Case Study: Employee Violence

Southern California Edison

The Rivergrade Tragedy
Overview
Gunman targeted victims in Edison shooting rampage

December 16, 2011 | 6:15 pm
San Gabriel Valley Corporate Campus
Timeline
Friday, 12/16/11

1:30 p.m.
Approximate time of shooting at Rivergrade facility

2:15 p.m.
Briefing held in Situation Room and on conference bridge

3:16 p.m.
Irwindale Police Dept. confirms shooter is dead

4:00 p.m.
Statement is given to the Press by Irwindale Police Dept.

1:30 p.m.
- Corporate Security is notified of the Incident at 1:40 pm
- Edison executives and senior managers organize to manage the incident using ICS
- All facilities are locked down

2:15 p.m.
- Incident objectives were approved
  1. Secure Rivergrade
  2. Set up a Liaison with IPD
  3. Establish Internal and External Communications
  4. Send an All-Employee Notification through ENS

3:16 p.m.
- IPD confirms that there was only one shooter, and he is dead
- Lock down is lifted except for Rivergrade
- Non-essential employees are sent home
- CEO sends email to employees about the incident

4:00 p.m.
- Statement is given by IPD
- Corp. Security implements plan to help Rivergrade employees get home

IPD/Irwindale Police Dept.  ICS/Incident Command System  ENS/Emergency Notification System
Friday, 12/16/11

4:50 p.m.  Mobile Command Center arrives at Rivergrade

- First accurate, detailed report from IPD on victims and the shooter is received in Situation Room

5:00 p.m.  CEO gives Press Conference

- Notice is sent to all employees about the victims, the closing of Rivergrade, the Employee Information Line, and the increase in security

5:30 p.m.  Supportive measures ramp up

- Blankets, food and coffee are distributed to Rivergrade employees
- Employee Information Line is established

6:40 p.m.  Crisis Counselors and Next of Kin notifications

- Witnesses are personally contacted by crisis counselors
- IPD begins the process to notify Next of Kin of deceased victims and shooter

NoK/Next of Kin  CEO/Chief Executive Officer  IPD/Irwindale Police Department

OPERATIONS SUPPORT | Corporate Security
Saturday, 12/17/11

**2:30 a.m.**  
IPD transfers control of Rivergrade facility back to Corporate Security

**10:00 a.m.**  
Arrangements to loan cash to Rivergrade employees is established

**2:13 p.m.**  
Process for Rivergrade employees to retrieve their belongings begins

**2:30 a.m.**
- Corporate Resources initiates plans to wall off, clean (HazMat), and reconfigure the directly affected area

**10:00 a.m.**
- Obtain cash to loan to Rivergrade employees who do not have access to debit cards
- The company releases status on injured victims

**2:13 p.m.**
- Rivergrade employees are informed not to report to work on Monday and to call the Rivergrade hotline to schedule a time to pick up their belongings
- Press conference is held revealing details of the incident
Sunday, 12/18/11

10:35 a.m.
Preparation for vigil at Rivergrade

- Corporate Security is advised that Rivergrade employees are planning a vigil at the site later that day
- Removal of telecom, electrical, and personal belongs from quarantined area at Rivergrade facility is completed

1:00 p.m.
Employees hold vigil at Rivergrade facility

- Rivergrade employees hold a vigil for their departed coworkers
- Incident staff provides logistical support

6:45 p.m.
Space plan for Rivergrade employees impacted by construction completed

- Space plan for Rivergrade employees impacted by construction activities is completed
The First Week

Mon 12/19
Rivergrade facility remains closed

Tue 12/20
Rivergrade employees return to work

Wed 12/21
All hands crisis counseling available

Thu–Fri 12/22–23
Crisis counselors available 24/7

Tue 12/27
Rivergrade Response deactivated

12/22
Crisis counselors are made available for all Edison employees

12/23
Rivergrade Response incident management team is officially deactivated

12/19
- Crisis counseling begins for closely impacted employees
- A fund for the victims’ families is announced and preparations for a memorial service by given SCE begin

12/20
- Edison executives hold a briefing for Rivergrade employees returning to work

12/21
- Rivergrade All Hands crisis counseling group meeting is held
Corporate Response
Executive Engagement: *The Road Forward*

- Accelerated Manager/Supervisor Training
- Workplace Violence Prevention Training
- Facility Security Assessment
- Employee Engagement in Safety Resource Groups
- Threat Management Team
- Work Environment Review
  - CEO Communication
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