Xcel Energy Workplace Violence & Insider Threat Program

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Xcel Energy Programs

- Workplace Violence
- Active Shooter
- Insider Threat
Workplace Violence Program - Pre-2010

- Policy instituted by HR in 2002
- 1 Fatality (2004)
- Individual Business Unit responsibilities (WFR, EEO, Security)
- Mentality/Culture: It Can’t Happen Here
Workplace Violence Program Oct, 2010

- Sr. Leadership directed “face-to-face” training; ready to launch by 1 January 2011
- Security Services/HR to instruct; organize training
- Partnership with Dr. John Nicolletti
  - Columbine, CO shootings
- Creation of the Threat Assessment Team (TAT)
Workplace Violence Program 2011

◆ 290 Face-to-Face Training Sessions Completed

◆ 10,301 Employees trained

◆ 11 States, 78 facilities

◆ 2 hour training sessions completed by Security Services and HR
Workplace Violence Program 2012

- Mandatory Active Shooter Training
  - All review video “Shots Fired”

- Identify/construct Safe Rooms
  - 100+ facilities have Safe Rooms

- New Employees: Mandatory WPV training via LMS and Active Shooter Training
Workplace Violence Program 2013

- Active Shooter Exercise (Power Plant)
- Active Shooter Training (Leadership)
- Identify Energy Supply Safe Rooms
- New Employees: Mandatory WPV training via LMS and Active Shooter Training
- WPV/Insider Threat Training by Dr. Nicolletti for Threat Assessment Team
Workplace Violence Program 2014

- Active Shooter TableTop for Sr. Leadership
- Active Shooter Exercise (HQ)
- Active Shooter Exercise (Major Service Center)
Workplace Violence Cases

- Actual/Alleged Physical Assault Cases
- WPV Training begins in 2011
Insider Threat

◆ Identify Former Employees Actively Engaged in Communication with Company or via Social Media

◆ Identify Current Workers with current discipline (WPV, Supervisor Conflict, Behavioral issues)

◆ Identify Former Employees terminated for cause
Insider Threat

- Case Study - Employee A
  - Long Term Employee
  - Complaints:
    - Company misconduct in his home
    - FBI Targeting
    - Drug Use by Others
    - Supervisor Issues
Insider Threat

- Oct 2010-August 2013
- Socio-Economical Issues
- Continued, unwanted communication w/Company
- Union Issues, Law Enforcement Issues
- Customer/former employee “Proceed with Police Escort”
- “Long Rider”
Insider Threat, Tools

- Denial Criteria
- Threat Assessment Team
- Employee History; For cause re-investigation
- Social Media
- Next Steps (verbal, written, legal, law enforcement)
- Temperature Checks
- Chronological & Evidence Timelines
Why the Shift?

- Support from the top down
- Cost
- Corporate Identity
- Employee Awareness
- Events close to home
- Preparation
Cultural Shift- Benefits to Security

- Increased SO presence in Xcel Energy HQ
  - Future possibility of SO at other major facilities
- Elevator Card Access control after hours
  - All regional HQ facilities identical
- Minneapolis PD wireless CCTV connected to Xcel Energy HQ
- MOST IMPORTANT: Employee Awareness
Future Plans

- Continued Table Top Exercise with Sr. Executives
- More Drills- (If schools do it, why don’t we?)
- Identify best practices
  - Mobile/Permanent/Backup Command Centers
  - Annual Review of Procedures
  - Increased staffing
Questions?