

Workplace Violence



Awareness, Response, Planning



InfraGard
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Workplace Violence Prevention and Intervention Program

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Goal of Presentation

Today we will learn about workplace violence, including

Legislative “Guidance”

Policy

Intervention, and response

Behavioral Assessment

Presentation Objectives

Define workplace violence

Provide some metrics about Workplace Violence

Review The Occupational Safety and Health Act of 1970

Review the American National Standard (ANSI) ASIS/SHRM WVPI.1-2011

Presentation Objectives

- **Discuss the primary elements of a workplace violence prevention program and policy**
- **Review common warning signs and precursors of workplace violence**
- **Discuss Threat Classification**
- **Discuss Threat assessments and response**

A working definition

“Any act against an employee that creates a hostile work environment and negatively affects the employee, whether physically or psychologically”

It is estimated that nearly 25 percent of all workplace violence goes unreported.

Source: Definition – ANSI Standard

Source: Quote - Business Health Services

OSHA Definition

Workplace violence is also any physical assault, threatening behavior, or verbal abuse occurring in the work setting.

A workplace may be any location, either permanent or temporary where an employee performs any work-related Duty.

How pervasive is workplace violence?

- **2 million** **Victims of violence yearly**
- **20** **Killed each week**
- **#1** **Cause of death of women at work**
- **16,400** **Threats a day**
- **723** **Attacks per day**
- **43,800** **Harassed each day**

Financial and organizational Impact

- **10th leading cause of non-fatal occupational injury**
 - \$590,000,000 workers compensation costs
- **Domestic or intimate partner violence**
 - \$727,800,000 lost productivity
 - 7.9 million paid workdays lost

2011 Liberty Mutual Workplace Safety Index

2009 Centers for Disease Control

Most commonly

- Taxicab establishments
- Liquor stores
- Gas stations
- Security and Detective Agencies
- Justice and public entities – courts, law enforcement, corrections officers
- Grocery stores
- Jewelry stores
- Hotels – motels
- Eating and drinking establishments

Requirements & Regulation

OSHA

ANSI

Directive

General Duty to Protect against Workplace Violence

- Complaint, referral, fatality, catastrophic event involving a violent act at the business.
- A programmed inspection (survey/assessment) shall be considered when an employer is part of an industry with a recognized potential for workplace violence.
- OSHA suggests that if the hazard of workplace violence exists then an employer should conduct an assessment and implement a Workplace Violence Program.

OSHA September 2011

CPL-02-01-052

- **OSHA Directives-Local or Federal**
- **Insights for Inspectors-Recognized Hazards**
- **History of records, injuries, complaints & grievances.**
- **Employer or Industry Recognition**
- **Potential Abatement Methods**

ANSI – ASIS/SHRM WVPI.1-2011

- **American National Standard**
 - September 2011
 - Voluntary unless the ANSI Standard has been adopted
 - Provides a standard platform for
 - A Workplace Violence Prevention and Intervention Program
 - A Threat Management protocol
 - Practices that can assist the organization in effectively managing post-incident issues.

Workplace Violence – What is it?

- **Definition**

- Violence or the threat of violence against workers or students
- Inside or outside the workplace
 - Threats
 - Verbal abuse
 - Physical assaults
 - Homicide
- Observable and manageable

Intimidation

Bullying

Domestic Violence

Workplace Violence – What is it?

- **What does workplace violence look like?**
 - Murder
 - Other Assault
 - Harassment
 - Physical abuse
 - Emotional abuse
 - Threats and intimidation
 - Stalking - Including CYBER stalking!
 - Bullying
 - Domestic violence

***The active shooter
is a form of workplace violence***

Other disruptive behaviors

- **Emotional Harassment**
 - Disdain
 - Ridicule
 - Glaring

Relationship of offender

Type of Act	Description of Act
Type I	Offender has no relationship with the victim or workplace establishment. In these incidents the motive most often is robbery or another type of crime
Type II	Offender currently receives services from the workplace, often as a customer, client, patient, student, or other type of consumer.
Type III	Offender is either a current or former employee who is acting out toward coworkers, managers or supervisors.
Type IV	Offender is not employed at the workplace, but has a personal relationship with an employee. Often these incidents are due to domestic disagreements between an employee and the offender.

Eugene Rugala, FBI special agent, retired, Center for Personal Protection and Safety in Spokane, Washington

The Path to Violence

Violence follows a path. It follows a progression which is chartable.

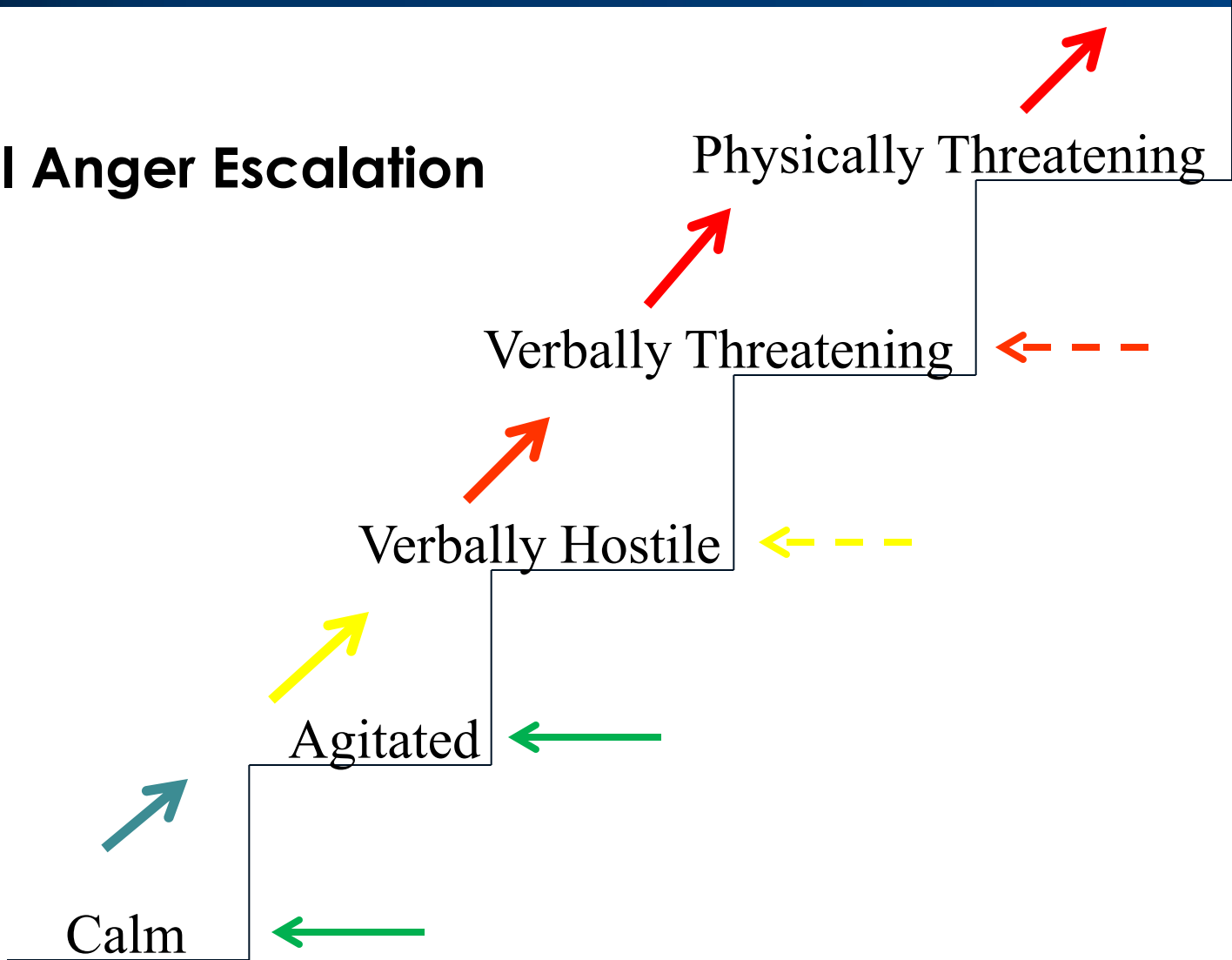
Violence progresses along a continuum, if you will, that has definable points.

It is important to assess where the offender is along that path towards acting out a threat.

The Path to Violence

Critical Event

Personal Anger Escalation



The Path to Violence

- **Understanding the threatening person**
 - Contributing events
 - Perceived or pending job suspension or termination
 - Termination of medication or medication not working
 - Termination of therapy sessions with psychiatric or other mental health professional
 - Academic Stressors
 - » Finals
 - » Academic censure



The Path to Violence

- **Contributing events**
 - Divorce
 - Pending financial or legal problems
 - Loss of a loved one
 - Onset of serious health problems
 - Alcohol or drug relapse
 - Domestic violence
 - Finals
 - Academic Censure



Emotional Pressures

- Inability to move on
- Difficulty bonding
- Past threats
- Feeling of persecution
- Recurrent psychosis
- Blaming
- Volatility/impulsivity
- Oversensitivity
- Problem solving with violence or threats

Behaviors

1. Intimidation
 2. Stalking
 3. Violent threats
 4. Angry about entitlements
 5. Argumentative
 6. Poor performance
- A. Enamored with guns
 - B. Admires other violent people or acts
 - C. Transfers blame

Recognizing violence

- Intuition
- Policy
- Training

Employee and Visitor Conduct

“It is the goal of our company to maintain a professional and safe environment that is conducive to working. *Unacceptable behavior is defined as follows:*

“... Physical abuse, unlawful detention, or threatening behavior toward any person on campus;

“... Possession or use of firearms;

“... Possession or use of explosives or other weapons, or chemicals;



Reporting threats and intimidation

- **Company policy**
 - Prohibited behavior
 - Reporting threats or violent acts
 - Investigating threats or violence

Policy Statements - Generally

- Compliant with the law
- Fair and consistent
- Open and transparent
- Current and accurate
- Comprehensive



Policy Statements

- **Purpose**
 - Provide guidance
 - Encourage violence free workplace
- **Policy statement**
 - Define prohibited behavior
 - Stipulate who is affected, responsible
 - Define where the policy applies
 - Spell out the likely disciplines
 - Explain how the employee and the company will respond

Policy Statements

- **Definitions (example terms)**
 - Workplace violence
 - Threat
 - Intimidation
 - Zero-tolerance
 - Court orders
 - “Weapon”

Policy Statements

Any other act a reasonable person would consider violent or threatening. **Domestic Violence, Bullying, Cyber Stalking**

Prohibited behavior

- Direct threats or physical intimidation
- Implied or suggested violence
- Stalking
- Weapons possession
- Assault
- Physical restraint, confinement

Prohibited behavior

- Dangerous or threatening horseplay
- Loud, disruptive or angry behavior or language
- Blatant intentional disregard for the safety of others
- Commission of a felony or misdemeanor

Reporting Procedure

- **Reporting violent acts or threats**

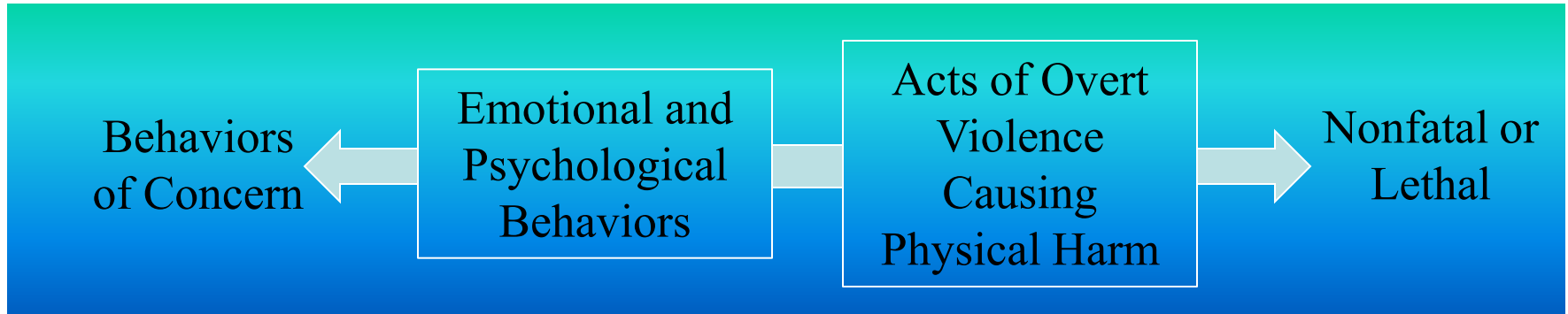
- Steps the employee should take – victim, witness

- Reporting in person
- Reporting by phone
- Documentation
- Follow-up

Confidentiality
Anonymity

- Behavioral Assessment Team– victim, witness

- Documentation
- Investigating as necessary
- Follow-up with threat management



Mr. Rugala, FBI special agent, retired, Center for Personal Protection and Safety in Spokane, Washington
Stephene J. Romano, FBI special agent, retired. *Workplace Violence Prevention Readiness and Response FBI Law Enforcement Bulletin January 2011.*

Assessing the Risk

- **Behavioral Assessment Team**
 - Responsibilities
 - Implement and manage a violence assessment program
 - ***Determine the risk***
 - ***Manage key incidents***
 - Protect and assist employees
 - Manage public relations
 - Protect operations

Categorizing the risk

- **Why is this step necessary?**
 - To work from a plan, process or rubric
 - To determine the appropriate amount of resources necessary to mitigate
 - To ensure uniformity of handling
 - To understand the larger picture

Priority I	Critical Impact to operations
Clear Immediate identifiable target	High risk of personal injury or death of numerous workers or others Combination of both from Category II
Priority II	Serious impact but not business critical
Identifiable target, but lacking immediacy Plan of violence is specified but target is not	High risk of serious injury
Priority III	Will affect business, but not a serious interruption
Relatively non-specific threat of violence Moderate risk to persons or organizations	Low risk of personal injury
Priority IV	No intentional threat has been confirmed
No threat of violence	There is little likelihood of injury or damage

The Behavioral Assessment Team

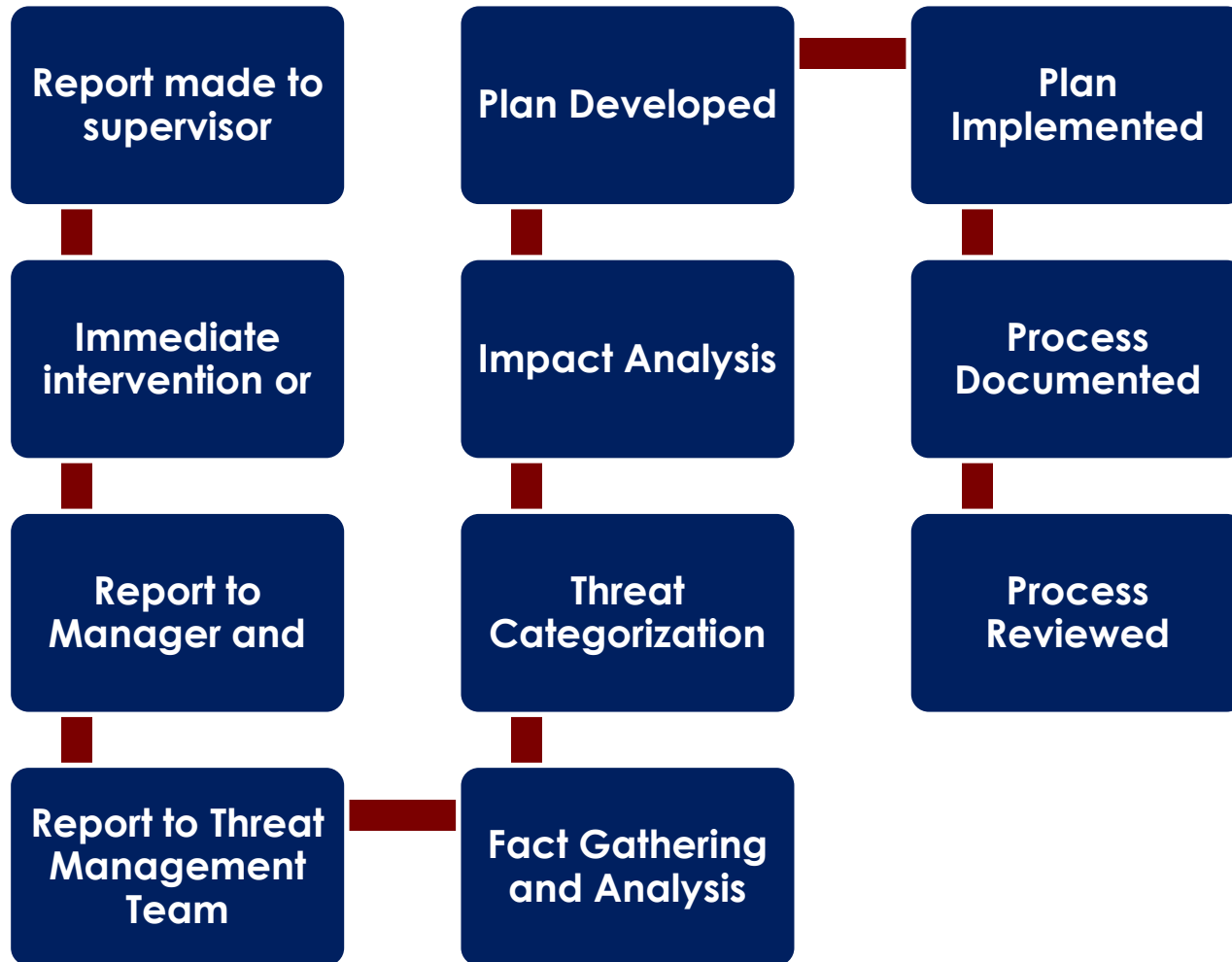
- Categorizing the risk
- Developing the response
- Team approach
 - Expertise
 - Experience
 - Responsibility
 - Accountability

Managing Workplace Violence

- **The process**

- Complaint filed
- Team assembled (full or partial)
- Facts reviewed
- Additional facts gathered (investigation)
- Threat examined and defined
- Risk categorized
- Action plan developed
- Plan implemented
- After action report

Threat response process



Summary

Today we covered

- Some trends towards a violent employee population
- The path to violence
- The importance of POLICY
- Categorizing the risk
- Using the behavioral assessment team approach

By now you should be able to

- Determine where an employee is on the path toward violence
- Know the process of reporting
- Understand the assessment team approach

Questions

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shrm ansi workplace violence standard