



Plan Assessment Questions

1. How will emergency and first responders be notified? By whom? Via what type of equipment?
2. Does the plan identify and describe how to manage communications between on- and off-scene personnel and agencies (e.g., police, fire, shelters, hospitals, emergency management agency, etc.)?
3. Who (first responders) has a map of your organization's physical layout to assist in rescue attempts as well as assault procedures, if warranted?
4. Are procedures established that encourage employees to report and log all incidents and threats of workplace violence?
5. If there are any injuries or casualties, how will office personnel communicate this to external first responders?
6. Does the plan describe how to identify and overcome communication systems shortfalls with the public (e.g., network congestion, cellular outages, landline telephone outages, power outages, internet outages) and alternate methods to communicate with the affected population (e.g., door-to-door; deployable digital signage, loudspeakers, sirens)?
7. Does your organization have active shooter policies and procedures in place, supported by documented training that all employees must follow? How are these policies and procedures tested? Documented?
8. Does the organization provide workplace violence policy and guidelines and training in multiple languages or based on languages spoken in your workplace, domestically and globally?
9. Who within the organization is immediately responsible on scene to assume control in the event of an active shooter incident in the workplace?
10. Does the organization have direct contact to local authorities for immediate response to an occurrence of workplace violence?
11. In cases, as warranted, has the organization established a preauthorization with law enforcement to negotiate with any threat actor on behalf of the organization? Will law enforcement, upon arriving on the scene, automatically assume command and control over the incident? How has this been documented?
12. Has the organization identified an expert(s) experienced and thoroughly trained in how to professionally assess the violent nature of an individual and the likelihood of them becoming violent? Is this person (or persons) on staff, on retainer, on call?
13. Does the organization publish a list of whom to call and resources available to assist with trauma issues? Is this list retained as part of the incident management plan?
14. Have hiring procedures been enhanced to include checking backgrounds, references, validating identity and training all personnel involved in interviewing to look for violence-prone tendencies?
15. Does the organization provide ongoing training for managers, supervisors and employees in how to identify early warning signs, how to appropriately intervene to address them and how to deescalate potentially volatile or hostile situations?
16. Does specific training focus on developing core competencies in effective conflict resolution, hostility/anger management and emotional intelligence?
17. Is there anyone on the organization's incident response team trained and certified as a crisis negotiator? Has ongoing training been sustained?
18. Does the plan identify and describe how to manage on-scene functions of mass casualty/fatality incidents (e.g., identifying bodies, expanding mortuary services, notifying next of kin)?
19. What training has your organization's key management personnel and human resource personnel received in workplace violence, negotiating with hostile individuals, emergency first aid, etc.? How often is this training updated?
20. Have all employees been informed that no one other than the approved negotiator should attempt to interact with any individual threatening harmful actions to or against another employee, customer, visitor, etc.?
21. What potential legal ramifications could the organization face by allowing an untrained company employee to take charge of negotiations?

22. What potential legal ramifications could the organization face by allowing a third-party to negotiate on its behalf with any individual threatening harmful actions to or against another employee, customer, visitor, etc.?
23. Does the organization carry appropriate liability coverage that would address the ramifications of a workplace violence event?
24. If first responders or law enforcement personnel must enter your facility, are there procedures in place to secure sensitive areas if incident conditions warrant and allow it? To escort these personnel through secure areas?
25. If first responders or law enforcement personnel must enter your facility, are there procedures in place to prevent unauthorized individuals from entering your organization with them? Are there procedures to restrict law enforcement to designated areas, if incident conditions warrant and allow it?
26. Does the incident management plan address responsibility for coordinating media contact, information disclosure and official company statements regarding the incident?
27. Are procedures in place to prevent the news media from filming sensitive or restricted areas? From speaking with any employee directly involved in the incident, immediately following incident resolution? Are media personnel required to obtain organizational permission to speak with any employee while the employee is on company premises?
28. What procedures are in place for emergency evacuation by employees from any office area? Should employees be required to flee a workplace violence incident as described above?
29. Does the plan identify and describe how to alert individuals with sensory or cognitive disabilities and others with access and functional needs in the workplace?
30. What procedures are in place to evacuate all nonaffected personnel away from the incident site and to secure their safe exit from the facility?
31. Within the plan, is there a list of local media contacts, which describes their abilities to distribute emergency information?
32. Are all on-site nonemployees, (e.g., contractors, visitors, etc.) required to sign a waiver of liability prior to being allowed to enter or work on company property?
33. What procedures are in place that specifically address a coordinated proactive reaction to an act of workplace violence, which may occur within any of the organization's operating facilities (e.g., offices, showrooms, production lines, reception areas, etc.)?
34. Are selected employees trained in emergency medical first aid, which would be applicable for use under a broad range of potential medical emergencies?
35. What type of training do employees receive that provides detailed instructions on procedures to follow whenever a firearm may be involved in an act of workplace violence?
36. What type of employee assistance program (EAP) is in place within the organization? Does it provide information on workplace violence? And detail other services employees may take advantage of, should they need personal counseling or assistance?
37. Are all visitors entering company property required to pass through a metal detector or be subject to individual search and screening?
38. Are all reception areas separated and protected from direct access by external visitors?
39. Has the organization used or is the organization considering the use of Security Prevention Through Environmental Design (SPTED) — engineering/ architectural control processes when building or retrofitting facilities to maximize crime prevention?
40. Does the plan identify and describe how to coordinate with private agencies to support on-scene medical operations (e.g., air ambulance, private EMS), including staging and integrating those assets at the scene?
41. Does the receptionist area have panic buttons and emergency contact/call capabilities linked directly to the organization's internal security function and externally to local law enforcement? Does the emergency call activate a silent alarm versus an audible alarm?
42. Are all employees— especially new hires and visitors — informed of emergency evacuation procedures? Are these procedures modified and communicated to all employees when evacuation routes require modification due to onsite construction, remodeling, etc.?
43. Does the plan identify and describe how to track patients from the incident scene through their courses of care?

44. Has the organization established a prearranged signal (a name, phrase, or code) that when issued (via companywide intercom, SMS and/or IT message broadcast via desktop PCs, laptops, mobile phones, etc.) instructs employees to immediately evacuate the facility or seek shelter and safety in a lockable office?
45. Depending on the nature of the company's operations, do security procedures warrant that employees not be allowed to receive visitors (e.g., clients, guests, family members, etc.) at their workstations? Rather, all guests, clients, etc., must be met by the employee at a predesignated meeting area, thus preventing anyone but authorized employees from entering the organization's work areas.
46. Do procedures exist to enable management to account for all employees working on company property at the time of the incident? And to verify that all employees not involved in the incident are safe and secure?
47. Are all visitor areas, walkways, parking lots, etc., monitored 24/7 via closed circuit TV for any indication of unusual and/or unauthorized activity?
48. Are all company parking areas used by employees secured and monitored?
49. Are visitor parking lots consistently monitored and/or patrolled for unusual activity or vehicles parked for unusually long or extended periods?
50. Does the incident management strategy for protection against workplace violent crimes provide field personnel with handheld alarms or noise devices and/or communication devices to be able to get help (e.g., mobile phones, pager, etc.), to use while in the field along with processes for monitoring their whereabouts?
51. Are employees advised and counseled by HR that at the employee's request, the employee may notify HR of individuals that have been directed by the legal system to refrain from contacting or approaching the employee? Have such individuals, their names, description (photo if possible), vehicle description and license number been communicated to the organization's security function? Are the methods that are currently in place capable of mitigating such contact within your organization or on its property?
52. Do procedures exist that enable the delivery of prompt medical evaluation and treatment after the incident?
53. Do procedures allow for the reporting of violent incidents promptly to local law enforcement? Who is authorized to file these reports, and what procedures exist to ensure that no sensitive data is released intentionally or accidentally?
54. Are victims informed of their legal right to prosecute perpetrators of workplace violent crimes?
55. Does management discuss the circumstances of the incident with staff members, and encourage employees to share information about ways to avoid similar situations in the future?
56. Does the incident management plan provide for stress debriefing sessions and post-traumatic counseling services to help workers recover from a violent incident?
57. Are all violent incidents and threats investigated; are procedures in place to monitor trends in violent incidents by type or circumstance, and institute corrective actions? Who receives these reports and how are follow up actions identified and sustained?
58. Does the plan identify and describe how to communicate with individuals with sensory, intellectual or cognitive disabilities; individuals with limited English proficiency; and others with access and functional needs in the workplace?
59. Does the organization's incident management plan call for the development and distribution of an occupant emergency plan? Every company office or facility should distribute to each employee a viable occupant emergency plan outlining the procedures to follow in the event of fire, bomb threats, civil demonstrations, threats of violence both inside and outside the office, natural disasters, active shooter, etc.
60. Has the organization enhanced physical security measures and established a workplace violence threat assessment team to conduct ongoing risk assessments and effectiveness audits/reviews of security efforts?
61. Are organizational personnel, security and safety policies synchronized to ensure they create an integrated workplace violence prevention effort?
62. Has the organization developed incident response procedures to deal with an incident that includes having a crisis communication and public relations plan in place before an incident occurs?
63. Does the plan address preestablishing a critical incident debriefing process including identifying skilled counselors to be able to assist victims after an incident?
64. Is the organization's exact address/location known to first responders? Is the organization's address and building numbers clearly visible on the front and top of all company buildings?

65. Does the incident management plan address implementing a zero-tolerance workplace violence policy that strictly prohibits employees, as well as anyone else on company premises or engaged in a company-related activity (including customers and visitors), from behaving in a violent or threatening manner?
66. Does the incident management plan addressing workplace violence provide managers with a support system when they have to fire an employee? This would include, but not be limited to, a threat assessment team (which includes HR managers, labor relations representatives and district managers).
67. Does the plan describe the protocols and criteria to decide when to recommend evacuation or sheltering-in-place?
68. Are there procedures within the plan that describe the conditions necessary to initiate an evacuation or sheltering-in-place and identify who has the authority to initiate such action?
69. Does the plan identify and describe how to provide continuous and accessible public information about the incident, secondary effects and recovery activities (e.g., media briefings, news releases, website updates, social media updates, mass notification text, email and voice messages)?
70. Are policies and procedures in place that explicitly state how the incident response team is to be assembled in the event of a violent act and who is responsible for immediate care of the victim(s); reestablishing work areas and processes; and organizing and carrying out stress debriefing sessions with victims, their coworkers, and perhaps the families of victims and coworkers?
71. Do procedures exist that establish a “one-voice” policy concerning ALL external communications related to any event occurring on or within company-owned properties?
72. How does your organization prevent the leakage of “soundbites” or overheard conversations, which may be disclosed inappropriately to the media or to family members, which ultimately prove to be erroneous? Could the failure to prevent this leakage and potential for miscommunication lead to a loss of corporate integrity or equally critical, legal liability?
73. What procedures are in place to ensure the accurate and expeditious communication of “event details” to authorized family members and appropriate media outlets?
74. Is your organization prepared to mitigate the risk to personnel from an active shooter incident in the workplace? How do you know? Can you substantiate it?
75. Does the incident plan describe the arrangements to protect emergency circuits with telecommunications service priority for prompt restoration and provisioning?
76. What provisions are provided in the plan to make communications accessible to individuals with disabilities or others with access and functional needs, in accordance with the Americans with Disability Act (ADA)?
77. How does the plan describe essential functions, such as providing vital services, exercising civil authority, maintaining the safety and well-being of the populace and sustaining the industrial/economic base in an emergency?
78. Does the plan specifically identify personnel and/or teams needed to perform essential functions? How is this information kept current?
79. Does the plan identify and describe how to coordinate evacuations and sheltering-in-place for all segments of the population, including children, individuals with disabilities and others with access and functional needs?
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