



Loss Control Department
Technical Information Paper Series

Workplace Violence Prevention Program

Copyright © 1999 The Hartford Loss Control Department
TIPS Series S 570.008 Printed in U.S.A.

This document is provided for information purposes only. It is not intended to be a substitute for individual legal counsel or advice on issues discussed within. Readers seeking resolution of specific legal issues or business concerns related to the captioned topic should consult their attorney and/or insurance representative.

Workplace Violence Prevention Program

Workplace violence is receiving extensive public scrutiny and may be the source of significant employer liability. Almost 25 percent of 311 U.S. companies surveyed by the American Management Association report that at least one of their employees has been assaulted or murdered since 1990. An additional 31 percent of companies surveyed report that their employees have received violent threats while on the job.

Despite these statistics, the AMA study indicates that only 24 percent of the employers surveyed train employees to deal with workplace violence. Under the Federal Occupational Safety and Health Act (OSHA) and its state counterparts, employers have an obligation to provide employees with a safe and healthful place to work. Therefore, employers must take reasonable steps to protect the life, safety, and health of employees.

Workplace Violence is Costly

Workers' compensation statutes generally provide the exclusive remedy for injuries sustained by an employee, and usually the worker will be prevented from seeking other civil claims against the employer. However, many employees have filed tort claims against employers where injuries resulted from unprotected physical acts by others during work hours. An intentional assault on an employee during working hours is compensable under workers' compensation coverage and may also be redressed in a civil action for damages.

In addition to the human cost, businesses suffer economic losses when their employees are victims of workplace violence. Total losses can probably be measured in billions of dollars. Major costs include:

- Business interruption with customers
- Loss of productivity
- Turnover of employees
- Increase in workers' compensation claims
- Increased legal expenses

What Are the Facts About Workplace Violence?

Workplace murder is the leading cause of female occupational fatalities and the second leading cause of male occupational fatalities in the United States. While workplace murders have grabbed media attention, they are a relatively small—but noteworthy—part of the problem.

For each murder, there are countless other incidents of workplace violence in which victims are harassed, threatened, or injured. According to the National Institute for

Occupational Safety and Health (NIOSH), the following factors may increase workers' risk of homicide:

- Exchange of money with public
- Working alone or in small numbers
- Working late at night or early in the morning hours
- Working in high-crime areas
- Guarding valuable property or possessions
- Working in the service sector (retail establishments, taxi, police and security, and healthcare)

Definition of Workplace Violence

According to the National Institute for Occupational Safety and Health (NIOSH), workplace violence is “any physical assault, threatening behavior, or verbal abuse occurring in the work setting. Workplace may be any location, either permanent or temporary, where any employee performs any work-related duty. This includes the buildings, parking lots, clients' homes, and traveling to and from work assignments.”

Types of Workplace Violence

Workplace violence incidents can be divided into categories depending on the relationship between the assailant and the worker or workplace:

Violence by Strangers. In this type of incident, the violence is committed by a stranger who has no legitimate relationship to the worker or workplace. The perpetrator enters the workplace, usually on the pretense of being a customer, to commit a robbery or other violent act.

Violence by Customers/Clients. In these incidents, the violence is committed by someone who receives a service provided by a business, such as a current or former customer, client, or patient. The violence can be committed in the workplace or outside the workplace, but while the worker is performing a job-related function.

Violence by Co-Worker. The perpetrator has an employment relationship with the workplace. The individual can be a current or former employee, a prospective employee, or a current or former supervisor or manager. This type of violence can usually be divided into two types: violence between supervisors and subordinates and violence between co-workers or peers.

Violence by Personal Relations. In incidents of this type, the violence is committed by someone who has a personal relationship with the worker, such as a current or former spouse or partner, a relative, or a friend. Included in this category is an individual who has a personal dispute with the worker and enters the workplace to harass, threaten, injure, or kill.

The OSHA General Duty Clause has been interpreted to mean that an employer has a legal obligation to provide a safe workplace. An employer that has experienced acts of workplace violence, or becomes aware of threats or intimidation indicating that the potential for violence in the workplace exists or has the potential to exist, would be on notice of the risk of workplace violence and should implement a workplace violence prevention program.

The employer's duty includes inspecting the workplace to discover and correct any dangerous conditions or hazards and to give adequate training to employees who might encounter these conditions or hazards.

The bottom line, in terms of employer defense, is to make a good-faith effort to prevent violence in the first place.

Developing A Workplace Violence Prevention Program

Since there are no precautions to guarantee that a workplace will remain free of violence, employers should consider establishing, implementing, and maintaining a written Workplace Violence Prevention Program. The program should be made available to any employee who may be subjected to potential violence in the workplace.

The workplace violence prevention program should reflect the level and nature of the potential threat faced by employer and employees. The potential for violence in a specific workplace requires a review and assessment of the vulnerability to the four categories of violence previously mentioned: violence by strangers, client/customers, co-workers, and/or personal relations.

Violence By Strangers. When violence may be committed by strangers, workers may be victimized both in and outside the "traditional" workplace. Use of specific training, staffing, and protective equipment, coupled with effective physical security methods and policies, must be reviewed and evaluated for effectiveness.

Violence By Clients/Customers. Two basic types of violence by clients/customers against workers are noted. The first type involves individuals who may have a history of violent behavior, such as prison inmates or mental health patients. Prevention focuses on appropriate staffing and specialized training. The second type occurs when clients or customers may become violent or are provoked when they become frustrated by delays or by the denial of benefits or services. In these cases, prevention should focus on anticipation of problems, appropriate training, and other control measures.

Violence By Co-Workers. Co-worker violence can occur between supervisors and subordinates or between co-workers or peers. A well-written violence prevention policy (which treats all employees fairly), training in conflict and dispute resolution, and active involvement of trained Employee Assistance Program personnel is appropriate.

Violence Resulting From Personal Relationships. The potential for violence resulting from personal relationships must also be considered. Estranged domestic partners may seek out their victims at their places of employment. Implement strict policies to address the confidentiality of personal employee information (e.g., home address, work schedule, telephone number), deny or restrict workplace access to employee relatives or outside visitors, and allow flexibility in the use of leave, work schedules, or transfers in situations where employee(s) may be at risk of violence.

Elements Of A Workplace Violence Prevention Program

The seven major elements of a Workplace Violence Prevention Program are described below under the following headings:

- A. Workplace Violence Policy Statement
- B. Threat Assessment Team
- C. Hazard Assessment
- D. Hazard Control And Prevention
- E. Employee Training And Education
- F. Incident Reporting, Investigation, Follow-Up And Evaluation
- G. Recordkeeping

A. Workplace Violence Policy Statement. A clearly written policy statement that demonstrates top management's commitment to employees' safety and health is an important element for prevention of workplace violence. The policy should emphasize the employee's participation and the employer's zero tolerance for violence. In addition, the policy should require prompt and accurate reporting of violent incidents and be consistently fair to *all* employees. (A sample policy statement may be found in Appendix A.)

B. Threat Assessment Team. The initial step in developing a workplace violence prevention program is to select a Threat Assessment Team. The Team should meet regularly, prepare written reports, review investigations, recommend and implement employee training, and communicate with employees. Members of the Team should include representatives of senior management, operations, legal, security, human resources, and risk management. Responsibility for auditing the overall workplace violence prevention program should rest with the Threat Assessment Team. (A worksheet to develop the Threat Assessment Team may be found in Appendix A.)

C. Hazard Assessment. The elements of a hazard assessment include record reviews, workplace security analysis, and workplace surveys. The Threat Assessment Team should analyze the following records to develop a baseline of previous incidents of violence:

- OSHA 200 logs
- Incident reports

- Medical records
- Insurance records
- Police reports
- Accident investigations
- Training records
- Grievances

After reviewing and analyzing the available records, the Team may identify potential causes of violence, recommend and implement changes, and monitor progress. In addition to records review, the Team should inspect the workplace and the tasks being performed to determine if employees are at risk. (A Hazard Assessment worksheet may be found in Appendix A.)

D. Hazard Control And Prevention. The Threat Assessment Team should identify and institute a combination of control methods designed to eliminate or mitigate the risks of assault incidents. Traditional methods of engineering and administrative controls are as follows:

Engineering Controls

- Control access to building
- Enhance outside visibility of entrances
- Enhance interior and exterior lighting
- Install security devices such as alarms, video cameras, corner mirrors
- Hire and train security guards
- Install bullet-resistant glass in reception area
- Use drop safes to minimize cash on hand

Administrative Controls

- Train employees in emergency action and safety
- Develop escape plans
- Develop working relationship with local police
- Close business during late evening and night hours
- Assign two or more employees to work at all times
- Provide escort to accompany staff to parking lots
- Provide management support during emergencies
- Respond promptly to all complaints
- Require employees to report assaults to a manager

E. Employee Training And Education. Training should take place on company time and should be offered in languages spoken by the employees. All employees, regardless of their level of risk, should be trained in:

- Policies and procedures for obtaining medical care, counseling, workers' compensation, or legal assistance after a violent episode

- Procedures for reporting, investigating, and documenting violent incidents (Appendices A and B)
- Recognition of early warning signs of potentially violent situations (Appendix D)
- Profile of a potentially violent employee (Appendix E)
- Risk factors that contribute to assaults (Appendix F)
- Means of preventing or defusing volatile situations or aggressive behavior (Appendix G)
- Steps an organization can take to minimize the risk of workplace violence (Appendix H)
- Background checks (to be done by personnel department employees only) (Appendix I)
- Steps to minimize risk of armed robbery (Appendix J)

In addition, workers and supervisors should undergo additional training to enable them to recognize a potentially hazardous situation or to make necessary changes in the physical plant, staffing policy, or procedures. Managers and supervisors should be trained to ensure that employees are not placed in assignments that compromise safety. They should also receive training on how to behave compassionately toward co-workers when incidents do occur.

F. Incident Reporting, Investigation, Follow-Up, And Evaluation. Follow these steps for effective documentation and investigation:

Incident Reporting. Develop a written procedure for reporting violent incidents. This procedure should apply to all types of violent incidents, whether or not physical injury has occurred (e.g., verbal abuse, threats of violence, etc.). The reporting procedure should be available to and easily understood by all employees. Employees should not fear reprisal for bringing their concerns to management's attention; therefore, ensured confidentiality is a must. Each incident should be reported to and evaluated by the Threat Assessment Team. Once an incident occurs, the employer should:

- Report it to the local police department
- Ensure the physical safety of employees and others remaining in the area
- Provide critical incident debriefing to victims, witnesses and other affected employees

Incident Investigation. After an incident occurs, conduct a detailed investigation. The investigation should be focused on *fact-finding* to prevent recurrence, not *fault-finding*. When conducting the investigation, the Threat Assessment Team should:

- Collect facts on who, what, when, where, and how the incident occurred
- Record all pertinent information
- Recommend corrective action
- Consider changes in controls, procedures, policy

Follow-Up. Establish procedures for responding quickly and appropriately to the medical and psychological needs of employees following a violent incident. Encourage employees

to use existing Employee Assistance Programs (EAPs). Where no such program exists, consider establishing one, at least on a temporary basis.

Evaluation. After completing the initial workplace security analysis, the Threat Assessment Team should conduct periodic physical evaluations of the worksite. These evaluations should focus on the identification and assessment of workplace security hazards and should address changes in employee work practices that will minimize risk of workplace violence.

G. Recordkeeping. Recordkeeping is an essential element of a workplace violence prevention program. It provides the information that is necessary to conduct risk analyses, identify training needs, and conduct program evaluation. Maintain these records:

- OSHA 200 logs, if applicable
- Incidents of abuse, verbal attacks, or aggressive behavior that may be threatening to the worker but may not necessarily result in injury (such as pushing or shoving)
- History of past violence or other factors such as drug abuse and criminal activity. (Such information should be obtained from police or others, if necessary, and recorded on the employee's record.)
- Minutes of safety meetings and inspection reports. Include documentation of recommendations for corrective actions relative to workplace violence, along with administration response and completion dates of recommended actions.
- Records of training programs, attendance records, and qualifications of trainers.

References

1. *Preventing Homicide in the Workplace.* Cincinnati, OH., National Institute for Occupational Safety and Health; U.S. Department of Health and Human Services.
2. *Workplace Violence Prevention Program.* Long Island Coalition for Workplace Violence Awareness and Prevention.
3. National Safe Workplace Institute, *Workplace Violence Prevention Manual*, New Jersey Department of Labor
4. Bureau of Business Practice (BBP), *Preventing Violence in the Workplace*, Waterford, CT
5. Bureau of Justice Statistics, *Violence and that in the Workplace*, Washington, D.C., Department of Justice.
6. National Safety Council, *Workplace Violence*, 1993.
7. Northwestern National Life Insurance Company, *Fear and Violence in the Workplace*.

This document is provided for information purposes only. It is not intended to be a substitute for individual legal counsel or advice on issues discussed within. Readers seeking resolution of specific legal issues or business concerns related to the captioned topic should consult their attorney and/or insurance representative.

List of Appendices

- APPENDIX A Sample Workplace Violence Prevention Program**
Policy Statement
Threat Assessment Team Organization
Threat Assessment Team Hazard Assessment
Workplace Security Analysis
Workplace Survey
Workplace Hazard Control and Prevention
Training and Education
Incident Reporting and Investigation
Recordkeeping
- APPENDIX B Sample Incident Report Form**
- APPENDIX C Sample Employee Security Survey**
Definition of Incidents
- APPENDIX D Violence In The Workplace: Warning Signs Of Potential Trouble**
- APPENDIX E Profile Of A Potentially Violent Employee**
- APPENDIX F Risk Factors That Contribute To Workplace Violence**
- APPENDIX G Defusing Volatile Situation Or Aggressive Behavior**
- APPENDIX H What An Organization Can Do to Prevent Workplace Violence**
- APPENDIX I Background Checks**
- APPENDIX J Preventing Armed Robbery**

APPENDIX A

Sample Workplace Violence Prevention Program

Policy Statement

Our establishment, [Employer Name], is concerned and committed to our employees' safety and health. We refuse to tolerate violence in the workplace and will make every effort to prevent violent incidents from occurring by implementing a Workplace Violence Prevention Program (WVPP). We will provide adequate authority and budgetary resources to responsible parties so that our goals and responsibilities can be met.

All managers and supervisors are responsible for implementing and maintaining our WVPP Program. We encourage employee participation in designing and implementing our program. We require prompt and accurate reporting of all violent incidents whether or not physical injury has occurred. We will not discriminate against victims of workplace violence.

A copy of this Policy Statement and our WVPP Program is readily available to all employees from each manager and supervisor.

Our program ensures that all employees, including supervisors and managers, adhere to work practices that are designed to make the workplace more secure and do not engage in verbal threats or physical actions that create a security hazard for others in the workplace.

All employees, including managers and supervisors, are responsible for using safe work practices, for following all directives, policies, and procedures, and for assisting in maintaining a safe and secure work environment.

The management of our establishment is responsible for ensuring that all safety and health policies and procedures involving workplace security are clearly communicated and understood by all employees. Managers and supervisors are expected to enforce the rules fairly and uniformly.

Our program will be reviewed and updated annually.

Threat Assessment Team Organization

A Threat Assessment Team will be established, and part of its duties will be to assess the vulnerability to workplace violence at our establishment and reach agreement on preventive actions to be taken.

The team will be responsible for auditing our overall Workplace Violence Prevention Program.

The Threat Assessment Team will consist of:

Name: _____	Title: _____	Phone: _____
Name: _____	Title: _____	Phone: _____
Name: _____	Title: _____	Phone: _____
Name: _____	Title: _____	Phone: _____
Name: _____	Title: _____	Phone: _____
Name: _____	Title: _____	Phone: _____

The team will develop employee training programs in violence prevention and a plan for responding to acts of violence, and will communicate this plan internally to all employees.

The Threat Assessment Team will begin its work by reviewing previous incidents of violence at our workplace. The team will analyze and review existing records, identifying patterns that may indicate causes and severity of assault incidents, and identify changes necessary to correct these hazards. These records include, but are not limited to, OSHA 200 logs, past incident reports, medical records, insurance records, workers' compensation records, police reports, accident investigations, training records, grievances, minutes of meetings, etc.

The team will communicate with similar local businesses and trade associations concerning their experiences with workplace violence.

Additionally, the team will inspect the workplace and evaluate the work tasks of all employees to determine the presence of hazards, conditions, operations, and other situations with might place our workers at risk of occupational assault incidents. The team will survey employees to identify the potential for violent incidents and to identify or confirm the need for improved security measures. These surveys shall be reviewed, updated, and distributed as needed or at least once within a two-year period.

Periodic inspections to identify and evaluate workplace security hazards and threats of workplace violence will be performed by the following representatives of the Assessment Team, in the following areas of our workplace:

Representative: _____	Area _____
Representative: _____	Area _____
Representative: _____	Area _____

Periodic inspections will be performed according to the following schedule:

_____ Frequency (Daily, weekly, monthly, etc.)

Threat Assessment Team Hazard Assessment

On [Date], the Threat Assessment Team completed the hazard assessment. This consisted of a records review, inspection of the workplace, and employee survey.

Records Review. The Threat Assessment Team reviewed the following records:

- OSHA 200 logs for the last three years
- Incident reports
- Records of or information compiled for assault incidents or near assault incidents
- Insurance records
- Police reports
- Accident investigations
- Training records
- Grievances
- Other relevant records or information: _____
- Other relevant records or information: _____
- Other relevant records or information: _____

From these records, we have identified the following issues that need to be addressed:

- _____
- _____
- _____
- _____
- _____
- _____

Workplace Security Analysis

Inspection. The Threat Assessment Team inspected the workplace on [Date]. From this inspection, the following issues have been identified:

- _____
- _____
- _____
- _____
- _____

Review of Tasks. The Threat Assessment Team also reviewed the work tasks of our employees to determine the presence of hazards, conditions, operations, and situations that might place workers at risk of occupational assault incidents. The following factors were considered:

- Exchange of money with the public
- Working alone or in small numbers
- Working late at night or early in the morning hours
- Working in a high crime area
- Guarding valuable property or possessions
- Working in community settings
- Staffing levels

From this analysis, the following issues have been identified:

- _____
- _____
- _____
- _____
- _____

Workplace Survey

Under the direction of the Threat Assessment Team, we distributed a survey among all of our employees to identify any additional issues that were not noted in the initial stages of the hazard assessment.

From that survey, the following issues have been identified:

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Workplace Hazard Control And Prevention

In order to reduce the risk of workplace violence, the following engineering controls and building and work area design changes have been recommended:

- _____
- _____
- _____
- _____

Management has instituted the following changes as a result of the workplace security inspection and recommendations made by the Threat Assessment Team:

- _____
- _____
- _____
- _____

These changes were completed on [Date].

Policies and Procedures developed as a result of the Threat Assessment Team's recommendations:

- _____
- _____
- _____
- _____

Training And Education

Workplace Violence Prevention training will be given to new employees as part of their orientation. This training will be repeated every two years. Training will include:

- a review and definition of workplace violence
- a full explanation and full description of our program (all employees were given a copy of this program at orientation)
- instructions on how to report all incidents, including threats and verbal abuse
- methods of recognizing and responding to workplace security hazards
- training on how to identify potential workplace security hazards (such as no lights in parking lot while leaving late at night, unknown person loitering outside the building, etc.)
- review of measures that have been instituted in this organization to prevent workplace violence, including:
 - use of security equipment and procedures
 - how to attempt to defuse hostile or threatening situations
 - how to summon assistance in case of an emergency or hostage situation
 - post-incident procedures, including medical follow-up and the availability of counseling and referral

A general review of our training program will be conducted every two years. The program will be updated to reflect changes in our Workplace Violence Prevention Program.

Trainers will be qualified and knowledgeable. Our trainers are professionals [list type of certification]. At the end of each training session, employees will be asked to evaluate the session and make suggestions on how to improve the training.

Records shall be maintained which list date(s) training took place; participants; topics covered; and special notes or circumstances. All training records will be filed with [Department or Agency]. Make notes of special training, such as:

Name	Department	Job Title	Training Given

Incident Reporting And Investigation

All incidents must be reported within [Time]. An "Incident Report Form" will be completed for all incidents. One copy will be forwarded to the Threat Assessment Team for its review, and a copy will be filed with [Job Title].

Each incident will be evaluated by the Threat Assessment Team. The team will discuss the causes of the incident and will make recommendations on how to revise the program to prevent similar incidents from occurring. All revisions of the program will be put into writing and made available to all employees.

Recordkeeping

We will maintain an accurate record of all workplace violence incidents. All incident report forms will be kept for a minimum of [Time], or for the time specified in the statute of limitations for our local jurisdiction.

Any injury that requires more than first aid, is a lost-time injury, requires modified duty, or causes loss of consciousness, will be recorded on the OSHA 200 log. Doctors' reports and supervisors' reports will be kept for each recorded incident, if applicable.

Incidents of abuse, verbal attack, or aggressive behavior that may be threatening to the employee, but not resulting in injury, will be recorded. These records will be evaluated on a regular basis by the Threat Assessment Team.

Minutes of the Threat Assessment Team meetings shall be kept for [Time; e.g., years or months].

Records of training program contents, and the sign-in sheets of all attendees, shall be kept for [Time]. Qualifications of the trainers shall be maintained along with the training records.

APPENDIX B

Sample Incident Report Form

1. Victim's name	
2. Job title	
3. Victim's address	
4. Home phone	
5. Work phone	
6. Employer's name	
7. Employer's address	
8. Department/section	
9. Victim's social security number	
10. Incident date	
11. Incident time	
12. Incident location	
13. Work location (if different)	
14. Type of incident: (circle one) (refer to <i>definition of incidents worksheet</i> in Appendix C)	Assault, robbery, harassment, disorderly conduct, sex offense Other (please specify):
15. Were you injured?	If yes, please specify your injuries and the location of any treatment:
16. Did police respond to the incident?	Yes No
17. What police department?	
18. Was a police report filed?	Yes No Report Number:

19. Was your supervisor notified?	Yes No
20. Supervisor's name	
21. Was the local union/employee representative notified?	Yes No
22. Who should be notified?	
23. Was any action taken by employer?	Yes No Specify:
24. Was the assailant/perpetrator: (circle one):	Intruder, Customer, Patient, Resident, Client, Visitor, Student, Co-Worker, Former Employee, Supervisor, Family/Friend Other (Specify):
25. Assailant/perpetrator - name/address/age (if known):	
26. Please briefly describe the incident	
27. Incident disposition: (circle all that apply):	No Action Taken, Arrest, Warning, Suspension, Reprimand, Other: (specify)
28. Did the incident involve a weapon?	Yes No Specify:
29. Did you lose any work days?	Yes No Specify:
30. Were you singled out, or was the violence directed at more than one individual?	

31. Were you alone when the incident occurred?	Yes No
32. Did you have any reason to believe that an incident might occur?	Yes No Why?
33. Has this type or similar incident(s) happened to you or your co-workers?	Yes No Specify:
34. Have you had any counseling or support since the incident?	Yes No Specify:
35. What do you feel can be done in the future to avoid such an incident?	
36. Was this assailant involved in previous incidents?	Yes No Specify:
37. Are there any measures in place to prevent similar incidents?	Yes No Specify:
38. Has any corrective action been taken?	Yes No Specify:
39. Comments	

APPENDIX C

Sample Employee Security Survey

This survey will help detect security problems in your building or at an alternate worksite. Please fill out this form, get your co-workers to fill it out, and review it to see where the potential for major security problems lies.

NAME: _____

WORK LOCATION: _____
(in building or alternate worksite)

1. Do either of these conditions exist in your building or at your alternate work site:

- Work alone during working hours.
- No notification given to anyone when you finish work.

1A. Are these conditions a problem? If so, when? Please describe. (For example, Mondays, evenings, daylight savings time)

2. Do you have any of the following concerns (that may be associated with causing an unsafe worksite)? (Check all that apply)

- Lack of a written policy to follow for addressing problems
- Lack of a written policy on how to handle a violent client
- When and how to request the assistance of a co-worker
- When and how to request the assistance of police
- What to do about a verbal threat
- What to do about a threat of violence
- What to do about harassment
- Working alone
- Alarm system(s)
- Security in and out of building
- Security in parking lot

3. Are violence-related incidents worse during shift work, on the road, or in other situations? Please specify:

Sample Employee Security Survey, continued

4. Where in the building or worksite would a violence-related incident be most likely to occur?

lounge

exits

deliveries

private offices

parking lot

bathroom

entrance

Other (specify)_____

5. Do you receive workplace violence-related training or assistance of any kind?

6. Have you ever noticed a situation that could lead to a violent incident?

7. Have you missed work because of a potential violent act(s) committed during your course of employment?

8. Has anything happened recently at your worksite that could have led to violence?

9. To your knowledge, have incidents of violence ever occurred between co-workers?

10. Have you been assaulted by a co-worker?

11. Can you comment about any of these situations?

12. Has the number of violent clients increased?

Definition Of Incidents

1. **ASSAULT:** Intentionally causing physical injury (impairment of physical condition or substantial pain) to another person, with or without a weapon or dangerous instrument.
2. **CRIMINAL MISCHIEF:** Intentional or reckless damaging of the property of another person without permission.
3. **DISORDERLY CONDUCT:** Intentionally causing public inconvenience, annoyance, or alarm or recklessly creating a risk thereof by fighting (without injury) or by violent threatening behavior or making unreasonable noise, shouting abuse, misbehaving, disturbing an assembly or meeting or persons or creating hazardous conditions by an act that serves no legitimate purpose.
4. **HARASSMENT:** Intentionally striking, shoving, or kicking another or subjecting another person to physical contact, or threatening to do the same (without physical injury). ALSO, using abusive or obscene language or following a person in or about a public place, or engaging in a course of conduct that alarms or seriously annoys another person.
5. **LARCENY:** Wrongful taking, depriving, or withholding property from another (no force involved). Victim may or may not be present.
6. **MENACING:** Intentionally places or attempts to place another person in fear of imminent serious physical injury.
7. **RECKLESS ENDANGERMENT:** Subjecting individuals to danger by recklessly engaging in conduct that creates substantial risk of serious physical injury.
8. **ROBBERY:** Forcible stealing of another's property by use of the threat of immediate physical force. (Victim is present and aware of theft).
9. **SEX OFFENSE:**

Public Lewdness: Exposure of sexual organs to others.

Sexual Abuse: Subjecting another to sexual contact without consent.

Sodomy: A deviant sexual act committed as in rape.

Rape: Sexual intercourse without consent.

APPENDIX D

Violence In The Workplace: Warning Signs Of Potential Trouble

1. **History of Violence.** Best predictor of violence. The probability of future crimes increases with each prior criminal act.
2. **Attendance Problems.** Excessive sick leave, tardiness.
3. **Decreased Productivity.** Missed deadlines, declining work performance.
4. **Poor On-the-Job relationships.** Mood swings, verbal harassment toward others, overreaction to criticism.
5. **Safety Issues.** Becoming more accident-prone is a clear indicator of stress.
6. **Poor Hygiene.** Marked changes in personal grooming habits.
7. **Evidence of Serious Stress in Employee's Personal Life.** Crying, excessive personal calls, bill collectors, recent separation, or death of a loved one.
8. **Continual Excuses/Blame.** Inability to accept responsibility for even the most inconsequential error.
9. **Unshakable Depression.** Low energy, little enthusiasm.
10. **Romance Obsession.** Generally, the fixation object is at a higher social level.
11. **Doesn't Conform.** Individual repeatedly violates company policy.
12. **Can't Get Along.** Pattern of intimidation of co-workers and supervisors.

APPENDIX E

Profile Of A Potentially Violent Employee

- Generally a male
- 25 to 40 years old
- Is a loner
- Owns several guns
- Is an angry person with little outlet for the anger
- Exhibits self-destructive behavior, such as taking drugs or excessive drinking
- Blames the external world for his or her problems
- May suffer from personality disorders
- Often socially withdrawn

APPENDIX F

Risk Factors That Contribute to Workplace Violence

- A poor economy
- Increased trend to define ourselves by our jobs
- Significant rise in stress level
- Easy availability of guns and other types of weapons
- Company downsizing
- Occupation: Industries and occupations at high risk:
 - Taxi cab drivers
 - Convenience store employees
 - Gas station attendants
 - Healthcare workers
 - Social service employees
 - Police department employees

APPENDIX G

Defusing Volatile Situation or Aggressive Behavior

- Stay calm and composed
- Establish eye contact
- Have an escape route behind you
- Don't try to strike or overpower or physically engage the person
- Control your tone of voice, and be careful with words. Usually best to say nothing
- Train supervisors to recognize signs of a troubled employee
- Intervene before an incident is critical
- Provide job counseling for employees who have been laid off or fired
- Provide personal counseling through an employee assistance program
- Establish procedures for handling grievances

APPENDIX H

What An Organization Can Do to Prevent Workplace Violence

1. Use effective personnel selection procedures
 - Pre-employment testing
 - Interview and checking of references
2. Incorporate workplace conduct policies into new employee orientation
3. Use effective supervisory training
 - Train supervisors to pay attention to the early warning signs of stress
 - Provide meaningful education and training programs
 - stress management
 - effective communication
 - conflict resolution
 - team-building
 - managing change
 - termination training
 - dealing with difficult people
4. Provide on-site support services, such as Employee Assistance professionals, to assist victims
5. Provide debriefing for senior management
6. Provide debriefing for employees
7. Foster a supportive, harmonious work environment
8. Provide employees with safety education programs, including educational materials and seminars about ways to maximize safety at work
9. Review company policies and procedures annually

APPENDIX I

Background Checks

Companies can use any of a number of measures to screen out potentially violent employees:

- Require each prospective employee to provide a resume
- Require each prospective employee to complete and sign an employment application form
- Use an application form that indicates that false statements are grounds for termination
- Develop a company policy relative to background checks (get assistance of legal counsel). The degree of investigation should be proportional to degree of risk presented by the job.

Items to check include:

- Work history
- References
- Education
- Criminal history (convictions only)
- Credit records
- Motor vehicle records
- Military record (must have written consent)

A background search will not, by itself, prevent or predict all incidents of workplace violence, but failure to take such prudent steps leaves employers vulnerable to a negligent hiring suit.

APPENDIX J

Preventing Armed Robbery

In addition to developing a policy that addresses the company's views regarding threatening behavior, the organization should implement measures to prevent violence from outside sources. Instituting such measures is important because employees are not the only persons who pose a serious threat to a company's workers. The primary defense is a security program that includes external lighting, silent alarms and cameras, and bullet-proof barriers.

Armed robberies account for almost 50 percent of all violent acts in the workplace. Employees at businesses such as convenience stores, bars, restaurants, gas stations, and liquor stores are among those most likely to encounter on-the-job violence. Among some of the safety measures that will reduce the crime hazard are:

- Improved lighting inside and outside stores
- Safe building layouts that ensure that cashiers can be easily seen from the street or sidewalks
- Burglary alarms connected to alarm companies or police department
- Drop safes to minimize accumulation of cash on hand
- Access control

Risk managers for companies with operations in high-crime areas may need to implement additional safety programs. One example would be to place cashier stations in a bullet-proof glass enclosure. Another safety measure is to escort employees to their cars at the end of the shift.