

The Security Executive Council (SEC) Solution Innovation Partner (SIP) program evolved to help security practitioners expedite choosing a trustworthy risk mitigation vendor with confidence given the myriad of viable options in the marketplace. Proven Solution Innovation Case Studies help to evaluate performance claims and differentiate security solution providers for business outcomes including risk mitigation, return on investment, and security assurance.

This case study demonstrates the Center for Personal Protection and Safety's ("CPPS") innovative capabilities to address associate safety concerns for violence following a tragic homicide. After the incident, the client, a multi-billion-dollar supermarket brand, recognized the need for developing a comprehensive Workplace Violence Prevention and Intervention (WVPI) program.

Risk Issues and Mitigation Opportunities:

- In 2021 a brand grocery store suffered its first shooting homicide, wounding two people and killing one.
 - Warning signs including criminal history, escalating behaviors, and threats leading up to the event were not identified for potential violence mitigation in advance by associates and, therefore, were not addressed.
- The event triggered an inspection by the Occupational Safety and Health Administration (OSHA), which identified that the presence of a WVPI program may have allowed for the violence to be avoided.
- While annual training and relevant policies were in place, the brand recognized that formalized practices and protocols for addressing potential violence across the brands were incomplete and ineffective.
- The size, decentralized nature of the brand, and the need to address the issue enterprise-wide, challenged stakeholders with implementing a successful program at-scale.

Solution Requirements:

- Per OSHA recommendation, develop a WVPI program consistent with *Recommendations for Workplace Violence Prevention Programs in Late Night Retail (OSHA 3153-12R 2009)*.
 - The brand sought to understand all requirements for a WVPI program and required a vulnerability assessment to examine existing capability, perform a gap analysis, and benchmark the program to the guideline above.
- Develop capability to identify, evaluate, and address warning signs for potential violence as part of the company's overall Serious Injury and Fatality (SIF) prevention program. In addition, formalize response and recovery plans and tactics for incidents of violence.
- Implementation scalability across a range of work environments and personnel (warehouses, stores, and corporate offices).

Delivered:

- WVPI Program Vulnerability Assessment. (1) Identified existing risk factors, (2) benchmarked existing programmatic capability to *OSHA 3153-12R 2009*, *ANSI/ASIS WVPI AA-2020 Standard*, and *OSHA Instruction 02-01-058—Enforcement Procedures and Scheduling for Occupational Exposure to Workplace Violence*, and (3) provided recommended actions to develop a comprehensive program.
- Formalized WVPI program consisting of policy, procedures, and layered training including:
 - A standalone WVPI Policy.
 - Developed a multidisciplinary Threat Management Team (TMT) with a plan to guide TMT activities at HQ with smaller satellite teams supporting individual regions.
 - Established Active Assailant Protocol(s) for corporate, site-specific, and individual readiness, response and recovery followed by a tabletop exercise with stakeholders implementing the Protocol.
 - Evolved media-based eLearning addressing workplace violence awareness, prevention, and response for all associates.
 - Managed onsite training and workshops for all store managers and assistant store managers regarding workplace violence prevention and response leadership concepts, threat awareness, and de-escalation.
 - Facilitated Workplace Violence Instructor Certification for store managers and safety personnel, including certification for awareness-level and manager-level instruction.
 - Coordinated a guided discussion and exercise led by store management for associates at individual stores. The exercise was a mental exercise for associates to ideate local area response to violence during their workday based on a prompt.
 - Behavioral Threat Assessment and Management (BTAM) training for the TMT.
 - Real-time threat assessment and management advisory support for active cases/incidents.

Outcome and Benefits of Service:

- Comprehensive WVPI programming consistent with the standards and industry best-practices. An organizational-wide, internal capability for associates and people leaders to identify, address, and respond to workplace violence.
- Aware and trained associates, facilitating an “upstander” culture across the entire organization. All associates recognize what to be mindful of, how to address concerns, how to report, who to report to, and how to facilitate personal safety in their local work environment.
 - Associates expressed feelings of greater safety and appreciation for company care for wellbeing contributing to continued engagement scores of 98%+.



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Solution Innovation Case Study: Managing Workplace Violence Risk Holistically and Improving Intervention Capability

- Management is better equipped to address associate concerns and reports, as well as support the TMT with active cases/incidents. Improved reporting facilitates earlier intervention/mitigation.
- Localized threat management with capability to evaluate, track, and manage incidents/cases. TMT received and managed 48 cases in Q3 2024, providing managed outcomes, development of analytics, and identification of lessons learned capabilities not previously present.
- Stakeholders saved an estimated 120 hours to internally learn, develop and present a credible program per OSHA requirement (“and this would not have been as comprehensive or complete”).
- Executive leadership was able to demonstrate their commitment to employee safety and brand values through implementation of this program.

“The tragic event was a catalyst to understanding the ineffectiveness of our workplace violence prevention efforts. Most leaders believed by deploying annual computer-based instruction, and the implied references in tangential policies, like “Professional Conduct” and “Anti-Harassment” were sufficient to identify and motivate intervention to precursors for violence. Unfortunately, we learned the hard way that we had much to do to comprehensively and completely meet the prevailing standards for workplace violence prevention.”

“Unrestricted public access to over 2000 retail grocery stores results in over two million customer visits a week, personal interactions and inevitable conflicts within our 300,000-associate base, and the trend of local jurisdictions losing prosecutions for shoplifting, and challenges that required an understanding and creative solutions that CPPS was uniquely qualified to provide.”

“The result of our partnership with CPPS is that we have developed internal WVPI capability to solve many of the challenges that come our way.”

--Safety Director

Safe Workplace Unlimited Package Overview –

https://youtu.be/CPceyk2FVIQ?si=8ME AeAyh7VAA3_C

Safe Workplace Unlimited Package Promotional –

<https://youtu.be/1q2-M- nGqM?si=d0eM0iyPdjuwOZeJ>

SIP Case Study Authentication Process

This process was overseen by a Security Executive Council subject matter expert with 20+ years of experience in developing and leading people and asset protection programs as a trusted security advisor for global, multinational organizations. Client end-user authenticated **November 2024**



**Solution Innovation Case Study:
Managing Workplace Violence Risk Holistically and Improving
Intervention Capability**

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Note: The Security Executive Council's Solution Innovation case study represents a snapshot in time to demonstrate a solution to a specific organization's issue. End-user diligence, trial and measurement are strongly recommended for any contemplated risk mitigation activity.

A General Comparison of Competition

Client Service/Resource Attributes or Capabilities	CPPS	Company A	Company B	Company C	Company D
Services					
Needs / Vulnerability Assessment	YES	NO	YES	NO	YES
WVPI Policy Development	YES	YES	YES	NO	NO
WVPI Plan Development	YES	YES	YES	NO	NO
WVPI Periodic Inspection	YES	NO	NO	NO	NO
BTAM Program Development	YES	YES	YES	NO	NO
Threat Management Team Playbook	YES	NO	NO	YES	NO
Active Assailant Plan	YES	YES	YES	NO	YES
Real-time BTAM Advisory	YES	YES	YES	YES	NO
Training					
Employee Training (eLearning)	YES	YES	YES	NO	YES
Employee Training (Live)	YES	YES	YES	NO	YES
Workplace Violence Instructor Certification	YES	NO	NO	NO	YES
Leader Training (eLearning)	YES	YES	YES	NO	NO
Leader Training (Live)	YES	YES	YES	NO	NO
Threat Management Team Training (Online Course)	YES			YES	NO
Threat Management Team Training (Live)	YES	YES	YES	YES	NO
Executive Training/Consultation	YES	YES	YES	NO	NO
Media-based Product(s)					
Quarterly Security Refresher(s)	YES	NO	NO	NO	NO
eLearning Library (16 programs)	YES	NO	NO	NO	NO
Safe Workplace Certification	YES	NO	NO	NO	NO

See other case studies and learn more about the SIP Program here:

<https://www.securityexecutivecouncil.com/solutions/vendor-innovations>