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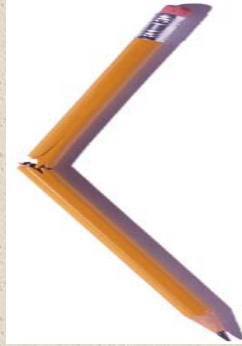
**Indiana Health & Safety Conference**

**2015**

**Indianapolis, IN**

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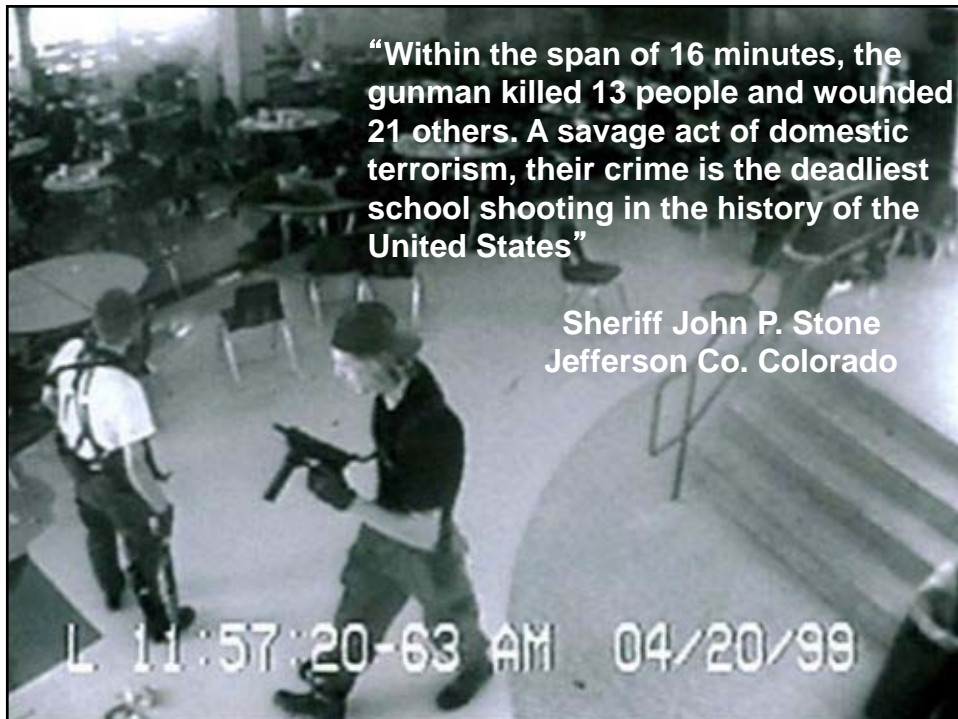
## Do People Just “Snap”?



**Workplace Violence is not an accident, incident  
or an event**

***It is a Process***

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**“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**



## 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

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US Mass Shootings, 1982-2012: Data From Mother Jones' Investigation

<http://www.motherjones.com/politics/2012/12/mass-shootings-mother-jones-full-data>

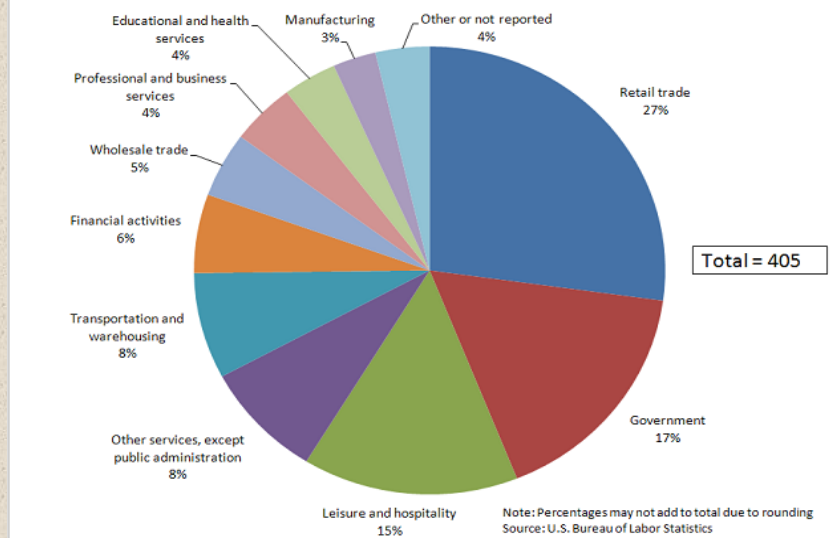
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**Number of workplace homicides, by type of employee, 1993–2011**

Year	Government	Private-sector
1993	124	944
1994	104	975
1995	212	819
1996	100	825
1997	88	770
1998	94	615
1999	66	580
2000	78	596
2001	89	554
2002	83	525
2003	71	560
2004	70	489
2005	86	480
2006	79	461
2007	86	542
2008	73	450
2009	80	461
2010	86	432
2011	90	367

\*Source: Bureau of Justice Statistics, based on files provided by the Bureau of Labor Statistics, Census of Fatal Occupational Injuries, 1993–2011.  
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**Workplace homicides due to shootings, by industry, 2010**



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## Census of Fatal Occupational Injuries Summary, 2013

- A preliminary total of **4,405 fatal work injuries** were recorded in the United States **in 2013**
- Overall, **753 workers were killed as a result of violence** and other injuries by persons or animals, including 397 homicides and 270 suicides. The work-related suicide total for 2013 was 8 percent higher than the 2012 total.
- The **homicide total was lower in 2013, falling 16 percent to 397 from 475 in 2012**. Shootings were the most frequent manner of death in both **homicides (80 percent) and suicides (47 percent)**. Of the 302 fatal work injuries involving female workers, 22 percent involved homicides, compared to 8 percent for men.

<http://www.bls.gov/news.release/cfoi.nr0.htm>

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## 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

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## 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)*

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## 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

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## 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**

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## 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

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## 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

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## The Effect of Bullying

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



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## 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

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## 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

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## What is workplace violence?

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. Homicide is currently the fourth-leading cause of fatal occupational injuries in the United States. According to the Bureau of Labor Statistics Census of Fatal Occupational Injuries (CFOI), of the 4,547 fatal workplace injuries that occurred in the United States **in 2010, 506 were workplace homicides. Homicide is the leading cause of death for women in the workplace**. However it manifests itself, workplace violence is a major concern for employers and employees nationwide.

<https://www.osha.gov/SLTC/workplaceviolence/>

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## 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

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## **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

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## **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.

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## 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.

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## 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

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## Typology of Violence

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

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## 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

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## Typology of Violence

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

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## WPV (Early Warning Signs)

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

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### **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

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### **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.

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

Lawsuits are often involved

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

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## **Hiring Process**

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

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### **General OSHA Program Elements**

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

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### **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

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## **Workplace Violence Training**

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

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## **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

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

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

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### **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

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### **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

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### **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

[YouTube](#)

## Conclusion

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

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Thank You

Questions?

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