WHEN ANGER ERUPTS
VI OLENCE AVOI DANCE DURI NG CONFRONTATIONAL I NVESTI GATI ONS

ACFE Annual Seminar
San Diego, CA
June 15, 2011
Robert F. Granzow III, CPP, CFE
Global Security Services

TE Connectivity
DISCLAIMER

The information discussed and suggestions offered in this presentation: (1) are provided as guidance, (2) do not necessarily reflect the opinions or policies of TE Connectivity or the ACFE, and (3) should not be considered to be legal advice.

Attendees are encouraged to seek the advice of legal counsel, HR executives, management, security professionals, and threat assessment practitioners in all matters related to personnel actions where the potential for hostilities and violence may exist.
KEY CONCEPTS

- Lives in crisis often lead to fraud, and fraud often leads to lives in crisis...
- A positive correlation exists between the severity of consequences and risks experienced in a fraud investigation...
- Safety and security are essential components of, and must be considered in, all fraud investigations...
- Any costs associated with mitigating the risks of violence are exponentially less than that which would be paid if anger erupts...
THE OFFENSE
Fraud Defined: "deceit, trickery, sharp practice, or breach of confidence, perpetrated for profit or to gain some unfair or dishonest advantage." In the broadest sense, a fraud is an intentional deception made for personal gain or to damage another individual.
HARBINGERS of FRAUD

- Missing Inventory/Assets
- Suspicious Behaviors
- Accounting Irregularities
- Allegations of Misconduct
- Questionable Entries
- Audit Findings of Concern
- Conflicts of Interest
- Insider Trading Alerts
- Reports of Kickbacks or Bribe Solicitation
- Falsified/Altered Documents
- Phantom Suppliers or Ghost Vendors
- Unusual Overtime Payments
THE RESPONSE
THE INQUIRY

*** Investigation ***

Investigation

[in-ves-ti-ga-tion]–noun

1. The act or process of investigating or the condition of being investigated
2. A searching inquiry for ascertaining facts; detailed or careful examination
THE CONSEQUENCES
Golden Nugget #1

“Desperate people can do desperate things, and will !!!”
LEGAL CONSEQUENCES

***Criminal Prosecution***

**Pros-e-cu-tion**

[pros-i-kyoo-shuhn] – noun

- 1. The institution and carrying on of legal proceedings against a person
**LEGAL CONSEQUENCES**

***Civil Litigation***

**Lit-i-ga-tion**

[lɪtɪ-ɡeɪʃən] – noun

- 1. The act or process of bringing or contesting a civil action in court
- 2. A civil judicial proceeding or contest
PROFESSIONAL CONSEQUENCES

***Employment Termination***

Term-in-a-tion

[tər-mə-nā-shən]–noun

- 1. The end of a time or existence
- 2. To end abruptly and decisively
PROFESSIONAL CONSEQUENCES

***Professional Banishment***

Ban’-ish-ment

[bənˈɪʃmənt]—noun

- 1. To drive away; expel
- 2. To drive out or remove from a place of usual resort or continuance
PERSONAL CONSEQUENCES

***Bankruptcy***

Bank’-rupt-cy

[bank-rup-cee] – noun

- 1. Utter financial failure or impoverishment
- 2. Absolute financial insolvency
PERSONAL CONSEQUENCES

*** Marital Divorce ***

**Di-vor’-ce**

\[ di’-vor’-ss \] – noun

- 1. Final termination of a marital union
- 2. Dissolving the bonds of matrimony
PERSONAL CONSEQUENCES
***Stress***

**Str’ess**

\[Str-’es\]–noun

- 1. A specific response by the body to a stimulus, as fear, that disturbs or interferes with the normal physiological equilibrium of an organism
- 2. Acute physical, mental, or emotional strain or tension
Golden Nugget #2

“While we are free to choose our actions, we are not free to choose the consequences of our actions.”

Steven R. Covey
INVESTIGATIVE CRISIS MODEL
RISK MANAGEMENT MODEL

Mitigation Strategies

RISK of CONSEQUENCES
RESPONSES TO CRISIS

- **SURRENDER**
  - Psychological and physical collapse; confessions and cooperation

- **FLIGHT**
  - Psychological or physical evasion; gross dishonesty or escape
  - Defensive avoidance

- **FIGHT**
  - Psychological or physical attack
  - Offensive defense
  - Workplace violence
PSYCHO-EMOTIONAL FLIGHT RESPONSES

- **Level I**
  - Denial (Behavior)
  - Anxiety (Emotion)

- **Level II**
  - Incommunicado (Behavior)
  - Crying (Emotion)

- **Level III**
  - Flee (Behavior)
  - Panic (Emotion)
DEFUSING FLIGHT RESPONSES

- **Level I**
  - Affirmation (Behavior)
  - Reassuring (Emotion)

- **Level II**
  - Logic (Behavior)
  - Empathetic (Emotion)

- **Level III**
  - Facilitate (Behavior)
  - Concerned (Emotion)
PSYCHO-EMOTIONAL FIGHT RESPONSES

- **Level I**
  - Argumentative (Behavior)
  - Defensiveness (Emotion)

- **Level II**
  - Threats (Behavior)
  - Anger (Emotion)

- **Level III**
  - Violence (Behavior)
  - Rage (Emotion)
DEFUSING FIGHT RESPONSES

■ Level I
  – Reason/Logic (Behavior)
  – Calm (Emotion)

■ Level II
  – Deflection (Behavior)
  – Attentive (Emotion)

■ Level III
  – Security (Behavior)
  – Confidence (Emotion)
WORKPLACE VIOLENCE
WORKPLACE VIOLENCE CATEGORIES

- Strangers
- Customers
- Relationship Partners
- Coworkers
WORKPLACE VIOLENCE PSYCHODYNAMICS

**Agenda Based Behavior**
Personal Agenda > Intimidation > Threat > Violence

**Retaliatory Behavior**
Perceived Injustice > Irreconcilable Frustration > Anger > Retaliation
“Volcanic eruptions and workplace violence don’t just happen…”
RISK ASSESSMENT MODEL

- Assess
- Evaluate
- Manage
- Measure

Risk Management

SITUATION

INDIVIDUAL
TYPES OF RISK ASSESSMENT

Direct Assessment
- Through examination, interview, or pretext interview, with or without other sources

Indirect Assessment
- Through writings, third-party observations, documents, and physical evidence
RED FLAGS OF POTENTIAL VIOLENCE

1st DEGREE FLAGS

- Prior violence
- Active psychotic symptoms
- Substance abuse
- Plans and preparations for violence
- Untreated psychopathy
- Destructive, homicidal, or suicidal ideations
RED FLAGS OF POTENTIAL VIOLENCE

- Threatening or intimidating behavior
- Anger, hostility, temper tantrums
- Verbal threats
- Persistent pursuit or stalking
- Aggressive sexual behavior
- Fascination with violence, weapons, police, military, or survivalism
RED FLAGS OF POTENTIAL VIOLENCE

■ 3rd DEGREE FLAGS

- A distorted perception of persecution
- Belligerence, insubordination
- Inappropriate communications
- Repeated, strong racist or sexist behavior
- Morbid jealousy/vindicative, holds grudges
- Litigiousness or legal scrapes
EXTERNALIZED VIOLENCE
EXTERNALIZED ACTS OF VIOLENCE

- Vandalism
- Assault and Battery
- Homicide
INTERNALIZED VIOLENCE
INTERNALIZED ACTS OF VIOLENCE

- Reckless/ Destructive Behaviors
- Attempted Suicide
- Suicide
INVESTIGATIVE RISK MITIGATION
Golden Nugget #4

“The best time to defuse a bomb is before it explodes...”
Assemble investigative team; HR, Legal, Audit, Accounting, Management, Security, and Forensic Psychologist/Threat Assessment Professionals

Review documentation indicating wrongdoing

Identify any other factors that may be catalytic

Determine investigation strategy and resources

Develop contingency plans for emergency outcomes
STRATEGIC CONSIDERATIONS

- Remember, confrontational interviews are inherently adversarial
- Wait until a plan is in place before beginning
- Day of the week not controlling; consider overall situation
- Request card key deactivation within minutes of scheduled interview
- Meet in a conference room, not in someone’s office
- Meet near a building exit and situate subject’s chair nearest to the door
- Pre-arrange with security in the event of an escalation
- Notify police in advance if a ‘911’ call might occur
- Suspend, then terminate if feasible
- Terminate by phone, if possible
EXIT AGENDA

- Be specific about the reasons for investigation
- Give positive feedback about contributions
- Do not humiliate or condemn; address the situation, not the person
- Offer choice of locations for delivery of personal property
- Explain any benefits, severance, concerns; limit future POC
- Take badge, ID, keys, credit cards, all other company property
- If EAP or outplacement is offered, consider immediate introductions
TERMINATION DECELERATORS

- Don’t contest unemployment
- Permit resignation as an option
- Continue EAP availability
- Continue health care and/or pay COBRA costs
- Provision of outplacement assistance services
- Determine need versus risks of criminal/civil action
HIGH RISK ENCOUNTERS

- Keep security invisible
- Off-duty armed police officer
- Have officer in plain clothes
- Have officer nearby, but not in room
- Establish duress alarm or other pre-arranged signal
- Abort confrontational interview if hostilities warrant
POST-EVENT COMMUNICATIONS

- Communicate fact of suspension/termination to workforce
- Do NOT communicate reason or reasons for suspension/termination
- Avoid statements/characterizations that may disparage character
- Advise workforce that the subject is no longer permitted on employer’s property
GLOBAL CONSIDERATIONS
Golden Nugget #5

“Socio-cultural factors cannot be ignored...”
ASIA

- Exponentially Expanding Economy
- Huge Demand for Workers
- High Employee Turnover
- Presence of Young Management/Leadership
- Clearly Delineated Management v. Working Class
- Teamwork Supersedes Individuality
- Fear Based Respect for Government
- Free Agent Status, Low Company Loyalty
- Disrespect Dreaded
- Bribes Often Expected (Tea Money)
- Strict Governmental Punishments for Corruption
EUROPE

- Solidarity Strikes Common Activity
- Liberal Drug and Sexual (Nudity) Norms
- Extensive Worker Vacation/Leave Benefits
- Governmental Health/Social Security Benefits
- Extended Post-Termination Severance/Benefits
- Northern Europe More Gender Neutral
- Southern Europe More Male Dominant
- National, State, Local Works Councils
- Paradigm of Worker Rights
- Employee Privacy is Paramount (Post WWII)
MIDDLE EASTERN

- Strong familial orientation
- Conservative behavior
- Domestic orientation of women
- Religious orientation to politics, culture, and customs
- Age and wisdom are highly respected
- Flexible appreciation of time
- Arabic concept of revenge is strong; eye for an eye
- High expectations of personal privacy
- Honor is paramount; shame is a terrible disgrace
- Patriarchal society; male dominance prevails
SOUTH AMERICA

- Expectation of workplace courtesy and kindness
- Workplaces celebrate local traditions
- Latin America favors teamwork
- Family oriented
- Importance of personalismo (face-to-face relations)
- Sense of life’s unpredictability and role of destino (fate)
- Paternalistic employment culture
- Diplomacy in labor issues is typical
Mexico

- Economically depressed society
- Drug cartel influence apparent
- Violence pandemic
- Family oriented
- Religious culture, religious holidays celebrated
- Strong work ethic
- **Governmental corruption problematic**
- **Machismo prevails amongst males**
- **Transactional bribery common**
INDIA

- Predominantly younger workforce
- Smaller concept of personal space
- Religion is a way of life
- Hierarchy is a respected social norm
- Personally inquisitive
- Constructive criticism often seen as unwelcome insult
- Aggressiveness may be seen as disrespect
- Strong sense of group and collectivism
QUESTIONS!
THANK YOU!