

Workplace Violence: Prevention & Intervention



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Pop Quiz

- Which of These Two People Are More Likely to Commit Workplace Homicide:
 - Person A: Verbalizes a Threat of Violence
 - Person B: Complains of Mistreatment

Legal Reason Why to Care

• **General Duty Clause** (29 USC 654, 5(a)1), 1970

- Each employer shall furnish to each of his employees...a place of employment ...free from recognized hazards that are causing or are likely to cause death or serious physical harm...
- Subject to OSHA investigation, citations, fines and penalty.

• **OSHA Directive CPL-02-01-052**

- Effective Date: 09/08/11 (First Instruction)
- Provides General Enforcement Policies and Procedures when WPV Identified as Hazard
 - Healthcare, Social Services, Late-night Retail

Iddings v. Mee-Lee

82 Hawai'i 1, 919 P.2d 263 (1996) Hawaii Supreme Court

- Iddings was an RN at Castle Medical Center, Dr. Mee-Lee was Psychiatrist/Unit Director
- Iddings Injured by Violent Patient
- Litigated under “Willful and Wanton Misconduct” Exception to Worker’s Compensation Statute
- Supreme Court ruled in Iddings favor, finding that Mee-Lee allowed overcrowding of patients and furniture, thus leading to injury

Iddings v. Mee-Lee

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- Was the manager aware of a dangerous situation?
- Did the manager have knowledge that the situation probably (as opposed to possibly) was going to result in injury if not addressed?
- Did the manager consciously fail to act to avoid the peril?



Agenda

- Facts about Workplace Violence
- Types of Workplace Violence
- Role of Substance Abuse and Mental Illness
- Everyone's Role in Workplace Violence Prevention

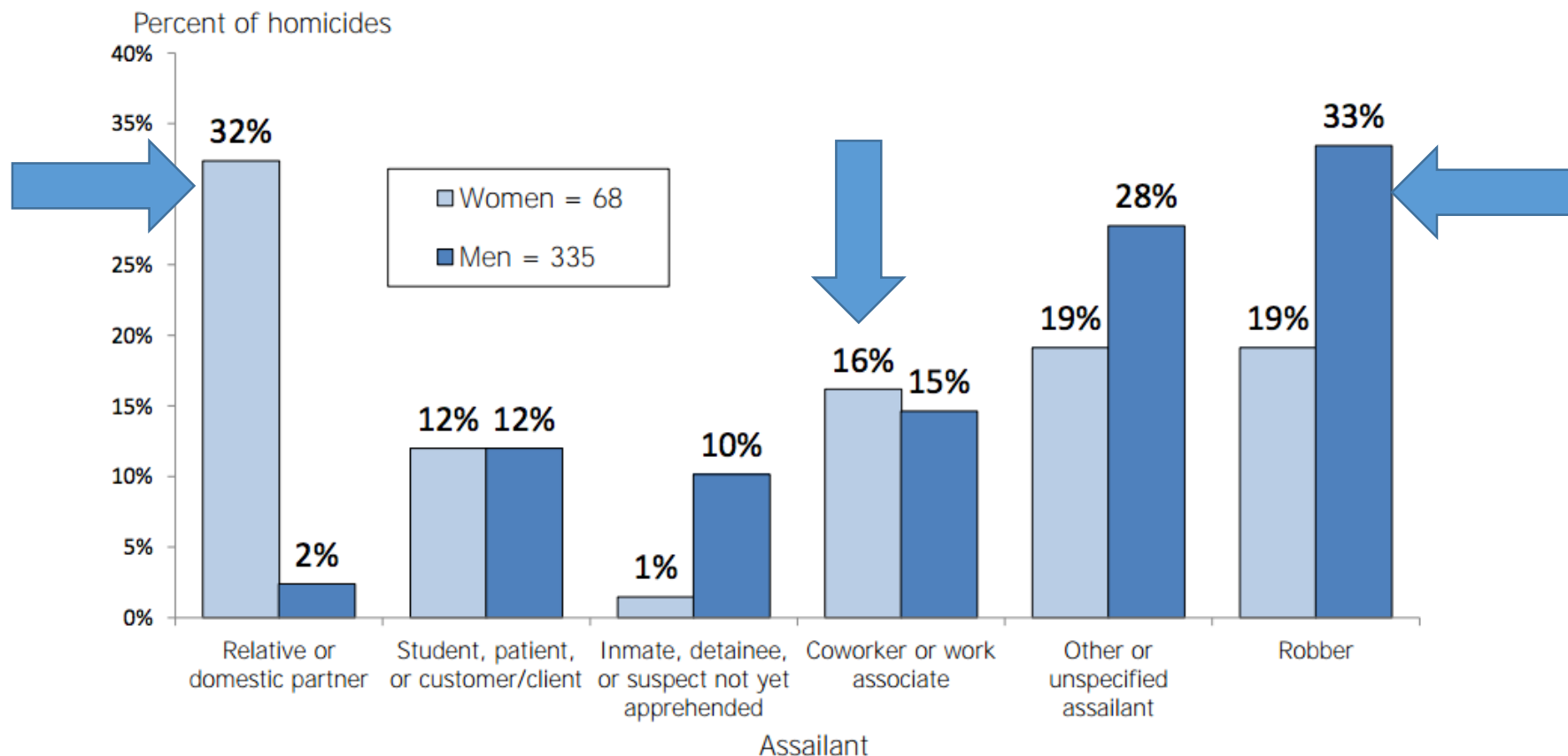
Learning Points

- Role of Mental Illness and Substance Abuse
- Role of Grievances, Entitlement Mentality and Perceived Loss
- Every Member of Organization is Part of the Early Warning Network

National Facts Regarding Workplace Homicide (2014)

- 403 employees murdered at work (8/week) (BLS, 2014)
- 15% killed by co-worker or former co-worker (BLS, 2014)
- 1st leading cause of death at workplace for women (BLS, 2014)
- 3rd leading cause of death at workplace for men (BLS, 2014)

Work-related homicides by gender of decedent and assailant type, 2014*



Robbers were the most common type of work-related homicide assailant for men and the second-most common for women. The most frequent type of assailant in work-related homicides involving women was a relative or domestic partner.

*Data for 2014 are preliminary.
Note: Percentages may not add to 100 due to rounding.
Source: U.S. Bureau of Labor Statistics, 2015.

Homicide (per 100k)

- Annual Rate Homicides 4.5 (FBI, 2014)
- Annual Rate Homicides @ Work 0.13 (FBI, BLS , 2014)
- Annual Rate Coworker Homicides 0.02
- Annual Rate Hawaii Homicide 1.8 (FBI, 2014)

Occupational Homicide: What are the Risk Factors?

- Exchange of Money with Public
- Working Alone or in Small Numbers
- Working Late Night / Early Morning Hours
- Working in High Crime Areas
- Guarding Valuable Property
- Working in the Community

Hawaii Facts Based on Worker's Compensation Claims

(DOL, Personal Communication, 2015)

- 11,143 Workplace Violent Acts (2003-2013) 1,013/yr
- 222 Workplace Fatalities (2003-2013) 20.2/yr
- 16 Workplace Homicides (2003-2013) 1.5/yr
- 7 Homicides by Coworker (2003-2013) 0.6/yr
–44% of Homicides by Coworker vs. 15% US (2014)
- 14 Workplace Suicides (2003-2013) 1.3/yr

National facts

Drug, alcohol, and emotional conditions

(NIMH, DSM-5, NIH)

Percent of U.S with:	%
Mental Disorder <i>*not including Substance Abuse</i>	18%
Alcohol Abuse or Addiction	8.5%
Drug Abuse or Addiction	9.5%

Violence and Psychiatric Disorder:

% Violent
Swanson et al., 1990

Disorder	Alone	With Substance Abuse
• No Disorder	2.05	21.30
• Anxiety Dis.	2.37	20.25
• Mood Dis.	3.45	29.19
• Schizophrenia	8.36	30.33

Workplace Violence Definition

- SHRM/ASIS (American Society for Industrial Security) (2011)
 - “A Spectrum of Behaviors -- Including Overt Acts of Violence, Threats and other Conduct – that Generates a Reasonable Concern for Safety...”
- OSHA (2011)
 - “Violent Acts (Including Physical Assaults and Threats of Assaults) Directed toward Persons at Work or On Duty.”

Violence in the Workplace

- Terrorism
- Customer-to-Customer
- Customer/Outsider-to-Employee
- Employee-to-Customer
- Employee-to-Employee

Customer-to-Customer

- Overly Aggressive Customer
- Domestic Partner
- Criminal Behavior
- Mentally Ill/Depressed/Suicidal

Customer-to-Employee

- Criminal Behavior
- Overly Aggressive Customer
- Disgruntled Customer

Customer-to-Employee

- Criminal Behavior
- Overly Aggressive Customer
- Disgruntled Customer
- Domestic Partner
- Depressed/Suicidal

Employee-to-Employee

- Criminal Behavior

Employee-to-Employee

- Criminal Behavior
- Disgruntled Employee (with Personality Disorder?)

Employee-to-Employee

- Criminal Behavior
- Disgruntled Employee (with Personality Disorder?)
- Domestic Partner
- Romantic Obsession
- Depressed/Suicidal

Employee-to-Employee

- Criminal Behavior
- Disgruntled Employee with Personality Disorder
- Domestic Partner
- Romantic Obsession
- Depressed/Suicidal
- Paranoia Secondary to Psychosis, Delusional Disorder, Personality Disorder or Substance Abuse

Subtypes of Aggression

- Instrumental Aggression
 - Violence to further another purpose
- Angry Aggression
 - Violence in Argument/Confrontation
 - Anger/Fear-driven
- Predatory Aggression
 - Victim/Time/Place Chosen for Retaliation
 - Fantasy-driven
 - Less Common

Threat Specificity

- I' m Going to Kill You
- I' m Going to Shoot You
- I' m Going to Slit Your Throat From Ear to Ear
- I Know Where You Live: I' m Going to Kill Your Two Children, Let you Mourn, Then Kill Your Wife and Then You

Do Not Confuse

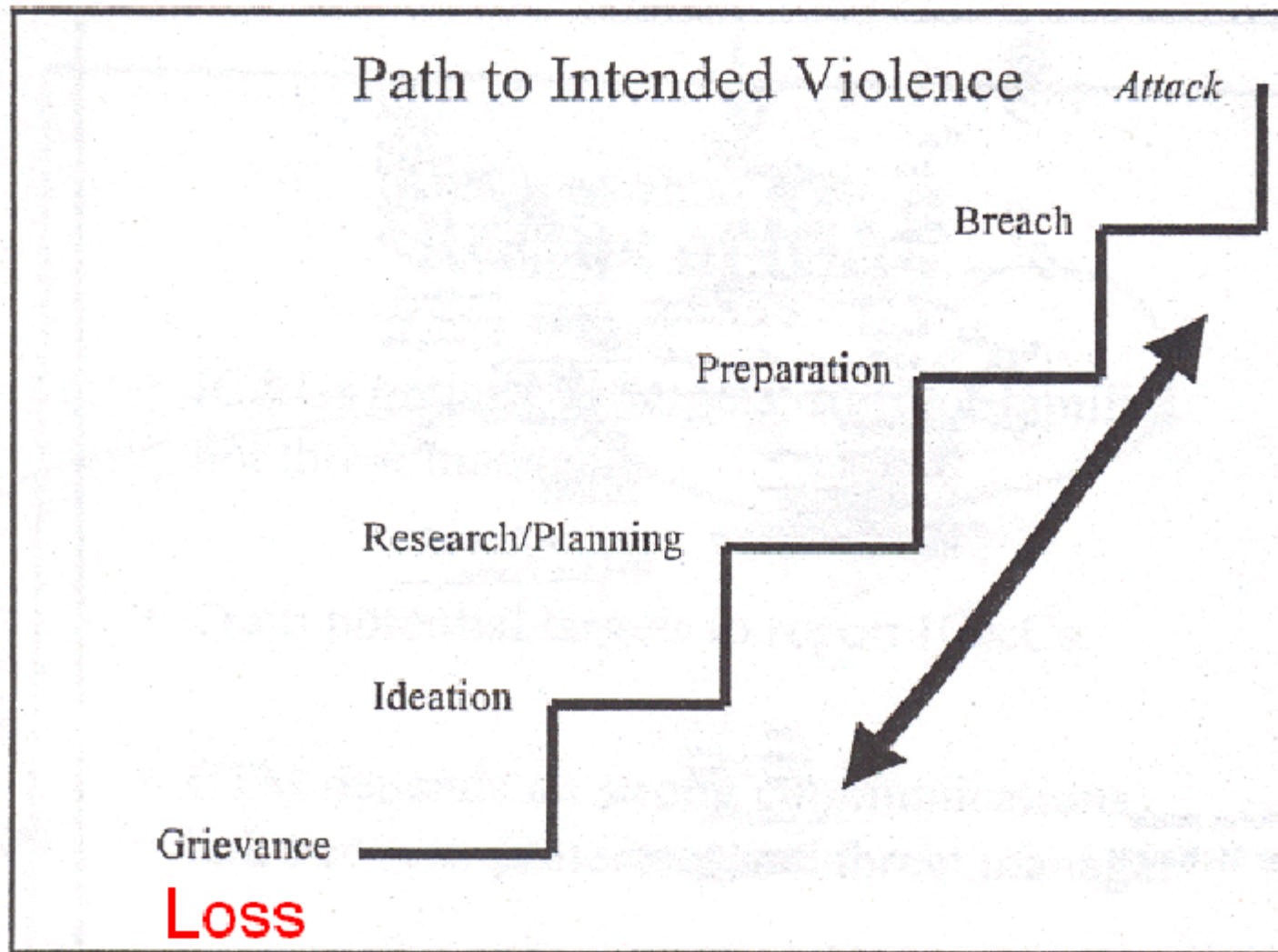
Lack of Verbalized Threat
Does Not Mean There is
No Threat

Death of Spouse	100
Divorce	73
Marital Separation	65
Jail Term	63
Death of Close Family Member	63
Personal Injury/Illness	53
Marriage	50
Fired from Work	47
Marital Reconciliation	45
Retirement	45

High Risk Profile?

“Red Flags”

- History of Past Violence
 - Shows impaired conflict management skills
- Substance Abuse
 - e.g., Methamphetamine
- Paranoid Delusions, Psychosis
- Depressed, Suicidal
- Sense of Entitlement, Blame Directed Outward, Moral Righteousness
- Loss



From Calhoun & Weston, 2003

Violence: Acting in the Pursuit of Justice

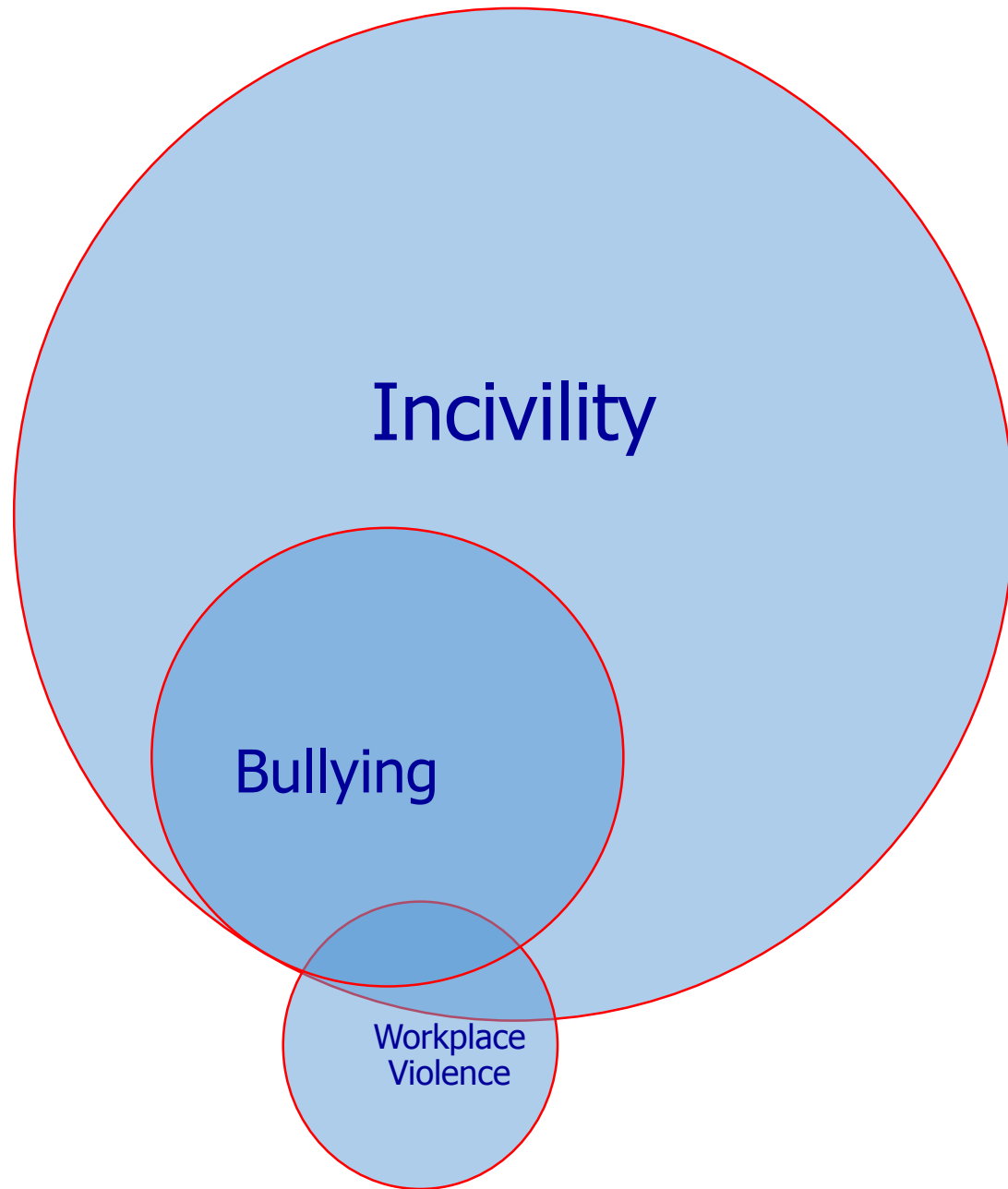
- Perpetrators Do Not “Snap,” They “Decide” (White, 2012)

- These incidents are not impulsive or random.
- Managing The Perception of **Loss** is a Key element in Prevention

Behaviors of Concern “Red Flags”

- General Interest in Violence
- Specific Ideas/Plans
- Communication of Intent to Third Parties
- Stalking

Assessing Risk in Cases of Suspected Bullying and Incivility



Workplace Bullying

- “Interpersonal hostility that is deliberate, repeated and sufficiently severe as to harm the targeted person's health or economic status...driven by perpetrators’ need to control another individual, often undermining legitimate business interests...”
(Namie, 2003)

Dealing with Bullying and Incivility

- Who is the Victim?
- Who is at Risk?
- How to Move Forward?
- Are Complaints/Grievances Pre-Incident Indicators (“Red Flags”)?
- Evaluating the Perpetrator or Victim?

Case of Sexual Bullying?

- Mid-30s Female working in Service Industry
- Complained that Several Coworkers Commented on her Sexual Organs and Gossiped about Her
- She was a Model Employee

Case of Sexual Bullying

- Female Employee Had Family History of Psychosis
- Had Personal History of Prior Psychiatric Hospitalizations
- Had Command Auditory Hallucinations to Harm Others
- Believed Specific Coworker was Trying to Harm Her
- Past History of Threatening to Pour Acid in Face of Coworker at Another Workplace
- Found to be Psychotic and Delusional
- No Insight Into Her Mental Illness
- Referral Made to Psychiatrist
- Employment Terminated by Elimination of Position

Organizational Response

- Call for Risk Assessment and possibly Fitness-for-Duty Evaluation

Threat Assessment

Evaluation of Person & Situation

- Collect Facts
 - Interview Witnesses, Victims
 - Examine Documentary Evidence
 - Psychological Evaluation of Subject, If Possible
- Draw Conclusions by Comparing Facts to Risk Variables
- Establish Level of Risk

Threat Management

- Use of Information From Threat Assessment to Establish Plan to Minimize Risk of Violence to Victims
- Increasing Positive Influences, Decreasing Negative Influences
- Response
 - Actions to Reduce Likelihood of Violent Act
 - Actions to Reduce Vulnerability of Target
 - Keeping the Dignity of Subject

Threat Management Tactics

- Remove From Workplace
- Assess Situation
- Move Forward

Threat Management

Moving Forward

- Return to Duty Conditions
 - Treatment with Consent to Release
 - Monitoring by Supervisor / Management
 - Monitoring by EAP
 - Firearms
- Termination Conditions
 - Focus on Future
 - Outplacement Counseling
 - SSI/Disability Retirement
 - Firearms
 - Severance
 - Health Insurance and Access to Treatment
- Controls
 - Release of Information / Duty to Warn
 - Continuous Monitoring
 - Firearms
 - Restraining Order

When to Talk to Authority about a Perceived Threat?

- Perceived as a Risk of Harm to Self/Others
- Lack Self-Care Skills
- Show Signs of Disorganization
- Disrupt Work Environment
- Collect Grievances

Disclaimer: The WAVR-21 Short Form is intended as a guide to help Users to gather and organize data during the incident or threat management process. Corporate and non-Professional Users should not attempt to use this Form, or the WAVR-21 manual, to conduct a risk or threat assessment. Rather, Corporate and non-Professional Users should, in appropriate circumstances, refer information developed using this Form to qualified clinical or forensic risk assessment professionals for interpretation.

WAVR-21 Short Form For Workplace Threat of Violence Data Gathering

"Violence Risk"		present	*recent change
V	Violence Preoccupation: Reveals violent ideas, fantasies; identification with violent perpetrators; sees violence as justified		
I	Intent and Threats: Expressed intentions, threats, motives, or plans to harm others or self (spoken, written, electronic, gestures, symbols)		
O	Others are Concerned: Concern or fear exists among potential targets or those who know the subject that he or she may act violently		
L	Losses Recent or Impending: Recent or likely job or other significant loss: relationship, financial, status, family or significant other death, school failure; strong denial or poor coping with losses		
E	Entitlement and Negative Attitudes: Very self-centered, defensive, or demanding; lacks any concern for and/or blames others; habitual lying; perceives management or other's position as "great injustice" to self		
N	Noncompliant or Menacing Behaviors: stalking, harassment, bullying, vindictive actions; security breaches; defiance of workplace rules		
C	Capacity and Actions Preparatory for Violence: First interest in or additional acquisition of weapons in troubled context; increased practice or planning behaviors; weapons at worksite; has or seeks access to targets		
E	Extreme Moods: Angry outbursts; very gloomy or agitated; extreme or sudden mood swings; suicidal feelings; notable isolation		
R	Real Provocations or Destabilizers: Situational factors, such as others in or out of workplace are provoking or supporting subject's volatility; highly stressful workplace; insufficient management attention to risk potential		
I	Irrational Thinking: Bizarre or highly suspicious beliefs, especially if they include violent ideas or fears of violence; makes highly irrational accusations, especially toward management or coworkers		
S	Substance Abuse: Use of amphetamines or other stimulants; abuse of alcohol; evidence of misconduct or violence while under influence		
K	Known History of Violence, Criminality, or Conflict: Violent history, especially if recent or frequent, including domestic/intimate partner violence; pattern of litigiousness or persistent conflict, especially in work contexts		

* > worsening or escalation
 o no change
 < improvement

Note: if data are unavailable or incomplete for a factor, enter "I" for insufficient information.

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Work Place Violence Policies

- Applies to any staff, employees, vendors, customers or visitors
- Should apply to any threat or actual infliction of physical violence as well as the threat or actual occurrence of psychological violence
- Should apply to any behavior perceived as aberrant
- A physical or verbal act toward another person, the result of which causes that person to reasonably fear for his/her safety or the safety of others.

Workplace Violence Prevention

- Keep your friends close, and your enemies closer.”

(Sun-tzu, 400 B.C.)

- It is everyone's best interest to maintain positive relationships with all
- Do Not Harass, Belittle, Ice Out, Make Fun Of, Physically Abuse, or Isolate others

Workplace Violence Prevention

Investigation and Reporting

- It is in everyone's best interest to report all concerns about violence.
- You are the Early Warning Network

What You Can Do

- Implement Drug Testing Programs
 - Pre-employment
 - Random
 - For Cause
- Pre-employment Screening Programs
- Training: Everyone is Early Warning Network
- Never Ever Loose Track of Your Troubled Employees, Students, Customers or Vendors
- Investigate Concerns Related to Violence or Disordered Behavior
- Have a Threat Assessment Team in Place
- Have an External Consultant (ATAP)

Other Things You Can Do for You!

- Have a Security Audit of your Office' s Physical Characteristics
- Unlisted Home Phone Number
- Check if Listed in:
 - Zabasearch.com
 - Spokeo.com
 - Intelius.com
 - City-data.com
- Delist Yourself

Pop Quiz

- Which of These Two People Are More Likely to Commit Workplace Homicide:
 - Person A: Verbalizes a Threat of Violence
 - Person B: Complains of Mistreatment

Answer

- BOTH

The Active Shooter



Active Shooter (DHS, 2008)

- An individual who is actively engaged in killing or attempting to kill people in a confined area

Some Prominent Incidents

- University of Texas (Charles Whitman, 1966, 14/32)
- Columbine (Eric Harris & Dylan Klebold, 13/21)
- Virginia Tech (Seung-Hui Cho, 2007, 32/17)
- Fort Hood (Dr. Nidal Hasan, 2009, 13/29)
- Norway (Anders Breivik, 2011, 77/319)
- Sandy Hook Elementary (Adam Lanza, 2012, 26/2)

Active Shooter Response (DHS, 2008)

- Where are the nearest exits?
- Is evacuation possible? (Run)
- Is blockade possible? (Hide)
- Can the shooter be disabled? (Fight)

Mahalo!

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