

# 1.0 Understanding Workplace Violence

While fatalities associated with workplace violence tend to be underreported, these deaths are actually second only to work-related transportation deaths reported in the nation. Employers who fail to report workplace violence incidents to OSHA or to the Bureau of Labor Statistics do so because they report them to law enforcement instead and assume that this reporting is sufficient. Workplace violence has become so common of late that it often doesn't even make the headlines anymore. While BLS states around 1000 homicides, recent statistics reveal that nearly 5000 people die as a result of fatal injuries incurred during work-related incidents. Let's take a look at some recent examples of on-the-job fatalities:



# 1.0 Understanding Workplace Violence



## 2019 Dayton Ohio Shooting

10 people including the shooter and his sister are killed, and 27 were injured at a late night bar in a busy part of town. Police responded in less than 30 seconds from the first shot being fired. A search of the shooter's home found writings that showed interest in killing people. This shooting happened just 13 hours after the deadly El Paso Shooting.

## 2019 El Paso Shooting

The shooter travels over 10 hours to El Paso where he opens fire with an AK-47 style rifle in a Wal-Mart. The gunman was arrested while 22 people died, and an additional two dozen were injured. The FBI is investigating the act as that of domestic terrorism and a possible hate crime.





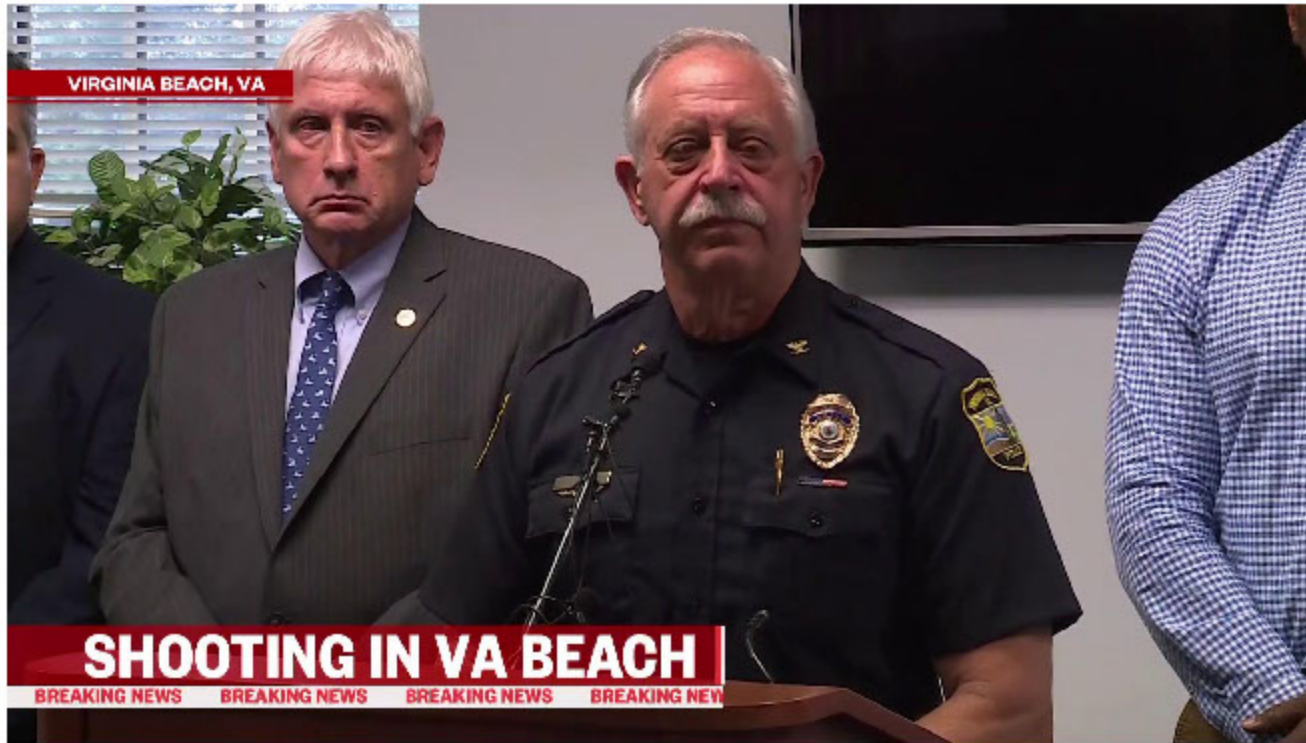
# 1.0 Understanding Workplace Violence

## Gilroy Garlic Festival Shooting

A mass shooting occurred when the shooter, aged 19, opened fire in the middle of a busy festival. 4 people were killed, including the gunman, and an additional 13 people were injured. Investigators found evidence that the shooter had been “exploring violent ideologies” and had created a list of potential targets including the festival, religious organizations, courthouses, and federal buildings.



# 1.0 Understanding Workplace Violence



## Virginia Beach Shooting

The Virginia Beach shooting occurred when a disgruntled city employee fatally shot twelve people and wounded four others in a mass shooting at a municipal building in the Princess Anne area of Virginia Beach. The building housed the city's public works, utilities, and planning departments in an open-government facility with no additional security to enter but security passes required for accessing employee areas and conference rooms. He fired indiscriminately, and there was no immediate indication that he had targeted anyone in particular. He was fatally shot during a prolonged gunfight with law enforcement personnel who responded to the scene.



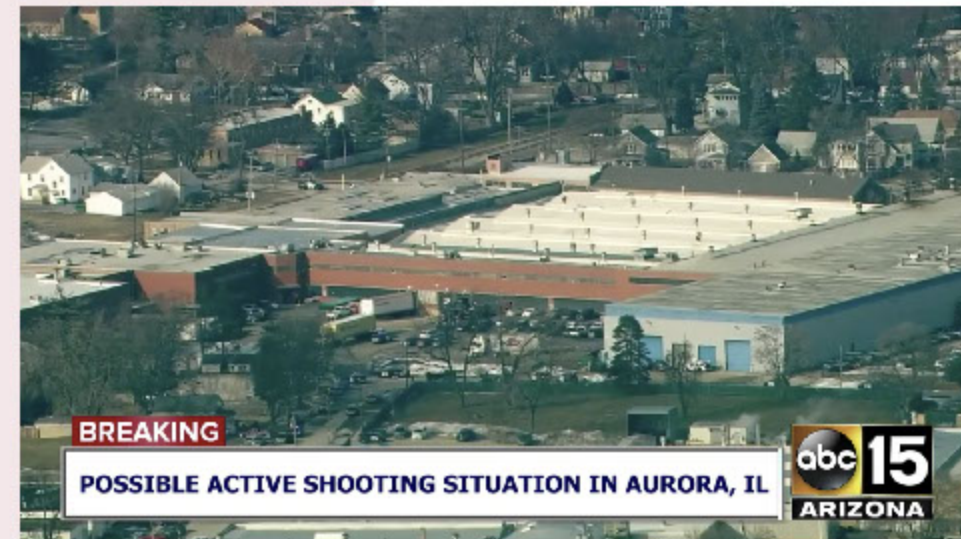
# 1.0 Understanding Workplace Violence

## UNCC Shooting

Previous student of UNC Charlotte enters classroom and starts firing, killing two and wounding four. The shooter was a 22-year-old male and former history undergraduate at UNC Charlotte who had withdrawn from the university on February 14, 2019. He had no prior criminal record. UNC Charlotte police said they had not noted him as a potential threat prior to the shooting. He was inactive on social media networks and had legally purchased the handgun he allegedly used.

## Aurora, Illinois Shooting

Disgruntled employee shoots and kills five coworkers and injures another six. Reports from family members stated the shooter was released from his position about two weeks before the shooting. News outlets reported that he was being fired from his job on the day of the shooting, and that the shooting itself started during the termination meeting. The shooter had a prior felony conviction of aggravated assault in a different state and had served two and a half years for that conviction.



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## Las Vegas Shooting

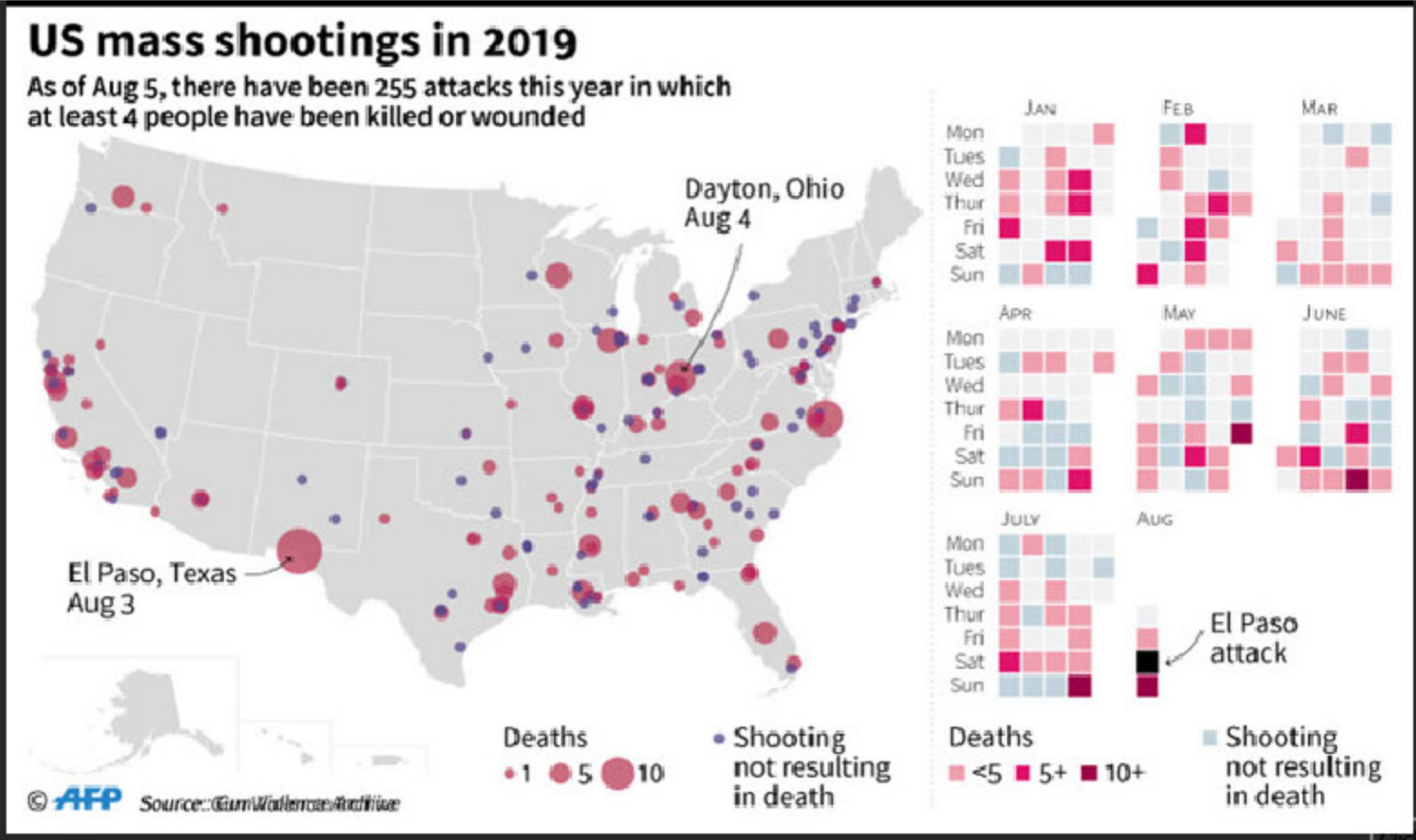
On the night of October 1, 2017, a lone gunman opened fire on a crowd of concertgoers at the Route 91 Harvest music festival on the Las Vegas Strip in Nevada. He killed 58 people and wounded 422, with the ensuing panic bringing the injury total to 851. The shooter, Stephen Paddock, a 64-year-old man from Mesquite, Nevada, fired more than 1,100 rounds of ammunition from his suite on the 32nd floor of the Mandalay Bay Hotel. The shooting occurred between 10:05 and 10:15 p.m. PDT; about an hour later, Paddock was found dead in his room from a self-inflicted gunshot wound. His motive remains undetermined. This incident is the deadliest mass shooting committed by an individual in the history of the United States.



# 1.1 Workplace Violence Statistics

Based on a BLS study, murder was the number two killer in the nation's workplaces over a five-year average period. During this time, it was the number one cause of death for women in the nation.

- 1,000 Homicides: Over 1,000 people are murdered at work each year in the U.S., with many never reported as workplace deaths. Think about what that says about our society.
- 2 Million Assaults: In most states, an assault requires physical contact of some



# 1.1 Workplace Violence Statistics



- **51,000 Rapes/Sexual Assaults:** Many rapes and sexual assaults are not reported because the victims are embarrassed to report the incident. It is estimated that ten sexual assaults occur for every one that is reported.
- **84,000 Robberies:** Employees working with money are more likely to experience workplace violence given the exchange of currency that occurs.



In addition to these numbers, each day thousands of employees are harassed, intimidated, threatened and verbally abused.

Violence in our nation is at an epidemic state, with over 20,000 homicides reported annually. Assaults reported have been close to 8 million per year, but adjusted for estimated unreported incidents, total over 38 million. Sexual assaults reported are over 500,000, but when adjusted for estimated unreported incidents, the total exceeds over 5 million. The nation's crime clock ticks off one murder every 23.9 minutes, one assault every .83 seconds, and one sexual assault every 6 seconds.

79% of workplace  
violence homicide  
perpetrators are **NOT**  
**COWORKERS**





## 1.1 Workplace Violence Statistics



While difficult to ascertain, estimates of the economic impact of workplace violence range have been placed at up to \$121 billion annually (recent NIOSH study). Workplace violence results in more than 850,000 lost workdays annually, \$16 million in lost wages annually, and millions in lost productivity, diminished public image, and increased security costs. Lastly, average settlement costs average just over \$1 million per suit.

Workplace violence is a major concern for employers and employees nationwide. Workplace violence, in many ways, “fell through the cracks” prior to 9/11 because safety professionals generally believed it was a security issue, and security professionals generally believed it was a safety issue. Both groups took some halting steps toward addressing the problem, but both came from very different points of view. Whether you call it “safety” or “security,” the American employee needs to feel protected from violence.

## 1.2 OSHA Compliance and Enforcement

Representatives from OSHA were asked whether an employer can be cited for failure to adequately protect its employees from acts of criminal violence which may occur in the workplace. Their answer:

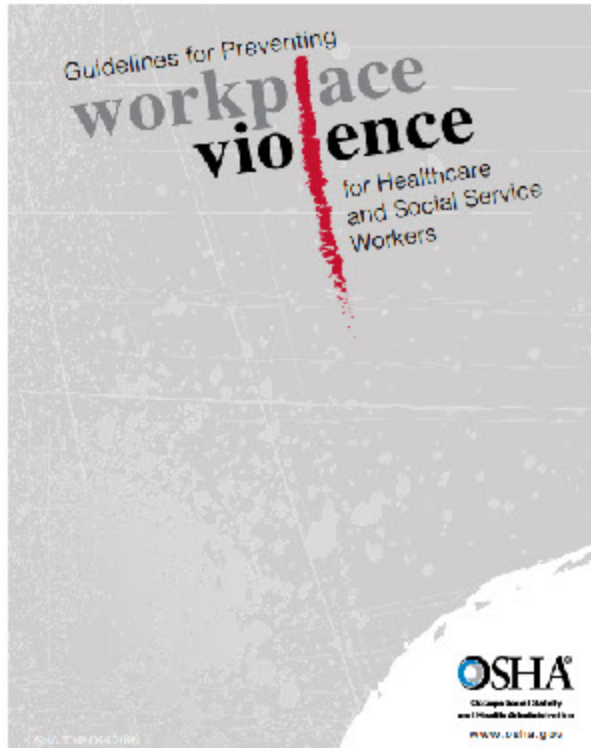
“The General Duty Clause of the OSH Act does require employers to take steps necessary to reduce or eliminate the recognized hazards present which are likely to cause death or serious physical harm to employees. There is no reason to exclude from this list of hazards criminal acts of violence.”





## 1.2 OSHA Compliance and Enforcement

The courts have interpreted OSHA's General Duty Clause to mean that an employer has a legal obligation to provide a workplace free of conditions or activities that either the employer or industry recognizes as hazardous and that cause, or are likely to cause, death or serious physical harm to employees when there is a feasible method to abate the hazard. An employer that has experienced acts of workplace violence, or becomes aware of threats, intimidation, or other indicators showing that the potential for violence in the workplace exists, would be on notice of the risk of workplace violence and should implement a workplace violence prevention program that includes hazard control measures and appropriate training for managers and employees.



OSHA publications that may be cited for violations associated with workplace violence include:

- Enforcement Procedures for Investigating or Inspecting Workplace Violence Incidents. OSHA Directive CPL 02-01-052.
- Preventing Violence Against Taxi and For-Hire Drivers. OSHA Fact Sheet.
- Recommendations for Workplace Violence Prevention Programs in Late-Night Retail Establishments. OSHA Publication 3153-12R.
- Guidelines for Preventing Workplace Violence for Health Care & Social Service Workers. OSHA Publication 3148-01R.

## 1.2 OSHA Compliance and Enforcement

The following are just a few examples of how OSHA has enforced compliance relative to workplace violence:

Corizon Health Inc. and Brookdale University Hospital and Medical Center:

- Employees suffered injuries from assaults by patients and visitors
- Corizon fined \$71,000 settled on \$38,000
- Brookdale fined \$78,000, settled on \$15,000
- Both cited under the General Duty Clause for failure to develop and implement an effective workplace violence prevention program

The background of the slide features a collage of US dollar bills, including one-dollar and five-dollar bills, which are slightly out of focus. A semi-transparent green rectangular box is overlaid on the right side of the slide, containing the title text in white.

**The Cost of  
Workplace Violence  
Under OSHA**



## 1.2 OSHA Compliance and Enforcement

Integrated Life Choices, a residential health care facility in Lincoln, Nebraska:

- Clients had bitten, scratched, kicked, and thrown objects at staff members
- 105 incidents entered on the OSHA 300 Log over a three-year period
- \$12,000 proposed penalt



Gateway, a social services agency in Birmingham, Alabama:

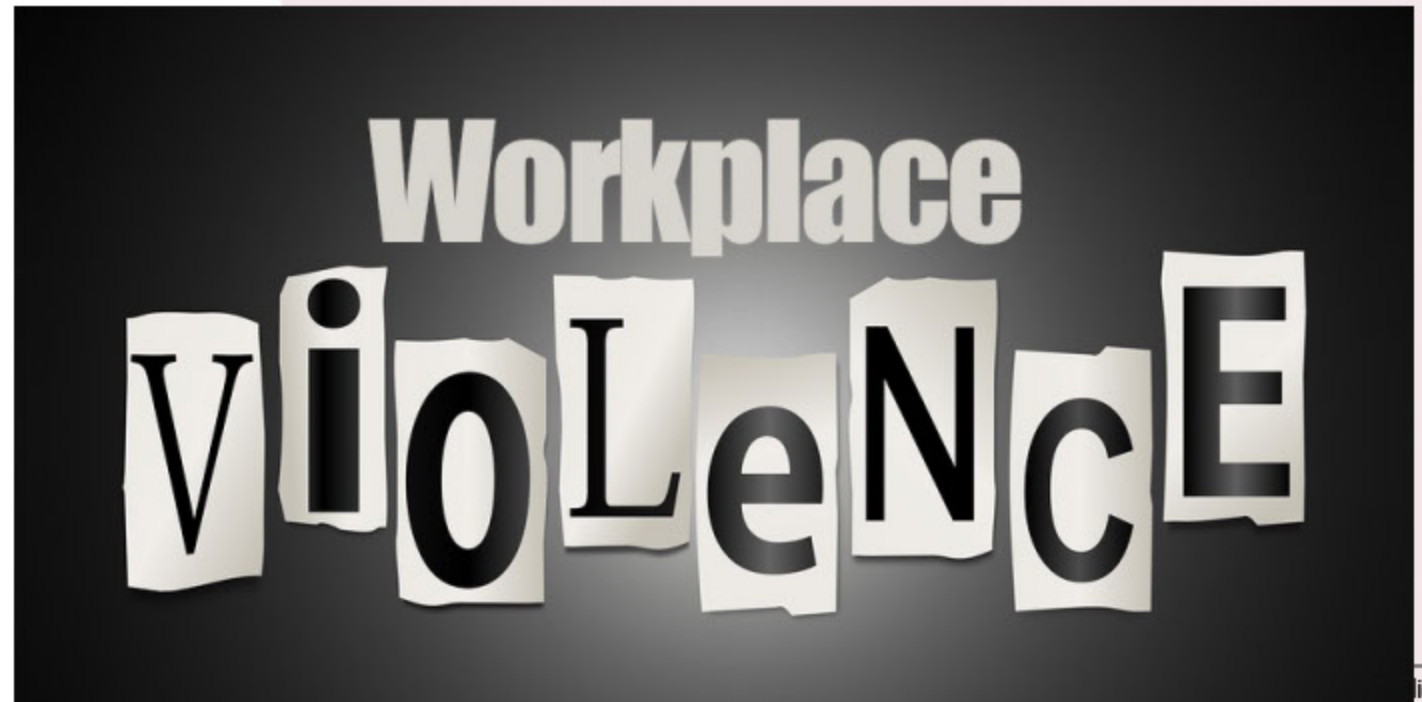
- Adolescents and teenagers causing bites, abrasions, contusions and stab wounds
- \$7,000 proposed penalty

## 1.3 Workplace Violence Defined

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

A review of the workplace violence data reveals that, while some types of violence may be random, most workplace violence occurs in a predictable manner in certain types of workplaces or occupations. Those industries that are considered at the highest level of risk for workplace violence include healthcare, social services, security services and the retail trade.

Since incidents of workplace violence can happen anywhere and at any time, an employer should take steps to prevent or reduce the risk of workplace violence.





## 1.5 Recognizing the Potentially Violent Employee



There is no certain means of identifying a potentially violent person, but there are some indicators that mental health professionals believe could serve as “red flags” by which we may consider the potential risk of a suspected individual. These “red flags” represent factors common to those who have committed acts of workplace violence in order to recognize a person that has the potential for committing an act of workplace violence.

A perpetrator can be a number of unexpected types of individuals. For this reason, it is important that an employer recognize that a variety of individuals can play this role, whether it is a customer of the organization, a coworker, a family member, or an estranged spouse or significant other.

## 1.5 Recognizing the Potentially Violent Employee

While a “typical” perpetrator is male and older than 25 years of age, they can be of any gender and of any age. When it comes to behavior, what signs should you look for?

Acts with paranoia, perceiving injustice	Experiences being spurned by object of romantic interest
Expresses direct or indirect threats toward others	Demonstrates obsessive behavior toward coworkers
Demonstrates a history of violent behavior	Withdraws from relationships with coworkers
Demonstrates a history of drug or alcohol abuse	Recent counseling/disciplinary action for work performance
Shows a fascination with weapons	Recently terminated or threatened that termination would be the next step
Communicates statements indicating despair about personal or job-related matters	Passed over for a promotion
Shows difficulty with acceptance of criticism	Appears to be an object of criticism or harassment from coworkers
Projects responsibility for problems onto others	Experienced a non-related trauma
Demonstrates a history of labor-management disputes	Upset over recent event(s), either work or personal
Experiences heightened stress at work or at home	Demonstrates a change in behavior, demeanor, or appearance



## 1.5 Recognizing the Potentially Violent Employee

Isolated, acts as a loner, or withdrawn from activities

Behaves in an intimidating manner, is verbally abusive, or harasses or mistreats others

Holds grudges, appears suspicious, expresses seething anger

Offers unwelcome obsessive romantic attention

Stalks coworkers

Talks about other incidents of violence

Makes threats to harm self, others, or property

Acts morally superior, self-righteous

Feels entitled to special rights which demonstrates that rules don't apply to them

Feels wronged, humiliated, or degraded, and revengeful

Feels without choices or options for action except violence



## 1.6.1 Domestic Violence

Except when those involved in domestic violence are co-workers, most incidents are perpetrated by individuals outside the company. It is, therefore, unlikely that the levels of violence described above will be evident. There will, however, be early warning signs that this type of violence is escalating outside the workplace. The victim may show symptoms such as

increased fear, emotional episodes, and/or signs of physical injury. Victims, as well as perpetrators, also show signs of work performance deterioration. By intervening when the early warning signs occur, even though violence may not yet have been committed at work, a serious incident may be prevented.





## 1.7 Initial Responses

Prior to reviewing specific suggested responses to the three levels of disruptive, threatening or violent behavior, the following are recommended general guidelines to de-escalate potentially violent situations:

### Do:

- |   |   |
|---|---|
| • Move and speak slowly, quietly and confidently.                                     | • Calmly describe the consequences of any violent behavior.               |
| • Be an empathetic listener.  | • Use delay tactics which will give the person time to calm down.         |
| • Focus your attention on the other person.   | • Be reassuring and point out choices.                                    |
| • Maintain a relaxed, yet attentive, posture, project calmness.                       | • Break big problems into smaller, more manageable problems.              |
| • Position yourself at a right angle rather than directly in front of the person.     | • Accept criticism in a positive way.                                     |
| • Acknowledge the person's feelings. Indicate that you can see he/she is upset.       | • Repeat back to the person what you feel they are saying.                |
| • Ask for small, specific favors such as asking the person to move to a quieter area. | • Arrange yourself so that a visitor cannot block your access to an exit. |
| • Establish ground rules if unreasonable behavior persists.                           |   |

## 1.7 Initial Responses

While the above guidelines are appropriate positive steps that can be taken to de-escalate potentially violent behavior, the following are actions that **should not** be taken:

Do Not:	
• Use styles of communication which generate hostility.	• Criticize or act impatiently toward the agitated individual.
• Reject <i>all</i> the client's demands from the start.	• Attempt to bargain with a threatening individual.
• Pose in challenging stances such as standing directly opposite someone.	• Try to make the situation seem less serious than it is.
• Make physical contact, finger-point, or engage in long periods of fixed eye contact.	• Make false statements or promises you cannot keep.
• Make sudden movements which can be viewed as threatening.	• Relay technical or complicated information when emotions are high.
• Use an aggressive tone of voice.	• Take sides or agree with distortions.
• Challenge, threaten, or dare the individual.	• Invade the individual's personal space.
• Belittle the person or make them feel foolish.	



## 1.7.1 Fight or Flight

With most things in life, there are positive and negative attributes associated with an issue – and stress is no different. Biologically, stress is the body's reaction to specific challenges or pressure presented by a threat or task at hand. In a difficult situation, such as an incident of workplace violence or an active shooter situation, the human body releases adrenaline to provide the person under stress with the sudden boost of energy and acute awareness needed to either combat the problem or run from it. This phenomenon is called the fight-or-flight response. When a threat to one's life is imminent, this "stress" can be the difference between life and death. However, when high stress levels aren't subdued through satisfying the problem, long-term results can soon take effect. If assault is likely, go to imminent assault procedures

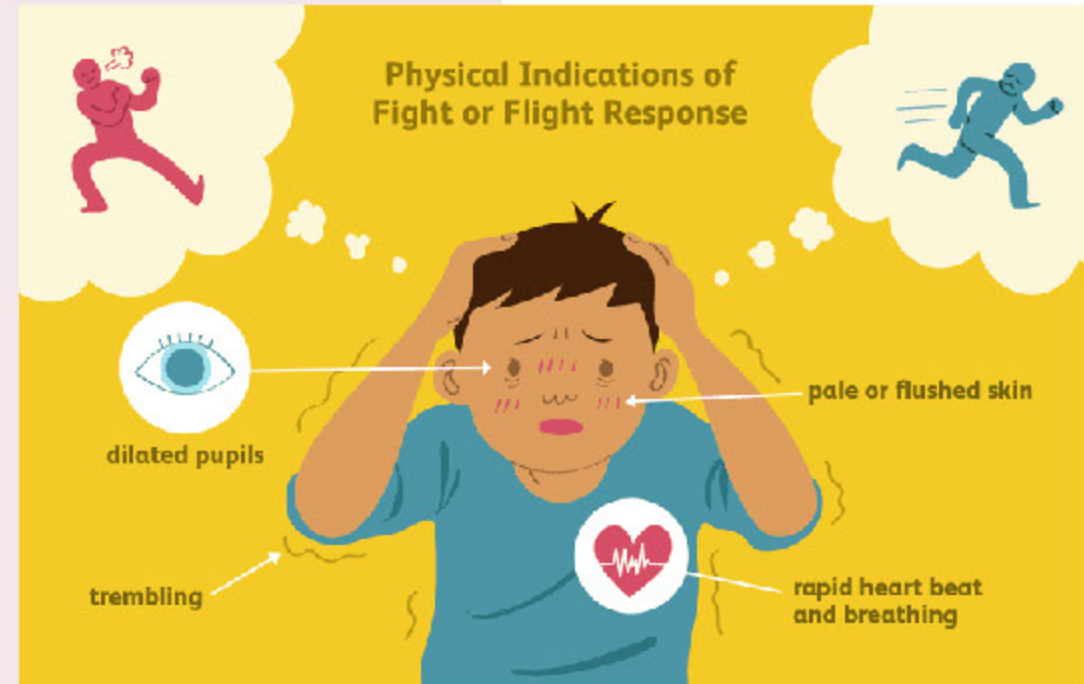


## 1.7.1 Fight or Flight

### Our Bodies Response to Fear

Our bodies are created for preservation. We have all experienced that fight or flight reaction to fear. Common reactions that we might expect during a confrontation or fear-provoking event include:

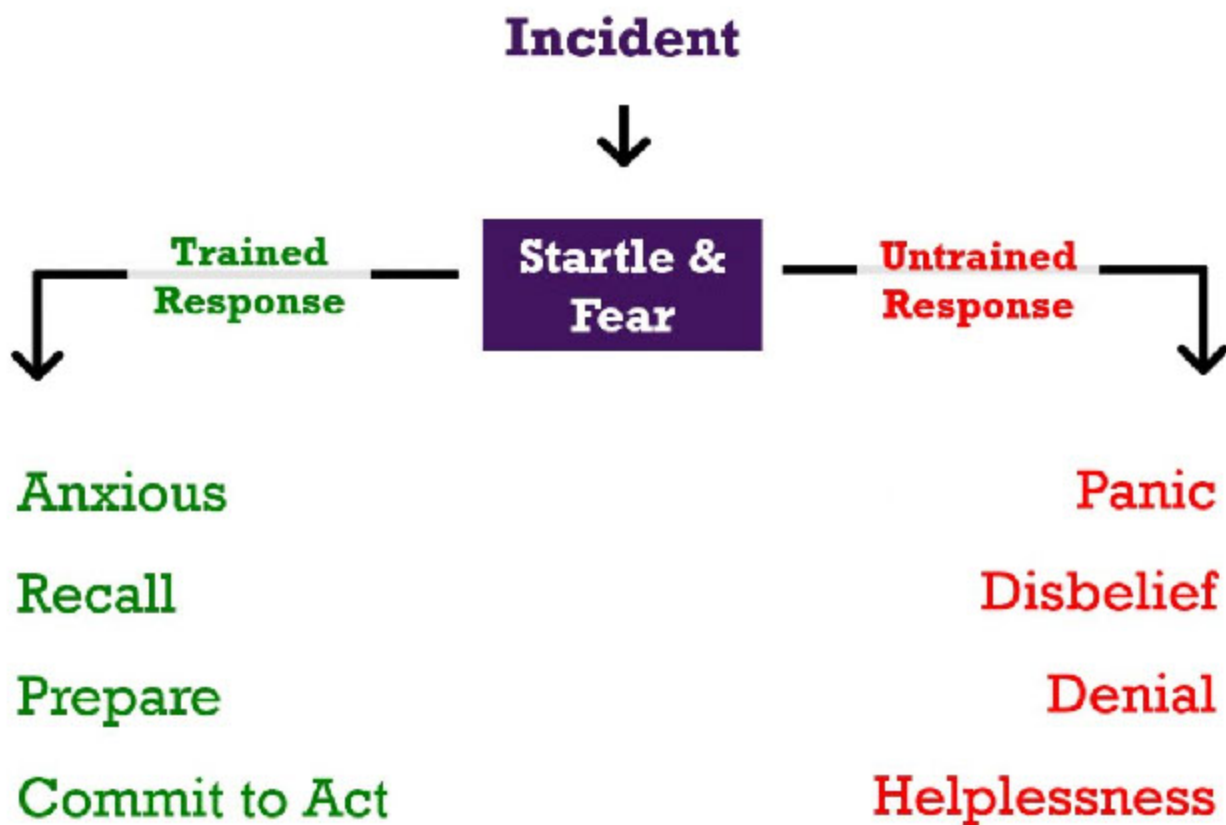
- Sensory exclusion/distortion
- Time distortion
- Heightened sensory response
- Panic
- Fainting
- Loss of bladder/bowel control
- Problems with or loss of motor skills
- Loss of near vision
- Scared stiff
- Scared speechless



These responses are well-documented and were also shared by survivors. There may be a sense that things are going in slow motion. Some people report that senses become acutely sharpened or diminished. Some people feel like they can't move or can't speak. Others report a kind of out-of-body experience where they feel like they are watching the events from another place.



## 1.7.1 Fight or Flight



### Overcoming the Fear Response

There are also things you can do to overcome the fear:

- Remember your training
- Consciously control your blinking and breathing
- As your heart rate increases, your control will decrease, so lower your heart rate
- Take four deep, 4-count breaths to slow your heart rate, lower your stress level and bring your body back under a degree of control
- Slow your breathing and everything else will be more manageable

## 1.7.1 Fight or Flight

### Flight

If making the decision to run, do so as quickly as possible. Put cover between yourself and the perpetrator, but don't stop until you have reached a safe location. If a firearm is involved, avoid running in a straight line. While running, make noise to get the attention of others, and ensure that you are running towards a direction where you'll be seen.

### Fight

Fighting is generally used as a diversion for flight. When making the commitment to fight, it is imperative that you inflict as much pain as you can in a quick manner. When striking, aim for the soft spots on the attacker's body such as the eyes, neck, head, and groin. When attacking, show no mercy.

There is no such thing as a totally safe workplace. If you can learn or be trained in the correct response, the outcome may be different for you and others who may be involved. It is important to note that no one person or program can guarantee your safety. You will be responsible for your own safety until help arrives. As a given, there will always be an irreducible minimum amount of time until help can arrive.





## 1.7.1 Fight or Flight

### If You Must Fight

Your objective is not to win the fight. Your objective is to “get away” with your life. In the NASP classroom course, we teach techniques to accomplish this, and there are always some students who are shocked by them. A person with a gun or knife in the workplace intends to kill. It’s not like someone pulling a gun on you to rob you. In that case, there’s a good chance they won’t shoot you. This is not so with workplace occurrences. These people almost always kill. You will be fighting for your life and the lives of others.



The most effective way to stop the perpetrator from killing you is to kill or maim them very quickly and violently. Your attack must be massive and intensive. If there is a chance that you may be killed or injured, don't go down easy. Make them work for it. Even if you are ultimately unsuccessful, you may be providing time for others to escape.

## 1.7.2 Active Shooter Situations: Weapons of Self-Defense

What is an active shooter? It is someone who intends to shoot people. An armed robber or most other armed criminals do not shoot people. However, someone armed in the workplace almost always shoots people. The term “active shooter” was coined by police to emphasize the difference between a shooter in the workplace or a terrorist and a robber or other less likely shooter. The police identify active shooters as someone who must be immediately neutralized which means shooting them.

In an active shooter situation like the workplace, it is kill or be killed. Kill or others will be killed. Inflict unrestrained violence: hard, fast, and continuing.

You cannot learn how to best defend yourself from a written document. In our classroom course, we provide the practical training needed, but it simply cannot be done in writing or with videos. Get practical training; however, we do not suggest martial arts training, such as karate or judo. This type of fighting requires much training and practice, with most such instruction oriented toward defeating the other person, rather than escaping. Minimal practical training that is appropriate can greatly increase your chance of survival.





## 1.7.2 Active Shooter Situations: Weapons of Self-Defense



Make lots of noise. It can disorient your attacker and warn others to help you escape. A gun is a tool like a hammer. It can be used for good or for bad. Do not be afraid of guns in the workplace. Allowing carrying concealed weapons in the workplace by well-trained people is a good thing. Those with concealed weapons permits may be good choices to carry guns in your workplace. Within your workforce, there may be one or more former police officers that have exactly the training you need them to have. Seek them out and use them. Properly trained armed security is also a good option.

Knives are much misunderstood as weapons. The vast majority of times, one or two stabs with a knife does not immediately incapacitate an attacker. In one of the videos we use in our classroom, an attacker stabs another over 100 times before he is incapacitated.

## 1.7.2 Active Shooter Situations: Weapons of Self-Defense

Field expedient weapons are something with which every employee should know. A pen, pencil or letter opener stabbed into the eyeball and then jammed into the brain with the butt of your hand will interrupt the central nervous system and cause the attacker to immediately drop his weapon. Blunt objects like a club or chair swung very heavily against the head of an attacker may cause him to drop his weapon allowing you to run away. Other items that can be used to create sufficient pain to stop the attacker include keys and the heel of your foot or hand.

What you do in repeated training is how you will react. Perfect practice makes perfect performance. Stay calm and focused and always assume the shooter has multiple weapons. Be familiar with the safety features and use of revolvers, semi-automatic handguns, and shotguns so that you will be better prepared to avoid their use against you. Pay attention to the shooter's movements, direction of fire, and accessibility to multiple weapons. Once you commit to attack, don't hold anything back and don't stop. One act seldom incapacitates the perpetrator, as it may take act after act to do so.

Your intent is to incapacitate or take away the weapon. All is fair, so fight dirty. Control the weapon and don't let go. Gang up on them. Once you commit to go on the offensive and engage the shooter, your attack must be intensive, brutal, and overwhelming!





## 2.0 Post Incident Actions

When immediate danger has passed and the threat has been alleviated, communications will be of utmost importance. Keep in mind that with the prevalence of social media and the 24/7 news cycle, word of a violent incident is bound to leak out almost as soon as it happens.

With an incident in the workplace, there are a number of important items to consider. The following sections describe those that should be considered immediately, as well as those that should be incorporated into the Post Incident Trauma Plan.



# ACTION PLAN

## 2.1 Immediately After a Violent Act

Immediately after an assault occurs, an employer should focus first on providing for the medical and psychological needs of all affected employees. Other immediate steps include:

- Report the incident to the local police department and support law enforcement activities with such activities as the crime scene investigation and interviews with witnesses, victims, and others
- Secure the work areas where disturbances occurred, safeguarding evidence where possible
- Account for all employees and others and ensure the physical safety of those remaining in the area as soon as possible
- Provide for site security and ensure that no work area is left short-staffed while others assist the victim(s) or assist in securing the area
- Quickly assess the work area to determine whether it was disturbed or damaged during an incident to ensure the safety of remaining employees
- Provide critical incident debriefing to victims, witnesses, and other affected employees; these conversations must be strictly confidential
- Provide accurate communication to outside agencies, media, and law enforcement
- Initiate the preparation of the incident report





## 2.2 Post Incident Trauma Plan

The trauma plan should focus activities first on meeting the immediate medical and psychological needs of employees, as necessary. Provisions for follow-up after medical and psychological treatment, medical confidentiality, and protection from discrimination must be addressed in a post incident trauma plan in order to prevent the victims of workplace violence from suffering any further loss. Elements of a trauma plan may include:



## 2.2.1 Immediate Debriefings



All affected employees should be included in a debriefing so that the cause of the violence and expectations can be discussed, a plan of action can be addressed, and those needing further counseling can be identified.



## 2.2.2 Employee Assistance Program Services (EAP)

Though most employees will need only brief intervention, provision should be made for the few who may need long-term professional assistance. Strategies for identifying these employees and guiding them as smoothly as possible from emergency-centered interventions to more extensive mental healthcare should be included in the planning process.

The EAP may approach these responsibilities in different ways, depending on the size and experience of its staff. In some cases, internal EAP resources may be sufficient, but in others, additional staffing will be necessary. EAP staff who do not have expertise in traumatic incident counseling may wish to develop in-house expertise or keep close at hand the phone numbers of resources to contact should an incident occur. Potential sources of additional help might be explored, up to and including private contractors, community mental health resources, and university or medical school programs.

Since management bears the brunt of responsibility after a violent incident and can find itself dealing with unfamiliar challenges under high stress, the EAP can be very helpful in facilitating an optimal response. It can provide managers with information on traumatic events and can assist them in analyzing the situation and developing strategies for the organization's recovery. An effective EAP needs to be familiar not only with post-disaster mental health support care but also with management practices that facilitate recovery and with other resources which may need to be mobilized.



## 2.2.3 Prosecution of Offenders

To prevent further incidents from occurring and to show their support of the victims, employers should encourage the prosecution of offenders. This includes such actions as accommodating employees after a violent incident in order for them to make court appearances and work with the prosecution. Cooperate with law enforcement authorities to help identify and prosecute offenders through the use of any and all means at your disposal, such as the use of such reward programs like "Crime Stoppers."





## 2.2.4 Administrative Actions to Keep an Employee Away from the Workplace

In situations where a disruption has occurred on the job or where there is a belief that the potential for violence exists, a supervisor may need to keep an employee away from the worksite to ensure the safety of employees while conducting further investigation and determining a course of action. Some short-term considerations include:

**Place employee on excused absence (commonly known as administrative leave).** Placing the employee in a paid, non-duty status is an immediate, temporary solution to the problem of an employee who should be kept away from the worksite. It may also be a good idea to offer the employee the option to work at home while on excused leave, if possible.

**Assign the employee to another position.** This can be an effective way of getting an employee away from the worksite where he or she is causing other employees at the worksite to be disturbed. However, this action will be useful only if there is another position where the employee can work safely and without disrupting other employees.

**LEAVE APPLICATION**

NAME: \_\_\_\_\_

EMPLOYEE NO: \_\_\_\_\_

DIVISION: \_\_\_\_\_

Enter the details of the leave for which you are applying in the table below:

TYPE OF LEAVE	NO. OF DAYS DUE TO YOU	NO. OF DAYS REQUIRED	INCLUSIVE FROM
Annual leave as at		1*	
Accumulated			
dy			
nity			
ssion			

## 2.2.4 Administrative Actions to Keep an Employee Away from the Workplace



Supervisors are sometimes faced with a situation where there is insufficient information available to determine if an employee poses a safety risk, has actually committed a crime, or has a medical condition which might make disciplinary action inappropriate. In this case, the following long-term actions can be considered:

**Indefinite suspension.** An indefinite suspension is an adverse action that takes an employee off-duty until the completion of some ongoing inquiry, such as a company investigation into allegations of misconduct. Companies usually propose indefinite suspensions when they will need more than 30 days to await the results of an investigation, await the completion of a criminal proceeding, or make a determination on the employee's medical condition.

**Indefinite enforced leave.** This action involves requiring the employee to use his or her own sick or annual leave after the 30-day notice period with pay, pending the outcome of an inquiry.



## 2.2.5 Disciplinary Actions

Where the supervisor possesses the relevant information regarding violent, harassing, threatening, and other disruptive behavior, the supervisor should determine the appropriate disciplinary action. The selection of an appropriate charge and related corrective action should be discussed with human resources and/or legal staff, where appropriate. Some disciplinary actions include:

**Reprimand, warning, short suspension, and alternative discipline.** These lesser disciplinary actions can be used in cases where the misconduct is not serious, or intervention may correct the problem behavior. They are an excellent means of dealing with problem behavior early on.

**Removal, reduction in grade, and long-term suspension.** It is important to coordinate with legal staff to ensure compliance with local, state, and federal law regarding these options.

**EMPLOYEE WARNING REPORT**

A warning report for this employee is for written notice of a violation of company policy, regulation, principles, conduct, and / or rules. Further violations may result in further disciplinary action including the possibility of termination.

Employee Name \_\_\_\_\_ / /  
Employee No. \_\_\_\_\_ Dept. / Shift \_\_\_\_\_  
For \_\_\_\_\_ / \_\_\_\_\_

**FINAL WRITTEN WARNING**

☐ Verbal ☐ Written ☐ Other

☐ Attendance ☐ Quality of Work ☐ Safety ☐ Discipline ☐ Other

☐ Substandard Work ☐ Insubordination ☐ Other

☐ Alcohol / Drug Use ☐ Other

**SUPERVISOR'S STATEMENT**  
Violation Date: \_\_\_\_\_ Time: \_\_\_\_\_  
\_\_\_\_\_

**EMPLOYEE'S STATEMENT**  
☐ I AGREE with Employer's Statement  
☐ I DISAGREE with Employer's Statement  
employee DISAGREES with Employer's violation description, for these reasons:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## 2.2.6 Disabilities as a Defense Against Alleged Misconduct



The Equal Employment Opportunity Commission (EEOC) has issued important guidance that specifically addresses potentially violent misconduct by employees with disabilities. Although this guidance deals specifically with psychiatric disabilities, it applies generally to other disabling medical conditions. It advises that an organization may discipline an employee with a disability who has violated a rule (written or unwritten) that is job-related and consistent with business necessity, even if the misconduct is the result of the disability, as long as the company would impose the same discipline on an employee without a disability. The guidance specifically states that nothing prevents an employer from maintaining a workplace free of violence or threats of violence.



## 2.2.7 Actions to Inform Employees and the Public

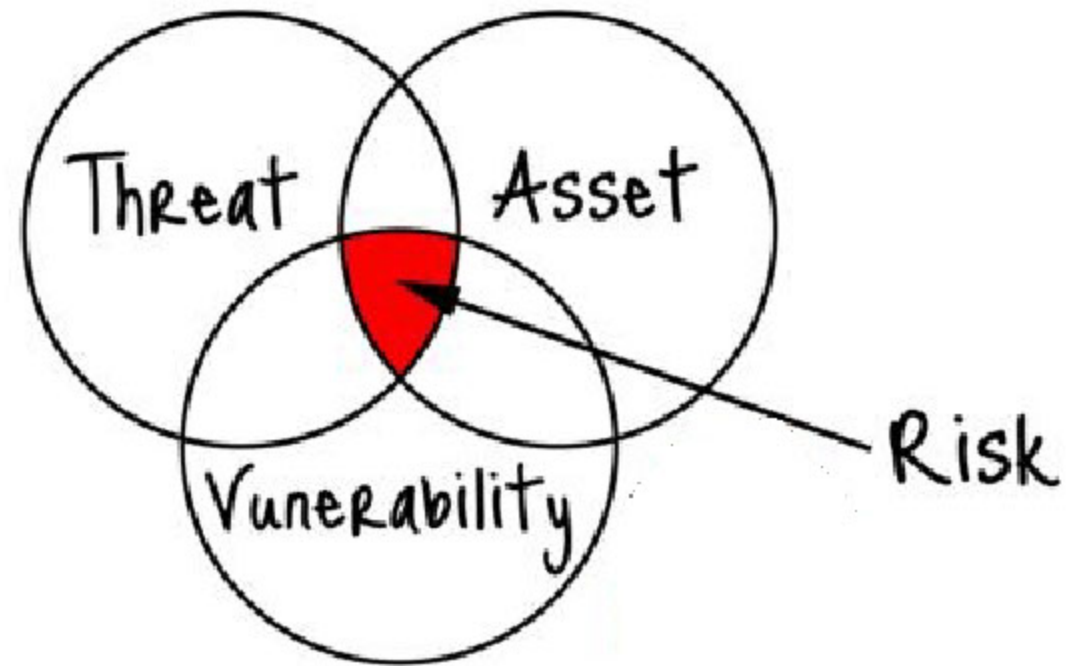
It is important to conduct a group debriefing after a serious incident of violence for immediate coworkers in how to communicate with the victim and/or coworker who is returning to the job after absence. To alleviate anxiety and reduce misinformation, keep the lines of communication open between employees and management. Assign a person or persons to be responsible for dealing with the media, if necessary.



## 2.3 Risk and Security Assessment

There are many different approaches that companies can take in developing plans to prevent workplace violence. An approach that works well in one company may not be suitable for another. This section outlines some broad guidelines that may help companies in analyzing their current ability to handle potentially violent situations and filling in any gaps that exist.

Conducting an initial assessment through surveys, checklists and analysis of their results may be a great help in determining the effectiveness of current policies and procedures, as well as the company's ability to handle potentially violent situations. Looking at previous incidents that have occurred at the company and evaluating how effectively they were handled is a good way to start.





## 2.4 Planning Group/Threat Response Team

Successful violence prevention programs usually start by forming a planning group that may also act as a threat response team which directly responds to incidents. The planning group assesses and evaluates the company's current ability to handle violent incidents and recommends ways to strengthen its response capability.

Typically, members of a planning group include representatives from management, labor and the community, including:

- Human Resources staff
- Employee Assistance Program (EAP) counselors
- Union representatives
- Safety personnel
- Healthcare teams
- Security personnel
- Local law enforcement



While many departments may be represented on the planning group, only a few of them will generally be involved in actually responding to reported incidents. For example, representatives from Human Resources, the EAP, and Security often comprise an incident response team. However, representatives from the other departments typically will not be involved in responding directly to incidents, as they will act as consultants to the incident response team or play an active role only in certain types of situations.

## 2.4.1 Staff Expertise

Every company will have different areas of staff expertise. Your company may have employees who have special skills that could be put to good use in a potentially violent situation, such as employees who are skilled in mediation, conflict resolution, crisis counseling, investigations, or threat assessment. Identifying departments and individuals ahead of time, working with them in the planning stages, and agreeing on a coordinated response effort is one of the most effective ways of preparing your company to handle potentially violent situations should they arise.





## 2.5 Risk Factors Determination

A risk factor is a condition or circumstance that may increase the likelihood of violence occurring in a particular setting. For instance, handling money in the retail trade makes that workplace a more likely target for robbery, the most common kind of violence by strangers in the workplace. An attorney's office, where all payments are received by check, and money is not directly handled, would not present the same kind of target and would not be at the same degree of risk of violence due to the handling of money.



## 2.5.1 Common Risk Factors

Certain work factors, processes, and interactions can put people at increased risk from workplace violence. Examples include:

- Working with the public
- Handling money, valuables or prescription drugs (e.g. cashiers, pharmacists, veterinarians)
- Carrying out inspection or enforcement duties (e.g. government employees)
- Providing service, care, advice or education (e.g. health care staff, teachers)
- Working with unstable or volatile persons (e.g. social services, or criminal justice system employees)
- Working in premises where alcohol is served (e.g. food and beverage staff)
- Working alone, in small numbers (e.g. store clerks, real estate agents), or in isolated or low traffic areas (e.g. an isolated reception area, washrooms, storage areas, utility rooms)
- Working in community-based settings (e.g. nurses, social workers and other home visitors)





## 2.5.1 Common Risk Factors

Risk of violence may be greater at certain times of the day, night or year. For example:

- Late hours of the night or early hours of the morning
- Tax return season
- Overdue utility bill cut-off dates
- During the holidays
- Pay days
- Report cards or parent interviews
- Performance appraisals



Risk of violence may increase depending on the geographic location of the workplace. For example:

- Near buildings or businesses that are at risk of violent crime (e.g. bars, banks)
- In areas isolated from other buildings or structures

## 2.5.1 Common Risk Factors



Each risk factor only represents a potential for an increased likelihood of violence. No risk factor, or combination of risk factors, guarantees that violence will occur or that its incidence will increase. However, their presence, particularly when several are present at one time, increases the likelihood that violence may occur. The following are questions that should be considered during the assessment:

- Do employees have contact with the public?
- Does an exchange of money occur? \*
- Is there selling/dispensing of alcohol or drugs?
- What is the nature of delivery of passengers, goods or services?
- Is the workplace mobile?



## 2.5.1 Common Risk Factors

- Is there exposure to unstable or volatile persons, such as in healthcare, social services or criminal justice settings?
- Do any employees work alone or in small numbers? \*
- Do employees work late at night or during early morning hours? \*
- Do employees work in high-crime areas? \*
- Do employees guard valuable property or possessions? \*
- Do employees work in community settings? \*
- Do employees decide on benefits, or in some other way control person's future, well-being, or freedom?

\*Identified by NIOSH as a risk factor for homicide.



## 2.5.2 Security Survey



**Employee Name**

**Employee Title**

**Employee ID: 1234567**



It is important as part of the assessment to conduct an initial security survey to determine whether modifications need to be made in the physical aspects of the business. Again, this is highly dependent upon the location and type of business. Precautions that may be suitable for some workplaces include:

- Limiting the access, as appropriate, to the workplace by former employees or clients.
- Developing policies regarding visitor access within facilities. For example, if warranted, require visitors to sign in and out at reception, wear an identification badge while on the business premises, and/or be escorted, as needed.



## 2.5.2 Security Survey

Your assessment should include a regular review and maintenance of appropriate physical security measures, such as electronic access control systems, and video cameras, in a manner consistent with applicable state and federal laws. Assess your risk factors for an accurate determination.

It is also important to plan in advance all jurisdictional issues among the various security and law enforcement entities that may be involved should an emergency occur. There have been cases where an employee has called 911, and critical moments were lost because in-house law enforcement were the ones with jurisdiction, rather than the local police. In other cases, employees called their in-house security guards and time was lost while local police were being contacted because the security guards did not carry firearms.



## 3.0 Workplace Violence Prevention Program

After completing the initial workplace assessment for risk factors, the next step is to develop a comprehensive written Workplace Violence Prevention Program, incorporating policies and procedures, as well as other control measures, that address the risk factors identified. The major component of any workplace violence program is, of course, *prevention*. Emphasis should be placed on:

- Identifying warning signs of violence
- Implementing control measures to reduce the probability or prevent violence from occurring

Once a Violence Prevention Program has been developed and is ready to be implemented, it becomes a formal procedural document. The written program should include step-by-step, site-specific procedures that are clear and easy for employees to understand and follow. When it comes to the courts and OSHA, the old adage “If it’s not written down, it didn’t happen” applies.

A Workplace Violence Prevention Program should thoroughly address each of the following:

- Management Commitment and Employee Involvement
- Workplace Hazard Analysis
- Hazard Prevention and Control
- Training and Education
- Recordkeeping and Evaluation



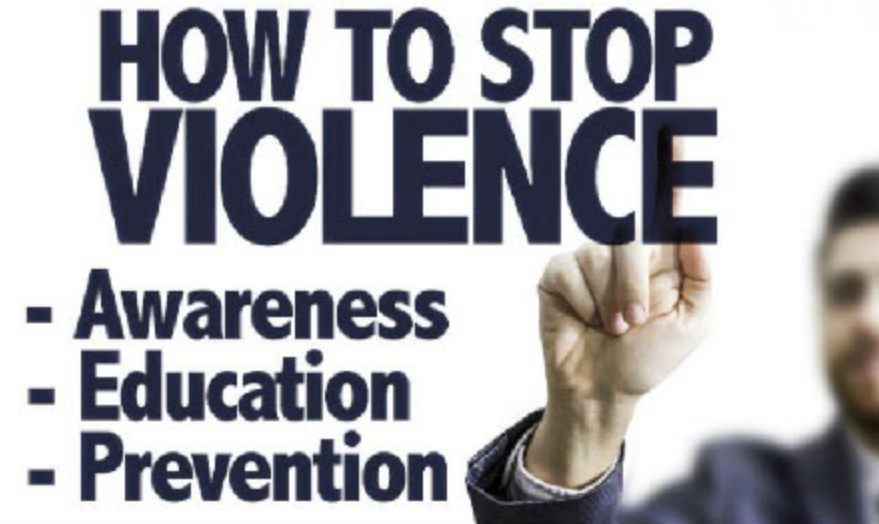


## 3.1 Management Commitment and Employee Involvement

To ensure an effective program, managers and employees should work together to provide the motivation, commitment of resources, and necessary feedback to address the prevention of violence in their workplace. The management team should first have a complete and thorough understanding of the Workplace Violence Prevention Program, as well as other safety and security policies. Employees should then be trained to ensure their understanding of every program component. Employees should be provided the opportunity to fully participate in appropriate program development and implementation.

Both management and employees should be actively engaged in the process of the worksite hazard analysis, as well as the hazard prevention and control process. Procedures should be in place whereby employee complaints and suggestions are accepted and acted upon. Management should make available and employees should be required to participate in any training about the Violence Prevention Program at the workplace.

Management should ensure that the proper recordkeeping is conducted on any and all incidents and the Violence Prevention Program is regularly evaluated at the workplace.



## 3.1 Management Commitment and Employee Involvement

Management should ensure that there is a proper system of accountability for managers, supervisors and employees, responsibilities are assigned, and proper authority is granted to those that need to effectively implement the program. Once all related policies and procedures are developed, they should be supported and implemented accordingly.

Communication of the program can be made through not only training, but also briefings, meetings and periodic safety talks by management. In this communication, not only should the comprehensive security plan be addressed but also a review of the policies and procedures put in place, to include:

- Workplace Violence Zero Tolerance policy
- The requirement for the prompt reporting of any and all incidents
- The assurance of no retaliation for reporting incidents or issues
- The encouragement of employee suggestions
- The measures to reduce or eliminate risks

Involving employees could be as simple as maintaining an open-door policy or ensuring active participation in safety committees. There should be no question in the minds of any employee that their management team is committed to their safety and health, both physically and emotionally. Evaluate the program on a regular basis to ensure that it remains current and up-to-date as the workplace and staff changes. This review should include any acts of aggression that took place since the last review, procedures that may need to be revised given the root causes identified, and an assessment of any new risks.





## 3.2 Workplace Hazard Analysis

Hazard assessment involves a step-by-step, common sense look at the workplace to find existing or potential hazards for workplace violence. To begin the process of evaluating the vulnerability of the workplace, the following can be considered:

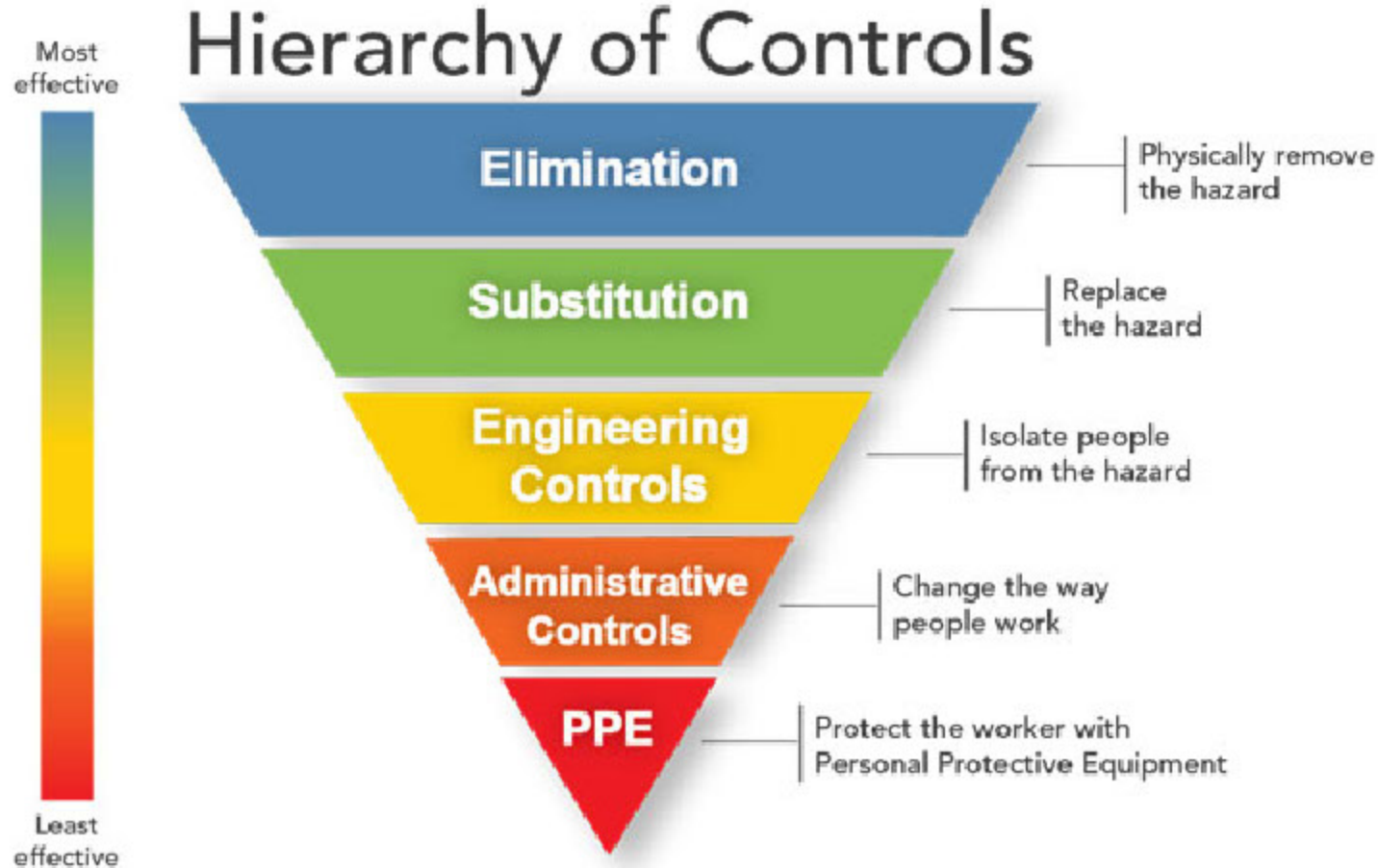
- Analyzing and tracking records and trends of violence at work
- Examining specific violence incidents carefully
- Surveying employees to gather their ideas and input
- Conducting a security analysis of the site, as mentioned in a previous section
- Periodic safety inspections of the worksite to identify risk factors that could contribute to injuries related to violence

### Hazard Assessment

Hazard Identification	Hazard Frequency	Risk and Coverage
Magnitude and Intensity	Causes of the Hazard	New Hazards

The hazard assessment should examine vulnerability to the four categories of violence previously described: violence by strangers, violence by customers or clients, violence by coworkers, and violence by personal relations. For example, violence by coworkers can be assessed for risk factors such as a possible high level of stress in the workplace, a lack of procedures for management disciplinary actions, or a lack of appropriate supervisory training. On the other hand, for violence by personal relations, potential risk factors could be the lack of controlled access to the worksite, the prevalence of domestic violence in the community, or the lack of procedures that address restraining orders.

## 3.3 Hazard Prevention and Control



The written violence prevention plan should describe proactive methods and means to limit or reduce the potential for workplace violence. The plan should direct regular risk assessments of facilities, and address areas where simple improvements can be made that would greatly increase the safety of employees and visitors. Once existing or potential hazards are identified through the hazard assessment, then hazard prevention and control measures can be identified and implemented. These measures may include:



## 3.3.1 Engineering Controls

Engineering controls involve redesigning, installing, and substituting such things as materials, equipment, machinery, and workstations in the workplace. These types of controls are generally preferred measures of control, as they either eliminate or substitute an identified hazard. Examples include:

- The installation of video surveillance cameras, silent alarms, metal detectors, panic buttons or bullet-proof glass
- The improvement of lighting in and around the place of work including parking lots, for clear visibility of public areas
- Lockable reception areas to prevent outsiders from entering offices when a receptionist is not on duty
- Provision of “safe rooms” for emergencies
- Proper furniture and equipment placement to prevent entrapment
- Provision of physical barriers, such as bullet-resistant enclosures or deep service counters
- Provision of a drop safe, limited access safe or comparable device, where feasible



## 3.3.2 Administrative Controls

Administrative controls include the development of safe and secure processes and procedures in the workplace. Since this type of control relies on employee willingness and ability to follow them, these controls are only second to engineering controls in priority of implementation. Policies and programs need to be in place to assist troubled employees and address managerial problems before threats or violence occurs. Examples include:



**Zero-Tolerance Policy.** Establish a policy toward workplace violence against or by employees. It is critical to ensure that all employees know the policy and understand that all claims of workplace violence will be investigated and remedied promptly. Companies should consider violence against another individual, or even the threat of violence, to be grounds for dismissal.

**Sign-in Procedures.** The establishment of sign-in procedures for visitors is critical for the appropriate screening of unwanted visitors to the workplace. Implementing a system of visitor escorts is another security measure that can be considered.



## 3.3.2 Administrative Controls

**Pre-employment Screening Procedures.** These types of procedures can reduce the number of personnel prone to exhibiting violent behaviors. It is suggested that job application forms include an appropriate waiver and release, permitting an employer to verify the information reported on the application. Prior to hiring any applicant, references should be checked, and an inquiry should be made about any prior incidents of violence. In addition, a thorough background check and drug screening process should be adopted, if possible. It is important to note that the Americans with Disabilities Act (ADA) and related state statutes prohibit employers from discriminating against qualified individuals with physical or mental disabilities. While federal law and judicial decisions provide that an employer may disqualify an employee who is a danger to self or others, the employer may be obliged to investigate a claim of disability to determine whether dismissal is necessary for the protection of the employee or others in the workplace.



## 3.3.2 Administrative Controls



**Employee Assistance Program.** It is recommended that an employer provide a confidential Employee Assistance Program (EAP) to address employee substance abuse, emotional, marital, legal and/or financial problems. All employees, supervisors, and managers should be actively encouraged to use these services. If an employee is going to be facing termination for whatever reason, transition services such as counseling should be considered. If the use of an EAP is not feasible, at least provide employees with a list of relevant community resources available to them.

**Escort or Buddy System.** Arrangements for a safe partner to escort employees who are concerned about walking to and from the parking lot or to their work areas may offer a level of security to employees.



## 3.3.2 Administrative Controls

**Incident Reporting.** It is critical to encourage victims of threats and violence outside the workplace to notify the employer about the incident when warranted so that appropriate measures can be taken to help protect them and their coworkers from possible future incidents of violence at the worksite. Upon notification, employers should provide receptionists and other frontline personnel having a need to know, a description or picture of the alleged offender and inform them what actions they should take in the event the individual seeks entry or contact.



### INCIDENT REPORTING

**Alternative Dispute Resolution.** Some companies use ombudsman programs, facilitation, mediation, and other methods of alternative dispute resolution (ADR) as preventive strategies in their workplace violence programs. ADR approaches often involve a neutral third party who can assist disputing parties in resolving disagreements. ADR is most helpful in workplace violence programs at the point when a problem first surfaces, such as when an employee's conduct rises to a level that warrants a disciplinary action.

## 3.3.2 Administrative Controls

**Effective Exit Interviews.** Conduct exit interviews when employees retire, quit, transfer or terminate to identify potential violence-related security or management problems.

**Security Personnel.** Employing either a site-specific security staff or contracting with a security service may provide a level of security to the workplace.

**Access Control.** Lock delivery doors. Limit access to the facility. Establish secure opening/closing procedures.





## 3.3.2 Administrative Controls

**Postings/Announcements.** Post the Zero-Tolerance Policy on bulletin boards and in employee handbooks and other publications. Develop and communicate a policy on weapons in the workplace. Ensure visitors to the facility are aware of the site's violence prevention procedures. Post applicable laws, such as those prohibiting assaults and stalking, in visible locations.

**Cash Management.** Establish procedures to limit total value of cash drawers. Post signs that make the public aware that the cash on hand is limited.

**Training.** Provide training for all managers, supervisors and employees that incorporates violence prevention policies and procedures, to include de-escalation techniques appropriate to the industry.



### 3.3.3 Personal Protective Equipment



PPE is to be considered the last resort as a control measure, as its use acknowledges that the hazard could not be eliminated or reduced and that the employee needs further protection against harm. An example of appropriate personal protective equipment includes bullet-proof vests for police and security personnel.



## 3.4 Training and Education

Training is a critical component of any prevention strategy and is necessary for all employees, supervisors and staff members of any department that may be involved in responding to an incident of workplace violence. Training and instruction on workplace violence ensures that employees are aware of potential hazards and how to protect themselves and their coworkers through established prevention and control measures. Providing appropriate training informs employees that management will take threats seriously, encourages employees to report incidents, and demonstrates management's commitment to deal with reported incidents.



## 3.4 Training and Education

In general, the following topics should be considered as training curriculum is developed:

- Potential risks
- Operational procedures
- Use of security measures
- Behavioral strategies
- Incident response
- Emergency action
- Standard precautions for violence
  - Violence should be expected, but can be avoided or mitigated through preparation
  - Limit physical interventions in workplace altercations to only when necessary to save life, then be relentless





## 3.4 Training and Education

- Risk factors that cause or contribute to assaults
- Response action plan for violent situations
- Early recognition of warning signs
- Ways to prevent volatile situations
- Standard location and operation of safety devices
- Security hazards and protective procedures



While supervisors, managers and security personnel should be provided the same training as all other employees, they should be offered additional training to help them recognize, analyze and establish controls.

## 3.4.1 Training Strategies and Techniques



Training and education on workplace violence prevention ensures that all staff are aware of the potential hazards and how to protect themselves and their coworkers through established prevention and control measures. While nearly everyone agrees that there are clear warning signs before most acts of workplace violence, the action that should be taken varies. Nevertheless, providing information to employees about the potential for violence in the workplace, knowing how to recognize the early warning signs of a troubled or potentially violent person, and knowing how to respond to such a person could save a life. Not all individuals who are distraught over services they were provided, or their termination of employment will become violent. The primary type of training that may be beneficial to all employees is that which concentrates on conflict resolution.



Various federal and state laws or judicial decisions may require an employer to establish written policies and procedures dealing with such topics as harassment and the use of drugs or alcohol in the workplace. An employer may avoid liability for acts of violence in the workplace where it is shown that the employer conducted training for employees on the recognition of warning signs of potentially violent behavior, as well as precautions which may enhance the personal safety of the employee in the workplace.



## 3.4.1 Training Strategies and Techniques

It is recommended that the training provided include a description of inappropriate behaviors, with an emphasis on dealing with them immediately as these behaviors should not be tolerated in the workplace. Appropriate procedures should be included in the training so that managers and fellow employees know what to do in case they observe or are the object of:

- Unwelcome name-calling, obscene language, or other abusive behavior
- Intimidation through direct or veiled verbal threats
- Thrown objects in the workplace, regardless of the size or type of object being thrown, or whether a person is the target of the thrown object
- Physical touch by another employee in an intimidating, malicious, or sexually harassing manner which includes such acts as hitting, slapping, poking, kicking, pinching, grabbing, pushing, etc.
- Physical intimidation by others, including such acts as obscene gestures, getting “in your face,” and fist-shaking



## 3.4.1 Training Strategies and Techniques

Each of the behaviors just noted is a clear sign that something is wrong and that they should not be ignored. By identifying the problem and dealing with it in a proactive approach, employees may be able to prevent violence from happening. During the training, the reporting procedures when these inappropriate behaviors are witnessed is key. This procedure should be in writing and easily understood by all students in the training. It should include issues of confidentiality, as well as address the need for management to allow employees to come forward without the fear of reprisal for bringing their concerns to the attention of management.



Everyone experiences stress, loss, or illness at some point in life. All but a very few people weather these storms without resorting to violence. The training provided should address how managers, supervisors and employees are to deal with the kinds of difficulties encountered when this type of behavior is exhibited.



## 3.4.2 Types of Training

Training sessions conducted by the company's Employee Assistance Program, Security, and Human Resources staffs are particularly helpful, enabling employees to get to know experts within the company who can help them when potentially violent situations arise. Employees and supervisors seek assistance at a much earlier stage when they personally know the company representatives who can help them.



## 3.4.2 Types of Training

### Employee Training

All employees should know how to report incidents of violent, intimidating, threatening and other disruptive behavior. All employees should also be provided with phone numbers for quick reference during a crisis or an emergency. In addition, workplace violence prevention training for employees may also include topics such as:

- Explanation of the company's workplace violence policy
- Encouragement to report incidents
- Ways of preventing or diffusing volatile situations or aggressive behavior
- How to deal with hostile persons
- Managing anger
- Techniques and skills to resolve conflicts
- Stress management, relaxation techniques, and wellness training
- Security procedures, such as the location and operation of safety alarm systems



- Personal security measures
- Programs operating within the company that can assist employees in resolving conflicts, such as the EAP, the ombudsman, and mediation



## 3.4.2 Types of Training

### Supervisory Training

Employers benefit from training on workplace violence as part of general supervisory training. Some conduct separate training sessions on workplace violence, and some include it in crisis management training. Whichever approach is taken, supervisory leadership training should include:

- Ways to encourage employees to report incidents in which they feel threatened for any reason by anyone inside or outside the organization
- Skills in behaving compassionately and supportively towards employees who report incidents
- Skills in taking disciplinary actions
- Basic skills in handling crisis situations
- Basic emergency procedures
- How to ensure that appropriate screening of pre-employment references has been done



## 3.4.2 Types of Training



Special attention should be paid to supervisory training in management skills. The same approaches that create a healthy, productive workplace can also help prevent potentially violent situations. It is important that supervisory training include basic management skills such as:

- Setting clear standards
- Addressing employee problems promptly
- Probationary periods
- Performance counseling
- Administering disciplinary procedures

These interventions can keep difficult situations from turning into major problems. Supervisors don't need to be experts on violent behavior, since the need is for them to have a willingness to seek advice from the experts.



## 3.4.2 Types of Training

### Incident Response Team Training

The members of the incident response team need to be competent in their own assigned duties and they need to know when to call for outside resources. Participating in programs and training sessions sponsored by government and professional organizations, reading professional journals and other literature, and networking with others in the profession are all helpful in dealing with workplace violence situations.

Team members also need to understand enough about each other's professions to allow them to work together effectively. Response team training should allow discussion of policies, legal constraints, technical vocabulary, and other considerations that each profession brings to the interdisciplinary group.



**CRITICAL  
INCIDENT  
RESPONSE  
TEAM**

Much of the incident response team training can be accomplished by practicing responses to different scenarios of workplace violence. In addition, practice exercises can prepare the staff to conduct the supervisory training suggested above.

The team members also need to consult regularly with other personnel within the organization who may be involved in dealing with potentially violent situations. Those who are consulted on an *ad hoc* basis should receive some appropriate training as well.

## 3.4.3 Sample Training Topics

While training can vary from business to business, NASP suggests conducting workplace violence training that, at a minimum, covers the following topics:

### Extent of the Workplace Violence Problem

List statistics relative to your industry here. Use national and statewide information. You can also discuss the crime statistics of the neighborhood in which the company is located.

### Risk Factors

Discuss the risk factors in your particular industry here.

### Worksite Analysis

Discuss the violence history of your company. You may use the number of incidents, the rate and/or the types.

### Security Hardware

Include a checklist here of equipment you have at your company to prevent violence. This might include panic buttons, video cameras, and security lighting.

### Work Practice Controls

Discuss policies and procedures you have implemented to minimize violence in your company. Include any written procedures. Be sure to address your company's weapons policy and how to summon help in an emergency.

### Follow-Up Procedures

Report all assaults. Include here a copy of the form your company uses to report violent incidents.

### File Charges

We recommend that charges be filed in every case when an employee is assaulted. The company should help an employee to do so including sending witnesses to testify if needed. No reprisals will be taken against any employee who is assaulted or files charges relating to an assault.



## 3.4.3 Sample Training Topics

### Counseling

If a violent incident occurs, all affected staff will be offered counseling through an employee assistance program or other comparable counseling services.

### Role Playing Exercises to Defuse Violent Situations

Conduct role plays with students on possible confrontations. During the role play, note the signs of escalating behavior and the techniques used to control it. Afterwards, have the group discuss their observations. Address the following questions: What went well? What problems were there? What responses would work better?

### Hands-On Practice

Write a scenario about a violent incident for a couple of employees to act out.

If the violence in your workplace comes from unarmed people such as patients in healthcare, you may want to train your employees in self-defense and restraining techniques. Have your employees actually try out the techniques. Remember, in cases with armed perpetrators, such as robberies, it is usually safer to submit to the perpetrator's demands.



**WORKPLACE VIOLENCE:  
PREVENTION & RESPONSE**

**CRIME SCENE**

## 3.5 Recordkeeping and Evaluation

Recordkeeping is essential to the success of a workplace violence prevention program. Good records help employers determine the severity of the problem, evaluate methods of hazard control, and identify training needs. Important records to retain include:

- OSHA 300 Log of injuries and illnesses
- Medical reports of any employee injury and reports for each recorded assault
- Incidents of assault and threats of violence
- Information on high-risk employees or customers with a history of past violence
- Minutes of safety meetings
- Records of hazard analyses and corrective actions recommended
- Records of relevant training conducted, attendees and trainer qualifications





## 3.5 Recordkeeping and Evaluation

Employers should evaluate the Workplace Violence Prevention Program and revise it accordingly, ensuring that any changes are reviewed with employees and managers alike. During the evaluation process, a review of any incidents that may have occurred since the last program evaluation is critical. This should include a thorough review of any incident reports completed to ascertain whether there needs to be changes made to the plan. Identifying deficiencies and making revisions to the plan will help to determine the effectiveness of the workplace program.



## 3.6 Community Resources

There are many programs and resources in the community that can be of assistance in developing the workplace violence prevention program. The following are some suggestions on how to take advantage of these resources:

- Invite local police into your firm to review the written violence prevention plan. They may also promote good relations and become more familiar with your facility. The police can explain what actions they typically take during incidents involving threats and violence. Such visits may help your firm work more effectively with police when incidents do occur.
- Use security experts to evaluate your written plan and educate employees on how to prevent violence in the workplace. These experts can provide crime prevention information, conduct building security inspections, and teach employees how to avoid being a victim.
- Consider using local associations and community organizations, such as the Chamber of Commerce, security organizations, and law enforcement groups, as a resource in order to stay abreast of crime trends and prevention techniques. Communicate to your employees those issues and trends which pose a significant threat.





## 3.7 Conclusion

As we have discussed throughout this course, workplace violence can happen anywhere at any time. It is important to acknowledge workplace violence is a real threat and take it seriously. The best protection employers can offer is to establish a zero-tolerance policy toward workplace violence against or by their employees. NASP advises employers to create a workplace violence prevention program and ensure all employees thoroughly understand it.

