**Workplace Violence**

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**SCAC Insurance Trusts**

<table>
<thead>
<tr>
<th>Workers Compensation</th>
<th>Property &amp; Liability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created in 1984</td>
<td>Created in 1995</td>
</tr>
<tr>
<td>41 Counties</td>
<td>16 Counties</td>
</tr>
<tr>
<td>38 related entities</td>
<td>9 related entities</td>
</tr>
</tbody>
</table>

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**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.
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

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.”
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.

Work Setting Includes:
- Actual buildings
- Parking lots
- Field locations
- Client’s homes
- Traveling to and from work assignments

Methods of Physical Assault
- Stabbings
- Shootings
- Sexual assaults
- Striking
- Pushing
- Tripping
- Beating
**Acts of Threatening 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
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.

Workplace Violence is an Occupational Hazard

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

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
**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.

**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.

**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.
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

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.

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

**Worksight Analysis**
- Review Worksite
- Review Procedures/Operations
- Analyze/Track Trends/Records/Incidents

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

**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

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

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

Threats Made, But No Immediate Danger Apparent

Start

1. Employee Demonstrates Abusive Language or Gestures and/or Makes Veiled Threats

2. Initiates Investigation

3. Documents Incident and Each Action Step

4. If Situation Escalates, Call 911

5. Team leader assumes command

6. Team Confronts the Employee

7. Team Conducts Victim Debriefing

8. Mental health professionals / Clergy

9. Team Reviews Investigation Results

10. Team Implements Decision

11. MGT: decides if and when employee returns to work

12. If Suspension or Termination Results

13. Additonal Security Precautions

14. Team Conducts Post-Incident Analysis and Develops Incident Analysis Report

15. Organization Implemnts Team Post-Incident Recommendations

Actions Include One or More of the Following, Employee:

- Is suspended pending further investigation
- Returns to regular duty
- Transfers to new job
- Receives formal discipline up to and including termination
- Employee brings up to speed on new job
- Psychological assessment
- Other action

END
Violence Has Occurred

- Provides Victims With Assistance
  - Mental health professionals / Clergy
  - Families contacted
  - Victim debriefing
  - Financial aid

- Manages Daily Business Operations
  - Employee communications
  - Media communications

- Coordinates With Law Enforcement Investigation
  - Assist with the investigation
  - Facility clean-up

- Coordinates With Additional Security Precautions Implemented

- Warns Other Potential Victims

- Team Conducts Post-Incident Analysis and Develops Incident Analysis Report

- Organization Implements Team Post-Incident Recommendations

Violence Prevention Programs should Address..
- Violence caused by strangers
- Violence caused by clients/patientscustomerId
- Violence caused by personal relationships
- Violence caused by co-workers

No plan can completely “Violence-proof” Your Workplace..

But having a plan may help to avoid a violent incident or lessen its severity!!!
AWARENESS IS THE KEY

Thank You For Your Time