



**Amir Mousavi**  
**Ph.D. (ABD), MPA,MS, CFO, CEM,FF/NREMT-P**  
**Director of Risk & Emergency Management, City of Jeffersonville**  
**Utica/New Chapel Fire & EMS, Assistant Fire Chief**  
**Adjunct Faculty IUS/IUB**

Workplace Violence  
WWW.SafetyHealthSecurity.Com

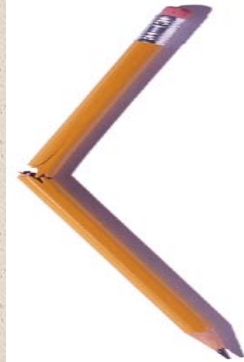
Indiana Health & Safety Conference

March 2011

Indianapolis, IN

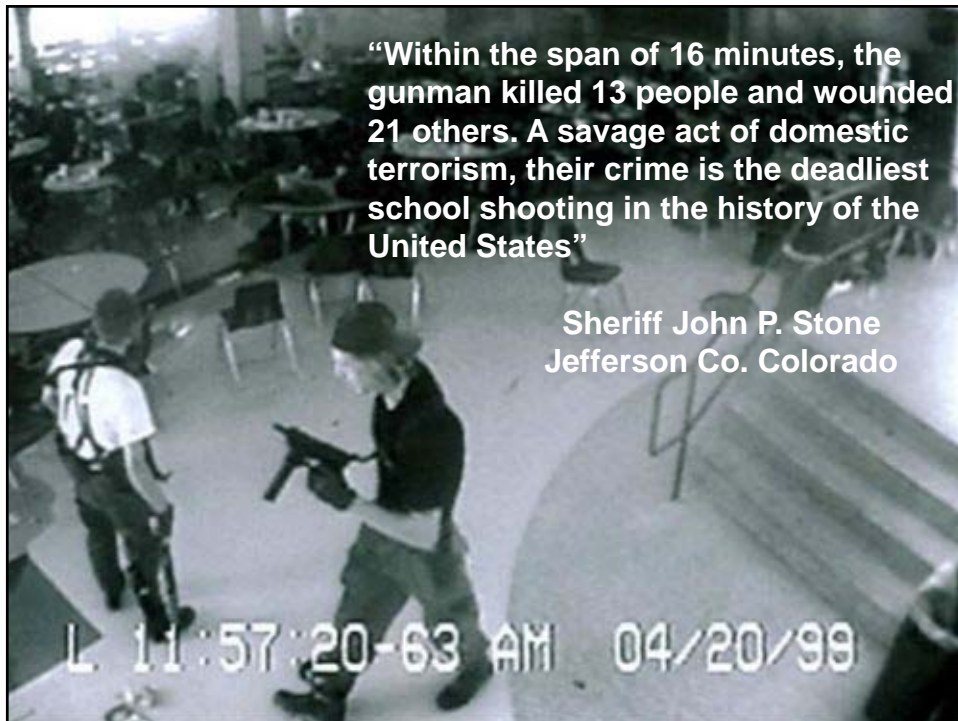
Workplace Violence  
WWW.SafetyHealthSecurity.Com

## Do People Just “Snap”?



**Workplace Violence is not an incident  
It is a Process**

Workplace Violence  
WWW.SafetyHealthSecurity.Com



**“Within the span of 16 minutes, the  
gunman killed 13 people and wounded  
21 others. A savage act of domestic  
terrorism, their crime is the deadliest  
school shooting in the history of the  
United States”**

**Sheriff John P. Stone  
Jefferson Co. Colorado**

Workplace shooting: At least 9 dead as gunman opens fire at Hartford Distributors in Connecticut

[http://www.nytimes.com/2010/08/05/nyregion/05shooting.html?\\_r=1](http://www.nytimes.com/2010/08/05/nyregion/05shooting.html?_r=1)

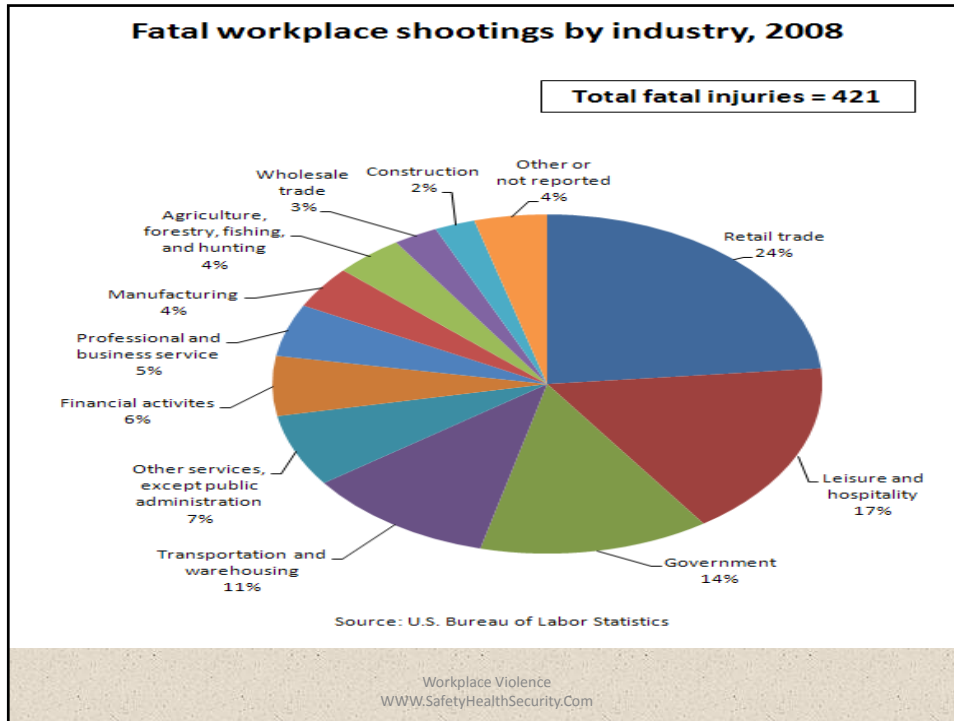


Workplace Violence  
WWW.SafetyHealthSecurity.Com

## Introduction

- Do we have a problem?
- Some Statistics
- How do we define harassment, bullying and workplace violence?
- Who commits acts of violence?
- Early warning signs

Workplace Violence  
WWW.SafetyHealthSecurity.Com



## Workplace Violence: The Statistics

In 6 out of the last 7 years,  
Fortune 1000 companies cited  
workplace violence as their #1  
security threat

Pinkerton Security Company/ Fortune Magazine 2003

## **Workplace Violence: The Statistics**

795 workplace assaults and  
violent acts in 2004

Bureau of Labor Statistics Census of Fatal Occupational Injuries

Workplace Violence  
[WWW.SafetyHealthSecurity.Com](http://WWW.SafetyHealthSecurity.Com)

## **Workplace Violence: The Statistics**

551 workplace homicides in 2004,  
out of a total of 5,703 fatal  
work injuries

Bureau of Labor Statistics Census of Fatal Occupational Injuries

Workplace Violence  
[WWW.SafetyHealthSecurity.Com](http://WWW.SafetyHealthSecurity.Com)

## Workplace Violence: The Statistics

Average cost of workplace  
homicide incident: \$800,000

National Institute for Occupational Safety and Health

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## Workplace Violence: The Statistics

Department of Labor Study: Homicide in 2003

– 631 homicides occurred in workplaces

- 76% occurred during course of robbery or other crime
- “high risk” workplaces: retail trade, taxicab, law enforcement

Workplace Violence  
WWW.SafetyHealthSecurity.Com



## What is harassment?

- Harassment is offensive, belittling or threatening behaviour directed at an individual or group of workers. It consists of behaviour that is unwelcome, unsolicited, offensive, belittling, threatening, unreciprocated usually (but not always) and repeated.

*(Source: 'Achieving a Harassment-Free Workplace', Public Service and Merit Protection Commission)*

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## Examples of harassment

- Bullying with sexual overtones
- Bullying with racial overtones
- Persistent shouting and swearing
- Unreasonable threats of dismissal
- Peer-to-peer bullying
- Bullying by supervisors and managers
- Making offensive noises
- Making insulting remarks
- Deliberate exclusion of a colleague

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## What is Workplace Bullying?

Repeated and unwanted actions by an individual or group intending to intimidate, harass, degrade or offend

Abuse or misuse of power

Bullying *is* psychological **violence**

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## Workplace Examples of Bullying

- Being shouted at or humiliated
- Being the target of practical jokes
- Blame without justification
- Exclusion or social isolation
- Physical intimidation (proximal)
- Excessive micro-managing
- Purposely withholding vital information

Workplace Violence  
WWW.SafetyHealthSecurity.Com



## Examples (cont.)

- Setting impossible goals for subordinates to reach
- Blocking potential training and employment
- Tampering with an employee's personal belongings
- Removing areas of responsibility without cause

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## The Effect of Bullying

- Absenteeism
- Decreased productivity
- Manifestation of illness
- High turnover
- Increased accidents on the job
- Violence



Workplace Violence  
WWW.SafetyHealthSecurity.Com

## The Effects of Bullying...

- When targets believe that they have been bullied:
  - Some will cut back on work
  - Some will contemplate leaving the job
    - Only 10% do
  - Take it out on innocent family or pets
  - Others will steal from the job, sabotage work, damage equipment, damage personal property of the bully or
  - Contemplate a violent act and carry it out

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## What is Workplace Violence?

Workplace violence is any conduct that is severe, offensive, or intimidating enough to make an individual reasonably fear for his/her personal safety or the safety of the family, friends, or property.

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## **Bullying & Workplace Violence**

- Factor to Consider if an Individual imposes a Direct Threat:
  - Nature & Severity of Harm
  - Likelihood that Harm will Occur
  - Imminent Fear or Intimidation
  - Your Workplace Violence Policy

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## **Triggers of Workplace Violence**

- Domestic disputes
- Job performance discussions or disciplinary action
- Job stress
- Harassment
- Racial, ethnic, cultural, gender or lifestyle conflicts
- Furloughs
- Terminations/Removals

Workplace Violence  
WWW.SafetyHealthSecurity.Com

### **Who Commit Acts of Violence in the Workplace?**

History of Violence – Individuals who participate in the following:

- Criminal acts
- Domestic violence
- Verbally abusive
- Anti-social behavior

Workplace Violence  
WWW.SafetyHealthSecurity.Com

### **Who Commit Acts of Violence in the Workplace?**

- Chemical Dependence - Alcohol/Drugs  
Use can push subject over the edge. It may not effect their work but supervisor may know they abuse drugs after work or on the weekends. This could cause the person to act out.

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## Who Commit Acts of Violence in the Workplace?

- Depression

Most commonly treated by counseling. One of seven depressed people will commit an act of violence against themselves or others.

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## Who Commit Acts of Violence in the Workplace?

- Pathological blamer

Individuals who accept no responsibility for their actions.

- Impaired neurological functioning

Individuals that have been diagnosed as those who were hyperactive as a child, have had brain injuries, or abnormal EEG's. These people tend to be less capable of inhibiting themselves.

- Interest or obsession with weapons

This does not include hunters or gun hobbyists

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## Typology of Violence

- Type I  
Perpetrated by a unknown individual to the Organization 75-95% of all WPV occurrences

Workplace Violence  
[WWW.SafetyHealthSecurity.Com](http://WWW.SafetyHealthSecurity.Com)

## Typology of Violence

- Type II  
Perpetrated by someone know to an employee (s) and familiar to the organization but not an employee.

Examples:

Relatives of employees

Workplace Violence  
[WWW.SafetyHealthSecurity.Com](http://WWW.SafetyHealthSecurity.Com)



## Typology of Violence

- Type III  
Perpetrated by employees against each other.  
Most preventable  
Receives most press

Workplace Violence  
[WWW.SafetyHealthSecurity.Com](http://WWW.SafetyHealthSecurity.Com)

## WPV (Early Warning Signs)

Attendance Problems  
Impact on Supervisors Time  
Decrease Productivity  
Inconsistent Work Pattern  
Poor on the Job Relations  
Concentration Problems  
Safety Issues

Workplace Violence  
[WWW.SafetyHealthSecurity.Com](http://WWW.SafetyHealthSecurity.Com)

### **WPV (Early Warning Signs)**

- Poor Health & Hygiene
- Unusual/changed behavior
- Fascination with Guns or Firearms
- Evidence of Possible drug or Alcohol Use or Abuse
- Evidence of Stress in the employees personal life
- Continual blame and excuses
- Unshakable Depression

Workplace Violence  
WWW.SafetyHealthSecurity.Com

### **Legal Mandate**

#### **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; (2) shall comply with occupational safety and health standards promulgated under this Act. 29 USC 654

(b) Each employee shall comply with occupational safety and health standards and all rules, regulations, and orders issued pursuant to this Act which are applicable to his own actions and conduct.

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## **Legal Issues Involved in Workplace Violence Lawsuits**

Lawsuits are often involved

- Negligent hiring
- Negligent retention
- Negligent supervision
- Inadequate security

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## **Hiring Process**

- Get a full application
- Verify all the information
- Question/Interview the candidate
- Question/Interview past employers
- Question/Interview references

Workplace Violence  
WWW.SafetyHealthSecurity.Com

### **General OSHA Program Elements**

- Management Commitment and Employee Involvement
- Worksite Analysis
- Hazard Prevention and Control
- Training
- Evaluation

Workplace Violence  
WWW.SafetyHealthSecurity.Com

### **Key Elements of an Effective WPV Prevention Program**

1. A written Policy
2. Clear Hiring Process
3. Background Check and Policy on individuals routinely visiting your site.
4. Detail orientation for all employees.
5. Refresher training
6. Establishment of a Risk Assessment Team
7. A Crises Response Plan and a Team
8. Advertise the organizations message about violence

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## **Workplace Violence Training**

- Risk awareness
- Law enforcement capabilities/limitations
- Anger and violence management
- Threat identification

Workplace Violence  
WWW.SafetyHealthSecurity.Com

## **Ways to Reduce the Potential of Workplace Violence**

- Teach conflict resolution skills to employees/managers
- Enforce policy forbidding weapons of any kind in the workplace
- Inform employees of the need to report incidents
- Use the Discipline process

Workplace Violence  
WWW.SafetyHealthSecurity.Com

### **Ways to Reduce the Potential of Workplace Violence**

- Inform employees of counseling services available
- Non-harassment policy
- Criminal prosecution

Workplace Violence  
WWW.SafetyHealthSecurity.Com

### **Engineering Controls**

- Alarm systems and other security devices
- Metal detectors
- Closed-circuit video recording in high-risk areas
- Emergency Safe Rooms
- Use of card access points within workplace

Workplace Violence  
WWW.SafetyHealthSecurity.Com



### **Security Measures**

- Photo-ID badges for all employee's
- On-site guard services and/or individually coded card keys for access to buildings and areas within buildings
- Guard force assistance in registering, badging, and directing visitors in larger facilities

Workplace Violence  
WWW.SafetyHealthSecurity.Com

### **Administrative and Work Practice Controls**

- Integrate violence prevention into daily procedures
- Minimal cash in register
- Emergency procedures, systems of communication
- Procedures to use barriers & enclosures
- Increase staffing at high risk locations/times

### **Administrative and Work Practice Controls**

- Lock delivery doors
- Establish rules for workers leaving facility
- Lock doors when not open, procedures for opening and closing
- Limit access
- Adopt safety procedures for off-site work

### **Conclusion**

- Do not be naïve
- Have a plan
- Follow policy
- Train and educate staff
- Communicate with staff

Thank You

Questions?

Workplace Violence  
[WWW.SafetyHealthSecurity.Com](http://WWW.SafetyHealthSecurity.Com)