



Workplace Violence Prevention

SUPERVISOR SESSION

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First your Definition



Key Factors to remember:

- Causal Factors

Psychological/Social

- Personal expectations
- Culture change
- Domestic spillover
- Reduced trust in co workers and management
- Media influence

Jobs- Economy

- Downsizing/Layoffs
- Jobs vs. careers
- Labor management tension

Key Factors to remember:

Denial

VIO is just too big

Even if it is, it is not a problem here

We cannot do anything about it anyway

It's a social problem not a workplace issue

Stress

Fear of losing job

Other major life changing event

Substance abuse/personal problems/oppression one to another

Definition

- Workplace violence is any physical assault, threatening behavior or verbal abuse occurring in the work setting.
- A workplace may be any location either permanent or temporary where an employee performs any work-related duty.
- OSHA Definition - Workplace Violence (WV) is any act or threat of physical violence, harassment, intimidation or other threatening disruptive behavior that occurs at the work site.



•Workplace Violence ranges from threats and verbal abuse to physical assaults and even homicide. It can affect and involve employees, clients, customers and visitors.

- Abuse behavior
- Assault
- Battery
- Injury



- Homicide is currently the third leading cause of fatal occupational injuries in the United States according to the Bureau of Labor Statistics.

- There were a total of 5,190 fatal work injuries in 2016, +7% over 2015.

- “We want to believe that human violence is somehow beyond our understanding, because as long as it remains a mystery, we have no duty to avoid it, explore it or anticipate it.”

- The Gift of Fear by Gavin de Becker



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- 25% of female victims of workplace homicide were caused by someone they know, co-worker, friend or spouse.
 - Domestic violence: 16% are female victims that result in homicide.
 - 74% of employed battered women were harassed by their partner while they were at work.



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- Workplace Violence is a culture of violence that is in U.S. society.
 - Nearly 2 million American workers report having been victims of workplace violence each year. (OSHA)
 - An average of 20 workers are murdered and 18,000 are assaulted while at work. (DHHS)
 - 1/3 of mass shooting occur in school. (Army Research Lab)
 - Victims Male (3 to 1), 25-44 years old/65 and older, Caucasian (NIOSH)
 - Although 47% of all murder victims were related to or acquainted with their assailants most people did not know each other. (NIOSH)



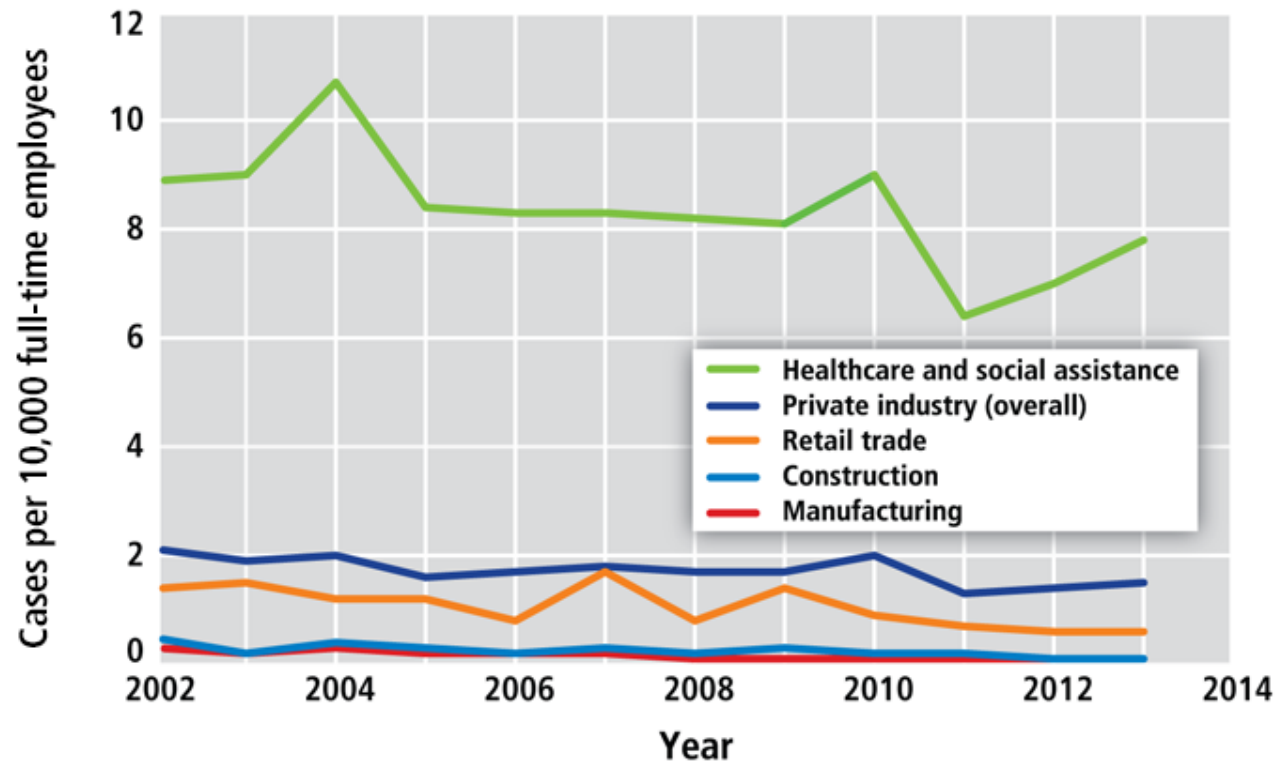
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- Fatal work injuries involving violence increased by 163 cases to 866 in 2016.
 - Workplace homicides increased by 83 cases to 500 in 2016.
 - Workplace suicides increased by 62 to 291.
 - Highest homicide figure since 2010.
 - Assaults and threats of violence number over 2 million a year.



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- No industry is immune to workplace violence.
 - “Exposure to violence is never an acceptable consequence of earning a living.”
 - Unfortunately, many cases go unreported.



Violent Injuries Resulting in Days Away from Work, by Industry, 2002-2014



Data source: Bureau of Labor Statistics data for intentional injuries caused by humans, excluding self-inflicted injuries.



Typology of Workplace Violence

- Type I – Criminal
- Type II – Client, Customer, Patient
- Type III – Employee
- Type IV – Personal Relationship



Risk Factors

- Prevalence of handguns and other weapons among patients, their families or friends.
- Availability of drugs and money, making them likely robbery targets.
- Retail establishments.
- Limited number of personnel.
- Lack of training in recognizing and managing escalating, hostile and aggressive behavior.
- Poorly-lighted parking lots.
- Guarding valuables.
- High crime.
- Robbery.
- Disgruntled employees.
- Domestic violence.



Risk Factors

- Contact with public.
- Exchange of money.
- Deliveries.
- Working alone.
- Working late night.
- Working early morning.
- High-crime areas.



Preventing Violence

- A workplace violence plan should be proactive, not reactive.
- Take into account the workplace culture.
- Plan for and respond.
- Practice.
- Have a policy.
- Take seriously.
- Maintain security.



Management Commitment

- Assign responsibility, authority.
- Provide resources.
- Require accountability.



Employee Involvement

- Surveys, suggestions.
- Develop procedures.
- Security analysis.
- Report incidents.
- Security inspections.
- Evaluations.
- Training.
- Continuing education.
- Share experience.



OSHA General Duty Clause

- Section 5(a)(1)
- Each employer shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees.
- This includes the prevention and control of the hazard of workplace violence.



OSHA Questions

- OSHA will ask these types of questions to determine if they violence was preventable:
 - Did the employee have direct knowledge of a person's violent tendencies?
 - Was there knowledge of what a reasonable person could have done to prevent the violent act?
 - What is the industry's practice in dealing with the issue?
 - Did the employer take reasonable steps to abate the hazard?



What Works no matter your size

1. Management's demonstrated commitment to safety
2. Education and knowledge of workers
3. Effectiveness of the supervisory process
4. Employee involvement and commitment
5. Positive recognition and reinforcement for safety activity

Management's demonstrated commitment to Safety and Violence

Has to start at the top

Integrated into the management process

Acceptance of long-term strategy

Lead by example

More than just signing a policy statement

Start with a perception survey

Conduct a safety perception survey

Survey a sufficient number of employees

Look at bottom line total responses

Ask general and pointed questions

Publicize the survey results

Assemble work groups for problem solving

Anonymous is good signature optional

Demographic Challenges

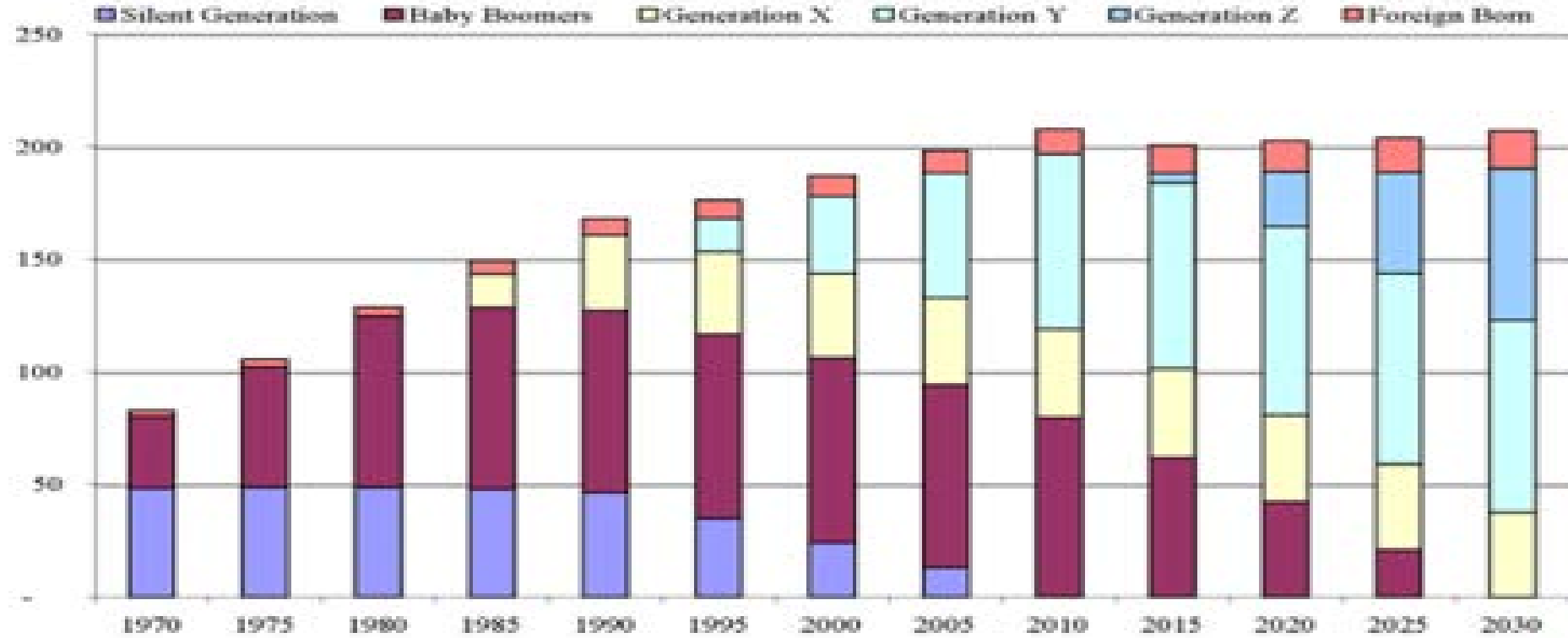
- Diversity in the Workplace

- Generations
- National cultures
- Regional cultures
- Gender
- Religious beliefs
- Family values





Generational Labor Force Composition *(Between Ages of 16-64)*



*Projections from late 1990's



What motivates us in the workplace?

“Research shows that five distinct categories of variables related to work, employment and organizations appear to differ significantly across generations. These are:

Work and life related values

Motivators

Professional growth

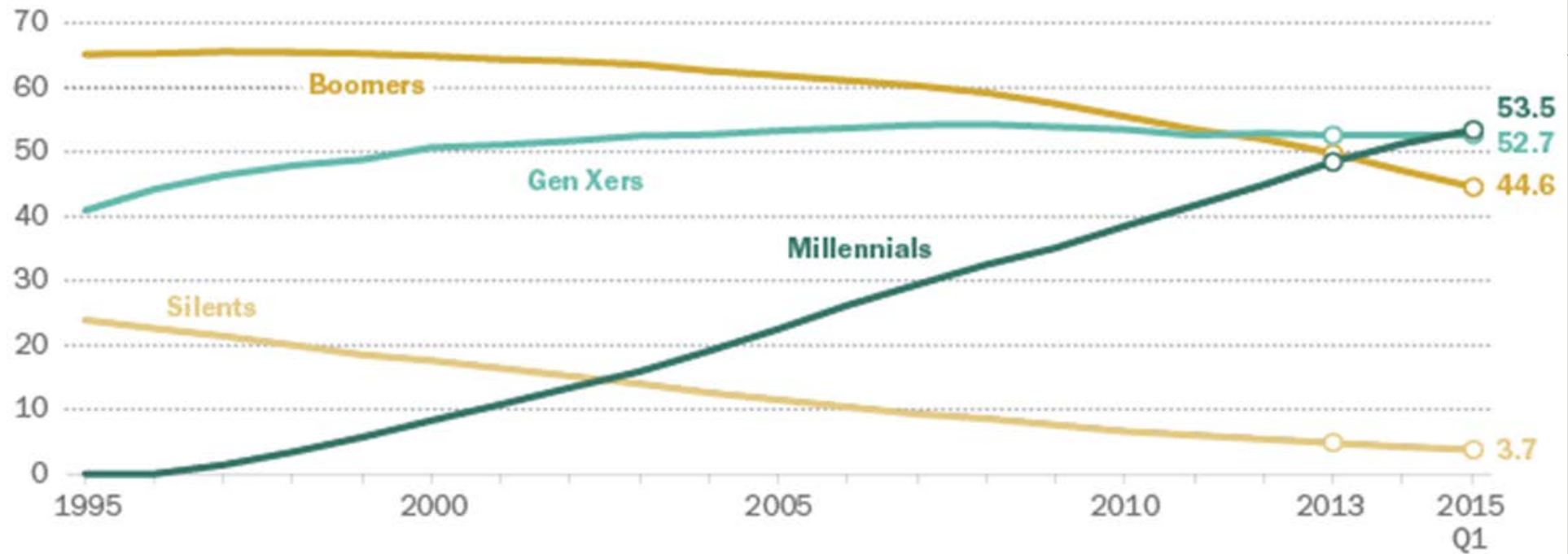
Attitudes to rules, authority and hierarchy

Attitudes to learning, training and development and the work environment.”

<http://muligen.shrmindia.org/research/study-info>

U.S. Labor Force by Generation, 1995-2015

In millions



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.

Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

Older and younger workers are injured and killed much more often than other workers.





- “The overall fatal occupational injury rate is higher for Hispanic/Latino workers than for all workers.”





National Origin Diversity



Communication Styles





	Birth Year (Approximate)	US Population
Generation Z	1998 <	50+ Million
Millennials	1981-1997	76 Million
Generation X	1965-1980	51 Million
Baby Boomers	1946-1964	75 Million
Silent Generation	1928-1945	56 Million
GI Generation	1900-1927	60 Million





Baby Boomers

BORN 1946-1964 (53-71) – 75 MILLION

- Me generation/Brad Weber generation
- Largest generation – U.S. History
- Current CEO and company owners
- Woodstock generation/Great consumers
- Give me the bottom line here/My way or the highway
- Working to work hard/Need acknowledgement
- Communication is via spoken language/Newspaper/Radio/TV
- Love competition/Question authority
- Productivity oriented/Value teamwork
- Experienced the Kennedy assassination
- Rock & Roll





Generation X

BORN 1965-1980 (37-52) – 51 MILLION

- Baby busters/Generation busy
- Doers/Shakers
- Skeptical and questioning
- Value personal freedom
- Remember the Challenger explosion
- Work to live/Used to female authority
- Drivers are work, money – fear of losing them
- Created PowerPoint
- They graduated into the recent great recession
- Interest rates of 12%
- They love pictures, white boards and markers
- Great at engaging and providing feedback
- Keep it real/MTV





Generation Y/Millennial

BORN 1981-1997 (20-36) 76 MILLION

- YOLO Generation
- True entrepreneurs – Developers
- Adopt, Adapt, Improve, Do over
- Very confident/Most over protected generation
- Do overs/Reward for trying
- Work well in groups/Multi cultural
- 34% quit over Facebook – want to work from home
- Came into Presidents lying, Prime Ministers lying, banker lying
- Zero trust employers
- Facebook, love technology
- Think in form of action
- Netflix, YouTube, Uber/Want weekly feedback
- Y2K – Columbine, Internet, 9/11





Generation Z

BORN AFTER 1998 (AVERAGE AGE 19) 50 MILLION

- Post millennial generation
- See work as exciting
- World changers
- Communicate via social media
- Grew up with global terrorism
- Cautious/frugal/technologically advanced
- Diverse/question everything
- Similar to traditionalist/Want challenges – bored
- Attention span of 6-10 seconds
- More entrepreneurial than millennials
- Communicate via Instagram, Snapchat
- Want to go to college
- Keep in short
- Do not want to work from home
- Mobile technology



Diverse Work force

- Gender differences
- Language barriers
- Varying attitudes toward taking sick time, reporting hazardous conditions, approaching management
- Age of workforce
- Cultural differences

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- A generation is a group of people who were programmed at the same time in history.
 - Grandparents and grandchildren are in the same workplace.
 - Every generation responds differently to leadership and workplace technology.
 - In 7 years 75% of the workforce will be “millennials”.



Worksite Analysis Recommended Program

- Monitoring trends and analyzing incidents.
- Screening surveys.
- Analyzing workplace security.



Administrative

- Management commitment and employee involvement.
- Policy and procedures.
- Clear policy for confidential reporting.
- Hazard prevention and control.
- Training and education for supervisors.
- Recordkeeping and evaluation of program.



Management Commitment

- Create and disseminate a clear policy of “no” tolerance for workplace violence.
- Ensure no reprisals are taken against employees who report incidents.
- Encourage employees to promptly report incidents and suggest ways to reduce or eliminate risks.



Management Commitment and Employee Involvement

- Complementary and essential.
- Management commitment provides the motivating force to deal effectively with workplace violence.
- Employee involvement and feedback – enable workers to develop and express their commitment to safety and health.



Management Commitment

- Organizational concern for employee emotional and physical safety and health.
- Equal commitment to worker safety and health and patient/client safety.
- System of accountability for involved managers and employees.
- Assign responsibility and authority for program to individuals with appropriate training and skills.



Role of the Supervisor

- Policy review.
- Reporting requirements and recordkeeping.
- Risk factors.
- Early recognition.
- Do's and don'ts to a problem.
- Cultural diversity.
- Standard response action plan.
- Protecting yourself.
- Conflict resolution.



Employee Assistance Programs

- Consider a full-service Employee Assistance Program (EAP).
- Confidential assessment, short-term counseling, referral by a licensed mental health professional regarding a variety of personal matters.
- On-site orientation meetings for employees.
- On-site orientation meeting for all supervisors.
- Additional on-site training for variety of workplace wellness topics.



Pre-employment Screening

- Security checks which include misdemeanor and felony violations; sex offender, terror lists.
- Credit check.
- Driving records – limited per state.
- Professional license, i.e. insurance, broker, EMS, concealed carry.
- Insurance verification.
- Ensure that all staff are aware of potential security hazards and ways of protecting themselves.



Training and Education

- Employees should understand concept of “Best Practices”, i.e., that violence should be expected by can be avoided or mitigated through preparation.
- Employees should be instructed to limit physical interventions in workplace altercations unless designated emergency response team or security personnel are available.
- Workplace Violence prevention policy.
- Risk factors that cause or contribute to workplace violence.
- Early recognition of escalating behavior or warning signs.
- Ways to prevent volatile situations.
- Standard response action plan for violent situations.
- Location and operation of safety devices.



Seven ways to help with violence in your workplace

Assess your Work Environment

- Critically examine all areas of your work environment, including parking lots, entryways, reception areas, work areas and offices.
 - Is the lighting adequate?
 - Are there convenient escape routes?
 - Do you have a method to summon assistance?



Pay Attention to Warning Signs

- Many people who become violent communicate their intentions in advance.
- Threats from customers, coworkers or third parties should be reported immediately.



Promote Respect

- The best way to prevent violence in the workplace is to foster a day-to-day attitude of respect and consideration in your work environment.



Eliminate Potential Weapons

- Take a mental inventory of objects available in your immediate work area that could be potential weapons.
- Remove or secure objects that could be thrown.



Know your Violence Response Procedures

- Violence response procedures are simple plans designed to minimize injury during a violent incident.
- These procedures should include a plan to summon assistance and move people to a safe area.



Trust your Instincts

- Don't ignore your internal warning system.
- If you sense impending danger, act accordingly.



Use a Team Approach

- If you are in a situation in which hostility could occur, use the buddy system.
- Community Involvement:
 - Police/EMS Notification – jurisdictional restriction
 - External Threat Assessment
 - Behavioral Health Resources
 - Chaplain/Religious Organization
 - Red Cross
 - Non-profits



Sources of Assistance

- Occupational Safety and Health Administration (OSHA) Consultation Program
- OSHA Website
 - www.osha.gov
- National Institute for Occupational Safety and Health (NIOSH)
- Public Safety Officials
- Trade Associations
- Unions and Insurers
- Human Resource and Employee Assistance Professionals
- Sheakley



Resources

- Occupational Safety and Health Administration (OSHA)
- National Institute for Occupational Safety and Health (NIOSH)

Federal Bureau of Investigation

- United States Department of Agriculture (USDA)
- Society for Human Resource Management (SHRM)
- BWC Division of Safety and Hygiene
- Ohio Department of Homeland Security
- Lessons Learned from Ohio School Shootings

- <https://saferschools.ohio.gov/>

- Ohio Emergency Management Agency

- <https://www.facebook.com/pg/ohioEMA/posts/>



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