



Building A Safe Workplace

Preventing Workplace Violence

Agenda

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Learning Points

 <p><i>Building A Safe Place to Work</i> <i>Preventing Workplace Violence</i></p> <p><small>Workplace Violence: Facts, 1998, Revised 2001, 118K, 11x14 Reproduction of material for use other than described purpose requires the written consent of LETA.</small></p>  <p><small>Division of Employee EU 884 2004</small></p>	<p>Learning Points</p> <ul style="list-style-type: none">• Determine what constitutes violence• Cite the factors contributing to workplace violence• Identify warning signs• Demonstrate basic crisis management skills• Define how the toll-free number can help• Practice problem identification and appropriate steps to take <p>2</p>
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Participants will:

- Determine what constitutes violence
- Cite the factors contributing to workplace violence
- Identify warning signs
- Demonstrate basic crisis management skills
- Define how the toll-free number can help
- Practice problem identification and appropriate steps to take

Possible Motivations

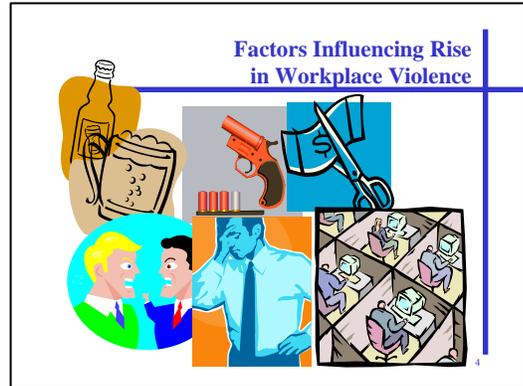
Face-saving:

Attention-seeking:

Manipulation:

Retaliation:

Factors Influencing Rise in Workplace Violence



The following factors can influence occurrences of workplace violence, though they are not necessarily all weighted the same:

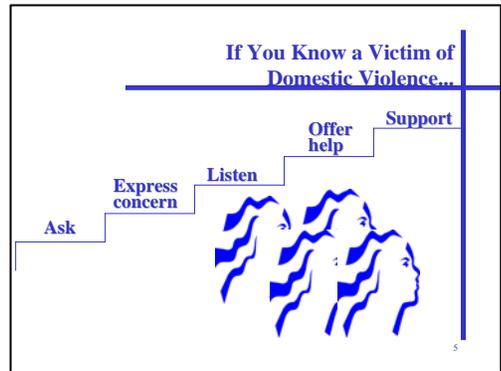
- Influence of alcohol and drugs
- Harsh economic climate
- Glamorization of violence in media
- Increase in availability of guns
- Industrial downsizing and reorganization
- Feelings of dehumanization in the workplace
- Social/environmental pressures
- Increase in domestic violence
- Growing sense of despair, hopelessness, frustration and alienation
- Instability of family life, finances, emotions
- Loosening of community ties and friendships

Domestic Violence

Recognizing the behaviors that are associated with domestic violence is often difficult, since it is much more than physical abuse. The abuse does get worse over time and generally includes variations of:

- **Emotional and psychological control:** Name calling, putdowns, constant criticism, overprotective behavior, extreme jealousy, humiliating behavior
 - **Economic control:** Denies access to finances, denies use of car, insists on accountability for every penny spent, prevents getting a job or education, limits health care access
 - **Threats:** Untrue reports to authorities/children's services of intent to harm or kidnap child, displays weapons, uses anger or loss of temper to make demands
 - **Physical violence:** Carries out threats to harm victim, children, pets, family, friends, self; destroys property; grabs, pushes, bites, slaps, kicks; forces sex
- It is extremely important for victims/potential victims of domestic violence to have a personalized plan for safety and for assessing the risk for themselves and their children.
 - As a co-worker, you may have occasions to provide support and added safety for these individuals.
 - Most importantly, these situations must not be ignored.

If You Know A Victim of Domestic Violence...



As an employee suspecting a co-worker may be a victim of domestic violence, you can:

1. **Let her know you believe in her:** If you know her partner, remember that abusers frequently behave differently in public than they do in private.
2. **Listen to what she tells you:** Avoid making judgments; ask clarifying questions; do not give advice.
3. **Build on her strengths:** Point out her successful coping strategies, her ability to solve problems, her courage and determination.
4. **Validate her feelings:** Let her know her feelings are normal.
5. **Avoid victim blaming:** The abuse is not her fault; the abuse is her partner's problem and responsibility. Keep focused on the victim and her strengths/feelings; refrain from saying negative things about him.
6. **Take her fear seriously:** "Your situation sounds dangerous and I am concerned about your safety."
7. **Offer help:** If you cannot do what she asks of you, help to identify other ways for her to get assistance—EAP, a local shelter, domestic abuse hotline, online resources, etc.
8. **Support her decisions:** Every decision in an abusive relationship has an associated risk; be patient, respectful.

Workplace Violence: How Informed Are You?

- T F** 1. If a co-worker often overreacts or sees casual discussions as criticism, it's best to ignore his or her responses and just chalk it up to a bad temper.
- T F** 2. When a person blames other people excessively and refuses to take responsibility for actions or mistakes, that could be a sign that the person is emotionally troubled and might behave violently in the future.
- T F** 3. In the months and weeks before committing workplace violence, some people become convinced that someone is watching them, begin to believe in space aliens or think that UFOs have landed in their backyards.
- T F** 4. In some cases of workplace violence, there are few to no advance warning signs that the perpetrator of the violence is troubled and might be a threat to others.
- T F** 5. You always should take verbal threats seriously and report them to your supervisor or other appropriate person immediately.
- T F** 6. Workers who commit workplace violence have sometimes been treated in ways they think are unfair by their organization.
- T F** 7. Some physical sparring between co-workers is OK as long as it doesn't go too far.
- T F** 8. A worker who regularly has a "chip on his or her shoulder" can damage the morale of everyone with whom he or she works.
- T F** 9. Some verbal harassment and bullying is normal among co-workers. If it bothers you, you're too sensitive.
- T F** 10. You should report all harassment and threats you experience or observe, no matter how minor the incidents seem to be.

Workplace Violence: How Informed Are You? (Continued)

- T F** 11. Many people own guns as part of their recreational activities, such as hunting or target shooting, or for personal protection. However, a fascination or obsession with guns or other weapons could be a sign that someone is troubled and dangerous.
- T F** 12. A worker's romantic obsession with an uninterested co-worker can be a warning sign, predicting possible future violent behavior.
- T F** 13. If someone at work constantly asks you for a date, even after you say "no," you might as well take it as a compliment and forget it. There is no need to report the situation, even if it makes you feel uncomfortable.
- T F** 14. If you notice that someone has a weapon of any kind at work, that is his or her own personal business. You shouldn't say anything to anyone.
- T F** 15. If you feel uncomfortable about reporting threats, aggressive behavior or warning signs of potential violence you have observed at work, it would be better for you to make a report anonymously than not to make one at all.
- T F** 16. If you try to calmly work out a conflict you have with a co-worker, but the co-worker just gets angrier—yelling, screaming and threatening you, you should yell back just as loud. That is the only way to show people they can't push you around.
- T F** 17. Women commit about 50 percent of the violent acts that occur in the workplace.
- T F** 18. You should know what to do in the event of a violent incident in your workplace, just as you know what to do in the event of a fire.
- T F** 19. You can help your organization in its efforts to prevent workplace violence.

Individual Factors/Warning Signs

Individual Factors/Warning Signs

- | | |
|----------------------------------------|--------------------------|
| • Substance abuse | • Depression/mood swings |
| • Past history | • Strange behavior |
| • Obsessive behaviors/interests | • Blaming |
| • Need for revenge | • Copycat behavior |
| • Desperation | • Non-compliance |
| • Threats | • Mean-spirited behavior |
| • Isolation/lack of social interaction | • Physical signs |

The following factors and potential warning signs may indicate an individual's propensity toward committing a violent act(s). Often it is a combination of factors rather than one factor that leads to violence. Also, be aware that because a person is angry or depressed does not mean he or she will commit violence. There are numerous reasons why one might feel anger or depression, with an equal number or ways to resolve these issues and accompanying outcomes. Contact your human resources department or your toll-free number for additional information.

- Alcohol or drug abuse
- Past history of violent acts; frequently alludes to or empathizes with violent acts; fascination with other incidents of workplace violence; fantasy rehearsal of violent acts; may possess reading materials with themes of violence, revenge and harassment; easy access to a weapon
- Demonstrated interest in law enforcement equipment and activities; fascination with weapons and/or access to a weapon; may carry a concealed weapon
- Motivations to harass, embarrass, show power, get revenge, reduce boredom and/or entertain others
- Perception that problems are essentially unsolvable; violent act perceived as only way out; low frustration tolerance
- Extreme desperation over recent stressful event(s) e.g., poor performance review, disciplinary action or termination; loss, or perceived loss; family issues, e.g., divorce, custody battle; reorganization/layoff; unemployment/severance runs out; unstable finances
- Direct or veiled verbal threats of harm using such intimidating statements as: "You know what happened at the post office, don't you?" "I'll get even." "You haven't heard the last of me."

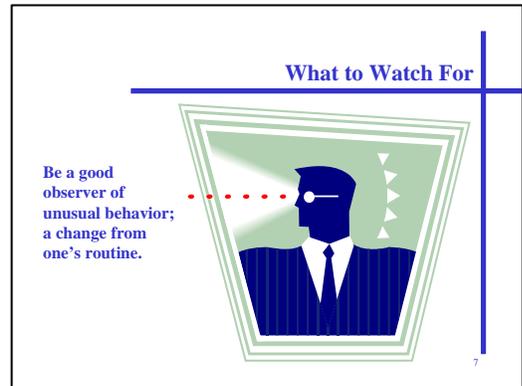
Individual Factors/Warning Signs (Continued)

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- Obsessive focus on a grudge; signs of anger, revenge
- Loner with a romantic obsession with a co-worker who does not return the attention
- Obsessive involvement with job, religion, political or social cause
- Signs of depression, helplessness, high anxiety level; suicidal ideation/acts
- Bizarre behavior or verbiage; anger-related incidents; intentionally damages or wastes company property
- Mood swings; poor impulse control; mental illness/personality disorder; paranoid behavior; individual's frame of reference becomes increasingly egocentric; self-preservation and self-protection become sole objectives; verbal perception of reality others do not share
- Pathological blamer and inability to accept personal responsibility
- Copycat phenomenon; hate group membership(s); sense of self as a victim of society; moral righteousness
- Refusal to comply with work rules; excessive belligerence; unable to take criticism
- Spreads harmful rumors; plays mean pranks
- Physical signs: hard breathing; reddening complexion; menacing stare; tight and rigid movements; loud, fast and profane speech

What to Watch For



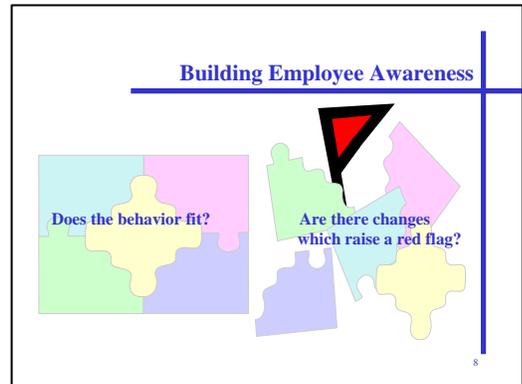
Everyone has his or her own “normal” behavior. Be a good observer of unusual behavior; a change from one’s normal routine.

- Recent behavior changes
- Alienation
- Excessive bitterness
- Mental health, substance abuse issues
- Irrationality, grandiosity
- Externalizing responsibility for behavior
- Background of abuse
- Sexual fetishes
- Recent significant self-esteem loss
- Grudge over loss or threat of loss
- Recent loss of significant other
- Emotional mood swings
- Fascination with violence
- Self-destructive behavior
- Fascination with pornography
- Severe intoxication
- Fear of losing control
- Rages
- Abusive towards opposite sex
- Symbolic dehumanization of others
- Post traumatic stress from combat

Additional Behaviors to Watch For

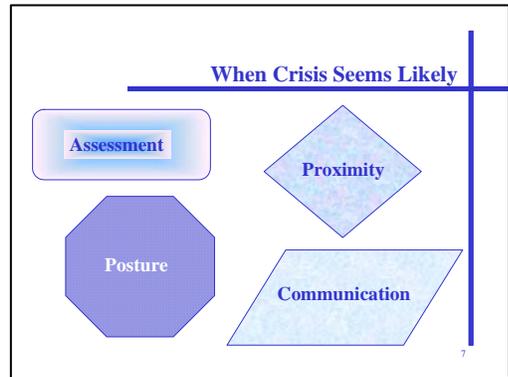
- Attendance problems/issues
- Issues requiring excessive amounts of supervisor's/manager's time
- Decreased productivity and efficiency
- Inconsistent work patterns
- Poor on-the-job relationships
- Inability to concentrate
- Safety concerns
- Poor health and hygiene
- Changes in or unusual behavior
- Fascination with guns or other weapons
- Evidence of serious stress in the employee's personal life
- Continual excuses/blaming others
- Unshakable depression

Building Employee Awareness



- Be aware of changes and how they occur in people.
- Be understanding of personal situations.
- Pay attention to behavior.
- Be truthful.
- Know where to go for help.

If Crisis Seems Likely



Assess the situation

- If you can, establish rapport.
- Don't overreact.
- Don't confront the individual if he or she is agitated.
- Remove potential weapons, if possible.

Proximity

- Maintain distance.
- Don't crowd the individual.
- Be close to an exit, if possible.

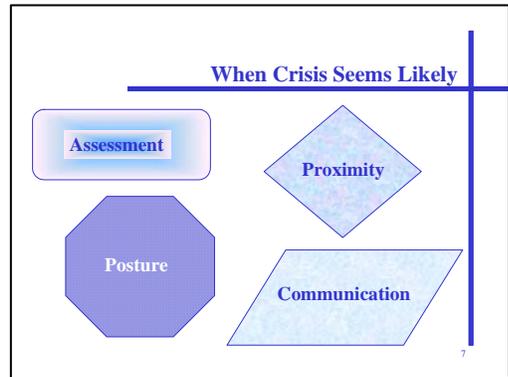
Posture

- Avoid sudden movements.
- Remain relaxed, yet alert.
- Don't turn away from the individual.

Communication

- Be respectful in tone of voice and choice of words.
- Speak slowly or evenly.
- Be attentive.
- Demonstrate understanding.
- Avoid being solicitous or condescending.
- Acknowledge feelings.
- Own your thoughts, feelings, messages.

If Crisis Seems Likely (Continued)



Assess the situation

- If you can, establish rapport.
- Don't overreact.
- Don't confront the individual if he or she is agitated.
- Remove potential weapons, if possible.

- Don't interrupt, ridicule or make excuses.
- Listen.
- Avoid arguments or defensiveness.
- Avoid sarcasm.
- Allow the individual to vent.

Don't put yourself in a position—or take risks—that would put you or another in harm's way.

When Reporting an Incident...

The following pieces comprise the basic information which should be included when reporting violent, or potentially violent, incidents:

- Location of incident
- Circumstances
- Name of victim
- Name of perpetrator
- Type of incident
- Description of injuries
- Who responded
- Description of incident
- Contributing causes

Barriers to Reporting



Some employees are understandably hesitant when it comes to reporting what could be potentially threatening behavior of a co-worker. Listed below are some common reasons why people might refrain from reporting. As you read each one, pretend that a co-worker has just confided in you that he or she has been threatened by another employee. How would you respond if the co-worker told you he or she didn't plan to take action? How would you counter each barrier listed below?

Barrier

My Response

Fear of retaliation

("This person could hurt me if I report.")

Ignorance

("How do I deal with this?")

May feel reporting is "snitching"

("This person might get into trouble.")

Barriers to Reporting (Continued)



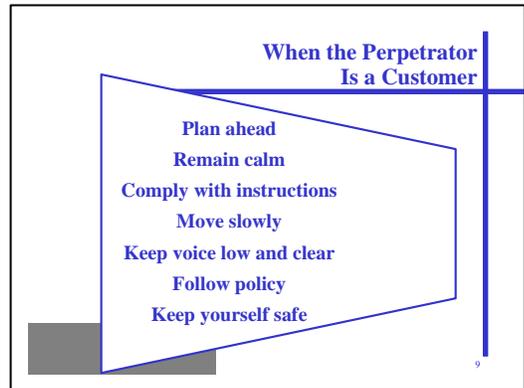
Fear of legal ramifications
("Maybe I will get involved in a grievance or a lawsuit.")

Concern about supervisor's reaction
("He or she will think I'm overreacting.")

Fear of being wrong
("I don't want to make waves.")

Denial
("It'll all blow over.")

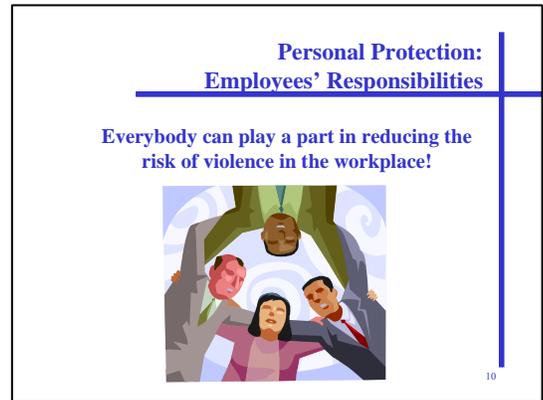
When the Perpetrator Is a Customer



- Think ahead—plan how you will respond.
- Use deep breathing or other strategies to remain as calm as possible.
- Comply with the perpetrator’s instructions.
- Move slowly—avoid abrupt movement if possible.
- Speak in a low, clear voice.
- Follow your company’s policy.
- Your safety comes first, then the safety of:
 - Co-workers
 - Customers
 - Bystanders

Don't do anything that puts your safety or others' safety at risk!

Personal Protection: Employee's Responsibilities



Employees are responsible to a certain extent for their own safety while at work.

For example:

- Locking away wallets and car keys when away from work area
- Reporting any unusual or suspicious activities
- Knowing where emergency exits are located
- Knowing how to contact emergency personnel
- Wearing/displaying I.D. badges, if required

Before An Incident

- Foster respect and dignity in all interactions.
- Never discount warning signs because they are “too subtle” or seem harmless.
- Report odd behavior, threats or aggressive behavior.
- Report any weapon you observe.
- Never try to judge the seriousness of the situation or hope the problem will go away.
- Emphasize problem solving instead of placing blame.
- Be familiar with your organization’s policy relating to different types of emergencies.
- Be alert to your surroundings and to the state of mind of the people around you.
- Learn how to protect yourself and where to evacuate in case of a violent incident.

Personal Protection: Employee's Responsibilities (Continued)

**Personal Protection:
Employees' Responsibilities**

Everybody can play a part in reducing the risk of violence in the workplace!



10

In the Midst of a Crisis

- Tell the individual you don't want to fight.
- Don't fight back.
- Try to find a middle ground.
- Do not express judgment.
- Walk away.
- Never try to be a hero.
- Call for help if it is safe to do so.
- Never put your own safety in jeopardy by confronting an armed person about his or her weapon.
- Consider an armed or erratic person totally unpredictable.
- Never try to reason with an irrational individual.
- Stay low to the ground and out of sight.
- Get as far away from the person as possible.

Create a Harmonious Workplace

- ___ Treat co-workers with respect and dignity.
- ___ Maintain an environment where talking with human resources or an employee assistance provider is acceptable.
- ___ Attend training on topics such as communication, stress management, conflict resolution and safety, if offered.
- ___ Use channels of communication, e.g., suggestion boxes and employee meetings.
- ___ Appreciate co-workers' unique competencies.
- ___ Use problem-solving rather than blame.

Place a check by the top three items that are most important for your workplace or department. What steps are needed to implement such suggestions? What can you and your co-workers do to ensure that communication is more open and concerns are listened to?

Case Scenarios

Instructions: Review the scenario with your small group. Rate each individual on a scale of one to five regarding the possibility of the person committing, or being the victim of, violence:

1 = Little or no risk

2 = Possible risk

3 = 50-50 chance

4 = Likely

5 = Extremely likely

Formulate an action plan for dealing with the individual.

Case Scenario 1

Jerry is a middle-aged male. He has worked for the company for seventeen years. Computers have been phased in and Jerry has refused to take computer training. He seems to have a phobia about computers and has even made strange comments such as, “They can watch what you’re doing through those screens,” or “Computers take over your brain after a while.” Jerry’s manager has done everything he can to convince Jerry to become computer literate, but Jerry is adamantly against it. Because of this, he will be unable to perform his job responsibilities and is now under consideration for either demotion or termination.

The manager knows that Jerry has a sizable gun collection. He is a loner without a family. His job is his primary source of identity.

Risk Rating:

Action Plan:

Case Scenario 2

Bill has had a rotten year. First his wife lost her job. Then she left him and took the children out of state to her mother’s. Ever since then, he keeps mostly to himself. He never smiles and doesn’t make small talk with other employees like before. He stays at work late and doesn’t seem to have anywhere else to go. Even though he puts in a lot of hours, the quantity and quality of his work is slipping. To top things off, his supervisor has smelled alcohol on his breath several times.

Risk Rating:

Action Plan:

Case Scenarios (Continued)

Case Scenario 3

Bruce has always been a loner, not socializing much with co-workers. Lately, however, he has developed a crush on Barbara, the receptionist at the front desk. He sends Barbara flowers and expensive gifts, and leaves long messages on her voice mail about how they are made for each other. Barbara has tried to give him the polite brush-off, but Bruce doesn't get the message. Now Barbara has confided to you that she saw Bruce sitting in his parked car across from her apartment. She suspects he is following her other places as well, and she is frightened.

Risk Rating:

Action Plan:

Case Scenario 4

You work with Jane, who is fairly new to your organization. She has learned her job quickly but seems to be lacking in "people skills." She is quiet and keeps to herself. What little interaction you've had with her up to now has given you the impression that she seems very anxious, even paranoid. She keeps looking around worriedly, as if she thinks she is being spied on. She answers questions very quickly, without meeting your eyes, and doesn't volunteer any conversation on her own.

You have just entered Jane's cubicle. She is in the act of opening her briefcase. You see the end of what looks like a gun sticking out through a stack of papers. "Is that a gun?" you ask Jane. "Oh yes," she replies. "I always carry a gun with me for protection."

Risk Rating:

Action Plan:

Case Scenarios (Continued)

Case Scenario 5

Over the past few weeks, Sally, a receptionist who is known for her friendliness, has become unusually quiet. She has had a warm but strictly platonic relationship with Nate, a receiving clerk, for the last eight months. He drops by her desk frequently to chat. Although they didn't know each other prior to meeting on the job, both are from the same small town some distance away and have some common memories and experiences.

Sally has confided in Nate about some unrest in her marriage to Bill, who does not want her to work because he fears she will meet someone more successful than he. Sally related to Nate that when she and Bill go out, he always comments about people "giving her the eye" or trying to "pick her up." Bill claims that Sally purposely flirts to make him angry and jealous. He was so upset the last time this happened that he slammed his fist on the car hood and dented it. He calls her at work at least twice a day and sends her flowers as an apology every time they have a blow-up. He shows up unannounced at Sally's work from time to time to take her to lunch, but Sally feels like he is just checking up on her.

When Nate asked Sally about her quieter demeanor she brushed him off and said she was too busy to talk. He wanted to ask her about the bandage she had supporting her wrist, but Sally told him she didn't have time.

Risk Rating:

Action Plan:

Case Scenario 6

Henry is your co-worker. Over the last few years he has become increasingly argumentative. He can never seem to agree with anyone about anything. He has become moody and his moods can change suddenly from silence to depression to temper tantrums. He constantly complains about money and has mentioned that he would like to get a divorce. You cannot predict how he will react to the normal stresses at work.

Risk Rating:

Action Plan:

Case Scenarios (Continued)

Case Scenario 7

Joe works second shift in the warehouse. One day, at shift start-up, Joe, who was assigned to the Receiving Area with three other employees, noticed a regular vendor's truck as it raced toward the dock and came to a screeching halt. Joe wondered if something was wrong and was about to greet the usual driver when he noticed someone new on the job.

Joe approached the truck and was about to introduce himself. Before any of that could happen a man sprung from the truck cab using profanity and speaking in a very loud voice and asked why no one was there to assist him. He also hollered that if he didn't get some help fast he would dump his whole load and didn't really care that it might break.

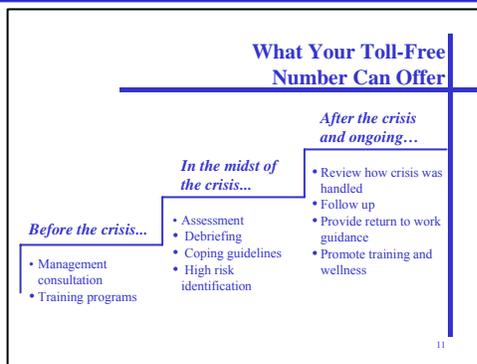
The profanity continued. He was right in Joe's face. "You guys were called and told I'd be here and be in a hurry. Now you're all waltzing around like you have nothing to do. I'm not going to do it for you. This isn't my job. That jerk who drives this truck is at the hospital with his wife. If it was my wife I'd let her suffer. That's what they all deserve. So I was told if I didn't help I could just find something else to do for good. That boss knows I can't get another job so easily. Not after what happened with my last one.

"It's guys like you who always get me in trouble, complaining that you've been picked on. Well, if you wimps would act like you're alive maybe you wouldn't turn me into such a bully. I'd just as soon use this crow bar on you as I would these crates, so what'll it be?"

Risk Rating:

Action Plan:

What Your Toll-Free Number Can Offer



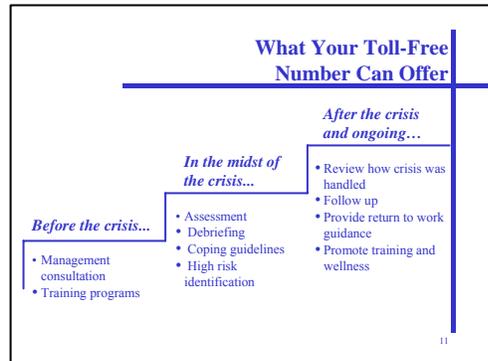
Before the Crisis

- Consult with senior-level management regarding the issues and impact of workplace violence on individuals and the organization.
- Consult with the organization during their crisis management planning process.
- Provide training programs to key management personnel on actions to take following a traumatic incident, impact on work performance and ways they can help their employees.
- Conduct workshops for employees to help them understand the risk of violence and trauma on the job and how to protect themselves.

In the Midst of a Crisis

- Identify and assess individual and organizational needs.
- Provide specialized counseling for victimized employees and those affected by the crisis.
- Conduct group debriefing sessions.
- Consult with crisis management team. Provide expertise on the psychological impact of workplace violence.
- Act as a resource to grieving families.
- Develop and distribute written materials describing normal trauma responses and coping guidelines to employees and others affected by the crisis.
- Identify and assist high-risk employees and family members.

What Your Toll-Free Number Can Offer (Continued)



After the Crisis and On-Going

- Evaluate how effectively the crisis was managed.
- Help management understand the most common work-related difficulties associated with workplace trauma.
- Follow up with individuals affected by the crisis.
- Provide guidance on return to work issues.
- Conduct training programs and health promotion events.
- Assist with remembrances and help individuals cope with anniversary of crisis.

For Further Reading and Additional Resources

Books

- Baron, S. Anthony; Erickson, Tom. *Violence in the Workplace: A Prevention and Management Guide for Businesses*. Pathfinder Publishing of California, 2001.
- Baron, Anthony; Hoffman, Suzanne; Merrill, James G. *When Work Equals Life: The Next Stage of Workplace Violence*. Pathfinder Publishing of California, 2000.
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Websites

http://www.opm.gov/Employment_and_Benefits/WorkLife/OfficialDocuments/handbooksguides/WorkplaceViolence/index.asp

<http://www.cdc.gov/niosh/violcont.html>

<http://www.osha-slc.gov/SLTC/workplaceviolence/>

Appendix A: Where to Get Help

Crisis Management International, Inc.

8 Piedmont Center NE

Suite 420

Atlanta, GA 30305

404-841-3400

24-hour CrisisLine 1-800-274-7470

<http://www.cmiatl.com/>

Crisis Management International, Inc. (CMI) is one of the largest, most experienced crisis management teams in America dealing with the human side of crises. CMI manages traumatic events in the workplace and provides traumatic stress debriefing and other interventions for organizations and employees after tragedies occur. CMI also helps companies develop crisis readiness plans including management of traumatic stress in employees.

Institute for Crisis Management

455 South Fourth Street, Suite 1490

Louisville, KY 40202

502-587-0327

<http://www.crisisexperts.com/>

The Institute for Crisis Management is a research-based organization focused on preventing and controlling business crises. The Institute operates 24 hours a day, seven days a week. Its programs include:

- ICM Crisis Database
- ICM Crisis Expert Network and Referral Services
- ICM Contingency Planning
- ICM Consultant Certification Seminar
- ICM Crisis Management Seminar for Senior Executives

The International Critical Incident Stress Foundation, Inc.

3290 Pine Orchard Lane, Suite 106

Ellicott City, MD 21042

410-750-9600

410-313-2473 (Emergency)

<http://www.icisf.org/>

The International Critical Incident Stress Foundation maintains a worldwide leadership role in developing and disseminating crisis intervention and stress education and recovery programs to all those affected by work-related stress, disasters and other traumatic events. 32

Appendix A: Where to Get Help (Continued)

Crisis Prevention Institute, Inc.

3315-H North 124th Street

Brookfield, WI 53005

1-262-783-5787

1-800-558-8976

<http://www.crisisprevention.com/>

The Crisis Prevention Institute is an international training organization specializing in the safe management of assaultive and disruptive behavior. CPI offers:

- Regularly scheduled training programs in 38 cities
- Instructor certification
- Audio cassette library
- Journal of Safe Management of Disruptive and Assaultive Behavior video
- Training series

National Trauma Services

3554 Front Street

San Diego, CA 92103

619/296-2811

1-800-398-2811

National Trauma Services specializes in consulting with business and professional groups regarding the prevention of or response to violence in the workplace. NTS offers the following programs:

- Trauma prevention/response programs
- Human resource consulting
- Psychological evaluations
- Trauma response team
- Training programs for licensed mental health professionals in treating workplace violence victims/supervisors

Appendix B:

Preparing to Deal with Violence

Situation	Characteristics	Action	Response	Good to Know
Aggressive Customer Behavior	Loud voice, sarcasm foul language, slurred speech, demeaning, threatening	Stay calm, speak slowly; allow for venting; offer to get customer help from supervisor	If action fails, get help.	Don't over-react, become defensive or argue. Activate office response plan.
Bomb Threat (telephonic)	Do not interrupt caller as he/she leaves message	After message is delivered, note the following with as many details as possible: 1. Time/date 2. Time/date bomb to explode 3. Location of bomb 4. Describe bomb 5. Why was it placed? 6. Group affiliation 7. Voice on phone: male, female, old, young, tone, etc. 8. Background noise 9. Caller's words 10. Time call ended	CONTACT SECURITY	Listen for clues; Stay calm; try to let a co-worker know Activate office response plan.
Telephone Threats	May include loud, abusive language	Take notes of all details; Record time/date, who is being threatened, caller's exact words, description of voice, background noises, reason you think call was made, time call ended	Signal a co- worker to notify police or security	Stay calm Activate office response plan.
Mail/ Packages	Odd markings, excessive postage, handwritten, incorrect titles, title but no name, misspelling, stains, discoloration, no return address, excessive weight, rigid envelope, lopsided or uneven envelope or package, objects sticking out of envelope or package, excessive tape, string or other wrappings, visual distractions	Do not touch or move envelope or package.	Request assistance	Never touch or disturb a suspicious package or object. Activate office response plan.

Appendix C: Definitions

Workplace: A workplace is any company owned or leased property, location where company business is conducted or site where an employee is considered “on duty.” Company vehicles being utilized for company business are included in this definition. Workplace violence can occur at any location if the violence has resulted from an act or decision made during the course of conducting company business.

Violence: Violence connected to the workplace takes many forms. Incidents of workplace violence include, but are not limited to, threats in person, by letter or note, telephone, fax or electronic mail; intimidation; harassment to include sexual harassment; mugging, robbery and attempted robbery; and destruction of company property. Cases that are considered extremely serious include, but are not limited to, physical assault, rape, murder, and bomb threats. Incidents may take place between employees, employees and clients, employees and acquaintances/partners, and employees and strangers. Incidents of workplace violence may occur either at or away from the workplace. The determining factors in assessing whether an incident constitutes workplace violence are the individuals involved and the relationship of the action to the workplace, the location of the incident and/or if the violence is a result of company business.

Assault: To attack someone physically or verbally, causing bodily or emotional injury, pain and/or distress. This might involve the use of a weapon, and includes actions such as hitting, punching, pushing, poking and kicking.**

Domestic violence: A reference to acts of physical and psychological violence, including harassing or intimidating behavior that occur as part of a personal relationship such as marriage or other intimate relationships. Included in the concept of domestic violence are spousal abuse, abuse among intimates, as well as physical and sexual abuse of children and/or the elderly or the infirmed.**

Intimidating or harassing behavior: Threats or other conduct which in any way creates a hostile environment, impairs operations, or frightens or inhibits others. Psychological intimidation or harassment includes making statements which are false, malicious, disparaging, derogatory, rude, disrespectful, abusive, obnoxious, insubordinate or which have the intent to hurt others’ reputations. Physical intimidation or harassment may include holding, impeding or blocking movement; following, stalking, touching or any other inappropriate physical contact or advances.**

Appendix C: Definitions (Continued)

Threat: Any oral or written expression or gesture that could be interpreted by a reasonable person as conveying an intent to cause physical harm to persons or property. Statements such as “I’ll get him” or “She won’t get away with this” are examples of threatening expressions.**

Care24: A program for employees designed to assist employees and families with substance abuse, emotional, family, financial, marital, and/or personal problems. All employees, supervisors, managers and union stewards are encouraged to utilize the services of Care24 when personal problems first develop, regardless of any job performance concerns.

***US Department of Health and Human Services, HHS Guidelines:
“Understanding and Responding to Violence in the Workplace”, 11/96.*

Appendix D: Common Myths

Violent employees just snap without warning or clues.

In most cases there are warning signs. Too often workers have not been trained to recognize them. (See Individual Factors/Warning Signs.)

If violent employees provide clues, then all violence is preventable, or conversely, workplace violence can't be prevented.

Unfortunately, not every case of workplace violence is preventable. However, when employees are educated to recognize and report warning signs, violent incidents can be drastically reduced. The risk of violence also can be reduced proactively by having policies and procedures in place that address expectations, behavior, weapons policy and consequences.

Organizations with security mechanisms don't have to worry about workplace violence.

Security mechanisms may serve to reduce the risk of violence from external sources. They may be less effective at preventing violence from within.

Individuals who commit workplace violence have lost everything.

Actually, these individuals may have achieved some degree of success in their work lives. Most often, their lives tend to be out of balance, with overwhelming emphasis on obtaining their identity through work.

It could never happen at my workplace.

Businesses in any industry and locality are vulnerable to workplace violence. Across the nation incidents of violence—representing the violence continuum—occur daily. Underreporting may perpetuate the myth.

Appendix E:

Some Common Sources of Violence on the Job

1. Strangers/intruders, often planning to rob the business, who feel they have been “wronged” or hold some type of grudge against the business/type of business i.e., an abortion clinic.

Newark, NJ: A 22-year-old female court clerk smuggled a gun into the courthouse through the employee entrance (thus avoiding a metal detector) and gave it to her boyfriend, a defendant in a drug case, who shot and killed a police officer who was a witness in a case against two other individuals.

Milwaukee, WI: A man, in response to being denied a job application at Taco Bell, fired shots into the restaurant.

2. Customers or suppliers, either past or present.

Kenosha, WI: A 26-year-old man in jungle fatigues killed two people, then himself, at a McDonald’s restaurant.

Jacksonville, FL: A man killed eight General Motors employees and wounded five others after his car was repossessed.

3. Individuals who are infatuated, romantically disaffected or stalking an employee.

Burlington, NC: A disgruntled supermarket employee killed a co-worker who had reportedly jilted him and wounded another in the store where he worked before being killed by police.

Milwaukee, WI: A man murdered a female employee in the County Courthouse who had recently broken up with him.

Waukesha, WI: A 51-year-old woman was stabbed nineteen times and killed by her former boyfriend in a hallway at the County Courthouse.

(See Kinney, 1995, p. 10; Labig, 1995, pg. 33)

Appendix E: Some Common Sources of Violence on the Job (Continued)

4. Current or former employees.

Washington, D.C.: A former Environmental Protection Agency (EPA) employee entered the EPA headquarters building with a concealed handgun and held a supervisor at gunpoint for more than an hour before surrendering to police. He had left the department 18 months before the incident because he was reportedly distraught over his supervisor's rejection of his ideas to improve procedures.

Chicago, IL: A 46-year-old employee of Illinois Bell was charged with killing a union steward. He was being suspended for refusing to take a drug test. He aimed the gun at a company manager but it misfired six times. The union steward was killed when he tried to intervene.

Orange County, CA: A janitor disgruntled over a late paycheck from the custodial services firm for which he worked, killed the company bookkeeper by splashing her with gasoline and setting her on fire.

San Diego, CA: A laid-off employee at the Elgar Corporation shot and killed the vice president, general manager and regional manager.

5. Current or former significant others involved in a domestic dispute with an employee.

Phoenix, AZ: A gunman entered the Phoenix City personnel department seeking the address of his estranged wife. When he didn't get it, he shot and killed one personnel clerk and wounded two others.

Edmonton, Canada: An employee at Vipond Sprinkler Company, Ltd. was shot and killed by the jealous husband of a female employee.