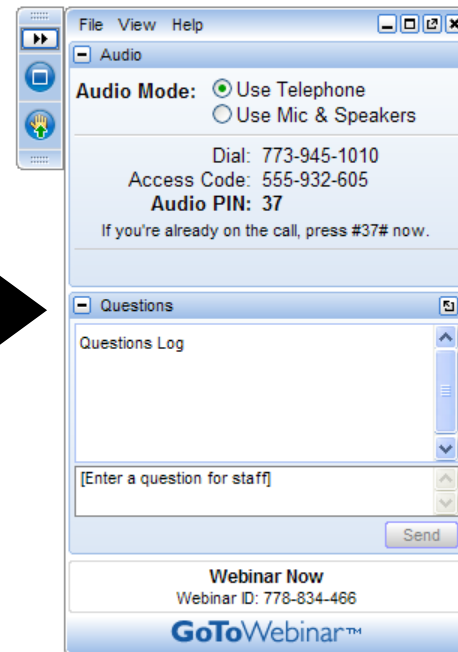


A large graphic featuring the words 'Workplace Violence' in a bold, black, sans-serif font. The text is overlaid on a large, semi-transparent red prohibition sign (a circle with a diagonal slash). The background of the slide is a blurred image of a meeting room with several people seated around a table, some looking at laptops and others at documents.

Kathryn Carlson, SPHR  
March 16, 2017



- If you have questions during the presentation, please submit them using the “Questions” feature
- Questions will be answered at the end of the webinar
- If your question does not get answered, we will reach out to you individually





**Passion to Prevent**

Premier provider of technology enabled compliance and HR management solutions

Comprehensive risk management, safety, and compliance software platform



As noted in policy guidance, <insert company> prohibits acts of violence, threats, harassment, intimidation, or otherwise disruptive behavior by or against our staff

This policy applies to all employees, contractors, and customer

All reports of incidents involving Workplace Violence will be taken seriously and dealt with appropriately. Individuals who commit such acts may be removed from the premises and may be subject to disciplinary action, criminal penalties, civil litigation, or all of the above



Like it or not, every organization is vulnerable to workplace violence, regardless of size or type. An incident of workplace violence can be devastating to an organization—to its bottom line, to employee morale, to employee retention and recruiting, and to its reputation and brand.

The cost of reacting after a serious incident has occurred is 100 times more costly than taking **preventative actions**.

Nixon, W. Barry, The Financial Impact of Workplace Violence, National Institute for Prevention of Workplace Violence, Inc., ISBN 0-9749403-4-8

- Workplace violence costs an estimated \$121 billion dollars each year nationwide
- Non-fatal assaults alone result in more than 876,000 lost workdays and \$16 million in lost wages for American businesses
- Related costs include: Lost productivity, counseling, contract/sales losses, clean up and refurbishing, increased insurance costs, law suit settlements, brand devaluation
- The average settlement costs for negligence lawsuits related to instances of workplace violence is \$1 million (with some verdicts as high as \$40 million)





## **At the close of this session, you will be able to:**

1. Explain what workplace violence is and understand the different types of violence in the workplace
2. Tell how to recognize violent potential.
3. Use techniques to diffuse potentially violent situations
4. Describe how to respond effectively to workplace violence
5. Understand workplace security procedures to follow to minimize the possibility of violent situations.

- ✓ Management commitment and employee involvement
- ✓ Risk Evaluation
- ✓ Hazard Controls
- ✓ Workplace Violence Prevention Policy  
Employee Training
- ✓ Record Keeping System
- ✓ Ongoing Program Evaluation



## Workplace Violence is:

An assault or other violent act/threat that occurs in or is related to the workplace and entails a substantial risk of physical or emotional harm to individuals or damage to company resources or capabilities

97% of workplace acts of violence are non-fatal, ranging from verbal threats to fist-fights, *but... you must be prepared for any type of violence including an active shooter situation*

## Workplace Violence is NOT:

- Annoying behavior.
- Disliking a coworker.
- A rude customer.

# Participants In Workplace Violence

- Coworkers
- External visitors or customers to the workplace
- Former employees
- Family members or domestic partners



**Type 1** violence includes violent acts by criminals who have no other connection with the workplace, but enter to commit robbery or another crime.

85% of all workplace homicides fall into this category.

**Type 2** includes violence directed at employees by customers, clients, patients, students, inmates, or any others for whom an organization provides services.

Such violence can be very unpredictable. It may be triggered by an argument, anger at the quality of service, denial of service, delays, or some other precipitating event.

**Type 3** of Workplace Violence consists of acts committed by a present or former employee. Such violence may be directed against coworkers, supervisors, or managers. Although violence by employees is very rare, the pressures, long hours, and working conditions of deployments may increase stress and interfere with an individual's ability to cope.

**Type 4** includes violence committed in the workplace by someone who doesn't work there, but has a personal relationship with an employee—for example, an abusive spouse or domestic partner. In such cases, there is a greater chance that warning signs were observed, but ignored. Coworkers or managers may have believed the signs were not important or were “none of their business.”

## Negative Personality Characteristics:

- Suspicious of others
- Sense of entitlement
- Unable to take criticism
- Feels victimized

## Marked Changes in Mood or Behavior:

- Extreme or bizarre behavior
- Irrational beliefs or ideas
- Appears depressed or has heightened anxiety.
- Marked decline in work performance



# When Behavior Becomes Aggressive

How to spot an aggressive situation:

- Speaking loudly, frantically or quickly
- Gesturing wildly
- Aggressive stances and gestures such as pointing, getting close, clinching fists
- Making threats and personal insults





## History of Violence:

- Fascination with weapons, acts of violence or both
- Demonstrated violence towards inanimate objects
- Evidence of earlier violent behavior

## Threatening Behavior:

- States intention to hurt someone
- Holds grudges
- Excessive behavior (phone calls, gift giving, obsessions)
- Preoccupation with violence

## Socially Isolated:

- History of negative interpersonal relationships
- Few family or friends
- Views the workplace as a home and coworkers are “family”
- Has obsessive involvement in his or her job

## Intimidating Behavior:

- Argumentative.
- Displays unwarranted anger.
- Uncooperative, impulsive, easily frustrated.
- Challenges peers and authority figures.

## Increase in Personal Stress:

- An unreciprocated romantic obsession.
- Serious family or financial problems.
- Recent job loss.



At Level 1 the person exhibits intimidating behaviors that are discourteous/disrespectful, uncooperative, and or verbally abusive

1. You should observe and document the behavior in question
2. Report his or her concerns to the your next level supervisor to seek help in assessing and responding to the situation.
3. One technique for addressing the situation in a respectful manner and establishing limits with the offending coworker is the use of “I” statements, such as:
  - “I don’t like shouting. Please lower your voice.”
  - “I don’t like it when you point your finger at me.”
  - “I want to have a good working relationship with you.”



At level 2 the person may argue with customers, vendors, coworkers, or management. Refuse to obey agency policies or procedures. Sabotage equipment or steal property for revenge. Verbalize wishes to hurt coworkers or management. Stalk, harass, or show undue focus on another person. Make direct or indirect threats to coworkers or management (in person, in writing, by phone). View himself or herself as victimized by management (me against them) and talk about “getting even.”

1. Avoid an audience.
  2. Remain calm, speaking slowly, softly, and clearly.
  3. Ask the employee to sit, to see if he or she is able to follow directions.
  4. Ask questions about the complaint, such as:
    - What can you do to regain control of yourself?
    - What can I do to help you regain control?
    - What do you hope to gain by committing violence?
    - Why do you believe you need to be violent to achieve that goal?
  5. Direct aggressive tendencies into other behaviors, so the employee sees that there are choices about how to react.
-



At Level 3 the person make suicidal threats. Physical fights or assaults of coworker(s) or manager(s). Damage or destruction of property. Concealment or use of a weapon to harm others. Display of extreme rage or physically aggressive acts, throwing or striking objects, shaking fists, verbally cursing at others, pounding on desks, punching walls, or angrily jumping up and down

1. Call 9-1-1 or other appropriate emergency contacts for the facility, particularly if events occur that require medical and/or law enforcement assistance.
2. Secure your personal safety first—leave the area if safety is at risk.
3. Remain calm and following the violence prevention procedures.
4. Contact other people who may be in danger. Keep emergency numbers for employees up to date and accessible.
5. Cooperate with law enforcement personnel when they have responded to the situation. Be prepared to provide a description of the violent or threatening individual, details of what was observed, and the exact location of the incident



## What to Do:

- ✓ Assess the situation in your mind
- ✓ Project calmness
- ✓ Be patient, empathetic and encourage the person to talk
- ✓ Focus your attention on the person so they feel that you are interested in what they have to say
- ✓ Maintain a relaxed yet attentive posture, position yourself at a right angle instead of directly in front of the person
- ✓ Ask for small specific favors, such as if you could talk in a quieter area
- ✓ Be reassuring and point out choices
- ✓ Arrange yourself so that your exit is not blocked

## What Not To Do

- Do not be the hero. Your focus should be diverting the aggressive individual and keeping others safe without putting yourself in harm's way
- Do not make promises you cannot keep
- Do not make physical contact with the individual



“An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.”

*-U.S. Department of Homeland Security, 2008*

*While victim selection is often random, the violent attacks are not. They are meticulously planned, resourced, rehearsed, and methodically executed.*

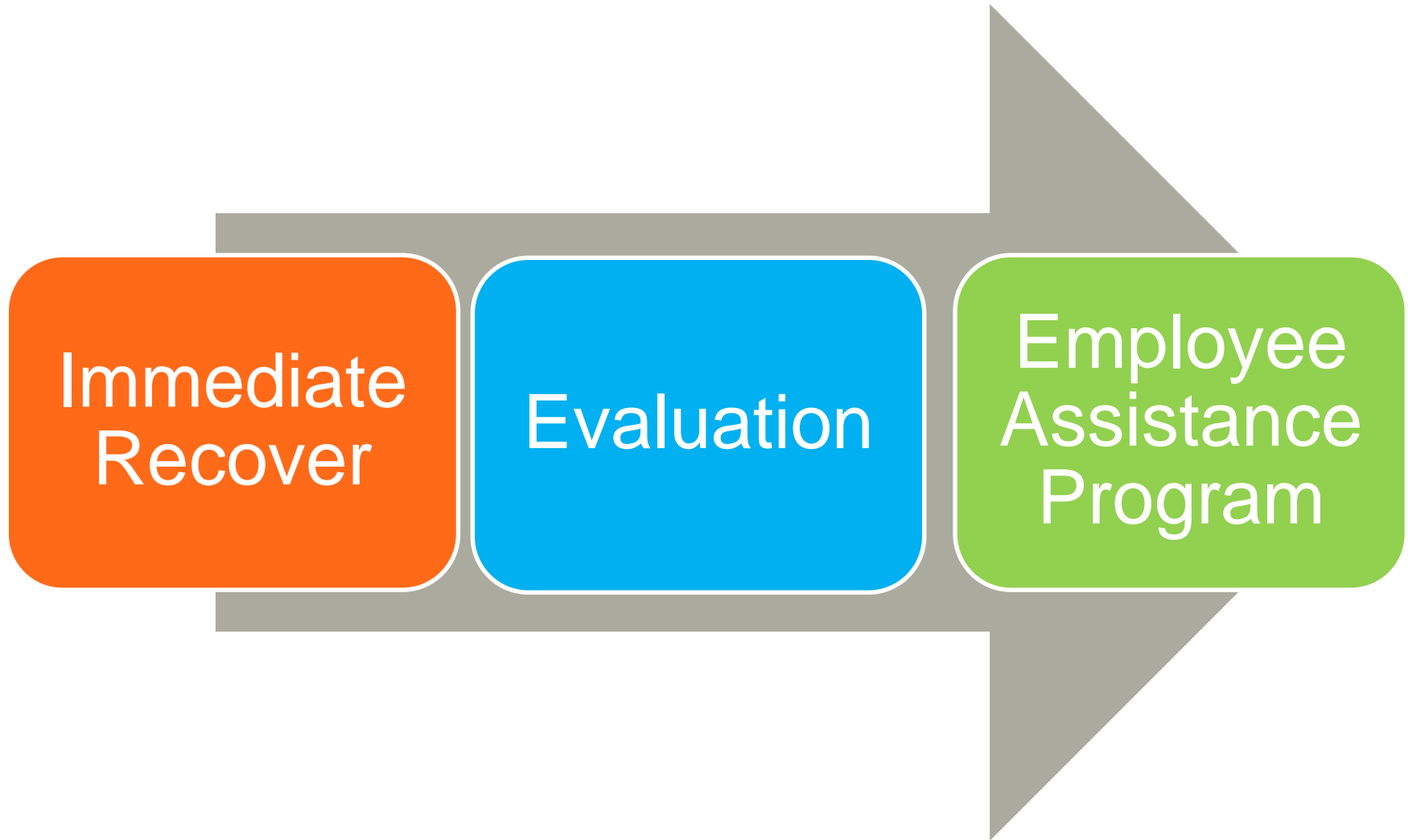
A blurred graphic of yellow police tape with the text "POLICE LINE DO NOT CROSS" in black, angled across the bottom of the slide.

**POLICE LINE DO NOT**



<https://www.youtube.com/watch?v=5VcSwejU2D0>





Stage 1: Employee experiences emotions such as shock, disbelief, denial or numbness. Physically, the employee is in “fight or flight” mode. Heart rate, sensory perception and adrenaline levels are increased.

Stage 2: Commonly called the “impact” stage, where the employee may feel a variety of intense emotions including anger, fear, rage, grief, sorrow, guilt or depression. This stage may last a few days, a few weeks or a few months.

Stage 3: The reconciliation stage. The employee tries to make sense of the event, understand its impact, and reach closure of the event.



Immediate Recover



- During this step, you should review the incident to determine if everything was done that could have been done to prevent the incident from happening again
- Make sure that during evaluation you do not engage in “blame the victim” mentality.
- You should also make suggestions to upper management on improvements or a change in practices that may prevent this situation in the future including additional security, training and policies



- **Authorities and First Responders should be the first to intervene in hostile situations.** After the immediate threat has been resolved, employers should refer all employee affected (directly or indirectly) by the incident to your Employee Assistance Program.
- Hold small group meetings to discuss the incident with your staff, but do not pressure anyone to attend



Employee Assistance



## Let's Review Your Procedures

- How will you “sound the alert” get people moving and out of harm’s way?
- What is the first step in calling for help?
- What are the Emergency escape procedures or routes?
- Where are the “safe spots” within and outside the facility?
- What is the procedure for accounting for all employees after the event?
- What are the procedures to secure the work area after the event?
- Who is the person responsible for this plan?

## Practice Makes Perfect

It is important to practice your contact procedures and conduct workplace violence drills so that all employees are well-versed on what to do when a situation occurs. Remember that for workplace violence employees should not proceed the usual staging areas that you might use for a fire or explosion such as a parking lot. Practice drills for multiple types of emergency situations





- Workplace violence is an assault or other violent act/threat that occurs in or is related to the workplace and entails a substantial risk of physical or emotional harm to individuals or damage to company resources or capabilities
- Workplace violence can occur from a number of sources including coworkers, customers and family members
- You must be prepared to prevent and if necessary deal with violence in the workplace

After an incident be prepared for the three steps of Recover

Immediate Recovery

Evaluation

EAP

- Violence Prevention Procedures are critical

Know who to contact

Practice makes perfect

Develop and review procedures



## Warning behaviors of violence may include:

- History of violence
- Threatening behavior
- Intimidating behavior
- Increase in personal stress
- Negative personality characteristics
- Marked changes in mood or behavior
- Socially isolated



## Diffusing escalating situations:

- > Assess the situation in your mind
- > Project calmness
- > Be patient, empathetic and encourage the person to talk
- > Focus your attention on the person so they feel that you are interested in what they have to say
- > Maintain a relaxed yet attentive posture, position yourself at a right angle instead of directly in front of the person.
- > Ask for small specific favors, such as if you could talk in a quieter area
- > Be reassuring and point out choices
- > Arrange yourself so that your exit is not blocked

**In an active shooter incident you should RUN, HIDE, FIGHT**



<https://www.cdc.gov/niosh/docs/96-100/introduction.html>

<https://www.osha.gov/SLTC/workplaceviolence/>

KPA and Succeed clients please see the additional training modules and program development resources in the HRDrive or Risk Management Center, contact the Client Service Center at [800-486-0400](tel:800-486-0400) or use the “Ask the HR Expert” link for additional assistance.