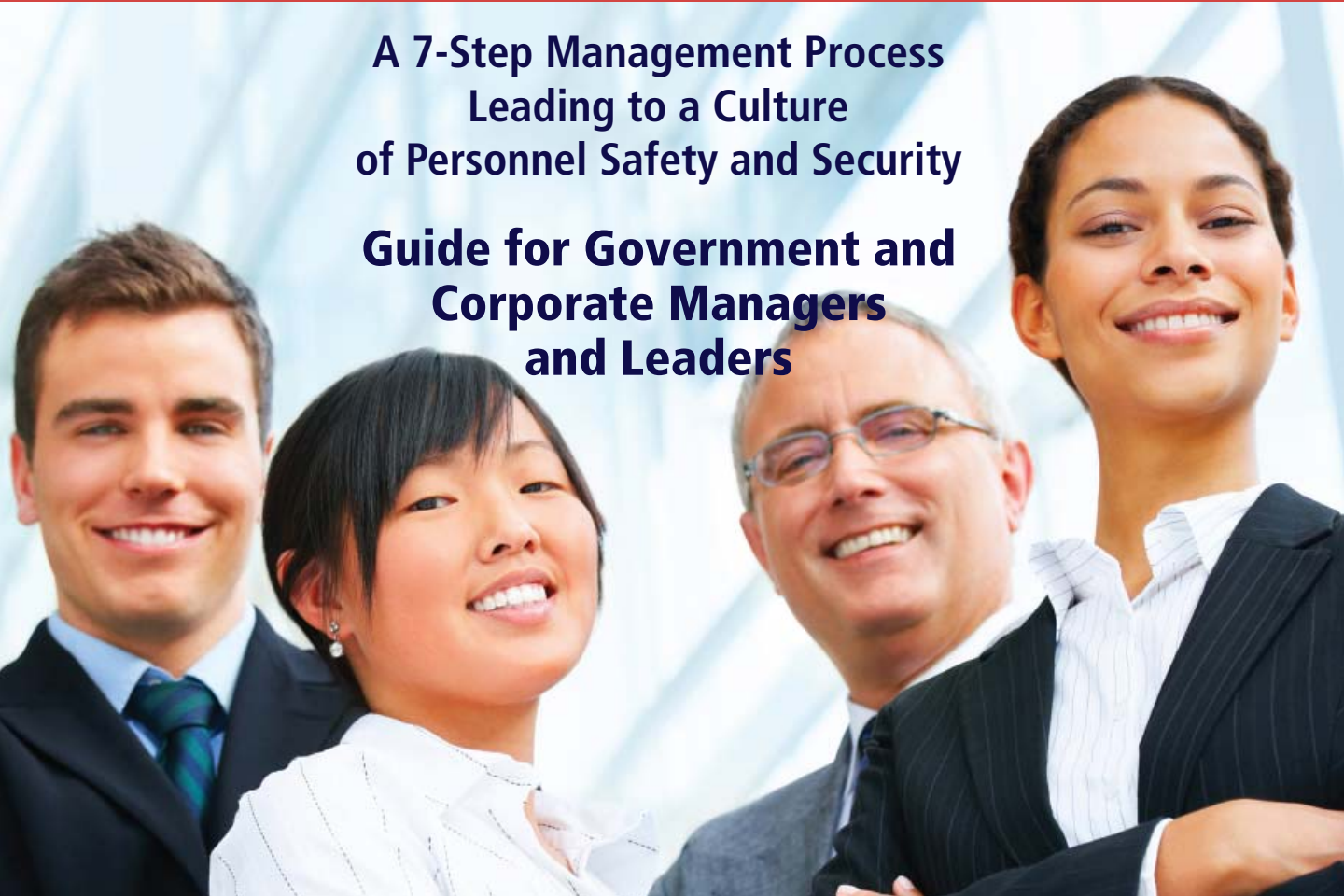


Developing the Positive, Healthy & Safe Workplace

**A 7-Step Management Process
Leading to a Culture
of Personnel Safety and Security**

**Guide for Government and
Corporate Managers
and Leaders**



**Written by
Rita Rizzo & Don Philpott**



Government Training Inc.™

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Guide for Government & Corporate Managers & Leaders

Written by Rita Rizzo & Don Philpott

Published by Government Training Inc.™, 208 pages

There is nothing more destructive to teamwork and personal security than threats, bullying and potential physical violence – whether from inside or from an external source. Good management and good leadership start with a workforce that is secure and safe.

This book is about the most fundamental of human fears – violence.

The author is a nationally recognized expert on all aspects of workplace quality, employee development, leadership and workplace security. Her thought provoking seminars and books have brought practical solutions to the challenges of leadership. In this book, Rita presents a 7-step process for use by management and staff to deal head on with safety and security concerns.

Once you understand the cause and types of workplace violence, you can then develop a plan to interrupt it, mitigate its effects or, ideally, eliminate it completely from the workplace. Effective workplace violence prevention (WVP) programs are essential to identify potential trouble spots and trouble makers, minimize the impact of any outbreaks and ensure all members of staff know what policies are in place to protect and safeguard them.

The book is packed with useful tips, best practices, case studies and checklists that walk you through the process from understanding the violence cycle to implementing an effective WVP program and ensuring that all management and employees are aware of it. There are practical tips on managing conflict – from bullying to domestic violence, dealing with mental health concerns and avoiding negligent hiring. There are sections on improving safety and security for workers in the field and detailed advice on what to do in the event of an outbreak of violence.

There are also sample documents that can be used to create workplace violence policies, report personnel policies and forms. If your organization already has a WVP program in place, you still need to read this book to see how the program can be improved using the many cited best practices and case studies. If your organization doesn't have a workplace violence prevention program this book is an essential read – not just for the managers who will have to implement it but all employees who are concerned about the safety of themselves and their colleagues.

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Rita Rizzo is the Principal of Rizzo & Associates LLC, an Ohio based consulting and training firm. She holds a Masters Degree in Training and Human Resource Management from University of Leicester in Leicester, England and received her undergraduate education in the field of psychology from Capital University in Columbus, Ohio. Rita is a published author and is a Certified Management Consultant (CMC), a prestigious distinction awarded to her by the Institute of Management Consultants in 2002. She is also certified as a conflict mediator, and a recruitment and retention specialist.

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He writes for magazines and newspapers in the United States and Europe and is a contributor to radio and television programs on security and other issues. He is the author of more than 90 books on a wide range of subjects and has had more than 5,000 articles printed in publications around the world. Among his most recent books include *The COTR Handbook*, *How to Manage Teleworkers*, *Small Business Guide to Government Contracting*, *The Integrated Physical Security Handbook* and *The Grant Writer's Handbook* – all published by Government Training Inc.

He is a member of the National Press Club.

Symbols

Throughout this book you will see a number of icons displayed in the margins. The icons are there to help you as you work through the Seven Step process. Each icon acts as an advisory – for instance alerting you to things that you must always do or should never do. The icons used are:



This is something that you must always do



This is something you should never do



Really useful tips



Points to bear in mind



Have you checked off or answered everything on this list?

Introduction

On the night of Thursday, September 9, 2010, Yvonne Hiller, armed with a .357 Magnum, walked into the Kraft food plant in Northeast Philadelphia where she worked and shot dead two coworkers and critically injured a third. She then called 911 and complained of years of alleged harassment by the three.

Before the shooting, the victims had felt so threatened by her behavior that they complained to their supervisor who suspended Hiller and she was escorted off the premises. Within minutes she returned and at gunpoint ordered two unarmed security guards to open the gate to let her in. She found the three victims in a break room with a fourth employee who she let go, and then she opened fire. Hiller later fired a shot at her supervisor and another employee who was following her and talking to the police on his cell phone. Both shots missed. She then barricaded herself in a room and made several phone calls before a SWAT team gained access and arrested her.

The Kraft shooting is just the latest incident of workplace violence which continues to be a major problem in the nation's workplace. Effective workplace violence prevention (WVP) programs are essential to identify potential trouble spots and trouble makers, mitigate the effects of any outbreaks and ensure all members of staff know what policies are in place to protect and safeguard them.

The importance of management commitment to WPV prevention policies and programs cannot be overemphasized. Top management support helps ensure that adequate resources (including staffing) will be applied to the program, that the program will be launched from the top down, and that the effort will likely be accepted throughout the organization and sustained. Worker participation in planning, development, and implementation of programs and strategies is also important. The concept of dynamic commitment (i.e., involving both management and workers) in WPV prevention is a fundamental necessity underlying the allocation of adequate prevention program resources and the development of a violence prevention culture within an organization.

Another important element is the need for collaboration of people from different disciplines, company units or departments, and levels of the organization. The involvement of persons with diverse expertise and experience is especially critical due to the depth and complexity of WPV prevention. Such teamwork is crucial for planning, developing, and implementing programs, as well as serving discrete functions, such as threat assessment teams formed to review and respond to reported physical, verbal, or threatened violence. Some of the key levels, disciplines, and departments include management, union, human resources, safety and health, security, medical/psychology, legal, communications, and worker assistance.

The pre-arranged use of outside expertise and collaboration with local law enforcement and local service providers is also a way for companies to ensure effective programs, particularly in smaller companies with fewer workers, departments, and resources. Proactive planning/collaboration with local law enforcement will be helpful should an incident requiring police response occur.

This book aims to assist you in developing safe and effective WVP programs. In order to do this, you must understand the root causes of workplace violence and the threats that they pose. These threats are not just in terms of personal attacks – whether verbal or physical – but also the cost and damage they can do in economic terms.

Once you understand the cause and types of workplace violence, you can then develop a plan to interrupt it, mitigate its effects or, ideally, eliminate it completely from the workplace.

Learning Objectives

- Enable you to assess your work environment for unsafe conditions through the use of threat assessment guidelines
- Be able to detect 14 warning signs of impending workplace violence
- Know how to spot and counteract safety threats while visiting clients in their homes and neighborhoods
- Recognize signs of escalating situations and respond with a four-step verbal de-escalation process to interrupt the violence cycle

Major Topics

- ▶ The Violence Cycle: Warning Signs of Impending Violence
- ▶ Workplace Bullying Begets Workplace Violence: Is Your Workplace Toxic?
- ▶ When to Refer Employees to Employee Assistance Programs (EAP): Detecting Mental Health Concerns
- ▶ Assessing Your Workplace to Improve Safety and Security
- ▶ What to do Until Help Arrives: Training Staff in Immediate Response Strategies

- ▶ Avoid Negligent Hiring: Screen out High-Risk Individuals
- ▶ Managing Threat with Policy and Response Teams

Take-aways:

- Reference card for handling telephone threats and keeping emergency numbers
- Best practice guidelines for immediate response to an impending threat
- Lessons learned: Ways to address workplace bullying that leads to violence
- A primer to detect mental health disorders and aid in appropriate referrals to EAP
- Sample template to create or revise your workplace violence policy
- Process to create or refine your organization's threat response team(s)
- An action plan checklist to proactively prevent violence in your workplace

Types of Workplace Violence

There are four general categories of workplace violence:

Table 1. Typology of workplace violence

Type	Description
I: Criminal intent	The perpetrator has no legitimate relationship to the business or its employee, and is usually committing a crime in conjunction with the violence. These crimes can include robbery, shoplifting, trespassing, and terrorism. The vast majority of workplace homicides (85 percent) fall into this category.
II: Customer /client	The perpetrator has a legitimate relationship with the business and becomes violent while being served by the business. This category includes customers, clients, patients, students, inmates, and any other group for which the business provides services. It is believed that a large portion of customer/client incidents occur in the health care industry, in settings such as nursing homes or psychiatric facilities; the victims are often patient caregivers. Police officers, prison staff, flight attendants, and teachers are some other examples of workers who may be exposed to this kind of WPV, which accounts for approximately three percent of all workplace homicides.
III: Worker-on-worker	The perpetrator is an employee or past employee of the business who attacks or threatens another employee(s) or past employee(s) in the workplace. Worker-on-worker fatalities account for approximately seven percent of all workplace homicides.
IV: Personal relationship	The perpetrator usually does not have a relationship with the business but has a personal relationship with the intended victim. This category includes victims of domestic violence assaulted or threatened while at work, and accounts for about five percent of all workplace homicides.

Sources: CAL/OSHA 1995; Howard 1996; IPRC 2001.

Which of these relationships are potentially at play in your workplace today? That's right, all four types of violence could occur in your workplace. One might assume that if you work in an office environment that criminal intent might not impact your workplace. This assumption would be incorrect. Office equipment and the information contained on computers are considered quite valuable to identity thieves. Women's purses, expensive coats, and even the food stored in the break room refrigerator can provide temptation for the homeless and hungry.

Customer or client violence occurs when those your company serves become dissatisfied with the company's policies and/or personnel. In some instances the reputation of the firm is enough to evoke a violent response from disgruntled clientele. In this anti-government era it is possible that generalized anger towards certain segments of government is ample justification for some to strike out violently against unpopular agencies.

A recessionary period, such as the one the nation is currently enduring, creates tension throughout society. Fear of job loss, or actual job loss through layoff or termination, is enough to cause depressed or angry individuals to lose control and perpetrate violence against those they formerly depended upon. By the same token, a scarcity of resources also boosts incidence of domestic violence that sometimes spills over into the workplace.

Some recent incidents:

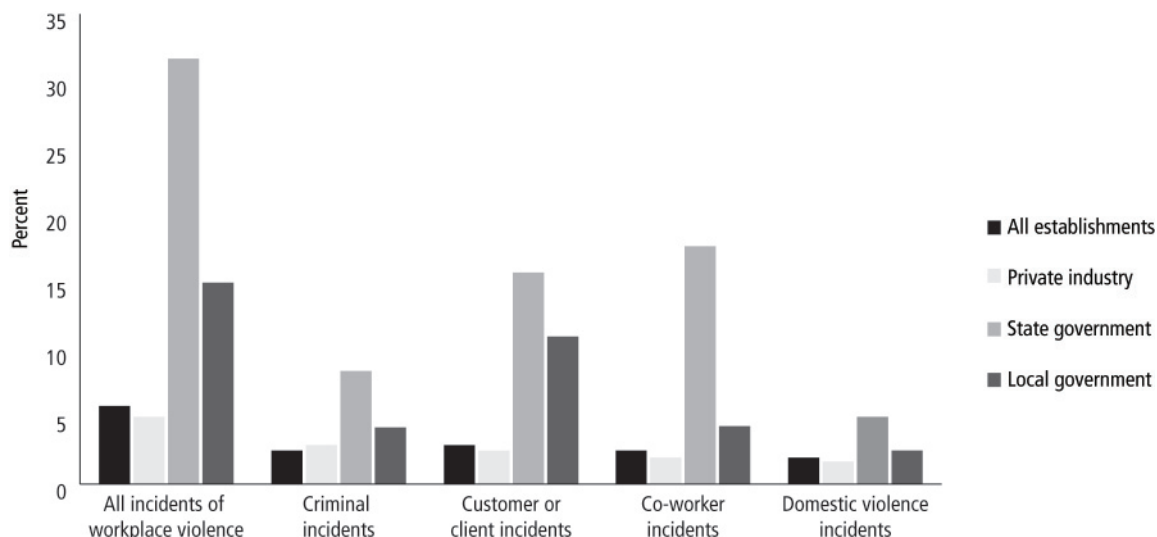
- ▶ On September 8, 2009, a Yale University student's strangled body was found in the university laboratory where she conducted research. A co-worker, Raymond J. Clark III, was later charged with the murder.
- ▶ An engineer who was dismissed for poor performance two years before, allegedly returned to his former workplace in Orlando, FL, the morning of Friday, November 6, 2009, and shot and killed one person while wounding five others, authorities said.
- ▶ The Orlando shooting came a day after an Army psychiatrist went on a shooting rampage that left 13 dead and 27 wounded at the Fort Hood Army post where he worked. The suspected gunman, Major Nidal Malik Hasan, had reportedly opposed his upcoming deployment overseas.
- ▶ On November 10, 2009, at an Oregon drug-testing clinic, a man with a rifle opened fire, killing his estranged wife and injuring two of her co-workers.
- ▶ On February 12, 2010, three people were shot dead, and a fourth was injured when Amy Bishop began shooting in a faculty meeting on the campus of the University of Alabama. Ms Bishop was upset because she was denied tenure.
- ▶ On February 18, 2010, Joseph Stack flew his plane into an Austin, TX, building where the IRS is housed, killing two and injuring 13, two seriously. Mr. Stack left a suicide note in the form of a manifesto, and burned his house down before the plane crash.
- ▶ A man carrying two handguns, and apparently angry over a poor performance evaluation, entered an Ohio State University maintenance building in Columbus, OH, early on March 9, 2010, and opened fire, killing one manager and wounding a second, before turning the gun on himself.

- ▶ On April 19, 2010, a man opened fire outside a Tennessee hospital, killing a woman and himself, after taking a cab to the scene and asking the driver to wait. Two other women were injured in the shooting. The cab driver said the man seemed angry and depressed, but no connection has yet been established between him and the victims, and no motive has been determined.

Some remain unconvinced of the rising threat of workplace violence from the inspection of anecdotal evidence and need to see more credible and concrete data. But, the statistics bear out the fact that workplace violence is on the rise, and is taking its toll in human and monetary costs in both the public and private sectors.

Is Workplace Violence a Significant Threat Today?

Percent of establishments experiencing an incident of workplace violence by type of incident and ownership, United States, 2005



State governments experienced higher percentages of all types of workplace violence than did local governments or private industry. Thirty-two percent of state Government establishments experienced some form of workplace violence in the previous 12 months.

Source: Bureau of Labor Statistics, Survey of Workplace Violence, 2005