

Workplace Violence

Prediction.

Prevention.

Trauma Planning.

Workplace Violence Defined:

- ◆ Any act or threat of physical aggression that occurs *at the worksite*. It's intended target may be individual(s) or object(s) and there is reasonable potential for physical and/or psychological harm to victims and/or witnesses.

Categories of Workplace Violence

◆ Type I – Criminal Act

◆ Type II – Recipient of Service

◆ Type III – Employment Relationship

1. Current or former employee.
2. Someone who has a relationship with a current or former employee.

The Three Steps...

Prediction – Prevention -Trauma Planning

- ◆ The Time to Prepare for any Emergency is *Before* the Emergency and Not During it.

Prediction...

Who are the Perpetrators?

- ◆ Understand...It is within anyone to do an act of violence.
- ◆ Prediction is more complicated than filling out some checklist or "profile".
- ◆ *But the #1 predictor of violence is "A History of Violence"!*

I can't predict behavior with 100% accuracy...

- ◆ While I can't predict behavior 100% of the time, I can get pretty close.
- ◆ I can't guarantee 100% safety and security... but we can learn how to **Manage the risk!**

Pre-Employment Screening My First Prediction...

- ◆ I am predicting that the employee will be a productive employee.
- ◆ I'm also predicting that the employee will not be **Destructive!**

The Famous "Perpetrator Profile"

- ◆ *Understand, simply because a person displays one or more of the characteristics found in these profiles, it does not mean that they are going to become violent.*

Every book, handout, or article on Workplace Violence is going to have some kind of “Profile”.

◆ Here are some things that can be referred to as “Red Flag Indicators”.

- Threats.
- Externalization.
- Intoxication.

Something that doesn't get a lot of attention... "Anchors"!

These are indicators of stability in a persons life.

- ◆ A secure family life.
- ◆ Drug free, no problem use of C2H6O.
- ◆ Community ties.
- ◆ Stable finances.
- ◆ Good work history.

Suggestions for Screening Law Enforcement Candidates.

While not all inclusive, I like the concept of the "Three C's".

Competency – The ability to do the job or the demonstrative potential to learn.

Character – The persons history. Are they honest? Did they steal from an employer?

Chemistry – The ability to adapt to this environment.

Testing...used to determine *Competency.*

- ◆ A general knowledge test should be given. I recommend you look at items such as reading comprehension and simple math problems.
- ◆ A physical agility test. A complete and comprehensive physical.
- ◆ A psychological test/evaluation.

Background Investigation... used to determine *Character*.

- ◆ First thing I am going to look for is *disqualifiers*. Items like criminal history, domestic violence convictions, a history of mental health issues.
- ◆ A polygraph can be used to determine truthfulness.
- ◆ We check references.

The Oral Interview is what I use to determine *Chemistry*.

◆ I want to know if this applicant can:

adapt to this environment?

work well within the agency and community?

they think on their feet?

PREVENTION...

◆ To protect and to provide a safe workplace is a combination of two disciplines...

- **Administrative Policy.**
- **Physical Security Measures.**

Administrative Policies...

- ◆ We've looked at *PREDICTION*, now let's look at those policies we can use to *PREVENT* workplace violence.
- ◆ Administrative Policy will prevent 90 to 95 percent of your internal problems but never forget, *there is no such thing as a bullet-proof document.*

You must include your physical security measures into your overall plan.

My Recommendation to Employers ...

- ◆ From the initial hiring and periodically through the employees career...
 - Explain the organizations policy on employee conduct.
 - Train and equip the employee for the job.
 - Leave them alone!
 - ◆ Because if we've done our job, we've selected employees who will make us a good hand!

The Cardinal Rule of the Workplace...

- ◆ **Treat people fairly with respect for their dignity.**

Your policy needs to address...

- ◆ Inappropriate behavior.
- ◆ Threats and/or assaults.
- ◆ Drug and alcohol.
- ◆ Racial and sexual harassment.
- ◆ Weapons.
 - ***And that compliance with these policies is a condition of employment!***

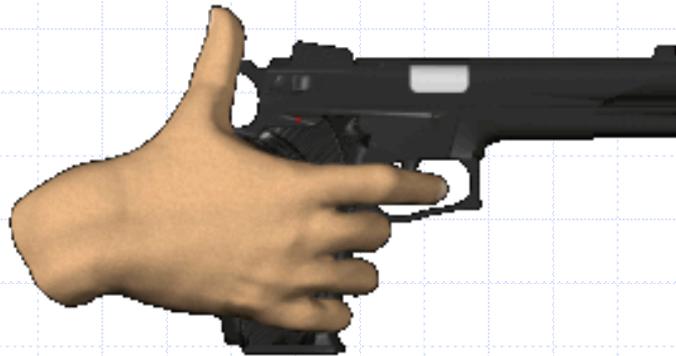
Options...

- ◆ We didn't hire folks to fire them...
 - If we can salvage an employee, we want to do that.
 - Sometimes good employees do bad things.
 - If you have an Employee Assistance Program...it's an avenue used to provide help for the employee and, *it's an excellent resource for management.*

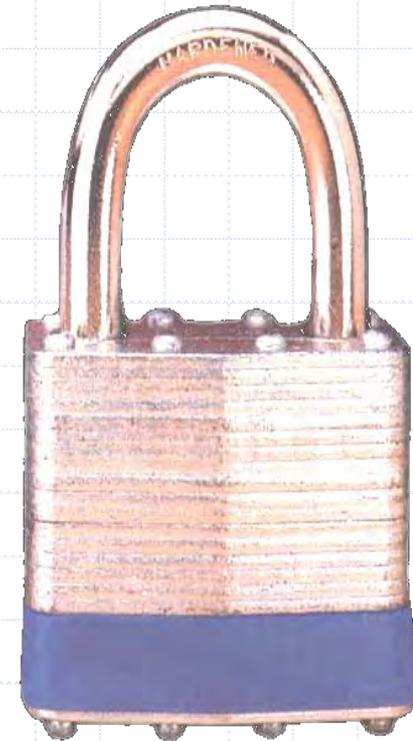
Safety Education

- ◆ We need to train employees the rules of conduct.
- ◆ We need to train employees on how to report a threat or incident.
- ◆ We need to *train the employee on what to do in the event of an emergency.*

Incident Specific Response Procedures



Evacuate or Lockdown?



How to Respond...

- ◆ You have to quickly determine the most reasonable way to protect your life.

***If there is an escape path
evacuate the premises.***

Shelter in Place...

Preventing the shooter from entering...

Lock the door.

Blockade the door with heavy furniture.

If your facility has a "safe room", go there.

If Evacuation or Sheltering in Place is not possible... Hiding is an option.

- ◆ Remain Calm.

- ◆ Find a place where you're hidden from view.

- ◆ Turn off radios, televisions, cell phones and pagers.

Take Action Against the Active Shooter...

- ◆ As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:
 - Acting as aggressive as possible against him/her.
 - Throwing items and improvised weapons.
 - Yelling.
 - Committing to your actions.

It ain't a perfect world...

You do the best you can with what you got!

- Evacuation is preferred...
- Sheltering in place may be your only option...
- If you choose to fight, **you must fight with intent and will...totally committed to your actions.**

Security is classified as either Category I or II.

- ◆ Category I – those measures implemented to reduce the risk.
- ◆ Category II – those measures implemented to reduce anxiety.
 - Both are important but you have to decide how valuable they are in relationship to your available resources.

Physical Security

- ◆ **Security Officers** - Armed or Unarmed.
- ◆ **Visitor control** – This includes visitor badges, sign-in/out procedures, and escorts.
- ◆ **Visitor Access** – We limit the access the public has to our facilities.

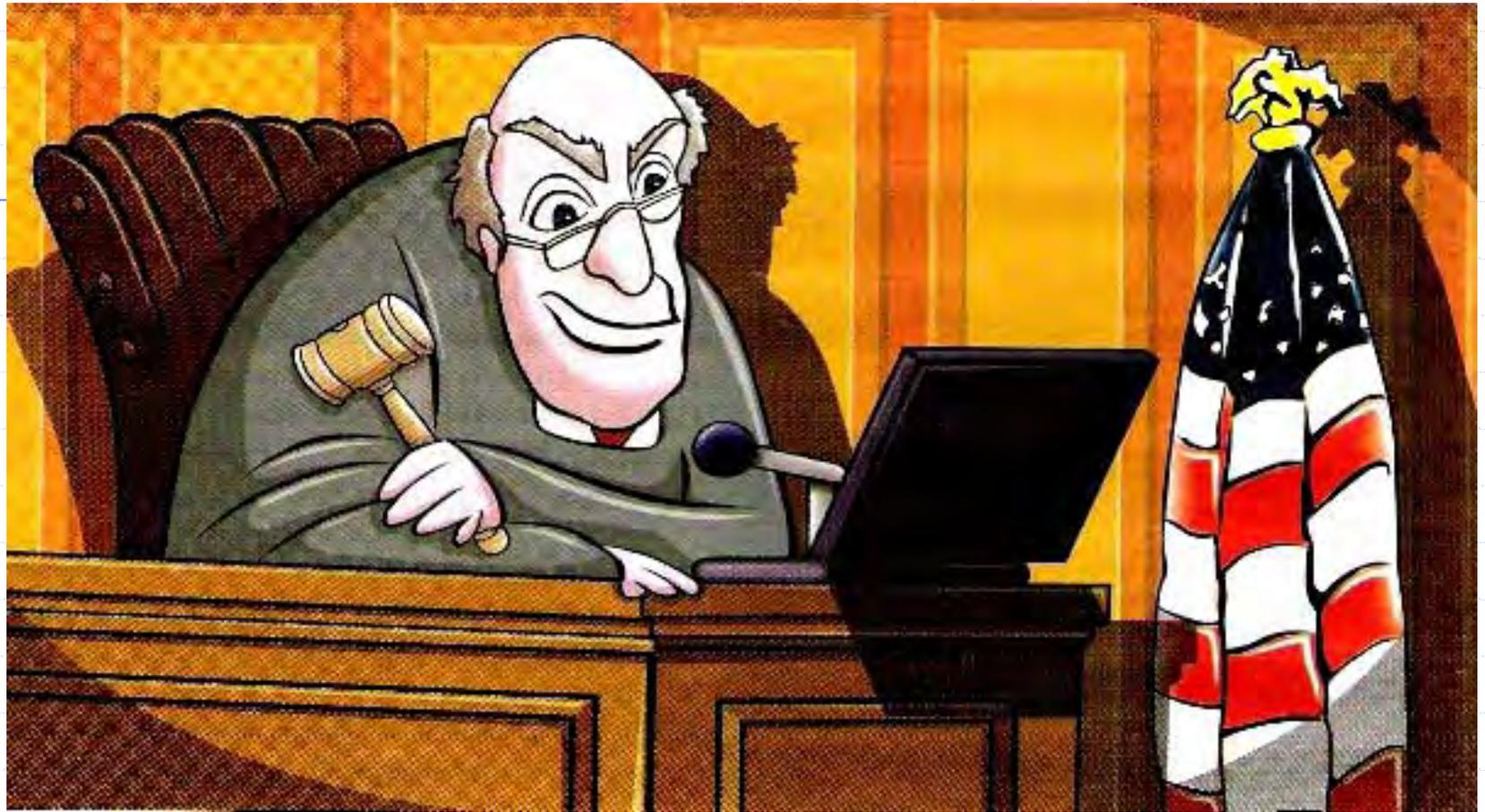
Legal issues...

- ◆ The litmus test used in workplace violence litigation is usually Section 5a of the General Duty Clause of the OSHA standards.
 - That standard says:
 - ◆ It is the employers responsibility to provide a safe working atmosphere for the employee.



**ACTS OF VIOLENCE IN THE
WORKPLACE ARE NOT ACTS
OF GOD.**

**THEY ARE ACTS OF MAN AND ARE
PREVENTABLE.**



Courts in most states have ruled that employers have a duty of care to their customers and employees to prevent violence on their premises **AND by their employees.**

Three areas of litigation are...

- ◆ Negligent Hiring.
- ◆ Negligent Retention.
- ◆ Premises Liability.

The third part of the plan...

Trauma Planning.

- ◆ We've tried to Predict it, we've tried to Prevent it, but low and behold...it happens.
- ◆ The **Trauma Plan** is a pre-designated set of response options used for dealing with an emergency and, for managing the aftermath.

Suggestion...

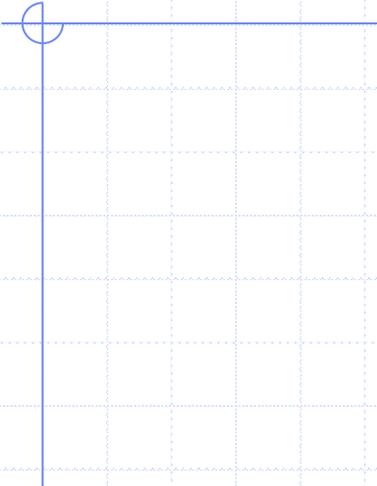
- ◆ Structure the plan much like the FBI's "Bomb Threat Checklist".
- ◆ Checklists and flowcharts are one way we insure that vital issues are not ***overlooked*** during the incident.

Trauma Plan issues

- ◆ **Prompt Notification** – of Police and EMS.
- ◆ **Counseling** – for employees and families.
- ◆ ***Who will handle the press?***

We Do Not Have To Live Our Lives In Fear!!!

- ◆ We all must take some responsibility for our own safety, and having a plan in place is the best way to reduce your risk of being a victim.



This publication is issued by the Oklahoma Conservation Commission as authorized by Mike Thralls, executive director. Copies have not been printed but are available through the agency website, <http://www.conservation.ok.gov>.