

Hostile Termination Preparedness Checklist

BROUGHT TO YOU BY THE CENTER FOR PROTECTIVE INTELLIGENCE



While the majority of terminated employees never cause a problem, some individuals can come back with a vengeance and take out their frustrations on current employees and company property.

Here's a checklist of criteria to consider as you assess your level of preparedness when it comes to terminations.

STEP 01 PRE-CONVERSATION EVALUATION

<input type="checkbox"/>	Assess how the employee is likely to react based on the circumstances, and solicit input from the employee's manager, human resources (HR), legal, and campus security.
<input type="checkbox"/>	Conduct a threat assessment on the employee if determined necessary. (e.g. How does their behavior compare to the Pathway to Violence?)
<input type="checkbox"/>	Evaluate an appropriate severance package or employee assistance program.
<input type="checkbox"/>	Evaluate the best environment for the conversation to take place. If there are concerns for past aggressive action or violence, consideration should be given to terminating the employee remotely.
<input type="checkbox"/>	Consider the best day and time to terminate the employee. The most common approach is Friday at the end of the workday, as this minimizes attention and does not interrupt the employee's typical schedule.

STEP 02 SUPPORTING PERSONNEL AND EMPLOYEE HARDWARE

<input type="checkbox"/>	Identify who should be present at the time of the termination.
<input type="checkbox"/>	Evaluate whether security needs to be present and where they will be during the conversation (e.g. in the room, hallway, or parking lot). An overbearing security presence may make the employee more hostile.
<input type="checkbox"/>	Terminate the employee's electronic access to work accounts and request their company equipment. IT access should be shut off simultaneous to the notification. Doing this too far in advance will likely "tip off" the employee.
<input type="checkbox"/>	Weigh the cost of used equipment against the risk of employees having to interact with a high-risk person. In instances of a hostile termination, the organization may remotely wipe the terminated employee's devices and not request them to be returned.

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STEP 03 TERMINATION CONVERSATION AND ACTION

<input type="checkbox"/>	Direct the conversation toward the future, not the past.
<input type="checkbox"/>	Be prepared to provide information such as termination date, final paycheck / severance, benefits, and job search resources.
<input type="checkbox"/>	Give the employee time to return to their workstation to get their personal items and company property they need to return.
<input type="checkbox"/>	Determine who will accompany the employee to their workstation and off campus. (e.g. manager, security, or law enforcement)
<input type="checkbox"/>	Provide HR contact information should employees have any questions or requests post-termination.
<input type="checkbox"/>	Communicate the personnel change to the employee's previous team.

STEP 04 ONGOING ASSESSMENT

<input type="checkbox"/>	Regroup to discuss the events, what can improve in future terminations, and what steps are necessary to take next.
<input type="checkbox"/>	Consider what resources are in place for continuous monitoring of former employees that pose a legitimate threat, and communicate employee information to the security team.
<input type="checkbox"/>	Establish a technology-supported process to assess potentially violent former employees and their mental state over time. (e.g. online behavior, financial difficulties, family difficulties, etc.)
<input type="checkbox"/>	Utilize a technology solution to collect, store, and manage threat data through the threat lifecycle.

Use this list as a guide to assess where any gaps in your termination preparation lie, and reach out to the [Center for Protective Intelligence](#) for support from our team of corporate security experts.