

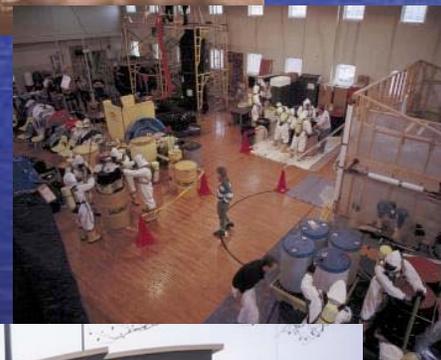
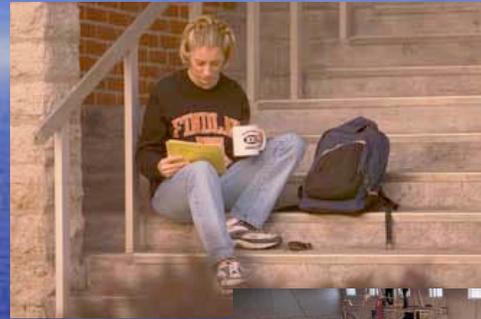
**FINDLAY**

THE UNIVERSITY OF FINDLAY

**Workplace Violence  
Avoidance**

# SEEM -- Three Primary Programs

- Academic Programs
- Environmental Resource Training Center (ERTC)
- Center for Terrorism Preparedness (CTP)



# Accomplishments Since 1986



- Graduated over 1,000 students from Academic Programs
- Trained over 90,000 people:
  - 80% customized & conducted at client's location

# Recent Projects

- ABC News
- University of Michigan
- U.S. Marines Quantico, VA
- ALERT Webcasting
- School Safety and Security

# Objectives of this Presentation

- Format -- Informal
- What we want you to learn
  - WPV Overview
  - Behavioral characteristics of perpetrator
  - Domestic violence spillover
  - Describe the Threat Continuum
  - How can you establish a TAM Team
  - Training Ideas

# Definition of WPV

- NIOSH; Violent acts, including physical assault and the threat thereof, directed towards persons at work or on duty.
- Industry; Any verbal or behavioral threat or direct action that causes or has the intent to cause physical or psychological harm, including harassment and intimidation.

# Facts

- Each week, 20 workers are murdered
- And 18,000 are assaulted
- Homicide is the 2<sup>nd</sup> leading cause of occupational death
- About 75% of workplace homicides are robbery-related compared to 9% in the general population

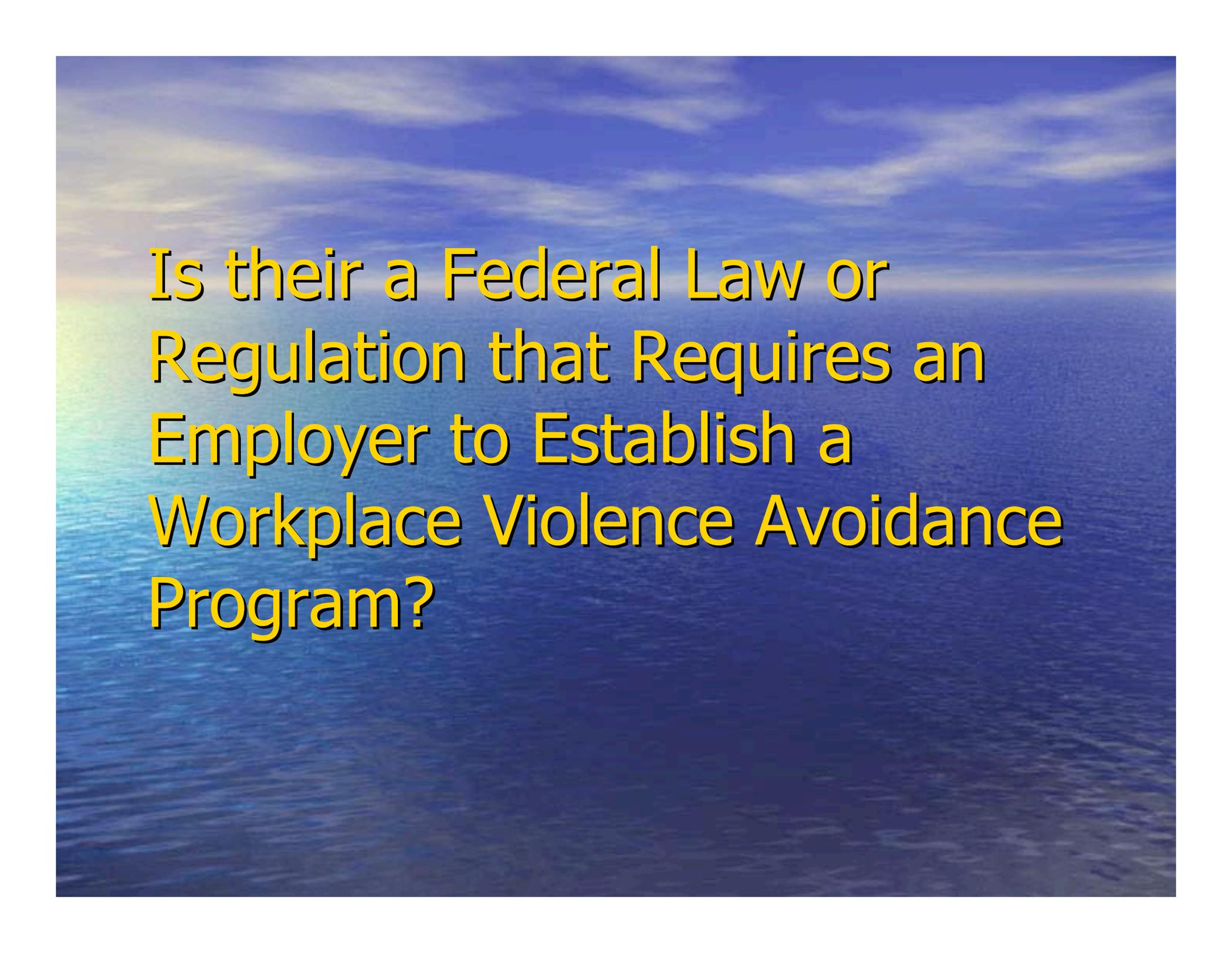
# Facts Continued

- 56% of workplace homicides occur in the retail trade and service industries
- 26% of shooters are former employees who return
- Leading cause of death in finance, real estate and insurance professions.
- Homicide is the leading cause of death for women in the workplace

# Facts Continued

- Average age of generic killer is 29
- Average age of WV killer is 38
- 92% of WV perps are male
- 70% of WV perps are white
- Single biggest controllable attribute is depression; which can usually be mitigated successfully in about six weeks

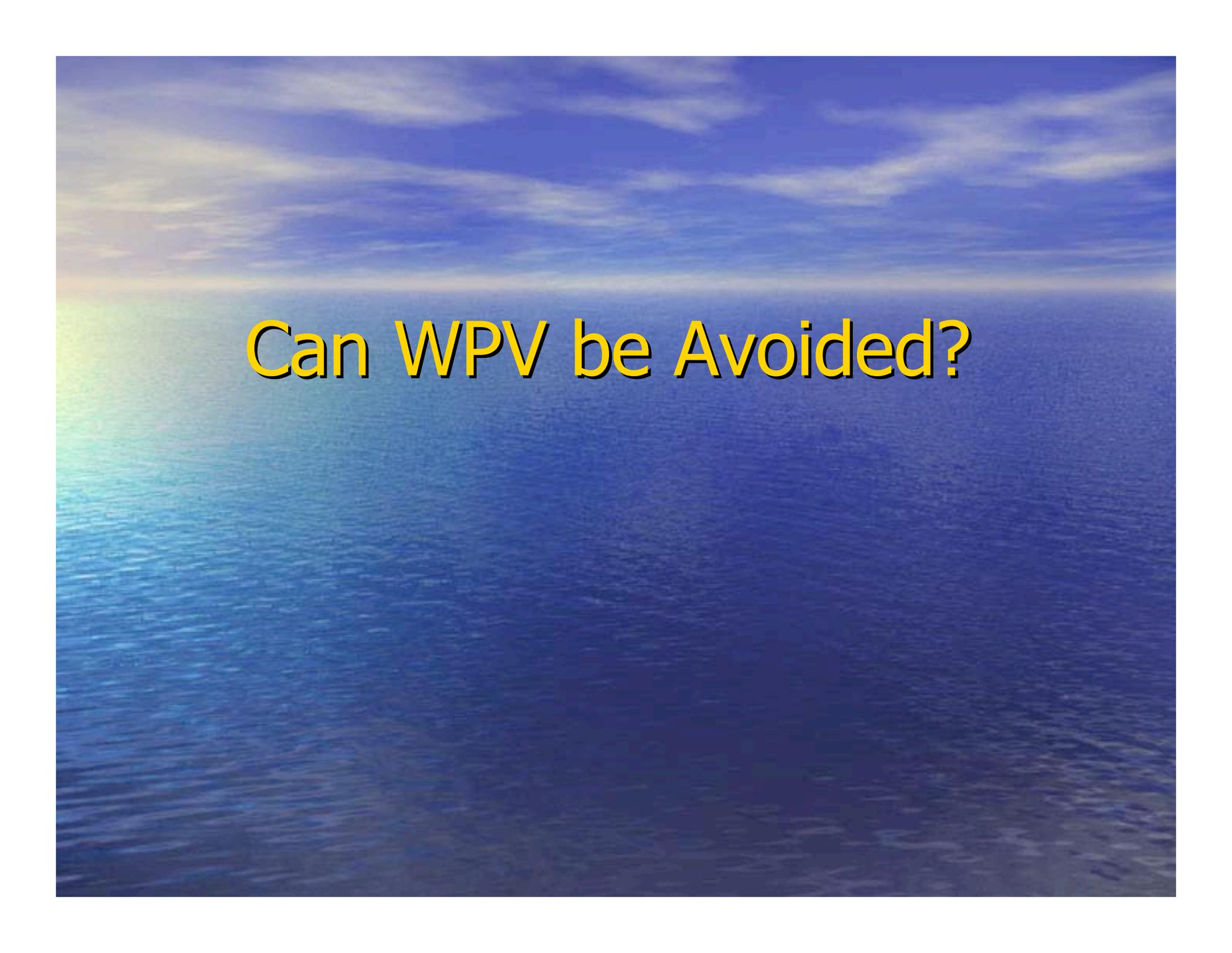
Park Dietz, MD, PhD



Is there a Federal Law or Regulation that Requires an Employer to Establish a Workplace Violence Avoidance Program?

# How about OSHA?

- OSHA General Duty Clause
  - “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”
- Legal Interpretation/Precedent



**Can WPV be Avoided?**

# Can WPV be Avoided?

- YES!!
- The potential perpetrator will tell you – **all you have to do is listen**
- Teach employees and supervisors what to listen for, and who to contact

# Behavioral Characteristics -- Does this person work for you?

- 25 to 42 – primarily male
- Is a complainer
- Easily frustrated
- Socially withdrawn
- Always an outsider

# Behavioral Characteristics Cont.

- Looking for attention
- Was the kid that was bullied – not the bullier
- Likes guns and power
  - Less than 10% were former military
- Doesn't have great communication skills

# Behavioral Characteristics Cont.

- Knows company policies extensively, but acts like he doesn't
- Anti Management – promotes us vs. them
- Good at pitting people against each other
- Affixes to a personality that you either respect or fear
- Boasts about “get even” plans

# Behavioral Characteristics Cont.

- Generally a good worker
- Comes early / stays late
- Rarely takes sick leave or all of Vacation
- Hard time accepting criticism
  - Doesn't respond well to info shock on performance appraisal
- Job is the core of his identity

# A Related Threat from the Outside

## -- Domestic Violence Spill Over

- 1 in 9 working women report being a victim of domestic violence
- Partners & boyfriends commit an average of 13,000 acts of violence against women in the workplace/yr

# Battered Workers

- 96% experience problems due to abuse
- 74% are harassed by abuser
- 60% are late for work
- 28% leave work early
- 54% miss entire day of work
- 60% are reprimanded for abuse-associated problems
- 30% lose their jobs

# What Can You Do About Domestic Violence Spillover?

- Actively communicate all Domestic Violence Services to employees
  - Your company EAP
  - Local Services
- Best way to do this?

# Signposts

- People do not switch instantly from non-violent to violent
- The path toward violence is evolutionary
- Observable behaviors include threats, brooding, fantasies of destruction or revenge in conversations, writings or other actions



# Targeted Violence – Guiding Principles

 There is a difference between **making a threat** and **posing a threat**

 Individuals or groups who commit acts of targeted violence go through an **understandable** and often **discernible process of thinking and behavior.**

# Targeted Violence – Guiding Principles

☰☞ Targeted violence moves along a **continuum of probability** and stems from an interaction of the **potential attacker(s), past events, the current situation and the target(s)**.

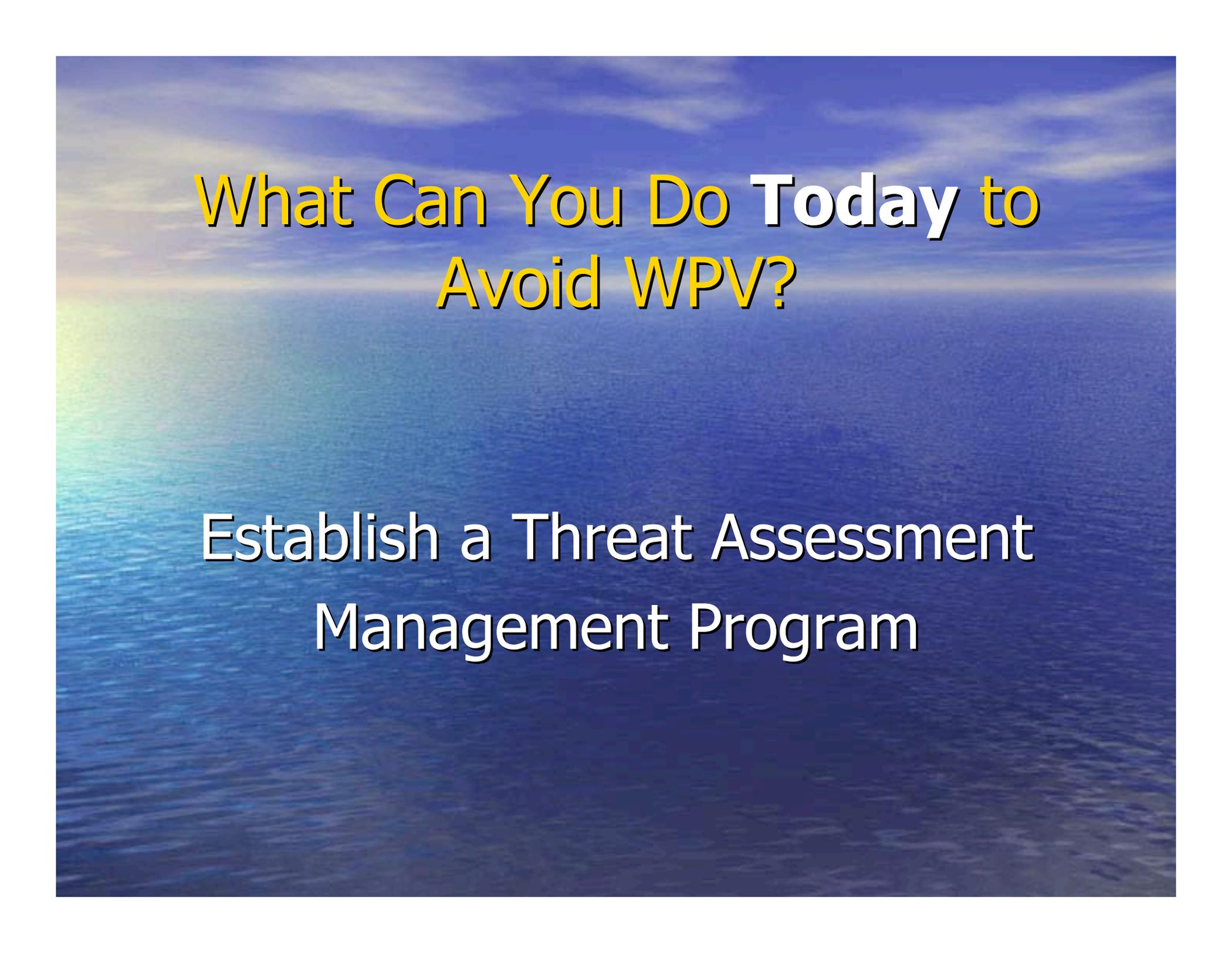
☰☞ There is a direct relationship between **motive** and the **target**

☰☞ Persons or groups who commit acts of targeted violence, perceive the attack as a **means to a goal**

# The Targeted Violence Continuum

The Individual progresses through the following steps:

- Ideation
- Planning
- Preparation
- Implementation



# What Can You Do **Today** to Avoid WPV?

Establish a Threat Assessment  
Management Program

# Threat Assessment Management

- Developed by US Secret Service
- Behavior based techniques they use to identify threats to their protectees

# Threat Assessment Management (TAM) Program

What is it --

Ongoing intelligence gathering,  
analysis, and mitigation / intervention  
program

# How do you establish a TAM Program?

## Step 1 -- Establish TAM Team

- Corp. Exec in charge of security
- Lead security person
- HR person in charge of personnel
- Corp Legal Counsel
- Mental Health Professional (inside or out)
- Local Law Enforcement
- Others as warranted

# Threat Assessment Management

- **A Systemized Approach to Case Management protocol**
  - Full & proper reporting
  - Central clearing house of information
  - Assessment and screening protocol
  - Case-management protocol

# TAM Development – Step 2

## Develop a **WPV Policy**

- What is acceptable behavior in the workplace and what isn't?
- Employee & supervisor responsibilities
- Who is in charge?
- What are the penalties going to be?
- How are you going to enforce this?

# TAM Development – Step 3

## Establish Ongoing Intelligence Collection System

- Train Employees on what should be reported & to whom
  - Employees role
  - Supervisors role
  - Role of Outside Sources
  - Documentation

# TAM Development – Step 4

## Analysis and Action

- Routinely collect and analyze intelligence
- Develop a scoring system to determine the level of the threat
  - Ideation (1 – 3)
  - Planning (4 – 6)
  - Preparation (7 – 9)
  - Implementation (10)

# What is Your Next Step?

- Contact US Secret Service for Information
- Or, Contact UF or others for assistance
  - TAM Implementation Training
  - Customized Program Development
  - AstraZeneca Example
- Above All – **Make sure you do something!!!**

# ALWAYS REMEMBER

- The potential perpetrator will tell you – **all you have to do is listen**
- Your Goal is to Teach employees and supervisors what to listen for, and who to contact

# Contact Information



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