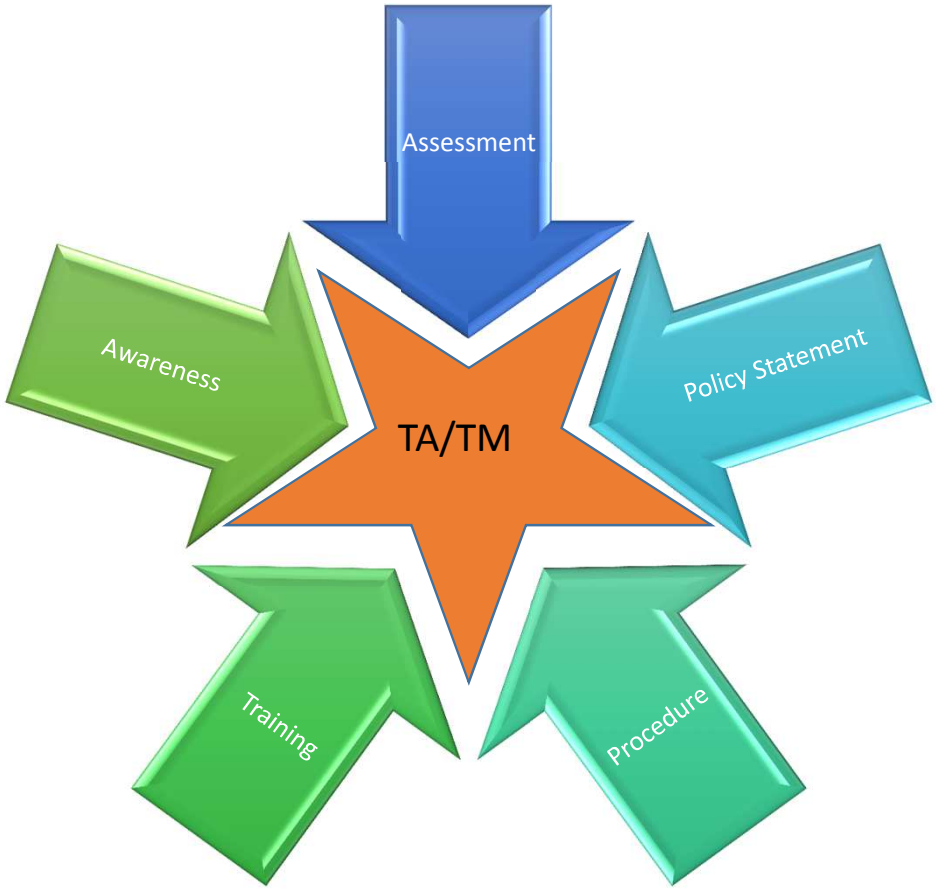
ASIS/SHRM

- Prevention & Intervention Program Elements
  - WV Policy
  - Interdisciplinary TM Team
  - Threat Environment & Use of External Experts
  - Incident (Event) Management Process
  - Protocols to Address Emergencies and Incidents That Generate Concern
  - Training



Structuring The Review

Project Plan a 30,000’ Look at Threat Assessment & Management Programs



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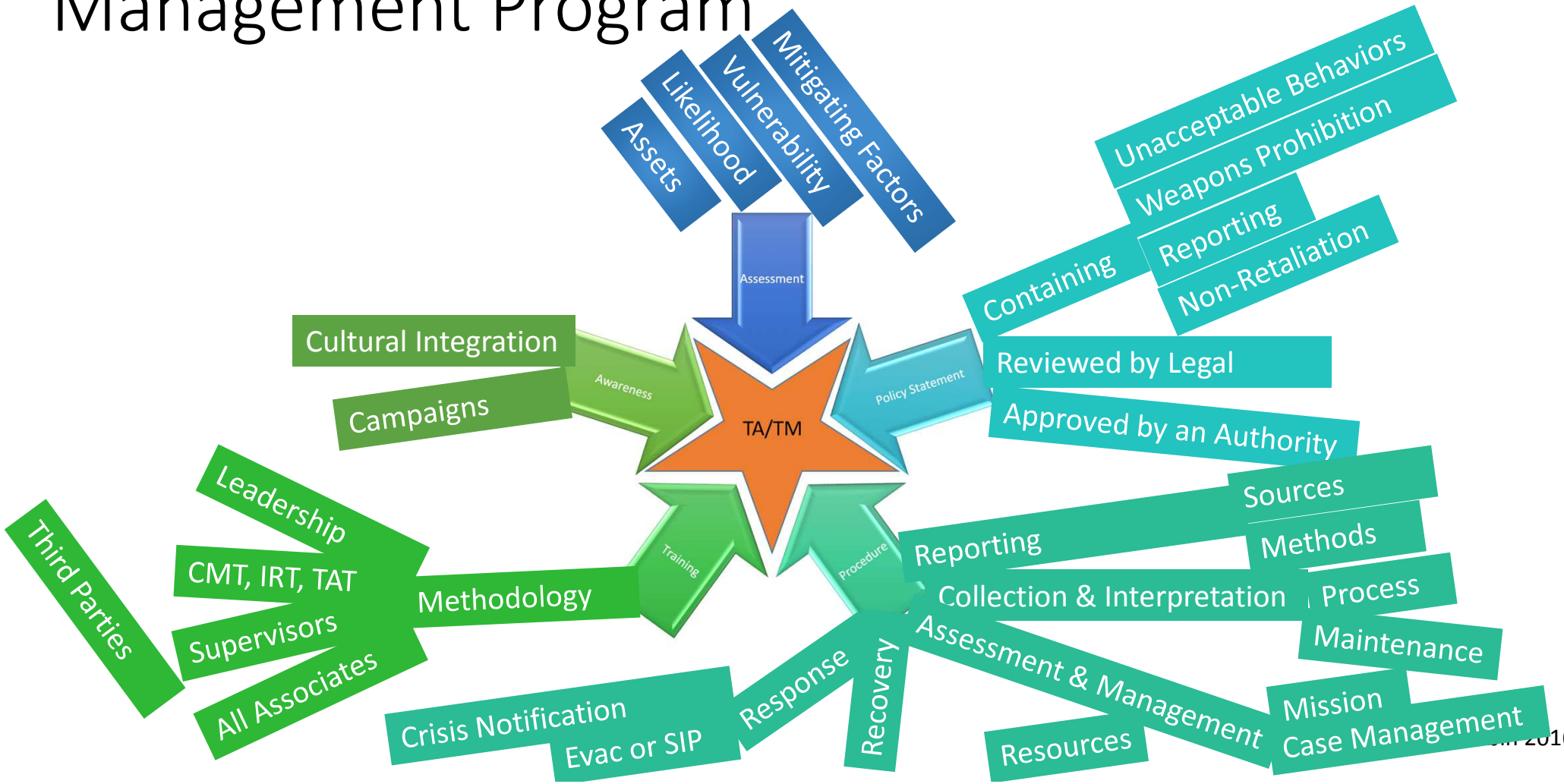
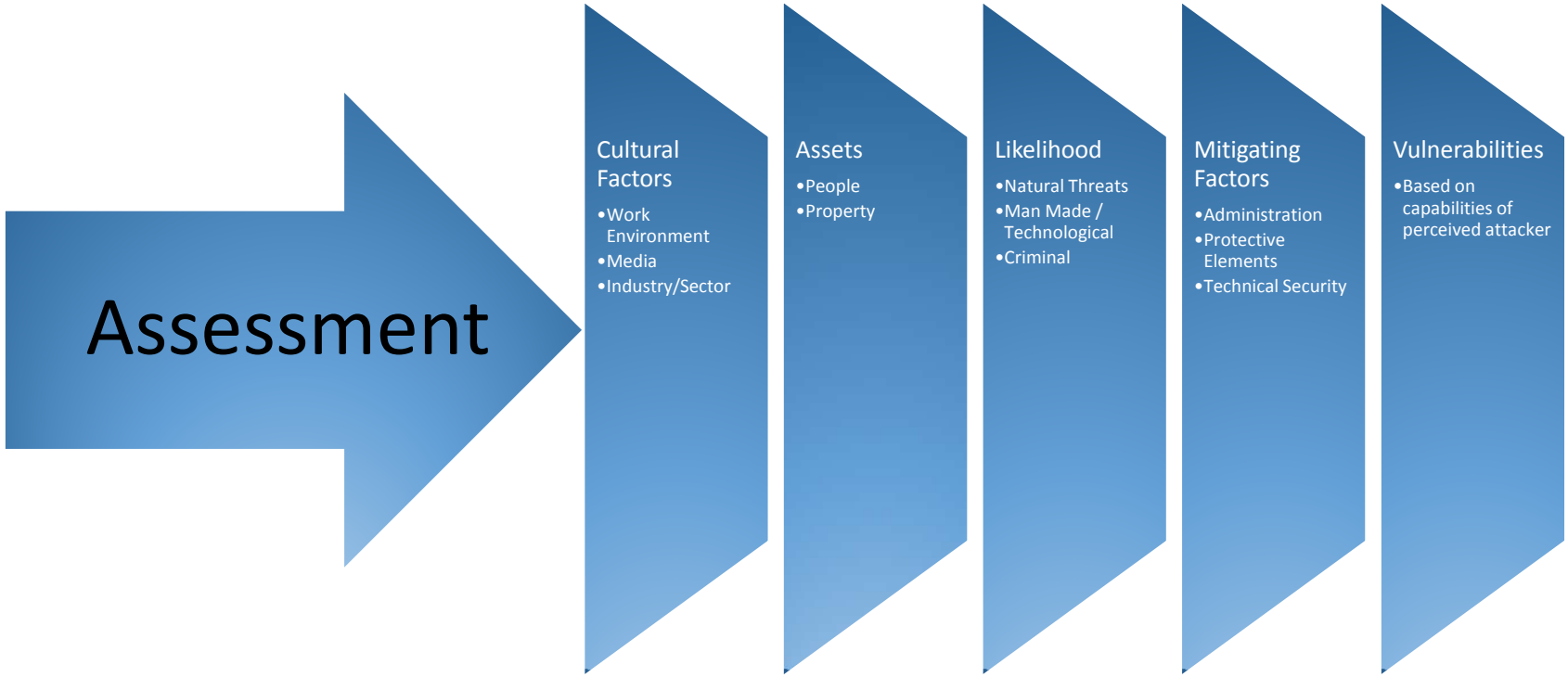
3,000’ Look at Threat Assessment and Management Program



1,000’ - Assessment



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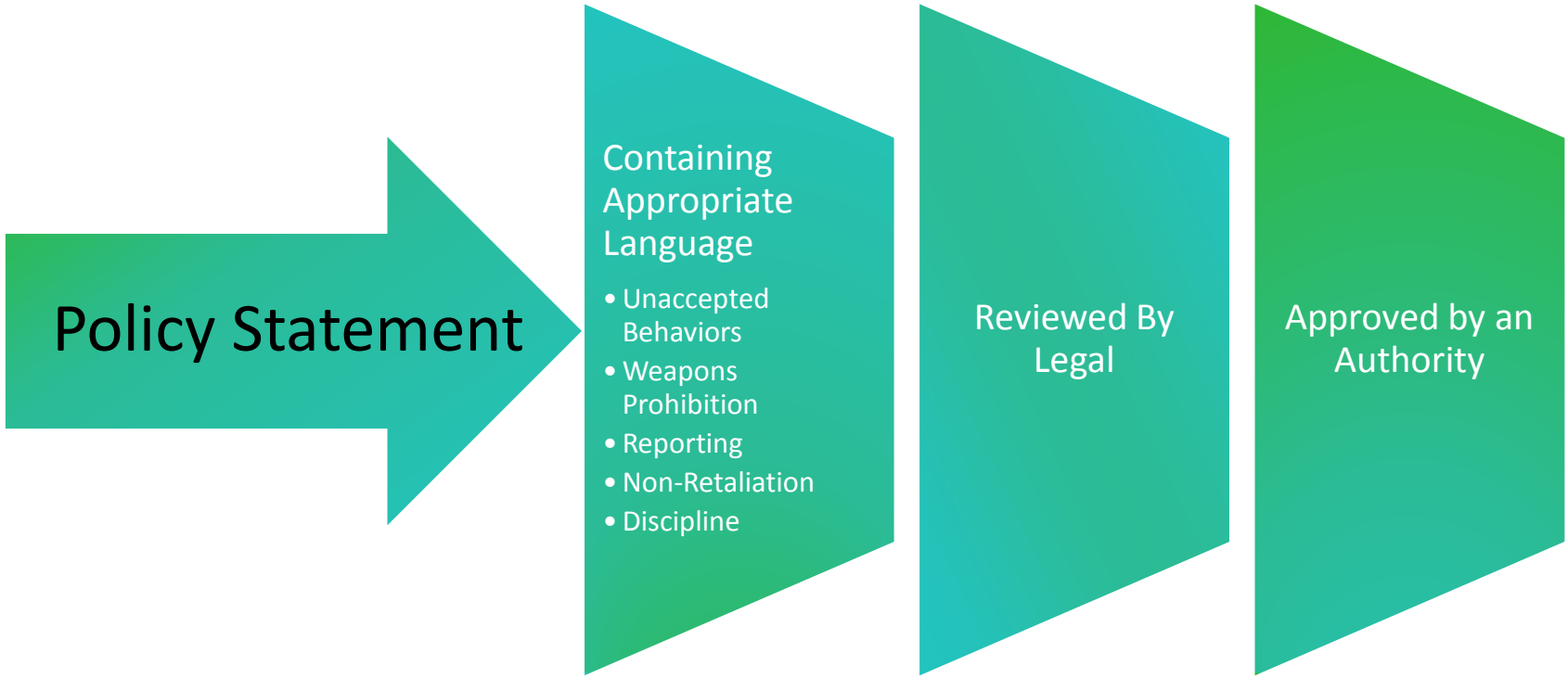
1,000’ – Policy Statement



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1,000’ - Procedure

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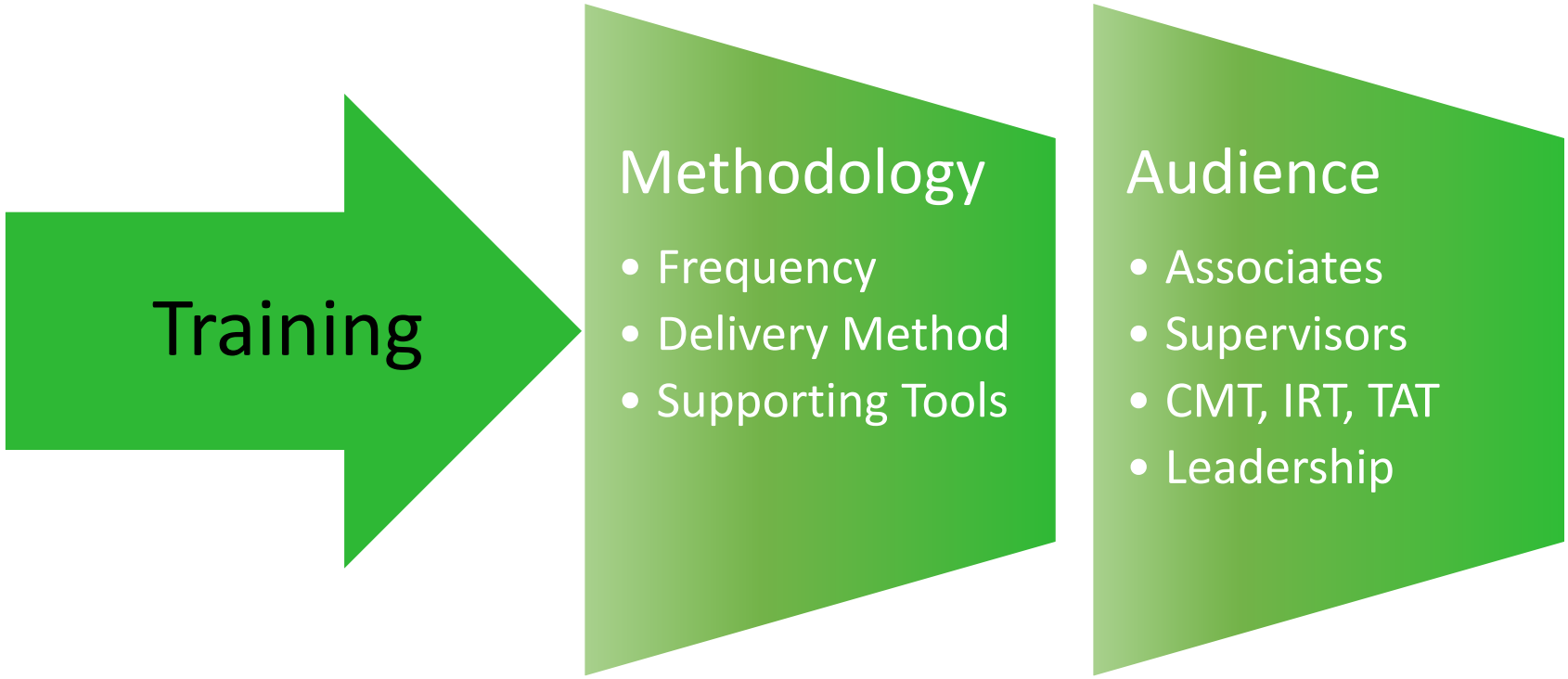
1,000’ – Training



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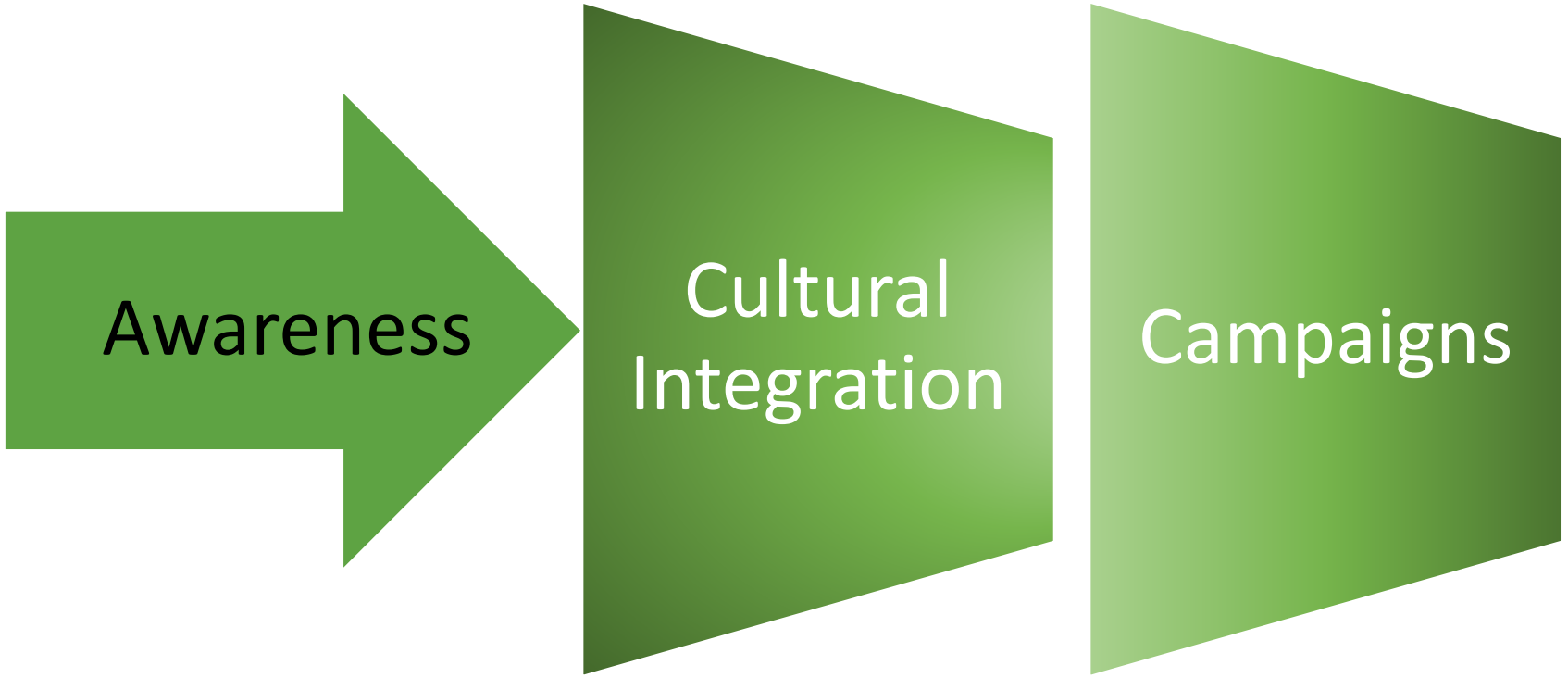
1,000’ – Awareness



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Interview Contacts & Their Value

- Organizational Leadership
  - The “C’s” – “Investment”
  - Legal Counsel – “Risk Tolerance”
  - Board – “Investment”
  - Investor Relations – “Risk Tolerance”
- Public Relations/Communications
- Facilities/Real Estate
- HR
  - EAP provider
  - Ethics
- Security
  - Leadership
  - Management
  - Officers
  - Vendors (if appropriate)
- Others
  - Union Leaders
  - Safety Personnel

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Interviewed Contacts & Their Value

- Organizational Leadership
  - The “C’s”
  - Legal Counsel
  - Board
  - Investor Relations
- Public Relations & Communications
- Facilities/Real Estate
- HR
  - EAP provider
  - Ethics
- Security
  - Leadership
  - Management
  - Officers
  - Vendors (if appropriate)

- Risk Tolerance, Level of Investment, Program Representation, Assets

- Messaging processes, partnership, preparedness

- Property Assets & Function, Resources, poss. Security

- Capabilities & Training, Perception, Resources

- Capabilities & Training, Countermeasures, Resources

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Hurdles

- Creating a “Culture of Spys”
- Separate Teams are Needed
  - Students vs. Staff or Attorneys vs. Staff
- I’m the Chief so I belong on the Team
- I want to play too!
- That info is sensitive and we can’t share with YOU
- Crisis counseling can do the assessment
- Put a guard at the door, all will be well or call 911 if something goes wrong

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Gaps

- BI's on vendors/contractors
- EAP program isn't positioned to do the level of counseling needed or volume of counseling
- Local LE resources have never been engaged resulting in weak relationships
- Local LE resources and understanding of TA/TM is lacking

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Closing Thoughts

- Properly understanding the organizations capacity to support a program can greatly influence the depth of your support
- A lack of clarity of the organizations program vulnerabilities may negatively impact your assessment and management recommendations
- While many hurdles and gaps exist, they are not insurmountable.

Questions

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