
Violence in the Workplace:

An Overview

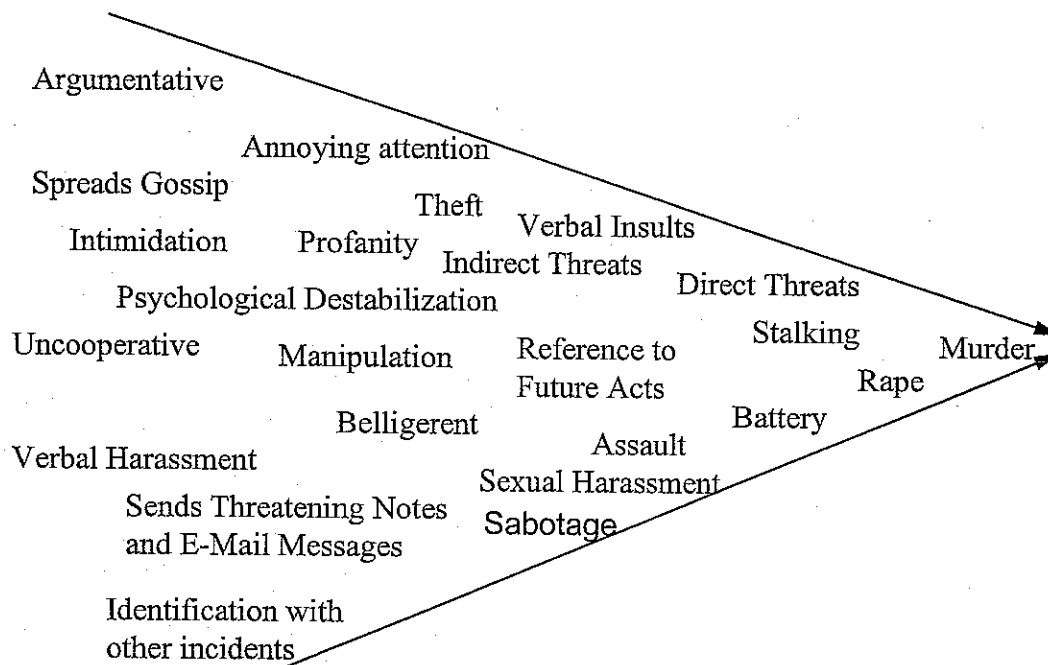
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Violence in the Workplace

The Continuum of Violence



Types of Workplace Violence

Source: Cal-OSHA

- **Type I- No known relationship with victim, usually a crime, such as robbery**
- **Type II- Victim has business relationship with suspect, such as client, customer or patient**
- **Type III- Victim has some type of employment relationship with suspect such as employee, coworker, superior. Also includes non-employees who come to the site who have a relationship with an employee, such as domestic disputes.**

• *Type IV
Personal (Spouse, Significant Other)*

Cost of Violence

Financial

- Loss of productivity
- Medical
- Re-training
- Training New Employees
- Time-Off
- Investigation
- Vicarious Liability

Foreseeability Doctrine

Personal

- **Primary and Secondary Victims**
- **Psychological Stress**
- **Emotional Stress-
Accumulated Mini-Traumas**
- **Physical Injuries**
- **Death**

1993 12 month Study showed
25% workers harassed
2 million physically attacked
6 million threatened

BLS report 1994 *(work-related only)*

1 cause of death in CA, #2 in US

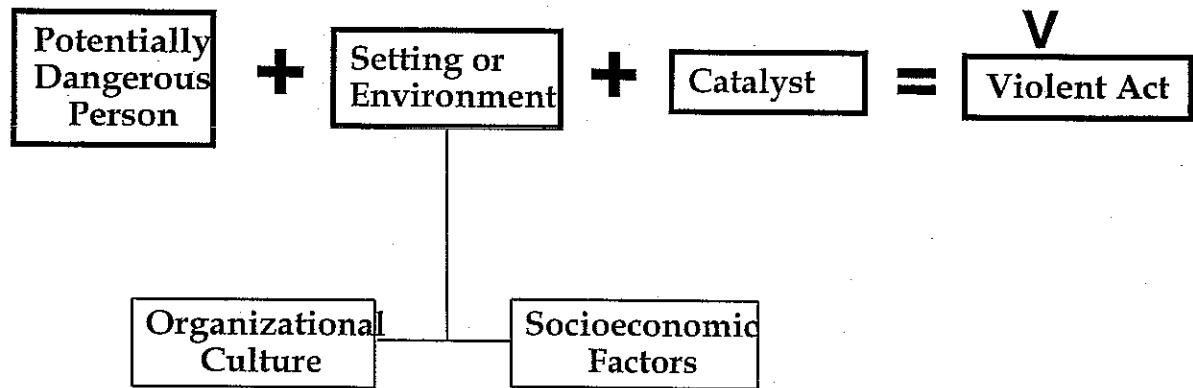
Reasons for Increase

- Societal Changes
- Economy
- Change in Personal Lives
- Increase in Awareness

Violence in the Workplace

Framework for Understanding Workplace Violence

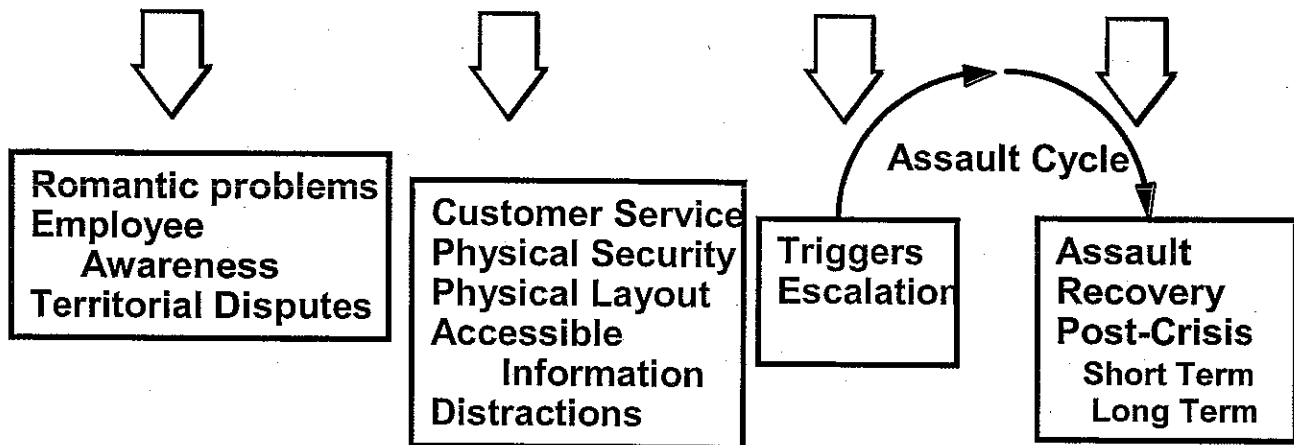
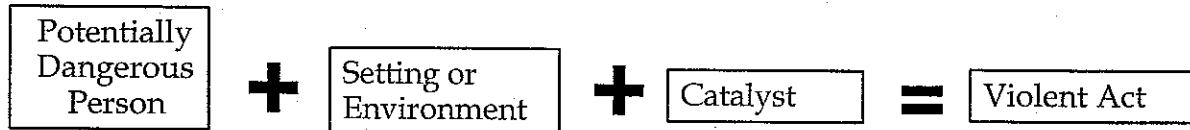
Adapted from a model developed by Patrick Prince and Ann Phelps



Violence in the Workplace

External Violence

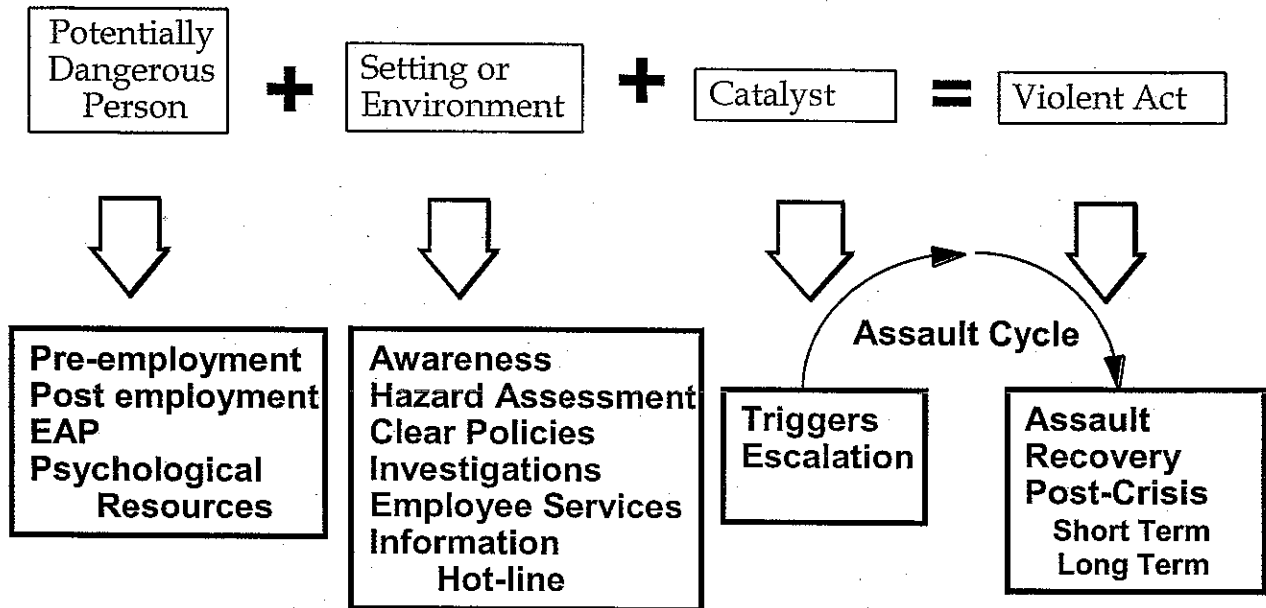
Prevention/Intervention Strategies External Violence



Violence in the Workplace

Internal Violence

Prevention/Intervention Strategies Internal Violence



Personal Threat Assessment

Risks

Poor Coping Skills

Blame Others

Weak Social Support System

Present Orientation *within Organization*

Feels De-Valued

No Options

Weapons Fascination

Substance Abuse

Impulse Control

Perceived Injustice

Stability

Adjust Well

Takes Responsibility

Accepts Blame when Due

Has Plans for the Future

Takes Care of Self

Does not care about Weapons

Sees Many Options

Does not like Drugs

Evaluates Actions

Realizes Self is really in Control

Organization Threat Assessment

Risks

Authoritarian Management
Restricted Information
In-accessible Managers
Confrontive Atmosphere
Competitive Atmosphere
Verbal Intimidation
Poor Customer Service
Internal and External
Favoritism in Rules
Poor Conditions/Equipment

+ Morale Issues

Stability

Participative Management
Real Open Door Policy

~~Good Communication~~ Face to Face

Mutual Respect

Visible Management

Recognize Good Work

Fair Application of Rules

Trust

Shared Information

Productive Intention

Good Conditions/Equipment

Catalysts

(Triggers)

- **Personal Space**
- **Offensive Language**
- **Appearance**
- **Setting**
- **Acting Out**
- **Smell**
- **Sounds**

Violence in the Workplace IIPP Plan

The plan addresses the following areas:

- Responsibility
- Compliance
- Communication
- Hazard and Security Assessment
- Hazard Correction
- Incident Investigation
- Training Programs
- Recordkeeping
- Recovery/Mitigation
- CISD Program



Critical Incident Stress Debriefing

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Establishing the Plan

**Commitment by Management
and
at least one key Employee**

Follow Cal/OSHA Guidelines!

The main Key: TRAINING and AWARENESS



Keys to Making It Really Work

Management Commitment

Vision-Mission-Climate Alignment

Physical Security Assessment

CISD Programs

Pre-Employment Background

Incident Investigation

Psychological Services

Communication Program

Emergency Plan Update and Revision

Updated/Continuous Awareness Training

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Training: Management, Supervisor and Security Officer

All Employee training plus:

Advanced Awareness

- Identifying factors in Organizations
- Identifying cost of violence
- Liability Issues
- Reasons for the increase in violence

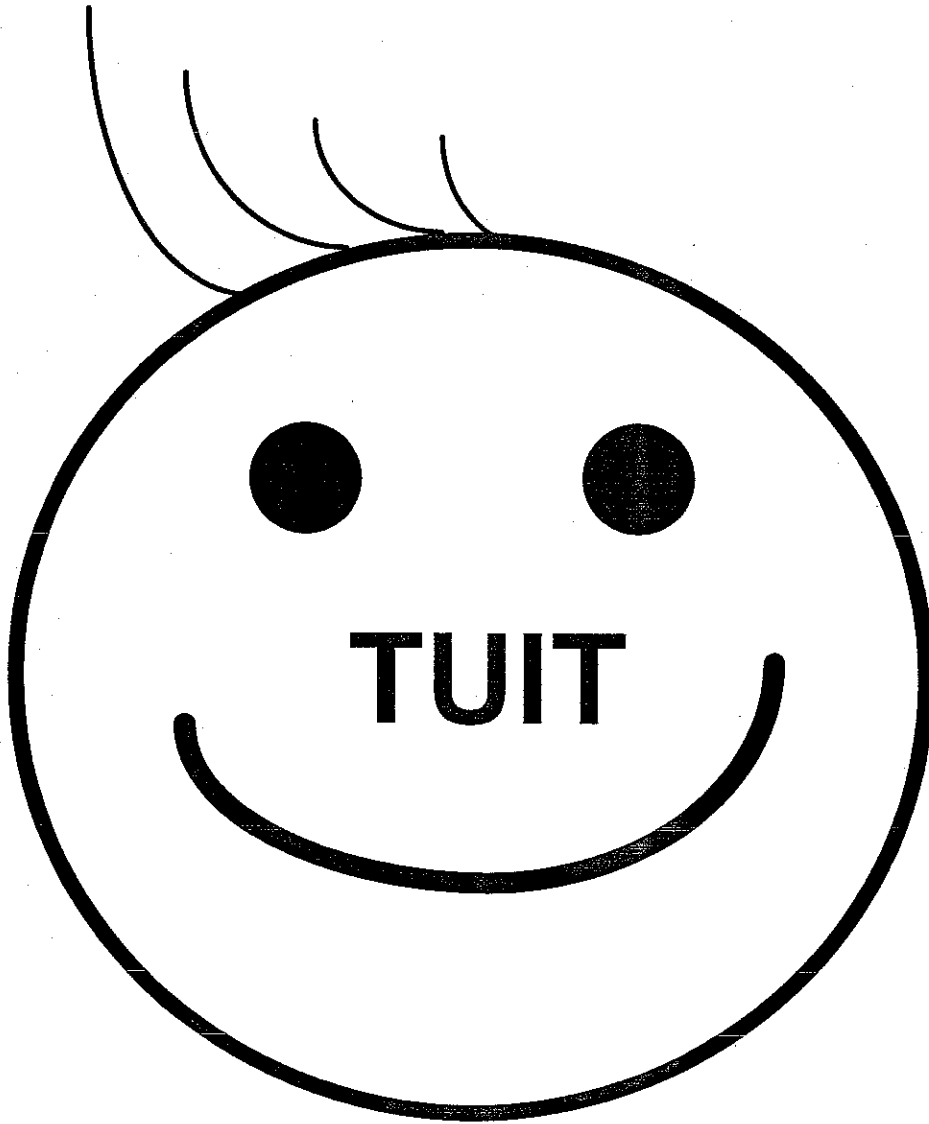
Conflict Resolution

- Verbal and physical maneuvers to avoid violence
- Models for Intervention
- How Triggers affect behavior
- The Assault Cycle, An in-depth understanding
- How to evaluate a threat
- How location affects potential violence
- Understanding why people commit violence

Communication Skills

- Establishing rapport
- Using written information to reinforce verbal information
- Maintaining the other person's dignity

Violence in the Workplace




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Training: All employees

Personal Safety

- Crime awareness
- Alarm Systems
- Avoiding and Escaping situations
- Buddy Systems 

Violence awareness

- Recent Trends in Violence
- Aggression and violence prediction
- The Assault Cycle
- EAP Programs
- Risk Factors in Individuals and Org.
- Reporting procedures
- How to summon help

CISD Awareness

- Contents of a CISD Program
- Signs and Symptoms of CIS and PTSD

Post
Traumatic
Stress
Disorder

Conflict Resolution

- **Eliminate False Assumptions**
- **Analyze Positions and Interests**
- **Find Solutions**
- **Start Over**

General Skills

- **Set Limits**
- **Remain Calm**
- **Expect a Positive Resolution**

Prevention Skills

- **Observe the Person**
- **Greet The Person**
- **Show Empathy**
- **Ask Questions**
- **Share Information**
- **Disengage**
- **Accept responsibility**
- **Refer to a Higher Authority**
- **Direct the person's anger**
- **Explore Alternatives**
- **Follow-through**
- **Assume you Desired Result is Not Negotiable**