



**23-27 SEPTEMBER 2018**

LAS VEGAS CONVENTION CENTER | LAS VEGAS, NV

# Security and Violence Prevention For Non-Security Employees

Yan Byalik, CPP

Security Administrator, City of Newport News

ybyalik@nnva.gov

# Disclaimer

- I am here as a colleague to share my experience, and not as a representative of the City of Newport News, VA
- Which by the way is really nice city on the James River in Southeast Virginia that you should come visit.



# Getting Started

- Should we teach security to regular rank and file employees?



# Weighing Pros and Cons

- Insider Threat Concerns
- Inciting fear
- Turning the Janitor into Paul Blart
- Time
- Money

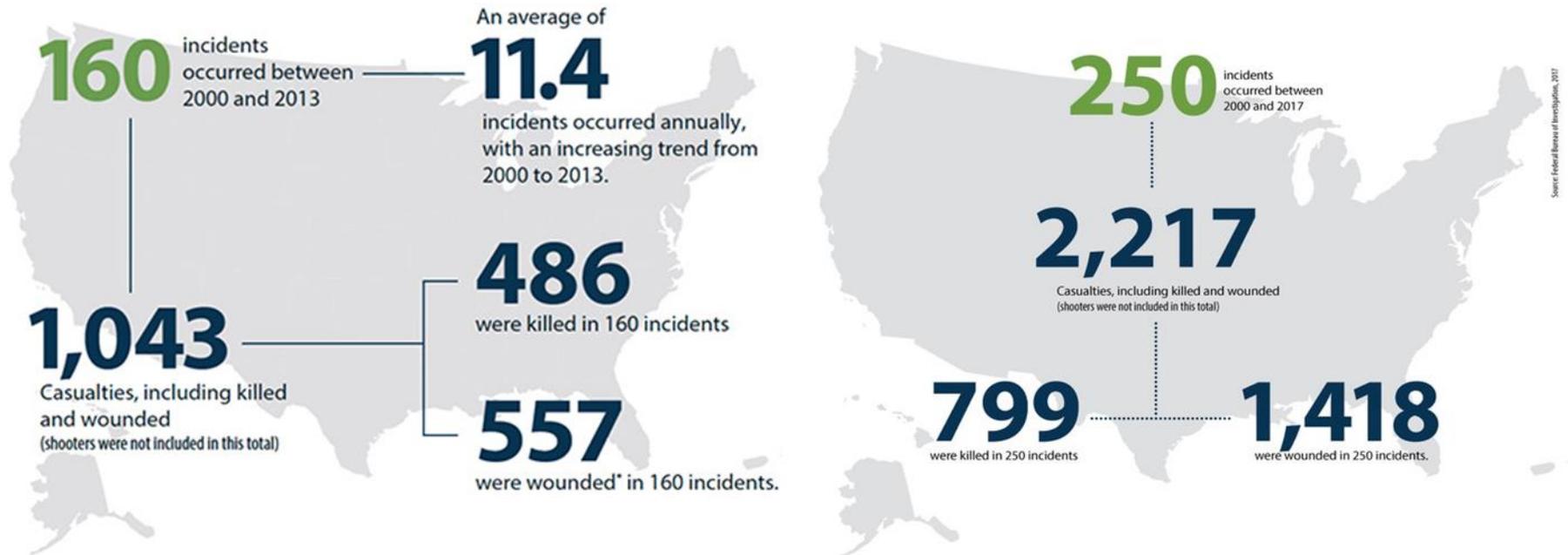


# Weighing Pros and Cons

- Ease Anxiety & Fear Among Concerned Employees
- Establish Ownership; Instill Care to Protect
- Develop a Culture of Security, Promote “What If”
- Create a Security Force Multiplier, More Eyes Watching
- Lessen Liability; Give Employees Tools to Survive

# Who Do we Teach?

- Teach Everyone.
- How can you afford not to?



# Who Do we Teach?

- However, this does not mean that EVERYONE has to be taught EVERYTHING
- Training should be shared by Category because employee's needs for information are different!

# General Categories of Employees

- Front Line Employees
  - General employees, office, warehouse, custodial, sales, etc
- Contractors/Vendors
  - Employees of partner organizations who are working on your sites
- Front Line Supervisors
  - Any company leadership staff who would investigate, discipline, etc.
- Department/Division Managers
  - Senior executives, masters of budgets and policy
- Security Staff
  - Employees who are formally or informally assigned security duties

# Teaching Front Line Employees



- Employees should be taught in company orientation, as part of the onboarding experience, close to their actual work location by a senior member of the organization's security team, or partner LE Agency

# Teaching Front Line Employees

- Violence is a Behavior, not a Person
- Behavior can often be managed and predicted
- There are pathways to violence that can often be seen
- Hindsight shows that violence isn't as random as people believe
- People Fear the unknown, and the unseen

# Example – Understanding Violence

Affective



VS

Predatory



# Example – Understanding Violence

Affective



VS

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# Example – Understanding Violence

Affective



VS

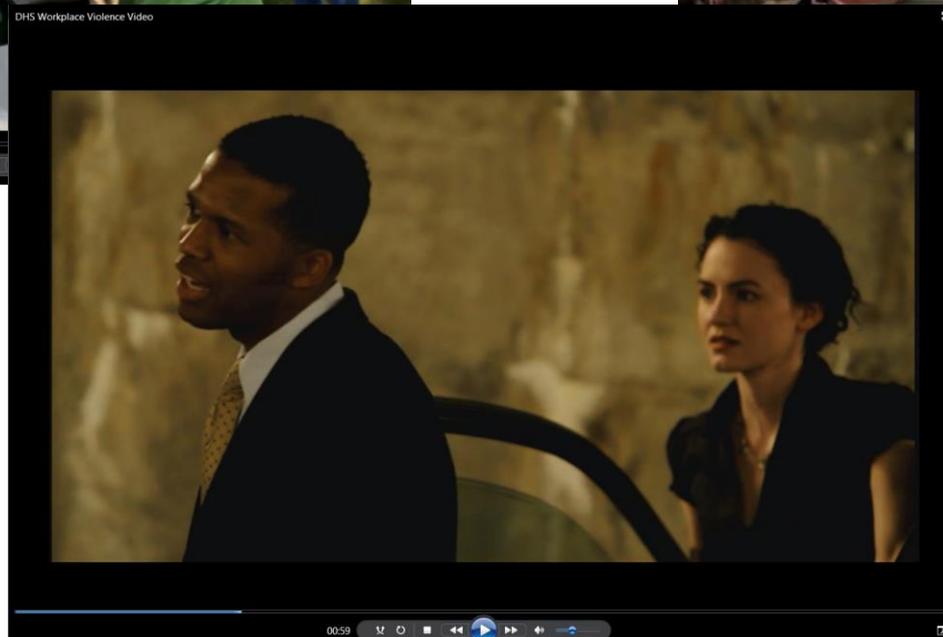
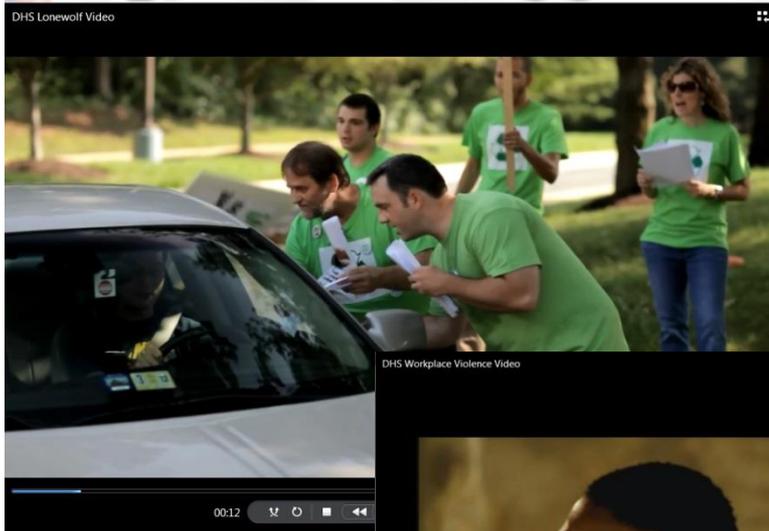
Predatory



# Teaching Front Line Employees

- See Something Say Something
- Breakdown barriers to reporting, and control anxiety and retaliation fears, embrace anonymous reporting
- Adopt a not in my house, not on my shift attitude for all employees
- Teach employees what to look for in co-worker, customer, and visitor behaviors that is troubling or concerning

# Example – Recognizing Behaviors



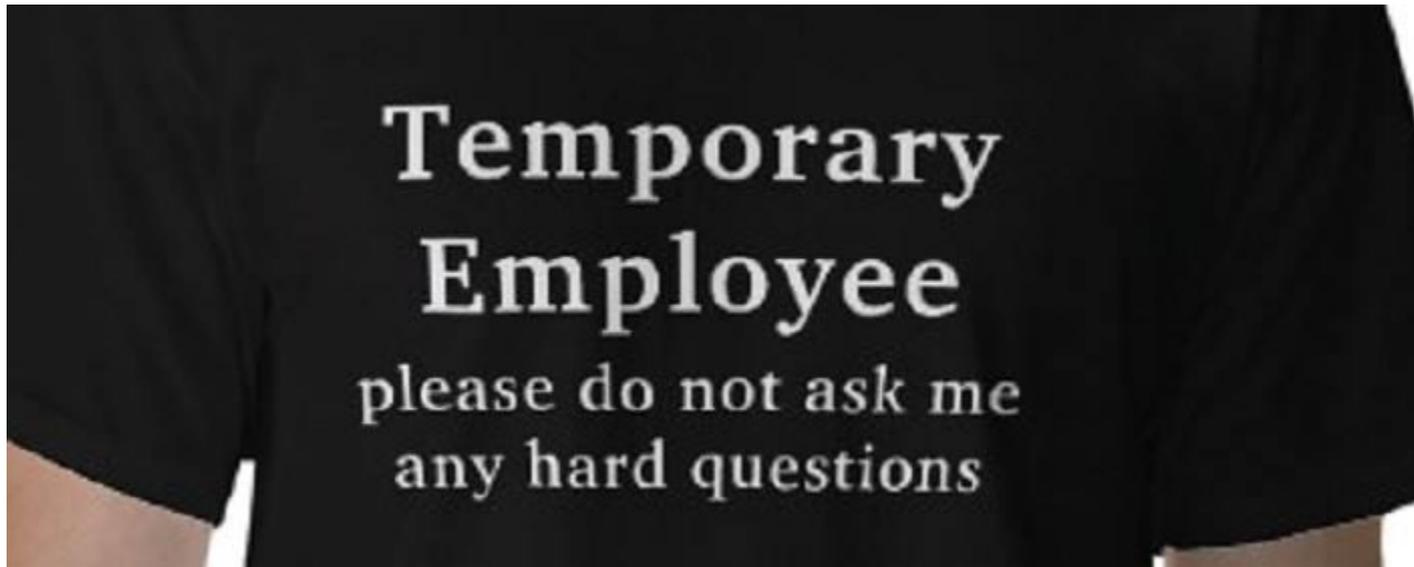
# Teaching Front Line Employees

- No training is complete without a realistic discussion about active threat incidents, and response options.
- Turn Fear into Action – Empower employees to think about What If and develop a response plan.
- Remember the goal of the training is for employees to establish ownership over their work space so that the OFFICE CULTURE becomes the Deterrent.

# Examples – Response



# Teaching Contractors and Vendors



- Full time or regular contractor employees should be taught in a similar new hire orientation as regular employees, by your HR and security staff. Temporary or limited schedule contractors or vendors who come rarely, should be taught by their own company, but based on your company's materials

# Teaching Contractors and Vendors

- There are really two key considerations for Temporary employees such as contractors and vendors.
  - The first is what kind of access do you provide them?
    - If they receive the same access and screening as regular employees, they can receive the same information
  - The second is what is their reporting structure and policy look like and how does it differ from yours?
    - Would they need to report suspicious things to their own company first, or can they go straight to you? What are the limitations on what they will be allowed to share with you?

# Teaching Front Line Supervisors



- Supervisors should be taught in a supervisor training or supervisor orientation by Human Resource Staff with input from senior members of the organization's security team. Assuming they also attended Orientation at some point

# Teaching Front Line Supervisors

- Supervisors must be taught what to do with the information they receive from employees
- Reporting, Documentation, and Investigation Protocols – Liability Concerns
- Encourage, not discourage reporting, and know what to escalate up
- Do all of this while still concentrating on their regular role – operational output, team dynamics, etc.



# Teaching Front Line Supervisors

- Basic understanding of what would be expected of them in a true emergency:
- Accountability during evacuations
- Coordination with First Responders
- Implementation of emergency procedures based on pre-training of their employees

# Examples for Teaching Supervisors



# Teaching Department and Division Managers



- An organization's senior executives must be taught in a savvy and careful way. Their time is precious, they think they know everything, and they are key to your organization's fiscal and operational policies

# Teaching Department and Division Managers

- Develop regular meetings to discuss the status of security operations, and use these to discuss their concerns, and offer best practice solutions
- Never pass up a meeting with a senior executive, even if it is just a walk through, or social function, every interaction is an opportunity to teach and influence
- Use clear and concise numbers, and be cognizant of current events and your organization's culture – you need to know this information inside/out without notes.

# Teaching Department and Division Managers

- Above all else, what senior managers must be taught is the Value of their Security Program, and the Cost of even a small failure of that program.
- Always share success stories.
- Understand what caused the failures, and have a strategy ready for how to prevent them in the future.

# Examples - Department/Division Managers



**Proposal for Creating a Pedestrian Only Zone Washington Ave at 26<sup>th</sup> St**



# Teaching Security Staff



- Security staff should receive regular and on going training from multiple disciplines, including their senior security managers, HR, local law enforcement, Mental Health Practitioners, and Medical Technicians

# Teaching Security Staff

- Understand that your Security Staff is composed of two groups:
  - The Security Staff you hired, and...
  - The employees who are security conscious and want to help keep your facility safe



# Teaching Security Staff

- Embrace your volunteers, and define their roles in your program. If you don't, they will define their own



# Example - Volunteers

- Volunteers can be formal or informal, you define the role you want them to play in the organization
- The more you train them, the more they can provide
- The best tasks for volunteers are:
  - Reporting
  - Spreading the word (peer to peer training)
  - Helping direct people around them to safety
- Their training should provide the skills for these tasks

# Other Training Considerations

- Training must be relatable to the employees. If they cannot connect to it, it will not be effective
- This means larger organizations may need more categories; call center staff may need different training approaches from field representatives, etc.
- Training should shock employees into action, but not paralyze them with fear
- Therefore developing a culture of security consciousness and awareness among the entire workforce: where every employee becomes a part of the security strategy



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