

Violence in the Workplace

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Developmental Services Network



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VIOLENCE IN THE WORKPLACE

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What is Violence in the Workplace?

Workplace violence can be any act of physical violence, threats of physical violence, harassment, intimidation, or other threatening, disruptive behavior that occurs at the work site. Workplace violence can affect or involve employees, visitors, contractors, or patients and clients.

A number of different actions in the work environment can trigger or cause workplace violence. It may even be the result of non-work-related situations such as domestic violence or "road rage." Workplace violence can be inflicted by an abusive employee, a manager, supervisor, co-worker, customer, family member, or even a stranger. Whatever the cause or whoever the perpetrator, workplace violence is not to be accepted or tolerated.

However, there is no sure way to predict human behavior and, while there may be warning signs, there is no specific profile of a potentially dangerous individual. The best prevention comes from identifying any problems early and dealing with them.

Any act against an employee that creates a hostile work environment and negatively affects the employee, either physically or psychologically. These acts include all types of physical or verbal assaults, threats, coercion, intimidation and all forms of harassment.

Types of Workplace Violence

- Violence by strangers
- Violence by customers, clients or patients
- Violence by co-workers
- Violence by personal relations

How Prevalent is it/Current Trends & Examples

Every workday, an estimated:

an estimated 16,400 threats are made;
723 workers are attacked, and
43,800 are harassed.

These figures, from a May 1995 study by the Workplace Violence Research Institute, point out the real dangers, dangers employers cannot afford to ignore. Even if employers weren't concerned with the decency factor, they should be concerned about the cost and lost productivity caused by these acts.

The Northwestern Life Insurance Company found that one out of four full-time workers had been harassed, threatened or attacked on the job, leaving the victim angry, fearful, stressed or depressed.

Coworkers accounted for most of the harassment; customers were responsible for additional attacks.

Numbers of Homicides and Assaults in the Workplace

	<u>1999-2003 Average</u>	<u>2003</u>	<u>2004</u>
Assaults and violent acts	898	902	795
Homicides	642	632	551
Shootings	501	487	416
Stabbings	60	58	66
Self-inflicted injuries	217	218	200

Another study, by the American Management Association, found that 50% of the companies surveyed reported experiencing incidents or threats of workplace violence in the last four years. Violence had occurred more than once at 30% of the workplaces surveyed. 25% reported that the incident was by a current employee; 9% reported the problem was caused by a former employee. 42% of companies that experienced an incident began training programs compared to 18% of companies that experienced no incidents. According to 25%, the victim ignored the warning signs.

In a study conducted in 1995, the Workplace Research Institute found that the annual cost to American businesses exceeds \$36 billion. The calculations included the monetary cost of lost productivity, loss of life, injuries, counseling, legal fees, court awards, management time spent dealing with the crises, and other factors resulting in actual cash losses to a business suffering from any type of workplace violence.

It is important to realize these costs do not stem only from cases where a person is killed. The costs of harassment, threats and intimidation, which occur every day, greatly exceed the dollar loss of those cases that involve fatalities.

Other threats in the workplace:

Aside from the danger of violence from workers, former workers and other factors, such as robbery, another growing threat is domestic violence. A 1995 survey of 248 company security directors in 27 states found that domestic violence that spills over into the workplace ranked high on a list of security concerns, and 93% of those surveyed said domestic violence is increasing as a corporate issue.

In the case of domestic violence, often what starts at home is completed at work. Spousal assault at work is common. For employees being stalked, the workplace is the one location where the victim can usually be found; employees can change phone numbers and move, but most can't switch jobs to avoid a stalker.

In the case of domestic violence or stalking, the potential liability exposure to the employer is often greater because the company is usually aware of the conflict between the employee and the person intent on revenge. Once on-notice, the employer should take reasonable precautions to protect the employee and coworkers.

Many people involved in workplace violence prevention are concerned about recent legislation of a different kind. More than 40 states now have laws making it legal to carry a concealed weapon. Usually after a defined licensing and training process, a license is issued, allowing a person to carry a concealed weapon.

The availability of a handgun in or near the workplace dramatically increases the potential for violence. Employers should review the impact of having armed employees on their property and then develop a written policy on weapons. Most companies prohibit firearms on the firm's property, with job loss as the result of violation.

Entrances to company property and buildings must be posted with a message prohibiting guns on the property. The vexing questions facing employers is how to deal with guns kept in a vehicle parked on company property. Prohibition or allowing

weapons in cars creates two separate legal dilemmas, which are best addressed by the company's legal counsel.

Regrettably, the number of incidents of workplace violence continues to make the news headlines. They have expanded into schools, malls and hospitals and touch almost every corner of our society. The cost is staggering and often cannot be accurately estimated, but it certainly is in the billions of dollars. As we wage a global war against terrorism, the stakes have increased significantly, and HR professionals must become *champions* of the effort to ensure that their organizations take the necessary proactive steps to minimize the likelihood of workplace violence.

Workplace Violence Statistics

Statistics for Corporate America

- 68% of senior executives surveyed agreed that their company's financial performance would benefit from addressing the issue of domestic violence among its employees.
- 94% of corporate security directors rank domestic violence as a high security risk.
- 78% of Human Resource Directors identify domestic violence as a substantial employee problem.
- 56% of corporate leaders are personally aware of specific employees who are affected by domestic violence.
- 60% of senior executives said that domestic violence has a harmful effect on their company's productivity.

Domestic Violence in the Workplace

- Homicide is the leading cause of death for women in the workplace.
- Of the approximately 1.7 million incidents of workplace violence that occur in the US every year, 18,700 are committed by an intimate partner: a current or former spouse, lover, partner, or boyfriend/girlfriend.
- Of Battered Workers:

- 96% experience problems at work due to abuse
- 74% are harassed while at work by their abuser
- 56% are late to work
- 28% leave work early
- 54% miss entire days of work

WORKPLACE VIOLENCE IN CALIFORNIA

The circumstances associated with workplace violence in California can be divided into three major types. However, it is important to keep in mind that a particular occupation or workplace may be subject to more than one type.

Type I - In California, the majority of fatal workplace assaults involve a person entering a small late-night retail establishment, e.g., liquor store, gas station or a convenience food store, to commit a robbery. During the commission of the robbery, an worker, or more likely, the proprietor, is killed or injured.

Workers or proprietors who have face-to-face contact and exchange money with the public, who work late at night and into the early morning hours, and who often work alone or in very small numbers are at greatest risk of a Type I event.

While the assailant may feign being a customer as a pretext to enter the establishment, he or she has no legitimate relationship to the workplace.

Retail robberies resulting in workplace assaults usually occur between late night and early morning hours and are most often armed robberies. In addition to workers who are classified as cashiers, many victims of late night retail violence are supervisors or proprietors who are attacked while locking up their establishment for the night or janitors who are assaulted while cleaning the establishment after it is closed.

Other occupations/workplaces may be at risk of a Type I event. For instance, assaults on taxicab drivers also involve a pattern similar to retail robberies. The attack is likely to involve an assailant pretending to be a bona fide passenger during the late night or early morning hours who enters the taxicab to rob the driver of his or her fare receipts. Type I events also involve assaults on security guards. It has been known for sometime that security guards are at risk of assault when protecting valuable property that is the object of an armed robbery.

Type II - A Type II workplace violence event involves an assault or threat by someone who is either the recipient or the object of a service provided by the affected workplace or the victim.

Type II events involve fatal or nonfatal injuries to individuals who provide services to the public. These events chiefly involve assaults on public safety and correctional personnel, municipal bus or railway drivers, health care and social service providers,

teachers, sales personnel, and other public or private service sector workers who provide professional, public safety, administrative or business services to the public.

Law enforcement personnel are at risk of assault from the "object" of public safety services (suspicious persons, detainees, or arrestees) when making arrests, conducting drug raids, responding to calls involving robberies or domestic disputes, serving warrants and eviction notices and investigating suspicious vehicles. Similarly, correctional personnel are at risk of assault while guarding and transporting jail or prison inmates.

Of increasing concern, though, are Type II events involving assaults to the following types of service providers:

- (1) Medical care providers in acute care hospitals, long-term care facilities, outpatient clinics and home health agencies;
- (2) Mental health and psychiatric care providers in inpatient facilities, outpatient clinics, residential sites and home health agencies;
- (3) Alcohol and drug treatment providers;
- (4) Social welfare providers in unemployment offices, welfare eligibility offices, homeless shelters, probation offices and child welfare agencies;
- (5) Teaching, administrative and support staff in schools where students have a history of violent behavior; and
- (6) Other types of service providers, e.g., justice system personnel, customer service representatives and delivery personnel.

Unlike Type I events which often represent irregular occurrences in the life of any particular at-risk establishment, Type II events occur on a daily basis in many service establishments, and therefore represent a more pervasive risk for many service providers.

Type III - A Type III workplace violence event consists of an assault by an individual who has some employment-related involvement with the workplace. A Type III event usually involves a threat of violence, or a physical act of violence resulting in a fatal or nonfatal injury, by a current or former worker, supervisor or manager; a current or former spouse or lover; a relative or friend; or some other person who has a dispute involving an worker of the workplace.

Available data indicates that a Type III event is not associated with a specific type of workplace or occupation. Any workplace can be at risk of a Type III event. However, Type III events account for a much smaller proportion of fatal workplace injuries than

Types I and II. Nevertheless, Type III fatalities often attract significant media attention and are perceived as much more common than they actually are.

Why the Increase?

Economics of Workplace Violence

- The health-related costs of rape, physical assault, stalking, and homicide by intimate partners exceed \$5.8 billion each year.
- Of this total, nearly \$4.1 billion is for victims requiring direct medical and mental health care services.
- Lost productivity and earnings due to intimate partner violence accounts for almost \$1.8 billion each year.
- Intimate partner violence victims lose nearly 8.0 million days of paid work each year - the equivalent of more than 32,000 full-time jobs and nearly 5.6 million days of household productivity.

Preventing Workplace Violence

The good news: Employers with effective grievance, harassment and security programs had lower rates of workplace violence.

A sound prevention plan is the most important and, in the long run, the least costly portion of any workplace violence program. You should have the following programs in place to help prevent workplace violence:

Pre-Employment Screening

Determine, with the assistance of your HR consultant and/or labor attorney which pre-employment screening techniques which should be utilized:

- interview questions,
- criminal background checks
- reference checks, and
- drug testing (if appropriate for the position under consideration and consistent with Federal and state laws)

Security

Maintaining a safe work place is part of any good prevention program. There are a variety of ways to help ensure safety, such as employee photo identification badges, guard services, and individual coded key cards for access to buildings and grounds. Different measures may be appropriate for different locations and work settings.

Awareness/Training

One of the most critical components of any prevention program is training. Training is necessary for employees and supervisors, as well as for the staff in offices that may be involved in responding to an incident of workplace violence.

All employees should know how to recognize and report incidents of violent, intimidating, threatening, and disruptive behavior. All employees should have phone numbers for quick reference during a crisis or an emergency. In addition, workplace violence prevention training for employees should include the following topics:

Agency's workplace violence policy.

Encouragement to report incidents and the procedures to do so.

Ways of preventing or defusing volatile situations or aggressive behavior.

Ways to deal with hostile persons.

Managing anger.

Techniques and skills to resolve conflicts.

Stress management, relaxation techniques, wellness training.

Security procedures, e.g., the location and operation of safety devices such as alarm systems.

Personal security measures.

Programs your business offers that can assist employees in resolving conflicts, e.g., an Employee Assistance Program, ombudspersons, alternative dispute resolution, and mediation.

In addition to the training suggested above for employees, special attention should be paid to general supervisory training. The same approaches that create a healthy, productive workplace can also help prevent potentially violent situations. It is important that supervisory training include basic leadership skills such as setting clear standards, addressing employee problems promptly, and using the probationary period, performance counseling, discipline, and other management tools conscientiously. These interventions can keep difficult situations from turning into major problems. Supervisors do not need to be experts in dealing with violent behavior but need to know which experts to call, and be committed and willing to seek advice and assistance from those experts.

The following are areas that should be included in supervisory training:

Ways to encourage employees to report incidents in which they feel threatened for any reason by anyone inside or outside the organization.

Skills in behaving compassionately and supportively towards employees who report incidents.

Skills in taking disciplinary actions.

Basic skills in handling crisis situations.

Basic emergency procedures, including who to call and what support resources and services are available.

Appropriate screening of pre-employment references.

Basic skills in conflict resolution.

Threat Assessment

Determining the seriousness of a potentially violent or stressful situation and how to best intervene is the basis of a threat assessment. Since it is impossible to know with any certainty whether a threat is going to be carried out, you should always treat threats in a serious manner and act as though the person may carry out the threat.

Your handbook policy on workplace violence will tell you who specifically to contact when you sense a potentially violent situation.

Emergency Plans

Many businesses have emergency plans (also called crisis response plans) that describe procedures to follow during a fire or other emergency. Most, however, do not cover workplace violence emergencies, including bomb threats. These plans should also include violent incidents.

The plan should be specific to the type of facility, building, and the workers it covers, and should describe:

- Procedures for calling for help;
- Procedures for calling for medical assistance;
- Procedures for notifying the proper authorities or whoever is acting in their place, security personnel and the police;
- Emergency escape procedures and routes;
- Safe places to escape inside and outside of the facility;
- Procedures to secure the work area where the incident took place;
- Procedures for accounting for all employees if a facility is evacuated;
- Procedures for identifying personnel who may be called upon to perform medical or rescue duties;
- Training and educating employees in workplace violence issues and the emergency action plan;
- Procedures for regularly evaluating and updating the plan; and
- Procedures for debriefing participants to identify lessons learned.

Legal Consequences

Acts of violence in the workplace can result in a myriad of legal actions in the courts and with governmental agencies. Potential areas of litigation may include the following:

Civil actions for negligent hiring

- Lawsuits for discrimination under Title VII of the Civil Rights Act or the Americans With Disabilities Act (ADA);
- Workers' compensation claims;
- OSHA violation charges;
- Third-party claims for damages;
- Invasion of privacy actions.

Areas to Assess (a Protective Checklist)

Policies

Do you have a specific policy that addresses zero tolerance for workplace violence?

How effective are your employment policies in identifying and screening out potential problem employees?

What is your reference checking policy? Do you conduct references or do you use investigative reference checking services? Do you screen all employees, including contractors, temporaries, interns, co-ops, etc.?

Education and Training

- Have you conducted diversity training on a regular basis?
- Have you educated your employees and management about their roles and responsibilities regarding workplace violence?
- Do you regularly reinforce and measure the results of training?

Environment and Culture

- Do you have written policies regarding the dignity, values and rights of your employees?
- Do you reinforce the policies with role models, action, training and frequent two-way communication?
- Do you measure progress and sustain all programs?

Investigation and Resolution of Employee Complaints and Issues

- How do you ensure upward communication from employees and supervisors of incidents with potential violence consequences?
- Do you immediately conduct a due diligence investigation that includes all parties?
- How do you apply lessons learned from these incidents throughout your organization?
- How often do you audit your workplace – monthly, quarterly, annually?

Effective Problem Resolution: Grievance Handling, Complaint Process

How often do you assess the effectiveness of your problem resolution process?

Do you use outside resources to conduct your audits?

Use of Other Resources to Support Your Culture

- Do you assess stress?
- Do you offer workshops, training or counseling in stress management?
- Do you have a formal employee assistance program (EAP)?
 - If so, Do you use your EAP effectively?

Effective Implementation of Performance Appraisal Processes

- Is your appraisal process effective in identifying problem employees?
- Is performance appraisal data taken and used seriously?
- Are all managers and supervisors thoroughly trained and retrained in effective counseling, coaching and appraisal techniques?
- Are performance standards and expectations clear, jointly developed, documented and regularly monitored? Are regular “post mortems” or audits of the appraisal process conducted?

Security Considerations

- Is security adequate?
- Can security respond quickly to incidents of alarm?
- Are the physical facilities adequate?
- Are controls in place to prevent unlawful breach of personnel or firearms?

Identifying Violence Prone Behavior/Responsibilities

Employees

Be familiar with Department/agency policy regarding workplace violence.

Be responsible for securing their own workplace.

Be responsible for questioning and/or reporting strangers to supervisors.

Be aware of any threats, physical or verbal, and/or any disruptive behavior of any individual and report such to supervisors.

Be familiar with local procedures for dealing with workplace threats and emergencies.

Do not confront individuals who are a threat.

Be familiar with the resources of the Employee Assistance Program.

Take all threats seriously.

Managers & Supervisors

- Inform employees of Department/agency workplace violence policies and procedures
- Ensure that employees know specific procedures for dealing with workplace threats and emergencies, and how to contact police, fire, and other safety and security officials.
- Ensure that employees with special needs are aware of emergency evacuation procedures and have assistance (as necessary) regarding emergency evacuation situations.
- Take all threats seriously.
- Check prospective employees' backgrounds prior to hiring.

Business Owners

- Provide for supervisory training which includes basic leadership skills, such as setting clear standards of conduct and performance, addressing employee problems promptly, and using the introductory period, performance counseling, discipline, alternative dispute resolution, and other management tools conscientiously.
- Provide technical expertise and consultation to help supervisors determine what course of administrative action is most appropriate in specific situations.
- Determine whether sufficient evidence exists to justify taking disciplinary action once the investigation of any misconduct is complete.
- Help supervisors determine proper reasonable accommodation.

Employee Assistance Program

- Provide short-term counseling and referral services to employees at no cost.
- Help in the prevention of workplace violence through:

- Training employees in dealing with angry co-workers and customers, conflict resolution, and communication skills.
- Training supervisors to deal with problems as soon as they surface without diagnosing the employee's problem.
- Consultation with supervisors to identify specific problem areas, develop action plans to resolve problems in the early stages, and encourage employees to contact the EAP for individual counseling.
- Consultation with incident response teams when a potential for violence exists or an actual incident is reported.
- Participation on critical incident stress debriefings teams in the event of a violent situation.

Risk Factors – Health Care & Social Service Workers

- Prevalence of handguns and other weapons among patients, their families, or friends
- Increasing use of hospitals by the criminal justice system for criminal holds and the care of acutely disturbed, violent individuals
- Increasing number of acute and chronically mentally ill patients being released from hospitals without follow-up care, who now have the right to refuse medicine and who can no longer be hospitalized involuntarily unless they pose a threat to themselves or others
- Availability of drugs and money at hospitals, clinics and pharmacies, making them likely robbery targets
- Unrestricted movement of the public in clinics and hospitals
- Presence of gang members, drug/alcohol abusers, trauma patients, distraught family members
- Low staffing levels during times of increased activity such as meal and visiting times, transporting of patients
- Isolated work with clients during exams or treatment
- Solo work, often in remote locations, high crime settings with no back-up or means of obtaining assistance such as communication devices or alarm systems
- Lack of training in recognizing and managing escalating hostile and aggressive behavior
- Poorly-lighted parking areas

CHECKLIST

After several recent high-profile incidents of workplace and campus violence, many employers are looking at ways they can make their facilities safer. In addition, new laws allowing leave for victims of domestic violence will have an impact on the workplace; therefore employers must have a thorough understanding of their responsibilities and employees' rights.

There are several steps employers can take to protect workers and make their working environment a healthy and safe one.

- Train managers and supervisors on the early warning signs of potential violence, what the policy is, and how to address those warning signs.
- Implement a comprehensive workplace violence prevention program that includes a policy setting the framework and guidelines for dealing with workplace violence.
- Communicate with employees that the company wants to know when there are threats or incidents and that it is serious about handling those problems.
- Periodic risk assessments should be part of the prevention policy to determine what and where your company's vulnerabilities are – both inside and outside of the workplace. Tie assessments to safety audits to identify problems early.
- Implement access control on a regular basis. It can take various forms, including sign-in sheets and a camera system.
- Make it clear there is a reason for security procedures and that precautions extend to even persons familiar to the employer, such as an employee's family members or friends.
- Identify to all employees the "go to" point person or office for communicating any potential workplace violence threat or concern.

Summary

Investigate your readiness to cope with workplace violence by reviewing the following:

- Selection: Plan for and ensure that time and effort are devoted to a quality pre-hire and introductory period and screening process. Provide due diligence in reference checking.
- Appraisal process: Continuously review the effectiveness of your goal-setting and review process to provide for clarity, fairness and responsiveness to issues. The first warning signs of trouble usually surface through this source.
- Definitive supportive policies: Institute and continuously update necessary policies to deal with all aspects of workplace issues from zero tolerance and problem solving to benefits.
- Environment and culture: Create and foster a culture that promotes diversity, effective two-way communication and the dignity and respect of human beings. Reinforce this culture with strong financial and direct support of wellness, EAPs and other community and governmental resources.
- Identify and resolve issues immediately and decisively.
- Provide adequate security.
- separation (handling terminations): When involuntary separation is necessary, handle the process professionally, including assessment of any inappropriate behavior and violent circumstances. Document everything, and if required, use local resources including law enforcement.

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SAMPLE WORKPLACE VIOLENCE POLICY I

The Company provides a safe workplace for all employees. To ensure a safe workplace and to reduce the risk of violence, all employees should review and understand all provisions of this workplace violence policy.

Prohibited Conduct

We do not tolerate any type of workplace violence committed by or against employees. Employees are prohibited from making threats or engaging in violent activities. This list of behaviors, while not inclusive, provides examples of conduct that is prohibited.

- Causing physical injury to another person;
- Making threatening remarks;
- Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress;
- Intentionally damaging employer property or property of another employee;
- Possession of a weapon while on company property or while on company business;
- Committing acts motivated by, or related to, sexual harassment or domestic violence.

Reporting Procedures

Any potentially dangerous situations must be reported immediately to a supervisor or the Human Resource Department. Reports can be made anonymously and all reported incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately and information will be disclosed to others only on a need-to-know basis. All parties involved in a situation will be counseled and the results of investigations will be discussed with them. The Company will actively intervene at any indication of a possibly hostile or violent situation.

Risk Reduction Measures

Hiring: The Human Resource Department takes reasonable measures to conduct background investigations to review candidates' backgrounds and reduce the risk of hiring individuals with a history of violent behavior.

Safety: The Company conducts annual inspections of the premises to evaluate and determine any vulnerabilities to workplace violence or hazards. Any necessary corrective action will be taken to reduce all risks.

Individual Situations: While we do not expect employees to be skilled at identifying potentially dangerous persons, employees are expected to exercise good judgment and

to inform the Human Resource Department if any employee exhibits behavior which could be a sign of a potentially dangerous situations. Such behavior includes:

- Discussing weapons or bringing them to the workplace;
- Displaying overt signs of extreme stress, resentment, hostility, or anger;
- Making threatening remarks;
- Sudden or significant deterioration of performance;
- Displaying irrational or inappropriate behavior.

Employees at Risk: The Human Resource Department will identify and maintain a list of employees who have been determined to be at risk for becoming victims of violence because of the nature of their job or because they are subject to harassment, violence, or threats from a non-employee. Human Resources and Security will design a plan with at-risk employees to prepare for any possible emergency situations.

Dangerous/Emergency Situations

Employees who confront or encounter an armed or dangerous person should not attempt to challenge or disarm the individual. Employees should remain calm, make constant eye contact and talk to the individual. If a supervisor can be safely notified of the need for assistance without endangering the safety of the employee or others, such notice should be given. Otherwise, cooperate and follow the instructions given.

Enforcement

Threats, threatening conduct, or any other acts of aggression or violence in the workplace will not be tolerated. Any employee determined to have committed such acts will be subject to disciplinary action, up to and including termination. Non-employees engaged in violent acts on the employer's premises will be reported to the proper authorities and fully prosecuted.

SAMPLE WORKPLACE VIOLENCE POLICY II

I. OBJECTIVE

ABC Company is committed to preventing workplace violence and to maintaining a safe work environment. Given the increasing violence in society in general, ABC Company has adopted the following guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur during business hours or on its premises.

II. SCOPE OF POLICY

All full-time and part-time, active employees are covered under this policy.

III. PROCEDURES

All employees, including supervisors and temporary employees, should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay," or other conduct that may be dangerous to others. Firearms, weapons, and other dangerous or hazardous devices or substances are prohibited from the premises of ABC Company without proper authorization.

Conduct that threatens, intimidates, or coerces another employee, a customer, or a member of the public will not be tolerated. This prohibition includes all acts of harassment, including harassment that is based on an individual's sex, race, age, or any characteristic protected by federal, state, or local law.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your immediate supervisor or any other member of management. This includes threats by employees, as well as threats by customers, vendors, solicitors, or other members of the public. When reporting a threat of violence, the employee should be as specific and detailed as possible.

All suspicious individuals or activities should also be reported as soon as possible to a supervisor. Do not place yourself in peril. If you see or hear a commotion or disturbance near your workstation, do not try to intercede or see what is happening.

ABC Company will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the ABC Company individual making a report will be protected as much as is practical. In order to maintain workplace safety and the integrity of its investigation, ABC Company may suspend employees, either with or without pay, pending investigation.

Anyone determined to be responsible for threats of (or actual) violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including termination of employment.

ABC Company encourages employees to bring their disputes or differences with other employees to the attention of their supervisors or the Human Resources Department before the situation escalates into potential violence. ABC Company is eager to assist in the resolution of employee disputes, and will not discipline employees for raising such concerns.

ILLNESS & INJURY PREVENTION PLAN - SAMPLE ADDITION

The IIP Program administrator for workplace security is _____ and has the authority and responsibility for implementing the provisions of this program.

All managers and supervisors are responsible for implementing and maintaining this IIP Program in their work areas and for answering worker questions about the IIP Program. A copy of this IIP Program is available from each manager and supervisor.

COMPLIANCE

We have established the following policy to ensure compliance with our rules on workplace security.

Management of our establishment is committed to ensuring that all safety and health policies and procedures involving workplace security are clearly communicated and understood by all workers.

All workers are responsible for using safe work practices, for following all directives, policies and procedures, and for assisting in maintaining a safe and secure work environment. Our system of ensuring that all workers, including supervisors and managers, comply with work practices that are designed to make the workplace more secure, and do not engage in threats or physical actions which create a security hazard for others in the workplace, include:

1. Informing workers, supervisors and managers of the provisions of our IIPP for Workplace Security.
2. Evaluating the performance of all workers in complying with our establishment's workplace security measures.
3. Recognizing workers who perform work practices which promote security in the workplace.
4. Providing training and/or counseling to workers whose performance is deficient in complying with work practices designed to ensure workplace security.
5. Disciplining workers for failure to comply with workplace security practices.
6. The following practices that ensure worker compliance with workplace security directives, policies and procedures:

COMMUNICATION

At our establishment, we recognize that to maintain a safe, healthy and secure workplace we must have open, two-way communication between all workers, including managers and supervisors, on all workplace safety, health and security issues. Our establishment has a communication system designed to encourage a continuous flow of safety, health and security information between management and our workers without fear of reprisal and in a form that is readily understandable. Our communication system consists of the following checked items:

- New Employee orientation on our establishment's workplace security policies, procedures and work practices.
 - Periodic review of our IIPP for Workplace Security with all personnel.
 - Training programs designed to address specific aspects of workplace security unique to our establishment.
 - Regularly scheduled safety meetings with all personnel that include workplace security discussions.
 - A system to ensure that all workers, including managers and supervisors, understand the workplace security policies.
 - Posted or distributed workplace security information.
 - A system for workers to inform management about workplace security hazards or threats of violence.
 - Procedures for protecting workers who report threats from retaliation by the person making the threats.
 - Addressing security issues at our workplace security team meetings.
 - Our establishment has fewer than ten workers and communicates with and instructs workers orally about general safe work practices with respect to workplace security.
 - Other: _____
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HAZARD ASSESSMENT

We will be performing workplace hazard assessment for workplace security in the form of periodic inspections. Periodic inspections to identify and evaluate workplace security hazards and threats of workplace violence are performed in the following areas of our workplace:

Periodic inspections for security hazards consist of identification and evaluation of workplace security hazards and changes in worker work practices, and may require assessing for more than one type of workplace violence. Our establishment performs inspections for each type of workplace violence by using the methods specified below to identify and evaluate workplace security hazards.

Inspections for Type I workplace security hazards include assessing:

1. The exterior and interior of the workplace for its attractiveness to robbers.
2. The need for security surveillance measures, such as mirrors or cameras.
3. Posting of signs notifying the public that limited cash is kept on the premises.
4. Procedures for worker response during a robbery or other criminal act.

5. Procedures for reporting suspicious persons or activities.
6. Posting of emergency telephone numbers for law enforcement, fire and medical services where workers have access to a telephone with an outside line.
7. Limiting the amount of cash on hand and using time access safes for large bills.
8. Other:

Inspections for Type II workplace security hazards include assessing:

1. Access to, and freedom of movement within, the workplace.
2. Adequacy of workplace security systems, such as door locks, security windows, physical barriers and restraint systems.
3. Frequency and severity of threatening or hostile situations that may lead to violent acts by persons who are service recipients of our establishment.
4. Workers skill in safely handling threatening or hostile service recipients.
5. Effectiveness of systems and procedures to warn others of a security danger or to summon assistance, e.g., alarms or panic buttons.
6. The use of work practices such as "buddy" systems for specified emergency events.
7. The availability of worker escape routes.
8. Other:

Inspections for Type III workplace security hazards include assessing:

1. How well our establishment's anti-violence policy has been communicated to workers, supervisors or managers.
2. How well our establishment's management and workers communicate with each other.
3. Our workers', supervisors' and managers' knowledge of the warning signs of potential workplace violence.
4. Access to, and freedom of movement within, the workplace by non-workers,
5. including recently discharged workers or persons with whom one of our worker's is having a dispute.
6. Frequency and severity of worker reports of threats of physical or verbal abuse by managers, supervisors or other workers.
7. Any prior violent acts, threats of physical violence, verbal abuse, property damage or other signs of strain or pressure in the workplace.
8. Worker disciplinary and discharge procedures.
9. Other:

INCIDENT INVESTIGATIONS

We have established the following policy for investigating incidents of workplace violence.

Our procedures for investigating incidents of workplace violence, which includes threats and physical injury, include:

1. Reviewing all previous incidents.
 2. Visiting the scene of an incident as soon as possible.
 3. Interviewing threatened or injured workers and witnesses.
 4. Examining the workplace for security risk factors associated with the incident, including any previous reports of inappropriate behavior by the perpetrator.
 5. Determining the cause of the incident.
 6. Taking corrective action to prevent the incident from recurring.
 7. Recording the findings and corrective actions taken.
 8. Other:
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HAZARD CORRECTION

Hazards which threaten the security of workers shall be corrected in a timely manner based on severity when they are first observed or discovered.

1. Corrective measures for Type I workplace security hazards can include:
 2. Making the workplace unattractive to robbers.
 3. Utilizing surveillance measures, such as cameras or mirrors, to provide information as to what is going on outside and inside the workplace.
 4. Procedures for the reporting suspicious persons or activities.
 5. Posting of emergency telephone numbers for law enforcement, fire and medical services where workers have access to a telephone with an outside line.
 6. Posting of signs notifying the public that limited cash is kept on the premises.
 7. Limiting the amount of cash on hand and using time access safes for large bills.
 8. Worker, supervisor and management training on emergency action procedures.
 9. Other:
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Corrective measures for Type II workplace security hazards include:

1. Controlling access to the workplace and freedom of movement within it, consistent with business necessity.
1. Ensuring the adequacy of workplace security systems, such as door locks, security windows, physical barriers and restraint systems.
2. Providing worker training in recognizing and handling threatening or hostile situations that may lead to violent acts by persons who are service recipients of our establishment.
3. Placing effective systems to warn others of a security danger or to summon assistance, e.g., alarms or panic buttons.
4. Providing procedures for a "buddy" system for specified emergency events.
7. Ensuring adequate worker escape routes.
8. Other:

Corrective measures for Type III workplace security hazards include:

1. Effectively communicating our establishment's anti-violence policy to all workers, supervisors or managers.
 2. Improving how well our establishment's management and workers communicate with each other.
 3. Increasing awareness by workers, supervisors and managers of the warning signs of potential workplace violence.
 4. Controlling access to, and freedom of movement within, the workplace by non-workers, including recently discharged workers or persons with whom one of our worker's is having a dispute.
 5. Providing counseling to workers, supervisors or managers who exhibit behavior that represents strain or pressure which may lead to physical or verbal abuse of co-workers.
 6. Ensure that all reports of violent acts, threats of physical violence, verbal abuse, property damage or other signs of strain or pressure in the workplace are handled effectively by management and that the person making the report is not subject to retaliation by the person making the threat.
 7. Ensure that worker disciplinary and discharge procedures address the potential for workplace violence.
 8. Other:
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TRAINING AND INSTRUCTION

We have established the following policy on training all workers with respect to workplace security.

All workers, including managers and supervisors, shall have training and instruction on general and job-specific workplace security practices. Training and instruction shall be provided when the IIP Program for Workplace Security is first established and periodically thereafter. Training shall also be provided to all new workers and to other workers for whom training has not previously been provided and to all workers, supervisors and managers given new job assignments for which specific workplace security training for that job assignment has not previously been provided. Additional training and instruction will be provided to all personnel whenever the employer is made aware of new or previously unrecognized security hazards.

General workplace security training and instruction includes, but is not limited to, the following:

1. Explanation of the IIP Program for Workplace Security including measures for reporting any violent acts or threats of violence.

2. Recognition of workplace security hazards including the risk factors associated with the three types of workplace violence.
3. Measures to prevent workplace violence, including procedures for reporting workplace security hazards or threats to managers and supervisors.
4. Ways to defuse hostile or threatening situations.
5. Measures to summon others for assistance.
6. Worker routes of escape.
7. Notification of law enforcement authorities when a criminal act may have occurred.
8. Emergency medical care provided in the event of any violent act upon an worker; and
9. Post-event trauma counseling for those workers desiring such assistance.

In addition, we provide specific instructions to all workers regarding workplace security hazards unique to their job assignment, to the extent that such information was not already covered in other training.

We have chosen the following checked items for Type I training and instruction for managers, supervisors and workers:

- Crime awareness.
 - Location and operation of alarm systems.
 - Communication procedures.
 - Proper work practices for specific workplace activities, occupations or assignments, such as late night retail sales, taxi-cab driver, or security guard.
 - Other:
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We have chosen the following checked items for Type II training and instruction for managers, supervisors and workers:

- Self-protection.
 - Dealing with angry, hostile or threatening individuals.
 - Location, operation, care, and maintenance of alarm systems and other protective devices.
 - Communication procedures.
 - Determination of when to use the "buddy" system or other assistance from coworkers.
 - Awareness of indicators that lead to violent acts by service recipients.
 - Other:
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We have chosen the following checked items for Type III training and instruction for managers, supervisors and workers:

- Pre-employment screening practices.
- Worker Assistance Programs.

- Awareness of situational indicators that lead to violent acts.
- Managing with respect and consideration for worker well-being.
- Review of anti-violence policy and procedures.
- Other:

About Swenson Consulting Services

Swenson Consulting Services is a boutique management and human resources consulting firm specializing in the support of businesses in California and Nevada. SCS serves as a “human resources manager” for businesses who are too small to employ a full-time staff member, and as a strategic consultant for businesses who need additional support without having to pay for a full-time employee to conduct such strategy.

Management Training & Development

- Executive Coaching
- The 360 Degree Survey
- Strategic Planning
- Needs Analysis
- Non-Harassment Training
- One-on-One Training
- On-Site Management Seminars
- Organization Structure
- Organizational Chart Development
- Customized Time Management Training

Human Resources Support & Outsourcing

- Human Resources Management - by phone; for visits at your business location(s); or on a regular basis at your business
- Workplace Investigations
- Human Resources Compliance Audit
- Creation of Employee Handbook
- Employee Handbook Update & Review
- Customized Job Descriptions
- Customized Performance Evaluations
- Illness & Injury Prevention Plan

Employee Relations

- Employment Recruitment Support: recruiting, screening, interviewing
- Employer Hotline where you can get answers to and assistance with a wide range of questions and issues
- Assistance in handling employee grievances and disciplinary issues
- We'll provide timely and accurate answers and advice to HR questions that include Wage & Hour Issues, Progressive Discipline, Harassment, and Terminations
- Review offer letters, warnings, termination letters, employee handbook and make appropriate recommendations
- Recommend changes to any of your policies or practices that are non-compliant, discriminatory, or questionable
- Guidance on problem employees, discipline and discharge

Public Seminars & Speaking

Available at your business or for your business organization

About Eric Swenson

Eric W. Swenson has over 20 years of experience in management, sales, training and marketing. He is the President of Swenson Consulting, an organization devoted to assisting businesses with human resource support and management development. He has managed hundreds of employees and interviewed over 2,000 people in his career.

He was the Los Angeles District Sales Manager for Paychex, a Fortune 1000 company providing payroll and Human Resources solutions to small businesses. He ran a division spreading from the South Bay up to San Luis Obispo and was responsible for a sales staff which sold 401(k), Human Resource and other services.

He also spent 14 years with the Automobile Club of Southern California, having advanced from sales agent to senior management. His last position at the Auto Club was Group Manager for Sales Development, leading over 250 managers, agents and representatives who sell memberships and insurance products. Also at the Auto Club, Mr. Swenson spent several years in marketing and training, where he specialized in management development and training.

A veteran public speaker, he has spoken to groups of up to 700 people on topics such as management, motivation, personal development and human resources issues.

He was born in Los Angeles and grew up in Arcadia. In 1979, he was honored with the Eagle Scout award from the Boy Scouts of America. He is a graduate of the University of the Pacific in Stockton, where he majored in English and communications and was Student Body President at the College of the Pacific.

His first book, "Managing People in the 21st Century", was published in May, 2004. He's currently at work on his second book which is scheduled for release in mid-2008. You can read his commentary and management tips at www.managingpeople.blogspot.com.

Mr. Swenson is a member of the Society of Human Resource Management, the American Society of Training & Development, and the American Management Association. He is currently the President of the Jonathan Club in Los Angeles and Santa Monica, CA.