

**“Surviving a Post-Columbine World”
Responding to Workplace Violence:**



Career Highlights



- Indiana State Trooper
 - Top five core defensive tactics instructor in the state
 - Lead defensive tactics instructor for situational awareness
 - Undercover narcotics detective for a year
 - Executive Protection Detail for the Notre Dame football team/prior away team escort
- Advisor for Gibson
 - Overall Risk Management Program Design
 - Proactive security solutions
 - Active shooter preparedness and response
 - Client Training:
 - Situational Awareness
 - Conflict Resolution- Verbal Judo

So Why Leave The State Police?



So Why Leave The State Police?

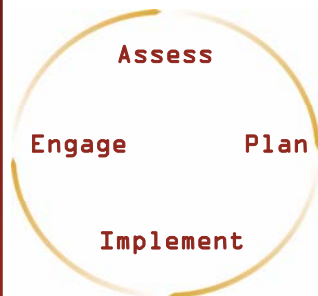


Overview

- Risk Management
- Security Focus
- The Cost of Workplace Violence
- Types of Workplace Violence
- Workplace Violence Program
- Response to Workplace Violence

What is Risk Management?

Risk Management is the continual process of identifying, measuring, and minimizing the effects of risk



- ▶ Identify The Opportunities
- ▶ Organize & Categorize initiatives
- ▶ Quantify The Impact
- ▶ Prioritize The Initiatives
- ▶ Create a Strategic Plan
- ▶ Engage Team & Strategic Partners
- ▶ Continually Monitor Progress

Security

Three Major Considerations of Security:

1. People
2. Property
3. Information Technology



Game Time is Pain Time!

The Threat of Violence:

A Reality in the Modern Workplace

Every organization is vulnerable to workplace violence. An incident of workplace violence are devastating to an organization:

- Bottom line
- Safety and security
- Employee morale
- Employee performance and productivity
- Employee retention and recruiting
- Business continuity
- Reputation and brand



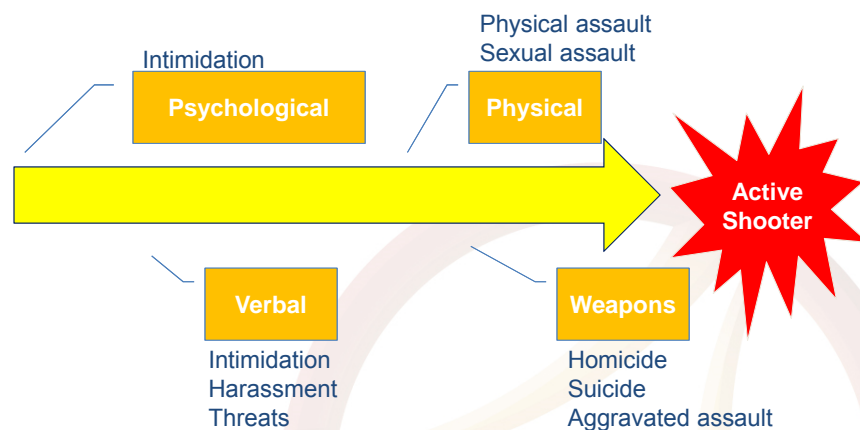
Chubb, "Managing Threats of Violence in the Workplace" 2012.

What is Workplace Violence?

United States Department of Labor

Workplace violence is any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide. It can affect and involve employees, clients, customers and visitors.

Workplace Violence Continuum



Foreseeable Operational Risk

- From 2000-2010: average of **588 work-related homicides/year**.
- Average of **18,000 assaults/week**. That's over **936,000 workplace assaults annually!**
- What is the leading cause of the death for women in the workforce?



The Cost

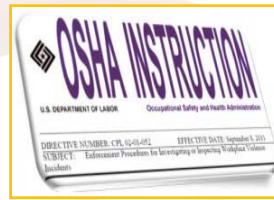
- Estimated **\$121 billion** dollars each year
- Non-fatal assaults result in more than 876,000 lost workdays
- **\$16 million in lost wages** for American businesses
- Related costs include:
 - Lost productivity
 - Counseling
 - Contract/sales losses
 - Clean up and refurbishing
 - Increased insurance costs
 - Lawsuit settlements



Occupational Safety and Health Act

The OSH Act of 1970 mandates that, in addition to compliance with hazard-specific standards, all employers have a “*general duty*” to provide their employees with a workplace free from recognized hazards likely to cause death or serious physical harm.

The scope and prevalence of this problem makes workplace violence a recognized foreseeable risk.



See: OSHA Directive CPL 02-01-052, (2011, September 8), Enforcement Procedures for Investigating or Inspecting Workplace Violence Incidents.

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Four Types of Workplace Violence

Inside Threats and Outside Threats

Has no relationship to the workplace

Outside Threat

Is the recipient of a service

Inside Threat

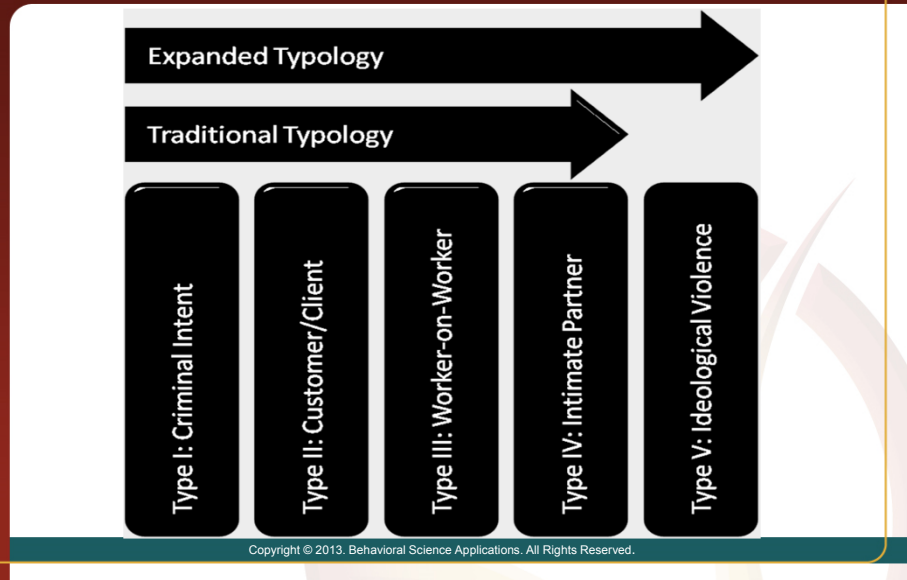
Has an employment relationship with a current or former employee

Inside Threat

Has a personal relationship with a current or former employee

Inside Threat

Workplace Violence Typology



Workplace Violence Program

- Management Commitment
- Safety and Security Committee
- Risk Evaluation
- Strong Pre-Hiring Practice
- Workplace Violence Prevention Policy
- Other Related Policies, Procedures, and Plans
- Supervisor/Employee Training
- Threat Assessment
- Record Keeping System
- Termination Policy and Procedure
- Program Evaluation



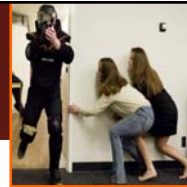
Other Policies/Procedures/Plans

- **Physical Security Assessment**
- **Crisis Management Plan**
- **Crisis Communication Plan**
- **Crisis Recovery Plan**
- **Business Continuity Plan!!**



It is better to have a plan and not need one, than to need a plan and not have one!!

Training & Development



Awareness Level

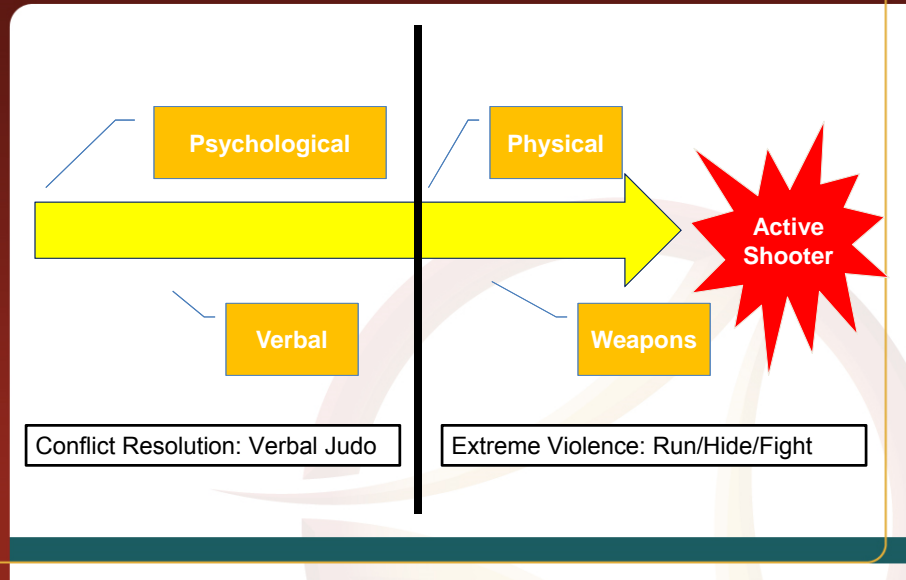
Executive Level
 Supervisor Level
 General Workforce Awareness Level
 Intimate Partner Violence Awareness
 Mobile Worker Safety
 Mental Illness in the Workplace

Skill-building Level

Threat Assessment Team Development
 Situational Awareness
 Conflict Resolution: Verbal Judo
 Aggression & Rage Management
 Active Shooter Response: Run/Hide/Fight
 Psychological First Aid
 Telephone Threat Management



Response to Workplace Violence



Communication

- Dynamics – We communicate with much more than just words.
 - No more than 10% of our message
 - Words
 - About 40% of our message
 - Voice
 - Tone
 - Pace
 - Pitch
 - More than 50% of our message
 - Body Language

Situational Awareness

Engaged in Physical Encounter

Decision, Action

Detection, Assessment

Casual Scanning, General Awareness

No Awareness

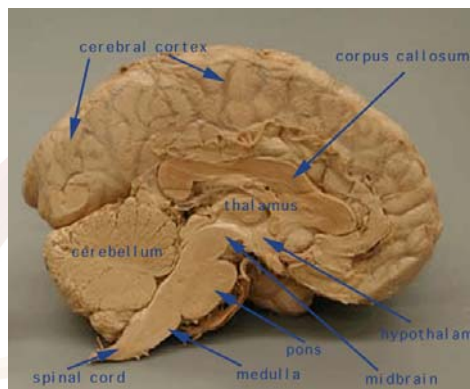


SITUATIONAL AWARENESS

It's paramount to your personal safety

Stress Response

Fight or Flight are controlled with the sympathetic nervous system.



Pre-Attack Indicators

Nonverbal Indicators

- Red-faced or white-faced
- Sweating
- Pacing, restless, or repetitive movements
- Trembling or shaking
- Clenched jaws or fists
- Exaggerated or violent gestures
- Nostrils can flare
- Shallow, rapid breathing

Pre-Attack Indicators

Nonverbal Indicators

- Scowling, sneering
- Glaring or avoiding eye contact
- Violating your personal space (they get too close)
- Gun fighter walk... arms and legs together
- Scanning surroundings
- Hands in pockets

Pre-Attack Indicators

Other Indicators

- Coat on when it is warm out
- Chest puffed out
- Rocking motion
- Bladed stance, "Boxers stance"
- 1000 yard stare
- Eye blocking
- Squinting eyes- rapid blinking
- Dilated pupils- adrenaline

Pre-Attack Indicators

Verbal Indicators

- Abusive language
- "I am going to..."
- Loud talking or chanting
- Their voice becomes deeper

Verbal Judo

Verbal Judo: Dr. George Thompson

- 1st principle of physical judo is to not resist your opponent. Instead, try to move with them and redirect their energy.
- In Verbal Judo, don't ignore or dismiss a question—that's the same as resisting it.
- Always attempt to answer, not avoid.

What not to say!

“You wouldn't understand”

“Because those are the rules”

“It's none of your business”

“Calm down”

“I'm not going to say this again”

“Why don't you be reasonable?”

L.E.A.P.S.

Listen, Empathize, Ask, Paraphrase, Summarize

- 5 basic tools to generate voluntary compliance – LEAPS.
- (1) LISTEN - When you listen you've got to look/act like you're listening. A person may not be making sense, but the moment your eyes glaze over or you get "lost" in the conversation, it appears you are not interested and conflict can occur.

LEAPS Cont.

- (2) Empathize – This doesn't suggest you have to agree with that person. But, everyone is entitled to a point of view.
- Don't agree...just try to understand where the person is coming from.
- If people believe in you, in your service, in your desire to help, often that in itself is enough to generate voluntary compliance.
- "This is policy, this is procedure, these are the grounds I have to stand on"...this approach alone will calm most people.

Be Empathetic

- Empathy is the quality of standing in another's shoes and understanding where they are coming from.
- Empathy absorbs tension. It works!
- The ultimate empathetic question is, "Let me be sure I heard/understood what you said."
- Now, no matter how upset they are, they will have to hush and listen because they want to make sure you heard what they wanted you to hear.

LEAPS Cont.

- (3) Ask – There is a process of asking questions that can make you more skillful.
- Fact-Finding – (who, what, when, where, why, and how). Don't be too quick with an answer before you can define the question.
- Ask for specific data. Don't lead to your point of view, be as general as you can. This makes you appear caring, open and unbiased.
- "Is there some way we can solve this problem" is powerful—everyone likes to voice their opinion and they might even have something profitable to say!

LEAPS Cont.

- (4) Paraphrase – When someone comes at you with verbal abuse, forget the tone and emotion.
- Put the complaint into your own words and play it back for them.
- Even if you've misunderstood, they will see that you are trying and they will want to help you get it right.
- Remember, through this you have gained control of the conversation.

Paraphrasing

- By paraphrasing the question back to them, you have taken control of the conversation because you are talking and they are listening.
- And, if you have not heard them correctly, it gives them an opportunity to correct you.
- You have made them a better listener because no one listens harder than to their own point!
- Paraphrasing is gentle. It tones down the volume and makes a diatribe a conversation.

LEAPS Cont.

- (5) Summarize – By definition, this means condensing and taking all the information and putting it in a concise statement.
- Must have three (3) things – it must be **brief**, **concise**, and above all, **inarguable**.
- You should sound as if you have reached the end, and you are now, in your professional capacity, executing the conclusion of the matter.
- Doing this with the first 4 LEAP steps will have your audience more open and receptive.

Survival Mindset Components

Awareness

- Gain a basic understanding of situation
- Be aware of your environment and any possible dangers
- Take note of the two nearest exits in any facility you visit
- Predetermined mindset will help you take rapid, effective actions

Survival Mindset

- **Shootings can occur anytime, anywhere, to anyone**
 - **Unlike any situation ever experienced**
- **Bottom Line**: You need to take direct responsibility for your personal safety and security
- **Survival Mindset** is a protective shield
 - Comprised of three components:
Awareness, **Preparation**, and **Rehearsal**

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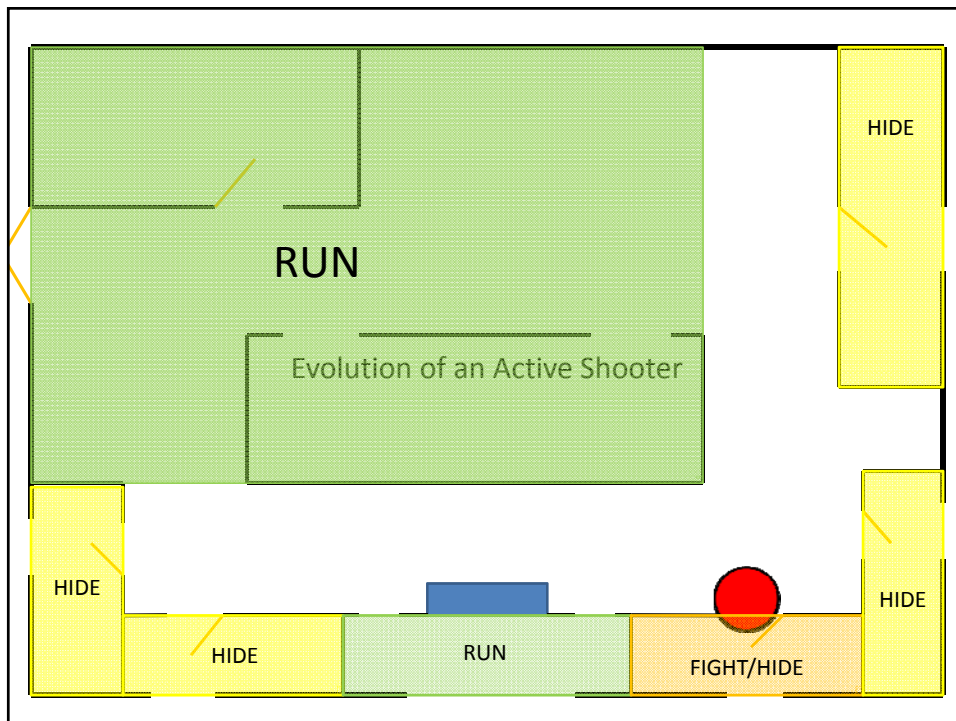
Survival Mindset Components

Preparation

- Looking at your work environment through the lens of survival
- “**What if**” questions are critical in developing effective response strategies
- Survivors prepare themselves both mentally and emotionally to do whatever it takes to survive

Rehearsal

- Mentally and physically practicing your plan
- Recognize the sound of gunshots
- Will reduce response time and build confidence



Summary

See Something, Say Something: Tell a supervisor:

L.E.A.P.S.

Survival Mindset is your armor

Reacting quickly when gunshots are heard or when a shooting is witnessed:

Run

Hide

Fight (Take Action)

Call 911

Thank you!

QUESTIONS?

In the midst of desperate times and in the face of overwhelming adversity, leaders emerge from the masses, not by chance, but by preparation and reliance on previous experiences. And from this leadership and deliverance from harm, those who have been served will forever be indebted.

-unknown soldier

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