

## Exercise Details and Injects

### Workplace violence scenario...

#### PERPETRATOR – John Smith:

- IT employee with server system admin privileges and access privileges to computer room.
- Currently involved in messy divorce and custody fight.
- John's estranged spouse, Jane Smith, is also an IRS employee – a Customer Service Representative in the Andover Call Site (East Wing).
- Jane is romantically involved with another Call Site employee named Ken Jones. John suspects the relationship between Jane and Ken began as an extra-marital affair which led to the breakup of John and Jane's marriage
- John Smith is having financial difficulties – is on the verge of bankruptcy. He was also recently passed over for promotion and feels person who was selected is less qualified and was only selected because he's friends with the selecting official.
- John Smith has been having suicidal thoughts. He fantasizes about getting even with spouse and her boyfriend (he suspects their extramarital affair is what broke up his and Jane's marriage). He'd also like to make management pay for not selecting him for the promotion.
- One day, John smuggles two pipe bombs and a gun with ammo into work through Door 33 (the West entrance). He carries the items in a gym bag.
- John hides the pipe bombs in the Computer Room near the servers. He also grabs several backup tapes left on top of a cabinet near the servers and destroys them. He then executes commands to corrupt data on the WINS/DNS server. John grows more and more agitated as he performs his destructive acts in the Computer Room.
- He has previously observed that his wife and her boyfriend are usually in the cafeteria having break together at 9:30 and decides that this is where he's going to settle the score today – and in the public place where they now go to flaunt their relationship, making John look like a fool.
- John sets timers to ignite the pipe bombs at 9:45 am. Then he picks up the gym bag containing the gun and proceeds to the cafeteria. John immediately sees his wife and Ken Jones seated in a booth in the dining area and heads in their direction. He pulls the gun out of the bag as he approaches. Ken immediately rises to his feet and John shoves him to the ground while violently yelling something at him. There are approximately 15 people in the dining area at the time. Most leave the room in a hurry. One man who works with John approaches him and tries to calm him down. The man is shot dead. John then shoots Ken and his wife several times and flees the scene. He is apprehended two days later in another state.

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### Priorities for Incident Management Team:

Victim families – assign executive to each family

- Counseling
- HR benefits
- Some want to come to workplace – I want to see where my son worked...where his last hours were spent”

Staff

- Daily briefings
- How will you deal with media misinformation?
- Return to work – establish “new normal”

Employees

- Daily briefings – some need detailed info about what happened; others did not. How will this be accommodated?
- Counseling
- After-hours support group
- Return to work – establish “new normal”

Cafeteria contract workers

- Workers trauma – need to hire two new employees; can only provide limited menu
- Relocation of serving area

Customers

- Provide reassurance
- Alternate site to go for service

Media

- Daily briefings

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### Injects

#### INJECT

Media is on-scene asking for interview and/or statement from IRS; have already been seen interviewing evacuated employees who are waiting outside.

#### INJECT

Media gets employee statement on camera that there are rumors the directors were aware the employee was possibly a ticking time bomb and did nothing about it.

#### INJECT

FD cannot allow anyone back in building today until bomb squad verifies no more bombs in building

#### INJECT

Incident Commander is requested to provide someone to identify victims via Polaroids

#### INJECT

Two employees suffer collateral injuries

- Need help filing workers comp claims
- One is extremely angry and says he's going to contact a lawyer about filing a lawsuit against govt for not providing adequate security

#### INJECT

Incident Commander is requested for IRS representatives to be present when family members are notified of deceased loved-one.

#### INJECT

Employees in cafeteria who witness incident experience post-trauma/emotional problems

- Fear of returning to work
- Sleep problems
- Increase in alcohol consumption (after hours)

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### **INJECT**

The perpetrator has not been apprehended. Employees are afraid he will come back.

### **INJECT**

The perpetrator is apprehended in another state two days after the incident.

### **INJECT**

IRS must hire reputable Hazmat Team to do clean up

### **INJECT**

Hazmat cleanup and processing of crime-scene will take a week.  
Cleanup of cafeteria will take several weeks – need to find alternate site

### **INJECT**

What will you do for memorial services?

### **INJECT**

What will you do during trial? Witnesses afraid of retribution.  
Should directors attend?

### **INJECT**

One employee said to have been sticking up for perpetrator. Enormous reaction from other employees:  
Refuse to work with him – want him fired

### **INJECT**

One-year anniversary is approaching. How will event be commemorated?

- Edgewater chose not to call it an “anniversary”
- Was not an assembly-type memorial
- Provided basket of carnations near door leading out to tree planted as memorial, and allowed employees to take a carnation out to the tree alone if they chose to