



# Involuntary Separation - Breaking Up Doesn't Have To Be Hard To Do

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Sean A. Ahrens, Affiliated Engineers, Inc.





# Thank you!

## Have thoughts about SIA Education@ISC?

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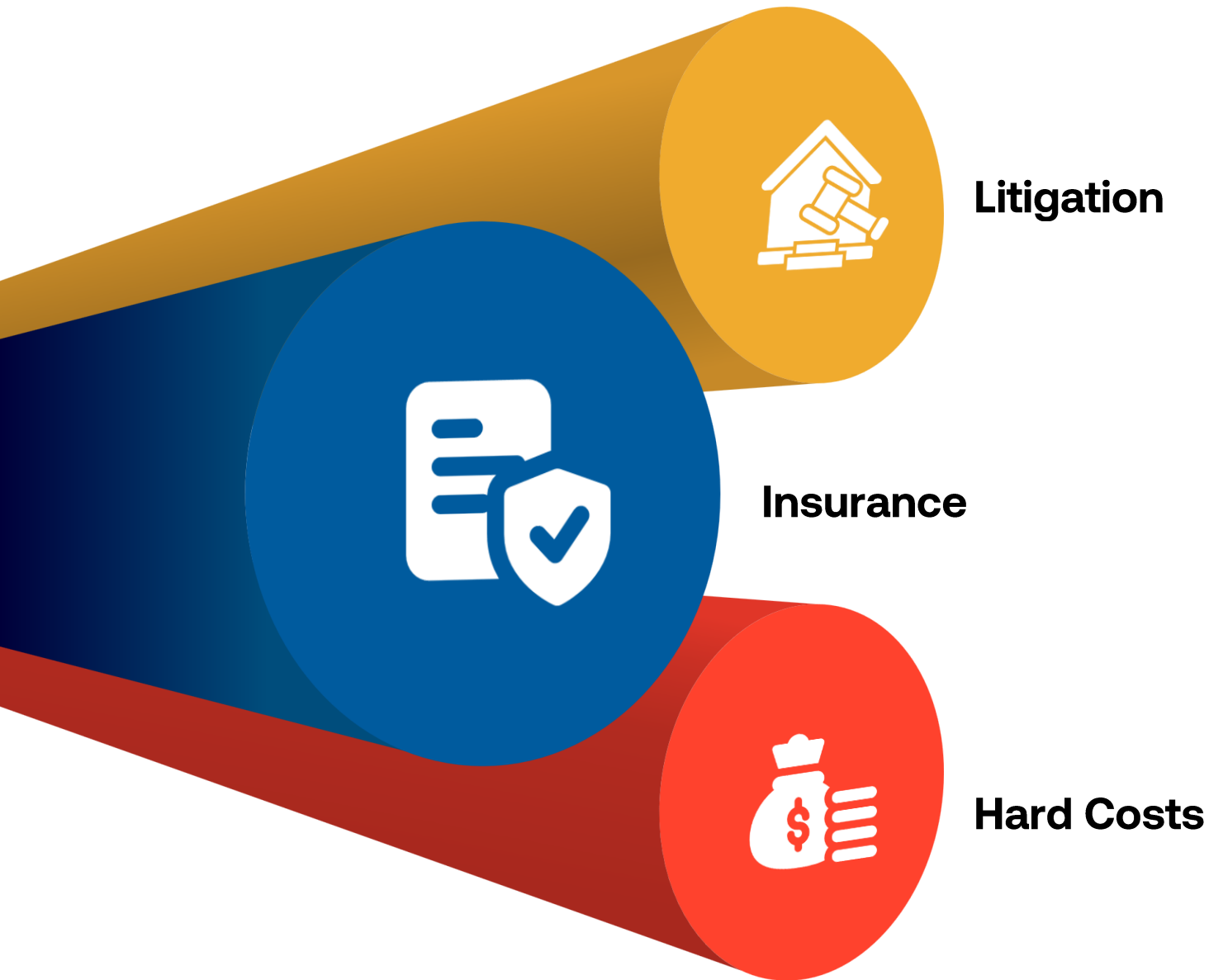
# How it began

# Harm



# The Two **COSTS** Roads





Direct **Costs**

**2 million**

people affected by workplace  
violence every year

**OSHA**

# Indirect Costs





# General Considerations

## Environmental Factors

- Proximity of other places
- Culture of the environment
- Hot/stressful environment.

## Management Approaches

- Threat assessment team
- Investigations and related

## Prevention Approaches

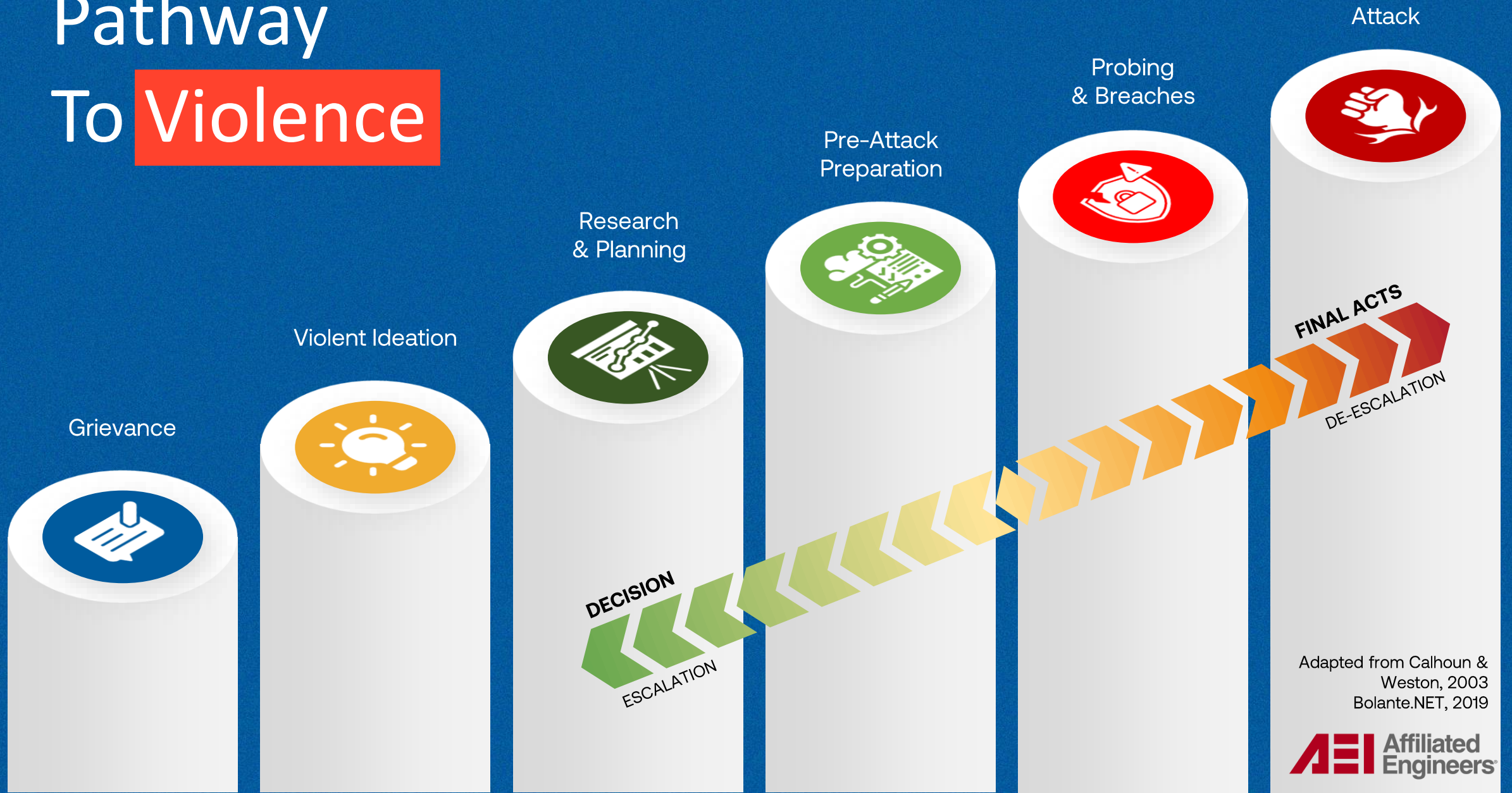
- Training
- Policies
- Procedures and related

## Response Measures

- Emergency preparedness
- Insurance crisis management
- Communications and similar



# Pathway To Violence



Adapted from Calhoun &  
Weston, 2003  
Bolante.NET, 2019



Will **You?**

**Fire?** •

• **Terminate?**

**Let Go?**





Will **You?**

Say  
Goodbye?

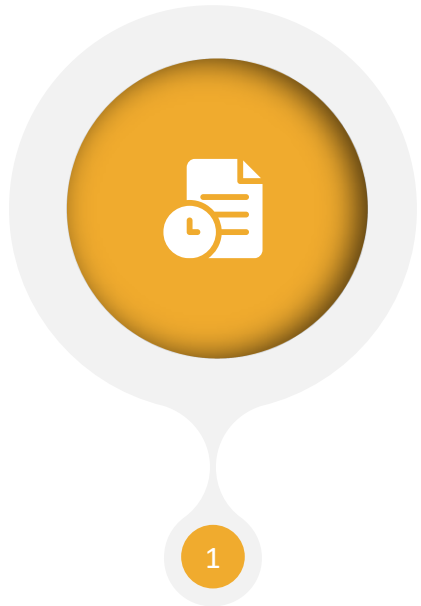
*Make an*

ALUMNI?

OR



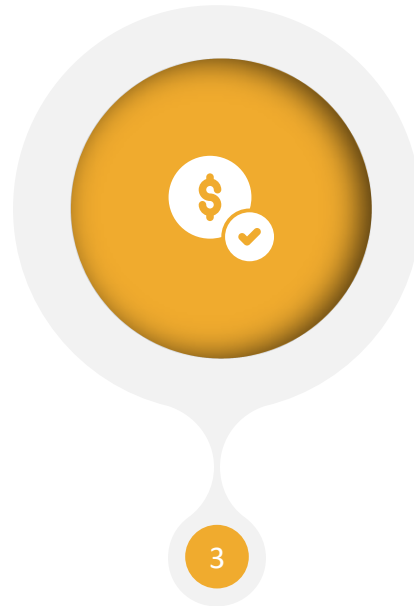
# Pre-Investigative Interview



Employee's  
history



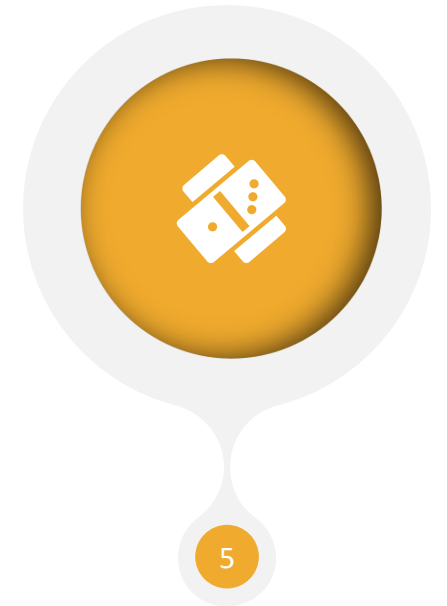
Interview  
employee?



Paid admin  
leave?



Policies,  
Documentation



Dignity  
domino

# COVID-19 WHAT HAPPENED



Increase in  
workplace concerns



Increase  
in stalking



Managers concerned  
about employees



Behavioral health and  
Covid-related grievances



# Before



# Removal & Exit Checklists

## ■ Removal/Exiting Security Checklists for High, Medium or Low Risk

High Risk			
Action	Moderate Risk		
Notify relevant offices, such as HR, Employee Labor Relations, payroll, and benefits, of the separation.	Action	Date	Supervisor's Initials
Conduct risk assessment.	Notify relevant offices, such as HR, Employee Labor Relations, payroll, and benefits, of the separation.		
Notify appropriate security disciplines, as needed.	Conduct risk assessment.		
Notify the individual's supervisor if they are not already aware of the removal/separation. Ensure the supervisor understands their role and responsibilities in the transition.	Notify appropriate security disciplines, as needed.		
Ensure trained personnel conduct exit interview. Exit interviews should cover the following key points:	Notify the individual's supervisor if they are not already aware of the separation. Ensure the supervisor understands their role and responsibilities in the transition.		
<ul style="list-style-type: none"> <li>Discuss the reason for separation.</li> <li>Gather feedback from the employee.</li> <li>Provide information about the employee's entitlements.</li> <li>Review the employee's continuing obligations, including safeguarding confidential government information. Ensure the debriefing of employees with NSI and sign appropriate forms.</li> <li>Verify the employee understands the terms of their separation.</li> </ul>	Ensure trained personnel conduct exit interview. Exit interviews should cover the following key points:		
Revoke access to classified information, clearances and access to secure systems within 1 hour of the individual's notification.	<ul style="list-style-type: none"> <li>Discuss the reason for separation.</li> <li>Gather feedback from the employee.</li> <li>Provide information about the employee's entitlements.</li> <li>Review the employee's continuing obligations, including safeguarding confidential government information. Ensure the debriefing of employees with NSI and sign appropriate forms.</li> <li>Verify the employee understands the terms of their separation.</li> </ul>		
Disable all access to government information, clearances and access to secure systems within 1 hour of the individual's notification.	Revoke access to classified information, clearances and access to secure systems within 1 hour of the individual's notification.		
Ensure the individual returns all government property, including GFE, credentials, cards, IT systems, and any other identification, within 1 hour of notification.	Disable all access to government information, clearances and access to secure systems within 4 hours of the individual's notification.		
	Low Risk		
	Action	Date	Supervisor's Initials
	Notify relevant offices, such as HR, Employee Labor Relations, payroll, and benefits, of the separation.		
	Notify appropriate security disciplines, as needed.		
	Notify the individual's supervisor if they are not already aware of the separation. Ensure the supervisor understands their role and responsibilities in the transition.		
	Ensure trained personnel conduct exit interview. Exit interviews should cover the following key points:		
	<ul style="list-style-type: none"> <li>Discuss the reason for separation.</li> <li>Gather feedback from the employee.</li> <li>Provide information about the employee's entitlements.</li> <li>Review the employee's continuing obligations, including safeguarding confidential government information. Ensure the debriefing of employees with NSI and sign appropriate forms.</li> <li>Verify the employee understands the terms of their separation.</li> </ul>		





# Before – Checklist

- ✓ Has the employee reacted negatively before?
- ✓ Has the employee shown other concerning behavioral changes?
- ✓ Does the employee have known personal stressors?
- ✓ Is the employee without personal support?
- ✓ Are there other workplace concerns?
- ✓ Does the employee have access to weapons?
- ✓ Does the employee live near the employer?
- ✓ Suspension with/without pay?
- ✓ Build and rehearse the script
- ✓ Background check
- ✓ Determine need for Security/Monitor/Law Enforcement



# Before – Checklist

- **Develop high risk separation processes and procedures and assign appropriately in the organization**
- **Removal of Physical and Logical Access**
- **Removal/Exiting Checklist**
- **Post Separation Vigilance**

Risk Level	Employee Situation
Low	Retirement
Low	Voluntary resignation (no pending investigation or performance issues)
Low	Employee-led transfer to another organization
Moderate	Voluntary resignation (pending investigation or performance issues)
Moderate	Abandonment — has not come to work and contact has been unsuccessful
Moderate	Employer-led transfer to another organization
Moderate	Layoff due to budget cuts or workforce Reduction in Force
Moderate	Completing assigned period
Moderate	Administrative — Involuntary removal due to non-security reasons ( <i>i.e., using department/agency resources for personal benefit</i> )
High	Involuntary Separation for security reasons ( <i>i.e., sharing confidential information, criminal activity, etc.</i> )
High	Performance-related removal ( <i>i.e., incompetence, insubordination, or attendance issues</i> )
High	Behavioral concerns including theft, substance abuse, sexual harassment, workplace violence, fraud, angry outburst, etc.
High	Separation because of a substantiated investigation



# Before – Checklist

- ✓ Has the employee reacted negatively before?
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# Before – Checklist

- ✓ Does the employee have access to weapons?
- ✓ Determine need for Security/Monitor/Law Enforcement
- ✓ Does the employee live near the employer?
- ✓ Suspension with/without pay?
- ✓ Background check

# During – Script



## Be Direct & Brief

Consider two-part meetings

1



## Be Complete

The decision is final

2



## Do Not Negotiate

This is not the time to revisit the past, it's time to focus on the future

3



# Script Future- Focused



Stay general



Stay future focused



Show empathy & respect

*Dignity!  
Domino*

# Day of...



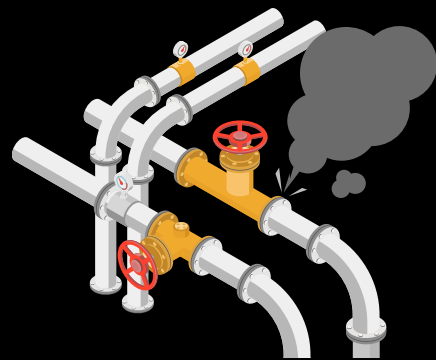
## Identify location



## Identify the day & time

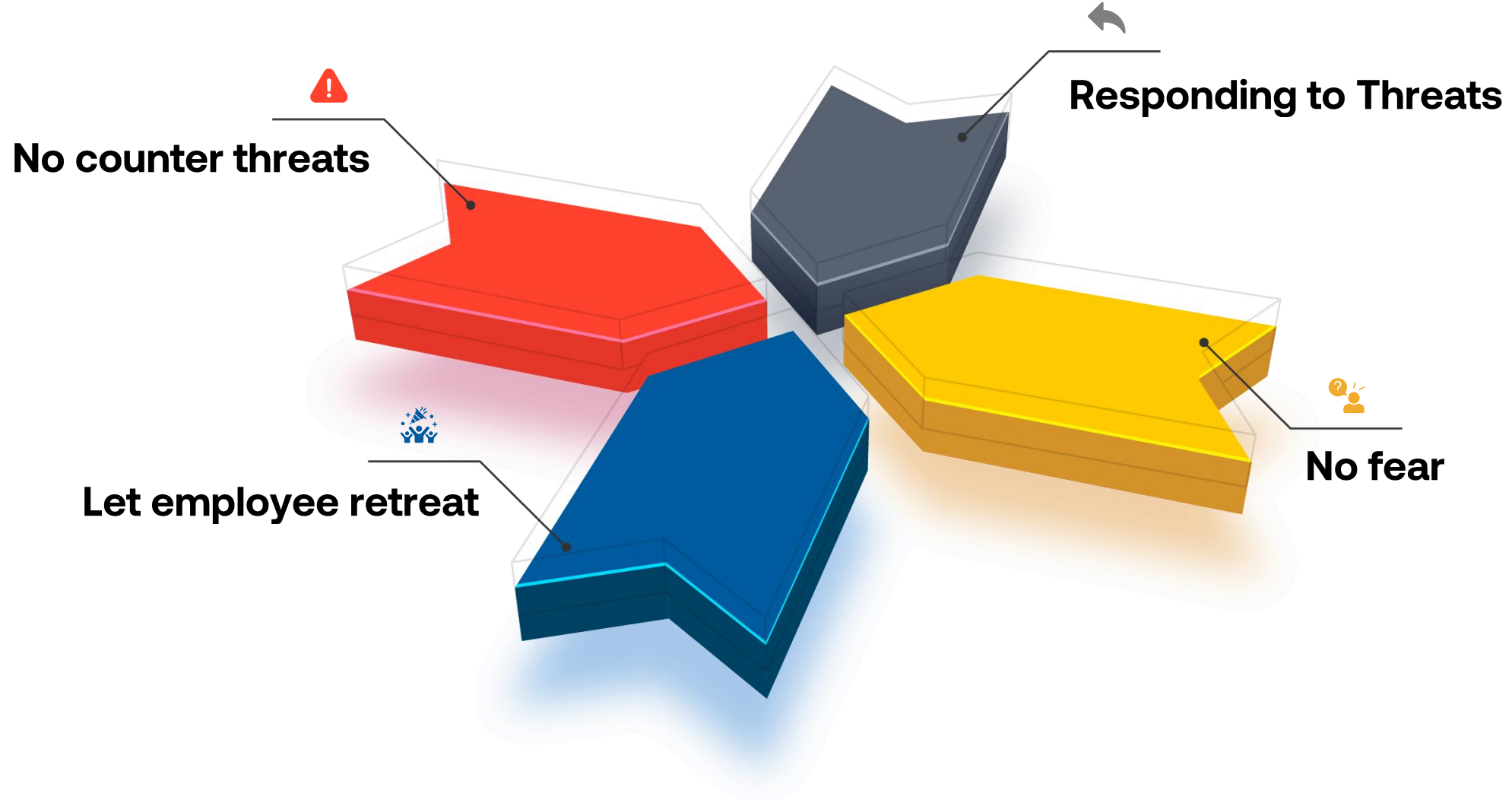


## Setup the meeting room



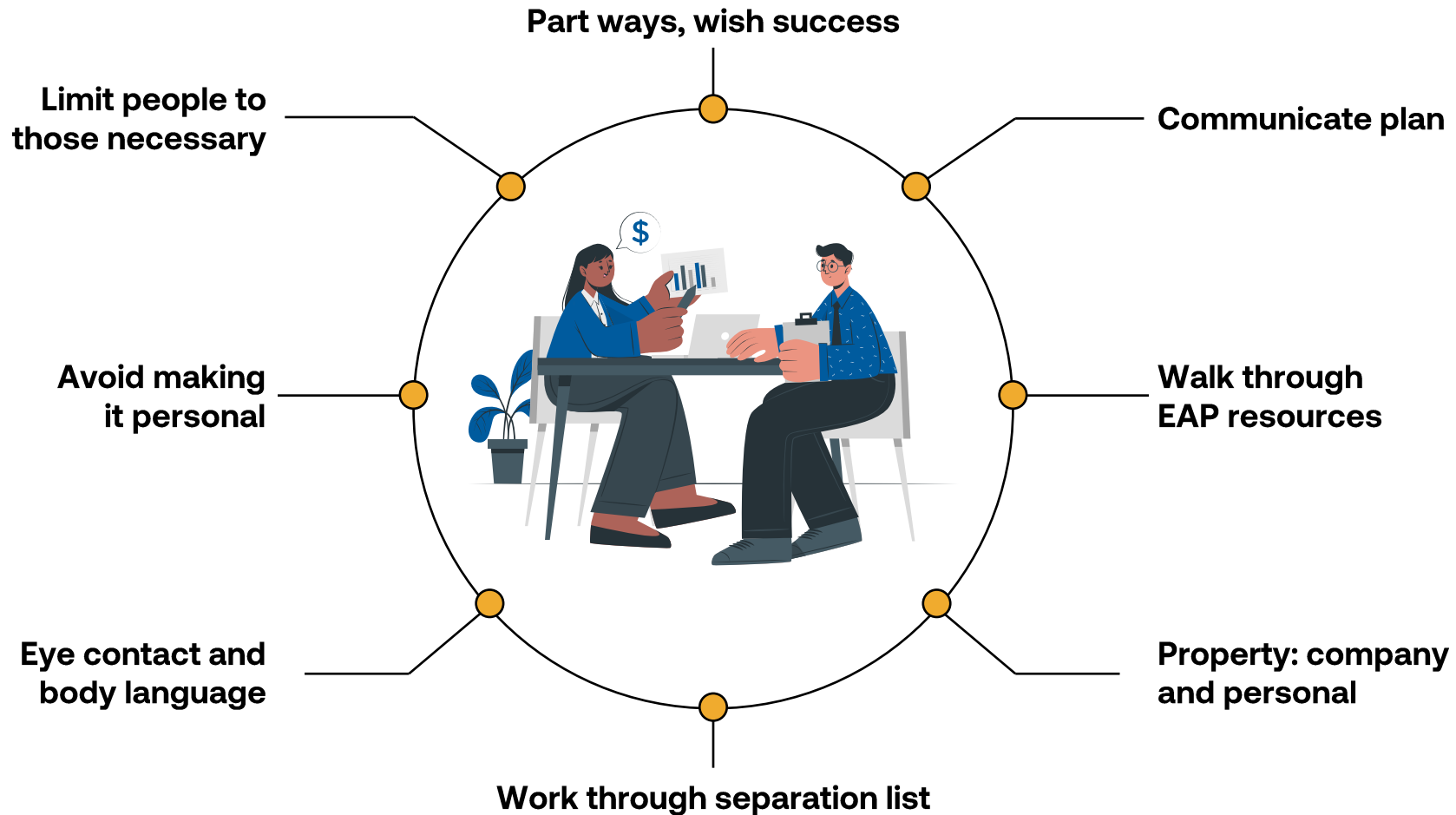
## Look for “leakage”

# Responding to Threats





# Meeting



# Reasons to Stay Connected

# After – Monitoring



**Note immediate  
observations**

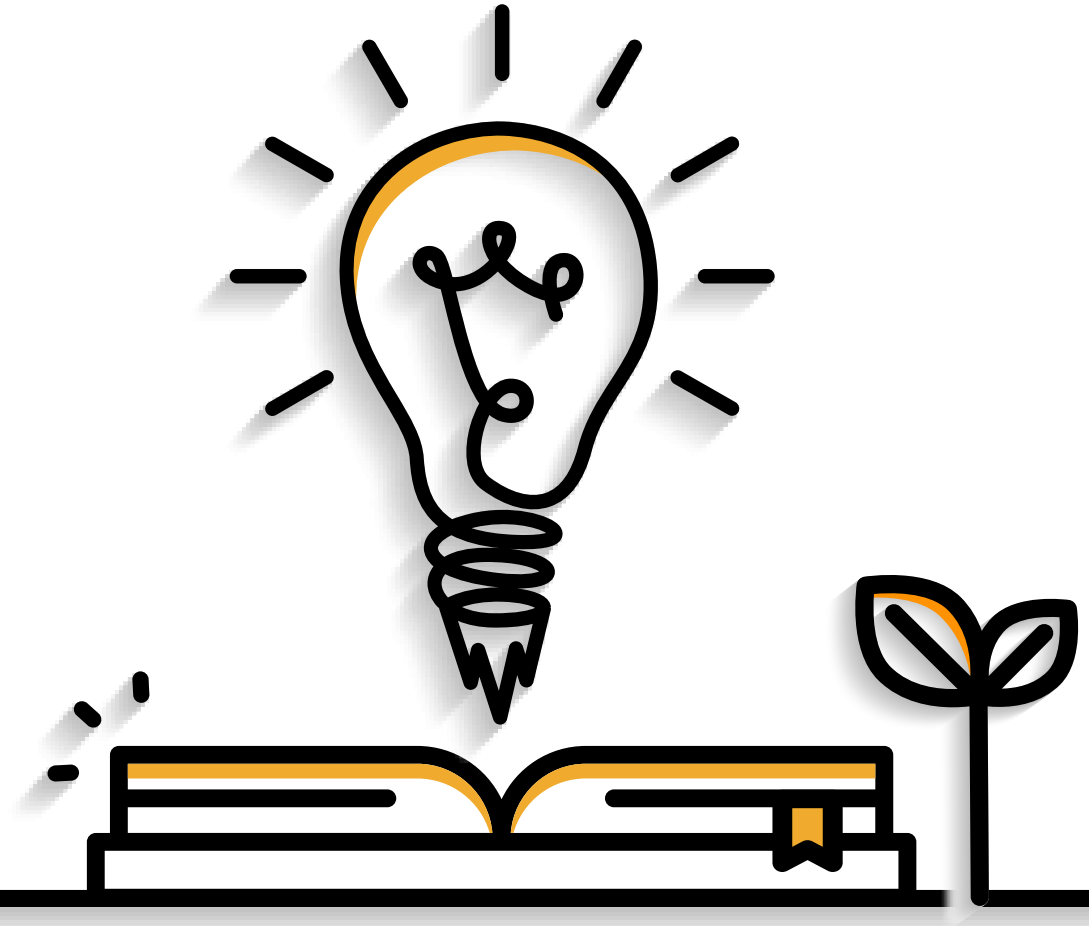


**Consider  
monitoring**



**Review & enhance  
site security**

# The Charrette



# Scenario One

## Take 1: What did we do wrong?

Nobody has responded yet.

Hang tight! Responses are coming in.

# Scenario Two

## Take 4: What did we do RIGHT??

Nobody has responded yet.

Hang tight! Responses are coming in.



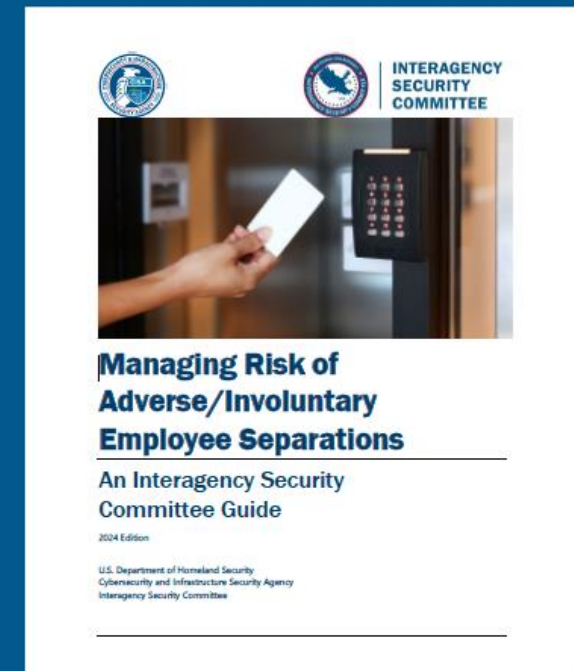
# Adverse Employee Separations

## Managing Risk of Involuntary Employee Separations

Provides best practices on how to conduct an employee separation risk assessment and categorize that risk, keys to success for notifying the employee, managing access to facilities and IT systems, remote worker considerations, and post-separation vigilance.

- Protocol for categorizing employee separation risk
- Best practices for notification, removal of physical and logical access, and post-separation vigilance
- Risk based exiting checklist

Visit [cisa.gov/isc-publications](https://cisa.gov/isc-publications)





## ISC Publications

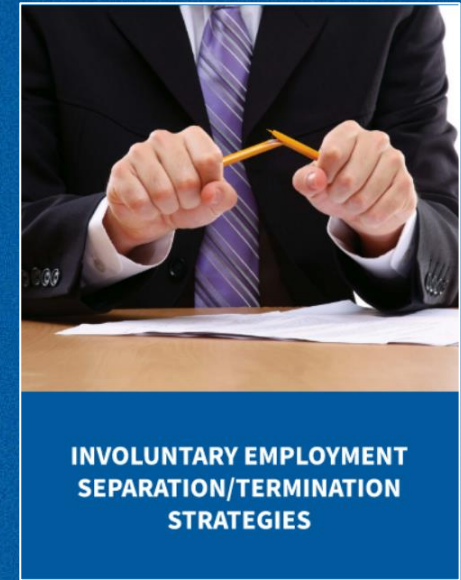
[cisa.gov/federal-facility-security](https://cisa.gov/federal-facility-security)





# Questions

More resources



[InvoluntarySeparation.com](http://InvoluntarySeparation.com)



Sean Ahrens, CPP,  
CSC, FSyl, BSCP



312.977.2857



[sahrens@aeieng.com](mailto:sahrens@aeieng.com)







# Thank you!

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