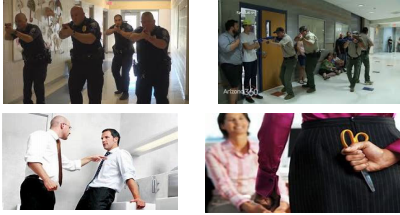


WORKPLACE VIOLENCE



Van Henson & John Henderson
South Carolina Association of Counties

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SCAC INSURANCE TRUSTS

- | <u>Workers Compensation</u> | <u>Property & Liability</u> |
|-----------------------------|---------------------------------|
| ▪ Created in 1984 | ▪ Created in 1995 |
| ▪ 41 Counties | ▪ 16 Counties |
| ▪ 38 related entities | ▪ 9 related entities |

2

WHAT IS RISK MANAGEMENT?

Text book definition:

RM is the process of making & carrying out decisions that will minimize the adverse effects of accidental losses.

John's definition:

What we do to keep bad things from happening.

3

3

SELF-AUDIT

- Members are asked to complete annually
- 21 questions
- Best Practices for risk management
- SCAC risk managers available to assist members with their self-audit
- Audit results should be discussed by county managers

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SETTING THE STAGE

“He was always a little strange, you know, quiet. Kept to himself...Certainly, nobody figured him for the violent type.”

“I knew it was just a matter of time till something like this happened. This guy was bad news, a ticking bomb, and we all knew it.”

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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



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WORK SETTING INCLUDES:

- Actual buildings
- Parking lots
- Field locations
- Client's homes
- Traveling to and from work assignments



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METHODS OF PHYSICAL ASSAULT

- Stabbings
- Shootings
- Sexual assaults
- Striking
- Pushing
- Tripping
- Beating



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ACTS OF THREATING BEHAVIOR

- Disorderly conduct
 - Shouting, throwing objects, punching walls, slamming doors
- Vague or overt threats of inflicting bodily injury
- Obscene phone calls
- Intimidating presence
- Harassment of any nature





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IS IT A "REAL" ISSUE? STATISTICS

- **2 Million** people per year report some type of workplace violence
- Estimated that **25%** of workplace violence goes unreported
- **1.8 Million** lost days of work annually
- **\$130 Billion** comprehensive costs to businesses annually

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IS IT A "REAL" ISSUE? STATISTICS

- **17%** of fatal work injuries due to violent acts
- **21%** of workplace homicide perps are co-workers
- **2nd** leading cause of fatalities among women at work
- **2 out of 3** workplace homicides committed by someone not close to the victim

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Workplace Violence is an Occupational Hazard

OSHA GENERAL DUTY CLAUSE SECTION 5 (A)(1)

- Each employer shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or likely to cause death or serious physical harm.

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POSSIBLE TARGET



- Workers with increased risk
 - Exchange money with the public
 - Deliver passengers, goods, or services
 - Work alone or in small groups
 - Late night and early morning hours
 - High-crime areas
 - Community settings and homes (extensive contact with the public)
 - Lack of training in recognizing and managing escalating hostile and aggressive behavior

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CATEGORIES OF WORKPLACE VIOLENCE



- Type I:-No Relationship
 - Random acts of violence-robberies
- Type II-Client or Patient
 - Service has been provided-relationship established
- Type III-Employment Related
 - Disgruntled employee
 - Employee/employee or employee/supervisor
- Type IV-Employee-Outside Relationship
 - Outside of work personal relationships
 - Abusive spouse/domestic partner

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SUMMARY OF TYPE 1 NO RELATIONSHIP

- The motive is usually theft
- Firearm involvement
- Examples-Taxi drivers, late-night retailer, gas station clerks
- Preventative Strategies
 - Physical security measures
 - Special employer policies
 - Employee training



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SUMMARY OF TYPE 2 CLIENT OR PATIENT RELATIONSHIP

- Occurs as workers are performing their normal tasks.
- Unpredictable Occupations
 - Triggered by an argument, anger at the quality of service or denial of service



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SUMMARY OF TYPES 3 & 4 (EMPLOYMENT RELATED/EMPLOYEE-OUTSIDE RELATIONSHIP)

- No less or more dangerous or damaging than any other violent act.

Greater chance of warning signs
and observable behavior.



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WORK ENVIRONMENT RISK FACTORS



- Reorganization, Downsizing, Layoffs
- Demotions
- Change
- Autocratic Workplaces
- Poor Labor/Management Relations
- Frequent Internal Grievances
- Complaints
- Sexual Harassment
- Personality Conflicts
- Humiliation at Work

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CATEGORIES OF THREATS

- Direct Threat
 - Leaves little doubt
- Conditional Threat
 - Contingent upon something else happening
- Veiled Threat
 - Subject to interpretation
 - Many times goes unreported

Example

- **Direct Threat**-I am going to beat you up.
- **Conditional Threat**-I am going to beat you up unless you fix the report.
- **Veiled Threat**-I'll have something for you.



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CHARACTERISTICS OF POTENTIALLY VIOLENT EMPLOYEES

- Age 25-50
- Loner and demonstrates low self-esteem
- History of violence and interpersonal problems
- Abuses alcohol/drugs
- Exhibits self-destructive behavior, frequent anger



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WARNING

- Abnormal/Unusual Behavior
- Heightened Stress
- Disgruntled, Blameplacer
- Paranoia
- Entitlement Theory
- Inconsistency
- Threats
- Attendance Problems
- Decreased Productivity
- Poor Peer Relationships
- Safety Issues
- Depression
- Fascination with Weapons

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STOP WORKPLACE VIOLENCE
POLICY + PLAN + PRACTICE = PREVENTION

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VIOLENCE PREVENTION PROGRAM ELEMENTS

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



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MANAGEMENT COMMITMENT

- Demonstrate Concern
- Emergency Action Plans
- Employee Safety
- Work Practice Controls
- Communication
- Assign Responsibility
- Appropriate Allocation of Authority/Resources
- Implement Recommendations



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WORKSITE ANALYSIS

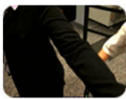
- Review Worksite
- Review Procedures/ Operations
- Analyze/Track Trends/Records/Incidents



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ENGINEERING CONTROLS


- | | |
|------------------------|-------------------------------|
| ■ Access | ■ Protective Enclosures |
| ■ Alarm Systems | ■ Prevent Entrapment of Staff |
| ■ Security Devices | ■ Limit Access |
| ■ Metal Detectors | ■ Effective Lighting |
| ■ Closed-Circuit Video | ■ Curved Mirrors |
| ■ Physical Barriers | ■ Panic Buttons |



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WORK PRACTICE CONTROLS

- Zero Tolerance
- Liaison with Police
- Require Reporting
- Respond Promptly
- Termination Policies
- Employee Action Plans
- Threat Assessment Teams
- Post-Incidence Response
- “Secret Words”
- Hiring Policies/Screening



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TRAINING/EDUCATION




- Diffusion Techniques
- Dealing with hostile patients/client
- Risk Factors
- Recognition of Warning Signs
- Conflict Resolution
- Response Plan
- “Buddy System”
- “Universal Precautions for Violence”
- Continuous Evaluation

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DIFFUSION TECHNIQUES

- Verbal (empathize/sympathize)
 - Remain Objective
 - Calm, Confident, Competent
 - Honest and Consistent
 - Speak Clearly
- Environmental
 - Clear the Area
 - Give the Person Room




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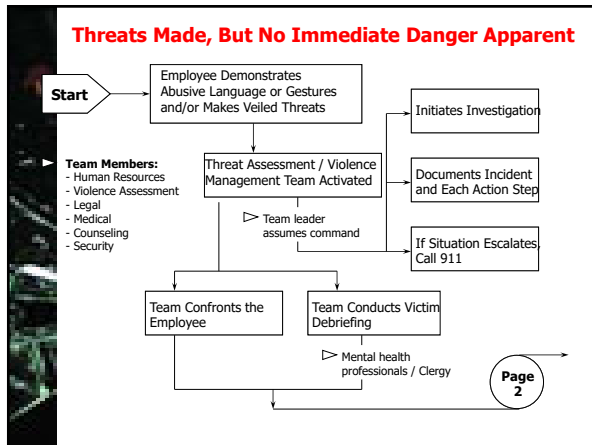
EMERGENCY ACTION PLAN

Major Elements

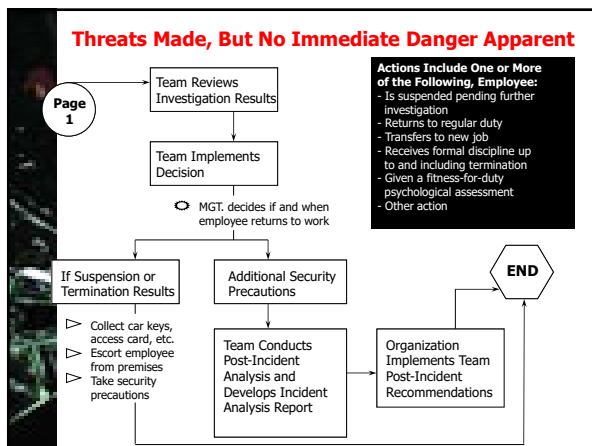
- Alarm/Notification System
- Escape Routes
- Staging/Safe Areas
- Accounting For All Employees
- Training & Instructing Employees On What To Do



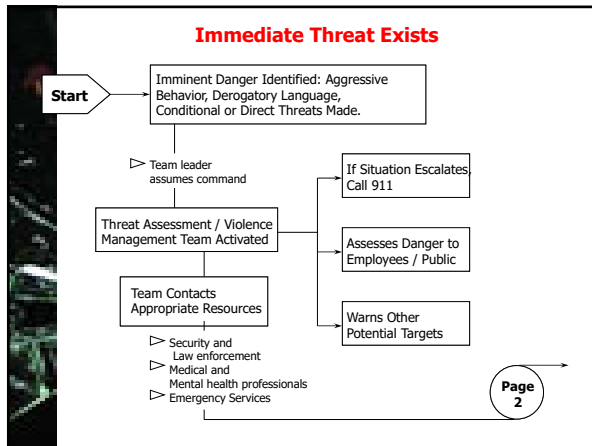
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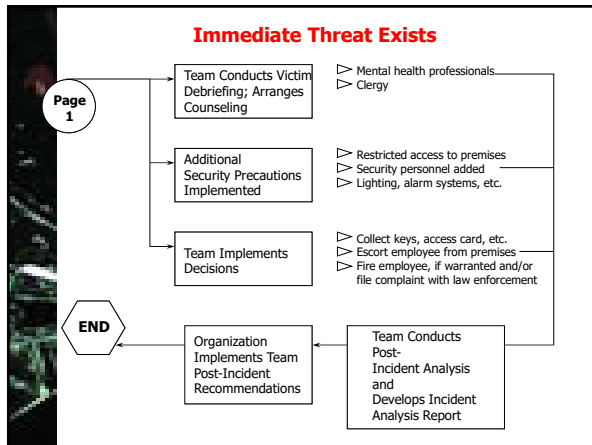
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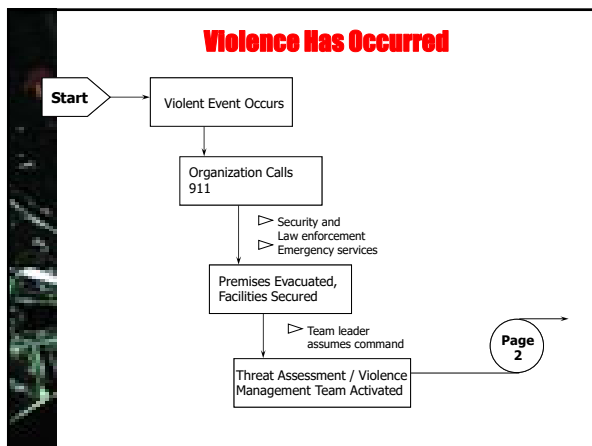
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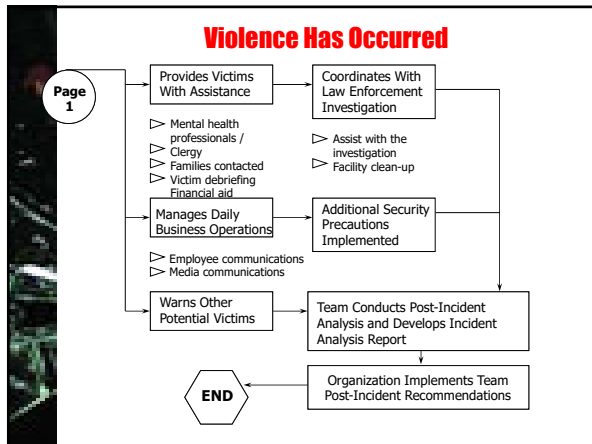
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VIOLENCE PREVENTION PROGRAMS SHOULD ADDRESS..

- Violence caused by strangers
- Violence caused by clients/patients/customers
- Violence caused by personal relationships
- Violence caused by co-workers



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NO PLAN CAN COMPLETELY "VIOLENCE-PROOF" YOUR WORKPLACE..

But having a plan may help to avoid a violent incident or lessen its severity!!!.



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