

The Workplace Violence

Perspective

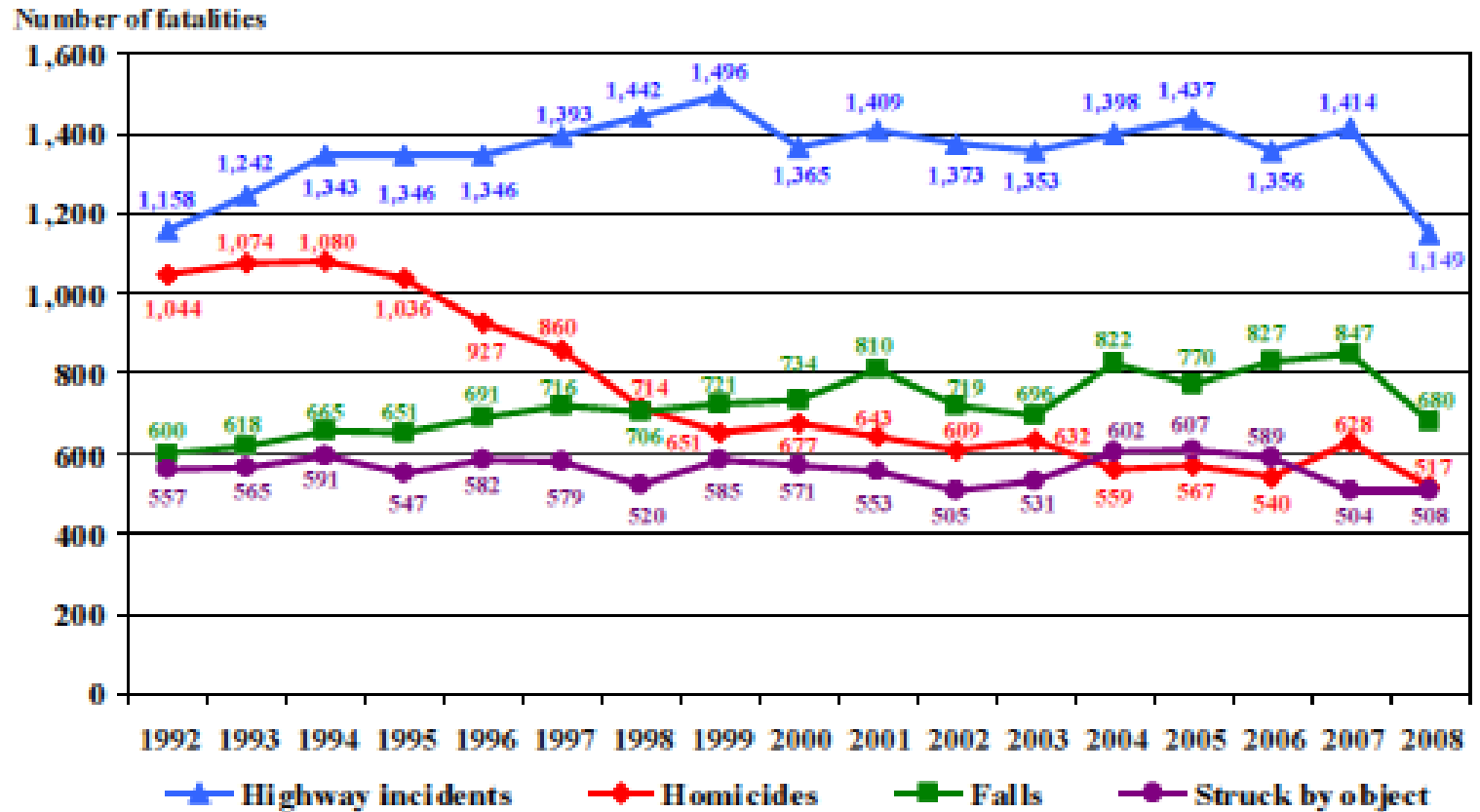


Cathi L. Marx, ALCM, COSS, CHS-V
Vice President, Risk Management
Aspen Risk Management Group

Objectives

- Know what the statistics mean and prioritize efforts where most needed,
- Identify the two types of workplace violence that may come from the inside of your organization,
- Identify the various behaviors listed in the Behavior Coding Model
- Name the actions to take to diffuse a potential “Avenger”
- List the domestic Violence signs that may lead to a potential act of violence in the workplace
- Know the best practices during an active shooter event

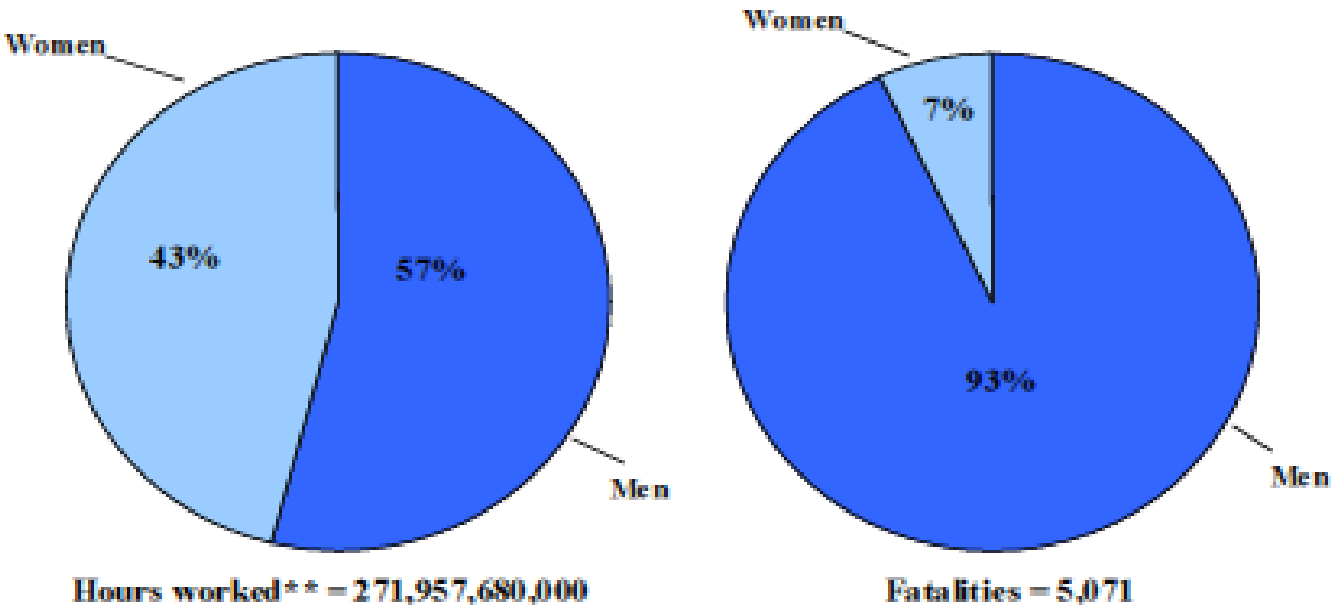
Four most frequent work-related fatal events, 1992–2008*



Workplace homicides have declined over 50 percent since 1994. Fatal falls are at their lowest level since 1995. Highway incidents declined from 1,414 in 2007 to 1,149 in 2008.

*Data for 2008 are preliminary. Data for prior years are revised and final.
 NOTE: Data from 2001 exclude fatalities resulting from the September 11 terrorist attacks.
 SOURCE: U.S. Bureau of Labor Statistics, U.S. Department of Labor, 2009.

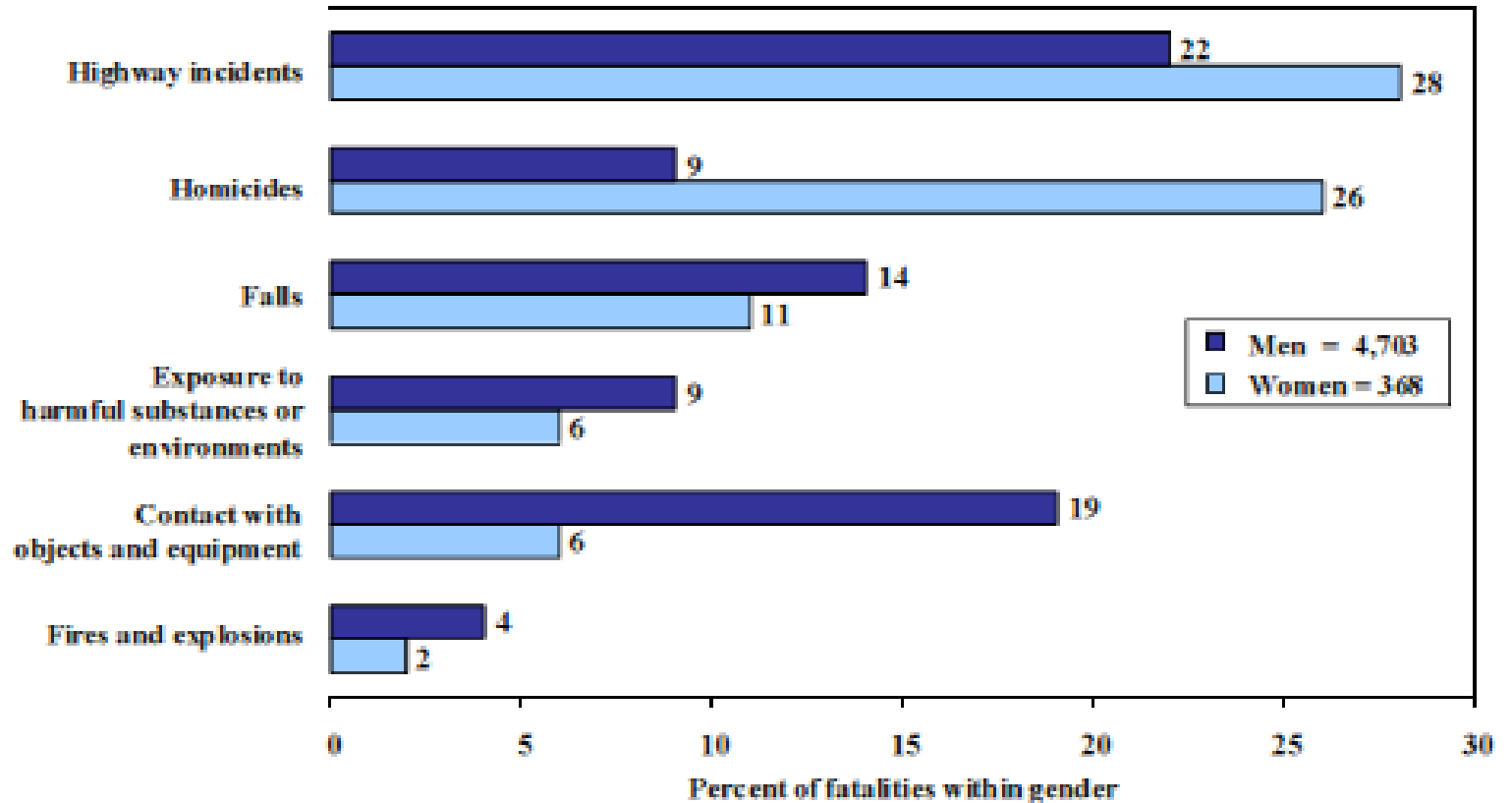
Hours worked and fatalities, by gender of worker, 2008*



Men recorded a disproportionate share of fatalities relative to their hours worked in 2008.

*Fatality data for 2008 are preliminary.
**Starting with reference year 2008, calculations are based on total hours worked rather than total workers. The figure shown represents the full-time equivalent (working 40 hours a week, 50 weeks a year) of 135,978,840 civilian workers.
SOURCE: US Department of Labor, Bureau of Labor Statistics, Current Population Survey, and Census of Fatal Occupational Injuries, 2009.

Fatal injury events, by gender of worker, 2008*



A higher percentage of fatal work injuries to women resulted from highway incidents and homicides than to men. A higher percentage of fatal work injuries to men resulted from falls, exposure to harmful substances or environments, contact with objects and equipment, and fires and explosions.

*Data for 2008 are preliminary.
SOURCE: U.S. Bureau of Labor Statistics, U.S. Department of Labor, 2009.

Putting this in Perspective

- Workplace homicides fell by 18 percent in 2008.
- Overall, the 2008 preliminary workplace homicide count (517 workplace homicides) represents a **decline of 52 percent** from the high of 1,080 homicides reported in 1994
- **Workplace suicides** rose from 196 cases in 2007 to 251 cases in 2008, an **increase of 28 percent** and the highest number ever reported by the fatality census.

An Additional Statistic:

- The number of fatalities declined for all age categories in 2008 except for 16 to 17 year-old workers.

Fatality rates for 16 to 17 year-old workers rose from 1.9 in 2007 to 2.5 in 2008.



Types of Workplace Violence

- **TYPE 1:** Violent acts by criminals who have no other connection with the workplace, but enter to commit robbery or another crime.
(80%) of workplace homicides.
- **TYPE 2:** Violence directed at employees by customers, clients, patients, students, inmates, or any others for whom an organization provides services.
- **TYPE 3:** Violence against coworkers, supervisors, or managers by a present or former employee.
- **TYPE 4*:** Violence committed in the workplace by someone who doesn't work there, but has a personal relationship with an employee—an abusive spouse or domestic partner.

*Critical Incident Response Group
National Center for the Analysis of Violent Crime
FBI Academy, Quantico, Virginia

Type 3 – “Violence against coworkers, supervisors, or managers by a present or former employee”

There are two timelines in violence:

- **Event Threshold** – can be stopped (prevention)

“all people who drew blood made threats, but not all people who made threats drew blood”

- **Event Horizon** – gone tactical (active shooter)

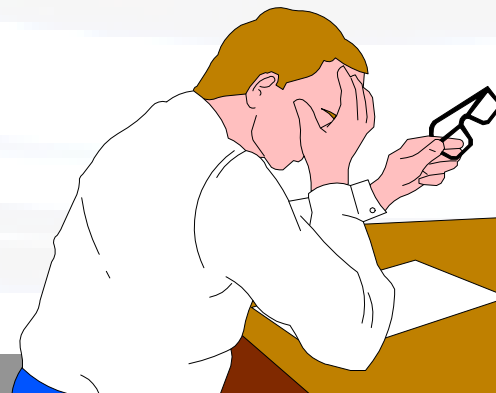
Prevention = Stopping the “Avenger”

- Always a progression
 - Perceived injustice
 - Feels victimized
 - Externalization of responsibility
 - Develops a grudge
 - Obsessed with avenging the grudge
 - Avenging action



Behavioral Coding:

- **Normal Behavior** – Set standards for rules of conduct
 - What is your organizations definition of “normal”?
- **Boundary Probing Behaviors** – Normal behaviors to a “point”
 - Push tolerance levels
 - See what they can get away with (Terrorists are experts)
 - If no **disrupter** at this point the BP “becomes the norm”.
- **Attack Related Behaviors** – Desensitizing / Dehumanizing
 - Writes about it
 - Talks about it
 - Skill set building
 - Develop Attack Plan



What to Watch For:

Everyone has his or her own “normal”
behavior



Be a good observer of unusual behavior, routine,
and changes from the usual.

Reasons for Not Disrupting the Behavior

- Inserting “**Just**” in the behavioral description
- Unilateral Risk Assessment
- Applying “Extinction Theory” to violence
- Over-reliance on Risk Assessment Instruments instead of Behavioral Observations and Data Monitoring
- Afraid to do anything because they might “Set the person off”
- Assuming the person is getting help because they are in counseling
- Fear of a lawsuit
- Fear of being wrong
- Fear of insulting the potentially violent co-worker

Focus on “What” not “Who”

- Look at what they are doing and saying,
- If they broadcast it – believe it,
- No “tea leaf” reading,
- Negative behaviors will increase if there are no disrupters,
- Disrupters must be implemented at the “Boundary Probing” stage,



Disrupters – “Three Trees”

- Questioning
- Care-fronting
- Consequences

- **Threat Assessment Team (Vortex)**
 - All data flows into it
 - Sees the big picture
 - Must be formalized
 - Must be known to all people or key people
 - Must Act on the Data



Without a “Vortex” all events / incidents appear as isolated incidents

Type 4 – “Violence committed in the workplace by someone who doesn’t work there, but has a personal relationship with an employee—an abusive spouse or domestic partner”

- 85% of Domestic Violence (DV) is men against women,
- 1 of every 4 women will experience DV at some point in their lives,
- 4.1 billion dollars in direct medical and mental health costs,



Myths

- **Myth #1** – There is a typical profile



Myth #2 – Not a Workplace issue

- 56% of DV victims are late to work 5x's a month
- 28% of DV victims leave work early 5x's a month
- 54% of DV victims miss 3 days or more of work each month
- 74% of women state they have been harassed at work
- 26% of women who die on the job due to homicide in 2008
- 71% of Human Resources & Security Personnel reported an incident of DV had occurred on their property

- 94% of Corporate Security Directors report that DV is a high security priority,
- Lost productivity and earnings due to DV accounts for almost \$1.8 billion each year,
- DV lose the equivalent of more than 32,000 full-time jobs and nearly 5.6 million days of household productivity,
- Of the approximately 1.7 million incidents of workplace violence that occur in the US every year, 18,700 are committed by an intimate partner: a current or former spouse, lover, partner, or boyfriend/girlfriend,

What It Might Look Like at Work

- Stalking
- Warm weather clothing in summer
- Unexplained bruises
- Unplanned leave time
- Discomfort when with others
- Not happy when receiving gifts
- Disruptive visits from spouse
- Anxiety and lack of ability to concentrate
- Fluctuations of work quality

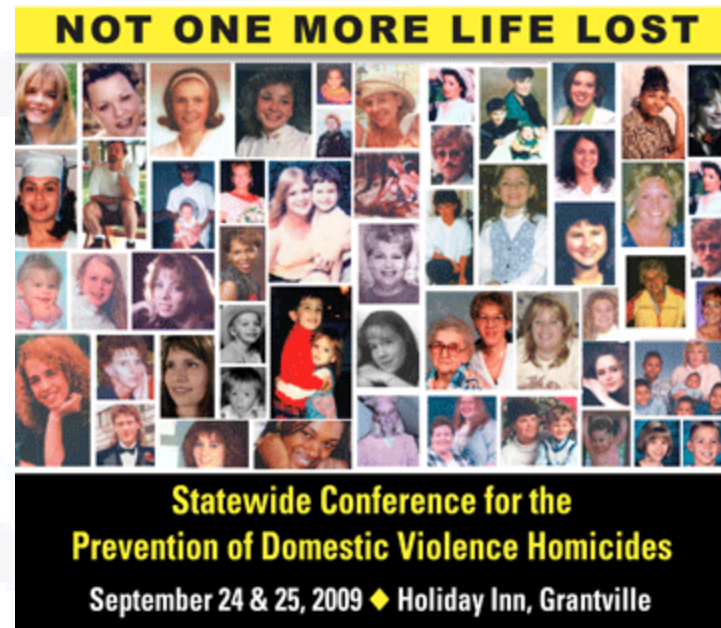


- Noticeable change is use of make-up
- Sudden changes in addresses
- Reluctance to divulge current address
- Reluctance to participate in informal activities outside of the office

A women is 20x's in more danger when she decides to leave

As in Any Situation

- Observe
- Respond
- Report



Current jury awards to victims, co-workers and their estates have ranged from \$25,000 to several million dollars, paid by employers who failed to properly and adequately address domestic violence at work.

Event Horizon – Active Shooter

- **Get out – Get away**
 - **Barricade** – Lock down
 - **Concealment** – Looking for vertical targets
 - **Play Dead** – Watch startle response
 - **Active Resistance** – When all hope is lost
-
- Usually a single shooter with multiple firearms
 - Daylight hours
 - Inside versus outside
 - Over in 2-3 minutes
 - Initially target specific people
 - May then target at random
 - Most often takes own life

Survivors have said...Center for Personal Safety

- Took responsibility for own safety
- Aware what was happening **right away**
- Prepared “What if” questions asked pro-actively
- **Practiced**

The first step towards this goal is to develop a survival mindset.

A survival mindset is a protective shield comprised of three components:

Awareness, Preparation, and Rehearsal.

Awareness, Preparation,

Awareness, involves taking the time necessary to gain a basic understanding of an active shooter situation. Realizing that active shooter incidents happen at the individual working level to everyday people is the starting point for developing a survival mindset.

Preparation, includes looking at your work environment through a survival lens; a lens that focuses on the “what if” questions. “What if” questions are critical in developing effective response strategies. Survivors prepare themselves both mentally and emotionally to do whatever it takes to make it through their situation.

Rehearsal

Rehearsing, your plan will reduce your response time and build your confidence. In essence, your rehearsal serves as a survival test so that you can readily recognize sights and sounds (gunshots) that are foreign to the environment. A pre-determined survival mindset will help you take rapid, effective actions in a stressful situation.

Trained	Untrained
Anxious	Panic
Recall what they learned	Fall into disbelief
Prepare to Act	Lost in Denial
Commit to Action	Descend into helplessness

Closing Thoughts

- Treat Employees with respect and care
- Create and ensure open communications with employees
- Be aware of what is going on, don't forget the receptionist
- Honoring intuition: Body language and red flag visitors
- "Tailgating" and "Shadowing": Two easy ways into your facility
- Panic buttons, alarms and code words
- Designating safe rooms and identifying "hard points"
- Where I will go and where I WILL NOT go!!



- The survival versus denial mindset: Visualizing response options: No two situations are alike
- Examine current theories on workplace violence prevention
- Review real events and list warning signs leading to the event
- Evaluate employer response and actions before, during and after events
- Discuss “best practices” as it relates to an effective workplace violence prevention program

