Workplace Violence Safety Program
Model Safety Plan from Liberty Mutual Insurance

The primary intent of this document is to provide you with guidance in developing, establishing, and improving your workplace violence safety program.

This material is intended only as a basis for you to develop your own safety program specific to your operations and exposures by giving you some standard practices and procedures that most employers must implement.

You must modify the program to fit your specific organizational needs. This material is not all-inclusive and may not address special safety issues unique to your industry. This plan may not fulfill written or minimum performance standards of your Federal and State regulations. Be certain that you evaluate additional needs, related regulations and your commitment to work-place safety. Solicit input from members of your workforce and management team in development of this program. Remember a written plan is only as good as the commitment behind it.

Foreword

Developing a proactive safety and health program is one of the best ways to help you control your costs from workplace incidents of employee injuries and property damage. We are committed to helping you by providing materials and consultation designed to reduce your exposures and develop controls.

Working together, we can identify Loss Control strategies to benefit your business, your work force, and your bottom line. Together, we can find solutions that will make a difference. This plan represents the primary issues most businesses will need to handle.

Why Do You Need a Safety Plan?

- Satisfy Federal and/or State regulations
- Communicate procedures for recording and reporting accidents and incidents
- Reduce your risk of liability
- Plan for the unexpected
- Reduce the costs and financial impact of lost-time injuries
- Establish base line expectations and safe work procedures/practices
- Give employees ownership in your program
- Provide a managerial reference guide
- Document management's commitment, responsibility, authority, and accountability for safe work performance
- Identify and reinforce safe work habits

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An effective Workplace Violence Safety Program will enable you to meet your responsibility to provide a safe establishment for both employees and customers. You may also receive economic benefits such as:

- Fewer accidents and injuries
- Lower insurance costs
- Improved quality
- Financial stability
- Reduced operating costs
- Reduced exposure to litigation
- Increased employee productivity
- Improved customer relations
- Improved employee morale

Using This Material

This model safety plan for core elements of a safety program was developed as a set of best practices to help you enhance your current program or, if you do not have a current plan, to provide you a baseline from which to begin. You can implement these policies and procedures now or fine-tune to your own needs. However, the most essential element is YOU *and YOUR COMMITMENT to making it happen!*

Begin by preparing a policy statement as an endorsement of your commitment to safety. Be sure to communicate your intent to your entire work force. Post this in a conspicuous location to help demonstrate your support. Keep it current to reflect your continuous interest in the program.

Assign responsibility and authority to coordinate the program. An example of this has been prepared as one sample policy. The role of the safety coordinator and many other functions has been clearly defined. You may adopt these as unchanged or edit them as you wish. This template has been designed to provide you with a better understanding of the primary elements necessary to build the foundation for a successful safety and health program.

Each topic has been developed to provide you with sample, individualized plans that provide guidance with many of OSHA's expectations as well as "shared or best practices." However, we do not intend that these plans necessarily assure compliance with their related OSHA standard. Contact your local or regional OSHA office of the Federal or State specific plan having jurisdiction. In addition, your Loss Control consultant can provide additional guidance to help with implementation and training.

Because state laws vary concerning the sample policy in this document, it is recommended that you have this policy reviewed by your attorney, particularly with respect to employment practices. These documents are not a substitute for consulting.

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Workplace Violence Statistics

Every year thousands of people are hurt and hundreds killed because of violence in the workplace. Statistics indicate that incidents of workplace violence have steadily increased over the past several years and can cost businesses a significant amount of money if not managed properly. Violence in the workplace is a serious safety and health issue. Homicide is the fourth cause of fatal occupational injury in the United States. According to the Bureau of Labor Statistics Census of Fatal Occupational Injuries, there were 417 workplace homicides in 2015 in the United States, out of 4,836 fatal work injuries. (Bureau of Labor Statistics https://www.bls.gov/news.release/cfoi.t02.htm)

According to the American Association of Occupational Health Nurses Workplace Violence Survey Snapshot:

- Nearly 20 percent of the American workforce claim that an episode of violence against an employee has occurred within their workplace.

- Men and women have different perspectives on what constitutes violence in the workplace. Significantly more women than men consider the following as an act of workplace violence:

    o Stalking (94 percent vs. 73 percent)

    o Threats or intimidation (90 percent vs. 76 percent)

    o Overly aggressive emotional behavior that threatens others (90 percent vs. 78 percent)

    o Sexual harassment (97 percent vs. 83 percent)

- A majority of respondents identify certain behavioral traits as possible warning signs for acts of potential workplace violence:

    o Use of alcohol or drugs (75 percent)

    o Expressing anger regularly in the workplace (71 percent)

    o Loud and aggressive nature (53 percent)

- Most respondents failed to recognize some of the most common signs that the FBI identifies as possible traits for offenders:

    o Quiet, keeps to themselves (30 percent)

    o Passive in nature (21 percent)

    o Negative behavior, lying (3 percent)

    o Change in behavior or mood (2 percent)

    o Personal hardships (2 percent)

    o Past history of violence (2 percent)

    o Mental illness, bi-polar, depression (1.7 percent)

    o Verbal threats or abuse (1 percent)

Many Americans feel that their current work environment is safe from threats of workplace violence. Only 12 percent of respondents indicated a level of concern that they would experience an act of violence in their current work environment. The Department of Labor's Bureau of Labor Statistics lists homicide as the second leading cause of death within the workplace. The public may be unaware of the prevalence of workplace violence, perhaps leading to a false sense of security. (Source: AAOHN)

Estimates of the costs, from lost work time and wages, reduced productivity, medical costs, workers compensation payments, and legal and security expenses, are even less exact, but clearly run into many billions of dollars.

Although homicides make the headlines, most incidents of workplace violence involve situations other than homicide. These situations include threats and verbal abuse, physical assaults, fistfights, domestic and romantic disputes, and harassment.

OSHA Guidelines for Preventing Workplace Violence

OSHA has issued guidelines for preventing workplace violence in the following industries:

Healthcare and Social Services

(OSHA Guidelines for Preventing Workplace Violence for Healthcare and Social Service Workers.)

According to the Bureau of Labor Statistics (BLS), 27 out of the 100 fatalities in healthcare and social service settings in 2013 were due to assaults and violent acts. BLS data show that the majority of injuries from assaults at work that required days away from work occurred in the healthcare and social services settings. Between 2011 and 2013, workplace assaults ranged from 23,540 and 25,630 annually, with 70 to 74 percent occurring in healthcare and social service settings. For healthcare workers, assaults comprise 10 – 11 percent of workplace injuries involving days away from work as compared to 3 percent of injuries of all private sector employees.

Late Night Retail Establishments

(OSHA Recommendations for Workplace Violence Prevention Programs in Late-Night Retail Establishments. https://www.osha.gov/Publications/osha3153.pdf)

According to the BLS Census of Fatal Occupational Injuries for 2007, assaults and violent acts claimed 864 lives in 2007 and represented over 15 percent of the total 5,657 workplace fatalities in the U. S. Homicides represented the majority of these violent acts, claiming 628 lives in 2007, or 11 percent of fatalities. Over 26 percent of those homicides (a total of 167) occurred in the retail trades, with 39 occurring at convenience stores, 32 occurring at gasoline stations, and 7 occurring at liquor stores. While homicides have shown a marked overall decline since 1994 when they peaked at 1,080, they were the third leading cause of work-related deaths in 2007, and remain a serious risk for late-night retail workers.

Although these are guidelines and not standards, under the General Duty Clause, OSHA can and will cite uncontrolled hazards for healthcare, social services, retail, and other industries.

Types of Workplace Violence

Most individuals who commit acts of workplace violence can be categorized into one of four types.

- **Type I Perpetrators.** Individuals or groups who have no legitimate relationship to the workplace. They usually enter the workplace to commit a robbery or other criminal act. Terrorist acts involving the workplace are considered Type I.

- **Type II Perpetrators.** Customers or clients who are either a recipient or the object of services or products provided by the organization, or have a legitimate relationship with it (e.g., vendors, contractors, visitors). The risk of violence could result from enraged, out-of-control customers, contractors, or visitors.

- **Type III Perpetrators.** Individuals who have an employment relationship with the organization as a current or former employee, supervisor, or manager. Some of the risks include harassment, romantic obsession, fighting, suicide, and physical retaliation after discipline or termination.

- **Type IV Perpetrators.** Individuals who have a personal relationship with a current or former employee and are usually a friend, acquaintance, relative, boyfriend, girlfriend, or domestic partner. Romantic triangle conflicts, domestic violence, and stalking can arise from these perpetrators.

Workplace Violence Prevention Program

Promoting a workplace free from undue conflict, harassment, hostilities, or discrimination, with professional interaction and communication will greatly improve productivity at work. Many states now require mandatory training on the topics of harassment, bias, and discrimination. Proper training on these issues can have a positive effect on organizations and should be part of annual training, whether required or not, in the overall risk prevention effort.

When dealing with issues of violence in the workplace, it is important to develop a comprehensive program that includes a violence policy and procedures. The program must be systematic and communicated effectively and consistently throughout the organization. It should be proactive, with a goal of preventing incidents or lessening their impact by encouraging reporting and action. It needs to be reactive with articulated procedures that allow for immediate and appropriate response depending on the circumstances.

A workplace violence prevention program should include:

- Management commitment and employee involvement
- Worksite analysis
- Hazard prevention and control
- Safety and health training
- Recordkeeping and program evaluation

Negligent Retention

The majority of workplace violence deals with threats, intimidation, fights, and other physical assaults. Your number one goal is to ensure the safety of all employees. Therefore, all violent incidents should be taken seriously and investigated immediately. Failure to investigate and intervene may result in a lawsuit for negligent retention.

The theory of negligent retention is that:

- An employer could be held liable for a victim's injuries caused by a violent employee if the employer knew about the employee's violent tendencies but failed to take further action to prevent those injuries from happening.
- Several violent, hostile, abusive incidents involving coworkers might be the basis for proving that the employer knew or should have known about an employee's violent tendencies.

To avoid being held liable under negligent retention lawsuits, you should take remedial action to separate the violent employee from other employees and/or customers as there could be liability implications. It is important to consult your legal counsel in these situations. Two options are to:

- Suspend the violent employee until an investigation has been performed or,
- Expressly prohibit the violent employee from returning to the workplace until an investigation has been completed.

Management's Commitment

Management provides the motivation and resources to deal effectively with workplace violence. The visible commitment to worker safety and health is an essential precondition for the program's success. Management can demonstrate its commitment to violence prevention through the following actions:

- Take an active role and be involved.
- Support the program by committing time and resources to make it work.
- Motivate employees by demonstrating interest and concern for employees and customers' safety, health, and well-being.
- Attend all safety committee meetings and respond to all committee and employee recommendations.
- Develop a written statement that clearly and firmly communicates your support. Have employees sign it and place it in their personnel files.
- Create and disseminate a policy to managers and employees that expressly disapproves of workplace violence, verbal and nonverbal threats, and related actions.
- Take violent and threatening incidents seriously, investigate them, and take appropriate corrective action.
- Outline a comprehensive plan for maintaining security in the workplace.

- Assign responsibility and authority for the program to individuals or teams with appropriate training and skills. This means ensuring that all managers and employees understand their obligations.

- Provide necessary authority and resources for staff to carry out violence prevention responsibilities.

- Hold managers and employees accountable for their performance. Stating expectations means little if management does not track performance, reward it when competent, and correct it when it is not.

- Take appropriate action to ensure that managers and employees follow the administrative controls or work practices.

- Institute procedures for prompt reporting and tracking of violent incidents that occur in and near the establishment.

- Encourage employees to suggest ways to reduce risks and implement appropriate recommendations from employees and others.

- Ensure that employees who report or experience workplace violence are not punished or otherwise suffer discrimination.

- Work constructively with other parties such as property owners, lessees, local police, and other public safety agencies to improve the security of the premises.

Employee Involvement

Management commitment and employee involvement are complementary elements of an effective safety and health program. To ensure an effective program, management, front-line employees, and employee representatives need to work together in the structure and operation of their violence prevention program.

Employee involvement is important for several reasons. First, front-line employees are an important source of information about the operations of the business and the environment in which the business operates. This may be particularly true for employees working at night in retail establishments when higher-level managers may not routinely be on duty. Second, including a broad range of employees in the violence prevention program has the advantage of harnessing a wider range of experience and insight than that of management alone. Third, front-line workers can be very valuable problem solvers, as their personal experience often enables them to identify practical solutions to problems and to perceive hidden impediments to proposed changes. Finally, employees who have a role in developing prevention programs are more likely to support and carry out those programs.

Methods for cooperation between employees and management can vary. Some employers may choose to deal with employees one-on-one or assign program duties to specific employees. Other employers may elect to use a team or committee approach. The National Labor Relations Act may limit the form and structure of employee involvement. Employers should seek legal counsel if they are unsure of their legal obligations and constraints.

Employees and employee representatives can be useful in nearly every aspect of a violence prevention program. Their involvement may include the following:

- Participate in surveys and offer suggestions about safety and security issues.

- Participate in developing and revising procedures to minimize the risk of violence in daily business operations.

- Assist in the security analysis of the establishment.

- Participate in performing routine security inspections of the establishment.

- Participate in evaluating prevention and control measures.

- Participate in training current and new employees.

- Share on-the-job experiences to help other employees recognize and respond to indicators of workplace violence.

Company Policy

The policy should state that violence will not be tolerated and name disciplinary actions for violating the policy. It should encourage victims to report all incidents of workplace violence. This policy should be communicated to all employees and visitors.

At a minimum, workplace violence prevention statements should:

- Create and disseminate a clear policy of zero tolerance for workplace violence, verbal and nonverbal threats, and related actions. Ensure that managers, supervisors, coworkers, clients, patients, and visitors know about the policy.

- Ensure that no employee who reports or experiences workplace violence faces reprisals.

- Encourage employees to promptly report incidents and suggest ways to reduce or eliminate risks. Require records of incidents to assess risk and measure progress.

- Outline a comprehensive plan for maintaining security in the workplace. This includes establishing a liaison with law enforcement representatives and others who can help identify ways to prevent and mitigate workplace violence.

- Assign responsibility and authority for the program to individuals or teams with appropriate training and skills. Ensure that adequate resources are available for this effort and that the team or responsible individuals develop expertise on workplace violence prevention in health care and social services.

- Affirm management commitment to a worker-supportive environment that places as much importance on employee safety and health as on serving the patient or client.

- Set up a company briefing as part of the initial effort to address issues such as preserving safety, supporting affected employees, and facilitating recovery.

Sample Safety Program Endorsement and Statement

(Use this sample as a guide to help create your own safety program.)

We at _____ are committed to working with our employees to provide a safe workplace. It is our policy that employees should report unsafe conditions and will not perform work tasks if it is considered unsafe. We all play an equal part. Everyone must report any/all incidents, injuries, and unsafe conditions to their supervisors. We have established a protocol for this purpose and expect to see our mission of minimizing workplace injuries and incidents fulfilled.

All employee recommendations to improve safety and health conditions are encouraged and will be given thorough consideration by our management team. Management will give top priority to, and provide the financial resources for correcting unsafe conditions and analyzing unsafe work practices. Your ideas and involvement with fulfilling the program goals and objectives are expected.

The primary responsibility for coordinating, implementing, and maintaining the workplace safety program has been assigned to:

Name: _____   Function/Title: _____

Title: _____   Telephone: _____

Senior management will be actively involved with our work force in establishing and maintaining an effective safety program. Our safety coordinator and other members of our management team will participate with us or each department's employee representative in ongoing safety and health program activities in the following manner.

- By promoting both employee and safety committee participation

- By providing safety and health education and training; and

- By reviewing and updating safe work practice expectations

This is intended to reiterate _____ *(company name)* management's commitment to, involvement in, and expectations of providing our employees a safe and healthy workplace. Our workplace safety program will be incorporated as the standard of practice for this organization. Compliance with these safe work expectations is required of all employees as a condition of employment. Our company focus will hold all employees accountable for safety performance equal with quality and production expectations.

(Signed by/Title) _____   Date _____

This is a sample only. Your legal counsel should review your policy prior to distribution.

Worksite Analysis

Common Risk Factors for Workplace Violence

NOTE: The presence of multiple risk factors or a history of workplace violence could indicate the need for a formal program.

- Contact with the public

- Money exchange

- Passengers, goods, or services deliveries

- Working alone or in small numbers

- Working late night or early morning hours

- Working in high-crime areas (NIOSH, 1996)

- The prevalence of handguns and other weapons among patients, their families or friends

- The increasing use of hospitals by police and the criminal justice system for criminal holds and the care of acutely disturbed, violent individuals

- The increasing number of acute and chronic mentally ill patients being released from hospitals without follow-up care (these patients have the right to refuse medicine and can no longer be hospitalized involuntarily unless they pose an immediate threat to themselves or others)

- The availability of drugs or money at hospitals, clinics and pharmacies making them likely robbery targets

- Factors such as the unrestricted movement of the public in clinics and hospitals, and long waits in emergency or clinic areas that lead to client frustration over an inability to obtain needed services promptly;

- The increasing presence of gang members, drug or alcohol abusers, trauma patients or distraught family members;

- Low staffing levels during times of increased activity such as mealtimes, visiting times and when staff are transporting patients;

- Isolated work with clients during examinations or treatment;

- Solo work, often in remote locations with no backup or way to get assistance, such as communication devices or alarm systems (this is particularly true in high-crime settings);

- Lack of staff training in recognizing and managing escalating hostile and assaultive behavior; and

- Poorly lit parking areas.

Hazard Analysis

Review the Record and past incidents in the last 2 - 3 years at each location. The following questions may be helpful in compiling information about past incidents:

- Has your business been robbed during the last 2-3 years? Were robberies attempted? Did injuries occur due to robberies or attempts?

- Have employees been assaulted in altercations with customers?

- Have employees been victimized by other criminal acts at work (including shoplifting that became assaultive)? What kind?

- Have employees been threatened or harassed while on duty? What was the context of those incidents?

- In each of the cases with injuries, how serious were the injuries?

- In each case, was a firearm involved? Was a firearm discharged? Was the threat of a firearm used? Were other weapons used?

- What part of the business was the target of the robbery or other violent incident?

- At what time of day did the robbery or incident occur?

- How many employees were on duty?

- Were the police called to your establishment in response to the incident? (When possible, obtain reports of the police investigation.)

- What tasks were the employees performing at the time of the robbery or incident? What processes and procedures may have put employees at risk of assault? Similarly, were there factors that may have facilitated an outcome without injury or harm?

- Were preventive measures already in place and used correctly?

- What were the actions of the victim during the incident? Did these actions affect the outcome of the incident in any way?

- Are either the products or parts in the manufacturing process in demand on the black market?

Screening Surveys

One important screening tool is an employee questionnaire or survey to get employees' ideas on the potential for violent incidents and to identify or confirm the need for improved security measures. Detailed baseline screening surveys can help pinpoint tasks that put employees at risk. Periodic surveys conducted at least annually or whenever operations change or incidents of workplace violence occur will help identify new or previously unnoticed risk factors and deficiencies or failures in work practices, procedures, or controls. In addition, surveys help assess effects of change in work processes. The periodic review process should include feedback and follow-up.

Independent reviewers such as safety and health professionals, law enforcement, security specialists, and insurance safety auditors may offer advice to strengthen programs. These experts can provide fresh perspectives to improve a violence prevention program.

Workplace Security Analysis

Identify hazards, conditions, operations, and situations that could lead to violence. The initial analysis should include a walkthrough survey that will provide data for risk identification and developing a comprehensive workplace violence prevention program. The analysis process includes the following:

- Analyze incidents, including the characteristics of assailants and victims. Give an account of what happened before and during the incident, and note relevant details of the situation and its outcome.

- Identify any apparent trends in injuries or incidents relating to a particular worksite, job title, activity, or time of day or week. The team or coordinator should identify specific tasks that may be associated with increased risk.

- Identify factors that may make the risk of violence more likely, such as physical features of the building and environment, lighting deficiencies, lack of telephones and other communication devices, areas of unsecured access, and areas with known security problems.

- Evaluate the effectiveness of existing security measures. Assess whether those control measures are being properly used and whether employees have been adequately trained in their use.

Hazard Prevention and Controls

Locations that are most attractive to robbers/vandals have large amounts of cash on hand, an obstructed view of counters, poor outdoor lighting, and easy escape routes. Subsequent studies have confirmed that robbers do not choose targets randomly but, instead, consider environmental factors. The following are some prevention techniques that businesses can implement to help prevent workplace violence. These techniques can include, but are not limited to the following.

Pre-employment screening

The best way to prevent workplace violence is not to hire potentially violent people. Employers that use effective hiring practices often reduce the likelihood of hiring people who are more prone to exhibiting violent behavior. Some of the more effective screening practices are written job applications, interviews, reference checks, police/criminal background checks, and post-offer drug tests.

Emergency Response Plan

Workplace violence risk reduction plans should include well-defined emergency response procedures for non-traumatic threats and acts, as well as traumatic events. A relationship with outside support services (police, fire, ambulance, hazardous materials, etc.) should be developed and maintained. Give specific attention to reporting and investigation procedures, counseling, and terminating difficult employees. Other important components include procedures to avoid further trauma, trauma response, media relations, and critical incident stress debriefing.

Engineering Controls and Workplace Adaptation

Engineering controls remove the hazard from the workplace or create a barrier between the worker and the hazard. The following physical changes in the workplace can help reduce violence-related risks or hazards.

- Improve visibility, as visibility is important in preventing robberies in two respects. First, employees are able see their surroundings, and second, persons outside the store, including police on patrol, can see into the store. Employees in the store should have an unobstructed view of the street. Signs located in windows should be either low or high to allow good visibility into the store. The customer service and cash register areas should be visible from outside the establishment. Shelves should be low enough to assure good visibility throughout the store. Convex mirrors, two-way mirrors, and an elevated vantage point can give employees a more complete view of their surroundings.

- Maintain adequate lighting inside and outside the establishment to make the store less appealing to potential robbers by making detection more likely. The parking area and approach to the store should be well lit during nighttime hours of operation. Exterior illumination may need to be upgraded to allow employees the ability to see what is occurring outside the store. Fences and other structures can be used to direct the flow of customer traffic to areas of greater visibility.

- Use drop safes to limit the availability of cash to robbers. Employers using drop safes can post signs stating that the amount of cash on hand is limited.

- Install video surveillance equipment and closed circuit TV (CCTV) to deter robberies by increasing the risk of identification. This may include interactive video equipment. The CCTV video recorder should be secure and out of sight. Posting signs that surveillance equipment is in use and placing the equipment near the cash register may increase the effectiveness of the deterrence.

- Put height markers on exit doors to help witnesses provide complete descriptions of assailants.

- Use door detectors to alert employees when persons enter the store.

- Control access to the store with door buzzers.

- Use silent and personal alarms to notify police or management in the event of a problem. To avoid angering a robber, however, an employee may need to wait until the assailant has left before triggering an alarm.

- Install physical barriers such as bullet-resistant enclosures with pass-through windows between customers and employees. This can help protect employees from assaults and weapons in locations with a history of robberies or assaults.

- Assess any plans for new construction or physical changes to the facility or workplace to eliminate or reduce security hazards.

- Install and regularly maintain alarm systems and other security devices, panic buttons, hand-held alarms or noise devices, cellular phones, and private channel radios where risk is apparent or may be anticipated.

- Ensure there is a reliable response when an alarm is triggered.

- Provide metal detectors where appropriate, according to the recommendations of security consultants.

- Use a closed-circuit video recording for high-risk areas on a 24-hour basis. Public safety is a greater concern than privacy in these situations.

- Place curved mirrors at hallway intersections or concealed areas.

- Provide employee "safe rooms" for use during emergencies.

- Provide comfortable client or patient waiting rooms designed to minimize stress.

- Arrange furniture to prevent employees from becoming trapped.

- Use minimal furniture in interview rooms or crisis treatment areas, ensure furniture is lightweight, without sharp corners or edges, and affixed to the floor, if possible. Limit the number of pictures, vases, ashtrays or other items that can be used as weapons.

- Provide lockable and secure bathrooms for staff employees separate from customer facilities.

- Lock all unused doors to limit access, in accordance with local fire codes.

- Keep automobiles well maintained if they are used in the field.

- Lock automobiles at all times.

- Provide exterior video surveillance of doors to parking areas, dumpsters, etc.

- Provide video surveillance on enclosed areas.

Administrative and Work Practice Controls

Administrative and work practice controls affect the way employees perform jobs or specific tasks. Administrative controls are effective only if they are followed and used properly. Regular monitoring helps ensure that employees continue to use proper work practices. Giving periodic, constructive feedback to employees helps to ensure that they understand these procedures and their importance.

The following examples illustrate work practices and administrative procedures that can help prevent workplace violence incidents.

- Integrate violence prevention activities into daily procedures, such as checking lighting, locks, and security cameras, to help maintain worksite readiness.

- Keep a minimal amount of cash in each register, especially during evening and late-night hours of operation. In some businesses, transactions with large bills can be prohibited. In situations where this is not practical because of frequent transactions, cash levels should be as low as is practical. Employees should not carry business receipts on their person unless it is necessary.

- Adopt proper emergency procedures for employees to use in case of a robbery or security breach.

- Establish communication systems in the event of emergencies. Employees should have access to working telephones in each work area. Emergency telephone numbers should be posted by the phones.

- Adopt procedures for the correct use of physical barriers, such as enclosures and pass-through windows.

- Increase staffing levels at night at stores with a history of robbery or assaults and those located in high-crime areas. It is important that clerks be clearly visible to patrons.

- Schedule at least two employees for opening and closing hours.

- Keep rear doors closed and locked when not in use. Keep delivery doors locked until the delivery person identifies himself or herself. Take care not to block emergency exits. Doors must open from the inside without a key to allow persons to exit in case of fire or other emergency.

- Establish rules to ensure that employees can walk to garbage areas and outdoor freezers or refrigerators without increasing their risk of assault. Eliminate potential hiding places for assailants near these areas. In some locations, taking trash out or going to outside freezers during daylight may be safer than doing so at night.

- Keep doors locked before business officially opens and after closing time. Establish procedures to assure employee security for those who open and close the business and when staffing levels may be low.

- Limit or restrict areas of customer access, reduce the hours of operation, or close portions of the store to limit risk.

- Adopt safety procedures and policies for off-site work, such as deliveries.

- State clearly to patients, clients and employees that violence is not permitted or tolerated.

- Establish liaison with local police and report all incidents of violence.

- Provide police with the physical layout of facilities to expedite investigations.

- Require employees to report all assaults or threats to a supervisor or manager (for example, through a confidential interview). Keep logbooks and reports of such incidents to help determine any necessary actions to prevent recurrences.

- Advise employees of company procedures for requesting police assistance or filing charges when assaulted and help them do so, if necessary.

- Provide management support during emergencies. Respond promptly to all complaints.

- Set up a trained response team to respond to emergencies.

- Use properly trained security officers to deal with aggressive behavior. Follow written security procedures.

- Provide sensitive and timely information to people waiting in line or in waiting rooms. Adopt measures to decrease waiting time.

- Institute a sign-in procedure with passes for visitors, especially in a newborn nursery or pediatric department. Enforce visitor hours and procedures.

- Establish policies and procedures for secured areas and emergency evacuations.

- Discourage employees from wearing necklaces or chains to help prevent possible strangulation in confrontational situations.

- Urge community workers to carry only required identification and money.

- Provide staff with identification badges, preferably without last names, to verify employment.

- Provide staff members with security escorts to parking areas in evening or late hours. Ensure that parking areas are highly visible, well lit, and safely accessible to the building.

- Use the "buddy system," when personal safety may be threatened.

- Encourage home health care providers, social service workers, and others to avoid threatening situations.

- Advise staff to exercise caution in elevators, stairwells, and unfamiliar residences; leave the premises immediately if there is a hazardous situation; request police escort if needed.

Employee Assistance Program (EAP)

An EAP can be an excellent resource for helping employees and their families cope with a variety of issues. Some of the more common issues that EAPs specialize in include domestic abuse, drug and alcohol abuse, stress, and credit problems.

Violence Prevention Team

In medium to large companies, the Crisis Management/Threat Assessment team approach is a proven critical element in the workplace protection plan. The team should be comprised of representatives from functional areas of the company who work together to ensure that the workplace violence prevention plan is properly implemented and supported.

The crisis management team may perform the following functions:

- Receives incident reports

- Makes the initial situational assessment

- Involves threat assessment professionals as needed

- Directs the workplace violence prevention initiative

- Administers, communicates, and maintains the workplace violence prevention policy

Team members should have the knowledge to coach managers and supervisors who are confronted with potentially violent situations, including safely handling difficult consultations, downsizing, and dangerous terminations.

In smaller companies, situational assessment and coaching is often done by key individuals tasked with general or departmental management. In all cases, it is important to have a clear understanding of what constitutes violence at the earliest and lowest levels of risk in order to facilitate early intervention.

Violent Warning Signs Checklist

This checklist can help you evaluate an individual in question. One or two signs alone do not necessarily classify the person as being violent. Individuals exhibiting multiple warning signs should be monitored closely.

- Never in a good mood and always feels as if he/she is a victim of his/her surroundings.

- Very controlling and is often obsessed with one or more co-workers.

- Has noted sexual problems, including a history of sexual harassment of co-workers.

- Difficult to work with in group-settings and usually prefers to work alone.

- Very difficult to joke around with and very rarely laughs.

- Has a criminal record or a record of drug and/or alcohol abuse.

- Owns a firearm and/or has a fascination with weapons.

- Believes in conspiracy theories and hates the government.

- Recent decline in his/her job performance.

- Spends large amounts of time away from his/her desk.

- Make others around him/her uncomfortable.

- Approves of violence such as spousal abuse, shooting sprees, fights, etc. and says that victims of such violent acts deserve what they get.

- Recently gone through a traumatic experience, such as a divorce or loss of employment.

- Takes little or no initiative at work.

- Seems withdrawn and disinterested at work.

- Periodically complains about things.

- Usually blames failures on co-workers.

- Becomes defensive when confronted with problems.

- Suffers from recent physiological and psychological changes, such as fluctuations in body weight, loss of sleep, depression, or suicidal tendencies.

- Complains when asked to do something beyond what is written in his/her job description.

- Has a history of high absenteeism from work.

- Very rarely meets deadlines at work.

Conflict Resolution Techniques

Following are techniques that supervisors and employees often use to resolve conflicts that arise in the workplace.

- Observe the employee's body language — clenched teeth, perspiration, shallow breathing, red face, or pale with rage.

- Do not engage the person in front of a crowd. You do not want to embarrass him/her. Get the person away, but not necessarily in a one-on-one encounter.

- Breathe deeply, count to 10.

- Be calm and show confidence. This will tend to undermine any aggressive behavior.

- Never verbally attack the person but work directly to solve the problem.

- Keep your emotions under control at all times. When emotions are high, communication is low so never allow yourself to reach the boiling point. Do not lose your temper or make sudden, aggressive gestures.

- Consider the other person's point of view first. Are there common themes that can lead to a solution? Try to start with something positive. Do not assume that your position is the right one.

- When the person says something you agree with say, "I agree with you on that point" or something comparable. Agree to disagree.

- Even if you do not agree with what the other person is saying, never tell them that you think they are wrong.

- Be honest with the person. If you do not understand something, do not be afraid to say, "I don't know." When necessary, ask for more information.

- Avoid using vague language. Use language that is clear and concise.

- Always listen carefully to what the other person is saying. Paraphrase what you think they are saying to make sure you understand exactly what the problem is.

- Identify points of common interest. Compromise with the person when possible, and never make demands.

- If you reach an impasse, ask a question such as, "What do you think the best solution to this problem is?"

- Never accuse the other person of anything and avoid using sarcasm or hostility toward the person.

- If confronted with a person who insists on blaming or being defensive, do not blame or become defensive yourself. Offer to find someone else to help. If necessary, walk away.

- If the situation escalates out of control, immediately evacuate the premises and contact the local police.

Tips for Dealing with Violent Situations

Following are examples that supervisors can consider when questioning an employee about violent acts committed.

Do	Do Not
Be very interested in what the person has to say and let the person speak his or her mind.	Reject all of the person's demands from the start.
Remain relaxed and project a state of calmness. Position yourself at a right angle to the individual.	Use styles of communication that will turn the person off, such as brush-offs, coldness, or giving the person the run-around.
Practice empathic listening and show that you care about what the person is saying.	Stand in positions that are challenging to the person, such as crossing of arms or hands on hips. Avoid physical contact, finger-pointing, or long periods of sustained eye contact.
If unreasonable behavior persists, establish ground rules. Calmly describe the consequences of violent behavior.	Make sudden movements that might seem threatening. Notice the tone, volume, and rate of your speech.
Use delaying tactics that will give the person time to calm down. An example is offering the person a glass of water in a disposable cup.	Challenge, threaten, or dare the person. Never make the person feel foolish.
Accept criticism in a positive way and when the person is correct, acknowledge him or her by saying "You are probably right." If the criticism is unwarranted, ask clarifying questions.	Attempt to bargain with a threatening person. Never make false statements or promises that you cannot keep.
Do not allow yourself to be blocked in by the person. Make sure you have a clear path to the exit.	Try to make the situation seem less serious than it is. Obviously, the person thinks it is serious, so treat it as such.

Safety and Health Training

Supervisor and Employee training

It is essential to communicate to all employees a clear understanding of what the early indicators of potential violence look and sound like, and what is considered inappropriate behavior in the workplace. Defining and communicating that inappropriate behaviors are unacceptable and will not be tolerated is an important step in the risk reduction process. Action must then be taken when inappropriate or threatening behaviors occur. Taking action, will show that the behaviors are not condoned, reduce the uneasiness and fear of co-workers, and begin the intervention process.

The ability to take action depends on knowing that the problem or threat exists. Sometimes, in the aftermath of an undeniably violent event, comments by interviewed employees indicate prior awareness of a problem but failure to report it to management. Experts in the field of violence suggest that as many as 43 percent of those who are threatened and 24 percent of those who are attacked in the workplace do not report the incident. Reasons for not reporting include not wanting to get involved, worrying about causing someone to lose their job, denial, and fear of becoming the perpetrator's target of retaliation.

Training both employees and supervisors assures that they understand the company's Violence Prevention Program. Some of the more relevant topics on which to train employees and supervisors include:

- The extent of workplace violence.
- The company policy and disciplinary actions for violating this policy.
- Warning signs of potentially violent people.
- Reporting procedures.

Employees need to be instructed on the specific hazards associated with their job and worksite to help them minimize the risk of assault and injury. Such training would include information on potential hazards and the methods to control those hazards. Topics may include the following:

- An overview of the potential risk of assault.
- Operational procedures, such as cash handling rules that are designed to reduce risk.
- Proper use of security measures and engineering controls that have been adopted in the workplace.

- Behavioral strategies to defuse tense situations and reduce the likelihood of a violent outcome, such as techniques of conflict resolution and aggression management.
- Specific instructions on how to respond to a robbery or shoplifting, such as turning money or valuables over without resistance.
- Emergency action procedures to be followed in the event of a robbery or violent incident.

The training should cover topics such as:

- The workplace violence prevention policy.
- Risk factors that cause or contribute to assaults.
- Early recognition of escalating behavior or recognition of warning signs or situations that may lead to assaults.
- Ways to prevent or diffuse volatile situations or aggressive behavior, manage anger, and appropriately use medications as chemical restraints.
- A standard response action plan for violent situations, including the availability of assistance, response to alarm systems, and communication procedures.
- Ways to deal with hostile relatives and visitors.
- Progressive behavior control methods and safe methods to apply restraints.
- The location and operation of safety devices, such as alarm systems, along with the required maintenance schedules and procedures.
- Ways to protect oneself and coworkers, including use of the "buddy system."
- Policies and procedures for reporting and recordkeeping.
- Information on multicultural diversity to increase staff sensitivity to racial and ethnic issues and differences.
- Policies and procedures for obtaining medical care, counseling, workers compensation, or legal assistance after a violent episode or injury.

Consider confidential anti-bullying surveys and annual anti-bullying training.

Training should be conducted by individuals who have demonstrated a knowledge in the subject. Training should also be presented in a language appropriate for the individuals being trained. Oral quizzes or written tests can ensure that the employees have actually understood the training they received. An employee's understanding also can be verified by observing the employee at work.

The need to repeat training varies with the circumstances. Retraining should be considered for employees who violate or forget safety measures. Similarly, employees who are transferred to new job assignments or locations may need training even though they may already have received some training in their former position. Establishments with high rates of employee turnover may need to provide training more frequently.

Employee Safety during a Robbery

Once a robbery is in progress, little can be done to control the situation. Avoiding physical harm to employees is the most important concern. Training employees how to conduct themselves during a robbery can minimize the potential for violence. The following key points should be emphasized:

- **Remain calm.** Try to keep the robber from becoming more nervous than he already is. Handle the situation as if you were making a sale to a customer.
- **Obey orders.** Let the robber know that you intend to follow his instructions. Give him all the cash and merchandise he wants.
- **Avoid surprises.** Let the robber know what to expect. Tell him if you must reach for something or move in any way. Let him know if someone is expected to come in or is in the back room.
- **Do not resist and do not argue.** Do not attempt to fight or give chase — it is not worth the risk. Do not try to use a weapon, as this will invite violence.
- **Keep it brief.** The less time a robbery takes the less chance for violence.
- **Pay attention.** Observe what the robber looks like. What are they wearing? What is the approximate height? Are there any distinguishing features? Remember what they say and do. If/when it is safe to do so, check the color, make, year, and license number of the robber's vehicle.

- **Call the police.** Keep emergency numbers near the telephone. Call the police as soon as it is safe to do so. Stay on the phone. Supply all pertinent information. Discontinue business operations until the police arrive. Do not disturb evidence.

Safety and Health Recordkeeping

The purpose of recordkeeping is to store information concerning incidents of workplace violence. Some records that may be required include:

- OSHA log
- Employer's First Report of Injury or Illness
- Employee training records
- Accident investigations
- Vehicle and equipment maintenance records
- Facilities inspection

Records Employers Should Keep

Recordkeeping is essential to the program's success. Good records help employers determine the severity of the problem, evaluate methods of hazard control, and identify training needs. Records can be especially useful to large organizations and for members of a business group or trade association who "pool" data. Records of injuries, illnesses, accidents, assaults, hazards, corrective actions, patient histories, and training can help identify problems and solutions for an effective program.

Important Records

- **OSHA Log of Work-Related Injury and Illness (OSHA Form 300).** Employers who are required to keep this log must record any new work-related injury that results in death, days away from work, days of restriction or job transfer, medical treatment beyond first aid, loss of consciousness, or a significant injury diagnosed by a licensed health care professional. Injuries caused by assaults must be entered on the log if they meet the recording criteria. All employers must report a fatality or an incident that results in the hospitalization of three or more employees within 24 hours.
- **Medical reports of work injury** and supervisors' reports for each recorded assault. These records should describe the type of assault, such as an unprovoked sudden attack or patient-to-patient altercation; who was assaulted; and all other circumstances of the incident. The records should include a description of the environment or location, potential or actual cost, and lost work time that resulted and the nature of injuries sustained. These medical records are confidential documents and should be kept in a locked location under the direct responsibility of a health care professional.
- **Records of incidents of abuse, verbal attacks or aggressive behavior** that may be threatening, such as pushing or shouting and acts of aggression toward other clients. This may be kept as part of an assaultive incident report. Ensure that the affected department evaluates these records routinely. (Sample incident report forms provided at the end of this document.)
- **Information on patients with a history of past violence**, drug abuse, or criminal activity recorded on the patient's chart. All staff who care for a potentially aggressive, abusive, or violent client should be aware of the person's background and history. Log the admission of violent patients to help determine potential risks.
- **Documentation of minutes of safety meetings**, records of hazard analyses, and corrective actions recommended and taken.
- **Records of all training programs**, attendees and qualifications of trainers.

Report Claims Promptly

Reporting/Handling Procedures

For the program to be a success, employees and supervisors must know how to report and handle workplace violence incidents. In most cases, workplace violence acts are reported to an employee's supervisor or designated individual.

Legal Issues

Businesses must be aware of many legal issues. Two of the more pertinent legal issues are negligent retention and wrongful discharge.

Promptly report incidents that may involve a claim to your insurance agent/company, especially if an employee is injured. Identify a management representative to receive incident reports and report the claim.

When calling to report a claim, have the following information available:

- Policy number
- Name of your agency
- Name, current address, and telephone number of the injured employee
- Description of the type of injury sustained and if the employee is unable to work due to the injury
- An accurate, detailed description of the accident or loss, including the time, date, and place
- You may also need payroll information for the injured employee if he or she is unable to work, to make sure the employee is promptly compensated for lost wages that may be due.

Elements of a Program Evaluation

Employers should evaluate their safety and security measures regularly and with each incident, to evaluate its success. Responsible parties (including managers, supervisors, and employees) should reevaluate policies and procedures on a regular basis to identify deficiencies and take corrective action.

Management should share workplace violence prevention evaluation reports with all employees. Any changes in the program should be discussed at regular meetings of the safety committee, union representatives, or other employee groups.

All reports should protect employee confidentiality either by presenting only aggregate data or by removing personal identifiers if individual data are used.

Processes involved in performing a program evaluation include:

- Establishing a uniform violence reporting system and regular review of reports.
- Reviewing reports and minutes from staff meetings on safety and security issues.
- Analyzing trends and rates in illnesses, injuries, or fatalities caused by violence relative to initial or "baseline" rates.
- Measuring improvement based on lowering the frequency and severity of workplace violence.
- Keeping up-to-date records of administrative and work practice changes to prevent workplace violence and evaluate how well the program is working.
- Surveying employees before and after making job or worksite changes or installing security measures or new systems to determine their effectiveness.
- Keeping abreast of new strategies available to deal with violence in the health care and social service fields as they develop.
- Periodically surveying employees to learn if they experience hostile situations concerning the medical treatment they are provided.
- Complying with OSHA and State requirements for recording and reporting deaths, injuries, and illnesses.
- Requesting periodic law enforcement or outside consultant review of the worksite for recommendations on improving employee safety.

Steps for Developing a Violence Prevention Program

Modify or delete items as they fit your needs. This material is not all-inclusive and may not address special issues unique to your industry. Be certain that you evaluate additional needs, related regulations, and your commitment to work-place safety. Solicit input from members of your work force, management team, and legal team when developing this program.

- Set up a committee to assess your risk.
- Write company rules of conduct and violence prevention policy.
- Review and update company security.
- Create crisis response plan.
    - Define responsibilities
    - Determine how to report and track incidents
    - Create reporting forms
    - Establish follow-up procedures including an evaluation of the effectiveness of the program
    - Consider Employee Assistance Program (EAP) or compile a list of agencies available to council your employees after an incident
- Train managers and supervisors.
    - Management commitment is key
    - Tell them what you expect, give them tools to do it, hold them accountable
    - Review hiring practices
    - Review termination procedures
    - Outline appropriate response and conflict handling procedures
    - Discuss confidentiality
- Educate employees
    - Discuss reasons workplace violence is an important issue
    - Review rules of conduct and policy
    - Tell them what you expect from them
    - Distribute information on pertinent violence topics
    - Inform them where to go for help

Business Travel Safety

While it is not ordinarily thought of as the workplace, the criminal assault of traveling employees is indeed workplace violence. The motive for criminals is most commonly money and easily liquidated property (i.e., credit cards, travelers' checks, jewelry, computers, cell phones, a vehicle, etc.). To get these things, the perpetrator generally threatens physical harm.

- Minimize the perception of gain by concealing valuables, and maximize the perception of risk by appearing alert.
- Make timely, rational decisions regarding security.
- Do not appear inattentive, preoccupied, lost, confused, tired, or affected by language barriers.
- Do not be influenced by drugs or alcohol.

Hotel Safety

Employees should not let their guard down once they reach the hotel. When checking in:

- Always make reservations ahead of time and secure them with a credit card.
- Register with your business address rather than your home address.
- Advise the front desk never to release your room number. Request a key that does not display your room number.

- Request a room:
  - On the second floor and no higher than on the seventh floor. You do not want a room with easy access to a window from the street or roof.
  - In or near the main building if the hotel has more than one building.
  - Facing inward towards other rooms or toward the lobby.
  - Away from stairwells, elevators, ice machines, vending machines, basements, or garbage/refuse rooms.
  - Near a fire exit.
  - Request a bell person show you to your room. Ask him or her to point out safety features and check to ensure the room is empty.
  - Do not let strangers carry your luggage to your room.
  - Do not be afraid to ask for another room if you feel unsafe.

General Hotel Safety Tips

- Do not park in a space with your room number on it, if possible.
- Be aware of loiterers when moving valuables from your car to your room.
- Do not enter your room if someone is watching you or loitering nearby. Walk confidently by such people but not into a dead end. Go where there are other people. If not possible, quickly enter your room and report your observations to the front desk.
- Always use the deadbolt, chain lock, and any other locking devices provided.
- Store valuables (i.e., passport, airline tickets, large sums of money, jewelry, etc.) in a safety deposit box at the front desk and get a receipt. Use a room safe to store items of moderate value.
- Do not carry large amounts of cash. If you do, do not flash it around or count it in public. Always put money and credit cards away before leaving the front desk or counter.
- Do not enter an elevator if occupied by someone you consider suspicious.
- Once in the elevator, always stand next to the elevator controls. Get off the elevator if someone gets on who makes you feel uneasy.
- Memorize your room number and the name of the hotel.
- Do not reveal your room number or travel plans in a crowded area where you could be overheard.
- Report missing keys immediately and move to a different room.
- Always have keys out and ready when walking to your room or car.
- If you get unwanted, harassing, or threatening phone calls, hang up and report them to the front desk.
- Do not answer the door without verifying the person's identity. Use the peek hole. If they claim to be an employee (room service, housekeeping), call the front desk to confirm they are supposed to have access to your room and inquire about the purpose of their visit.
- Completely close the curtains, especially in the evening or if you will be away from the room for some time.
- Hang the "Do Not Disturb" sign on the outside doorknob when you exit your room. Leave a light and radio on.
- Do not leave magazines or other items around the room, pool, or lobby that have your home address on them.
- Ask the front desk staff for the safest areas for jogging, walking, shopping, etc. Use the facilities at the hotel or a local gym, rather than walking/running through unfamiliar surroundings.
- If possible, travel with another person or in a group.

Incident Report

(Use this as a guide to help create your own incident form. Consult with legal counsel prior to distribution.)

Incident #: _____

Date/Time: _____

Address:

_____

Facility telephone number: _____

Person Reporting and Title: _____

Date and Time of Incident: _____

Type of Incident

Death**		Beer run	
Shooting**		Beer run w/ injury**	
Robbery**		Theft	
Robbery w/ injury**		Vandalism	
Assault**		Embezzlement	
Sexual assault**		Other	

** Employee, Customer, Other

Amount of Loss (enter dollar amount)	Currency/Merchandise
Weapon Used: (circle response)	Handgun. Other firearm. Other weapon. Physical force.
Number of employees present at time of incident	Yes/No
Is incident captured on CCTV?	Yes/No
Was video tape released to police?	Yes/No

Describe Suspects and Incident

Suspect 1
Suspect 2
Suspect 3
Describe incident:

Was news media at location?	Yes/No/Unknown
Was police report made?	Yes/No
Name of police agency	
Officer handling	
Report number	
Name of person notified	

Suspect Description Form

(Use this as a guide to help create your own suspect description form. Consult with legal counsel prior to distribution.)

Physical Characteristics   **Clothing**

Male/Female	White/Black/Other	Age	Hat color/type
Height	Glasses type	Left/right handed	Coat
Weight	Tattoos	Facial hair	Shirt
Hair color/style	Scars/marks	Accent	Pants
Eyes	Complexion	Weapon	Shoes

Weapon *(Source: www.novictims.wordpress.com)*

Circle the closest weapon type used		
		Other weapons

Additional Information

What suspect said:			
Type of vehicle (license number, make, color)			
Police notified.	Yes/No		
Police badge number.			
Case number.			
Supervisor notified.	Yes/No		
Region/Division notified.	Yes/No	Person notified:	
Medical attention required.	Yes/No		
Witness 1 name:	Address:	Phone:	
Witness 2 name:	Address:	Phone:	
Print name of cashier/attendant on duty:			
Signature:		Date of report:	

Workplace Violence Exposure Survey

Corporate Name _____

Location Address _____   Evaluation Date _____

Evaluator Name _____   Phone/email _____

| Yes | | No | Establish the presence or absence of the risk factors indicated below and record the appropriate information. |
A	B		
	N/A		Night retail, taxicab, healthcare, criminal justice, or social service operation?
			Recent (last three years) incidences of workplace violence on the premises:
	N/A		• Employee to Employee?
	N/A		• Employee to Manager?
	N/A		• Manager to Manager?
	N/A		• Customer-client-resident to employee?
N/A			• Personal acquaintance to employee?
			Recent (last three years) admissions and settlements by, or convictions against, management for:
	N/A		• Unlawful discrimination against employees?
	N/A		• Sexual harassment of employees?
	N/A		• Wrongful termination or demotion of employees?
	N/A		• Defamation of employees?
	N/A		• Other unfair labor practices against employees?
	N/A		• Unfair labor practices against retirees?
			Absence of workplace violence preventive measures:
N/A			• No security guards on site?
N/A			• No panic buttons for receptionists?
N/A			• No physical barriers to public access beyond reception areas?
N/A			• No employee/visitor pass and identification system?
N/A			• Recent imminent downsizing/layoffs?
N/A			• High percentage of contract/leased workers with no benefits?
			Highly visible management perks:
N/A			• Separate dining areas?
N/A			• Preferential parking?
N/A			• Other (state) _____
N/A			High percentage of stressful but unsatisfying jobs?
N/A			Rotating shifts?
N/A			Absence of visible employee safety program?
N/A			Numerous uncontrolled hazards in the workplace?
N/A			Poorly maintained workplace environment?
			Total the "Yes" and "No" answers

	Yes	No	
A	B		
	N/A		Absence of crisis management teams?
	N/A		Absence of threat response guidelines distributed to employees?
N/A			Absence of EAP (Employee Assistance Program)?
N/A			Absence of Critical Incident Debriefing system?
N/A			Absence of threat-reporting system?
	N/A		A threat-reporting system in place that has recorded threats in the last three years?
N/A			Absence of a threat-incident reading file system?
			Enter subtotals from previous page.
			Total "Yes" and "No" Answers

Probability of Workplace Violence Incidents

Circle the applicable blocks from left to right.

Yes – A	Yes – B	Risk Index
5 or more	11-20	Very High
5 or more	0-10	High
1-4	11-20	High
1-4	0-10	Medium
0	15-20	Medium
0	9-14	Low
0	5-8	Low
0	0-4	Very Low

Risk Index:

Comments:

Security Analysis Checklist

Yes	No	N/A	Environmental Factors
			Do employees exchange money with the public?
			Is the business open during evening or late-night hours?
			Is the site located in a high-crime area?
			Has the site experienced a robbery in the past 3 years?
			Has the site experienced other violent incidents in the past 3 years?
			Has the site experienced threats, harassment, or other abusive behavior in the past 3 years?
Yes	**No**	**N/A**	**Engineering Controls**
			Do employees have access to a telephone with an outside line?
			Are emergency telephone numbers for law enforcement, fire and medical services, and an internal contact person posted adjacent to the phone?
			Is the entrance to the building easily seen from the street and free of heavy shrub growth?
			Is lighting bright in parking and adjacent areas?
			Are all indoor lights working properly?
			Are windows and views outside and inside clear of advertising or other obstructions?
			Is the cash register in plain view of customers and police cruisers to deter robberies?
			Is there a working drop safe or time access safe to minimize cash on hand?
			Are security cameras and mirrors placed in locations that would deter robbers or provide greater security for employees?
			Are there height markers on exit doors to help witnesses provide complete descriptions of assailants?
			Are employees protected by bullet-resistant enclosures in locations with a history of robberies or assaults in a high-crime area?
Yes	**No**	**N/A**	**Administrative/Work Practice Controls**
			Are emergency procedures in place to address robberies and other acts of potential violence?
			Have employees been instructed to report suspicious persons or activities?
			Are employees trained in emergency response procedures for robberies and other crimes that may occur on the premises?
			Are employees trained in conflict resolution and in nonviolent response to threatening situations?
			Is cash control a key element of the establishment's violence and robbery prevention program?
			Does the site have a policy limiting the number of cash registers open during late-night hours?
			Are signs posted notifying the public that limited cash, no drugs, and no other valuables are kept on the premises?
			Do employees work with at least one other person throughout their shift, or are other protective measures utilized when employees are working alone in locations with a history of robberies or assaults in a high-crime area?
			Are procedures in place to assure the safety of employees who open and close the store?

Workplace Violence Quiz

True or False:

1. Workplace violence must involve some type of physical attack.

2. Homicide is now the second leading cause of on-the-job death for men.

3. A person's home life should not be considered when evaluating the company's exposure to workplace violence.

4. Not all types of businesses need to be concerned about workplace violence.

5. There are typically warning signs before an employee commits an act of violence.

6. Young people (age 20-34) are more at risk of violence than their older coworkers are.

7. The best defense against workplace violence is a formalized workplace violence prevention program.

8. Disgruntled employees who commit violent acts at work often have job-performance related problems.

9. Job layoffs and stress are not typical causes of workplace violence.

10. Workplace violence costs American businesses billions of dollars.

Answers on following page.

Workplace Violence Answer Sheet

True or False:

1. Workplace violence must involve some type of physical attack.
   FALSE. In addition to physical acts, the definition of workplace violence includes threats, harassment, verbal abuse, and homicide. Ninety-seven percent of all workplace violence cases range from threats to fistfights.

2. Homicide is now the second leading cause of on-the-job death for men.
   TRUE. Homicide is the leading cause of on-the-job death for women and the second leading cause for men. The number one cause for men is motor vehicle accidents. Most homicides occur during robbery attempts. Even though we hear about homicides in the media, the number of workplace homicides has declined.

3. A person's home life should not be considered when evaluating the company's exposure to workplace violence.
   FALSE. Each year, nearly one million women suffer domestic abuse at the hands of a spouse or disgruntled lover. This abuse often follows women to their jobs. According to a study of battered woman:

   - 75% said they had been harassed by the batterer while at work
   - 56% were late for work at least five times a month
   - 54% reported missing an average of three days per month
   - 44% lost at least one job for reasons directly related to the abuse

4. Not all types of businesses need to be concerned about workplace violence.
   FALSE. Businesses are susceptible to different types of violence based on their industry; but no business is immune. For instance, retail establishments may be prone to violence during a robbery. Health care facilities are exposed to the public and deal with patients who may be upset, hurt, medicated, or intoxicated, frightened, etc. – increasing your risk of violence. In addition, for other businesses, violence among co-workers can erupt. Domestic violence also often makes its way into the workplace.

5. There are typically warning signs before an employee commits an act of violence.
   TRUE. Potentially violent employees often show warning signs before they carry out violent acts. These warning signs commonly include substance abuse, attendance problems, deteriorating job performance, low self-esteem, and anger or frustration. Before actually becoming violent, an employee may act anxious, defensive, or aggressive.

6. Young people (age 20-34) are more at risk to violence than their older co-workers are.
   TRUE. According to the bureau of labor statistics, young people aged 20-34 report 50% of all violent incidents that resulted in injury and lost-time. This group only makes up 34% of the workforce.

7. The best defense against workplace violence is a formalized workplace violence prevention program.
   TRUE. This is why we are here today. Your company is implementing a formal program. By training you on workplace violence, you can help to prevent it from occurring in the future.

8. Disgruntled employees who commit violent acts at work often have job-performance related problems.
   TRUE. Individuals with job performance problems often commit violent acts at work. They often do it to "get even" for something that they perceive as being a "wrong" or an injustice.

9. Job layoffs and stress are not typical causes of workplace violence.
   FALSE. There are many motivating factors for workplace violence. Job layoffs, and more specifically terminations, are major flash points for violence. Personal problems and stress can make work situations difficult to handle and can escalate a situation to violence.

10. Workplace violence costs American businesses billions of dollars.
    TRUE. Violent incidents are estimated to cost American businesses $36 billion annually. These costs include medical and legal expenses, lost productivity, lower employee morale, and a poor company image.