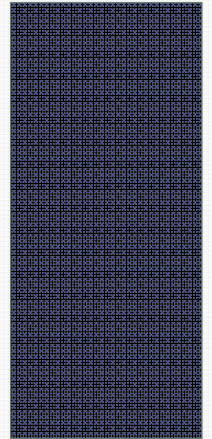




# **National Insider Threat Special Interest Group (NITSIG)**

**DISGRUNTLED EMPLOYEES  
THEIR PROBLEM, YOUR PROBLEM**



# TOPICS COVERED

- **Defining the “Disgruntled Employee”**
- **What’s their problem?**
- **What’s your problem?**
- **Prevention**
- **Response**

# DEFINING TERMS – “DISGRUNTLED EMPLOYEE”

- **“The Urban Dictionary” definition: “Someone who is s\*\*t on and ultimately will go ballistic. At the workplace, this person is usually withdrawn and very quiet, but little do you know, this person hates everyone and everything at his workplace and is one unhappy worker. They could possibly take revenge against the company or some employee.”**
- **What’s yours?**

# TRUTHS ABOUT “THE DISGRUNTLED EMPLOYEE?”

- **Who isn't feeling “disgruntled?”**
- **Workers everywhere are feeling disgruntled, down and maybe even depressed.**
- **The job satisfaction rating has been declining steadily for 20 years.**
- **It is about more than just a recession or periods of economic downturn.**
- **Just having a job does not equate to job satisfaction.**

# A QUESTION OR TWO

- **What's their problem?**
- **What's your problem?**

# ADECCO GROUP NORTH AMERICA SURVEY RESULTS (2009)

- **66 percent of American workers are not currently satisfied with their compensation.**
- **78 percent are not satisfied with their company's overall retention efforts.**
- **76 percent are not satisfied about future career growth opportunities at their company.**
- **77 percent are not satisfied with the strategy and vision of their company and its leadership.**
- **48 percent of workers are not satisfied with the relationship they have with their boss.**
- **59 percent are not satisfied with the level of support they receive from their colleagues.**

# INSIDER THREATS REPORTS / SURVEYS 2014 & UP

- **The National Insider Threat Special Interest Group has compiled some “Eye Opening” surveys and reports that show the continued problems and concerns with regards to disgruntled employees and insider threats.**
- **A recent FBI and Department of Homeland Security Alert reported there has been an increase in computer network exploitation and disruption by disgruntled and / or former employees. The FBI and DHS assess that disgruntled and former employees pose a significant cyber threat to U.S. businesses due to their authorized access to sensitive information and the networks businesses rely on. Companies victimized by current or former employees incur costs from \$5,000 to \$3 million.**

# WHERE THEY COME FROM: ONE EXAMPLE

- **“The company culture went from a happy startup to a company clinging to stay alive. Morale dropped and the place turned into a sweatshop.**
- **My attitude had changed. I was stressed, tired, unhappy, didn’t care about my work anymore and simply just put in my 8 hours a day and went home.**
- **When I got my performance review, it was far worse than I expected – I was shocked. I figured I’d open up and tell my boss that I was unhappy working there.**
- **Then two weeks later I was fired... Create a dysfunctional work environment and you’ll have a lot of unhappy employees. What are you going to do? Fire them all?”**

# DISGRUNTLED EMPLOYEE CHECKLIST

- ✓ **Unhappy With Salary, Benefits / Bonus (Lower Than Expected, Lack of Bonus)**
- ✓ **Unhappy With Performance Review (I Am Out Of Here Attitude-It's My Work-I Own It, I Will Take It With Me)**
- ✓ **Promised Promotion / Not Promoted**
- ✓ **Office Settings And Accommodations**
- ✓ **Not Recognized For Achievements**
- ✓ **Lack Of Training / Limited Career Growth And Advancement / No Career Path**
- ✓ **Failure To Provide Feedback To Employee On Performance, Except At Review Time. Don't Wait A Year To Tell Employee His Performance Needs Improvement.**

# **DISGRUNTLED EMPLOYEE CHECKLIST**

- ✓ Demotion (Due To Poor Performance, Due To Project Completion)**
- ✓ Co-Worker Relations, Conflicts, Disagreements**
- ✓ Employee Disagreement With Supervisor Decision(s) That Are Unethical**
- ✓ Supervisor Demands / Attitude / Micro Manager / Gate Keeper, New Supervisor Hired**
- ✓ Supervisor Bullying / Harassment / Employee Feels Like They Are Being Setup For Failure Or Being Pushed Out**
- ✓ Supervisor Jealously Or Resentment Of Long Term Employee (Employee Has Close Work Related Relationships With Other Employees)**

# DISGRUNTLED EMPLOYEE CHECKLIST

- ✓ **Supervisor Threatened By Employee That Is Hard Worker, Works Long Hours And Is Dedicated**
- ✓ **Failure Of Human Resources To Conduct Investigation / Provide Feedback When The Employee Says That They Want The Employer To Be Aware Of A Concern They Have**
- ✓ **Supervisor Treatment Of Employee / Employee Complains To Human Resources (HR) / Employee Retaliation By Supervisor, HR Does Not Support Employee**

# DISGRUNTLED EMPLOYEE CHECKLIST

- ✓ **Work / Project / Task Requirements (Hours Worked, Stress, Unrealistic Deadlines, Milestones)**
- ✓ **Failure To Provide Employee With Guidance, Staff, Resources, Etc. To Do Job**
- ✓ **Position Is Above The Individual Abilities / Job Description Does Not Quite Match Job / Job Dissatisfaction**
- ✓ **Position Is Below The Individual Abilities / Job Description Does Not Quite Match Job / Job Dissatisfaction / Belief That The Job Is Beneath Them**
- ✓ **Responsibilities Removed From Project(s) / Assigned To Another Co-Worker**

# DISGRUNTLED EMPLOYEE CHECKLIST

- ✓ **Outsourcing Of Project**
- ✓ **Transferred To Another Department / Un-Happy**
- ✓ **Sanctions / Reprimands / Probation For Work-Related Issues (Performance, Rule Breaking, Does Not Follow Procedures, Aggressive / Malicious / Violent Behavior, Excessive Absenteeism, Sexual Harassment, EEO Complaint, Etc.)**
- ✓ **Restriction Of Organizational Resources / Suspension Of Internet Access / Phone Restrictions, Etc.**
- ✓ **Termination Of Employment Or Contract / Suspected Termination Of Employment Or Contract**

# DISGRUNTLED EMPLOYEE CHECKLIST

- ✓ **Termination Because Of False Information On Background Check Documents / Failed Polygraph / Life Changing Events (Drugs)**
- ✓ **Failure To Offer Severance Package**

# **DISGRUNTLED EMPLOYEE / INSIDER THREAT TIME BOMB**

**Combine work related unmet expectations and stressors with an employees; Financial Problems, Gambling Problems, Drug Use / Addiction Problems, Alcohol Problems, Psychological Problems, Criminal Background, Relationship / Marital Problems, Sexual Problems, Personal Conduct Problems, Divided Loyalty or Allegiance to the U.S., Foreign Contacts, etc. and the organization may have a serious insider threat problem that needs immediate attention.**

# **THE SIMPLE ANSWER: COMMUNICATION AND CANDOR**

- **The real keys to keeping workers at all levels engaged and motivated is to explain exactly WHY the business is taking the actions it is taking – and, if “pain” is involved, WHAT the shared sacrifices are that EVERYONE in the organization is making to keep things going.**
- **Engage Employees from the start.**
- **Foster a “Positive Workplace.”**
- **Be Honest.**
- **Help The Employee With Job Placement**

# ENGAGE FROM THE START

- **Effective orientations are a critical element in establishing successful, productive working relationships. They:**
- **Help the employee to identify with the institution (assists with retention, motivation, job satisfaction, etc.)**
- **Allow the employee to understand some of the institution's values and priorities.**
- **Build an optimistic attitude towards the institution**

# THE 10 COMMANDMENTS OF "ONBOARDING"

- Thou shalt not bear false witness against thy employee.
- Thou shalt give a written plan of employee objectives and responsibilities.
- Thou shalt give thy employ thy undivided attention.
- Thou shalt have relevant paperwork ready.
- Thou shalt introduce thy employee to thy neighbors.
- Thou shalt set up thy employee's workstation.
- Thou shalt schedule one-on-one time.
- Thou shalt create a balance.
- Thou shalt clarify the institution's culture.
- Thou shalt think beyond the first few days.
- \*Source: CareerBuilder.com

# **COPING WITH “THAT” INDIVIDUAL**

- **Clear and Firm Policies. Sanctions For Non-Compliance.**
- **Effective Performance Management and Constructive confrontation.**
- **“Team” Performance Evaluation.**
- **Intervention Support (Employee Assistance Program)**
- **Appropriate External Resources**
- **And, yes, Termination**

# THE “WHYS” OF ENGAGING

- To increase communication between the manager and the employee.
- To help define a problem and possible solutions.
- To assist the employee in accessing appropriate support and resources.
- To establish a clear time frame in which to solve the problem for all parties concerned.
- To protect you, the manager, and your organization from liability.

# MANAGER / SUPERVISOR RESPONSIBILITIES

- Know, and raise awareness of policies, e.g., the anti-discrimination and anti-harassment policy.
- Manage employees by correcting misconduct and documenting the actions taken to address issues when they happen. Don't wait till the employees annual review to address issues.
- Listen to all complaints carefully without judging.
- Inform the individual expressing concerns that your organization will consider their complaint seriously and take appropriate action.
- Inform the individual that his or her privacy will be protected as much as is possible, and that in certain circumstances, the organization is obligated to conduct an investigation.
- Ensure that the individual is connected to the appropriate resources – and follow up!

# WHAT ABOUT VIOLENCE?

## **The U.S. Department of Justice "Watch List:"**

- **An employee who has irrational beliefs and ideas.**
- **One who is experiencing exceptional stress away from work, such as a divorce or financial difficulties.**
- **An employee who is fascinated with weapons.**
- **A person who displays unwarranted anger.**
- **A person who is unable to take criticism.**
- **An employee who expresses a lack of concern for the safety of others.**

# TIPS FOR MAINTAINING SAFETY

- **Trust your gut.**
- **Provide reporting guidance to workforce for behavioral indicators of concern.**
- **Inform the workforce of the various reporting options.**
- **If something does not feel right, remove yourself from the situation.**
- **Consider Active Shooter Training for the workforce.**

# SOME RECOMMENDATIONS FOR CREATING A “POSITIVE WORKPLACE”

- Examine and reevaluate the organization’s norms for communication, problem solving and decision-making, identifying and committing to behaviors and practices that support positive dynamics.
- Explicitly establish guidelines for identifying, addressing and resolving interpersonal conflicts.
- Establish regular meetings throughout the course of the year that focus on these dynamics: The “how” we work together.
- Conduct annual workforce surveys.

# RECOMMENDED READING

1. **George Bradt and Mary Vonnegut, *Onboarding: How To Get Your New Employees Up To Speed In Half The Time*, (John Wiley & Sons, 2009)**
2. **Michael Watkins, *The First 90 Days*, (Harvard Business School Publishing, 2003)**
3. **Richard C. Grote, *The Performance Appraisal Question and Answer Book*. (AMACOM, 2002)**
4. **Donald H. Weiss, *Fair, Square and Legal* (AMACOM, 1995)**
5. **Ferdinand Fournies, *Coaching For Improved Work Performance*, (McGraw-Hill Companies, 1998)**
6. **Robert J. Sutton, *The No Asshole Rule: Building A Civilized Workplace and Surviving One That Isn't*. (Warner Business Books, 2007)**

# CONTACT INFORMATION

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