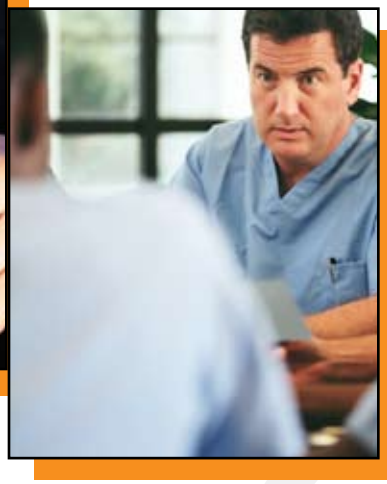
Violence in the Workplace



BWC Division of Safety and Hygiene Training Center

Violence in the Workplace

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Violence in the Workplace

Objectives

You will learn:

- Review impact of violence in the workplace;
- Identify categories of VIWP;
- Discuss strategies for preventing VIWP;
- Begin to identify what **YOU** can do.

Violence in the Workplace

Agenda

8:30 - 10:00

- Introduction
- How serious is the problem?
- Types
- Causes

10:00 - 10:15

- BREAK

10:15 - 12:00

- Case studies (video?)
- Prevention
- Law enforcement guest speaker (restraining orders)?

12:15

- Summary and Evaluations
- DISMISS

BWC Office Locations

Ohio Center for Occupational Safety & Health (OCOSH)
13430 Yarmouth Drive
Pickerington, OH 43147
1-800-OHIO BWC
(Follow the prompts)
(614) 995-8622
Safety@bwc.state.oh.us

Cambridge
61501 Southgate Parkway
Cambridge, OH 43725
(740) 435-4210

Canton
400 Third St. S.E.
PO Box 24801
Canton, OH 44701-4801
(330) 471-0397

Cleveland
615 W. Superior Ave.
6th Floor
Cleveland, OH 44113
(216) 787-3060

Columbus
30 W. Spring St.
11th Floor
Columbus, OH 43215
(614) 752-4538

Dayton
3401 Park Center Drive
PO Box 13910
Dayton, OH 45414
(800-862-7768
(937) 264-5230

Garfield Heights
4800 E. 131st St.
Garfield Heights, OH 44105
(216) 584-0115

Governor's Hill
8650 Governor's Hill Dr.
4th Floor
Cincinnati, OH 45249
(513) 583-4403

Hamilton
One Renaissance Center
345 High St.
Hamilton, OH 45011
(513) 785-4510

Lima
2025 E. Fourth St.
Lima, OH 45804
(419) 227-4116

Logan
1225 W. Hunter St.
Logan, OH 43138
(740) 385-9848

Mansfield
240 Tappan Drive N.
PO Box 8051
Mansfield, OH 44906
(419) 529-4528

Portsmouth
1005 Fourth St.
PO Box 1307
Portsmouth, OH 45662
(740) 353-3419

Springfield
1 S. Limestone St.
PO Box 1467
Springfield, OH 45501
(937) 327-1365

Toledo
1 Government Center
12th Floor
Toledo, OH 43604
(419) 245-2474

Youngstown
242 Federal Plaza W.
Suite 200
Youngstown, OH 44503
(330) 797-5010

INTRODUCTION

Awareness Survey

1. Workplace violence by its definition involves some form of physical attack.

   True or False

2. OSHA cites organizations for allowing “violent” environments to exist.

   True or False

3. Workplace violence is primarily a “security” issue.

   True or False

4. The human resource section of an organization is the appropriate area that should be involved in managing potential violence in the workplace situations.

   True or False

5. Workplace violence has decreased in the last 10 years.

   True or False

6. The best way to identify and prevent violence in the workplace is to have on site security.

   True or False

7. The retail industry has the highest incident rate of workplace violence.

   True or False

Sample Definitions

NOTE: These following definitions (except "stalking") were written by participants from previous Violence in the Workplace classes. They are not legal definitions.

HARASSMENT

Harassment is the act of someone creating a hostile work environment through unwelcome words, actions, or physical contact not resulting in physical harm. **Sexual Harassment** may also be considered a form of workplace violence. By definition, sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other oral or written communications or physical conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment or position. Submission to or rejection of such conduct by an individual is used as a basis for employment or decisions affecting the individual; or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or abusive work environment.

Sexual harassment can occur between individuals of different sexes or of the same sex. Although sexual harassment most often exploits a relationship between individuals of unequal power such as between super visor and employee, it may also occur between individuals of equal power (such as between fellow co-workers), or in some circumstances even where it appears that the harasser has less power than the individual harassed.

THREAT

A threat is an expression of an intent to cause physical harm at the time or in the future. Any words, slurs, gestures or display of weapons which are perceived by the worker as a clear and real threat to their safety and which may cause fear, anxiety, or inability to perform job functions.

STALKING

Most statutes define stalking as the willful, malicious and repeated following and harassing of another person. Stalking is broadly characterized by unwanted obsessive interest. Stalking is not based exclusively on male/female "romantic" scenarios. A specific pattern of conduct must exist to be categorized as stalking. Many state laws mandate that an imminent, credible threat of violence be made against the victim for the activity to be considered stalking.

PHYSICAL ATTACK

With or without the use of a weapon, a physical attack is any aggressive act of hitting, kicking, pushing, biting, scratching, sexual attack, or any other such physical act directed to the worker by a co-worker, patient, client, relative or associated individual which arises during or as a result of the performance of duties and which results in death or physical injury.

WORKPLACE VIOLENCE

Workplace violence is unwelcome physical or psychological forms of harassment, threats, stalking behavior or attacks that cause fear, mental or physical harm, or unreasonable stress in the workplace.

How Serious is the Problem? Relevant Statistics

RATE OF WORKPLACE VIOLENCE

- Each year between 1992 and 1996, more than 2 million people became victims of violent crime while at work or on duty (Bureau of Justice Statistics, 1998).

- Businesses ranked workplace violence as their top concern for the third straight year in the 1996 Pinkerton Security Issues Survey Report (Montoya, 1997).

- Twelve percent of all victims of nonfatal workplace violence reported having been physically injured (Bureau of Justice Statistics, 1998).

- In Ohio, ten percent of all workers' compensation death claims were attributed to workplace violence in 1997 (Ohio Bureau of Workers' Compensation).

VICTIM CHARACTERISTICS

- Among people victimized while working or on duty, male victims outnumbered females by about 2 to 1. Nearly 9 in 10 victims of workplace violence were white. About 70% of the victims were between ages 25 and 49 (Bureau of Justice Statistics, 1998).

- Female victims were more likely to report that their attackers were known to them (50%) compared to male victims (37%) (Bureau of Justice Statistics, 1998).

OFFENDER CHARACTERISTICS

- Those who committed workplace violence were predominantly male, white, and older than twenty-one. Only about 20% of violence incidents involved an armed offender (Bureau of Justice Statistics, 1998).

- Forty-three percent of the robberies were committed by more than one offender (Bureau of Justice Statistics, 1998).

WORKPLACE CHARACTERISTICS

- Annually, 330,000 retail sales workers became victims of workplace violence. More than 160,000 medical workers were victimized each year (Bureau of Justice Statistics, 1998).

WORKPLACE HOMICIDE

- Each year from 1992 to 1996, there were more than 1,000 workplace homicides (Bureau of Justice Statistics, 1998).

- Work-related homicides decreased in Ohio in 1997, down to 22 from 31 in 1996. Of these, seven were related to robberies.

- Although job-related homicides dropped 7% from 1996 to 1997, homicide was still the second leading cause of job-related deaths. Fourteen percent of the fatalities at work were attributed to homicides. The causes for these homicides include:
  * robberies and other crimes (85%)
  * disputes among coworkers and with customers (9%)
  * domestic disputes (5%) (Bureau of Labor Statistics, 1998)

- Homicide is the leading cause of death from occupational injury among females (National Institute of Occupational Safety & Health, 1996).

- Retail sales workers experience the highest number of workplace homicides (Bureau of Justice Statistics, 1998). Two-thirds of workplace homicides occur in service and retail trade industries (Bureau of Labor Statistics, 1998).

- The bombing of the Oklahoma City federal building caused 12% of the job-related homicides in 1995 (Bureau of Labor Statistics, 1996).

DOMESTIC VIOLENCE IN THE WORKPLACE

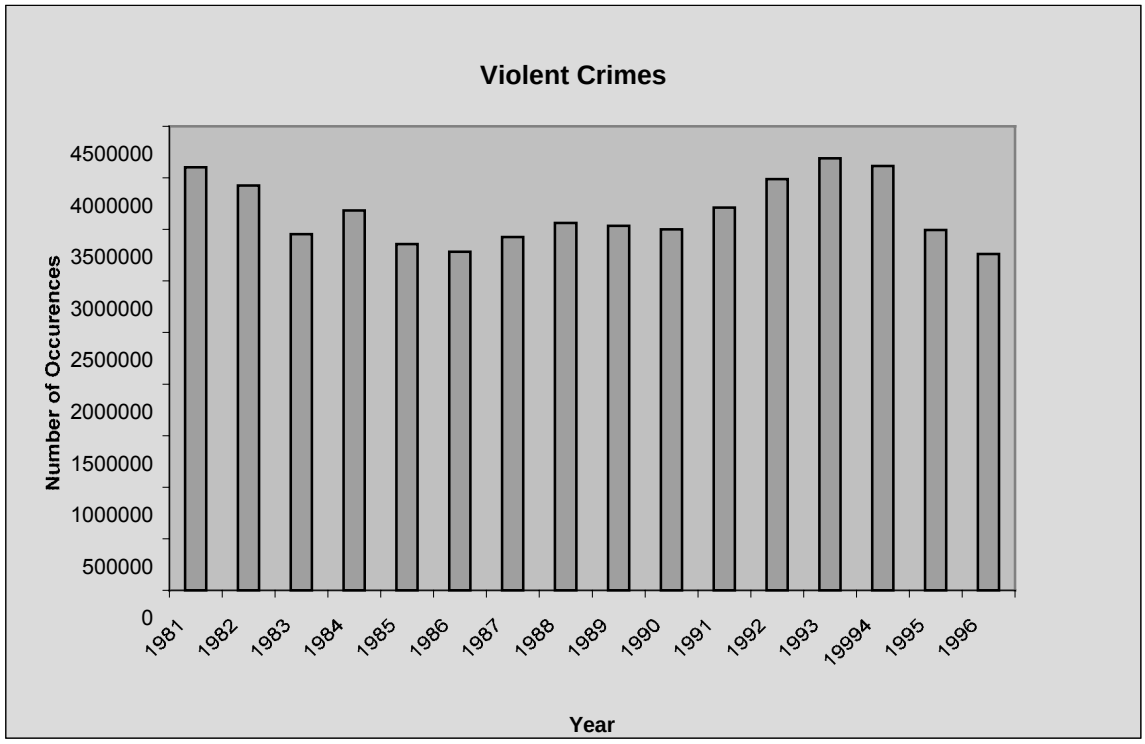
- According to a survey by the National Safe Workplace Institute, 94% of surveyed corporate security and safety directors rank domestic violence as a high security problem.

- More than 25% of the female victims of job-related homicides were assaulted by people they knew. About 16% resulted from domestic disputes that spilled over into the workplace (Bureau of Labor Statistics, 1998).

- According to the National Violence Against Women Survey:
  * Stalkers made overt threats to about 45% of victims.
  * Stalkers spied on or followed about 75% of victims.
  * Stalkers vandalized the property of about 30% of victims.
  * Over 90% of stalking incidents involve some form of contact (physical, personal, written communication) at the workplace.

SERIOUS VIOLENT CRIME STATISTICS

Serious violent crime has shown a decrease over the past several reported years (see chart below). The serious violent crimes index includes incidents of rape, robbery, aggravated assault, and homicide. (U.S. Department of Justice Bureau of Justice Statistics)



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Violence in the Workplace

Impact, Types, Causes, & Prevention

Ohio Division of Safety & Hygiene

Objectives

- Review impact of violence in the workplace
- Identify categories of VIWP
- Discuss strategies for preventing VIWP
- Begin to identify what **YOU** can do

"We want to believe that human violence is somehow beyond our understanding, because as long as it remains a mystery, we have no duty to avoid it, explore it, or anticipate it."

The Gift of Fear by Gavin de Becker

“. . the path toward violence is an evolutionary one, with signposts along the way.”

<u>The School Shooter: A Threat Assessment Perspective</u> by Mary Ellen O’Toole, PhD

Let’s take a look at the numbers

- Each year 110,000 acts of violence occur on the job.
- Almost 20% of workplace violence occurs in the Midwest.
- The most common targets are women, employees over 60 and managers.

(Source: BLS and NIOSH).

Workplace Deaths

- Homicide is the 2nd leading cause of death in the workplace
- Worker on worker violence resulting in death only represents 4%; The remainder is from robberies, assaults from customers, patients, etc.

Awareness Impact

- The number of workplace homicides fell 9% to 516 in 2006 reflecting a decrease of more than 50% from the all time high in 1994.
- An American Society of Industrial Security survey indicates the top 3 prevention strategies to be: employee training, zero tolerance and controlled access to buildings.

OSHA'S General Duty Clause

- **SEC. 5. Duties** (a) Each employer --

  (1) shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees;

Definitions

- Harassment
  - The act of someone creating a hostile work environment through unwelcome words, actions or physical contact or stalking behavior NOT resulting in physical harm.
- Threat
  - An expression of an intent to cause physical harm at that time or in the future. Any words, slurs, gestures, stalking behavior or display of weapons which are perceived by the worker as a clear and real threat to their safety and which may cause fear, anxiety or the inability to perform job functions.

Definitions

- Physical Attack:

  With or without the use of a weapon, a physical attack is any aggressive act of kicking, pushing, biting, scratching, sexual attack or any other such physical act directed to the worker by a co-worker, patient, client, relative or associated individual which arises during or as a result of the performance of duties and which results in death or physical injury.

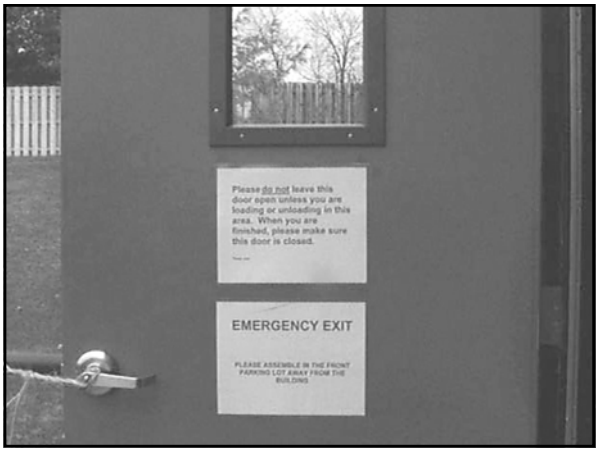
VIWP Types

Type 1: By a Stranger

TYPES

Warning Signs - Type 1

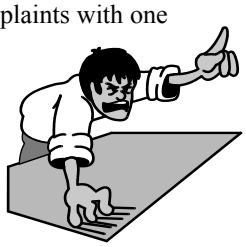
- Increased crime in the area
- Incidents in similar industry or workplace
- Employee concerns
- Special or unique conditions: time of year, local events
- Poor or no security
- Poor environmental design



Types II: By a Customer or Client:

Warning Signs - Type 2

- Increased number of complaints from a client, etc.
- Increased number of complaints with one product or service
- Security breaches
- "Close call"
- Employee concerns

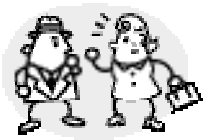


Type III: Internal to Company

Warning Signs - Type 3

- Has a history of interpersonal conflict, is argumentative or uncooperative
- Has difficulty accepting authority or criticism
- Tends to blame others for problems
- Decreased social connection with little or no family support
- Significant changes in behavior, performance, or appearance

Type IV: By Personal Relations



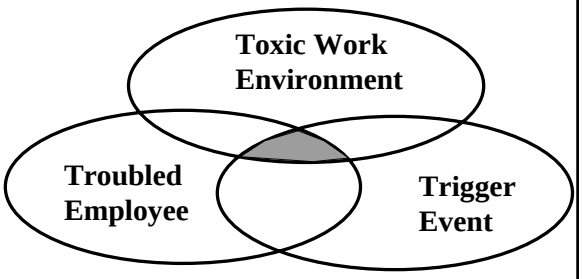
Warning Signs - Type 4

- distraught employee
- evidence or claims of harassment
- suspicious person on property

VIWP Types: So what?

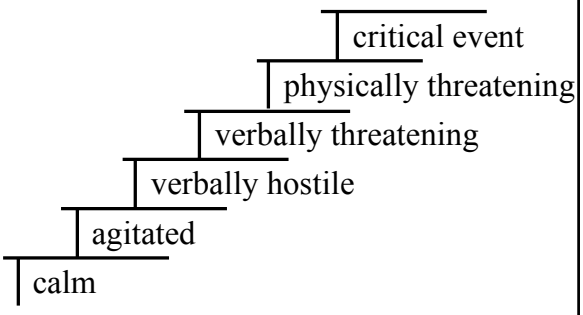
- counters "randomness" argument
- breaks down the problem
  - different causes
  - different solutions needed

Dangerous Ingredients



Park Deitz' model

Personal Anger Escalation



Types of
Violence in the Workplace

Type I	**External to company**	**Criminal (Robber, rapist, carjacker, arsonist etc.)**
Type II	**External, but business-related**	**Customer or client**
Type III	**Internal to company (Employee to employee violence)**	**Employee issues within the organization May include former employees**
Type IV	**Personal Relationship**	**Current or past romantic involvement***

***Please note that "involvement" may be real or perceived to be real by the perpetrator**

Violence in the Workplace Overview

Description	Risk Factors	Early Warning Signs	Prevention Keys
TYPE I External criminal activity	• Exchange of $ with the public • Employees working alone • Predominately female workforce • Working late • Working in high crime areas • Guarding valuables • Poor environmental design	• Increase in crime in the area • Incidents in similar industry or workplace • Employee concerns • Special/unique conditions - time of year, local activities • Graffiti	Pro-active security and audit • External lighting • Minimum Cash - so stated • Drop safes • Silent alarms - doors locked • Surveillance cameras • Bullet proof barriers • Operational changes to limit vulnerability
Description	**Risk Factors**	**Early Warning Signs**	**Prevention Keys**
TYPE II External assault from clients or customers	• TYPE I risk factors • Collection activities • Problem resolution departments • Major change in product or company policy that affects customer • Contact with angry or frustrated public	• Increase in customer complaints • Increase in complaints with products or service • Employee fear statements • Security breaches • "Close calls"	• Pro-active security • Controlled access to facilities • Customer service training • Conflict resolution skills • Pro-active public announcements • Community service and action • Improved perceptions and image • Problem solving team
Description	**Risk Factors**	**Early Warning Signs**	**Prevention Keys**
TYPE III Internal employees, supervisors or work related	• Type II risk factors • High stress environment • Little control over decisions at work • Autocratic management style • Fear of losing job, layoffs, economic peril • Radical organizational change • Major life change event(s) • Labor v. management tension • Substance abuse • Negligent hiring and retention	• Expressions of open anger and/or frustration • Intimidating behavior • fights • Actual or implied threats • Changes in behavior, performance or appearance • Perception gaps • Increased grievance activity • Increase in absenteeism, tardiness or job turn-over • Person with history of violent behavior • References to/access to weapons • Feelings of victimization or oppression • Victim of domestic abuse	• Top management & labor partnership • Pro-active risk assessment • Organization-wide participation & support • Zero tolerance policy • Crisis plan / Crisis team • Hiring, retention & termination system(s) • Awareness training • Skills & policy training • Recognition system • Participative management style • Stress management • Employee involvement and opportunity to voice concerns

Description	Risk Factors	Early Warning Signs	Prevention Keys
TYPE IV Personal Relationship (perceived or real)	• Sexual harassment work atmosphere • Phone contact only settings • Inner office relationships and subsequent break-ups • Marital break-ups • "Star" element in the workplace (Movie, TV, print, Music)	• Obsessive interest • Over reliance on relationship for emotional support • Domestic abuse • Letters, voice mail, in person expressions of "fatal attraction" • Flowers, gifts to the workplace from admirers • Employees out of work area to constantly visit target of perceived relationship • Stalking behaviors • Excessive workplace visits • "Shrine" like displays in the work area to loved one or target of perceived relationship	• Awareness and early intervention • Reporting & training for employees • Support through EAP for emotional break-ups • Management awareness of retraining orders • Police involvement in stalking behaviors • Prompt investigation of harassment • Control over employee and visitor traffic • Verification and awareness of grapevine information • Training on harassment issues for all employees • Confidential referral system of issues related to harassment

CAUSES

Causes

Psychological & Social

- Personal expectations
- Culture change
- Domestic spill-over
- Reduced trust
- Reduced caring
- Less control
- Media influence

Jobs-Economy

- Downsizing
- “Jobs” vs. “Careers”
- Personal identity from job
- Labor-management tension
- Negligent hiring & retention

Denial

- VIWP is not a big problem.
- Even if it is, it's not a problem here.
- I can't do anything about it anyway.
- It's a social, not a workplace, problem.

Stress

- Fear of losing job
- Other major life-changing event
- Substance abuse
- Personal problems
- Feelings of oppression

Leadership Style

- Autocratic management / supervisory style
- Managers out of touch with workers
- Organizational change
- Unrealistic expectations
- Unfair allocation of tasks

Causal Factors

It is not possible to isolate one single causal factor for Violence in the Workplace. Many complex psychological and physical forces may blend and reinforce one another to prompt an individual to commit violent acts. People react in differing ways to stress and personal events. Determining exact causes or trigger events leading to violent outbursts or actions may be difficult.

DENIAL

1. **Minor problem -** Despite studies, statistics and similar industry experiences, many organizations continue to rank violence in the workplace as a minor workplace problem.

2. **Inevitable -** Many organizations recognize that violence in the workplace exists, and further recognize that they are likely to be the victim of violent acts. Alarmingly, many of these same organizations have adopted a philosophy that is based upon inevitability. These organizations respond to threats and threat warning signs as if nothing can be done to prevent escalation or occurrence.

3. **Social problem -** Based upon the complexity of the violence in the workplace issue, many organizations view it as a social problem, not a workplace problem. By adopting this definition, organizations may fail in preventing avoidable instances of violence in the workplace.

PSYCHOLOGICAL & SOCIAL ISSUES

1. **Unrealistic personal expectations -** The gap between the reality of a person's life situation and their perceived level of desired comfort can produce volatile behavior if aggravated by a trigger event.

2. **Domestic spillover -** Home and family turmoil can result in workplace violence. Managers should be aware of their employees' domestic changes that may impact the work place.

3. **Reduced trust -** Workers may feel that the organization or their supervisor is "out to get them," reducing the amount of trust and allegiance they feel for their employer. This lack of trust can lead to disgruntled employees.

4. **Reduced caring -** Impersonal handling of employee issues and concerns can be perceived as a devaluing of the work force or person. Persons who feel that they are "just a number" may be prone to violent outbursts by a real or perceived lack of concern for them as individuals.

5. **Loss of control over life direction -** Persons expressing a pervasive sense of an inability to influence or control future events in their lives may be exhibiting a key warning sign of workplace violence. Persons convinced that (a) a predetermined negative outcome awaits them and (b) their actions have little bearing on this predestined conclusion may be prime candidates for violent or irrational acts.

6. **Media influence -** Some believe that media coverage of workplace violence spawns additional violence or "copy cat" incidents. Numerous recent studies suggest that saturation coverage related to violence in society desensitizes the public to the warning signs and the actual occurrence of violence.

JOBS AND ECONOMIC ISSUES

1. **Downsizing** - The realities of corporate downsizing impact the work force in differing ways. Advance notice of job loss can prompt negative emotional issues to surface and may lead to violent outbursts or incidents. Organizations with marginally 'toxic" work environments may increase their risk profile if downsizing efforts are not managed appropriately.

2. **Jobs versus careers** - Positions within organizations rarely provide life-long employment, which is resented by some people who resist job changes. The change in perception of employment in general, may add to the increase of violent outbursts or incidents by limiting the employee's sense of "ownership" or loyalty to an organization. The perception can magnify other psychological issues and may additionally provide a rationalization element for those that commit violent acts in the workplace.

3. **Job changes** - The changing shape of employment via position consolidation, automation, doing less with more and other management practices, may add to a climate ripe for violent acts. Persons who cannot manage the inner stress of position instability are more likely to seek out other means to project their inner frustrations. Employee assistance, communication and transitional training can be keys to avoiding violent incidents in a changing job landscape.

4. **Personal identity from job** - Interesting studies contrasting European and American perceptions of the relationship of position and self definition have been conducted noting a stark contrast in these two work groups. When asked the question "What do you do?" Europeans generally responded with a hobby, interest, or personal activity. The American sample groups responded with a job title or position. Persons who heavily define self worth by their job position may respond more aggressively to job challenges, interruption or loss than those in a more balanced setting.

5. **Labor-management tension** - Work environments that ignore strife between labor and management, or foster an adversarial work climate may be more likely to experience specific forms of workplace violence. Incidents of assault, sabotage and theft may emerge in this toxic work environment. Employees or managers deeply entrenched on either side of this stalemate may rationalize doing acts of violence.

6. **Negligent hiring & retention** - Practices such as improper background checks and inconsistent discipline or removal can have far reaching effects on work force morale. Negligent hiring practices can allow marginal elements into your work force. Failure to consistently screen for drugs can also have far-reaching legal implications.

7. **New technology** - Dramatic changes in work place mechanization, automation, or computer reliance can have adverse impact on employees. Employees that have high levels of anxiety about automation may displace anger or frustration into violent outbursts.

PERSONAL ISSUES

1. **Major life-changing event-** Whether an event is "major" or not depends on the importance of the event to the individual. The violent death of a parent, spouse or child can be termed a major life-changing event. Even the death of a pet can be extremely traumatic if the person's support structure relied on affection from this pet. This example, although extreme, illustrates the importance of sensitivity to employee needs and life changes. Major life changing events can be effectively navigated by the employee without the incidence of violence. Assistance in the form of counseling, time away from work or other support groups should be examined as strategies to prevent violence.

2. **Substance abuse** - The effect of drug and alcohol abuse on stress and, in turn, workplace violence should not be underestimated. The employee's ability to cope with daily life challenges through the use of controlled substances may be a key warning sign of potential volatility. An increase in prescription and over the counter drug abuse has compounded the workplace drug problem. Persons battling addiction or dependence on prescription drugs may be primed for irrational acts and outbursts. Managers need to note behavioral changes that may be caused by drug use. Employee assistance programs (EAP) and the ability of managers at all levels to identify those in need of assistance are critical elements to your organization's workplace violence prevention efforts.

3. **Personal problems** - Each employee carries a certain amount of stress or "emotional baggage" associated directly to a challenge in their personal life. This constant stress can become cause for concern if a substantial change in support structure occurs or problems escalate to an unmanageable level. In many circumstances substantial warning signs exist if a support structure is not present for the affected person. Warning signs include dramatic changes in outlook on life and verbalization of despair to those outside of the traditional support structure. This "reaching out" is potentially more significant when attempted by those that generally keep this stress to themselves.

4. **Feelings of oppression** - Stress reactions can be magnified to the person who believes that s/he is being singled out or severely restricted by someone in power over them. Managers must be cautious (especially in autocratic settings), to be aware when feelings of oppression are voiced. Targeted statements like "you are keeping me down", are of special concern as they may be a final warning of impending action.

5. **Inability to provide for family** - When interrupted through workplace injury, downsizing, layoffs or job loss, the traditional family provider may demonstrate his/her desperation with irrational reactions and workplace violence. When one' s income is significantly reduced or eliminated, one may act with desperation. Those providing the "last safety net" for employees must be aware of the increased probability of violent outbursts at the termination or interruption of benefits.

MANAGEMENT STYLE & WORK ENVIRONMENT

1. **Autocratic environment** - Managers ruling by fear, intimidation or extreme inflexibility can be facilitators toward violent acts. Employees under an autocratic environment are less likely to trust, ask for help, or care about the well being of others or the organization. In an autocratic environment violent outbursts, or acts of extreme violence, may be viewed as ways to seek revenge or maintain dignity.

2. **Managers out of touch with workers** - Acts of revenge and frustration are more likely to occur in environments where managers are not in tune with the needs or changes within the work force. Signs of employee morale change are less likely to be noticed in an environment characterized by indifference or even disdain.

3. **Organizational change** - an organization's ability to successfully integrate and "sell" change to their employees can have an effect on violence in the workplace. Violent acts can be responses to stress and in some persons "out of their control" or forced change can be a trigger event leading to violence. Employee involvement in operational changes may meet with less resistance and cause less stress.

4. **Unrealistic expectations** - Quotas that are unattainable or systems designed to institutionalize failure can contribute to stress, helplessness and feelings of oppression. Employees may resort to sabotage or other violent acts to offset the impact of unrealistic managerial expectations.

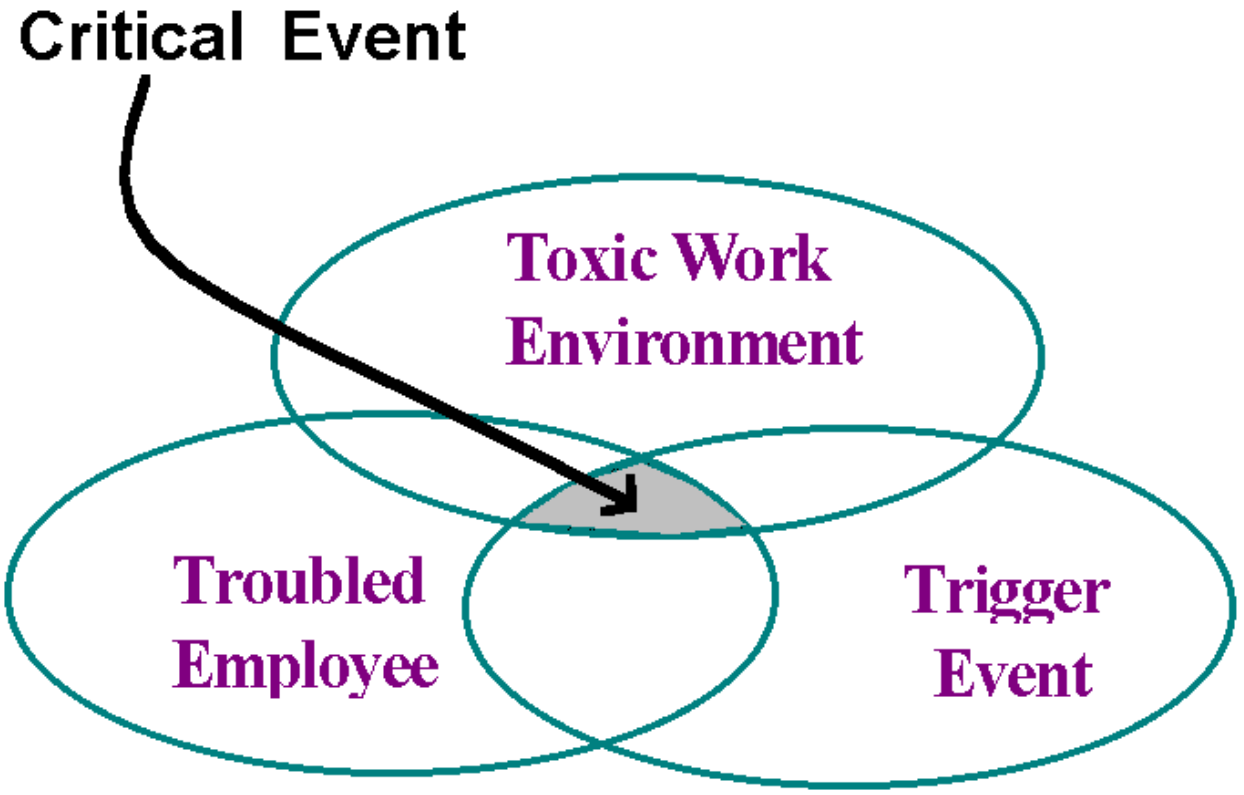
5. **Unfair allocation of tasks** - Managers may inadvertently fall into situations where their drive toward task completion may increase stress and violent outbursts. In our current work environments, violent outbursts are a retaliatory option in the mind of many workers. Managers can avoid increasing workplace volatility by being sensitive in allocating tasks that may appear to others as preferential or vindictive.

6. **Lack of teamwork** - Environments that are characterized by an absence of team work, isolation of workers, lack of support, and extreme pressure placed upon the individual may be more likely to experience violent outbursts. Characteristics of effective teams include mutual support, a climate of trust, ownership of team goals/objectives, input from everyone, valuing the strengths of each team member, and open communication.

7. **Sexual Harassment**- Environments that are impacted by sexual harassment may also have a high vulnerability to workplace violence incidents. Sexual harassment may be considered a form of intimidation. Persons may react to intimidation by striking back in retaliation via a violent act directed at the harasser or vented toward others. Additionally, persons involved in the act of harassment may also escalate their activities to physical attack. Environments that allow sexual harassment to become a part of the organization's culture may in fact facilitate violent acts.

Causes, Manifestations, & Resolutions for Threatening Behavior

	Intimidation	Desperation	Revenge
CAUSATION	• Trigger situations in person's life or environment • May be for enjoyment or to fulfill inner need	• A request for something that is not being met • May be rooted in frustration or desperation	• May be clandestine or planned in nature • Is generally not a first response to adversity unless as element of daily life
HOW IT MANIFESTS	1. More likely to begin by phone or letter 2. May escalate to in person threats 3. May include reporting to higher authorities 4. May threaten job of target 5. May escalate to physical assault or specific threats	1. May be rooted in poor listening or overly bureaucratic responses 2. May be very direct in demands including deadlines and delivery specifications to avoid action on part of person making threat. 3. Is commonly irrational in nature	1. May focus on a specific person or an organization that has been given "human" traits 2. May be revenge motivation for the handling of another person. (Defend the helpless) 3. May have warning signs apparent on non-threat issues
RESOLUTION STRATEGIES	1. Train employees to de-escalate at first occurrence 2. Address behavior at earliest opportunity 3. Attempt to secure facts in writing and arrange for single point of contact 4. Terminate interaction	1. Allow venting 2. Remove barrier 3. Meet in person 4. Demonstrate empathy 5. Research handling of incident by employees seeking start point of conflict 6. Document and communicate to all parties	1. Counsel on root issue between parties 2. Early intervention and seek full resolution 3. Don't allow "testing comments" by subject at onset of incident 4. Insure that this is not a corporate culture issue



Park Dietz model

Viewing some instances of workplace violence as foreseeable and preventable are key elements in understanding causation. How does a person with "problems" become the perpetrator of a violent act? This model demonstrates the intersection of three key elements that comprise many violent acts. Each element is defined, demonstrated and shaped by the individual's perceptions.

TOXIC WORK ENVIRONMENT - Many of the topic areas listed under causal factors related to the workplace dynamic are included in this broad term. A toxic work environment includes such factors as the state of employee-management relations, working conditions, pressure to produce, job security, downsizing and problem solving avenues available to employees.

TRIGGER EVENT - A trigger event or as "the straw that broke the camel's back" is an instance that pushes the employee past the point of effectively managing their stress, into an actual violent act.

This event can be a unique occurrence that may not have caused the stress build-up, but now has led to a violent response. At high stress levels a myriad of issues are likely to trigger the person "at the brink." In the ideal work setting, managers and coworkers are charged with observing when their friends and coworkers are at the breaking point, and communicating these observations to someone who can help minimize the stress being experienced. Through effective minimization, trigger levels or events can be neutralized.

TROUBLED EMPLOYEE - The troubled employee is one who is experiencing some change in their ability to cope with their daily problems. An individual's ability to cope, major life changes, home life, support structure and change in belief systems are part of the troubled employee profile. (See "Personal Issues" under Causal Factors in this document.).

PREVENTION

CASE STUDY

Prevention

Management Commitment & Leadership Style

- Recognize potential problem
- Use labor-management partnership
- Be a communicator, facilitator, expediter
- Implement a VIWP policy

Employee Involvement

- Participation and support in determining policies
- Assist with risk assessment
- Recognize signs of stress in co-workers
- Communication throughout the organization
- Input on training needs

Zero Tolerance Policy

- Ensure that the consequences reflect the action
- Elements (purpose, definitions, reporting procedure, investigation, disciplinary action)
- Non-retaliation
- Clear expectations
- Forms
- Organizational "buy-in"

Pre-hiring Checks

- Criminal background check
- Driving record (if applicable)
- Check references carefully
  - employers, supervisors, coworkers
- Ask open-ended questions during the interview
- Verify credentials
- Test for drug use-BWC'S DFWP

Risk Assessment

- Workplace security analysis
- Customer flow / Hours of operation
- Treatment of customers / clients
- Training of personnel
- Restricted areas
- Installation of panic-buttons/warning devices

Crisis Contacts/Emergency Procedures

- Who to contact?
- When to sound alarm?
- Lockdown procedures.
- Who speaks to police/media?

Training Topics

- VIWP: what it is
- Workplace violence prevention policy
- Assault risk factors
- Recognizing warning signs
- Diffusing volatile situations
- Incident reporting

Documentation

- Purpose of documentation (to determine severity, to evaluate control methods, to identify training needs)
- Injuries, incident reports
- Risk assessment results
- Corrective actions
- Follow up actions
- Training

Summary

- Actively address VIWP issues
- Assess the risk of violence
- Involve employees
- Document incidents & take threats seriously
- Implement a VIWP policy
- Consistently apply policy
- Train all employees

The Beginning…..

Prevention Strategies

PREVENTION OVERVIEW

A) Management Commitment & Leadership style
B) Employee Involvement
C) Zero Tolerance Policy
D) Pre-hiring checks
E) Risk Assessment
F) Crisis Team
G) Training
H) Documentation

A) MANAGEMENT COMMITMENT & LEADERSHIP STYLE

Managers, supervisors and organizational leaders need to be consistently aware that "how" they manage may have a far greater impact on workplace perceptions, behaviors, and overall environment than any skill or knowledge of systems and processes. Their "style" of leading may be the most critical ingredient to a violence prevention program.

Suggestions for management

1. Management seeks to understand the scope and causes of violence in the workplace.
2. Management understands that there is potential for violence in any workplace.
3. Management accepts its share of responsibility in the prevention of violence in the workplace, both moral and legal.
4. Management demonstrates organizational concern for employees' emotional and physical health.
5. Management understands that excessive stress and strict authoritarian management styles are contributors to workplace stress and possible violence.

Labor-management partnership

1. Top management supports employee involvement and collaboration to prevent violence in the workplace.
2. Through communications and actions, management provides motivation and accountability to all levels of management, supervision and employees.
3. Management makes decision with input from employee leadership.

B) EMPLOYEE INVOLVEMENT

Both management and employees must actively participate in the safety and health management process (including violence prevention) for it to be effective.

1. Participation and support in determining policies
2. Assisting with risk assessment
3. Helping co-workers deal with stress
4. Communication throughout the organization
5. Input on training needs
6. Recognition of "Warning Signs" indicating that violence is a possibility and an understanding of what to do when these are recognized

C) ZERO TOLERANCE POLICY & APPROACH

Elements of a policy

1. Purpose
2. Definitions
3. Reporting procedure
4. Investigation
5. Disciplinary action

Characteristics of a successful company

- Deal with incidents and warning signs as an operationally accepted practice
- Handle warning signs and indictors consistently and fairly through a response plan and organized referral system

D) PRE-HIRING CHECKS

Before hiring, employment background checks are an important step towards improving overall workplace safety. Verifying certain elements of previous employment can better equip the employer to make the appropriate employment decision. Several options are listed below that can be considered part of the selection process. Each of these options should be reviewed with your legal staff for appropriate implementation, record keeping and administration.

Before hiring:

1. Criminal background check
2. Driving record (if applicable to job)
3. Call previous employers
4. Check references carefully
5. Ask open-ended questions during the interview
6. Verify credentials, certifications, degrees and training received
7. Test for drug use

E) RISK ASSESSMENT

The purpose of assessment (survey, analysis, audit) is recognize and identify any existing or potential hazards for workplace violence. The ultimate goal is to eliminate as many risk areas as possible and establish preventive steps for those vulnerabilities that cannot be eliminated.

A wide range of activities from very informal and casual personal discussion, to formal written surveys can be used to reach your assessment goals. Risk assessment at certain levels can be accomplished by staff members of most organizations. Conversely, some elements of an effective risk assessment should be conducted by security professionals or specialists in the specific area under assessment. Assessment strategies include screening or perception survey, audit, suggestion box, small group discussion, and one-on-one, no-risk discussions.

Assessment for Type I (External--mostly robbery)
1. Workplace security analysis
2. Police reports
3. Communication with neighborhood
4. Customer flow
5. Hours of operation
6. Contingency plan

Assessment for Type II (External, but related)
1. Treatment of customers
2. Training of front-desk personnel
3. Installation of panic-buttons
4. Restricted areas

Assessment for Type III (Internal)
1. Analysis of accident and medical reports
2. Organizational climate (caring, trusting, positive environment)
3. Policies (Fair, consistent, and reasonable)
4. Early identification of potential problems

Assessment for Type IV (Relationship)
1. Evaluation of visitor traffic and limitations
2. Work space design
3. Physical security devices
4. Easily accessible employee assistance programs
5. Escort for after hours employee traffic
6. Parking lot lighting and security
7. Awareness

F) CRISIS TEAM - RESPONSE TEAM

The size, composition, and purpose of a crisis team will depend on the type and size of the organization. Successful teams act as a trusted, fair, and respected group whose purpose has organizational-wide support.

Team responsibilities

1. Represent the entire organization in Workplace Violence management and assessment
2. Serve as liaison to employees in time of crisis and prevention activities
3. Address issues related to policies and procedures, training needs, documentation and vulnerabilities
4. Serve as liaison with investigators

Departments or functions represented on the Crisis Team

1. Human Resources and Public Relations
2. Senior Management
3. Employee representation
4. Health Serves: Medical and EAP
5. Legal, Internal Affairs
6. Security, Facilities management
7. Outside sources: Contract Security, Counseling services

G) TRAINING TOPICS

Organizational training needs are to be determined after collaborative assessment. The purpose is to ensure staff awareness of (a) potential hazards and (b) knowledge of preventive measures. Employee awareness of warning signs and what they should do when/if they view a warning sign should be included in any violence prevention training program.

Training topics

1. Workplace violence prevention policy
2. Risk factors contributing to assaults
3. Ways to protect oneself & co-workers
4. Recognition of violence warning signs (Red Flags)
5. Procedure for reporting incidents
6. Diffusing volatile situations
7. Effective employee management
8. Team building

H) DOCUMENTATION

Effective documentation is essential to the success of a workplace violence prevention program. Accurate and complete records can help employers determine the severity of a specific problem, evaluate methods of controlling the problem, and identify future training needs.

Types of documentation

1. Injuries
2. Incident Reports of Violent acts
3. Security call reports
4. Risk Assessment results
5. Corrective action taken related to employee conduct
6. Training received by each employee

OSHA Questions

OSHA will ask these types of questions to determine if the violence was preventable:

1. Did the employer have direct knowledge of a person's violent tendencies?

2. Was there knowledge of what a reasonable person could have done to prevent the violent act?

3. What is the industry's practice in dealing with this issue?

4. Did the employer take reasonable steps to abate the hazard?

Workplace Violence Prevention Checklist

Management Responsibility

- ❑ Yes ❑ No Management support for harmonious work environment with mutual trust and respect
- ❑ Yes ❑ No Informing employees in advance of significant changes in the workplace
- ❑ Yes ❑ No Research on applicant's employment history prior to hiring
- ❑ Yes ❑ No Employee participation in solving workplace problems, and/or being part of teams which influence workplace conditions/environment
- ❑ Yes ❑ No Supervision of written policies, training, and prevention on premises of workplace violence

Written procedures/policies

- ❑ Yes ❑ No Zero tolerance workplace violence policy, including zero tolerance for harassment and intimidation
- ❑ Yes ❑ No Written procedure for responding to workplace violence
- ❑ Yes ❑ No Written procedure for reporting and investigating workplace violence incidents, including disciplinary measures
- ❑ Yes ❑ No Written procedure for the airing of grievances
- ❑ Yes ❑ No Policies which prohibit firearms and other weapons from the premises
- ❑ Yes ❑ No Policies which minimize the amount of cash on hand with signs to announce this to the public
- ❑ Yes ❑ No Written procedure for dealing with hostile customers
- ❑ Yes ❑ No Written procedure for employment termination to avoid disgruntled employees

Training

❑ Yes	❑ No	Trained supervisors who are aware of warning signs for potentially violent behavior in employees
❑ Yes	❑ No	Trained employees who understand how to behave courteously toward customers, clients, and visitors
❑ Yes	❑ No	Trained escorts to accompany employees to their cars
❑ Yes	❑ No	Trained employees who can respond to threatening phone calls and bomb threats, including mail/parcel bombs
❑ Yes	❑ No	Trained employees who understand effective means to deal with conflict reduction and crisis management
❑ Yes	❑ No	Trained employees with skills in interpersonal communication, active listening, and acceptance of criticism

Prevention on Premises

❑ Yes	❑ No	Well-lit and uncluttered business premises, both inside and outside the facility
❑ Yes	❑ No	Secure access to the facility, such as security guards, photo badges, magnetic pass cards, or sign-in policy
❑ Yes	❑ No	Where necessary, bullet-resistant enclosures, silent alarms, surveillance cameras, manual emergency alarms
❑ Yes	❑ No	Police patrolling facility, especially late at night or early morning

This checklist was adapted from the following article:

Kaletsky, Rick. "A Violence Reality Check." *Occupational Health & Safety*, October 1998, 188-190.

BEHAVIORS

Workplace Violence Do's and Don'ts: How Your Personal Conduct Can Help De-escalate Conflicts

The International Association of Chiefs of Police (IACP), the U.S. Department of Defense and the Bureau of Justice Assistance offer the following suggestions when confronted with a potentially violent individual in their publication, "Combating Workplace Violence: Guidelines for Employers and Law Enforcement." For a copy of the guidebook, contact the IACP at 515 N. Washington St., Alexandria, VA 22314-2357

Do:	**Do Not:**
• Project calmness: move and speak slowly, quietly, confidently. • Be an empathetic listener: encourage the person to talk; listen patiently. • Focus your attention on the other person; let them know you are interested in what they have to say. • Maintain a relaxed, yet attentive posture; position yourself at a right angle rather than directly in front of the other person. • Acknowledge the person's feelings; indicate that you can see he or she is upset. • Ask for small, specific favors such as asking the person to move to a quieter area. • Establish ground rules if unreasonable behavior persists; calmly describe the consequences of any violent behavior. • Use delaying tactics, which will give the person time to calm down; offer a drink of water (in a disposable cup). • Be reassuring and point out choices; break big problems into smaller, more manageable problems. • Accept criticism in a positive way. When a complaint might be true, use statements like, "You're probably right." Or, "It was my fault." If the criticism seems unwarranted, ask clarifying questions. • Ask for his or her recommendations. Repeat back to him or her what you feel is being requested. • Arrange yourself so that a visitor cannot block your access to an exit.	• Use styles of communication, which generate hostility such as apathy, brush off, coldness, condescension, robotism, going strictly by the rules or giving the run-around. • Reject all of a client's demands from the start. • Pose in challenging stances such as standing directly opposite someone, hands on hips or crossing your arms; avoid any physical contact, finger pointing, or long periods of fixed eye contact. • Make sudden movements which may be seen as threatening; notice the tone, volume and rate of your speech. • Challenge, threaten or dare the individual; never belittle the person or make him or her feel foolish. • Criticize or act impatiently toward an obviously agitated individual. • Attempt to bargain with an individual who is threatening you. • Try to make the situation or sources of conflict seem less serious than it is. • Make false statements and/or issue promises you cannot keep. • Try to impart a lot of technical or complicated information when emotions are high. • Take sides or agree with distortions. • Invade the individual's personal space; at minimum make sure there is a space of three to six feet between you and the person.

Life Stress Test

By Dr. Tim Lowenstein

Conscious Living Foundation, P.O. Box 9, Drain, OR 97435

Free Health Master Catalog : 1 -541 - 836 - 2358 or www.cliving.org

In the past 12 months, which of the following major life events have taken place in your life.

1. Make a check mark next to each event that you have experienced this year.

2. When you're done, add up the points for each event.

3. Check your score at the bottom.

_____ Death of Spouse 100
_____ Divorce 73
_____ Marital Separation 65
_____ Jail Term 63
_____ Death of close family member 63
_____ Personal injury or illness 53
_____ Marriage 50
_____ Fired from work 47
_____ Marital reconciliation 45
_____ Retirement 45
_____ Change in family member's health 44
_____ Pregnancy 40
_____ Sex difficulties 39
_____ Addition to family 39
_____ Business readjustment 39
_____ Change in financial status 38
_____ Death of close friend 37
_____ Change to a different line of work 36
_____ Change in number of marital arguments 35
_____ Mortgage or loan over $10,000 31
_____ Foreclosure of mortgage or loan 30
_____ Change in work responsibilities 29
_____ Trouble with in-laws 29
_____ Outstanding personal achievement 28
_____ Spouse begins or stops work 26
_____ Starting or finishing school 26
_____ Change in living conditions 25
_____ Revision of personal habits 24

_____ Trouble with boss 23
_____ Change in work hours, conditions 20
_____ Change in residence 20
_____ Change in schools 20
_____ Change in recreational habits 19
_____ Change in church activities 19
_____ Change in social activities 18
_____ Mortgage or loan under $10,000 17
_____ Change in sleeping habits 16
_____ Change in number of family gatherings 15
_____ Change in eating habits 15
_____ Vacation 13
_____ Christmas season 12
_____ Minor violations of the law 11
_____ Your Total Score

This scale shows the kind of life pressure that you are facing. Depending on your coping skills or the lack thereof, this scale can predict the likelihood that you will fall victim to a stress related illness. The illness could be mild - frequent tension headaches, acid indigestion, loss of sleep to very serious illness like ulcers, cancer, migraines and the like.

LIFE STRESS SCORES

0-149 Low susceptibility to stress-related illness

150-299 Medium susceptibility to stress-related illness.

Learn and practice relaxation and stress management skills and a healthy well life style.

300 and over High susceptibility to stress-related illness

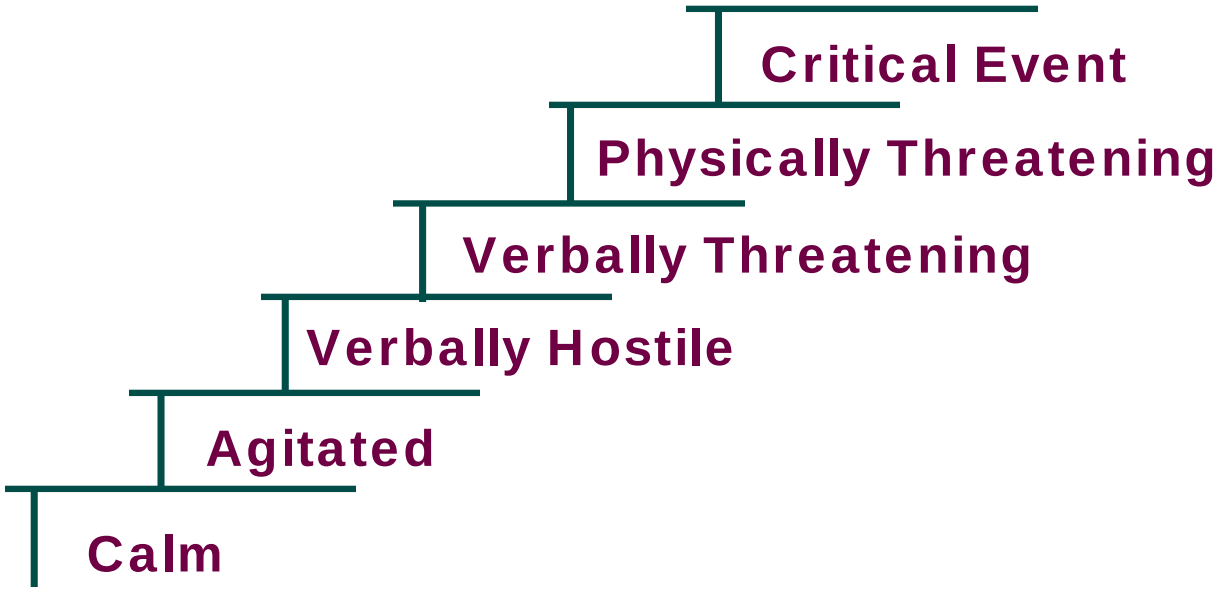
Daily practice of relaxation skills is very important for your wellness. Take care of it now before a serious illness erupts or an affliction becomes worse.

Personal Anger Escalation

Seldom will an individual progress directly from a calm state to the critical event stage without some intermediate steps. This model on "Personal Anger Escalation" shows a progression of phases of interactions and behaviors that warn us that a critical event may be imminent. Although stress factors can cause an individual to "skip" steps of this model, often an individual steps through these stages on the way to a critical event. Keep in mind that the recommendations within this section are made to assist in your evaluation and handling of interactions and can not be exact in their application. As established earlier in this course, persons react in varying ways to stimuli negating any guaranteed method to prevent or predict escalation or critical event occurrence.

GAUGING

Gauging the stress level of co-workers is an important skill used to determine the potential for a violent situation. Gauging activities take many forms, but generally include observing interactions, communication patterns, non-verbal signals, word choice, voice level, and gestures.



CALM

Calm is the baseline or common everyday behavior for an individual. Generally, there is no elevation of mood, anger or agitation. Reaching the calm state may the goal of intervention.

Indicators that calm has been reached:

1. Breathing rate returns to common levels.
2. Hand gestures return to base line. Flailing gestures are limited and person returns to common gestures (gauged)
3. Issue reaches resolution and individual agrees with conclusion. Sincerity is key to this level of calm. Individuals may simply "give up" in a problem setting, mislabeling this concession as agreement, could be problematic.
4. Non-verbal signals such as nodding agreement, open communication posture, relaxed seated body posture.

AGITATED

This state is the common area that managers and coworkers take notice that a problem is occurring. Coworkers have a very good chance of resolving problems when an agitated person is taken seriously and his/her concerns are addressed. Problem solving at the Agitated level has a higher likelihood of success than at any other level and does not require the same degree of training to reach successful resolution.

Pointers for handling the Agitated person

1. First moments of interaction are critical to success
2. Listen actively
3. Don't invade body space
4. Remove interaction from view of peers, and friends (face saving, posturing)
5. Get to base issue
6. Offer to help in areas that you can truly deliver
7. Solve all that is within your control or effectively communicate what cannot or will not be delivered
8. Close void between what is anticipated or expected from Agitated individual to a realistic deliverable
9. Follow-up meetings to insure issue resolution
10. Address agitated behavior at some future phase or at the closure of incident.

VERBALLY HOSTILE

Verbally hostile individuals may be adopting this tactic to draw attention to their issue or venting. The problem with verbal hostility is that it has a ripple effect on those that view the activities, fueling the "grapevine" with negative messages.

The first challenge of investigating or following-up on verbal hostility is finding a first-hand eyewitness, rather than second or third-hand versions. This is known as the "pure version." The pure version is what actually occurred devoid of speculation, exaggeration or other inaccuracies. The pure version may be best obtained through electronic media (like a surveillance camera) that does not have the biases inherent to personal observations. However, if this is not available, then interviewing eyewitnesses is the next choice.

Suggestions to improve the accuracy of gathering information

1. Gather the information as soon as possible.
2. Separate witnesses to the event and gather information in a setting devoid of observers or persons that may influence the witnesses.
3. Record the interview session on tape (first choice) or in writing.
4. Ask that the witness not discuss the incident with others until the situation is closed, and you notify them.
5. Ask open-ended questions (i.e. Tell me what you saw the other day). Avoid leading the witness through disclosure of any fact gathered from others or your perception.
6. Do not interject undue structure in your witness questioning. Standard questions for each witness may be a good practice, but if the witness wishes a free flow discourse, then adapt to this method.
7. Allow the witness to offer opinion as well as factual statements of the incident as they recall it. Sometimes intermingled in opinion is valuable evaluative information that may be omitted if you ask for "just the facts".
8. Determining the witnesses' understanding of the context of the verbal threat may provide valuable insight for your future interactions with the person directly involved in the situation.
9. Whenever possible, avoid letting the primary subject know who "informed" on him/her. Respect the witnesses' privacy. Share information without attributing it to a direct source.
10. Ideally in your subject interview, witness statements should be used to verify what the primary subject is stating, not as a refutation mechanism.

Witness interviews will prepare you to interact directly with the person making the verbally hostile statements. If you are not trained in interview techniques, consider seeking the assistance of a trained interviewer. Developing basic interview skills of several key resource persons within your organization (prior to the incident) will help you when an incident occurs.

Suggestions for managers or supervisors

As a manager or supervisor you may be confronted with another set of challenges if the verbally hostile situation occurs in your presence.

1. You must determine if direct intervention is necessary at the time the incident occurs. If the hostile action is geared at another person you may be pressed into action.
2. It is very important to remove the person from the incident setting, especially if others employees are observing your intervention. A change of venue can make a substantial difference in your success in minimizing the incident and diffusing the volatile person.
3. Document this interaction. Tape record or take notes during the interaction when practical. If you can't take notes at the time of the incident, immediately document what was said at the conclusion of the meeting. List start and stop times of the meeting, the location, those in attendance and as many quotes as possible. Hostile interactions are difficult to recall accurately and your documentation may be very important in evaluating future outbursts and remedies.
4. If the actions of the employee are venting actions you may have to address the causation as well as counsel the employee toward effective methods to vent in the future. Failure to provide an appropriate settlement of the root issue furthers the probability of reoccurrence and escalation.

VERBALLY THREATENING

Verbally threatening individuals may exhibit many of the same characteristics as the verbally hostile individual. In many circumstances, verbal threats and hostility are a method to vent or displace anger. Mangers and supervisors are challenged to isolate the root cause and solve this issue or re-direct the employee anger.

In many circumstances, verbal threats are utilized as a method to "get something" that has been denied. At times the denial method, failure to explain a decision or sell the employee on the issue may be the cause of the violent act or verbal threat. Open-ended questions of the individual post occurrence may isolate the true cause of the outburst. To effectively minimize verbal threats it is necessary to modify behavior to some degree or cease interaction with the threatening individual. In many settings the option of avoiding or ceasing interaction with the individual is not an option.

Pointers for handling verbal and physical threats

1. If immediate in nature, stop the interaction
2. Separate individuals, gather facts and/or interview subjects and witnesses
3. Document the interaction
4. Determine root cause
5. Solve situation (remedy)
6. Clearly state that behavior cannot be repeated
7. If venting, provide alternate vent method
8. Seek agreement
9. Monitor and follow-up

PHYSICALLY THREATENING

When confronted with physical threats, employees should involve local law enforcement who are trained to deal with aggressive individuals who pose physical threats.

Suggestions for dealing with physical threats

1. Call security or law enforcement.
2. Until they arrive, act as calm and non-threatening as possible.
3. Try to appear to the perpetrator to be solving his/her problem, asking for clarification about the problem.
4. Adopt mannerisms, actions and words that convey an attitude of assistance. Persons approaching violent individuals with negative attitudes may find themselves the new target of the aggression.
5. Physical size, strong tone of voice may be a disadvantage at the early stages of interactions with a volatile individual. Larger, dominant individuals should make an effort to make themselves less threatening and "smaller" in tone, word choice and mannerisms.
6. Persons of high organizational authority level or role must make similar efforts to separate themselves from positional authority. If rank in the organization equates to distrust or lack of caring then this person begins at a disadvantage, as they must over come these negative perceptions before minimization attempts can take hold.

CRITICAL EVENT

The critical event is the violent incident fully unfolding into a physical act. This act may include sabotage, assault or homicide. Call security or law enforcement, handle the victims, gather information, analyze the incident, and take appropriate action to prevent further incidents.

While you are waiting for security or law enforcement to arrive, here are some suggestions for diffusing volatile behavior.

Physical response

1. Breathe deep and slow: inhale through nose, exhale through mouth.
2. Relax: jaws, neck muscles, body.
3. Never touch or violate the perpetrator's space.
4. Keep your movements slow and non-threatening.
5. Stay out of arm's reach.

Attitude

1. Maintain a non-defensive attitude.
2. Don't take the perpetrator's comments personally.
3. Remain calm don't let the perpetrator see you "jump" or be intimidated.
4. Treat the perpetrator like any other valued customer, guest, vendor, co-worker.
5. Don't show your anger.
6. Appear patient.
7. Remain calm.

Communication techniques

1. Listen politely.
2. Listen for underlying cause of problem/complaint.
3. Let the perpetrator vent fully the first time through the complaint; don't interrupt.
4. Ask clarifying questions about topics that the perpetrator brings up.
5. Communicate in non-threatening manner.
6. Focus on what you can do for the perpetrator, not what you can't do.
7. Play the diplomat or seek collaborative solutions.
8. If appropriate, use humor but avoid sarcasm.
9. Assure the perpetrator of your continued interest and commitment to problem solving.
10. Continue to use calming techniques until assistance arrives.
11. At some phase of the interaction it must be made clear to the subject that you cannot tolerate abusive behavior.

Response to imminent danger

1. Send an assistance alert code. Contact security if available or police.
2. Place a barrier between you and the perpetrator.
3. Caution for weapons (traditional/non-traditional)
4. Plan an escape path.
5. Summon team member or supervisor for "support presence."
6. Remove yourself from the situation.

Behavioral Warning Signs

EARLY WARNING SIGNS: PROMPTING DISCUSSION, MODIFICATION OR ASSISTANCE

1. Refuses to cooperate
2. Spreads rumors and gossip to harm others
3. Frequently argues with co-workers
4. Frequently uses profanity toward others
5. Change in value structure or extreme variations of core values

ADVANCED WARNING SIGNS: PROMPTING DISCIPLINE, INTERVENTION AND/OR CONTINUED MONITORING AND AWARENESS

1. Argues with customers, co-workers, and management
2. Refuses to obey agency policy and procedures
3. Sabotages equipment
4. Steals for revenge
5. Verbalizes wishes to harm co-workers or management
6. Sends sexual or violent notes to other employees
7. Perceives self as victimized by management
8. Makes unwanted sexual comments
9. Views organization as a "person" or attributes negative human qualities to organization

IMMEDIATE WARNING SIGNS: PROMPTING INTERVENTION, IN SOME CASES LAW ENFORCEMENT INVOVLEMENT AND POTENTIAL SEPARATION OF EMPLOYMENT

1. Frequent displays of intense anger
2. Recurrent suicidal threats
3. Recurrent physical confrontations
4. Destruction of property
5. Utilization of weapons to harm others
6. Commission of assaults, attacks, crime

Warning Signs by Specific Threat Type

Each warning sign is not necessarily indicative of pending violence. These are observations drawn from numerous studies.

EXTERNAL TO COMPANY (TYPE I)

Type I is criminal acts from someone who has no connection to the company or business, most commonly a robbery, but also including rape, carjacking, arson, and assault.

Risk factors that increase the probability of robbery and other criminal acts

1. Businesses that are involved with the exchange of money with the public
2. Employees handling valuables or money while working alone or in small numbers
3. Odd hour or late night cash intensive operations
4. Businesses located in areas that have experienced a historically high crime rate or trend.
5. Persons charged with the responsibility of guarding valuable property
6. Facilities with poor environmental design such as view obstructed entrance and exit areas, and poor lighting.
7. Employee concerns expressed related to safety and fear
8. Special/unique conditions: time of year, local activities, events

EXTERNAL, BUT RELATED VIA BUSINESS (TYPE II)

Type II is violent acts from someone who does not work for the company or business, but who is somehow connected to that company, such as a customer or client.

Warning signs

1. Increased number of complaints from one customer
2. Increased number of complaints with one product or service
3. Attempts by an external customer to gather personal information related to employee(s).
4. External customer insisting on dealing with one specific employee. The employee expresses some fear or discomfort in handling the complaints of this customer.
5. Unreasonable customer concerns related to the delivery of a minor product or service.

INTERNAL TO COMPANY, EMPLOYEE TO EMPLOYEE VIOLENCE (TYPE III)

Type III is violent acts from someone who works for the company or who previously worked for the company.

Warning signs

1. Loner type with few interests outside of work
2. Holds grudges, especially against supervisors / authority positions
3. Has preoccupation with and makes frequent reference to weapons
4. Has a history of interpersonal conflict, is argumentative or uncooperative
5. Has difficulty accepting authority or criticism
6. Tends to blame employer, supervisor, and/or co-workers for problems
7. Repeatedly violates policies/rules
8. Has a sense of victimization/oppression
9. Decreased social connection - little or no family support
10. History of physical / verbal intimidation
11. Increased arguing with co-workers
12. Significant changes in behavior, performance, appearance
13. Substance abuse
14. Frequently depressed or withdrawn
15. Difficulty coping with changes and criticism
16. Expressions of open anger and/or frustration
17. Intimidating behavior
18. Fights
19. Actual or implied threats
20. Increased grievance activity which is not typical for this employee
21. Increased absences, tardiness or job turn-over
22. Person with history of violent behavior or vocalized violent behavior

PERSONAL RELATIONSHIP TYPE IV

Type IV involves violence connected to personal relationships, including families, friendships, marriages or romantic relationships that spill over into work environments. Traditionally, employees are conditioned to avoid being "too personal" with co-workers. However, the recognizing troubled employees and giving appropriate assistance to help resolve their conflicts can prevent workplace violence.

Warning signs

1. Spousal abuse
2. Intimidating phone calls and phone harassment
3. Stalking
4. Suspicious mail, faxes, pages, electronic mail messages
5. Flowers or gifts delivered to the workplace from uninvited sources
6. Unwelcome visits to the workplace under the guise of business

Relationships within the workplace between coworkers offer additional challenges. If a policy exists prohibiting inter-office romantic relationships, problem indicators may be suppressed for fear of discipline or other negative work repercussions.

Stalking behaviors may necessitate the referral to the victim's local police. Jurisdictions handle referral or reporting of stalking in different ways. In some jurisdictions, the report filing source is where the act occurs. If an employee is stalked from home, then their local police may be the filing source. If the actions occur at work, then the local police for the business may be the filing source. If the stalking actions impact a state or federal facility, the reporting jurisdiction may be some other enforcement agency other than the local police.

SAMPLE POLICIES

VIOLENCE IN THE WORKPLACE POLICY
(Sample 1)

The Acme Corporation is committed to supporting the safety of the workplace. Any associate who threatens violence or engages in violence, engages in intimidating behavior, or who violates regulations regarding dangerous materials in the workplace, is in serious violation of our policy. The workplace is defined as all company property, including parking lot, break room, and all public areas such as lobby, and restrooms.

Acme Corporation believes that all associates are entitled to a non-threatening workplace where the basic safety of each associate is promoted. ***Therefore, any form of violence, whether actual or perceived, will not be tolerated.***

This includes, but is not limited to:

- *Disruptive activity in the workplace*
- *Threatening, hostile or intimidating behavior*
- *Possession of a dangerous weapon*
- *Violation of restraining orders*
- *Fighting*
- *Verbal abuse*
- *Stalking*
- *Sabotaging another associate's work*
- *Harmful misuse of equipment or other company property*
- *Any behavior which is perceived as threatening by the recipient*

Any associate who believes he or she is or has been subjected to threatening or intimidating behavior related to the workplace by a fellow associate, a customer, a family member or other, should report such conduct to the individual(s) specified in the complaint procedure. Complaints of intimidation or violence will be promptly and discreetly investigated. Any associate who violates this policy will be subject to serious disciplinary action, up to and including discharge.

VIOLENCE IN THE WORKPLACE POLICY
(Sample 1 continued)

MANAGERS AND SUPERVISORS--MANAGEMENT RESPONSIBILITY

Violence, or the threat of violence, whether committed by supervisory or non-supervisory personnel, is against stated company policy, and may be considered as unlawful as well. In addition, management is responsible for taking action against threats or acts of violence by company personnel or others (customers/outside vendors, family members or others), regardless of the manner in which the company becomes aware of the conduct.

All complaints must be treated as serious violations of company policy and investigated accordingly. It is management's responsibility to show associates that the company is serious about prohibiting and preventing violence in the workplace.

If a supervisor becomes aware of any action, behavior, or perceived threat that may violate this policy, the supervisor is responsible for immediately contacting a member of the Crisis Management Team.

COMPLAINT PROCEDURES

- *Complaints of violence or of intimidating behavior should be brought to the attention of the Crisis Management Team. Any of the following may be contacted: Senior Vice President of Compliance, Vice President of Human Resources, or the Director of Security. In addition, depending on the severity of the situation, the CEO may need to be informed.*
- *After the Crisis Management Team has been notified of a complaint, or when it receives knowledge that a situation involving a possible threat of violence exists, then the Team will undertake a through investigation to gather all pertinent facts.*
- *Non-Retaliation--This policy prohibits retaliation against any associate who brings complaints of violent or intimidating behavior or who helps in investigating complaints; the associate will not be adversely affected in terms and conditions of employment, nor discriminated against or discharged because of the complaint.*

After the investigation has been completed, a determination will be made regarding the resolution of the complaint. If a violation of this policy is found, disciplinary action will be taken up to and including termination of employment.

VIOLENCE IN THE WORKPLACE POLICY

(Sample 2)

We wish to make absolutely clear to all PDQ, Inc., associates that our policy on acts and threats of violence is as follows:

THERE WILL BE ZERO TOLERANCE OF ACTS OR THREATS OF VIOLENCE IN OUR WORKPLACE.

This includes, but is not limited to, all forms of harassment.

Harassment is:

- Any form of unsolicited, and/or unwarranted, verbal or physical depreciation of person;
- Explicit of derogatory statements;
- Use of profanity, when linked with physical and/or psychological aggression;
- Any actual, implied or veiled threat, made seriously or in jest;
- Discriminatory remarks made by someone in the workplace which:

Are offensive to the recipient;

Cause the recipient discomfort or humiliation;

Interfere with the recipient's job performance.

All associates have the right to expect their employer to maintain a place of employment that is free of behavior that can be considered harassing, abusive, disorderly, or disruptive. Management fully intends to abide by the law.

In order to protect the overwhelming majority of excellent associates, we are giving fair warning that each and every act or threat of violence will elicit an immediate and firm response that could, depending on the severity of the incident, include termination from employment at PDQ, Inc.

No one wants to work in an atmosphere of fear and intimidation. It is in everyone's interest to have a violence-free environment. We will do whatever it takes to provide that environment.

VIOLENCE IN THE WORKPLACE POLICY

(Sample 2 continued)

VIOLENCE IN THE WORKPLACE MISSION STATEMENT AND ACKNOWLEDGMENT FORM

POLICY

PDQ, Inc., is committed to a safe, violence-free workplace. Threats or intimidation of associates, vendors, customers will not be tolerated. Any associate who fears for his/her personal safety for any reason should discuss his/her concerns with a member of management. All reported incidents involving the use of physical aggression or threat of aggression against any associate will be immediately investigated and addressed. This includes harassment, stalking, nuisance phone calling, carrying of weapons, etc. Any associate who uses physical aggression or violence against another PDQ, Inc., associate, customer, vendor, etc., will be subject to immediate termination of employment.

PROCESS

Any associate who has questions or concerns about this policy should contact a member of management at store, regional office, distribution center or home office.

I have read and understand the above policy and agree to do my part in maintaining a violence free workplace.

_____ _____

Date Signature

VIOLENCE IN THE WORKPLACE POLICY

(Sample 3)

DRAFT: Policy on Violence in the Workplace

XYZ is committed to maintaining a workplace that is free from violence or threat of violence. Any violent behavior or behavior that creates a climate of violence, hostility, or intimidation will not be tolerated, regardless of its origin.

Any form of violence or threat of violence, actual or perceived, by a XYZ employee, a customer, or a member of the public, that threatens a XYZ employee or family member must be reported. Violent behavior by an employee, whether management or bargaining unit personnel, may result in discipline, including termination. Violence, threats or intimidation from persons outside the company directed at XYZ employees will be met with an immediate response, including legal action, designed to protect the employee and prevent further incidences.

This policy includes the following behaviors and situations:

- Violent or threatening physical contact (e.g., fights, pushing, physical intimidation)
- Direct or indirect threats
- Threatening, abusive or harassing phone calls
- Possession of a weapon on company property or on a job site
- Destructive or sabotaging actions against company or personal property
- Stalking
- Violation of a restraining order
- High levels of conflict or tension within a work unit
- Threats of suicide

Procedure

Reporting. Procedures have been developed to encourage early reporting, support and stress reduction for staff, as well as the prevention of violence. Many situations, if investigated and responded to before they become serious, can be diffused before they result in violence or in damage to employees' health or careers. Any employee can report concerns or incidents to his or her supervisor, superior, personnel representative, or a designated member of the local crisis prevention team.

Non-retaliation. This policy prohibits retaliation in any form against an employee who brings a complaint of violence, intimidation or harassment.

CITY OF FOREST PARK
(Sample 4)

VIOLENCE IN THE WORKPLACE POLICY

It is important to the City of Forest Park to implement reasonable safeguards to protect the safety and security of its employees. Threats, threatening behavior, or acts of violence against employees, visitors, guests, or other individuals by anyone on City of Forest Park property will not be tolerated.

Any person who makes substantial threats, exhibits threatening behavior, or engages in violent acts on City of Forest Park property may be removed from the premises as quickly as safety permits, and may be directed to remain off City of Forest Park premises pending the outcome of an investigation. The City of Forest Park will initiate an appropriate response to violations of this policy, which may include, but is not limited to, suspension and/or termination of any business relationship, reassignment of job duties, suspension or termination of employment, and/or criminal prosecution of the person or persons involved.

All City of Forest Park personnel are responsible for notifying their respective department head of any threats which they have witnessed, received, or have been told that another person has witnessed or received. Even without an actual threat, personnel should also report any behavior they have witnessed which they regard as threatening or violent, when that behavior is job related or might be carried out on a city controlled site, or is connected to city employment. Employees are responsible for making this report regardless of the relationship between the individual who initiated the threat or threatening behavior and the person or persons who were threatened or were the focus of the threatening behavior. If the department head is not available, personnel should report the threat to the Human Resources Director, or City Manager.

All individuals who apply for or obtain a protective or restraining order which lists city locations as being protected areas, must provide to the department head a copy of the petition and declarations used to seek the order, a copy of any temporary protective or restraining order which is granted, and a copy of any protective or restraining order which is made permanent.

Although all City records (with few exceptions) are subject to public disclosure, the City of Forest Park will handle situations related to this policy with sensitivity and reasonable discretion.

If you have any questions regarding this policy, please contact your department head or Human Resources at 595-5204

Violence Prevention Program

Purpose
The purpose of this safety policy and program is to establish guidelines and procedures for taking preventive measures to minimize the potential workplace violence.

[COMPANY] recognizes that workplace violence is an occupational hazard and that a proactive approach in preventing workplace violence is necessary. This includes provisions for management and employee training, outlines prohibited behavior, and reporting and investigation procedures. This safety policy also provides for confidentiality, discipline, and anti-retaliation requirements.

Policy
It is the policy of [COMPANY] to provide a place of employment that is free from recognized hazards that cause or are likely to cause death or serious physical harm to employees or the public. [COMPANY] is committed to maintaining a safe, healthful, and efficient working environment where employees and the public are free from the threat of workplace violence. When these workplace violence hazards are recognized and identified then proper training and appropriate security measures will be implemented.

Responsibilities
It is the responsibility of each manager/unit head, supervisor, and employee to ensure implementation of [COMPANY]'s safety policy and procedure regarding Violence in the Workplace. It is also the responsibility of each [COMPANY] employee to report immediately any unsafe act or condition to his or her supervisor.

Management

Provide support to all investigations of instances of violence in the workplace

Responsible for identifying the vulnerable locations and work activities most susceptible

to workplace violence

Provide training for Managers, Supervisors and Employees

Ensure compliance with this safety policy and procedure through the auditing process

Supervisors

Assist managers in the identification of vulnerable locations and work activities within their organization.

Report all instances of workplace violence

Assist employees in reporting workplace violence

Assist in all investigations

(Sample 5 is in the BWC Learning Center team room as a WORD document)

Employees

Report any acts of violence or threatening behaviors to supervisors, or their Personnel Representative

Participate in training required by this policy and procedure.

Safety Manager

Assist managers, supervisors, or others as necessary on any matter concerning this safety policy and procedure.

Provide consultative and audit assistance to ensure effective implementation of this safety policy and procedure.

Human Resources Manager

Develop and provide training to [COMPANY] employees on workplace violence.

Provide consultative and audit assistance to ensure effective implementation of this safety policy and procedure.

Identify and apply resources for Employee Assistance Programs

Definitions

Workplace Violence - Includes, but is not limited to, intimidation, threats, physical attack or property damage.

Threat - The expression of an intent to cause physical or mental harm. An expression constitutes a threat without regard to whether the party communicating the threat has the present ability to carry it out and without regard to whether the expression is contingent, conditional or future.

Physical Attack - Unwanted or hostile physical contact such as hitting, fighting, pushing, shoving or throwing objects.

Property Damage - Intentional damage to property which includes property owned by the company, employees, visitors or vendors.

Intimidation - Includes but is not limited to stalking or engaging in actions intended to frighten, coerce, or induce duress.

Training

All employees, including supervisors and managers will receive annual awareness training. These sessions will explain [COMPANY]'s safety policy and procedure on workplace violence, as well as cover procedures for reporting and investigating threats, violent acts, and unsafe workplace conditions. In addition, employees will be informed of their responsibilities and of the measures they can take to protect themselves and their co-workers from workplace violence.

(Sample 5 is in the BWC Learning Center team room as a WORD document)

Prohibited Behavior
Prohibited behaviors are those behaviors that are defined in this program and behaviors that:

Threaten the safety of an employee and/or customer.

Affect the health, life, or well-being of an employee and/or customer.

Result in damage to company, employee, or public property (excluding vehicle and equipment accidents).

Such acts include, but are not limited to:

Threatening, intimidating, coercing, harassing, or assaulting an employee or the public.

Sexually harassing an employee or the public.

Allowing unauthorized persons access to buildings without management permission.

Using, duplicating, or possessing keys to buildings or offices within the building without authorization.

Damaging, or attempting to damage, property of [COMPANY], an employee, or the public.

Carrying weapons (concealed or exposed) on [COMPANY] property unless the employee's possession of a weapon :

Is in compliance with State law; and

Is authorized by [COMPANY]; or

Is by an employee who is a certified law enforcement officer; or

Is required as a part of the employee's job duties with [COMPANY]; or

Is connected with training received by the employee in order to perform the responsibilities of their job with [COMPANY].

Any unacceptable personal conduct as provided in [COMPANY]'s Personnel Manual Policy shall subject the employee to disciplinary action up to and including dismissal. In situations considered to be potentially volatile or where fitness for duty concerns exist, management has the option to consider the use of a management directed referral to an Employees' Assistance Program.

Reporting & Investigation
Any employee (including a supervisor or manager) who has been threatened, is a victim of a violent act, witnesses any threats or violent acts, or learns of any threats or violent acts, is to report immediately such activity to their supervisor or the HR Manger. Each report will be promptly evaluated and investigated by the management to determine what follow-up actions are necessary. Management has the authority and responsibility to request law enforcement intervention if it is thought to be necessary.

(Sample 5 is in the BWC Learning Center team room as a WORD document)

Confidentiality
Information about an incident or threat will be disclosed only on a needs-to-know basis, so that a fair and thorough investigation can be conducted and appropriate corrective action can be taken. [COMPANY] will make every effort to ensure the safety and privacy of the individuals involved.

Discipline
An employee who engages in prohibited behavior will be subject to appropriate disciplinary action, as determined by the findings of the investigation. Such discipline may include warnings, demotion, suspension, or immediate dismissal. In addition, certain actions may cause the employee to be held legally liable under state or federal law.

Retaliation
Episodes of workplace violence can only be eliminated if employees are willing and able to report threats, violent acts and other unsafe conditions. To encourage employees to come forward without the fear of retaliation, [COMPANY] promises to promptly investigate all complaints of retaliation and impose appropriate disciplinary action, up to and including dismissal.

Counseling
Dealing with or being exposed to a violent or abusive situation can be emotionally unsettling. [COMPANY] will provide for appropriate counseling to reduce tension and stress. Follow-up counseling services may be provided and arranged by employee's supervisors as requested to affected employees. If employees prefer external counseling for emotional and/or family support, they should be encouraged to contact the HR Manager. In all instances, confidentiality is assured.

Training Guidelines
Supervisor and Manager Training
When employees are respected and their concerns are addressed in a fair and timely manner, they are far less likely to resort to violence as a way of responding to conflicts. Creating this type of caring and harmonious work environment requires that supervisors and managers:

Treat all employees fairly and respectfully.

Are clear and consistent in their expectations.

Involve employees in the decision-making process.

Provide assignments that will keep employees interested and challenged.

Provide assignments that are appropriate for the employees' skill levels.

Set realistic workloads, deadlines, and performance standards.

Ensure employees have the resources they need to complete assignments.

Permit flexibility in working conditions for employees experiencing difficult times.

Acknowledge and follow-through on employee requests and concerns.

Provide regular and constructive feedback.

(Sample 5 is in the BWC Learning Center team room as a WORD document)

Give recognition for a job well-done.

Keep employees informed of what is going on in the organization.

Provide opportunities for professional growth.

To help supervisors and managers improve their overall effectiveness in these areas, they will receive periodic training on the following management skills:

Communication

Team building

Mentoring

Problem solving

Counseling

Despite [COMPANY]'s best efforts to create a healthy work atmosphere, there are bound to be some performance- and behavior-related problems. To keep these problems from spiraling out of control, supervisors and managers should be trained to recognize and handle them at the lowest possible level. This can be accomplished by providing training on:

Conflict resolution

Non-violent responses

Disciplinary procedures

Crisis management

Employee Training
Incidents of workplace violence can also be reduced if employees are effective in their interactions with customers, visitors and co-workers. Since not all employees join the workforce with the necessary "people skills," the following skills will be taught to each employee:

Customer service

Communication

Team building

Problem solving

Conflict resolution

Non-violent response

It is also important that employees receive "awareness training" which addresses:

[COMPANY]'s position on workplace violence (e.g. zero tolerance).

(Sample 5 is in the BWC Learning Center team room as a WORD document)

Behaviors that are prohibited by [COMPANY] policy.

Disciplinary action that will result from policy violations.

Procedures for reporting and investigating threats, violent acts, and unsafe conditions.

Measures that will be taken to ensure confidentiality.

Steps [COMPANY] has taken to increase security.

Types of Workplace Violence

Violence in the Course of a Crime
Workplace violence that occurs during the course of a crime is usually committed by an individual who has no legitimate relationship to the workplace. While he may feign being a customer as a pretext to enter the establishment, his primary motive is to commit a robbery or other criminal act.

Employees who are at greatest risk from this type of violence have face-to-face contact and exchange money with the public. They often work alone or in small numbers, and work late at night and early into the morning. Prime hours for such attacks are between 7 PM and 2 AM.

This type of violence accounts for the majority of workplace homicides, and represents irregular occurrences in the daily life of any particular at-risk establishment.

Characteristics of At-Risk Employees

Have face-to-face contact with the public

Exchange money with the public

Are responsible for guarding valuable property

Work during late night/early morning hours

Work alone or in small numbers

Work in high crime areas or community settings

Violence by a Current/Former Client or Customer
Threats and other acts of violence committed by current or former clients and customers are increasing in number and represent a daily occurrence. At greatest risk from this type of violence are employees who provide professional, safety, law enforcement, administrative or business services. For other service providers, violence maybe brought on by an attempt to resist treatment or by a general dissatisfaction with services received. And in some cases, it may just be a matter of being in the wrong place at the wrong time and getting caught in the violent actions of another.

(Sample 5 is in the BWC Learning Center team room as a WORD document)

Violence that is Employment-Related

Employment-related violence is not associated with any specific type of workplace. The assailant may be a current or former employee, supervisor or manager. This individual may also be a spouse, relative, friend or acquaintance of an employee. In most cases, the assailant's actions are motivated by psychological factors, as well as by difficulties in his relationship with the victim. The primary target of employment-related violence is a co-worker, supervisor or manager. In committing the assault, the individual is typically seeking revenge for what is perceived as unfair treatment. Some circumstances that may trigger an attack include:

An unsatisfactory review

Disciplinary action

Unresolved conflicts

Drawn-out grievance period

Unfavorable grievance resolution

Loss of pay or benefits

Demotion

Dismissal or reduction in force

Increased productivity demands

Increased performance expectations

Increasingly, however, this type of violence involves domestic or romantic disputes. In such cases, an employee is threatened in the workplace by an individual with whom he or she is having a relationship outside of work. While most employment-related violence is limited to threats, verbal harassment and non-fatal injuries, fatalities often attract significant media attention. As a result, they are made to appear much more common than they actually are. Statistics prove, however, that the other two types of Workplace violence account for the vast majority of fatal episodes.

Violence Prevention Assessment

Evaluate the physical layout of the facility. Check for and consider the following:

External lighting to cover walkways and parking areas.

Controlled access to all building entry points

Video surveillance cameras at critical points

Procedures for allowing access to the facility

Number/gender of employees on-site between 10 p.m. and 5 a.m.

Cash transactions conducted with the public during working hours

(Sample 5 is in the BWC Learning Center team room as a WORD document)

Sample 5

Safe or lock-box on the premises for temporary cash deposits

Security history of the establishment and surrounding areas.

Physical security measures and barriers

Work practices implemented to increase security

Security training for employees

Procedures to limit stress caused by workplace changes

Application of an Employee Assistance Program

Termination procedures

Pre-hire screening procedures

Quarterly audits of this program including corrective actions

(Sample 5 is in the BWC Learning Center team room as a WORD document)

PUBLICATIONS

From "Guidelines for Preventing Workplace Violence for Health Care and Social Service Workers." OSHA Publication 3148 (1996). (p. 1 of 5)

Periodic inspections for security hazards include identification and evaluation of potential workplace security hazards and changes in employees' work practices that may lead to compromising security.

Most workplaces may require assessment for all three types of work place violence, this is (sic)

- **TYPE I: Criminal or robbery,**
- **TYPE II: Assault from clients or customers, and**
- **TYPE III: Employee, supervisor or work related abuse.**

Please use the checklist to identify and evaluate workplace security hazards.

Evaluation for all types of workplace security hazards include assessing the following factors.
YES answers indicate a potential for serious security hazard risk.

Y **N** Is this industry frequently targeted for violent behavior, i.e. robbery, assaults on staff?

Y **N** Is the area in which the business is located known for regular occurrences of violence?

Y **N** Have violent acts occurred in any way on the premises or in the conduct of business?

Y **N** Do customers or clients assault, threaten, yell, push, or verbally abuse staff members or use racial or sexual remarks?

Y **N** Employees have not been trained by employer to recognize and handle threatening, aggressive, or violent behavior?

Y **N** Is violence thought to be "part of the job" by some managers, supervisors and/or employees? (e.g. police, community health workers, psychiatric hospital workers)

Inspections for Type I workplace security hazards (retail establishments or those who might experience robbery or criminal activity) include assessing the following questions. **NO** answers indicate areas where corrective action should be taken if appropriate for the establishment.

Y N Is the entrance to the building easily seen from the street and free of heavy shrub growth?

Y N Are security cameras and mirrors placed in locations that would deter robbers or provide greater security for employees?

Y N Are signs posted notifying the public that limited cash, no drugs, or other valuables are kept on the premises?

Y N Drop safes or time access safes are utilized.

Y N Lighting is bright in the parking and adjacent areas

Y N There is a second room in which one or more employees may be working unknown to the attacker.

Y N Windows and view outside and inside are clear of advertising or other obstructions.

Y N The cash register is in plain view of customers, police cruisers, etc. to deter robberies.

Y N Employees work with at least one other person.

Y N The facility is closed during the night or during the high risk hours of 9 p.m. - 6 am.

Y N Emergency telephone numbers for law enforcement, fire and medical services are posted in areas where employees have access to a telephone with an outside line.

Y N Employees have been trained in the proper response during a robbery or other criminal act.

Y N Employees have been trained in procedures to use for reporting suspicious persons or activities.

Inspections for **Type II** workplace security hazards (hospitals, security guards, police, risk from clients/patients) include assessing the following factors. NO answers indicate areas where corrective action should be taken if appropriate for the establishment.

Y N Access and freedom of movement within the workplace is restricted to only those who have a legitimate reason for being there.

Y N The workplace security system is adequate, such as is functioning door locks, secure windows, physical barriers and containment systems.

Y N Employees or staff members have never been assaulted, threatened, or verbally abused by recipients of service.

Y N Medical and counseling services have been offered to employees who have been assaulted.

Y N Alarm systems such as panic alarm buttons, or personal electronic alarm systems have been installed to provide prompt security assistance.

Y N There is regular training provided on correct response to alarm sounding.

Y N Alarm systems are tested on a monthly basis to assure correct function.

Y N Security guards are employed at the work place.

Y N Personal protective devices are provided and must be worn or used.

Y N Closed circuit cameras and mirrors are used to monitor dangerous areas.

Y N Hand held or other metal detectors are available and used in the facility.

Y N Employees have been trained in recognition and control of hostile behavior, escalating aggressive behavior, and management of assault behavior.

Y N Employees do have the option of adjusting work schedules to use the "Buddy System" for visits to clients in areas where they feel threatened.

Y N Cellular phones or other communication devices are made available to field staff for requesting aid.

Y N Vehicles are maintained on a regular basis to insure reliability and safety.

Y N Equipment is provided that may add to the security officer's safety and ability to do the job, such as closed circuit cameras, silent alarms.

Y N Employees work with others where assistance is not immediately present, in detention, in caregiver or other potentially hazardous work settings.

Inspection for **Type III** workplace security hazards including disgruntled employees, former employees or acquaintances of employees include assessing the following factors. NO answers indicate areas where corrective action should be taken if appropriate for the establishment.

Y N Employees, supervisors and managers have been effectively informed about the establishment's anti-violence policy.

Y N It is known how employees feel about management treatment of employees or personnel policies.

Y N Employees, supervisors and managers have been trained to recognize warning signs of potential workplace violence.

Y N Access to and freedom of movement within the workplace by non-employees is restricted, including persons who have threatened employees.

Y N Employees are never threatened by supervisors or other employees with physical or verbal abuse.

Y N Threats and violent acts, damage, or other signs of strain or pressure in the workplace are always handled effectively by management, i.e.; recorded, investigated, and action taken to correct.

Y N There is a policy to assure that employee disciplinary and discharge procedures are handled fairly and effectively, recognizing the employee's rights, and every effort's made to assist the employee in transition.

Y N There is an Employee Assistance Program (EAP) or other mental health assistance provided for employees who may be experiencing personal problems, who may have exhibited aggressive behavior, or who have made other employees fearful of being assaulted by the employee.

When you complete this checklist, **YES** answers on the first seven questions indicate that there is a serious potential for violence to occur. **NO** answers in the remainder of the questions indicate areas in which there is a need to improve on policies or procedures or take corrective action to adequately prevent violence in the workplace.

Procedures to take to investigate incidents of workplace violence may include:

1. Review all previous incidents involving violence including threats and verbal abuse.

2. Visit the scene of an incident as soon as possible.

3. Interview the injured or threatened employee and witnesses.

4. Examine the workplace for security risk factors associated with the incident, including any reports of inappropriate behavior by the perpetrator.

5. Determine the cause (s) of the incident, i.e. unlawful entry, unresolved grievance, alarm system malfunction, barriers not effective, training not provided etc.

6. Determine locations, people, or activities that pose the highest risk, e.g. persons with a history of violence, stations with close, and possible emotional contact with clients, exchange of money, drugs, or isolated services.

7. Take corrective action (s) to prevent the incident from recurring.

8. Record the findings and corrective action taken including medical treatment or psychological counseling provided.

9. Record in OSHA Log or Injury & Illness if applicable and report to OSHA if a fatality or catastrophe occurs.

Combating Workplace Violence

Guidelines for Employers and Law Enforcement

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Alexandria, VA 22314-2357

Combating Workplace Violence

Guidelines for Employers and Law Enforcement

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SECTION I

Introduction

Violence in the workplace can have devastating effects on the productivity of organizations and on the quality of life of employees. However, relatively few employers have established effective programs to combat this problem. Similarly, while the police role in combating workplace violence is increasing, few departments have modified their existing training, policies, or practices to reflect those changes. The purpose of this document is to provide employers and law enforcement with guidelines on the steps they should consider to help reduce certain workplace violence hazards.

The document focuses on violence committed by non-strangers (e.g., coworkers, bosses, clients, domestic partners) within a common worksite (e.g., factory, office, shop, construction site). It is important to note that many forms of workplace violence are not addressed, such as robbery, terrorism, and assaults while employees are working off-site. It is crucial that employers also take into consideration the possibility of those acts occurring and take action to minimize the hazards stemming from those crimes. Contact your local police department, insurance representative, OSHA office, security professional, or any of the applicable sources for more information on how to reduce those hazards.

The guidelines for employers and police departments are presented in separate sections. The law enforcement guidelines were developed with input from over 300 chiefs and command level officers representing large, medium, and small departments. The employer guidelines also reflect input from hundreds of subject matter experts and practitioners, including business owners; managers; supervisors; lawyers; and security, personnel, human resource, threat assessment, and employee assistance specialists.

The guidelines can be used as benchmarks for helping assess the state of an organization's current policies and practices. However, not every recommendation may be appropriate for all organizations. If a suggestion has not already been implemented, the reader should consider whether that recommendation (or some derivation of it) would be appropriate for their organization.

Case examples and other illustrative information have been included to help readers better understand the issues being addressed. In addition, a model policy on workplace violence is offered for possible use by organizations without existing policies.

Employers and police share a leadership responsibility in combating workplace violence. By working together, police and employers can be far more effective in this effort. In addition, this partnership may serve other common interests, such as l) improving the level of cooperation on community policing and business crime prevention efforts, and 2) increasing the extent to which employers and law enforcement share their resources. It is hoped that these guidelines will play a useful role in furthering this partnership.

REASONS FOR ESTABLISHING A PROGRAM

Some organizations may not see the need for creating a program to reduce the hazards of violence in the workplace, especially if they have never experienced an incident of violence. The following reasons are why it is important for all employers to consider the recommendations included in this document.

- Businesses are beginning to realize the high cost of just one violent incident. These costs can include medical and psychiatric care as well as potential liability suits, lost business

and productivity, repairs and clean-up, higher insurance rates, consultants' fees, increased security measures and—most important of all—the death or injury of valued employees and coworkers.

- Threats and other violent, abusive behaviors are no longer being tolerated in the workplace.
- Executives, professionals, and administrative personnel are no longer immune to acts of violence in the workplace.
- Layoffs, increased workload, having to do more with less, and other unpopular changes in the work environment have been associated with increased risk for violence.
- Recent reports and surveys suggest that workplace violence impacts large numbers of employers and employees (see Impact of Workplace Violence for more details).
- It's the right thing to do. Employers have both a moral and a legal obligation to provide a safe workplace for their employees, clients and visitors (refer to Section 2, part IV).

These issues are spurring employers to develop plans for addressing workplace violence. When compared to the potential costs of an incident, these plans are a relatively inexpensive way to reduce the risk of violence and to minimize its impact.

The following case study illustrates how an organization, never before touched by violence, learned the value of being prepared for an incident.

CASE STUDY 1

Violence Catches Company Unprepared

Prior to the 1980s most companies did not have threat management plans for dealing with workplace violence. Such was the case with a major computer-manufacturing corporation that was forced by two shocking incidents to develop the full corporate workplace violence program that is now in place.

The first event involved an employee who had been fired from the company some years before. Nobody understands why, after so many years, the employee decided to re-focus his unhappiness on the company. However, one day he got into his car and drove to his old building. He drove the car up onto the sidewalk and into the lobby, jumped out, and shot and killed a security guard. He shot at a few others, killing two, and then ran upstairs and began shooting randomly. He remained in the building some 6 or 7 hours, essentially holding all the employees hostage while SWAT teams and other negotiators talked with him. (Eventually, he surrendered. Tried and convicted, he committed suicide in prison sometime later.)

Although company management could scarcely believe that this could be more than an isolated event, they rushed to put together emergency plans throughout the company. Officials and employees alike were stunned when only three months later a second incident occurred at another location. This person had just been fired and had a particular grudge against the company department which he believed was responsible for his termination.

Many changes were initiated as a result of both these cases. Examples of defensive changes are: extending the protective perimeter by preventing cars from driving up to the building, hardening lobbies by creating a second barrier within the lobby, installing alarms, providing building maps, and putting in place special telephones for use in hostage negotiations. A whole range of contingency plans have now been developed worldwide to help the company cope with either preventing workplace violence or dealing better with its often tragic consequences.

SECTION 2

Guidelines for Employers

After reading these guidelines employers should have a better understanding of the most important steps they can take to minimize the impact of workplace violence and threats. This section concludes with a description of all employers' legal obligations and potential liabilities regarding workplace violence issues.

I. PRE-INCIDENT VIOLENCE PREVENTION AND PREPARATION

Pre-Employment Screening

Employers who conduct effective background checks can often improve productivity and reduce the number of personnel prone to exhibiting violent behaviors.

- Use a job application form that includes an appropriate waiver and release (permitting the employer to verify the information reported on the application). Prior to hiring any applicant, check references and inquire about any prior incidents of violence. In addition, conduct thorough background checks and use drug screening to the extent practicable.
- Also, evaluate the need for screening contract personnel who work at your facility. Vendors and service organizations whose personnel make frequent visits or spend long periods of time working at your facility should certify that those individuals meet or exceed your Firm's safety and security requirements. Conversely, contractors who assign personnel to work at other organizations' facilities should also consider the host firm's safety and security policies and practices.
- Recommend to legislative bodies that access to conviction records in all states be made available to businesses when conducting their background investigation process.

Take Advantage of Community Resources

There are many programs and resources in the community that can help you develop your workplace violence plans. Some examples follow.

- Invite local police into your firm to promote good relations and to help them become more familiar with your facility. The police can explain what actions they typically take during incidents involving threats and violence. Such visits can help your firm work better with police when incidents do occur.
- Use law enforcement and security experts to educate employees on how to prevent violence in the workplace. Such experts can provide crime prevention information, conduct building security inspections, and teach employees how to avoid being a victim.
- Consider utilizing local associations and community organizations, such as the Chamber of Commerce, security organizations, and law enforcement groups, as a resource in order to stay abreast of crime trends and prevention techniques. Communicate to your employees those issues and trends which pose a significant threat.

Institute and Review Security Procedures

Periodic review of security policies and procedures will help minimize your organization's vulnerability to violence and other forms of crime.

- Conduct security surveys at scheduled intervals to help determine whether modifications should be made. Four examples of improvements that might be considered during a security survey are:
  a) Improved lighting in and around the place of work (including parking lots);
  b) Arranging escorts for employees who are concerned about walking to and from the parking lot;
  c) Having reception areas that can be locked to prevent outsiders from going into the offices when no receptionist is on duty; and
  d) When appropriate, having more than one employee on the premises.

- Use, maintain, and regularly review appropriate physical security measures, such as electronic access control systems, silent alarms, metal detectors, and video cameras in a manner consistent with applicable state and federal laws.
- Limit former employees' access to the workplace as appropriate.
- Develop policies regarding visitor access within facilities. For example, if warranted, require visitors to sign in and out at reception, wear an identification badge while on the business premises, and/or be escorted.

See Use a Common Sense Approach to Risk Management.

Improve Internal/External Communications

Employees should have a means to alert others in the workplace to a dangerous situation (see Case Study 2) and to provide information requested by emergency responders.

- If appropriate, establish an internal emergency code word or phone number similar to 911.
- Place lists of contact persons, crisis management plans, evacuation plans, and building plans where they can be made available to emergency responders. Keep important telephone numbers in several places (including offsite locations), available to all appropriate managers and employees.

Establish Ground Rules for Behavior

Organizations that do not tolerate drug abuse or aggressive interaction lower the risk of workplace violence.

- Organizations should inform employees about policies concerning drugs, violent acts, and possession of weapons so that employees know exactly what is expected of them.
- Implement procedures for your organization to become a drug-free workplace. This includes prohibiting unauthorized use or possession, or being under the influence of alcohol at work.
- Disseminate to all employees a policy of zero tolerance to threats or actual violence at the workplace. For example, discipline or terminate every threat-maker if the complaint is substantiated.
- Establish a policy applicable to everyone employed by the company or on company property, including the company parking lot, prohibiting the possession of weapons which have not been authorized by your organization.

Employers may use the Model Policy to develop their own company policy on violence and threatening behavior in the workplace.

CASE STUDY 2

Former Client Exacts Revenge

On a bright summer afternoon a middle-aged man rode up the elevator of a downtown high rise. He was toting a black satchel on a dolly similar to the kind lawyers use except that his contained two pistols, a handgun and hundreds of rounds of ammunition. This was the day he planned to get even with the firm which had formerly provided him legal counsel.

No one took notice of the man as he strode down the hall to the glass conference room. The people inside received no warning before he suddenly fired upon them. The gunman continued his rampage, shooting those who attempted to warn their colleagues. He sought out and shot employees who tried to hide and others who were trapped in their offices. As SWAT teams surrounded the floor his two pistols jammed, and the desperate gunman took his own life with the remaining weapon.

The unsuspecting firm learned a hard lesson: that even the most seemingly sheltered environments are not immune to violent crime. They have since instituted better access control procedures and improved internal warning systems among other precautions.

Employee and Manager Training

In order for policies and procedures concerning workplace violence to be effective, they must be implemented in conjunction with appropriate employee training.

- Train managers and other selected individuals on appropriate ways to handle employee termination's, layoffs, and discipline. Examples include appropriate use of Employee Assistance Program (EAP) counselors and outplacement services; providing managers with sensitivity and aggression management training; and, when possible, assessing violence potential of individuals prior to termination and taking appropriate measures such as hiring additional security.
- Suggest local police encourage victims of threats and violence outside the workplace to notify their employers about the incident when warranted so their employers can take appropriate measures to help protect them and their coworkers from possible future incidents of violence at the work site. It is recommended that employers reinforce this message to their employees. Upon notification, employers should provide receptionists and other front-line personnel having a need to know a description or picture of the alleged offender and inform them what actions they should take in the event that individual seeks entry or contact.
- Have available for your employees information about the potential for violence in the workplace, how to recognize the early warning signs of a troubled or potentially violent person, how to respond to those individuals, and how to report such incidents. See the following: Warning Signs of Potentially Violent Individuals, and Personal Conduct to Minimize Violence for details on identifying and conducting yourself around potentially violent individuals.

Prevention Programs

Companies need to have programs in place to assist troubled employees and to address managerial concerns before violence or threats arise.

- Provide confidential employee assistance programs (EAP) to deal with emotional, substance abuse, marital, and financial problems. Or, provide employees with a list of relevant community resources. Employees, supervisors, and managers should be actively encouraged to use these services.
- Conduct exit interviews when employees retire, quit, or are transferred or terminated to identify potential violence-related security or management problems.

Reporting Procedures

All employees should know how and where to report violent acts or threats of violence.

- Encourage employees to report and establish avenues of communication so they can do so without fear of reprisal or criticism:
  a. Incidents of threats, harassment, and other aggressive behavior (see Recognizing Inappropriate Behavior for more details);
  b. Conditions where employees are subjected to excessive or unnecessary risk of violence; and
  c. Suggestions for reducing risk of violence or improving negative working conditions, such as establishing a telephone hot-line, identifying specific points of contact in the organization for addressing those issues, having a suggestion box or computer bulletin board, or providing an ombudsman.
- Establish a policy to assure that reports which are submitted from outside the company, concerning potentially violent people who are likely to be present at your worksite are routed to the appropriate manager and then investigated. The types of information collected during an investigation are discussed in: Threat Incident Report.

Prepare a Threat Management Plan

It is important to prepare a threat management plan so that when a threat occurs everyone will know that there is a policy and will understand what to do. The plan might include:

- Designating a threat management team;
- Providing guidance concerning liaison with outside assistance;
- Providing guidance developed in concert with local authorities for collecting and preserving evidence, including interviews of involved parties;
- Managing of communications regarding the incident, for example, media relations, internal communications, and possible use of a rumor control desk;
- Managing the release of sensitive information where appropriate;
- Assigning responsibilities for contacting the families of victims;

- Managing clean-up and repairs;
- Making decisions about returning to work;
- Notifying customers and suppliers about changes in orders;
- Providing employees and their families with information about their benefits; and
- Managing operations and trauma care after the crisis.

The threat management team is a critical component of every successful threat management plan. For more information about the composition and role of the threat management team, see Threat Management Team.

II. ADDRESSING VIOLENT OR THREATENING INCIDENTS

Use All Available Resources

When an incident occurs, bring together all the necessary resources, which may include help from outside the company.

- When a serious threat is made, consult the sources available to you to help evaluate the level of risk posed by the threat-maker.
- When appropriate, obtain fitness-for-duty evaluations of employees exhibiting seriously dysfunctional behaviors at the workplace.
- Maintain an internal tracking system of all threats and incidents of violence.
- When a threat has been made or an incident has occurred, evaluate the situation and, if warranted, notify the potential victims and/or police (see Case Study 3, Small Business Threatened by Former Employee).

Evaluate Security After a Threat

The threat management team should review risks and determine what additional security measures, if any, should be put in place after an incident.

- If warranted, provide increased work-site protection when serious threats of violence have been made. Such protection might include requesting additional police patrols, hiring security guards, and/or alerting organizations or people who might be affected.
- Consider the costs and benefits of providing increased protection to threatened employees. This could include changing their phone numbers, relocating them, loaning them a cellular phone, or providing them with a quick response distress button or information about where this device can be obtained.
- Seek guidance and training on what procedures should be taken to screen mail and packages after a threat has been made or after a large-scale layoff. Contact the U.S. Postal Service or local police for guidance.

CASE STUDY 3

Small Business Threatened by Former Employee

The partners of a firm never dreamed that a former member of their small family-like business would ever turn against them.

One afternoon an anonymous caller made a death threat against one of the managers. The recipient of the call recognized the caller's voice as a former long-term employee who had recently been laid off by the firm because of a down turn in business.

The police were phoned immediately and began their investigation by contacting the suspected former employee. The man indicated his despair over the loss of his job and quickly confessed to making the threatening phone call.

Fortunately, intervention occurred before the perpetrator had a chance to carry out his threat. However, the remaining employees, already in a state of low morale due to the layoffs, were terribly shaken by the incident. Use of sick leave increased and productivity was negatively affected for several weeks following the threat

- After a violent incident evaluate the potential for further violence at your workplace and reassess your threat management plan.
- Counsel potential victims about the various civil and criminal options available to them, such as obtaining a restraining order.

Also see Considerations Regarding Restraining Orders and Other Interventions.

III. MANAGING THE AFTERMATH OF AN INCIDENT

Trauma Plan

Helping employees with the psychological consequences of workplace violence is the humane thing to do. It also greatly helps to reduce financial losses caused by absence, loss of productivity among employees, and workers' compensation claims.

After a violent incident, provide information and offer counseling services to employees and their families which may include:

- Providing a debriefing 24 to 72 hours after a serious incident of violence to include all affected employees so that the cause of the violence and expectations can be discussed, a plan of action can be addressed, and those needing further counseling can be identified;
- Providing a group debriefing after a serious incident of violence for immediate coworkers in how to communicate with the victim/coworker who is re-entering the job after absence; and
- Providing ongoing follow-up treatment, as needed.

Case Study 4, Preparation Pays Off, describes how a company successfully coped with a terrible incident because it had made plans in advance.

Support Prosecution of Offenders

To prevent further incidents from occurring and to show their support of the victims, employers should support prosecution of offenders.

- Accommodate employees after a violent incident so they can make court appearances and work with the prosecution.
- Cooperate with law enforcement authorities to help identify and prosecute offenders through the use of any means at your disposal, such as crime stoppers, rewards.

IV. LEGAL OBLIGATIONS AND DUTIES OF EMPLOYERS

The duty of an employer to provide a reasonably safe workplace may arise from a variety of federal or state statutes, regulations, or judicial decisions. Employers seeking to avoid liability for acts of workplace violence should become familiar with the legal requirements. The following highlights provide a foundation for the legal audit of your current business policies and practices for reducing workplace violence.

Workplace Safety

- Compliance with the Occupational Safety and Health Act, and similar state laws, may contribute positively to reduction of the risk of workplace violence.
- Many state courts have ruled that an employer is liable for the dangerous acts of employees if

CASE STUDY 4

Preparation Pays Off

A major manufacturing company on the West Coast with over 300,000 employees has over the years been developing a coordinated management plan for dealing with workplace violence.

During the incident, one employee shot his lover and wounded another individual before turning the gun fatally on himself. This incident occurred at a plant where training had recently been received and an action plan developed. Although in this particular case the death and injury probably could not be prevented, at least the planned system for coping with the aftermath worked flawlessly: police were immediately on the scene, next of kin promptly informed, press releases written, the plant closed temporarily, and employees and relatives counseled. Only thorough training and advanced planning could account for the excellent manner in which the aftermath was handled.

such harm was foreseeable. The employer must use reasonable care in hiring, training, supervising and retaining employees.

- Case law in some jurisdictions suggests that the employer may be liable for the negligent acts of independent contractors, where such contractors are incompetent, negligently selected, or engaged in abnormally dangerous activities.
- Under both federal and state statutes, the employer may be liable for failure to intervene in situations of harassment of employees by supervisors or management, and in situations involving coworkers where the employer was aware of the harassment.
- The employer may be liable for the acts of an employee who is intoxicated or otherwise a risk to others, if the employer exercises control over the employee and is negligent in exercising that control.
- Employers are expected to use reasonable security precautions and other measures to minimize the risk of foreseeable criminal intrusion (based upon the prior experience of the employer, its location in a dangerous area, or industry victimization base rates).
- Employers should be cautious about reducing the level of security because of financial pressures. To avoid or reduce liability the employer should first assess whether the level of security risk justifies reducing security measures.

Training Issues

- Various federal and state laws or case law may require the employer to establish written policy and procedures dealing with harassment, as well as the training of employees as to company policies prohibiting sexual or racial harassment, fighting, and the use of drugs or alcohol in the workplace.
- The employer may avoid or reduce liability for acts of violence in the workplace where it is shown that the employer conducted training for employees on the recognition of warning signs of potentially violent behavior, and on precautions which may enhance the personal safety of the employee at work.

Duty to Warn

- In some jurisdictions, an employer, employment counselor, or therapist may have a duty to warn an identified employee, spouse, or third party of a threat made by another to do bodily harm to that person.

Nondiscrimination

- Under state and federal law, the employer must refrain from retaliation against employees who express their concerns regarding unsafe working conditions, such as threats of violence.
- The Americans with Disabilities Act of 1990 (ADA) and related state statutes prohibit employers from discriminating against qualified individuals with physical or mental disabilities. An employee could claim that his violent or threatening behavior was the result of a disability and request reasonable accommodation from the employer. While federal law and judicial decisions provide that an employer may disqualify an employee who is a danger to self or others, the employer may be obliged to investigate a claim of disability to determine whether dismissal is necessary for the protection of the employee or others in the workplace.

Respecting Employee Rights

- In the event that an employer warns employees of an individual's threat of violence, the employer could be liable for defamation if the employer is subsequently proved to be mistaken. The employer can minimize this liability by conducting a prompt investigation of all allegations and by notifying only those individuals who have a need to know of the risk.
- An employee terminated for having violent tendencies could file a wrongful discharge suit against the employer if the employee disputes his employer's characterization. A thorough investigation of complaints against an employee should be conducted prior to termination. Employers should consider suspension of the employee with pay while the charges are being investigated. The employer might also consider offering the employee a chance to resign as an alternative to termination.
- The employer must respect the privacy rights and confidentiality rights of employees during any investigation.

The above list of legal obligations is not meant to be comprehensive. To find out more about the requirements in your state, refer to your state statutes or ask your legal counsel.

SECTION 3

Guidelines for Law Enforcement Agencies

Fifteen years ago police agencies provided little or no service to the victims of domestic violence because such intervention was not considered appropriate. Today nearly every police department has a policy, procedures and resources dedicated to addressing domestic violence. Workplace violence warrants a similar response from law enforcement, given the rise of violent crime by nonstrangers in the workplace, the heightened concern of employers, the high risk for injury associated with these crimes, and the inappropriateness of using traditional police strategies when confronting multiple-victim workplace shooting situations.

Many police executives have concluded that their existing domestic violence programs provide a useful framework for structuring new policies and procedures concerning workplace violence. This strategy was used by many of the police officials who developed the following guidelines for law enforcement agencies. These guidelines should help police address workplace violence in their communities without overtaxing departmental resources. Employers may also wish to read this section so that they can better understand how police agencies might assist them in combating workplace violence.

I. PRE-INCIDENT VIOLENCE PREVENTION AND PREPARATION

Policy and Organization

Large, medium and small law enforcement agencies—should consider the following policies for combating violence in the workplace.

- Encourage police executives to implement exemplary violence prevention policies and practices within their own department.
- Encourage the formation of regional law enforcement coalitions to develop and coordinate prevention resources and provide liaison to assist employers.
- Work closely with other law enforcement groups, prosecutors, and legal advisors to keep abreast of changes affecting the prosecution of workplace violence cases.

Police Training

Workplace violence issues can be incorporated into police training in the same way as domestic violence.

- Incorporate into police academy curricula training on workplace relationships and the conditions that result in violence.
- Incorporate into general in-service training exercises recognition of the causes of workplace violence, conflict resolution technique training, workplace violence scenarios, and police response guidelines.
- Provide and improve officer training in workplace violence and conflict resolution techniques.
- Train chiefs and officers to handle liaison with employers.

Police Services to the Public

Police agencies should be prepared to assist employers in the following ways:

- Provide employers with information concerning police department resources.
- Provide employers with these guidelines and examples of when to contact the police department in matters involving workplace violence.
- Assist employers in their efforts to improve their physical security and the prevention of acts of violence.

Seek Cooperation from Employers

Encourage employers to keep law enforcement informed of potential problems and to be prepared with information that will aid responding officers.

- Request advance warnings from employers and unions of pending strikes or other events affecting security.
- Encourage employers to maintain current threat management plans, evacuation and building plans, and lists of contact people placed in a location where the documents will be immediately available to the law enforcement officers who respond to an incident.

Encourage the Following Preventive Measures

Police chiefs and crime prevention officers frequently make presentations to community groups. Listed below are several items that could be covered in such presentations to address concerns about workplace violence.

- Recommend that employers, in consultation with their local law enforcement agency, design policies and procedures for handling threats or assaults made against or by their employees.
- Encourage and cooperate with business and community organizations to compile, regularly update, and distribute a list of community resources, such as law enforcement and crime prevention services, mental health services, and women's shelters, for use by their members and employees.
- Encourage local newspapers and telephone companies to list current community resources in a centralized location.
- Recommend that employers implement procedures to have their organization be a drug-free workplace.
- Encourage employers to adopt a zero tolerance policy for violent behavior or threats among their employees. Make the policy part of their new employee orientation sessions, and enforce it. Refer to the example of a model policy.
- Encourage employers to obtain a thorough work history from all prospective employees, and inquire about periods of unexplained employment; conduct as thorough background and work-related reference checks as possible, including checking court records and other repositories; and thoroughly interview job candidates before offering them a position.
- Suggest employers become educated on state, local, and federal laws applicable to assault, domestic violence, trespassing, stalking, and threats.
- Encourage employers to train their employees in conflict resolution techniques.
- Recommend that employers offer employee training in personal security awareness, to avoid being victimized.
- Suggest employers establish an employee assistance referral system for dealing with potentially violent individuals that not only helps the troubled employee, but also serves to protect the other members of the organization.
- Encourage employers to form or participate in an incident resolution team for prevention, intervention, and dealing with the aftermath of incidents.
- Strongly encourage employers to report threats and incidents of violence to their local law enforcement agency.
- Encourage employers to maintain an internal tracking system of threats and incidents (refer to Threat Incident Report).

II. IN-PROGRESS VIOLENT OR THREATENING INCIDENTS

Law enforcement should take the following types of actions after an initial act of violence or a threat has occurred.

- Conduct local criminal history checks of reported threat-makers when a criminal investigation is conducted.
- Have a police officer make contact with a reported violent threat-maker.
- Advise the employer, victims, or potential victims how to obtain restraining or protection orders or other victim services.

III. MANAGING THE AFTERMATH OF AN INCIDENT

Policy and Organization

The following policy and organizational measures improve police responsiveness to workplace violence as well as to other forms of violent crime.

- Encourage coordination between the agencies that deal with workplace violence.
- Encourage the development and use of regional Critical Incident Stress Debriefing teams for first responders.
- Undertake a coordinated critique of the department's response after each serious incident of workplace violence.

Police Services to the Public

Law enforcement plays a crucial role in disseminating information after serious incidents of violence in the workplace. These items concern ways to improve performance in that area.

- Provide the employer with a central point of contact in the department who will answer questions and address concerns.
- Coordinate with the affected organization and other agencies to assist victims' families in locating survivors of a violent incident.

Encourage Employers to Take the Following Actions

Police should encourage employers to follow the recommendations listed below to help minimize the impact of an incident and prevent further violence.

- Encourage employers to use Critical Incident Stress Debriefing teams for employees and other victims affected by workplace violence.
- Encourage employers and labor organizations to participate in aftermath debriefings.
- Encourage the department and the employer to coordinate news releases.
- Encourage employers to support their employees in the prosecution of violent crime incidents.

See also, Reducing vs. Displacing Violence.

Where to Get Additional Information

1. For information regarding a wide variety of topics, including violence issues and delinquency prevention.

National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850
Tel. (800) 851-3420
Fax (301) 251-5212
E-mail: askncjrs@aspensys.com
World Wide Web site at http://hicjrs.aspensys.com:81/ncjrshome.htm

2. PAVNET (Partnerships Against Violence Network) Online provides information on promising programs, technical assistance, teaching materials, and funding sources to Internet users. Point your browser to: "gopher://cyfer.esusda.gov:70/11/violence". The information in PAVNET Online is also available on diskette from the National Criminal Justice Reference Service, (800) 851-3420.

3. For listings of violence prevention and treatment programs available to the public, topical database searches, information on violence-related curricula and videos, etc.:

Center for the Study and Prevention of Violence
University of Colorado at Boulder
Institute of Behavioral Science
Campus Box 442
Boulder, CO 80309-0442
Tel. (303) 492-8465
E-mail: cspv@colorado.edu
http://www.colorado.edu/cspv

4. Nonprofit corporation established by the parents of four teenagers who were murdered at work. Provides brochures, videotapes and other information regarding the risks of workplace violence.

"We Will Not Forget SAJE, Inc."
P.O. Box 650124
Austin, TX 78765
Tel. (512) 488-6972

5. The USC Center for Crisis Management has conducted a national survey on workplace violence, and conducts management training for preventing and/or responding to workplace violence. A summary report of the research may be obtained by contacting the Center.

Center for Crisis Management
Graduate School of Business
University of Southern California
Bridge Hall 200
Los Angeles, CA 90084-1421
Tel. (213) 740-8504

6. The IACP sponsors a number of publications concerning topical crime prevention issues such as combating drug crimes in the workplace.

The International Association of Chiefs of Police
515 N. Washington St.
Alexandria, VA 22314-2357
(703) 836-6767

STATISTICS

Survey of Workplace Violence Prevention 2005

A special survey conducted by the

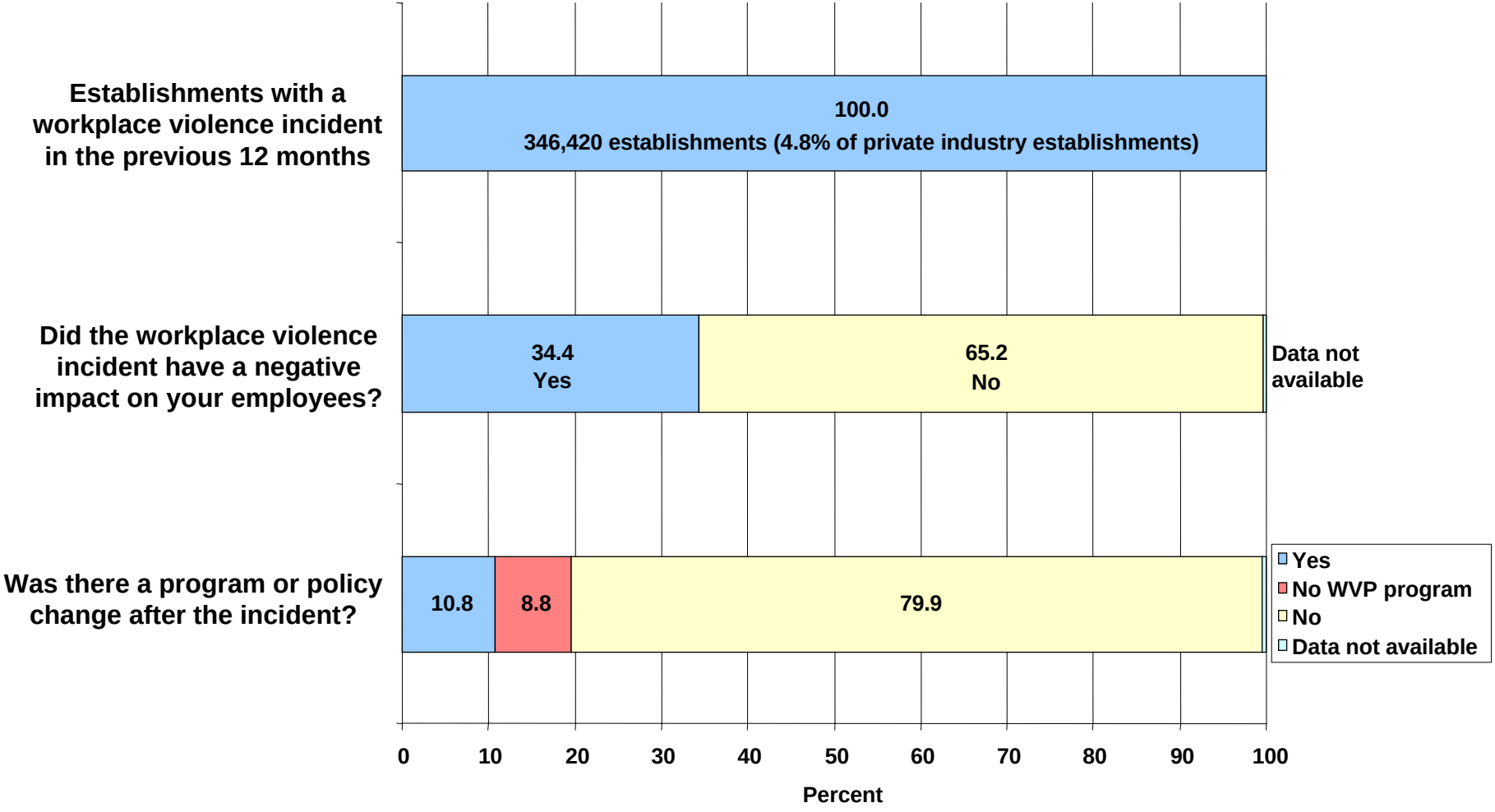
Bureau of Labor Statistics, Department of Labor

for the

National Institute for Occupational Safety and Health, Centers for Disease Control and Prevention, Department of Health and Human Services

BLS Press Release
October 27th, 2006 – 10:00 AM EDT

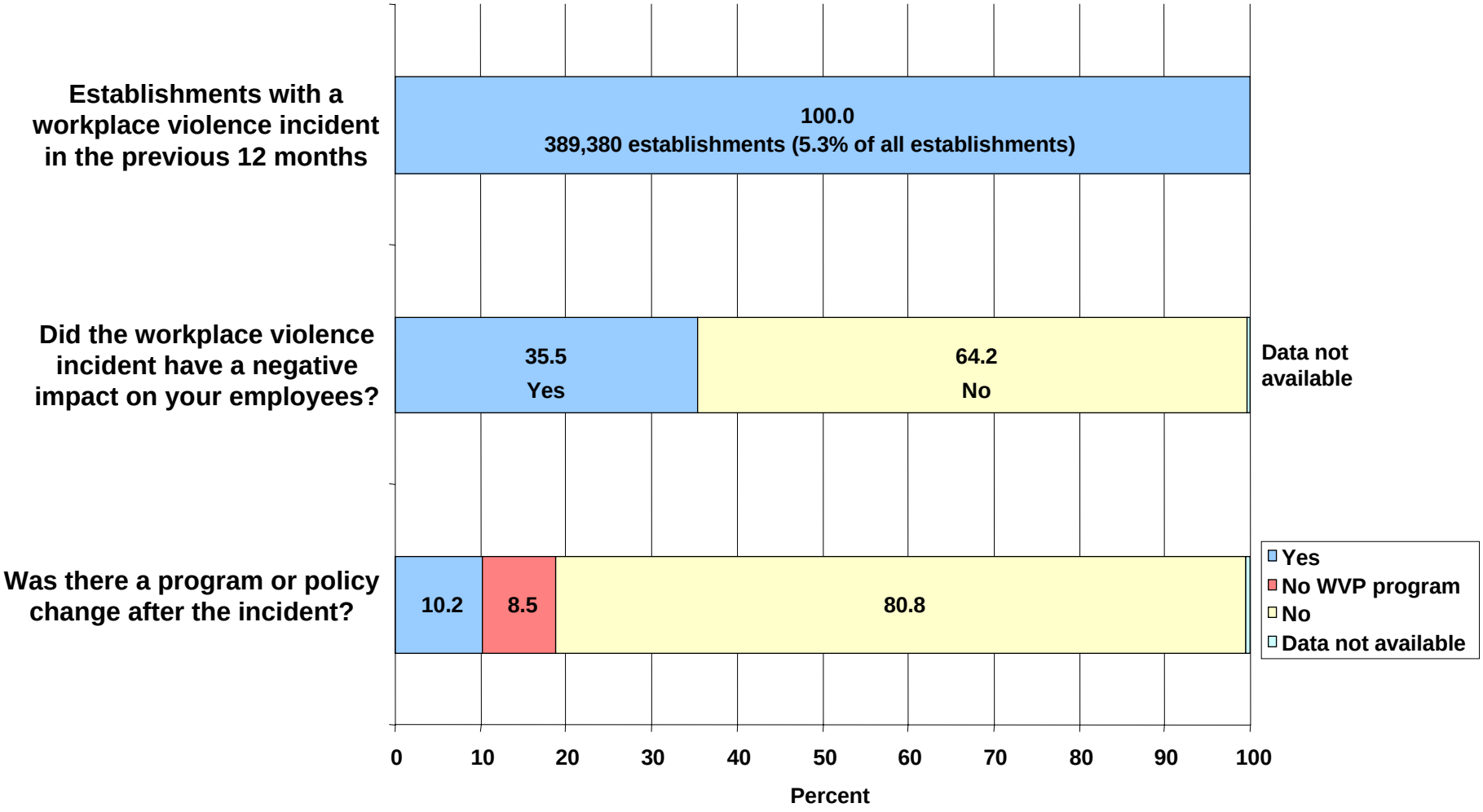
Establishments with workplace violence incidents in the previous 12 months and their impact on programs and employees, United States private industry, 2005



Nearly five percent of private industry establishments experienced an incident of workplace violence in the last year. While one-third reported a negative impact on employees, only 11 percent changed their policy after the incident; 9 percent had no program or policy.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

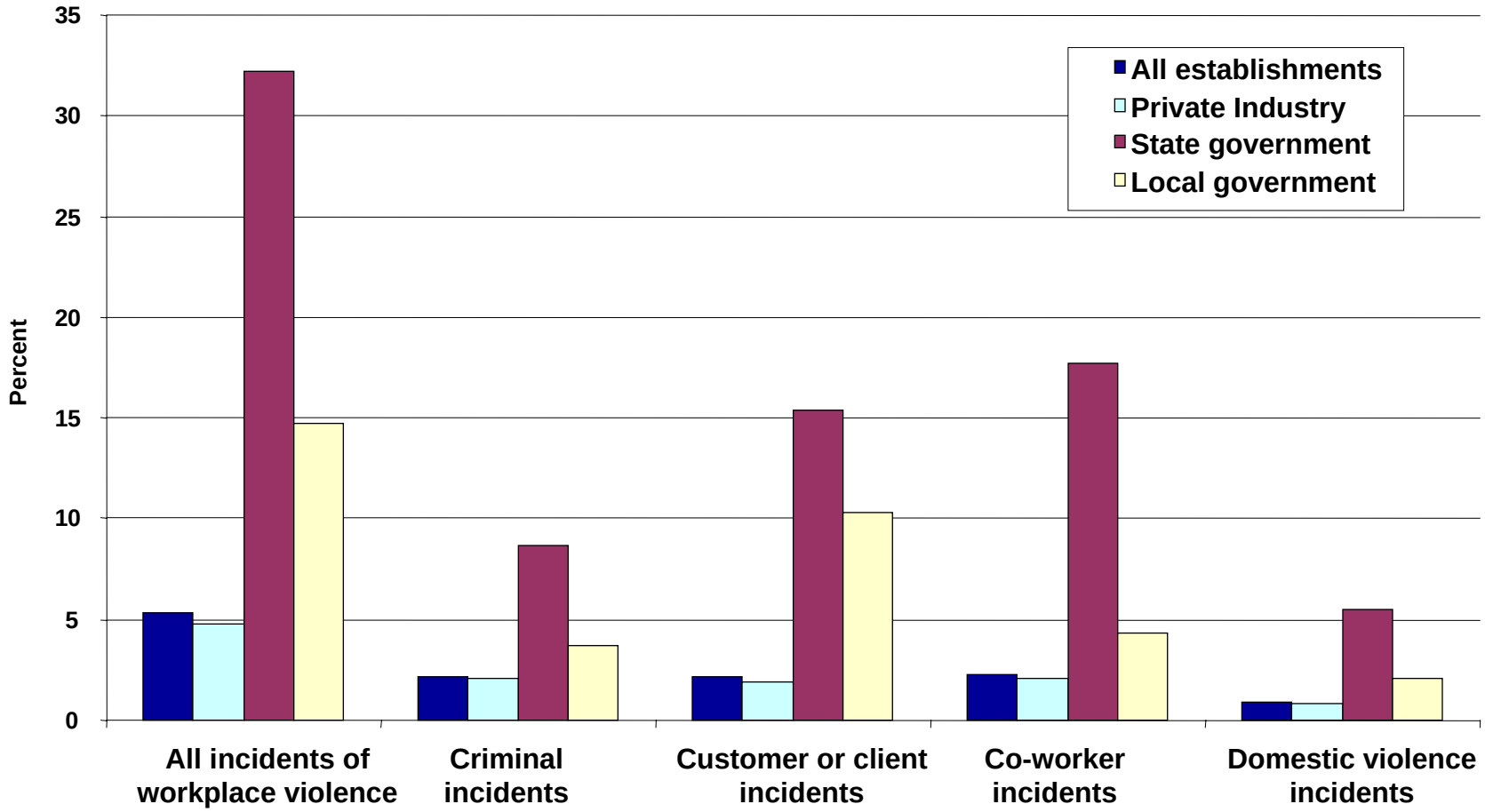
Establishments with workplace violence incidents in the previous 12 months and their impact on programs and employees, United States, 2005



Over 5 percent of all establishments experienced an incident of workplace violence in the last year. While one-third reported a negative impact on employees, only 10 percent changed their policy after the incident; almost 9 percent had no program or policy.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

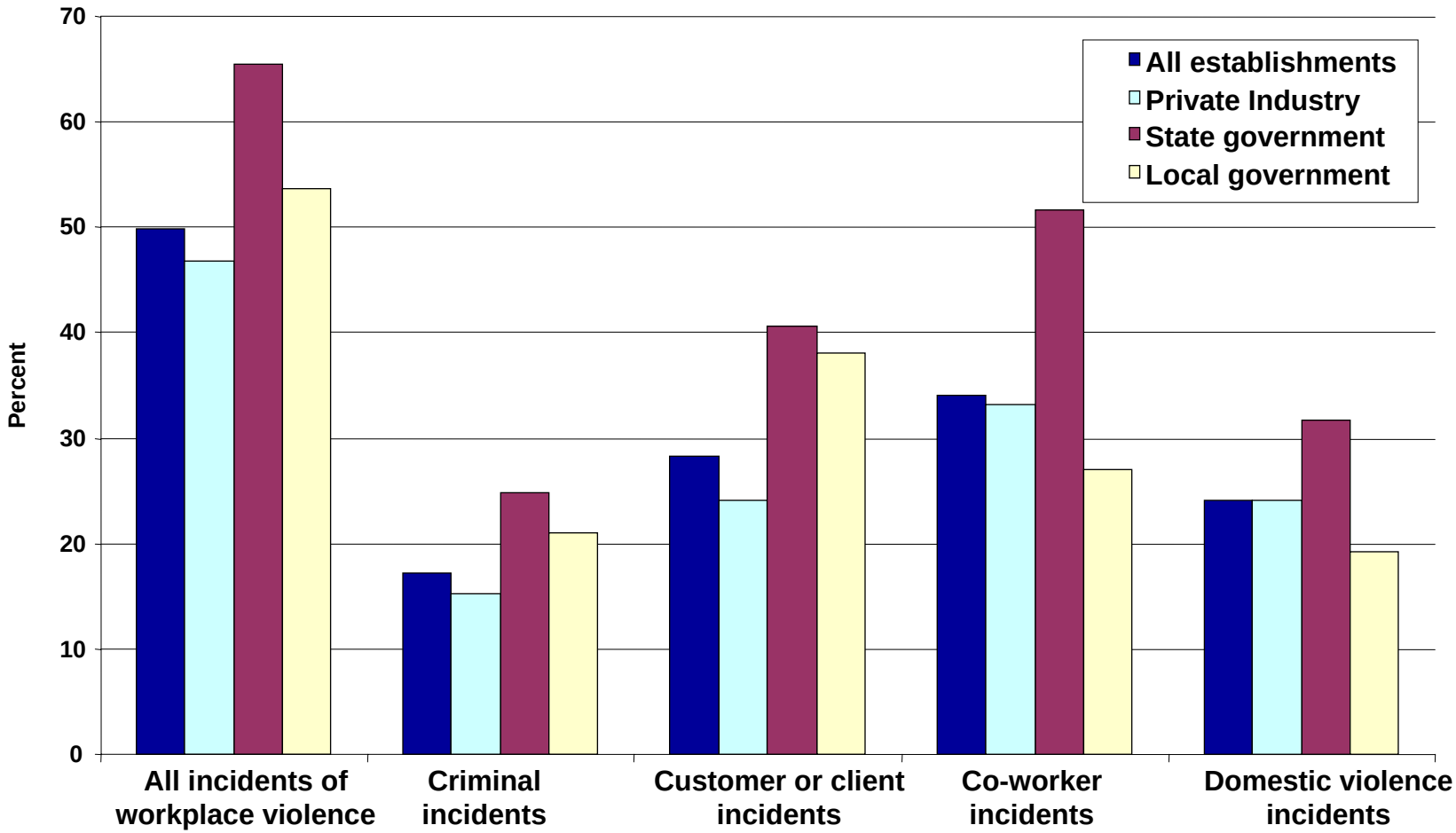
Percent of establishments experiencing an incident of workplace violence by type of incident and ownership, United States, 2005



State governments experienced higher percentages of all types of workplace violence than did local governments or private industry. Thirty-two percent of State government establishments experienced some form of workplace violence in the previous 12 months.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

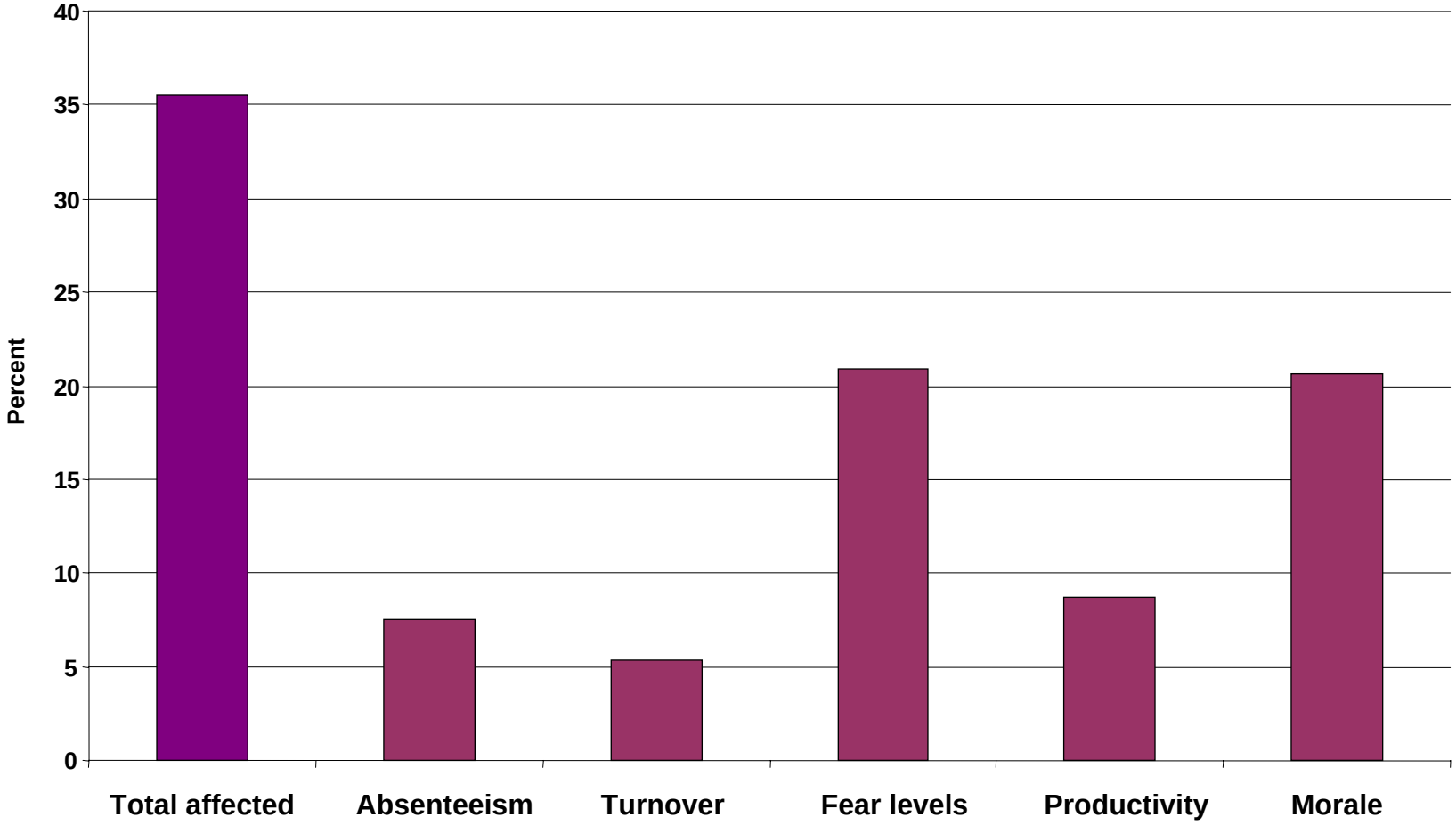
Percent of establishments employing 1,000 or more workers experiencing an incident of workplace violence by type of incident and ownership, United States, 2005



Half of the largest establishments (employing 1,000 or more workers) reported an incident of workplace violence in the previous 12 months. In these largest establishments, 52 percent of State government workplaces reported an incident of co-worker violence.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

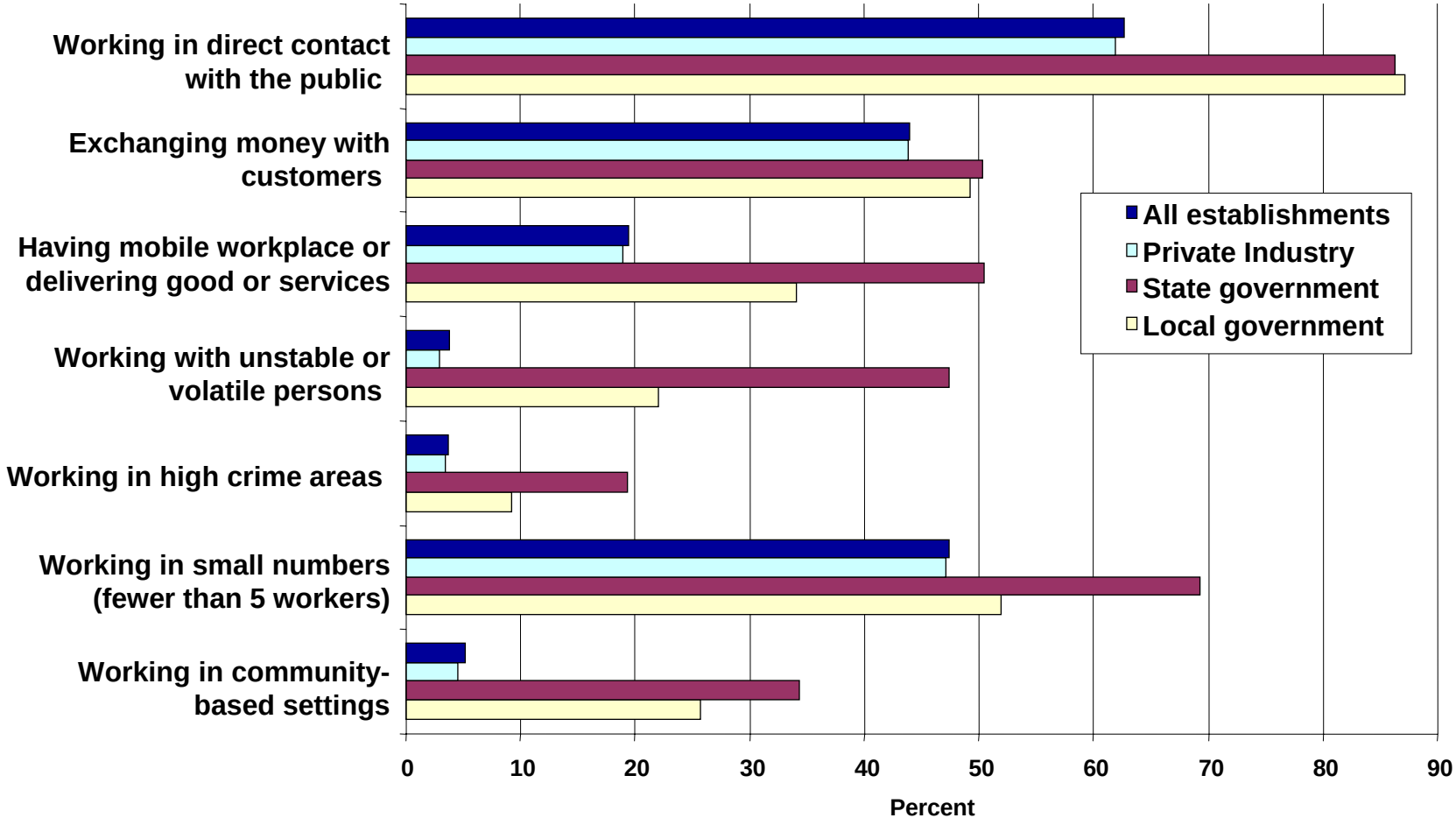
Percent of establishments with an incident of workplace violence in the previous 12 months by effect on employees, United States, 2005



Employees can be affected by workplace violence in a number of ways including increased fear, lower morale, and higher absenteeism. Employees in 36 percent of the establishments having an incident of workplace violence in the previous 12 months were negatively affected.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

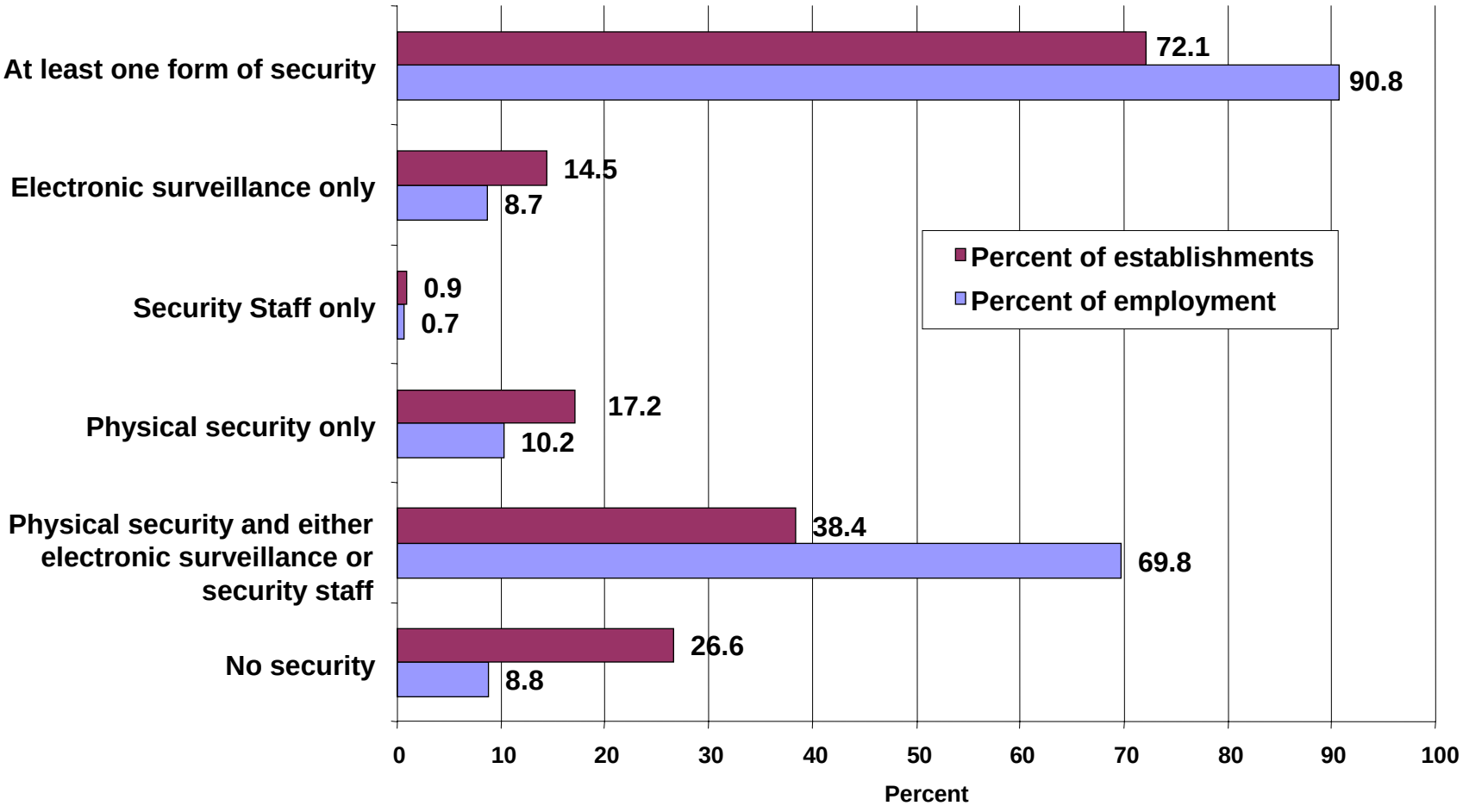
Percent of establishments by potentially hazardous work environment characteristics, by ownership, United States, 2005



The higher reported incidence of workplace violence in State and local government workplaces may be attributed to their work environments. State and local governments report much higher percentages of working in direct contact with the public, working in small numbers or in community-based settings, and other potentially hazardous conditions than did private industry.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

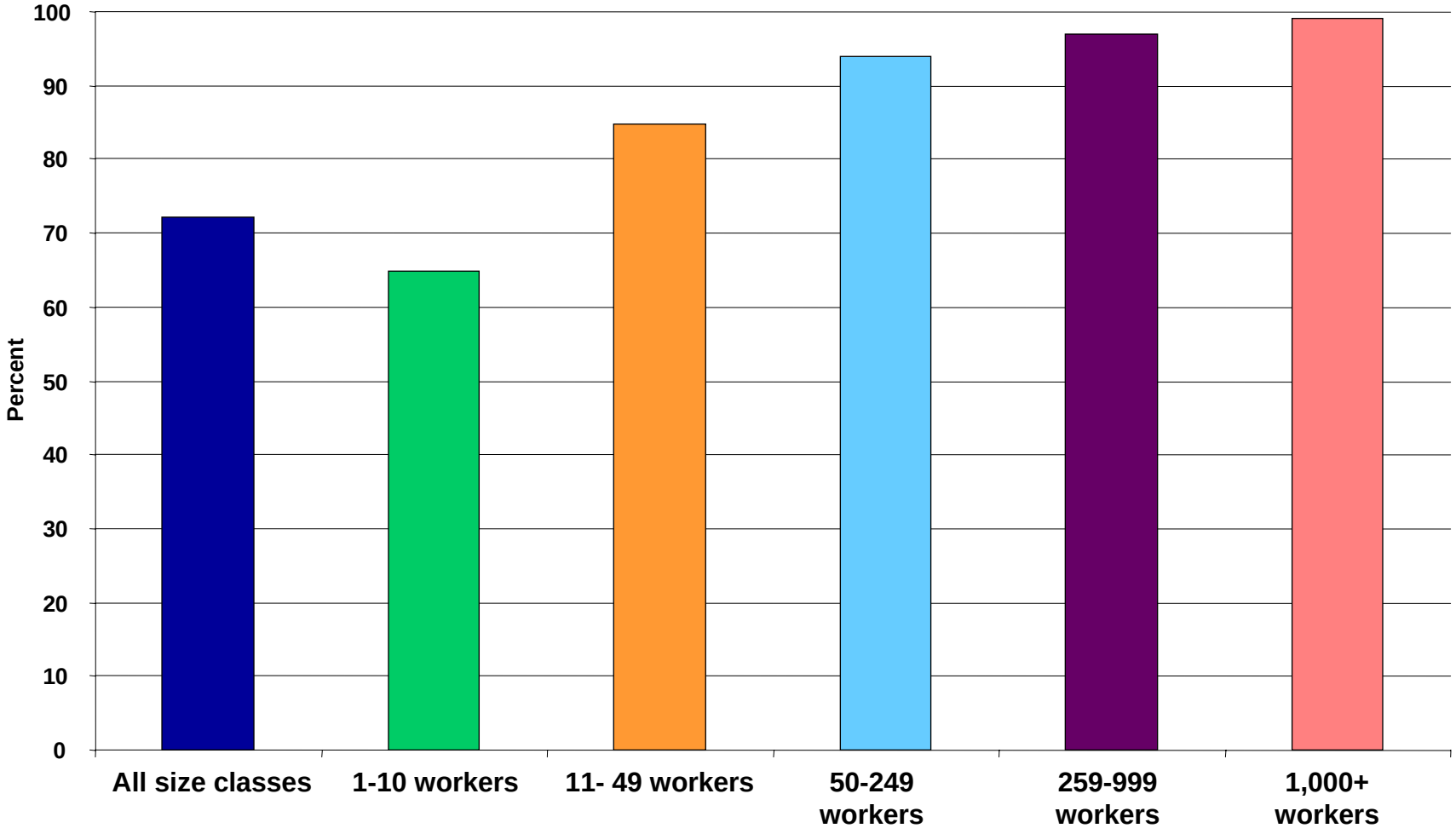
Percent of establishments and employees by type of security, United States, 2005



Seventy-two percent of establishments, employing 91 percent of workers, had at least one form of security.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

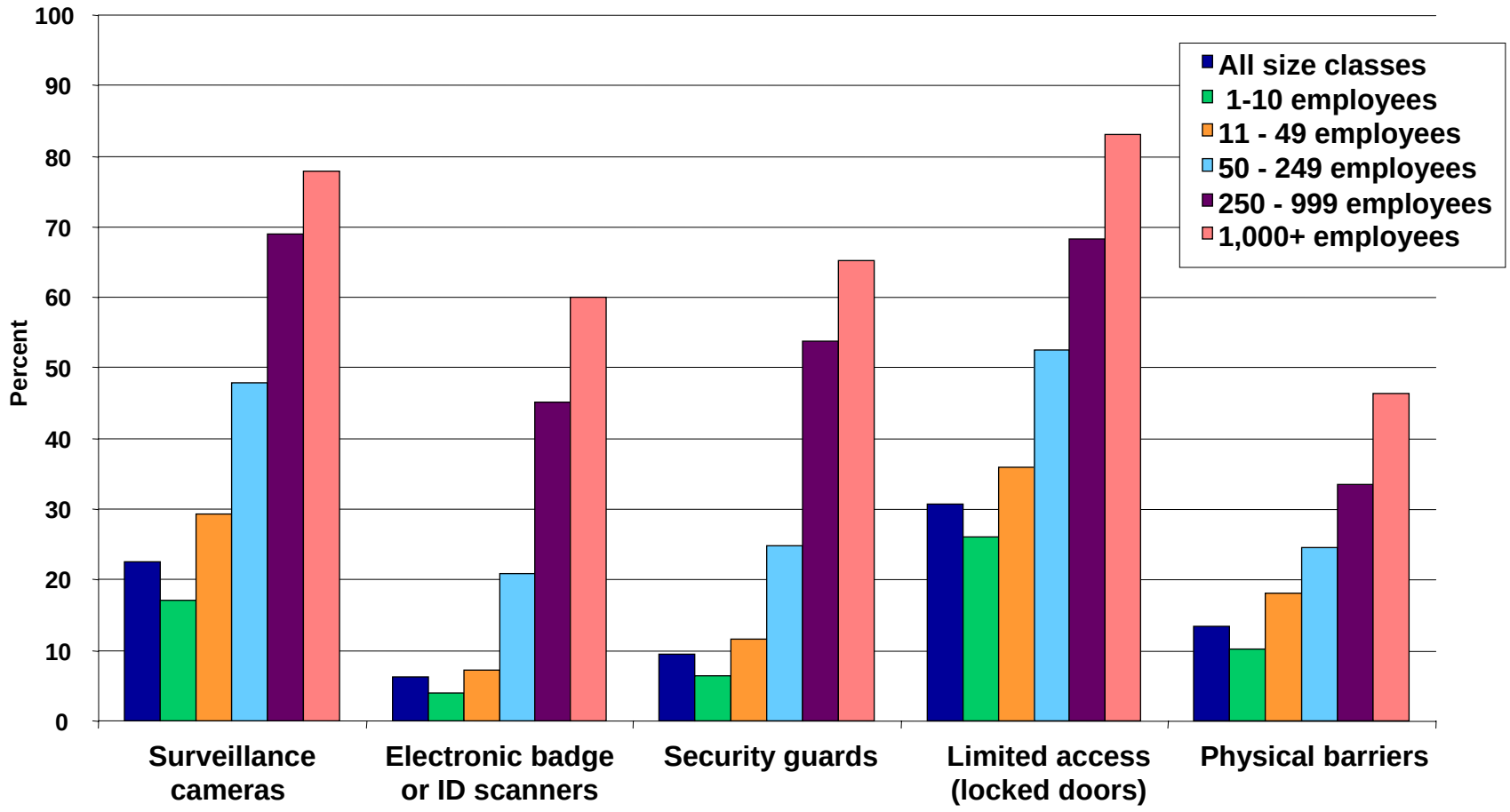
Percent of establishments with some form of security, by size of establishment, United States, 2005



The availability of some form of security generally increased as the size of the establishment increased.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

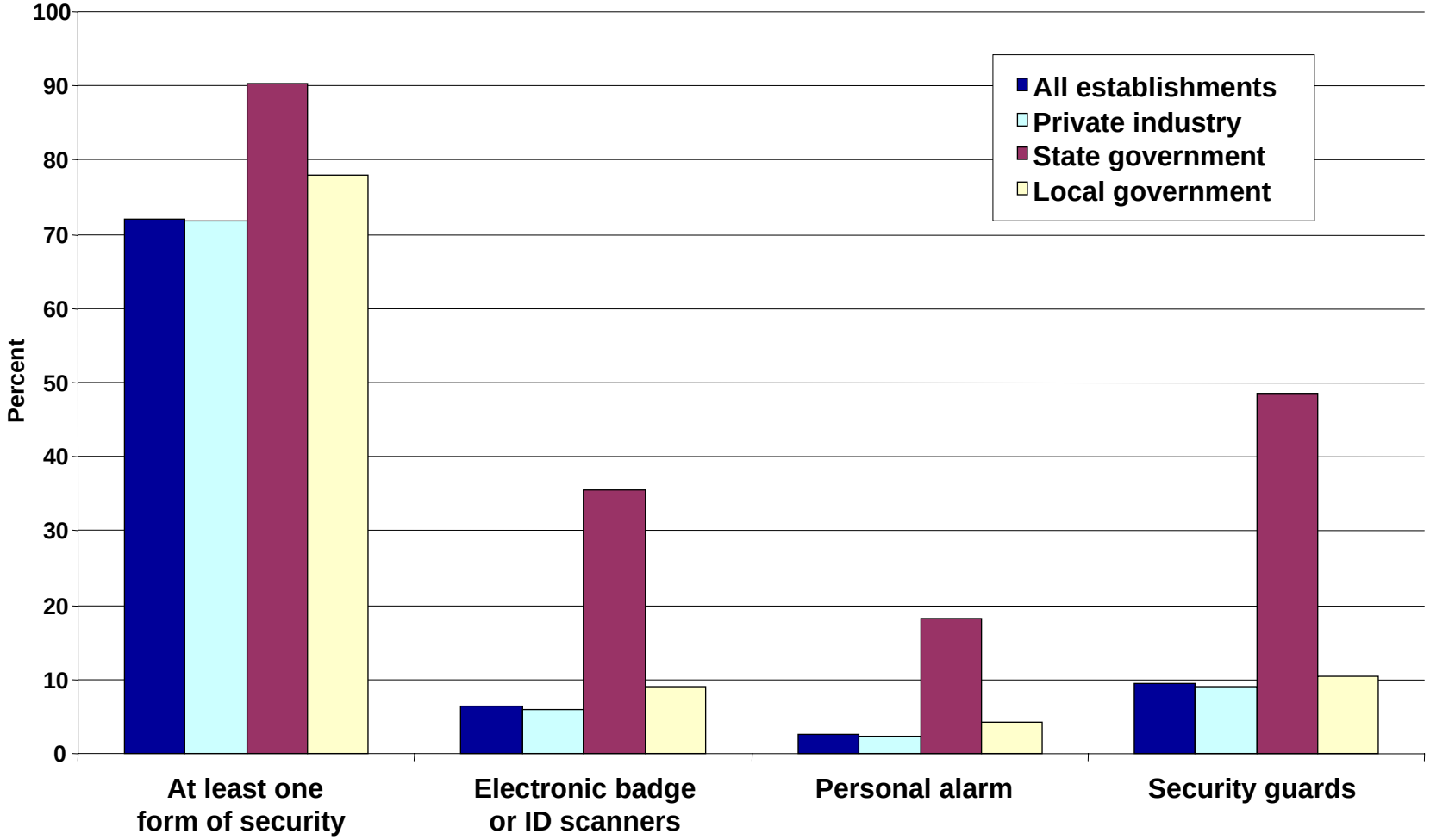
Percent of establishments providing selected types of security, by size of establishment, United States, 2005



The prevalence of most types of security features increased with establishment size.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

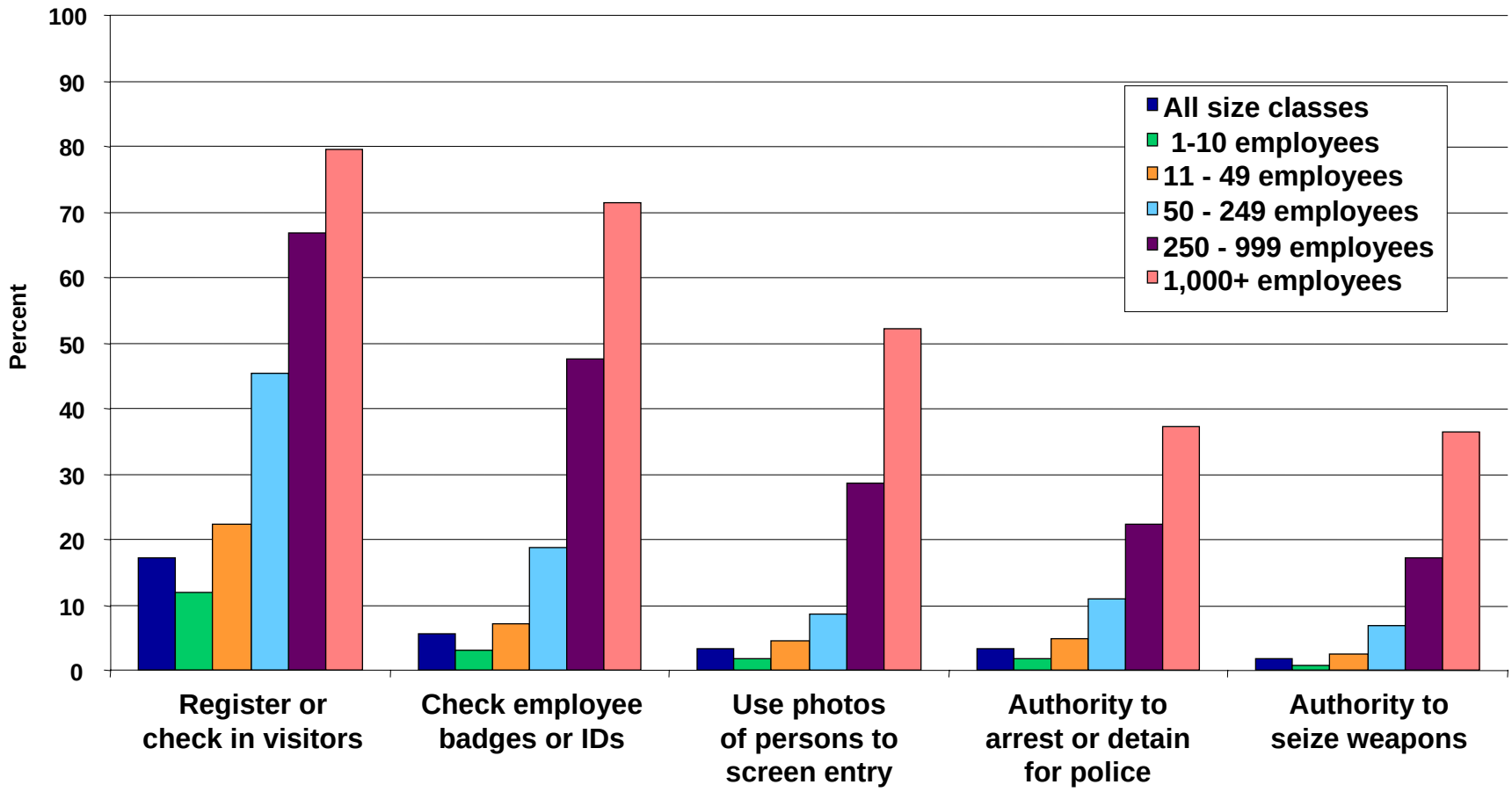
Percent of establishments by selected types of security and ownership, United States, 2005



State governments tended to have more security precautions than either private industry or local governments.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

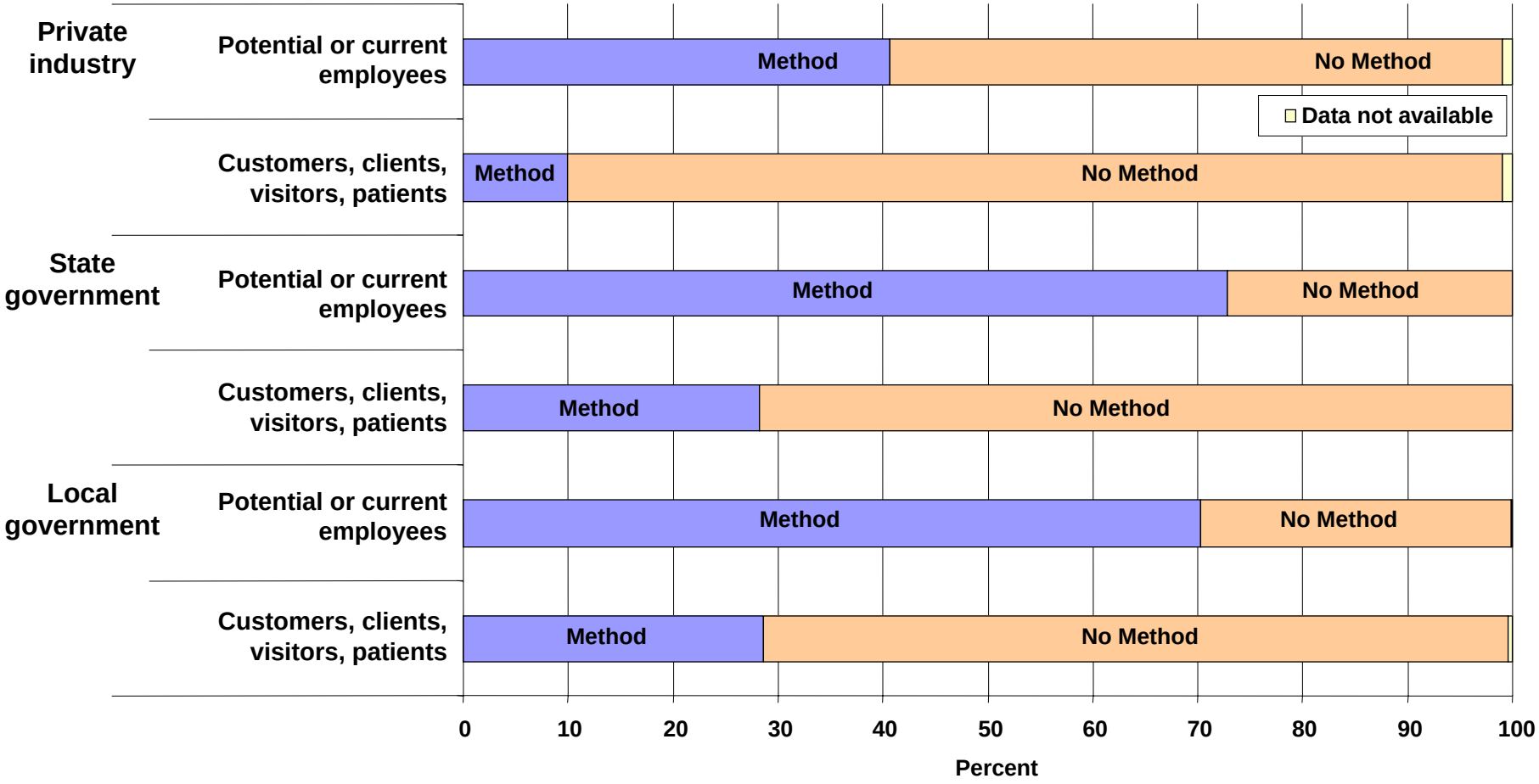
Percent of establishments by selected methods of monitoring entry, by size of establishment, United States, 2005



Employers used varying methods to monitor entry to workplaces, the prevalence increasing as the size of the establishment increased.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

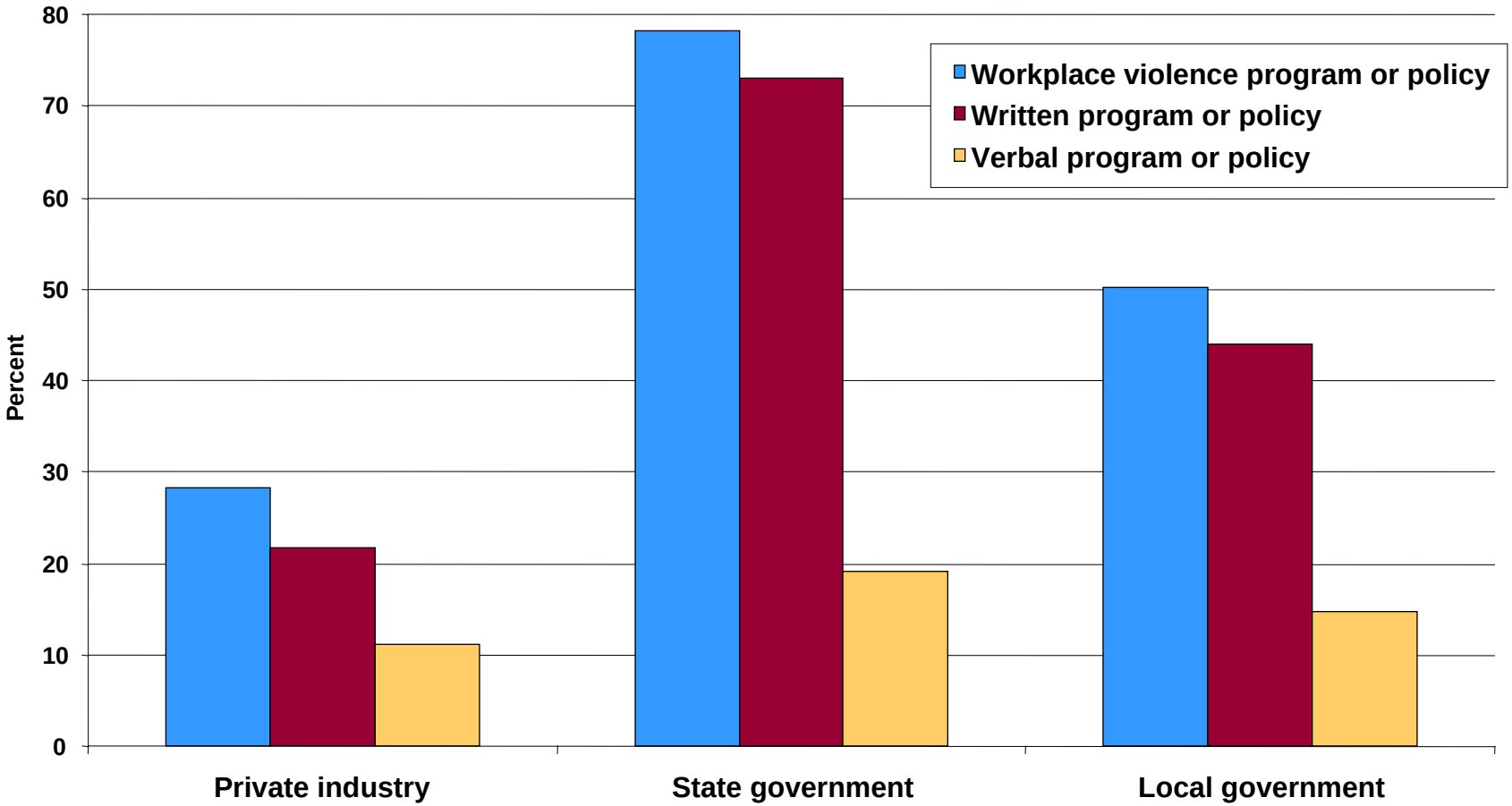
Percent of establishments having a process to identify customers or employees with a history of violence, by ownership, United States, 2005



Employers were more likely to have procedures to identify potentially violent employees than customers or clients.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

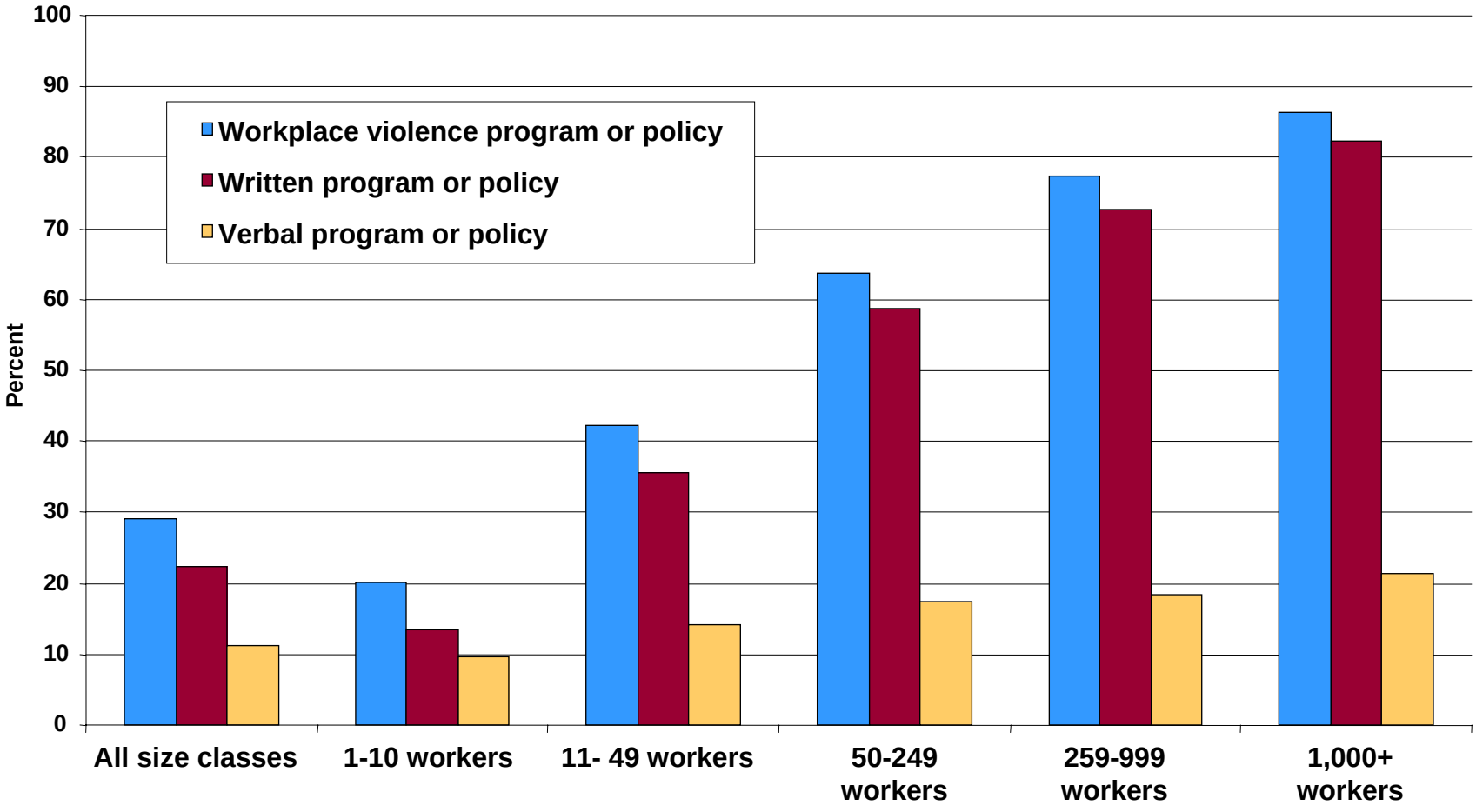
Percent of establishments having a workplace violence prevention program or policy, by ownership, United States, 2005



State governments were much more likely to have a formal workplace violence program or policy than private industry or local governments. Over 70 percent of all establishments did not have a formal policy to address workplace violence.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

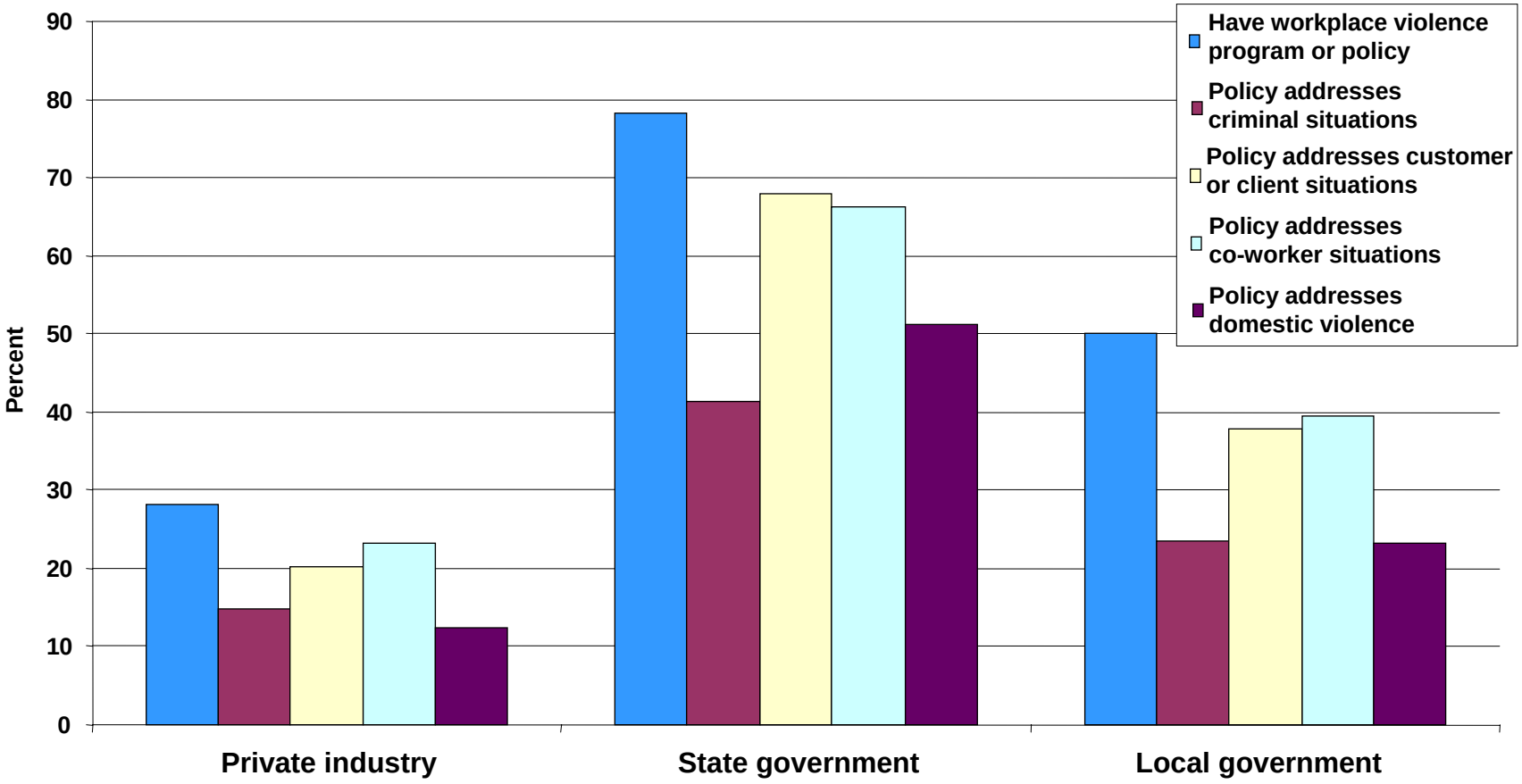
Percent of establishments having a workplace violence prevention program or policy, by size of establishment, United States, 2005



The existence of formal workplace violence prevention policies or programs increased as the size of the establishment increased.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

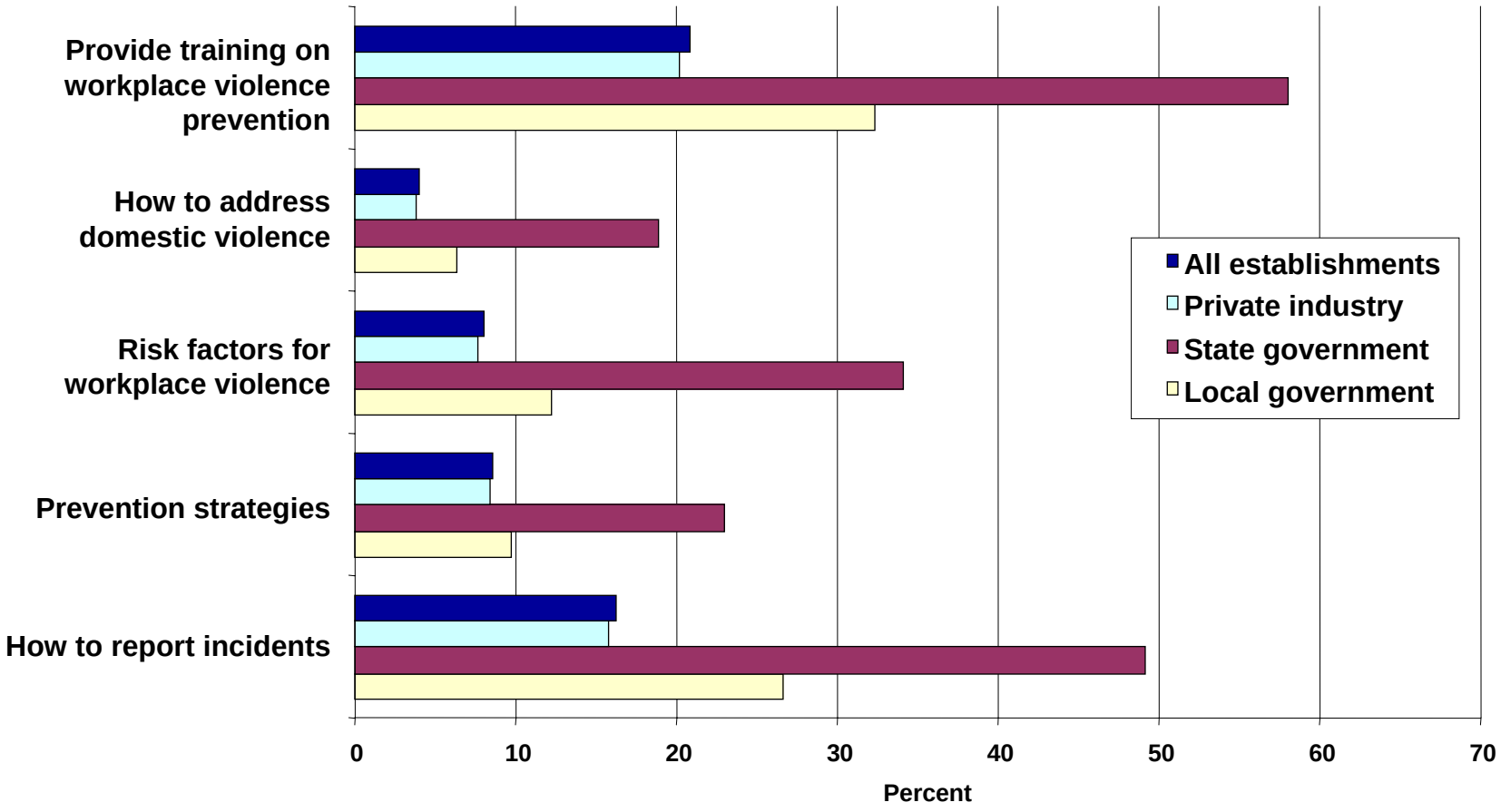
Percent of establishments addressing different types of workplace violence, by ownership, United States, 2005



In establishments with a formal workplace violence prevention program or policy, more emphasis was placed on customer and co-worker violence. State governments placed more emphasis on domestic violence than did private industry or local government.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

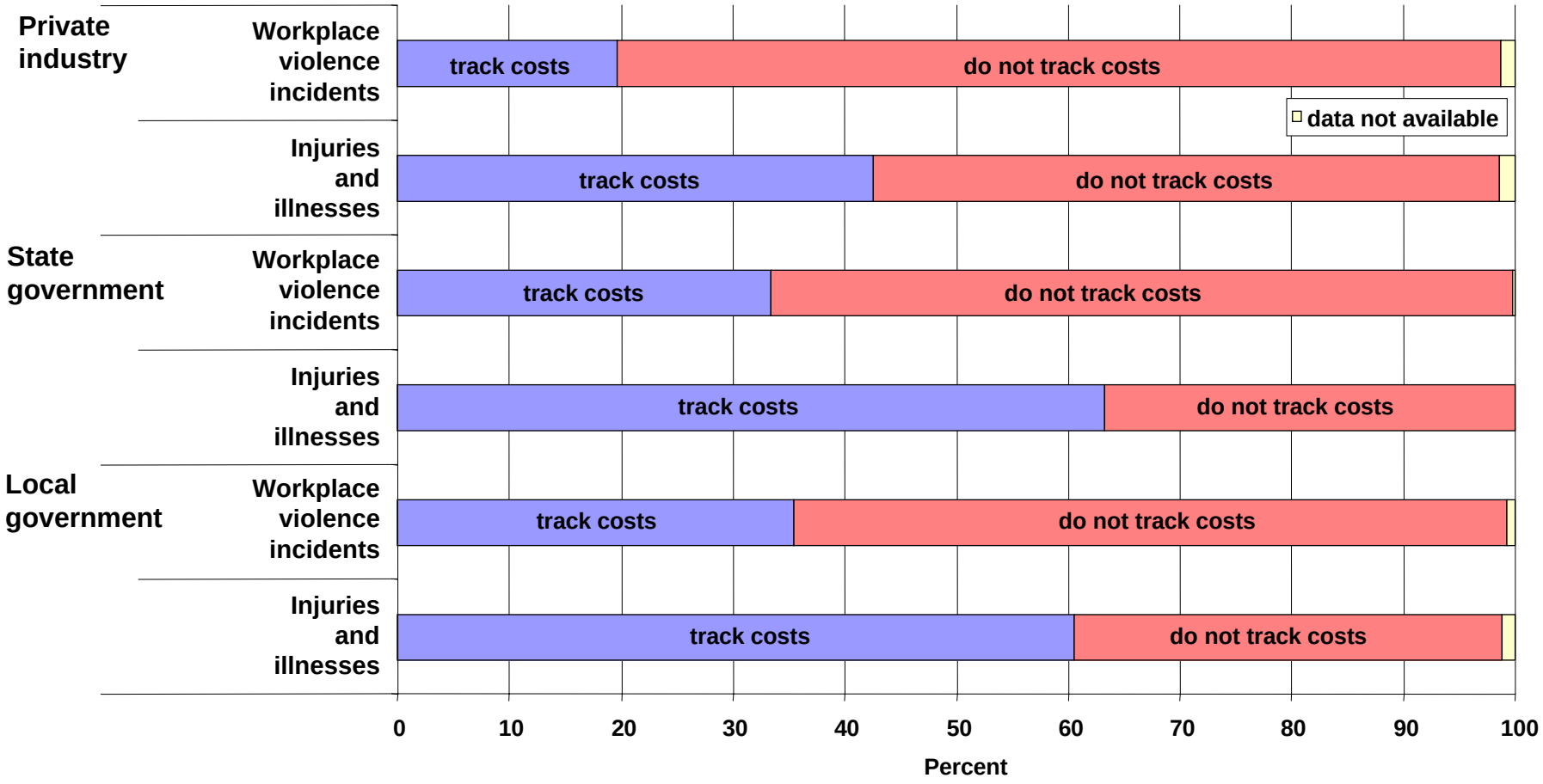
Percent of establishments providing training on workplace violence prevention by topic and ownership, United States, 2005



Twenty-one percent of all establishments provided training on workplace violence prevention, while 58 percent of State governments provided this training. Only four percent of all establishments provided training on domestic violence.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

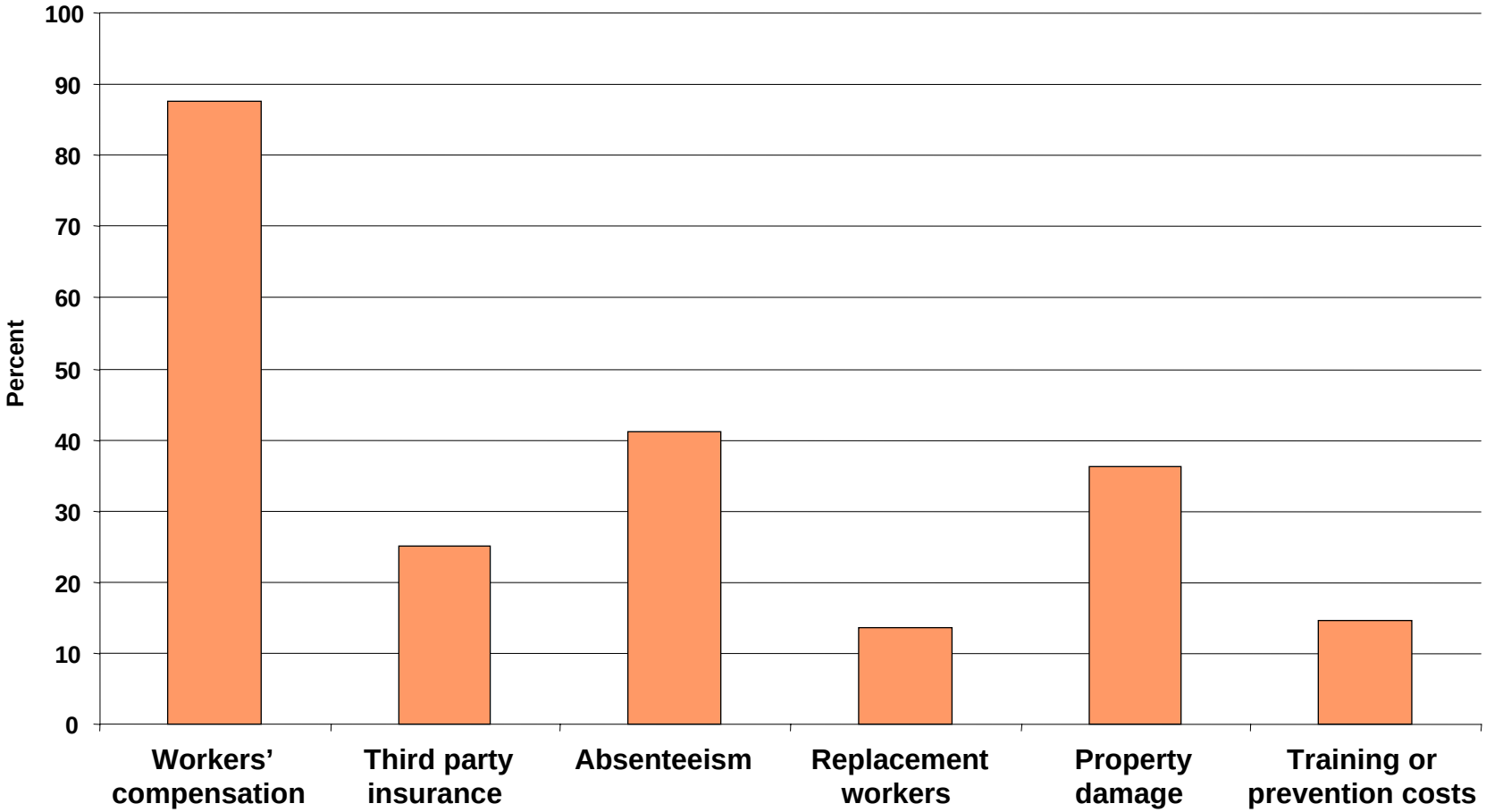
Percent of establishments tracking costs of occupational injuries and illnesses and incidents of workplace violence, by ownership, United States, 2005



Forty-three percent of private industry establishments reported tracking costs for workplace injuries and illnesses while 20 percent reported tracking costs of workplace violence incidents. This same pattern of tracking costs occurred in State and local governments.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

Percent of establishments by types of costs tracked for incidents of workplace violence, United States, 2005



Where costs of workplace violence incidents were tracked, workers' compensation costs were most frequently tracked. Among other costs tracked, absenteeism and property damage costs were tracked more often than other items.

Source: Bureau of Labor Statistics, Survey of Workplace Violence Prevention, 2005

U.S. Department of Justice
Office of Justice Programs

Bureau of Justice Statistics
Special Report

December 2001, NCJ 190076

National Crime Victimization Survey

Violence in the Workplace, 1993-99

Detis T. Duhart, Ph.D.
BJS Statistician

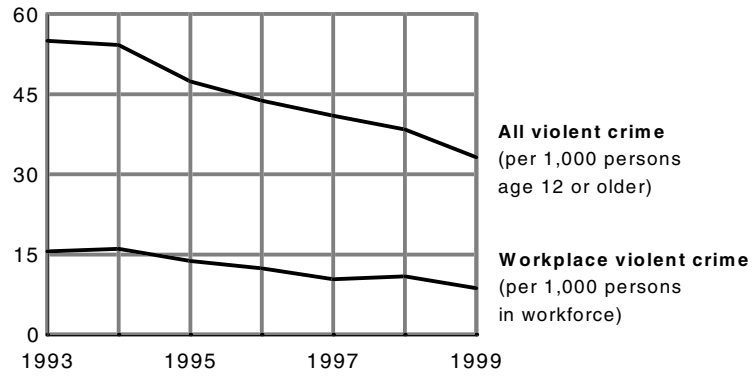
Between 1993 and 1999 in the United States, an average of 1.7 million violent victimizations per year were committed against persons age 12 or older who were at work or on duty, according to the National Crime Victimization Survey (NCVS). In addition to the nonfatal violence measured by the NCVS, about 900 work-related homicides occurred annually. Workplace violence accounted for 18% of all violent crime during the 7-year period.

Of the occupations examined, police officers experienced workplace violent crime at rates higher than all other occupations (261 per 1,000 police officers). College or university teachers were victimized the least among occupations examined (2 per 1,000 college teachers).

This report focuses on nonfatal violence in the workplace — rape and sexual assault, robbery, aggravated assault, and simple assault — as measured by the NCVS. In addition, data from the Bureau of Labor Statistics are included to describe the nature of workplace homicide. All tables describe nonfatal victimizations occurring while at work or on duty, unless otherwise noted as including homicide.

Highlights

1993-99, violent crime in the workplace declined 44%, compared to a 40%-decrease in the overall rate of violent crime



- Of the occupations examined, police officers experienced workplace violent crime at rates higher than all other occupations (261 per 1,000 persons).
- The workplace violent crime rate for whites (13 per 1,000 in the workforce) was 25% higher than the black rate (10 per 1,000) and 59% higher than the rate for other races (8 per 1,000). This contrasts with overall violent crime (including both workplace and non-workplace violence) for which blacks have the highest rates.
- Most workplace victimizations were intraracial. About 6 in 10 white and black victims of workplace crime perceived their assailant to be of the same race.
- Private sector and Federal Government employees were victimized at similar rates.
- Elementary school teachers experienced workplace violence at a rate lower than junior high and high school teachers (17 versus 54 and 38 per 1,000 in the workforce, respectively).
- Almost 4 of every 10 robberies occurring while the victim was at work or on duty were committed against persons in retail sales or transportation.
- More than 80% of all workplace homicides were committed with a firearm. From 1993 to 1999 the number of workplace homicides declined 39%.

Violence in the workplace

Rape and sexual assault, robbery, and homicide accounted for a small percentage (6%) of all workplace violent crime occurring between 1993 and 1999 (table 1). The majority of workplace violent incidents, almost 19 of every 20, were aggravated or simple assaults. (See *Glossary* for definitions.) Violent crime was experienced by persons at work or on duty at a rate of 13 per 1,000 persons in the workforce. The simple assault rate (9 per 1,000 persons in the workforce) was more than 4 times the rate of all other categories of violent workplace crime. Homicides were less than 1% of all workplace violent crimes.

Table 1. Average annual number, rate, and percent of workplace victimization by type of crime, 1993-99

Crime category	Average annual workplace victimization	Rate per 1,000 persons in the workforce	Percent of workplace victimization
All violent crime	1,744,300	12.5	100%
Homicide	900	0.01	0.1
Rape/Sexual assault	36,500	0.3	2.1
Robbery	70,100	0.5	4.0
Aggravated assault	325,000	2.3	18.6
Simple assault	1,311,700	9.4	75.2

Sources: Homicide data are obtained from the Bureau of Labor Statistics Census of Fatal Occupational Injuries. Rape and sexual assault, robbery, aggravated assault, and simple assault data are from the NCVS.

Trends in workplace violence

The percent decreases in the rates of workplace violence and of violent crime overall were similar between 1993 and 1999 (*Highlights* figure). There were 16 workplace violent victimizations (per 1,000 persons in the workforce) in 1993 compared to 9 in 1999 — a 44% decrease. During the same period, overall violent crime victimization rates fell significantly (40%) from 55 to 33 per 1,000 persons. Each category of violent workplace crime was lower in 1999 than it had been in 1993 (table 2).

Table 2. Workplace violence victimization rate per 1,000 persons in the workforce, by crime category, 1993-99

	Rate of violent victimization in the workplace per 1,000 persons in the workforce				
	Total	Rape/sexual assault	Robbery	Aggravated assault	Simple assault
1993	15.6	0.5	0.7	3.2	11.3
1994	16.1	0.1*	0.7	3.1	12.2
1995	13.8	0.3	0.7	2.3	10.5
1996	12.5	0.4	0.5	2.5	9.2
1997	10.4	0.2	0.4	2.2	7.6
1998	11.0	0.2	0.3	1.9	8.6
1999	8.7	0.2*	0.3	1.4	6.8

*Estimate based on 10 or fewer sample cases.
See *Methodology* on page 11.

For example, persons working or on duty experienced 7 simple assaults per 1,000 persons in the workforce during 1999 versus 11 in 1993.

The National Crime Victimization Survey

The NCVS is the Nation's primary source of information on the frequency, characteristics, and consequences of criminal victimization. One of the largest continuous household surveys conducted by the Federal Government, the NCVS collects information about crimes, both reported and not reported to police. The survey provides the largest national forum for victims to describe the impact of crime and the characteristics of violent offenders.

This report updates *Workplace Violence, 1992-96,* a BJS Special Report, July 1998, NCJ 168634. Findings from the NCVS are also on the BJS website: <www.ojp.usdoj.gov/bjs/>.

Table 3. Average annual rate of workplace victimization, by demographic characteristics of the victims, 1993-99

Characteristic of victim	Rate per 1,000 in the workforce
All	12.5
Gender	
Male	15.0
Female	9.6
Race	
White	13.0
Black	10.4
Other	8.2
Ethnicity	
Hispanic	9.7
Non-Hispanic	12.7
Unknown	19.9
Age	
12-19	11.5
20-34	16.0
35-49	12.3
50-64	7.8
65 or older	3.9
Marital status	
Never married	14.1
Married	11.3
Widowed	4.7
Divorced or separated	15.8

Characteristics of victims of workplace violence

Males were victimized more than females for both workplace violent crime and violent crime overall during 1993-99. The violent crime victimization rate for working or on duty males was 56% higher than the female rate (15 versus 10 per 1,000 in the workplace) (table 3). Overall, 18% of violent crimes were workplace victimizations; 22% of all male and 15% of all female violent crimes were committed while the victim was working or on duty.

	Percent of violent victimizations		
Gender	All	Workplace	Non-workplace
All victims	100%	18%	82%
Male	100	22	78
Female	100	15	85

Table 4. Average annual rate and percentage of workplace crime, by gender, race, and crime category, 1993-99

Characteristic of victim	Violent victimizations in the workplace							
	Rape and sexual assault		Robbery		Aggravated assault		Simple assault	
	Rate	Percent	Rate	Percent	Rate	Percent	Rate	Percent
Gender		100%		100%		100%		100%
Male	0.1	20.0	0.7	70.2	3.1	71.4	11.2	64.1
Female	0.5	80.0	0.3	29.8	1.5	28.6	7.3	35.9
Race		100%		100%		100%		100%
White	0.3	88.4	0.5	80.7	2.4	85.6	9.9	89.0
Black	0.2*	9.0*	0.7	16.0	2.1	10.4	7.4	8.9
Other	0.2*	2.6*	0.4*	3.3*	2.5	4.0	5.1	2.0

Note: Detail may not add to total shown because of rounding.
Percentages are of total workplace victimization; rates are per 1,000 persons in the workforce.
*Estimate based on 10 or fewer sample cases. See *Methodology* on page 11.

Although NCVS data have consistently shown that blacks experience violent crime at rates higher than whites and persons of other races, violent *workplace* crime rates were highest among whites. While working or on duty, whites experienced 13 workplace victimizations per 1,000 in the workforce, a rate 25% higher than the black rate (10 per 1,000 in the workforce) and 59% higher than the rate among persons of "other" races.[1] The black workplace victimization rate was similar to that of Hispanics (10 per 1,000 in the workforce) and slightly higher than the rate for persons of "other" races.

Persons age 20-34 experienced workplace violence at a rate higher than any other age group considered. Workers age 12-19 and 35-49 experienced workplace crime at similar rates (12 per 1,000 in the workforce).

[1]In this report, "other races" and "others" are defined as Asians, Native Hawaiians, other Pacific Islanders, Alaska Natives, and American Indians considered together.

Workplace victimization rates for never married and divorced or separated persons were similar, and both were higher than the rates for married or widowed persons.

Type of crime and gender

Except for rape and sexual assault, males experienced all categories of workplace violent crime at higher rates and percentages than did females (table 4). About two-thirds of all robberies, aggravated assaults, and simple assaults in the workplace were committed against males. The rates of victimization (per 1,000 in the workforce) for these crimes were at least 54% higher for males when compared to those for females.

Type of crime and race

Whites experienced more than four-fifths of all rapes and sexual assaults (88%), robberies (81%), aggravated assaults (86%), and simple assaults (89%) occurring in the workplace.

Per capita rates of aggravated assault in the workplace were similar for all racial categories. The rate of workplace simple assault for whites was higher than that for blacks and persons of other races. Blacks and whites were robbed while working or on duty at similar rates (1 per 1,000 in the workforce).

Average annual rate of victimization in the workplace, by occupation, 1993-99

Occupation was measured by categorizing the victim's reported job at the time of the victimization into broad occupational fields. (See *Methodology* on page 11 for definitions.) Between 1993 and 1999 the rates of workplace violence for all occupational categories fell, and all the declines were statistically significant except for mental health (table 5). The percentage decline in the workplace victimization rate for the law enforcement field (55%) was somewhat greater than the decline in percentage among mental health employees (28%).

Table 5. Rate of violent victimization in the workplace, by occupational field, 1993-99

	Rate per 1,000 persons in each occupation						
	Medical	Mental health	Teaching	Law enforcement	Retail sales	Transport-ation	Other occupation
1993	20.3	64.4	25.8	163.1	21.9	20.6	8.1
1994	16.7	63.7	19.3	156.4	22.8	24.1	9.6
1995	16.0	56.7	15.4	157.2	22.2	13.8	7.4
1996	11.8	63.9	16.6	125.9	20.4	12.6	7.3
1997	8.4	39.7	14.9	122.0	20.5	15.4	5.1
1998	9.2	49.3	18.9	88.5	16.2	18.3	6.6
1999	10.0	46.1	12.4	74.1	14.1	8.4	5.3
1993-99 Percent change	-51%	-28%	-52%	-55%	-36%	-59%	-35%

Average annual rate of violent victimization in the workplace, by occupation, 1993-99

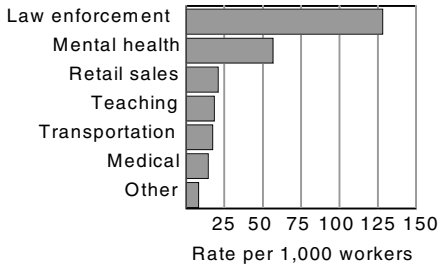


Figure 1

Persons employed in law enforcement were victimized while at work or on duty at the highest rate of all occupations examined — followed by persons working in the mental health field (figure 1). Retail sales workers were victimized in the workplace at a somewhat higher rate (20 per 1,000 in the workforce) than those employed in the teaching, transportation, or medical field.

Among the occupational groups examined, police officers accounted for 11% of all workplace victimizations and were victimized while at work or on duty at a rate higher than all other occupations examined (261 per 1,000), while college or university teachers were victimized the least (2 per 1,000) (table 6).

The workplace violent crime victimization rate for nurses was not significantly different from that for physicians; however, nurses experienced workplace crime at a rate 72% higher than medical technicians and at more than twice the rate of other medical field workers (22 versus 13 and 9, respectively). Professional (social worker/psychiatrist) and custodial care providers in the mental health care field were victimized while working or on duty at similar rates (68 and 69 per 1,000, respectively) — but at rates more than 3 times those in the medical field.

Table 6. Average annual rate of violent victimization in the workplace, by occupation of the victim, 1993-99

Occupational field of victim	Violent victimizations in the workplace: Number	Rate per 1,000 workers	Percent of total
Total	12,328,000	12.6	100%
Medical			
Physician	71,300	16.2	0.6%
Nurse	429,100	21.9	3.5
Technician	97,600	12.7	0.8
Other	315,000	8.5	2.6
Mental health			
Professional	290,900	68.2	2.4%
Custodial	60,400	69.0	0.5
Other	186,700	40.7	1.5
Teaching			
Preschool	32,900	7.1	0.3%
Elementary	262,700	16.8	2.1
Junior high	321,300	54.2	2.6
High school	314,500	38.1	2.6
College/university	41,600	1.6	0.3
Technical/industrial	7,400	12.2*	0.1*
Special education	102,000	68.4	0.8
Other	169,800	16.7	1.4
Law enforcement			
Police	1,380,400	260.8	11.2%
Corrections	277,100	155.7	2.3
Private security	369,300	86.6	3.0
Other	359,800	48.3	2.9
Retail sales			
Convenience store	336,800	53.9	2.7%
Gas station	86,900	68.3	0.7
Bartender	170,600	81.6	1.4
Other	1,383,100	15.3	11.2
Transportation			
Bus driver	105,800	38.2	0.9%
Taxi cab driver	84,400	128.3	0.7
Other	350,500	11.7	2.8
Other	4,720,100	7.0	38.3%

Note: Rates are calculated using population estimates from the NCVS for occupations, 1993-99. The total number of victimizations in this table and all other tables with detail for occupation differs from the total in tables without occupational detail because of the way teacher victimization was computed. See *Methodology,* page 11.
Details may not add to total because of rounding.
*Estimate based on 10 or fewer sample cases. See *Methodology*, page 11.

Except for junior high school teachers, the workplace victimization rate for persons employed in special education facilities was highest among teachers. Elementary school teachers experienced workplace violence at a rate lower than that for junior high and high school teachers (17 versus 54 and 38 per 1,000 in the workforce, respectively). Junior high school teachers' workplace violent crime rate was somewhat higher than that of high school teachers.

Private security workers' workplace violent crime rate was the lowest of all law enforcement workers (87 per 1,000 private security workers). Within the retail sales field, bartenders were victimized while working at a rate similar to that of gas station attendants and somewhat higher than that of convenience store workers. Within the transportation field, taxi cab drivers were victimized while working or on duty at the highest rate.

Table 7. Average annual rates of aggravated and simple assault in the workplace, by occupation, 1993-99

Occupational field	Violent victimizations in the workplace: Total assault	Aggravated assault: Number	Aggravated assault: Rate per 1,000	Simple assault: Number	Simple assault: Rate per 1,000	Ratio of simple to aggravated assault
All assault	11,579,400	2,286,900	2.3	9,292,500	9.5	4:1
Medical	878,700	96,200	1.4	782,500	11.4	8:1
Mental health	495,700	75,100	7.7	420,600	43.2	6:1
Teaching	1,211,200	121,300	1.7	1,089,900	14.9	9:1
Law enforcement	2,348,500	548,400	29.2	1,800,100	95.8	3:1
Retail sales	1,833,700	420,600	4.2	1,413,100	14.1	3:1
Transportation	455,800	115,100	3.5	340,700	10.2	3:1
Other	4,355,900	910,300	1.4	3,445,600	5.1	4:1

Note: Rates are per 1,000 persons in the workforce.

Assault, by occupation

Simple and aggravated assaults accounted for 94% of all workplace violent victimizations. There were 4 simple assaults for every aggravated assault occurring while the victim was at work or on duty (table 7). The rate at which persons in law enforcement experienced aggravated assault (29 per 1,000 in the workforce) was more than 3 times the rate for all other occupational fields. The workplace aggravated assault rate among mental health workers was somewhat higher than the rate among retail sales employees and significantly higher than the rate for the medical, teaching, transportation, or other fields.

Mental health workers experienced simple assault at rates higher than all other occupational fields except law enforcement; persons working in the law enforcement field experienced simple assault at a rate at least twice that of all other occupational fields.

Robbery, by occupation

Almost 4 of every 10 robberies occurring while the victim was at work or on duty were committed against persons in the retail sales or transportation field (table 8). Transportation workers were robbed at a higher rate than any other occupational field reported (3 per 1,000 in the workplace).

Employers of workplace violence victims

For every 1,000 State, city, or local government employees, there were 33 workplace violent crimes experienced between 1993 and 1999 (table 9). The victimization rate of these workers was highest when considering type of employer, while the self employed were victimized the least (7 per 1,000). Private company and Federal Government employees were victimized at similar rates. The rate of workplace victimization for government agency employees — Federal, State, city, and local combined — (29 per 1,000) was higher than the rate of victimization among private company employees and the self employed.

Table 8. Average annual rate of robbery in the workplace, by occupation, 1993-99

Occupational field	Robbery in the workplace: Number	Percent of total	Rate per 1,000 workers
All robbery	490,900	100%	0.5
Medical	8,200	2*	0.1*
Mental health	9,300	2*	1.0*
Teaching	32,300	7*	0.4*
Law enforcement	15,600	3*	0.8*
Retail sales	100,700	21	1.0
Transportation	82,600	17	2.5
Other	242,300	49	0.4

Note: Details may not add to total because of rounding.
*Estimate based on 10 or fewer sample cases. See *Methodology* on page 11.

Table 9. Employers of workplace violence victims, 1993-99

Type of employer	Average annual workplace victimization	Rate per 1,000 persons in the workforce
Total	1,743,400	12.5
Private company	987,600	9.9
Government	612,800	28.6
Federal	53,800	12.1
State/city/local	559,000	33.0
Self-employed	112,900	7.4
Other	30,200	11.0

Table 10. Time of violent victimization in the workplace, by occupation of victim, 1993-99

Time of occurrence	Percent of violent victimizations in the workplace							
	All workplace crime	Medical	Mental health	Teaching	Law enforcement	Retail sales	Transport-ation	Other
	100%	100%	100%	100%	100%	100%	100%	100%
Day (6 a.m.-6 p.m.)	59.5	52.2	71.1	91.2	38.3	48.7	57.3	67.3
Night (6 p.m.-6 a.m.)	35.7	43.5	22.0	4.9	54.8	47.6	37.8	28.5
Do not know	4.8	4.3	7.0	3.9	6.9	3.7	4.9	4.2

Note: Detail may not add to total because of rounding.

Characteristics of victimization

Time of victimization

Overall, more workplace crimes occurred between noon and 6 p.m. than in any other 6-hour period of the day.

Time of occurrence of violent crime in the workplace	Percent of victimizations
Day	59.5%
6 am-noon	21.6
Noon-6 p.m.	37.9
Night	35.7%
6 p.m. to midnight	24.7
Midnight-6 a.m.	11.0
Did not know	4.8%

About 55% of all workplace crimes occurring against employees in the law enforcement field were committed at night. Law enforcement was the only field experiencing more workplace crime at night (between 6 p.m. and 6 a.m.) than during the day (between 6 a.m. and 6 p.m.) (table 10). Retail sales workers experienced workplace crime at similar percentages regardless of the time of their shift.

Victim's reaction to attack

More than three-quarters of all workplace violent crime victims did not physically resist (no resistance, unarmed confrontation, and noncon-frontational tactics during the attack).[2]

Victim's reaction to assailant	Violent victimizations in the workplace, 1993-99	
	Number	Percent
Total	12,328,000	100%
No physical resistance	9,535,400	77.3
Threatened or attacked offender	333,200	2.7
Unknown method	2,459,400	19.9

Note: Detail may not add to total because of rounding.

Three percent of workplace violence victims defended themselves by threatening or attacking their assailant with a firearm or other weapon.

Law enforcement officers victimized while working or on duty were more likely to threaten or attack their assailant with a weapon or firearm than any other victims of workplace violence (9% of all workplace crimes committed against them).

Occupational field	Victims of workplace violence who threatened or attacked the offender with a weapon	
	Number	Percent
Medical	0*	--
Mental health	0*	--
Teaching	4,600*	0.4%*
Law enforcement	218,700	9.2
Retail sales	31,200	1.6
Transportation	12,800*	2.4*
Other	65,900	1.4

*Estimate based on 10 or fewer sample cases. See *Methodology* on page 11.

[2]Actions such as keeping still during the incident, yelling for help, attempting to appease or persuade the offender, and bargaining with the offender are all classified as "no physical resistance."

Victim's injury

Twelve percent of all workplace violence victims sustained injuries from the incident (table 11). Of those injuries sustained from workplace violence incidents, about 10 out of 11 were minor injuries.[3] Fifty-three percent of all injured victims were not treated or did not receive medical care for injuries sustained, while 26% received treatment from a medical office, clinic, or hospital.

[3] Minor injuries include bruises, black eyes, cuts, scratches, swelling, chipped teeth, and undetermined injuries requiring less than 2 days of hospitalization.

Table 11. Injury from workplace violence and treatment received, 1993-99

Injury type and treatment	Percent of violent victimizations in the workplace
Uninjured	88.2%
Injured	11.8
Type of injury, as percent of all victims	
Serious	1.2
Minor	10.2
Other	0.4
Treatment, as percent of injured	
Injured but not treated	53.0
Treated at scene/home	14.8
Treated at medical office, clinic, or hospital	26.2
Treated at other location	3.7
Hospitalized 1 night or more	2.1*
Did not know location	0.2*

Note: Minor injuries include bruises, black eyes, cuts, scratches, swelling, chipped teeth, and undetermined injuries requiring less than 2 days of hospitalization. Serious injuries include gunshot or knife wounds, broken bones, loss of teeth, internal injuries, loss of consciousness, and undetermined injuries requiring 2 or more days of hospitalization. Detail may not add to totals because of rounding.
*Estimate based on 10 or fewer sample cases. See *Methodology* on page 11.

Table 12. Weapon present during victimizations in the workplace, 1993-99

	Percent of violent victimizations in the workplace
Weapon present	20.7%
Firearm	8.1
Knife	5.7
Other*	5.7
Unknown	1.2
No weapon present	72.6%
Presence not known	6.7%

Note: Detail may not add to totals because of rounding.
*Blunt objects such as rocks, clubs, and blackjacks.

Weapon use

Armed assailants committed a fifth of all workplace crimes (table 12). Armed assailants were more likely to use a firearm than a knife or other weapon such as rocks, clubs, bottles, or other objects (8% versus 6%, respectively). Transportation workers were victimized on the job by offenders with a weapon at a percentage somewhat higher (32%) than any other occupational field.

Victim's occupational field	Percent of workplace victims victimized by offender with a weapon
Transportation	31.7%
Retail sales	23.3
Law enforcement	23.2
Other	22.0
Mental health	14.9
Teaching	10.9
Medical	10.5

Characteristics of offenders as reported by victims

Although males made up 48% of the 1993-99 population, they were the offender in more than four-fifths of all workplace crime. Females were the offender less often than males (13% of all workplace crimes) and comprised 52% of the population during the period (table 13).

Males were more likely to be victimized by males than by females in workplace violence. Males committed about 9 out of 10 male victimizations. In workplace violence against females, the offender was also more likely to be a male than a female. The percentage of males victimizing females (71%) was more than twice the percentage of females victimizing females (25%).

Gender of offender	Percent of violent victimizations in the workplace: Gender of victim: Male	Female
Male	88.5%	70.8%
Female	6.4	25.2
Unknown	5.1	4.0

Whites made up 84% of the 1993-99 population and were the offender in 55% of all workplace victimizations. Blacks comprised 12% of the 1993-99 population and were the assailant in 30% of all workplace crime. Most victimizations were intraracial for blacks and whites. In about 6 of every 10 workplace violence incidents involving a white or black victim and offender, the offender was perceived to be of the same race as the victim.

Race of offender	Percent of violent victimizations in the workplace: Race of victim: White	Black	Other
White	58.2%	25.5%	40.4%
Black	27.0	58.6	35.3
Other	9.0	8.7	21.0
Unknown*	5.9	7.2	3.2

*Includes groups with offenders of more than one race.

In addition, the percentages of black and white victims who perceived their offender to be of a different race were similar. Persons of other races were victimized by blacks and whites at similar percentages while working or on duty.

Between 1993 and 1999 persons age 30 or older, when compared to younger persons, were perceived to have committed the highest percentage (43%) of crimes occurring at work or on duty (table 13). About a fifth of workplace offenders were perceived to be younger than age 20. A lone offender committed more than 8 of every 10 workplace crimes.

Table 13. Demographic characteristics of offender(s) committing workplace violence, as reported by victims, 1993-99

Characteristic of the offender	Percent of violent victimizations in the workplace
Gender	100%
Male	82.3
Female	13.0
Male and female	2.0
Unknown	2.7
Race	100%
White	54.7
Black	30.2
Other	9.2
More than one race	1.8
Unknown	4.0
Age	100%
Under 17	13.5
18 to 20	7.0
21 to 29	26.1
30 or older	43.0
Mixed ages	5.0
Age unknown	5.3
Number of offenders	100%
One	85.7
Two	5.9
Three	2.5
Four or more	3.3
Number unknown	2.6

Note: Details may not add to totals because of rounding.

About a third of victims of workplace violence believed the offender was drinking or on drugs at the time of the incident. About 36% of workplace victims did not know if the offender had been drinking or if the offender was on drugs at the time of the incident. Victims perceived that more than a quarter of all workplace violence offenders had not been drinking or were not on drugs.

	Percent of workplace victims perceiving whether the offender was drinking or using drugs
Total	100%
No	27.4
Yes	35.1
Did not know	35.8
Unknown	1.7

Table 14. Perceived offender use of drugs or alcohol, by occupation of victims of violence in the workplace, 1993-99

Victim occupation	Percent of offenders perceived to be using alcohol or drugs: Total	Yes	No	Did not know	Unknown
Medical	100%	35.0%	37.0%	26.5%	1.4%*
Mental health	100	14.4	67.9	15.0	2.7*
Teaching	100	7.6	54.7	37.0	0.7*
Law enforcement	100	46.8	28.1	23.5	1.6
Retail sales	100	30.8	20.5	47.6	1.1*
Transportation	100	11.5	31.3	56.2	0.9*
Other	100	23.1	35.8	38.9	2.2

Note: Details may not add to total because of rounding.
*Estimate is based on 10 or fewer sample cases. See *Methodology* on page 11.

Law enforcement and retail sales were the only occupations for which the offender was perceived to have used alcohol or drugs more than they were perceived to have not used alcohol or drugs (table 14). A higher percentage of offenders of workers in the mental health field were perceived to have not been drinking or on drugs than the offenders of workers in any other occupational field.

Workplace violence victims were more likely to be victimized by a stranger than by someone they knew. In more than half of all workplace victimizations, a stranger was the perpetrator. About 1% of all workplace crime was committed by a current or former boyfriend, girlfriend, or spouse — an intimate — of the victim.

Victim-offender relationship	Percent of workplace violence
Total	100%
Intimate	1.1
Other relative	0.5
Casual acquaintance	39.4
Stranger	55.6
Do not know	3.5

Workers in the mental health field and teachers were the only occupations more likely to be victimized by someone they knew than by a stranger (table 15). Law enforcement employees were victimized by a stranger more than any other occupation; about three-quarters of all law enforcement victimizations were committed by a stranger.

Who reports workplace victimizations to the police

Workplace victimizations against males were equally likely to be reported as not reported to the police (table 16). In contrast, workplace victimizations against women were less likely to be reported. Of the 4 million workplace crime incidents committed against females from 1993 through 1999, 40% were reported to the police.

Workplace violence was reported to the police in similar percentages, regardless of race or Hispanic origin. Less than half of all workplace violence against whites was reported to the police. When comparing the percentage of reported and not reported victimizations for blacks, other races, and Hispanics, the apparent differences for these groups were not statistically significant.

Workplace crime incidents in which the victim sustained an injury were reported to the police more than those workplace incidents occurring without injury to the victim (62% versus 44%, respectively). Workplace victimizations in which the victim was injured were more likely to be reported to the police than not reported.

Table 15. Victim-offender relationship in violent victimizations in the workplace, by victim occupation, 1993-99

Victim's occupational field	Percent of violent workplace victimizations in which offender was —: Total	Known	Stranger	Victim unsure	Unknown relationship
Medical	100%	36.4%	56.0%	0.8%	6.8%
Mental health	100	68.7	24.6	0.4	6.3
Teaching	100	68.6	19.5	1.8	10.2
Law enforcement	100	13.4	73.2	1.4	12.0
Retail sales	100	25.5	52.3	1.0	21.2
Transportation	100	28.2	50.8	0.8	20.2
Other	100	47.2	35.7	1.8	15.3

Table 16. Workplace violence reported to the police, by victim characteristic, 1993-99

Victim characteristic	Percent of violent victimizations in the workplace —: Total	Reported to the police	Not reported	Unknown whether reported
All victims	100%	46.3%	52.1%	1.6%
Gender				
Male	100%	49.6%	49.1%	1.3%
Female	100	40.2	57.7	2.1
Race				
White	100%	46.3%	52.2%	1.5%
Black	100	45.1	52.3	2.7
Other	100	50.1	49.9	0
Ethnicity				
Hispanic	100%	47.0%	51.8%	1.1%
Non-Hispanic	100	46.2	52.2	1.6
Other	100	48.9	48.8	2.3
Victim injury				
Not injured	100%	44.2%	54.2%	1.5%
Injured	100	61.6	36.4	2.1

Crimes reported to the police

Rape and sexual assaults were reported to the police at the lowest percentage (24%) when compared to other violent crimes in the workplace. The percentage of robberies and aggravated assaults reported to the police were similar. These crimes were reported to the police at a higher percentage than were other workplace violent crimes. About 4 in 10 simple assaults sustained while working or on duty were reported to the police.

Category of violent victimization in the workplace	Percent reported to the police
Rape/sexual assault	23.6%
Robbery	71.4
Aggravated assault	64.3
Simple assault	41.1

More than 936,000 of the nearly 2 million workplace crimes committed yearly were not reported to the police. About 56% of all victimizations not reported to the police were reported to another official (table 17). About 5% of the workplace crimes not reported to the police were not reported because the victim believed the police could or would not help.

Table 17. Reasons for not reporting workplace victimization to the police, 1993-99

Reason for not reporting to police	Violent victimizations in the workplace: Average annual number	Percent
Total not reported	936,600	100%
Reported to another official	524,700	56.0
Not important enough	146,000	15.6
Police could/would not help	42,900	4.6
Other reason	191,900	20.5
Did not know	31,200	3.3
Reported to police	806,800	

When reporting is examined by occupational fields, victimizations against persons working in law enforcement (including the police) were most likely to be reported to the police, followed by victimizations of retail sales workers.

Occupational field	Crime reported to police
Medical	39.6%
Mental health	22.9
Teaching	28.1
Law enforcement	74.8
Retail sales	53.9
Transportation	37.0
Other	38.7

Except for victims working in the mental health field, victims in the teaching profession were more likely than any other workers to report the crimes to a non-law enforcement official (table 18). Victims reporting to officials other than law enforcement most often informed persons such as guards and apartment managers of the crime.

Table 18. Reporting violent crime in the workplace to the police, by job category and reasons for not reporting, 1993-99

Victim's job category	Percent of violent victimizations in the workplace: Total	Not reported to the police: Dealt with in another way	Not important enough	Police could not help	Police would not help	Other reason	Crime reported to police	Do not know if crime reported	Un-known
Medical	100%	36.6%	6.3%	0*	1.0%*	15.1%	39.6%	1.4%*	0*
Mental health	100	45.6	8.0	0.4*	0.5*	21.7	22.9	0.8*	0*
Teaching	100	52.1	5.7	0.9*	0.5*	8.9	28.1	3.9	0*
Law enforcement	100	14.1	2.6	0.1*	0.3*	7.8	74.8	0.2*	0*
Retail sales	100	23.6	10.6	1.3*	2.6*	7.3	53.9	0.8*	0*
Transportation	100	26.7	15.3	2.3*	3.6*	13.4	37.0	1.6*	0*
Other	100	32.3	10.7	1.0	2.4	12.8	38.7	1.3	0.8*

*Estimate is based on 10 or fewer sample cases. See *Methodology* on page 11.

Table 19. Average annual workplace homicides, by victim characteristics, 1993-99

Victim characteristic	Average annual	Percent of total
Gender		100%
Male	730	81
Female	176	19
Age group		100%
Under 18 years	8	1
18 to 19 years	18	2
20 to 24 years	70	8
25 to 34 years	228	25
35 to 44 years	236	26
45 to 54 years	181	20
55 to 64 years	105	12
65 years or over	56	6
Race		100%
White	500	55
Black	163	18
Hispanic	126	14
Other/not reported	115	13

Note: Data obtained from the U. S. Department of Labor, Bureau of Labor Statistics, Census of Fatal Occupational Injuries. Totals for each subcategory may not be the same because categories with 5 or fewer work fatalities or less than 0.5% are not included in the total.

Workplace homicides

Trend in workplace homicide

Similar to the trend in nonfatal violent crime, the number of work-related homicides decreased between 1993 and 1999 (figure 2). There were 651 work-related homicides in 1999, a 39%-decrease from the 1,074 in 1993.

Characteristics of victims of homicide in the workplace

Males accounted for four-fifths of all workplace homicide victims (table 19). Persons between ages 25 and 44 were the victims of more than half of all workplace homicides. Whites experienced more workplace homicides than blacks or persons of other races between 1993 and 1999.

Homicide victim/offender association

During 1993-99, 84% of all workplace homicides were committed by offenders who were strangers to the victim, primarily during robberies or attempted robberies (table 20). Coworkers or former coworkers committed a higher percentage of homicides in the workplace when compared to customers or clients (7% versus 4% of all workplace homicides, respectively). The number of work-related homicides committed by a husband over the 7-year period was 40 times the number committed by a wife (122 versus 3, respectively).

Number of homicides in the workplace, 1993-99

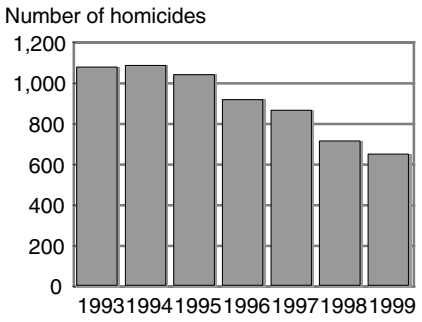


Figure 2

Personal acquaintances such as boyfriends or other acquaintances committed similar percentages of work-related homicides (1%).

Characteristics of incidents of workplace homicide

Most workplace homicides were committed with guns. Shooting accounted for more than 80% of all workplace homicides (table 21). Of all 4-hour periods in the day, the highest percentage of work-related homicides occurred between 8 p.m. and midnight, accounting for more than a fifth of all workplace homicides.

Table 20. Average annual workplace homicide, by victim-offender association, 1993-99

Association of offender to victim	Average annual number	Percent of total
Work association	899	100%
Stranger	753	84%
Work associate	103	11%
Coworker, former coworker	67	7
Customer, client	36	4
Intimate	28	3%
Husband	17	2
Wife	--	--
Boyfriend	10	1
Other relative	5	1%
Other acquaintance	9	1%

Note: Data obtained from the U. S. Department of Labor, Bureau of Labor Statistics, Census of Fatal Occupational Injuries. Totals for each subcategory may not add to the overall total because categories with 5 or fewer work fatalities or less than 0.5% are not included. Percentages may not total to 100 due to rounding or excluded cases.
--Less than 0.5.

Table 21. Average annual number of workplace homicides, by type of incident and time of victimization, 1993-99

Incident characteristic	Average annual number	Percent of total
Method of homicide		100%
Hitting, kicking, beating	46	5
Shooting	733	82
Stabbing	71	8
Other event	48	5
Time of incident		100%
12 a.m. - 3:59 a.m.	129	15
4 a.m. - 7:59 a.m.	86	10
8 a.m. - 11:59 a.m.	150	18
12 p.m. - 3:59 p.m.	147	18
4 p.m. - 7:59 p.m.	134	16
8 p.m. - 11:59 p.m.	188	22

Note: Data were obtained from the U. S. Department of Labor, Bureau of Labor Statistics, Census of Fatal Occupational Injuries. Totals for each subcategory may not be the same because categories with 5 or fewer work fatalities or less than 0.5% are not included in the total. Percentages may not total to 100 due to rounding or excluded cases.

Methodology

Data for nonfatal crimes in this report come from the Bureau of Justice Statistics National Crime Victimization Survey (NCVS). The NCVS measures personal and household offenses, including crimes not reported to the police.

Information is obtained from a continuous, nationally representative sample of around 86,000 households comprising nearly 156,000 persons age 12 or older in the United States. The sample for this report includes those respondents who reported that they were working or on duty during the week prior to the interview. Victimizations measured are those violent crimes that occurred while working or on duty. Only for the occupational category of teaching, those crime victims who stated that they were on their way to or from work were also included in the analysis. This is done to make data for teachers comparable to estimates presented in *Indicators of School Crime and Safety.* Violent crimes against teachers in transit to or from work account for 10% of all workplace violent crime against teachers.

Because the NCVS does not measure murder, the homicide data included in this report were drawn from the Bureau of Labor Statistics' Census of Fatal Occupational Injuries (CFOI).

Standard error computations for NCVS estimates

Comparisons of percentages and rates in this report were tested to determine if differences were statistically significant. Differences described in the text as higher, lower, or different and changes over time characterized as having increased or decreased passed a hypothesis test at the .05 level of statistical significance (95%-confidence level). That is, the tested difference in the estimates was greater than twice the standard error of that difference. For comparisons which were statistically significant at the 0.10 level of statistical significance (90%-confidence level), the terms *somewhat different, marginally different,* or *slight difference* is used to note the nature of the difference.

Caution is required when comparing estimates not explicitly discussed in the text. What may appear to be large differences may not test as statistically significant at the 95%- or the 90%-confidence level. Significance testing calculations were conducted at the Bureau of Justice Statistics using statistical programs developed specifically for the NCVS by the U.S. Census Bureau. These programs take into consideration many aspects of the complex NCVS sample design when calculating generalized variance estimates.

Estimates based on 10 or fewer sample cases have high relative standard errors. Because calculated standard errors for such estimates may not be accurate, care should be taken when comparing estimates based on 10 or fewer cases to other estimates. It is not advisable to make comparisons between estimates when both are based on 10 or fewer sample cases.

Calculation of rates and annual levels

The rates in this report are average annual rates for 1993-99. The numerator of a given number is the sum of violent crime that occurred while at work or on duty for each year from 1993 through 1999; the denominator is the sum of the annual workforce population of persons for these years (or the number falling within the particular demographic group being measured). The resulting proportions are multiplied by 1,000 to obtain the average annual rates. Average annual levels of workplace victimization are obtained by summing the number of workplace victimizations each year between 1993 and 1999 and dividing by seven.

Population totals used in this report are calculated from estimates derived from the victimization survey. Included in the population are persons age 12 or older living in the households, including group quarters such as dormitories. Population estimates do not include children under 12, institutionalized persons, U.S. citizens living abroad, crew members of merchant vessels, and Armed Forces personnel living in military barracks. The percentages are calculated using the method similar to the one used for average annual rates.

Terminology

Workplace violence - The terms *workplace violence, work-related violence,* and *violence occurring while working or on duty* are used interchangeably in this report.

Occupation - The terms *occupation, field, job category,* and *occupational field* are interchangeable.

Measurement of occupation by the NCVS

Victims reported their job at the time of the victimization by answering the following question:

Which of the following best describes your job at the time of the incident?

Medical profession — as a —
01. Physician
02. Nurse
03. Technician
04. Other

Mental health services field — are your duties —
05. Professional (social worker/psychiatrist)
06. Custodial care
07. Other

Teaching profession — were you employed in a —
08. Preschool
09. Elementary
10. Junior high or middle school
11. High school
12. College or university
13. Technical or industrial school
14. Special education facility
15. Other

Law enforcement or security field — were you employed as a —
16. Law enforcement officer
17. Prison or jail guard
18. Security guard
19. Other

Retail sales — were you employed as a —
20. Convenience or liquor store clerk
21. Gas station attendant
22. Bartender
23. Other

Transportation field — were you employed as a —
24. Bus driver
25. Taxi cab driver
26. Other
OR
27. Something else
98. Residue
99. Out of universe

The Bureau of Justice Statistics is the statistical agency of the U.S. Department of Justice. Lawrence A. Greenfeld is acting director.

Detis T. Duhart, Ph.D., BJS Statistician, wrote the report under the supervision of Michael Rand. Craig Perkins provided statistical review. Tom Hester edited and produced the report. Jayne Robinson prepared the report for printing.

December 2001, NCJ 190076

Glossary

Homicide — the willful unlawful killing of one human being by another.

Rape — forced sexual intercourse, including both psychological coercion and physical force. Forced sexual intercourse means vaginal, anal, or oral penetration by the offender(s). This category includes incidents where the penetration is from a foreign object such as a bottle. Also included are attempted rapes, male and female victims, and heterosexual and homosexual rape.

Sexual assault — A wide range of victimizations distinct from rape or attempted rape. These crimes include completed or attempted attacks generally involving unwanted sexual contact between the victim and offender. Sexual assault may not involve force and include such things as grabbing or fondling. Sexual assault also include verbal threats.

Robbery — completed of attempted theft directly from a person, of property or cash by force of threat of force, with or without a weapon, and with or without an injury.

Aggravated assault — a completed or attempted attack with a weapon, regardless of whether or not an injury occurred, and an attack without a weapon in which the victim is seriously injured.

Simple assault — an attack without a weapon resulting in either no injury, minor injury (such as bruises, black eyes, cuts, scratches, or swelling) or an undetermined injury requiring less than 2 days of hospitalization. Simple assaults also include attempted assaults without a weapon.

This report and others from the Bureau of Justice Statistics are available free of charge through the Internet —
http://www.ojp.usdoj.gov/bjs/

Further reading

Workplace Violence, 1992-96, BJS Special Report, July 1998, NCJ 168634

Violence and Theft in the Workplace, BJS Special Report, July 1994, NCJ 148199.

CASE STUDIES

Negligence Suit Against Wal-Mart Tossed

The Legal Intelligencer
January 13, 2004, Tuesday
HEADLINE: Negligence Suit Against Wal-Mart Tossed
BYLINE: By Asher Hawkins
BODY: A U.S. Eastern District judge has granted Wal-Mart Stores Inc.'s summary judgment motion in a negligence suit brought by a Pottstown branch employee whose husband shot her in the head in the store breakroom using bullets purchased at the same Wal-Mart.

The court rejected both counts presented by plaintiff Marsha Midgette - the first, that Wal-Mart's not protecting Midgette from husband Bryan resulted in her injuries; the second, that Wal-Mart engaged in negligent entrustment by selling Bryan the bullets ultimately used in the shooting. "We find that, even if defendant had carried out all ... the duties that plaintiff believes defendant owed, Bryan very likely still would have succeeded in shooting his wife," Judge Franklin S. Van Antwerpen wrote in Midgette v. Wal-Mart. "As such, no reasonable jury could find that, but for the actions and/or omissions of Wal-Mart, Bryan would not have shot his wife that night."

Patrick J. McDonnell of McDonnell & Associates in King of Prussia represented Wal-Mart in the matter. "We are obviously pleased with the judge's decision," McDonnell said, declining to comment further. The facts of the case were undisputed, according to the opinion. Marsha, then 45, had been married to Bryan for 26 years by August 1999, with no history of physical spousal abuse. In June 1999, marital problems led to Bryan's voluntary commitment into a mental health facility, but he checked himself out against medical advice after a few days and returned home to Marsha.On Aug. 26, 1999, the opinion stated, the couple were engaged in an argument in their home when Bryan shoved Marsha off a stool on which she was sitting, causing her to fall and injure her back. He threatened to strike her with his fist but eventually called an ambulance instead. A local hospital gave her pain medication, and she was soon released. According to the opinion, Bryan was charged with assault that day and was told by the district justice to stay away from Marsha until the preliminary hearing, on Aug. 31, 1999. However, Bryan's bail conditions did not mention Wal-Mart, and no protection from abuse order was ever signed.

Later that evening, Marsha went to work and informed support manager Terry Moore of the pain in her back and the assault that had caused it. After her shift ended, the opinion stated, Marsha went to a co-worker's car to rest her back. The co-worker soon went out to the car to tell Marsha that Bryan had gone in to the

store, looking for her. Marsha later said that Moore directed her and the co-worker to drive to a nearby diner. Once there, they telephoned Moore, who told them to return to the store and use a rear entrance.

According to the opinion, Marsha went to work on the night of Aug. 27 and told another store manager, Randall Mummert, about the assault and the couple's surrounding marital difficulties. Mummert cautioned her to keep her personal business out of the store. Later, support manager Cathy Eroh, when informed of Marsha's situation, suggested that Marsha take time off work to deal with the problem and use the company's confidential employee assistance hotline. Marsha did neither. On the morning of Aug. 29, the opinion stated, Marsha was getting off her shift when a co-worker informed her that Bryan was sitting in the parking lot. She went to his car alone and spoke with him without incident. As she was leaving, she saw him enter the store. Later that day, she visited the Philadelphia Zoo with her daughters, sons-in-law and grandchildren. When the group returned to her daughter Joy's house, where Bryan had been staying, the group saw Bryan parked across the street. A son-in-law confronted Bryan, and the police were later called, though they informed Marsha that they could do nothing until physical harm had occurred. According to the opinion, Marsha later reported for work, accompanied by daughter Victoria and her husband.

She was early for her shift and was chatting with co-workers outside the store when Bryan drove in to the
parking lot. When Victoria learned of Bryan's arrival, she told Marsha to go to the employee breakroom. Victoria saw Bryan enter the store but did not speak to him, the opinion stated. She later testified that he looked at the time like "a trained robot... there on a mission, and he was going to do it." However, the opinion noted, Bryan's presence did not lead Victoria to call the police or alert store officials, and she and her husband began to shop for items they needed.

Earlier that evening, the opinion stated, referring to the testimony of a sales clerk, Bryan had bought ammunition for a .22-caliber firearm; the clerk noticed nothing suspicious in his behavior. About this time, Bryan asked manager Richard Faulk whether Marsha would be working that night. Faulk said he did not know. Faulk had previously been informed of the couple's marital problems, but he did not know about the court's ordering Bryan to stay away from Marsha.
According to the opinion, Marsha was in the breakroom at 9:30 p.m. when Bryan located her. Marsha later testified that she tried to make him leave and then began to talk to him when he would not do so. The opinion cited a police report as stating that at 9:39 p.m., Bryan brandished a .22-caliber revolver, shot Marsha in the head and then committed suicide.

Marsha survived but suffered extensive brain damage, she alleged in her complaint.
The court concluded that Wal-Mart was not bound by any pre-existing duty to protect Marsha, an employee of the store, from a threat posed by a third party - in this case, her husband. While noting that Pennsylvania law defines such a duty as existing between common carriers and their passengers and innkeepers and their guests as well as in other special relationships, Van Antwerpen explained that Wal-Mart would not have been negligent concerning Marsha's injuries even had a law prescribing such a duty been applicable in this case. "We agree with defendant that, based on the record before us, viewed in favor of plaintiff, plaintiff could not establish that anyone in management positions at Wal-Mart knew that she was in a position of imminent danger of serious harm," Van Antwerpen wrote. "The record shows that neither plaintiff nor her children knew, despite their special knowledge of the circumstances. If they were not aware, we fail to see how a reasonable jury could find that Wal-Mart knew Bryan was going to shoot plaintiff."

As for Marsha's negligent entrustment allegation, the court found that Wal-Mart could not have been negligent over a danger it did not know existed. Because Bryan was legally permitted to buy ammunition and did not act erratically while doing so, Van Antwerpen reasoned, Wal-Mart could not have foreseen his shooting Marsha. "It is undisputed that Bryan was under no kind of restriction preventing him from using a firearm or ammunition," Van Antwerpen wrote. "Further, Wal-Mart clearly is not the only place where one can purchase ammunition, especially for a firearm as common as a .22-caliber gun. ... Wal-Mart simply had no control over Bryan and could not have prevented the shooting from occurring."

Louis Aurely III of Wusinich Brogan & Stanzione in Downingtown handled Marsha 's case. He did not immediately respond to calls seeking comment.

[Copies of the 32-page opinion in Midgette v. Wal-Mart, PICS No. 04-0023, are available from The Legal Intelligencer. Please call the Pennsylvania Instant Case Service at 800-276-PICS to order or for information. Some cases are not available until 1 p.m.]

MURDER 9 TO 5

Examines three cases of violence against coworkers through interviews with killers and survivors. Gives overview of warning signs. Warning: Contains strong language in opening scenes.
Accompanying guide available.
1994, 48 minutes, No. 700037

LEGAL REMEDIES

Protection Orders

- T.R.O.=Temporary Restraining Order
- T.P.O.=Temporary Protection Order
- C.P.O.=Civil Protection Order
- S.P.O.=Stalking Protection Order
- S.C.P.O.=Stalking Civil Protection Order

Temporary Restraining Order

- Issued by Domestic Relations Court, by ex parte motion with affidavit.
- Eligible parties
  - Husband or Wife. Usually, both parties can obtain a TRO
- Primarily to prevent financial damage, plus "shall not abuse, molest, etc."
- "Remain away" wording

Duration/Enforcement

- In effect as long as divorce case lasts

<u>Enforcement</u>

- Only by contempt action in D.R. Court
  - IS NOT A "protection order" per ORC 2919.27, so no arrest upon probable cause that a TRO has been violated.

Temporary Protection Order

- Issued by Criminal Court with jurisdiction
- Hearing within 24 hours of filing
- Service on defendant on the same day of filing.
- Eligible parties (Complainant/Defendant)
  - Victim of certain criminal offenses
  - Family/household member
  - Arresting officer if victim is unable to file

Duration/Enforcement

- Until disposition of criminal charge
  - Or until victim gets a CPO

Enforcement

Arrest on probable cause

Penalty: M-1, but F-5 if prior conviction

Cannot be arrested for violating own protection order

Victim cannot waive or modify terms set by court.

Civil Protection Order

- Issued by Domestic Court only, upon evidence of violence or fear of violence
- Ex parte hearing same day as filing, served on defendant the same day as filed.

Eligible parties

1. Petitioner and any family/household member
2. Co-habitants
3. Any children in common

Remedies Available

- Any orders necessary to protect
- Eviction from premise and stay away wording
- Economic protections
  - Child support + spousal support
- Alcohol/drug prohibitions
- Custody and visitations
- Batterer's counseling
- No weapons
- Federal Brady law: No possession of F/A

Enforcement

- Arrest on probable cause
- Penalty: M-1, but F-5 if prior conviction
- Or contempt action in DR court
- Victim may not be arrested for violating own protection order.
- Over 1200 issued last year in Mont. County.

Stalking Protection Order

- Issued by criminal court of jurisdiction, usually Common Pleas Court
- Hearing by next court day, service on the same day of filing

Eligible parties

Complainant/Respondent-Defendant

Only if victim is NOT a family/household member

RESOURCES

Instructions for Downloading Materials from BWC's Learning Center

1. Go to: www.bwclearningcenter.com
2. Log in using your username and password
    a. If you have forgotten your username and password call 1-800-OHIOBWC
3. Click the "Team Center" building
4. Click "Team Rooms"
5. Type "VIWP" in the keyword field and click search
6. Click the "Violence in the Workplace" team room which should be the first team room listed
7. Click "Content" listed in the Team Room Tools
8. Click on the document that you wish to view/download
    a. Websites are available to click for easy access to online resources
    b. Publications shown in class can be downloaded and printed
    c. Students and instructors are also able to submit resources that might be useful to other team members
9. Log off when finished

Resources Available from the Division of Safety & Hygiene (DSH) Libraries

(800) 644-6292 (614) 466-7388

library@bwc.state.oh.us

www.ohiobwc.com

Safety training:

- Safety talks, outlines and scripts - DSH Safety leader's discussion guide, Training Center's One-hour safety presentations, reference books, web resources
- Videos – hundreds of safety and health topics
- Books and articles on training techniques

Machine and equipment safety:

- Safety standards (ANSI, NFPA, CGA)
- Books and articles on power presses, material handling equipment, lockout/tagout, etc.

Sample written programs:

- DSH program profiles and sample written programs
- Reference books
- Internet resources

Illness and injury statistics:

- Statistics from the U.S. Bureau of Labor Statistics
- National Safety Council's *Injury Facts*
- National Institute of Occupational Safety & Health (NIOSH) studies

Hazard communication and chemical safety:

- Chemical safety information
- Material safety data sheets (MSDSs)
- Sample written programs
- Videos
- Internet resources

Safety standards

- American National Standards Institute (ANSI) standards (including standards for construction, machinery and equipment, personal protective equipment)
- National Fire Protection Association (NFPA) fire codes (including the Life Safety Code and the National Electrical Code)
- Compressed Gas Association (CGA) standards

Other topics of interest (books, articles, magazines, videos and standards):

- Confined spaces
- Electrical safety
- Job safety analysis
- New employee orientation
- Powered industrial trucks
- Respiratory protection
- Scaffolds
- Spill response

Directories and lists of vendors of safety equipment

Occupational Safety & Health Administration (OSHA) regulations

Manual of Uniform Traffic Control Devices (MUTCD)

Recommendations of useful Internet sites

BWC publications

Saving You Time and Research

Requests for copies of OSHA standards, information on starting a safety committee, a video on accident investigation techniques -- these are some of the thousands of inquiries BWC's Division of Safety & Hygiene (DSH) libraries receive each year.

DSH has two libraries to serve you:

- The central library in the William Green Building in downtown Columbus;
- The resource center and video library located at the Ohio Center for Occupational Safety and Health (OCOSH) in Pickerington.

Both libraries are open 8 a.m. to 4:45 p.m., Monday through Friday. Your need for information does not require a visit to the library. You can phone, fax, or e-mail your requests and receive a quick response.

The central library provides free information services on the topics of occupational safety and health, workers' compensation and rehabilitation.

The OCOSH resource center provides similar services for those who visit OCOSH for meetings and training center classes.

The video library offers an extensive collection of videotapes to supplement your organization's safety and health training program. It is a convenient and popular source for Ohio employers to borrow quality occupational safety- and health-related training aids.

Visit our Web site at **www.ohiobwc.com.**

Central Library
30 W. Spring St., Third Floor
Columbus OH 43215-2256
1-800-OHIOBWC
(614) 466-7388
(614) 644-9634 (fax)
library@bwc.state.oh.us

OCOSH Resource Center
13430 Yarmouth Drive
Pickerington OH 43147
1-800-OHIOBWC
Resource center (614) 728-6464
Video library (614) 644-0018

Additional Resources on Violence in the Workplace

April 2008

GOVERNMENT WEB SITES

Bureau of Labor Statistics
Survey of Workplace Violence Prevention, 2005
http://www.bls.gov/iif/osh_wpvs.htm

Dept. of Justice

- Search using keywords "workplace violence"
  http://www.usdoj.gov
- Bureau of Justice Statistics
  Violence in the Workplace, 1993-99
  http://www.ojp.usdoj.gov/bjs/abstract/vw99.htm
  Violence and Theft in the Workplace, 1994
  http://www.ojp.usdoj.gov/bjs/abstract/thefwork.htm
- Federal Bureau of Investigation
  Violence in the Workplace: Issues in Response, 2004
  http://www.fbi.gov/page2/march04/violence030104.htm

National Institute for Occupational Safety & Health (NIOSH)

- Occupational Violence page
  http://www.cdc.gov/niosh/topics/violence
- *Violence: Occupational Hazards in Hospitals,* 2002
  http://www.cdc.gov/niosh/2002-101.html
- *Workplace Violence Prevention Strategies and Research Needs*, 2006
  http://www.cdc.gov/niosh/docs/2006-144

Occupational Safety & Health Administration (OSHA)

- Workplace Violence page
  http://www.osha.gov/SLTC/workplaceviolence/index.html
- *Guidelines for Preventing Workplace Violence for Health Care & Social Service Workers*, 2004
  http://www.osha.gov/Publications/OSHA3148/osha3148.html
- *Recommendations for Workplace Violence Prevention Programs in Late-Night Retail Establishments*, 1998
  http://www.osha.gov/Publications/osha3153.html

Minnesota Dept. of Labor & Industry Workplace Violence Prevention Resources
http://www.doli.state.mn.us/violence.html

Oregon OSHA Violence in the Workplace page
http://www.cbs.state.or.us/external/osha/subjects/violence_in_workplace.html

Washington (State) Dept. of Labor and Industries Workplace Violence Prevention page
http://www.lni.wa.gov/Safety/Topics/AtoZ/WPV/default.asp

ORGANIZATION WEB SITES

Family Violence Prevention Fund
Strategic Employer Responses to Domestic Violence
http://www.endabuse.org/workplace

International Assn. of Chiefs of Police
Combating Workplace Violence
http://www.theiacp.org/pubinfo/pubs/pslc/pslc1.toc.htm

Minnesota Center Against Violence and Abuse Electronic Clearinghouse
http://www.mincava.umn.edu/workviol.asp

Workplace Conflict Resource Center
http://www.work911.com/conflict/conart.htm

Workplace Violence Research Institute
http://www.workviolence.com

TRAINING FOR NON-VIOLENT INTERVENTION STRATEGIES

Crisis Prevention Institute
http://www.crisisprevention.com

Therapeutic Assault Prevention System
http://www.taps1.com

ARTICLES & REPORTS

Unless otherwise noted, these materials can be found in BWC's Div. of Safety & Hygiene Libraries. Call (614) 466-7388 or e-mail library@bwc.state.oh.us.

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Findorff, M. J. et al. "Risk Factors for Work Related Violence in a Health Care Organization." *Injury Prevention*, 2004, 296-302.

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Janicak, Christopher A. "Regional Variations in Workplace Homicide Rates." *Compensation and Working Conditions Online,* November 24, 2003, 15 pages.

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Sanderford-O'Connor, Vicki. "Violence Prevention Techniques for Over-Stressed Workplaces." *Occupational Health & Safety*, July 2002, 102-105.

Schaffer, Kathryn Brown et al. "A Case-Site/Control-Site Study of Workplace Violent Injury." *Journal of Occupational and Environmental Medicine*, November 2002, 1018-1026.

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Workplace Employee Security (Special Report 34-GAP-U6). J.J. Keller & Associates, Inc., April 2006.

NEWSLETTERS

Workplace Violence Prevention Reporter. Quarterly. Specialty Technical Publishers, (800) 251-0381, http://www.stpub.com/pubs/violence.htm.

BOOKS

Unless otherwise noted, these materials can be found in BWC's Div. of Safety & Hygiene Libraries. Call (614) 466-7388 or e-mail library@bwc.state.oh.us.

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VIDEOS

These videos are all available for loan through BWC's Division of Safety & Hygiene Video Library. For more information, see our Safety Services Catalog or visit ohiobwc.com.

Call to Action: Managing Violence in the Workplace
Conflict Communication Skills
Conflict Resolution
Conflict Resolution in Industrial Facilities
Conflict Resolution in the Office
Everybody Wins: How to Turn Conflict into Collaboration
Mailroom Security
M.E.E.T. on Common Ground: Speaking Up for Respect in the Workplace
Murder 9 to 5
On the Edge: Managing High-Risk Situations
Public Building Security: It's Everyone's Concern
Stress Management: A Practical Approach
Taking Control of Workplace Violence
Travel Safety
Violence and Home Health Care: Be Smart, Be Safe
Violence in the Workplace
Violence in the Workplace, Part 1
Violence on the Job
Working with Stress
Workplace Safety: Robbery Prevention & Awareness
Workplace Violence
Workplace Violence: Customer Service and Field Personnel
Workplace Violence: Employee Awareness
Workplace Violence: Recognizing & Defusing Aggressive Behavior
Workplace Violence: The Calm before the Storm
Workplace Violence: The Legal Role in Keeping Your Workplace Safe
Yes You Can!