Workplace Violence
Violence, Injury & the Workplace

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Today’s Program Objectives
- Discussion of the workplace violence challenge and characteristics.
- Review the data related to workplace violence.
- Discussion of the risk factors and the preventive strategies expected of employers including development of a Workplace Violence Prevention Program (WPVPP).
- Interactive Question and Answer session.

Violence that occurs in the workplace?
- Physical Assault
- Threatening Behavior
- Verbal Abuse
- Bullying
- Other Examples?

Workplace violence is an act of aggression directed toward persons at work or on duty, ranging from offensive or threatening language to homicide.

- Workplace violence is generally defined as any physical assault, emotional or verbal abuse, or threatening, harassing, or coercive behavior in the work setting that causes physical or emotional harm.

To assure as far as possible...
- “free from recognized hazards that are causing or likely to cause death or serious physical harm to his employees”. 5 (a) (1)

Sec. 5 (a) (1)

Nine hundred deaths and 1.7 million nonfatal assaults occur each year in the United States due to workplace violence.

Types of Workplace Violence

NIOSH Current Intelligence Bulletin 57

- **Homicides**
  - Average of 20 per week nationwide
  - 75% were robbery related

- **Nonfatal Assaults**
  - Department of Justice National Crime Victimization Survey
  - Approximately 1 million persons were assaulted annually:
    - 615,160 Second Degree Assaults / 1685 per day
    - 264,174 First Degree Assaults / 724 per day
    - 79,109 Robberies / 216 per day
    - 13,068 Rapes / 36 per day
  - 85% occurred in the service and retail trade industries

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**Assaults and Violent Acts**

Perpetrators of Fatal Workplace Injuries, Maryland, 2007 - 2010

- Homicide (31%)
- Assault (28%)
- Robbery (11%)
- Other violent acts (19%)
- Total assaults and violent acts: 81

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**OSHA Recordable Cases:**

- those work-related injuries and illnesses that result in:
  - death,
  - loss of consciousness,
  - days away from work,
  - restricted work activity or job transfer, or
  - medical treatment beyond first aid.

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In a recent survey of 7,169 emergency department nurses, the overall frequency of physical violence and verbal abuse in a one week period was found to be high (54.5%).

12.1% of the participants also reported experiencing physical violence.

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An employer will perform their task of providing a safe and healthful workplace better, when they have an effective management process in place.

- Management / Employee Involvement
- Worksite Analysis
- Hazard Prevention & Control
- Education & Training
Types of Workplace Violence
- Violence involving strangers
- Violence involving customers or clients
- Violence involving co-workers
- Violence involving personal relationships

Violence By Strangers/Criminal Intent
- 84% of Workplace Homicides
- Retail and Food Service Accommodation Industry

Risk Factors
- Money
- Isolation
- Time of Shift
- Isolated worksite
- Poor visibility into worksite
- Poor lighting outside of worksite
- High crime area

Reducing Risk Factors
- Training
- Limiting Cash or Drop Safe
- Clear View Inside WP
- Adequate Lighting
- Security
- Communication Devices
- Scheduling
- Automation

Workplace Violence: Recognizing & Defusing Aggressive Behavior

Five Warning Signs of Escalating Behavior
- Assess the situation to determine the threat of violence
1. Confusion

**WARNING SIGNS**
- Behavior characterized by bewilderment or distraction.
- Uncertainty of the next course of action

**POSSIBLE RESPONSE**
- Listen to the concerns
- Ask clarifying questions
- Give factual information

2. Frustration

**WARNING SIGNS**
- Behavior characterized by overreaction or resistance to information
- Impatience
- Feeling a sense of defeat
- Trying to bait you

**POSSIBLE RESPONSE**
- Listen to the concerns
- Ask clarifying questions
- Give factual information
- Relocate to quiet setting
- Reassure
- Make a sincere effort to clarify concerns
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3. Blame

**WARNING SIGNS**
- Placing responsibility for problems on everyone else
- Accusing or holding you responsible
- Finding fault or error with the actions of others
- Placing blame directly on you

**NOTE:** Potentially hazardous

**POSSIBLE RESPONSE**
- Listen to the concerns
- Use clarifying questions
- Give factual information
- Relocate to quiet setting
- Reassure
- Make a sincere effort to clarify concerns
- Disengage and bring in second party/teammate

4. Anger

**WARNING SIGNS**
- Characterized by a visible change in body posture and disposition
- Actions include pounding fists, pointing fingers, shouting or screaming

**NOTE:** Very Risky and Hazardous Behavior

**POSSIBLE RESPONSE**
- Listen to concerns
- Use venting techniques
- Don't offer solutions
- Don't argue with comments made
- Prepare to evacuate or isolate
- Contact supervisor or security office

5. Hostility

**WARNING SIGNS**
- Physical actions or threats which appear imminent
- Acts of physical harm or property damage
- Out-of-control behavior

**NOTE:** Workplace Violence is now imminent

**POSSIBLE RESPONSE**
- Disengage and evacuate
- Attempt to isolate person if it can be done safely
- Alert supervisor and contact security office immediately

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**Personal Conduct to Minimize Violence**

**Combating Workplace Violence: Guidelines for Employers and Law Enforcement**

- Project calmness, move & speak slowly.
- Be an empathetic listener.
- Focus your attention on the other person.
- Maintain a relaxed yet attentive posture & stand at a right angle to the person.
- Acknowledge the other person’s feelings.
- Ask for small specific favors such as moving to a quieter area.
- Establish ground rules, calmly describe consequences of any violent behavior.
- Use delaying tactics to give person time to calm down.
- Offer a drink of water.
- Accept criticism in a positive way.
- Ask for the person’s recommendations.
- Arrange yourself so the person can not block your exit.
# Workplace Violence Prevention Program (WPVPP)

- Clear goals and objectives to prevent workplace violence
- Communicated to all employees
- Encourages employees to promptly report incidents
- Ensures that no reprisals will be taken against an employee who reports or experiences workplace violence
- "Management commitment is key to WPVPP".

# Policy Statement

- Management commitment, providing the motivating force to deal effectively with workplace violence
- A system of accountability for managers and employees
- Appropriate allocation of authority and resources to all responsible parties
- "Refuse to tolerate violence..."

# Hazard Assessment

- Review OSHA 300 Log and other reports
- Include employee surveys
- Conduct a walk-through evaluation of entire facility
- Look for conditions and circumstance that may increase risk of violence in the workplace

# Hazard Prevention & Control

- Analyze the data from the Hazard Assessment to determine the best methods to prevent or control hazards and potential hazards
- Focus on eliminating the hazards with engineering controls
- Identify administrative controls and workplace practice to minimize effects of violence
- Personal protective equipment

# Do Not

- Communicate apathy, brush off, coldness, robotism, condescension, going strictly by the rules
- Reject all demands
- Pose in a challenging stance
- Make sudden movements
- Challenge, threaten, or dare
- Criticize or act impatiently
- Attempt to bargain
- Try to make situation seem less serious than it is
- Make false statements or promises you can't keep
- Try to impart a lot of technical or complicated information
- Take sides or agree with distortions
- Invade personal space

# Assessment Team

- Include employees and management
- Perform hazard assessment
- Develop and implement violence prevention plan
- Develop and implement training programs
**Engineering Controls**
- Metal Detector
- Office Design
- Alternate escape routes
- Lighting
- Fish bowl effect
- Reception area

**Administrative Controls**
- Entrance Controls
- Bullet Proof Glass
- Communication Devices
- Closed Circuit TV
- Alarm System

- Sufficient Staffing/Buddy System
- Training
- Limited Money on Site
- Posted signs
- Counted Money out of Sight
- Defusing Aggravating Situation
- Requiring ID Badges
- Meeting visitors in reception area
- Banning weapons, harassment, assaults, and threats
- Preventing former employees from entering workplace
- Setting up employee hotline to report threats or aggressive behavior
- Responding quickly and firmly to fights or threats
- EAP
- Good customer service

**Train All Employees**
- Potential security hazards
- How to protect oneself
- How to protect co-worker
- WPVPP
  - Open dialogue with management
  - Respect the seriousness of program
  - Follow policy
  - Additional training for supervisors

**Incident Reporting & Investigation**
- Report all incidents regardless of outcome
  - When and where
  - What was said and done
  - Witnesses
- Investigated by Threat Assessment Team
- Threat Assessment Team to make recommendations

**Recordkeeping & Evaluation**
- Document all incidents
- Record on OSHA 300 Log
- Record minutes of all meetings
- Record actions and recommendations

**Enter company name here**
- Maintaining eye contact with clients
- Training of personnel in de-escalating techniques
- Providing cubicles with more than one exit
- Removing potential weapons from sight
- Having current information at hand or available
- Reviewing case files prior to interviews
- Arranging assistance programs for clients (payment plans)
- Posting emergency phone numbers
How Does Your Company Contact MOSH?

General Information (410) 527-4499
Report fatality/catastrophes (888) 257-MOSH (6674)
Training & Education (410) 527-2091
Consultation (410) 527-4472
Region 1 (Easton) (410) 819-5860
Region 2 (Bel Air) (410) 527-4499
Region 3 (Baltimore) (410) 527-4426
Region 4 (Hagerstown) (301) 791-4699

Web Sites
- http://www.dllr.maryland.gov/labor/mosh
- www.osha.gov

Internet Resources
- www.osha.gov
- www.bls.gov
- www.iacp.org
- www.cdc.gov/niosh
- www.opm.gov/workplace
- www.ncjrs.org
- www.fvpt.org
- “workplace violence” on any search engine

Thank you

- And remember NEVER say NEVER…