Don’t Just Say Something. Do Something.

Food Defense and Crisis Management
Don’t Just Say Something. Do Something.
Rod Wheeler
Founder & CEO
Global Food Defense Institute

Homeland Security and Global Food Defense and Law Enforcement Expert, Rod Wheeler is the founder and CEO of the Global Food Defense Institute which provides educational, training and certification programs for the food, agricultural and chemical industries to ensure confidence and protection and to guard against intentional contamination or sabotage. He is a former “all-star” Homicide Detective with the Metropolitan Police Department in Washington DC as well as an investigator for the State of Ohio Attorney General. Rod has made over 1000 television appearances as a law enforcement and security expert and is a Crime Analyst for the Fox News Channel, and is seen regularly on ABC’s-Good Morning America, 48 Hours (CBS), as well as several other national news shows.
We Will Never Forget…
Let's Salute our military Hero's
Suspicious Note Workshop
Food Defense Suspicious Note ABC Company
ABC Bakery Company Details

**Major Bakery**
Provider of baked goods to thousands of US based companies

- Front Line worker finds a handwritten note, concealed underneath a baking pan, inside a large refrigerator unit in the plant. This employee works the 2nd shift.

- The note, which was written on a “torn-off” piece of the flap of an envelope stating the following: “By the time you find this note, some of the doe here will be poisoned with something deadly.”

- The note was wrapped in cellophane paper.

**Note:** The plant does not use cellophane paper for anything in the facility.
ABC Bakery Company Details

Picture of the Note

By the time you find this note some of the dough will be poisoned with something deadly. If you catch the person who sent it, I will make sure they get what they deserve.
ABC Bakery Company Details
Additional Details

- There are 450 employees working at the plant. Of the 450 employees, over 50 are temporary workers.

- Only one employee comes to mind who was recently identified as being disgruntled: A line worker who complained about not getting a pay raise.

- All employees have access to 99% areas of the plant.

- CCTV is in use at the plant, however, there are no cameras facing towards the entrance to the refrigeration unit.

- All employees are issued lockers, but are allowed to place their own locks on the company issued lockers.

- There is typically over 91 thousand pounds of dough in the facility at any given time.

- The plant has over 48 ingredient silos and storage tanks.
ABC Bakery Company Details
Questions

- How would you conduct this investigation?
- When do you contact outside law enforcement?
- How much information will you share with your employees?
- What, if anything, do you tell your customers?
- When do you share this information with your customers?

- How does the information about the disgruntled worker play into this investigation?
- When will you declare this investigation closed?
- What changes in security at the plant would you recommend to prevent, respond, and detect this type of situation in the future?
THANK YOU!

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Does your facility have a visitors log?
Look who “registered” their visit on the sign in log?
What type of contractors do you come in contact with during your regular workday?

*Do you "really" know who they are?*

The Kansas City food plant incident...
Yesterday - Bioterrorism Act of 2002

Updates to Guidelines & Recommendations 2004

2011 Food Safety Modernization Act
#1

The Threat of ISIS on the Homeland
The New Faces of Terrorism
Take a Close Look…

• Who is the person sitting next to you?
• Do you REALLY know that person?
• What group affiliations does that person have?
• Any telephone calls to Yemen or Pakistan?

Don’t Just Say Something. Do Something.
Who Are The Terrorist?

International Extremists
(Al Qaeda, ISIS)
Sympathizers and Lone Wolves
(Homegrown, Unassimilated Individuals)
Liberation Movements and Domestic Terrorists
(Militia, Racial Supremacists, Religious Extremists, Political Fanatics)
Environmental Extremists
(Earth Liberation Front)
Narco-Terrorists
(Colombian and Mexican Cartels)
Emerging Threats

New Internationals

Lone Wolves

Psychopaths

Cop Killers

New Weapons (need to re-think this)

Cyber and Social Media
The Fatal Five—Weapons of Choice Used By Terrorist

- Handheld Weapons
- Package Bombs
- Vehicle Bombs
- Chemical/Biological
- Radiological/Nuclear
San Bernardino Terrorist Attack

The Face of Terrorism Today
Why are people reluctant to report suspicious behavior around them?
Pulse Nightclub Attack

The New Face of Terrorism
Pulse Nightclub, Orlando Florida
American Success Story?
Major Food Co-packer for an International US Based Company

What does this banner mean to most people?

We Proudly Serve Over 2 Million Consumers Daily!!!

What does this banner mean to the Tsarnaev brothers mindset?
The New Terrorist Morality
Terrorist Cells, Lone Wolves, and Wolf Packs

Fewer moral scruples than previous generations. Broader definitions of “enemy” groups. Unrestricted use of modern weapons technologies.

Cells: Indistinct command & organizational configurations. Lone Wolves: Single individuals. Wolf Packs: 2 to 3 attackers
What Does Food Defense & Facility Protection Mean to You?
So how do we identify and stop terrorism at a food or chemical plant?
How many ingredient silos do you have at your facility?
How do you secure and protect the contents of your silos?
The 11:30 AM telephone call…

Are your silos secured?
Contractors and Visitors: Do you “really” know who they are?
Adversarial Events Can Be Caused by……

- Terrorist
- Hostile Employees or Visitors
- Psychotic Employees or Visitors
- Subversives or Rogue Employees
- Vandals
Where we’ve been…

Security of the Past…
Prior to 2005

Example of Major Food Plant Security Issues
Is Osama (or person with ill-intent) considering an attack at your facility?
Perhaps this scale can help you answer…

**Vulnerability Assessments**

**Security Plans**

**Awareness Training for Employees**

**Countermeasures, etc.**

Then
2004

Now
2016

Stuck in Between
“We’re Going to be in the Hudson”
Crisis Management
Recognize the Uniqueness of the Crisis
Denial is the First Reaction to a Crisis
Evaluating the Options and Deciding on a Plan
Extreme Determination to Succeed
Deep Focus on the Execution

Flawless Execution of the Solution, One Step at a Time

Fully Confident in His Ability

Training, Experience, and Resolve are Key to Succeed
Leaders Get Energy from Their Team

Against All Odds, a Successful Outcome
Managers tend to lose their jobs not because of the crisis itself, but because of how the crisis was “perceived handled!”
Hurricane Katrina

“Good Job, Brownie...”
President George Bush

...Michael Brown, Former Head of FEMA, who was terminated by President Bush for his handling, or mishandling, of the Hurricane Katrina Disaster
A catastrophic crisis. According to the Roger Commission appointed by the President of the US, the Challenger Space Shuttle crisis was the result of "organizational culture and group-think."
A Corporate Reputation Can Be Dangerously Fragile!!
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>What went wrong?</td>
<td>Failed to respond quickly</td>
</tr>
<tr>
<td></td>
<td>Played down the seriousness of the issue</td>
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<tr>
<td></td>
<td>Slow to release information to consumers</td>
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<tr>
<td></td>
<td>Loss of trust from consumers.. the hardest thing to rebuild</td>
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<tr>
<td><strong>What went wrong?</strong></td>
<td>Over 5000 Employee's Fired</td>
</tr>
<tr>
<td>----------------------</td>
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<tr>
<td>Played down the seriousness of the issue: Management turned a blind eye to corruption.</td>
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<tr>
<td>Allowed a culture of questionable business practices to exist.</td>
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<td>Loss of trust from consumers...the hardest thing to rebuild</td>
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BP Oil Spill

Major Disaster

- Missed the warning signs
- Never expected “this to happen”
- Failed to respond quickly
- Played down the seriousness of the issue
- Still trying to recover from consumer fallout
- Loss of trust from consumers...the hardest thing to rebuild
<table>
<thead>
<tr>
<th>Major Disaster</th>
<th>Missed the warning signs</th>
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<tbody>
<tr>
<td></td>
<td>Took too long for the CEO to apologize</td>
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<td>Internal culture of arrogance…Can do no wrong...</td>
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<td>Played down the seriousness of the issue</td>
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<td>In December of 2015 CEO said crisis is “behind them.” Another outbreak occurred in January, 2016.</td>
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Efficient response and containment…
so that the crises may be averted or their effects minimized.
3 “C’s” of Crisis Management

Coordinate, Control and Communicate

- Coordinate with emergency responders and other stakeholders
- Control the flow of information (in & out)
- Communicate with authorities and employees
Crisis Recognition

- What are the warning signals?
- Why warning signals often go unheeded.
Common reasons why warning signs go unheeded..

Organizational culture

“I don’t want to get involved.”

“Nothing like that can ever happen here.”

Group-think

Lack of mutual, professional respect

Fear of retaliation

Denial of reality
6 Stages of Crisis Management

- Avoid The Crisis—Recognize the warning signs
- Prepare to manage the crisis
- Recognize the crisis
- Contain the crisis
- Crisis Resolution
- Learning from your experience
Contingency Planning

- Plan for the unexpected
- Assess the scope of multiple problems and issues
- Develop a contingency plan
- Test the plan...over and over...using various scenarios
- Ask yourself, are we ready to handle a crisis?
Immediate Steps?
FSMA Compliance

- Insure that a valid Site-Specific Facility Security and Vulnerability Assessment is completed by the Global Food Defense Institute.

- Write and implement a documented security plan.

- Train and educate all employee’s on their role in keeping the food supply safe and secure, and the important role they play in Food Defense.
Don’t Just Say Something. Do Something.

REDi - Response Chart: Quick Reference Mobile App of What to Do When Critical Situations occur!

REDi - Crisis and Incident Management Training: What to Do When All Hell Breaks Loose!

REDi - Front Line Awareness: See Something/Say Something
Food Defense Training for Front Line Workers

REDi - Survive: Active Shooter Protection and Response for employees

REDi - Highway Watch: Cargo and Truck Driver Security Awareness

REDi - Pest Control Operator and Food Safety Auditor
Food Defense Training

REDi - Product Tampering and Investigations

REDi - Food Fraud Database (USP.org)
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THANK YOU!

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