Mitigating the Risk of
Violence in the Workplace

Readiness | Response | Recovery
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>1</td>
</tr>
<tr>
<td>Regulatory Considerations</td>
<td>2</td>
</tr>
<tr>
<td>Workplace Violence Defined</td>
<td>3</td>
</tr>
<tr>
<td>Components of a Violence Prevention Program</td>
<td>4</td>
</tr>
<tr>
<td>Workplace Violence Prevention Policy</td>
<td>4</td>
</tr>
<tr>
<td>Training Considerations</td>
<td>5</td>
</tr>
<tr>
<td>Organizational Awareness Training</td>
<td>5</td>
</tr>
<tr>
<td>Manager and Supervisor Level Training</td>
<td>6</td>
</tr>
<tr>
<td>Threat Management Teams</td>
<td>6</td>
</tr>
<tr>
<td>Executives and Senior Leadership</td>
<td>7</td>
</tr>
<tr>
<td>Travel Considerations</td>
<td>7</td>
</tr>
<tr>
<td>Response Options</td>
<td>8</td>
</tr>
<tr>
<td>About CPPS</td>
<td>9</td>
</tr>
<tr>
<td>References</td>
<td>10</td>
</tr>
</tbody>
</table>

Partnering with organizations to help keep their people safe in the workplace and while traveling abroad.
Executive Summary

Organizations are repeatedly reminded of the growing trend, costs, and fatalities caused by workplace violence. Whether it’s a story on the nightly news or an incident in or near your workplace, it remains an issue that employers can no longer ignore. The question, then, becomes, “what can organizations do to mitigate this problem?” Some employers are having trouble deciding how to initiate conversations on their level of risk for an active shooter, partly because of their concern that it may promote fear in their employees. With the sad realization that workplace violence is not going away, more organizations are making the choice to take positive steps to prepare their workforce. Nearly two million workers in the American labor force are reportedly victims of a workplace violence incident. According to the National Institute for Occupational Safety and Health, the annual cost of workplace violence is close to $121 billion, when factoring in lost productivity, legal fees, medical bills, and more.

Even though the likelihood of being involved in a workplace violence incident is low, it’s imperative that senior leaders take needed precautions to safeguard their workplaces from current threats. By training employees at every level, the state of awareness, and mitigation, and prevention opportunities increase substantially. Organizations who commit to a culture free from violence and threats of violence are taking positive steps to reduce the occurrence of a violent incident.

Several components comprise a comprehensive Workplace Violence Prevention Program. First, a top-down commitment, which provides the impetus for effective implementation. Second, policies need to be created and published to define requirements, roles and responsibilities, and to create a framework for the program. Lastly, tiered training tailored specifically for employees, managers/supervisors, and threat management teams is critical in providing the appropriate tools to the appropriate levels.

Currently, there is no federal mandate, although an employer has a general duty to provide a safe working environment, free from hazards, under the federal Occupational Safety and Health Act. And, just recently, workplace violence has been recognized as one of those workplace hazards. Moreover, an American National Standard, published by the American Society for Industrial Security and Society for Human Resource Management, as well as an OSHA directive, provide recommended guidelines for the creation of a Workplace Violence Prevention and Intervention Program. Further, some states have enacted their own workplace violence legislation. If and when a federal mandate is issued, it’s believed the government will look to the existing state legislation as a template.
Undoubtedly, workplace violence will remain a “foreseeable risk.” Many believe occurrences of violence are not always predictable, which may be true; however, there are almost always warning signs. By taking a proactive approach, organizations may be able to recognize those warnings and act to mitigate or prevent workplace violence.

Regulatory Considerations

We are beginning to witness individual states sanctioning their own legislation on workplace violence prevention. While provisions may vary by state, most include common language designed to motivate employers to address workplace violence. In fact, law professionals believe these states may be out in front, believing that federal lawmakers will look to these state workplace violence prevention laws as the basis for a federal mandate.

The OSHA General Duty Clause mandates that employers are required to provide a safe and healthy workplace. Though this includes the risk of workplace violence, it’s vague in nature on what it requires. More recently, though, additional guidance has been published providing further clarity.

In 2011, the American Society for Industrial Security (ASIS) and the Society for Human Resource Management (SHRM) authored, in partnership, an American National Standard (ASIS/SHRM ANSI Standard WVPI.I-2011) that provides courses of action for employers to take in the prevention, mitigation, and response to workplace threats or violence. Supplementary to those courses of action is a strategy for taking an informed approach to workplace violence prevention and intervention.

In addition to the American National Standard, OSHA released Instruction CPL 02-01-058, which establishes what investigators will investigate following an incident of workplace violence. Coincidentally, OSHA’s instruction closely aligns with the guidelines prescribed in the American National Standard.

These documents have become a resource not only recognized by corporate America, but the courts as well. In recent rulings, the court system validated the belief that corporations should have recognized the escalating danger of a workplace violence event and should have done something to mitigate it. It’s clear that employers must do a better job of listening to their
employee concerns about potentially alarming behavior by co-workers, including any type of expressed threat.
Workplace Violence Defined

Workplace Violence is often associated with an active shooter. However, violence in the workplace encompasses a broad spectrum. The American National Standard, ASIS/SHRM WVPI 1-2011, defines Workplace Violence as:

A spectrum of behaviors, including overt acts of violence, threats, and other conduct that generate a reasonable concern for safety from violence, where a nexus exists between the behavior and the physical safety of employees and others (such as customers, clients, and business associates), on-site or off-site when related to the organization.

The definition of workplace violence needs to be broad enough to include more than just an armed threat. With the inclusion of threats and other behaviors that infringe on an individual’s safety, it will provide more opportunities to mitigate an incident before it escalates.

Another important component to consider is the location. Many organizations have employees who are required to travel domestically and overseas on business. When those individuals arrive at these remote destinations, it now becomes their temporary workplace. That said, it’s important then to expand the definition of workplace violence to include potential threats or violence at these sites, even though away from the brick and mortar company facility.
Components of a Workplace Violence Prevention Program

There are five key areas for an organization to consider in developing and maintaining a Workplace Violence Prevention Program.

- Executive team commitment
- Workplace violence prevention policy
- Awareness training for all employees
- Tailored manager and supervisory-level training
- Multi-disciplinary threat management team training

A comprehensive Workplace Violence Prevention Program should incorporate a tiered training approach tailored for every level. Next, a variety of reporting systems, to include an anonymous capability, is critical for reporting concerning behaviors.

Workplace Violence Prevention Policy

A Workplace Violence Prevention Program that incorporates a “No threats, no violence” policy sends a strong message to employees, customers, vendors, and business associates. This policy should be clearly communicated to employees at the time of hire and throughout the course of their employment.

Other Considerations

The American National Standard recommends organizations beginning to build a program, or revising a current Workplace Violence Prevention Program, conducting a detailed evaluation of their current prevention and intervention practices, as well as elements effecting physical security. Retaining professionals who have been trained in this area will provide a detailed, objective assessment of strengths and vulnerabilities. Also, these same professionals can assist in the development and implementation of a workplace violence prevention program. Likewise, partnering with external organizations, such as Law Enforcement, Insurance Companies, Media, can be important elements of a workplace violence prevention program.
Components of a Workplace Violence Prevention Program

Training Considerations

There are various delivery mechanisms that can be used to train a workforce on workplace violence prevention. These methods are largely dependent on the need of the organization. Training delivered through eLearning can extend an organization’s training reach without dedicated instructors, classrooms, or travel costs, as well as offer on-demand training for larger populations. Additionally, eLearning minimizes productivity disruption since the training can be designed into a modular format that is easily accessible as individual employee workdays permit. Instructor-led training is a valuable platform that promotes group discussion, provides immediate feedback, and is beneficial to those who value face-to-face interaction.

Organizational Awareness Training

A key principle in mitigating and preventing violence in the workplace is a training program that empowers individuals at every level of the organization. Doing so creates an organizational-wide awareness that, in turn, provides the best opportunity to prevent potential threats or violence. It creates a culture that promotes personal safety and security. As outlined in the American National Standard, all employees should be trained, at a minimum, on the following topics:

✓ Definition of workplace violence
✓ How to recognize behaviors of concern and potential threats of violence
✓ Reporting procedures and other specific organizational concepts
✓ Intimate partner violence and its impact on the workplace
✓ Response options for emergencies like an armed intruder
Components of a Workplace Violence Prevention Program

Manager and Supervisor Level Training

Managers and Supervisors have an important role in mitigating workplace violence. They serve as the intermediary between the front-line employee and organizational leadership. Managers and Supervisors are likely to be the first to be notified of problematic behaviors or threats of violence. For these reasons, they require a more in-depth level of training on mitigating concerning behavior and deciding on appropriate intervention strategies.

Threat Management Team

A Threat Management Team is an organization's response team used to assess and mitigate real-time threats of violence or behaviors of concern. This team should be interdisciplinary, drawing from a myriad of key stakeholders, such as Human Resources, Security, Legal, Risk Management, EAP, and others as appropriate. As recommended by the FBI, a Threat Management Team should receive training in risk evaluation, threat assessment, conflict resolution and procedures to monitor, document, and develop a response to all incidents brought to their attention. They should additionally be prepared to deal with the media and assist employee needs in the aftermath of a traumatic workplace incident.

Oftentimes, the Threat Management Team may consider retaining an external resource to provide assistance on an "as needed" basis as part of their incident management process.

Note

It's not unusual for the Threat Management Team to include members of the Crisis Management Team. Threat and Crisis Management Teams should have established methods of information sharing to further resolve and recover from an event should it become violent or life-threatening. At times, organizations choose to train their Crisis Management Team to respond to a crisis relating to workplace violence or extreme violence.
Components of a Workplace Violence Prevention Program

**Executive and Senior Leadership**

For a Workplace Violence Prevention Program to be successful, it requires the full support of executives and senior management. This includes a training program geared towards the executive leadership. Helping them understand the importance of allocating the right resources to develop a Workplace Violence Prevention Program; to effectively carry out incident management; and to secure training, outside consulting, and physical security measures essential to successful prevention and intervention efforts are important first steps. The leadership team clearly highlights the organization’s priority for a safe workplace. Training may also include current guidance and standards on workplace violence prevention, leadership requirements, brand impact, and business continuity considerations.

**Travel Safety Training**

Individuals required to travel as part of their business can be better prepared if trained in travel safety. Although most organizations are typically prepared to respond to a travel-related crisis; individual travelers are more vulnerable to potential risks. Familiarizing travelers with safety and security tactics and techniques, such as pre-travel preparation, safety considerations for hotels and airports, surveillance detection, and responding to acts of crime is essential to travel safety.
Response Options

Unfortunately, we cannot make life risk-free. Time is paramount when a threat is received and actions need to be timely and appropriate. In the event of an extreme violence incident, the following options are recommended:

✓ Figure Out
  ➢ Assess the situation and determine an option
  ➢ Continually re-assess the situation as the incident progresses

✓ Get Out (Run)
  ➢ Move quickly with purpose
  ➢ Get as far away as possible from the danger area
  ➢ Stay out of sight of the threat
  ➢ Leave personal belonging behind
  ➢ Call 911 if possible

✓ Hide Out
  ➢ Keep out the threat by barricading any entrances
  ➢ Remain silent
  ➢ Silence electronics
  ➢ Shut off lights
  ➢ Call 911 if possible
  ➢ Spread out, if more than two of you, and plan for the possibility of the threat's entrance into your area

✓ Take Out (Act)
  ➢ Physically confront and stop the threat
  ➢ Do not hang on to the weapon, but remove it from the threat

Post Incident Recovery

The aftermath of a violent event will be very difficult and emotional. Prepared organizations can help minimize trauma to those affected. Having a pre-determined organizational plan for post-incident response will assist in a faster recovery.
About CPPS

CPPS is the leading developer and provider of scalable training and consulting solutions in the U.S. for Workplace Violence Prevention, Active Shooter Response, and International Travel Safety. CPPS was founded in Spokane, Washington by its CEO, Randy Spivey, in 2002. In 2015, the company relocated to Northern Virginia. CPPS has worked together with thousands of organizations—large and small—to include over 50% of Fortune 100 corporations, over 1600 colleges and universities; 2000 hospitals and many of the largest non-profit/charitable organizations in the U.S.

Developed By

Margi Strub, Vice President – Education and Training

Margi Strub is responsible for promoting a culture for organizational learning; conducting needs analysis; managing the capture, sharing, and retention of knowledge-content activities; leveraging corporate-wide knowledge and expertise; conducting strategic planning; and uncovering best practices and benchmarking. She oversees the development of a comprehensive training curriculum focused on cutting edge training techniques.

Prior to her retirement in 2006 after 30 years of service with the Department of Defense, she managed the Joint Personnel Recovery Agency Education and Training Development Division. Her efforts in this capacity led to the development of a Department of Defense Core Captivity training program—a program that would enhance the survival of military personnel captured in the performance of their operational missions. Margi managed the production of training programs and products used by over 700,000 high-risk armed forces personnel and multinational partners.

Jake Newton, Vice President – Business Development

Jake Newton is the Vice President of Business Development for the Center for Personal Protection and Safety where he is responsible for CPPS client relationships, marketing, and developing strategic partnerships. Jake also leverages his expertise as an instructor to provide training to CPPS clients.

Jake served honorably in the U.S. Air Force as a SERE (Survival, Evasion, Resistance, and Escape) Specialist. During his tenure, he became a Senior Trainer where he instructed Combat Survival Training elements for high risk of isolation personnel and certified newly graduated SERE Specialists. While serving as an academic’s instructor, Jake held a key role in the complete rewrite for the curriculum of the Air Force’s Combat Survival Training Course (S-V80-A). Jake also taught and supervised emergency parachute training operations.

Following his service in the Air Force, Jake earned his Bachelor’s in Interdisciplinary Studies with a focus in Business, Education and Health Sciences. Jake is also a graduate of the FBI National Citizens Academy Alumni Association through the Washington Field Office.
References


Centers for Disease Control and Prevention (CDC); DHHS (NIOSH) Publication Number 96–100, Violence in the Workplace; http://www.cdc.gov/niosh/docs/96-100/risk.html

OSHA INSTRUCTION CPL 02-01-058, Enforcement Procedures and Scheduling for Occupational Exposure to Workplace Violence, 01/10/2017

US Occupational Safety and Health Topics, Workplace Violence; www.osha.gov/SLTC/workplaceviolence.com


End Notes

i Occupational Safety and Health Act (OSHA), General Duty Clause, Section 5(a)(1), 1970.