HUB

Risk & Insurance | Employee Benefits | Retirement & Private Wealth

# Developing a Workplace Violence Prevention Program

## MO/KS PRIMA Conference

## April 2022

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# Isaac Monson, CPP

AVP | Sr. Risk Consultant


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# State Police: 2 dead after murder-suicide at plant

By Kayla Crandall -21Alive

**March 10, 2016**

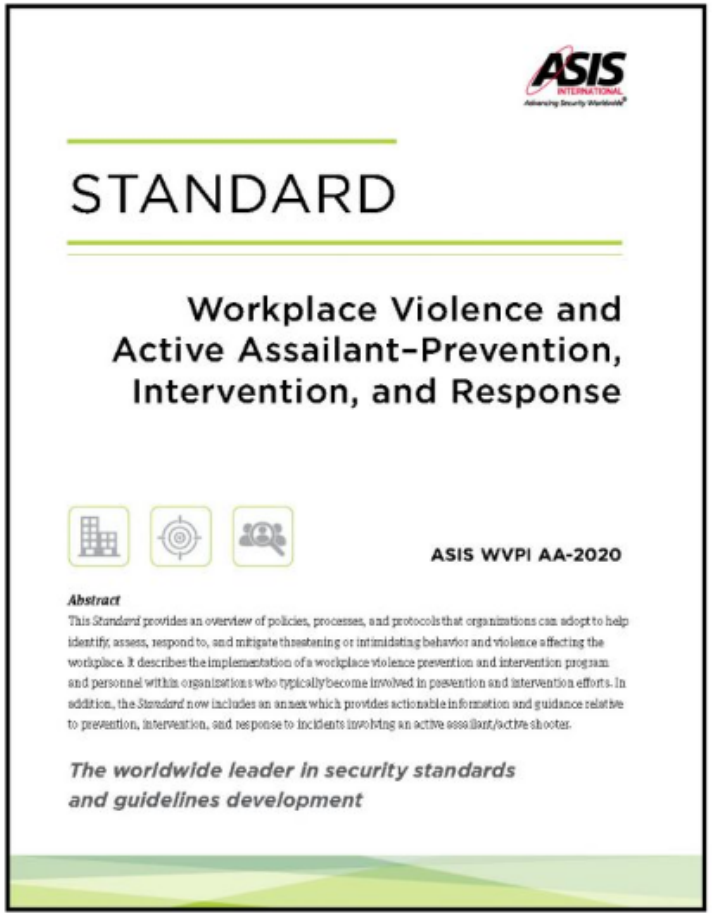
Updated Mar 10, 2016 at 6:18 PM EDT

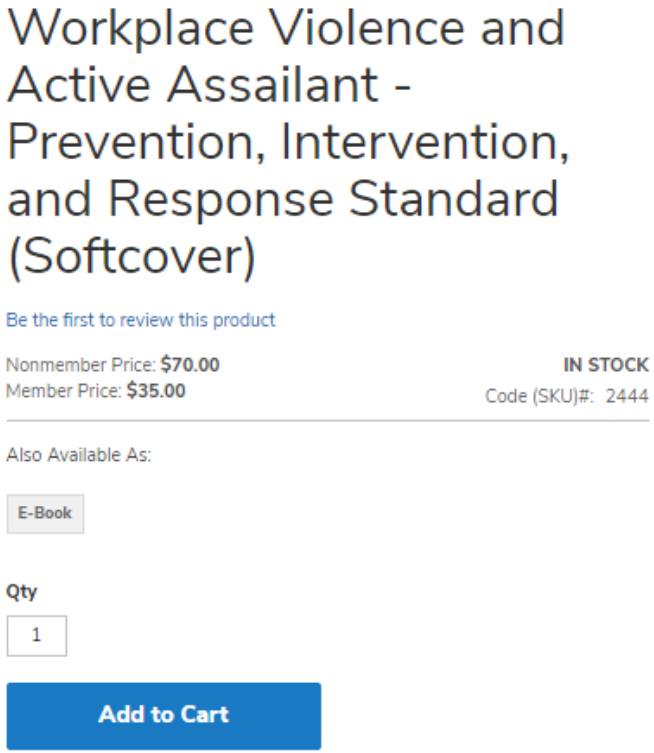
Select Language ▼

SEYMOUR, Ind. (21Alive) -- Two people are dead after an apparent murder-suicide at the Seymour Engine Plant Thursday morning.

The scene is secure at this point, and it is not an active shooter situation.

# How to Build a Workplace Violence Prevention Program




https://store.asisonline.org/workplace-violence-prevention-and-intervention-standard-softcover.html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# Managing Known Hazards

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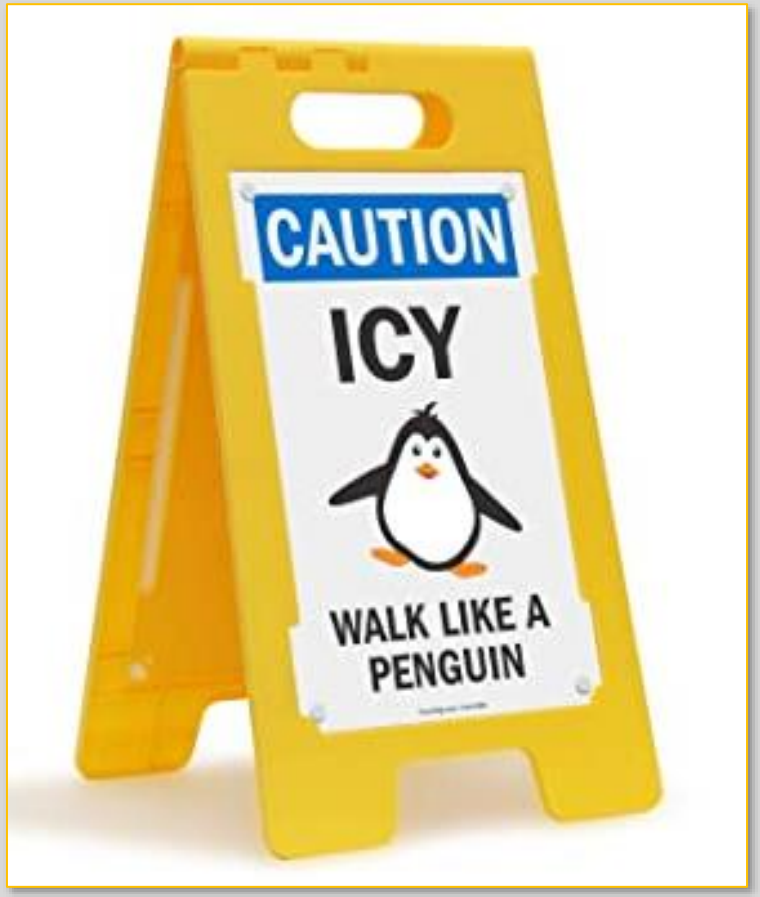
# Managing Known Hazards



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# Agenda

1 | Workplace Violence:  Definitions & Types

2 | Managing Workplace Violence Risk

3 | Getting Started


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# Workplace Violence Defined

## Occupational Safety and Health Administration - OSHA

Workplace violence is any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site.

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


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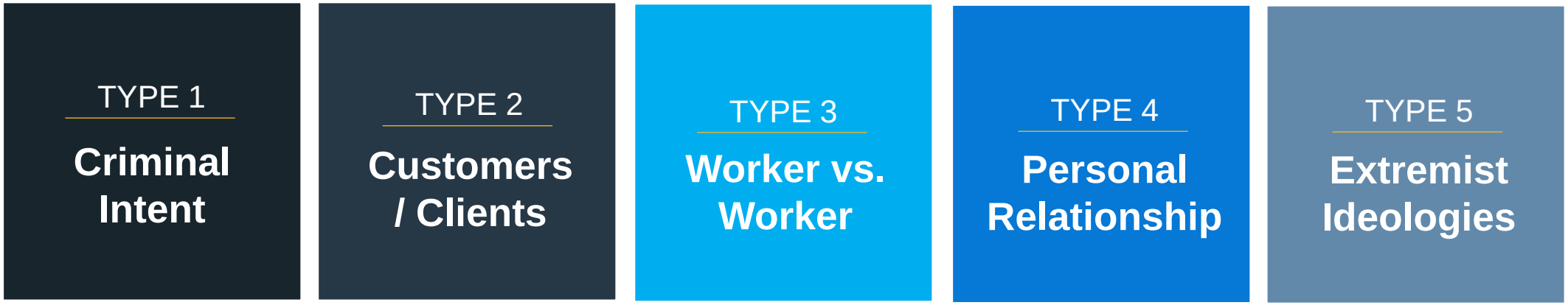
# OSHA's Workplace Violence Types




OSHA defines types of violence based on the relationship between an **aggressor & victim**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# Active Shooter / Active Assailant Events

**Active Shooter Incidents**

- Any of the violence types can potentially escalate and become an A.S. event

- A.S. response planning is only one of many important elements in a Workplace Violence Prevention Plan


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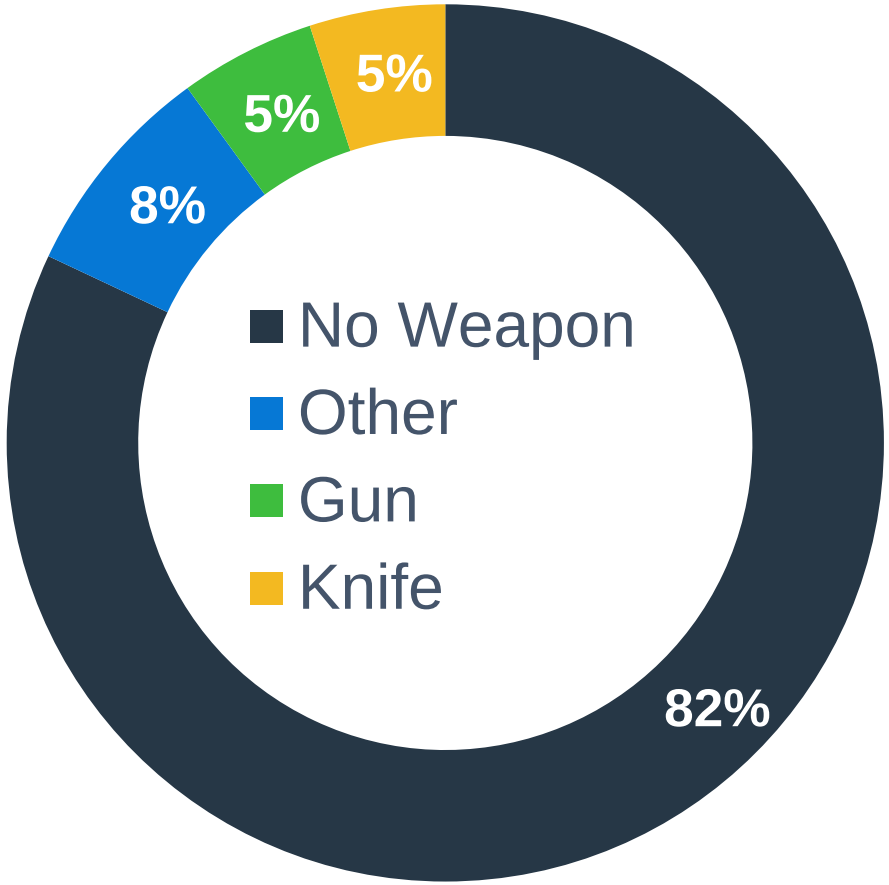
# 82% of Reported Workplace Violence Incidents **DO NOT** Involve a Weapon




**Source:** BJS.GOV- National Crime Victimization Survey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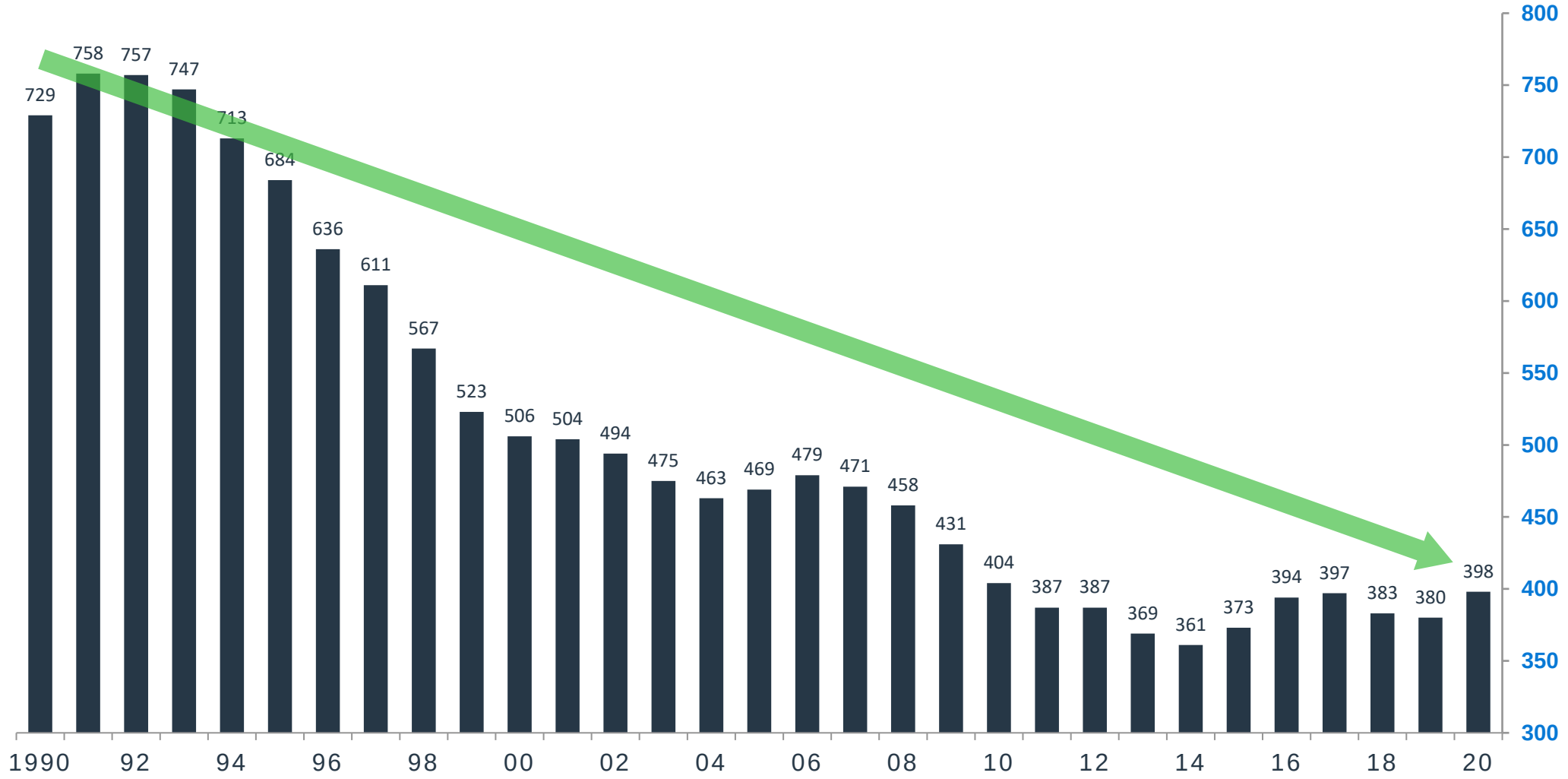
# US Violent Crime Rates 1990-2020




Source: FBI – Uniform Crime Reporting (UCR) Offenses per 100k Population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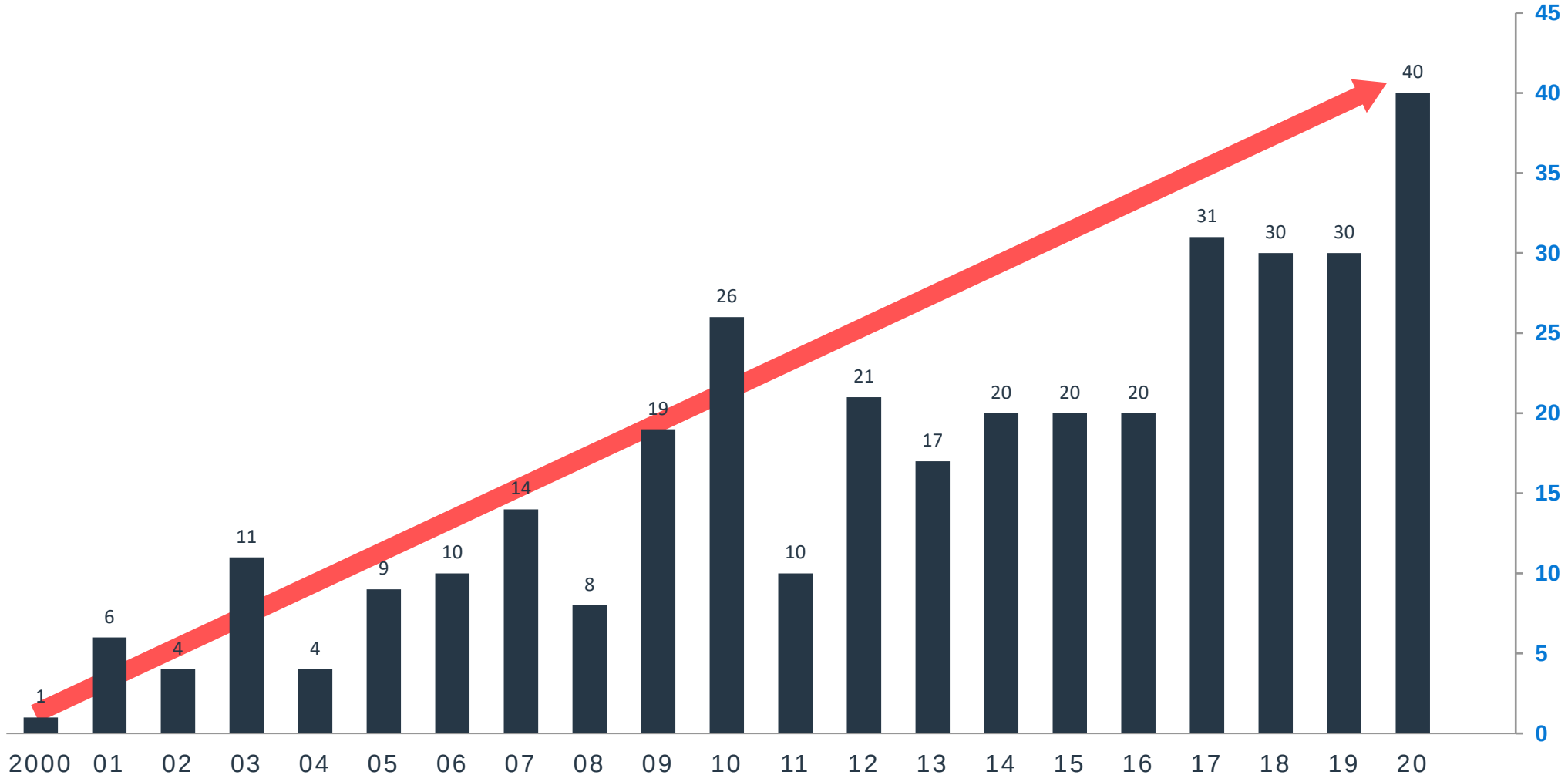
# US Active Shooter Incidents 2000-2020




Source: FBI - Designated Active Shooter Incidents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# OSHA's Workplace Violence Types

TYPE 1

**Criminal Intent**

## 5 City Employees Robbed at Gunpoint While Working in Chicago

Employees were setting up construction zone on West Side Wednesday

By Sun Times Wire • Published on January 15, 2020 at 11:47 am

Five employees with city's transportation department were robbed at gunpoint Wednesday morning while they were setting up a construction zone in Austin on the West Side.

**Trending Stories**

BA.2
BA.2 Symptoms, Protection and More: What We Know as Omicron Subvariant Grows

MEXICO SHOOTING
Suburban Chicago Woman Killed in Mexican Massacre That Left at Least 20 People Dead

COVID BOOSTER SHOT
COVID Vaccine Booster Shots: What to Know as 4th Dose Approved for Some

AURORA BOREALIS
Will Chicago Be Able to See the Northern Lights Wednesday Night?

CHICAGO GAS PRICES
WATCH LIVE: Lightfoot Makes Transportation Assistance Announcement Thursday Morning


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# OSHA's Workplace Violence Types

TYPE 1

**Criminal Intent**

## Relationship to Victim:

- Aggressor is typically unknown to company or organization

## Motivation:

- Stealing items with monetary value for personal gain.

## Example Risk Factors:

- Having cash or other valuable items on hand
  - Tools, Materials, Electronics, Vehicles, etc.
- Operating in high crime areas
- Lack of physical security options


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# OSHA’s Workplace Violence Types

TYPE 2

**Customers / Clients**


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# OSHA's Workplace Violence Types

TYPE 2

**Customers / Clients**

## Relationship to Victim:

- Aggressor is known to the organization, receives product or services (hospitals, schools, social services, etc.)

## Motivation:

- Feelings of perceived injustice, mistreatment, poor service, or lack of dispute resolution

## Example Risk Factors:

- Serving high-risk populations
- Operating in open-to-the-public settings
- Lack of employee awareness and training


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# OSHA’s Workplace Violence Types

TYPE 3

**Worker vs. Worker**


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# OSHA's Workplace Violence Types

TYPE 3

**Worker vs. Worker**

## Relationship to Victim:

- Aggressor is an employee or former employee, often targets managers and supervisors

## Motivation:

- Retaliation, unresolved personal conflicts or disputes

## Example Risk Factors:

- Hostile work cultures
- Lack of managerial training, and de-escalation skills
- Lack of safe hiring and termination processes


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# OSHA's Workplace Violence Types

TYPE 4

**Personal Relationship**

## DOMESTIC VIOLENCE IN MISSOURI

- 41.8% of Missouri women and 35.2% of Missouri men experience intimate partner physical violence, intimate partner sexual violence and/or intimate partner stalking in their lifetimes.[1]
- In 2018, 45,548 incidents of domestic violence were reported to Missouri law enforcement, representing a 10.3% increase between 2014 and 2018.[2] Many other incidents went unreported.
- In 2019, domestic violence programs served 36,304 Missourians. However, over 26,000 requests for services went unmet due to lack of resources.[3]
- In 2018, there were 89 reported domestic violence-related homicides, comprising 11.47% of all Missouri homicides.[4]

## DOMESTIC VIOLENCE IN KANSAS

- 33.9% of Kansas women and 31.1% of Kansas men experience intimate partner physical violence, intimate partner sexual violence and/or intimate partner stalking in their lifetimes.[1]
- In 2018, Kansas law enforcement agencies reported responding to 24,066 domestic violence incidents. However, not all agencies submitted their records to the state, so the number of domestic violence incidents reported to law enforcement was likely higher. Many other domestic violence incidents were not reported to law enforcement.[2]
- There were 37 domestic violence homicides in Kansas in 2018.[3]


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*National Coalition Against Domestic Violence

# OSHA's Workplace Violence Types

TYPE 4

**Personal Relationship**

## Relationship to Victim:

- Aggressor has a non-work related personal relationship with an employee (intimate partner, family member, etc.)

## Motivation:

- Personal conflict

## Example Risk Factors:

- Lack of awareness and victim support resources
- Lack of security and access controls
- Lack of plan to manage known threats


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# OSHA's Workplace Violence Types

TYPE 5

**Extremist Ideologies**

**14 dead in San Bernardino shooting; two suspects dead**


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# OSHA's Workplace Violence Types

TYPE 5

**Extremist Ideologies**

## Relationship to Victim:

- Symbolic relationships - Aggressor have ideological oppositions, seek highly symbolic targets for high profile acts of violence.

## Motivation:

- Extremist ideas of all kinds

## Example Risk Factors:

- Operating in high profile or highly symbolic roles/organizations


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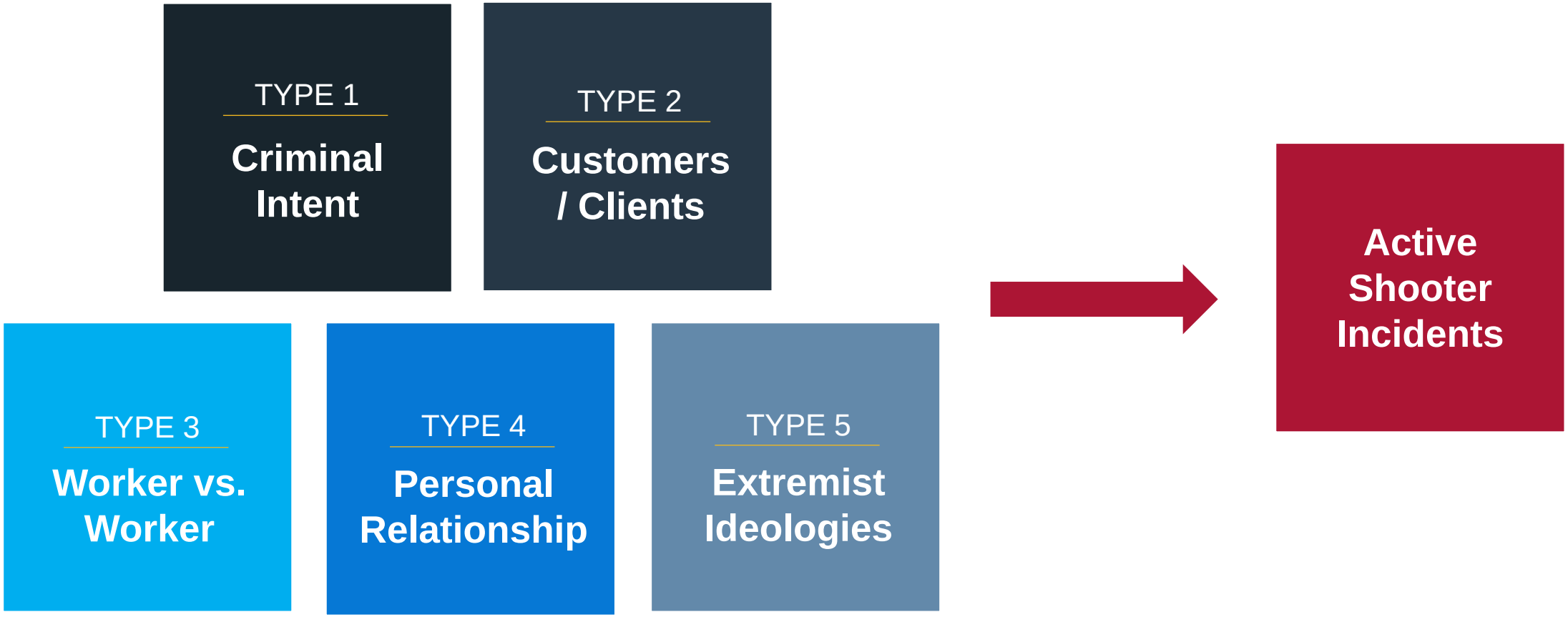
# Active Shooter / Active Assailant Events





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# Agenda

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2 Managing Workplace Violence Risk

3 Getting Started


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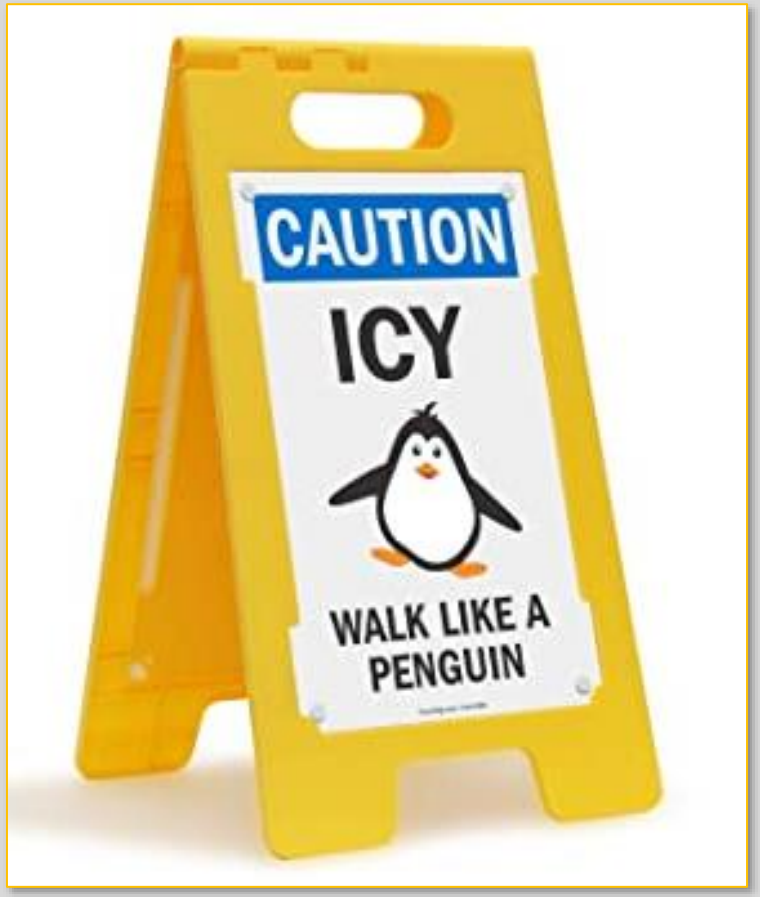
# Assessing & Managing Known Hazards



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# Recent Examples of Successful Prevention

## 3 foiled mass shootings highlight the public's role in preventing tragedies

by Leandra Bernstein | Monday, August 19th 2019

*Weapons seized by Middleton police in Ohio after arresting a 20-year-old white male for threatening a mass shootings at a Jewish community center. Authorities reported thwarting three mass shootings in less than a week. (Photo: CNN Newsource)*

# Common Claims Following WPV - Employer Negligence

## Negligent Hiring

- Prior to the time the employee is actually hired
- Employer did not take appropriate steps to vet an employee

## Negligent Retention

- During the course of employment, employer became aware of risk/threats
- The employer knew or should have known of the employee's unfitness

## Negligent in Management of a Known Threat of Violence

- Upon becoming aware of threats of potential violence employer did not take steps to mitigate or protect employees


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# Preparedness & Planning Responsibilities

## Employer:

- WPV Prevention Program
- Awareness Training
- Threat Reporting Process
- Risk Appropriate Security
- Emergency Action Plans

## Employees:

- Abide by Co. Policy
- Report Threats/Concerns
- Respect & Professionalism
- Be Familiar w/ Facility
- Run, Hide, Fight


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# Our Philosophy: Left of Loss

**Proactive Prevention Activities**
Planning, Prevention Programs, Readiness Exercise

**Disruptive Emergency Event**

**Reactive**
Incident Response, Crisis Management, Recovery, etc.


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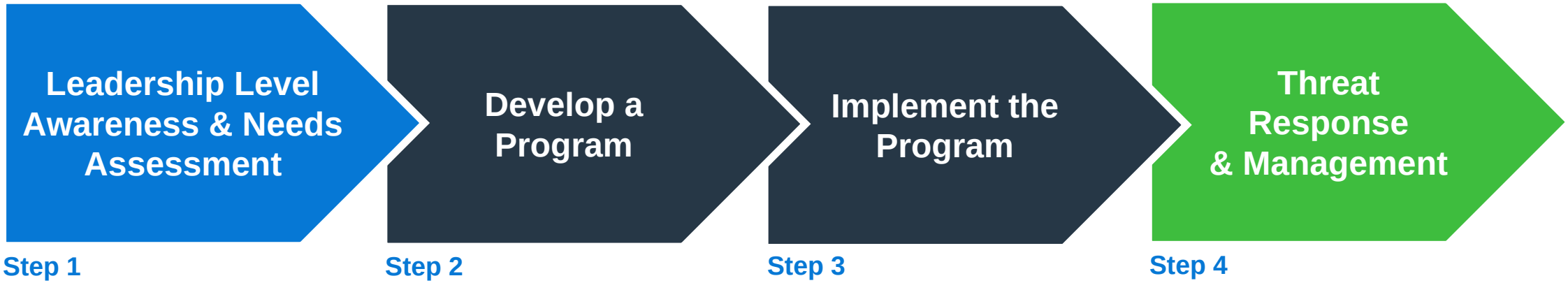
# Developing WPV Prevention Program




## Step One

- Leadership Level Awareness – Shared Commitment to Program
- Needs/Risk Assessments Across the Organization
  - Industry hazards, geography, local crime rates, know issues/threats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# Threat Assessment & Management

**Step 4**

## The Actionable Part of a Prevention Program:

- When a program is implemented, its ongoing deliverable is threat management capabilities
- Upon learning of a threat, use protocols in the program to assess seriousness and manage
- Allocate pre-identified security resources as determined necessary based on situation


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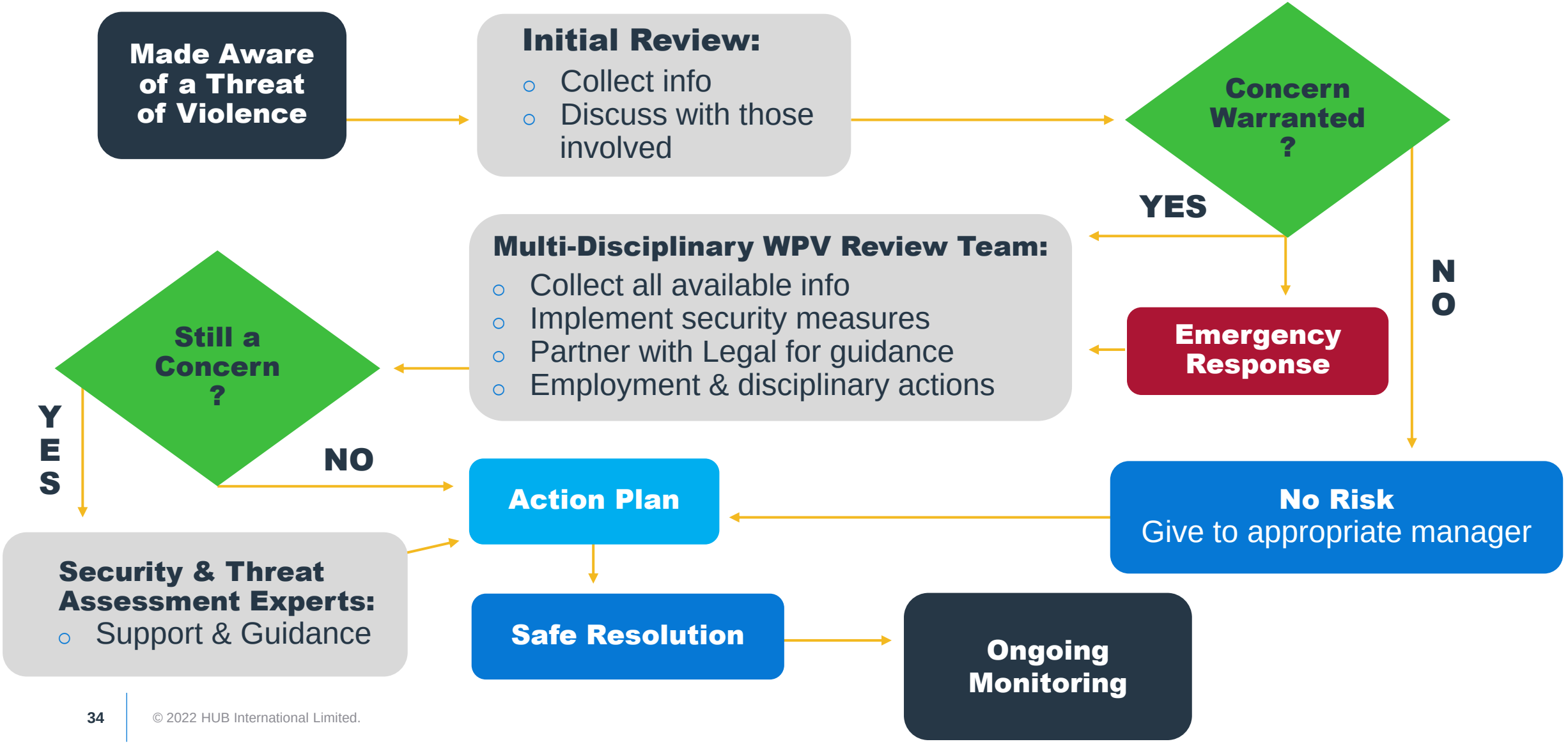
# Assessing & Managing Reports of Threat or Concern





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# Example 1: Threat Response & Management

## Low-Concern Threat:

- Current employee makes a single angry comment about a manager.

- Co-worker reports it

"He is so rude to me… I could kill him sometimes."


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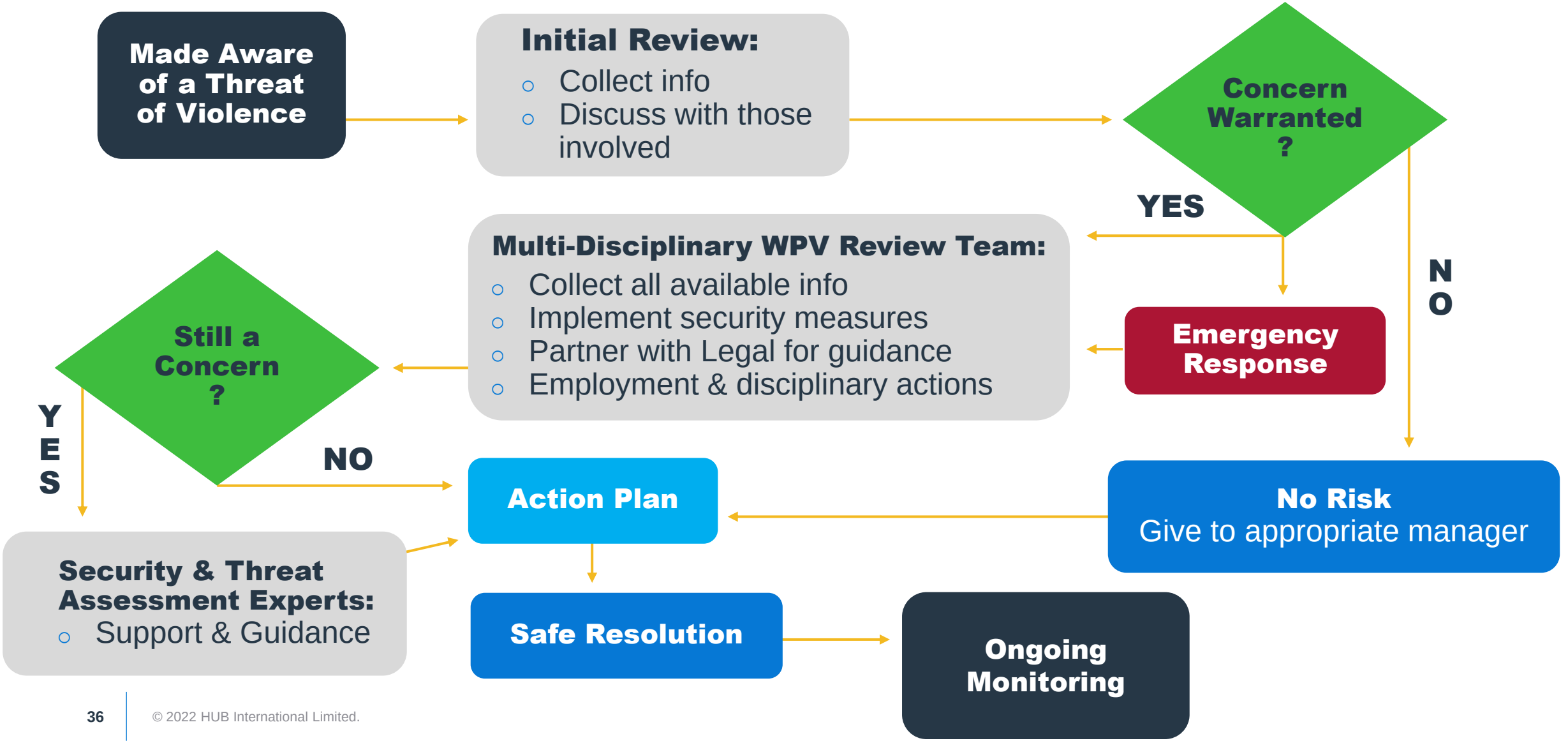
# Assessing & Managing Reports of Threat or Concern





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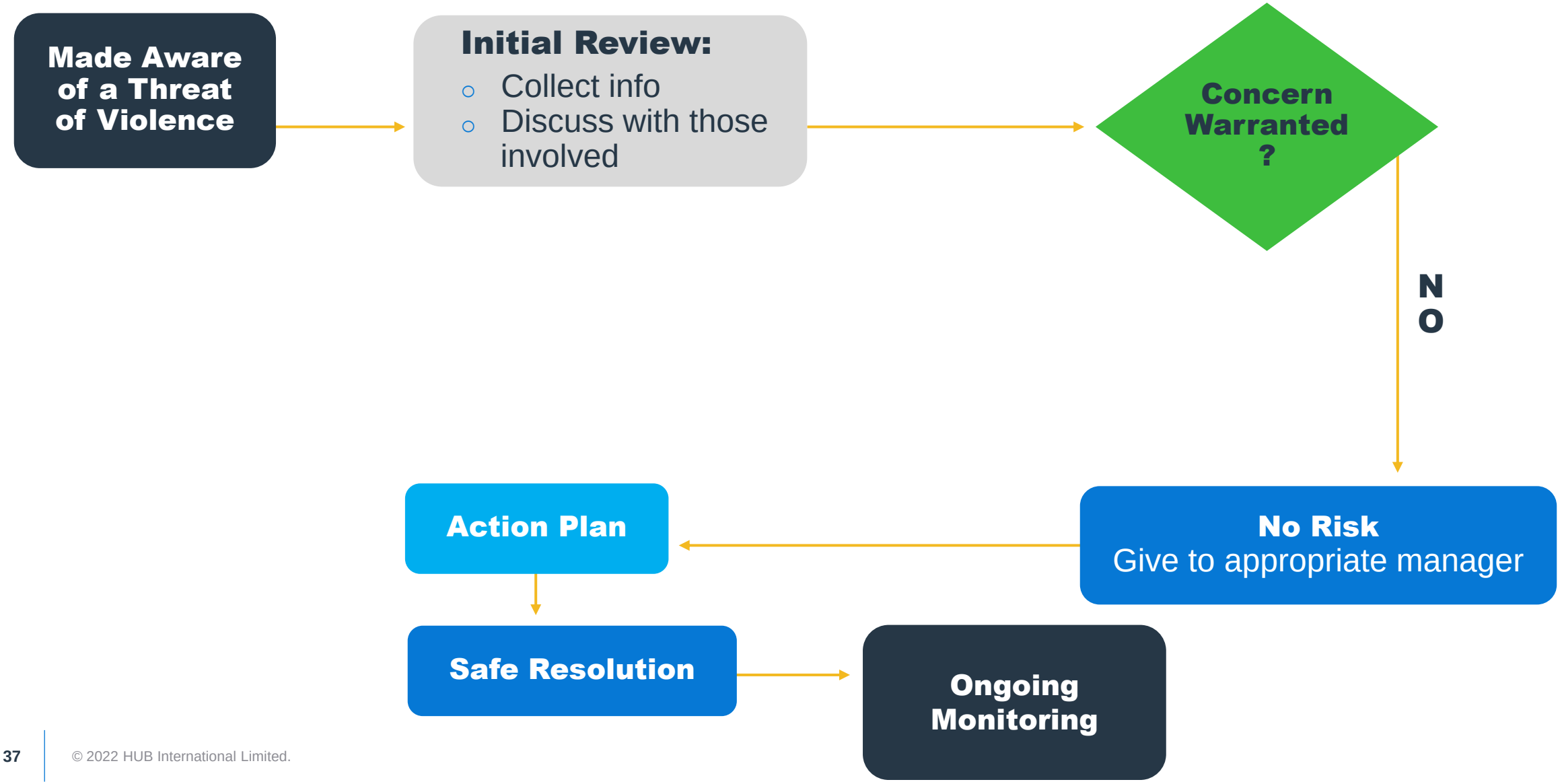
# Example 1: Low-Concern Threat





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# Example 1: Managing the Low-Concern Threat

## Possible ways to manage the low-concern threat example:

- Disciplinary action for the “kill him” statement
- Mediation between the employee and manager
- Additional managerial training for the “rude” manager
- Continue to monitor for changes or escalations and re-assess if it escalates further


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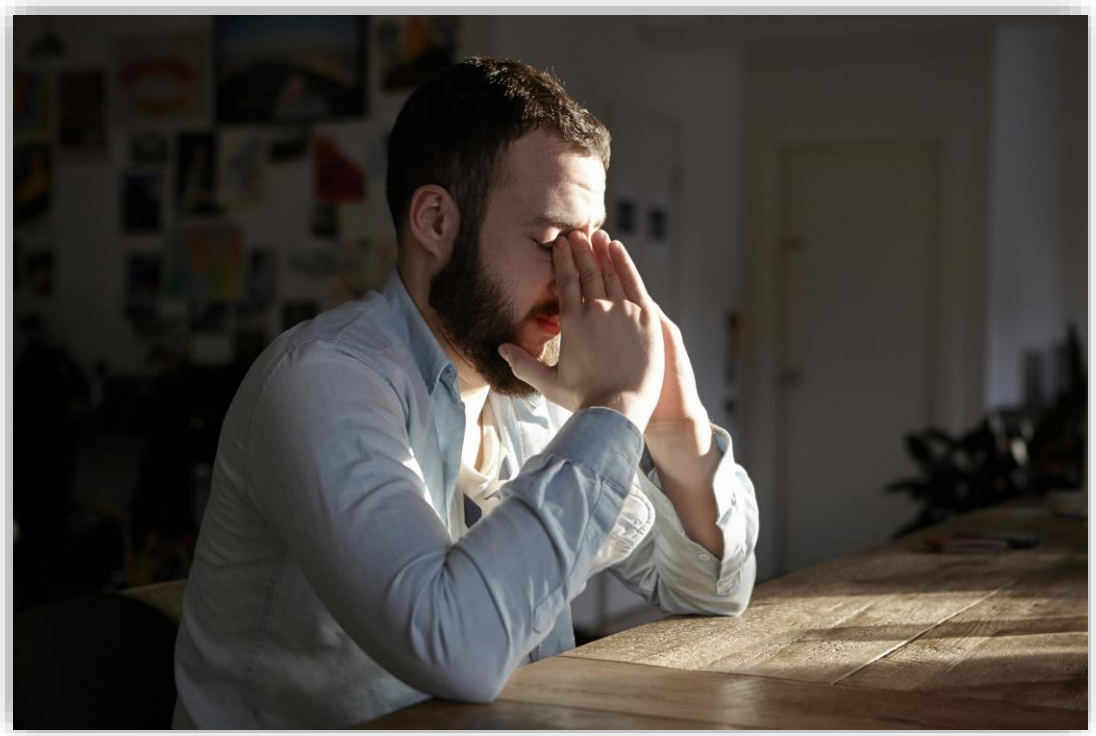
# Example 2: Threat Response & Management



## High-Concern Threat:

- Office staffer was terminated for shoving a co-worker.

- Now making specific targeted threats of violence on social media.

"Watch the news tonight… city manager is gonna get it."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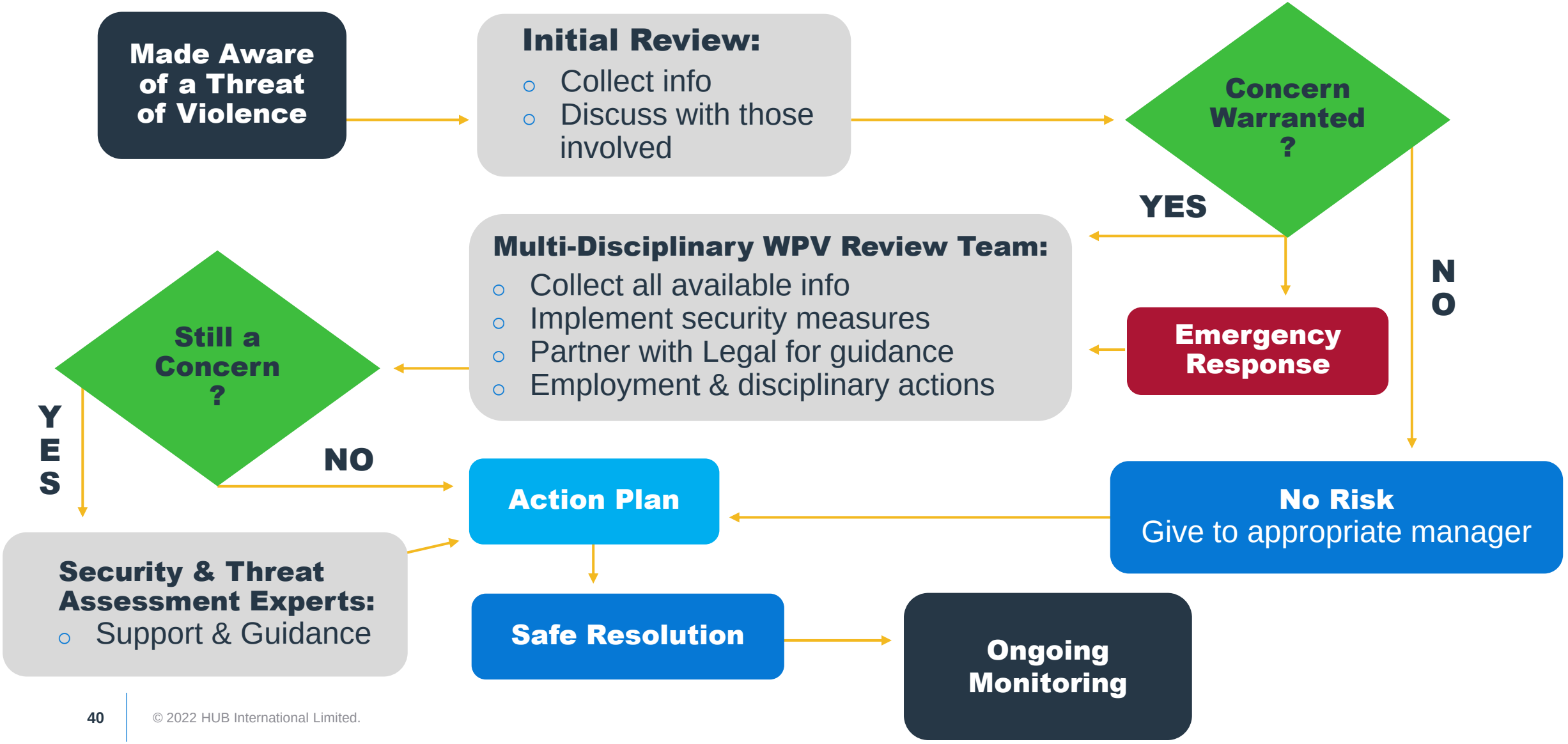
# Assessing & Managing Reports of Threat or Concern





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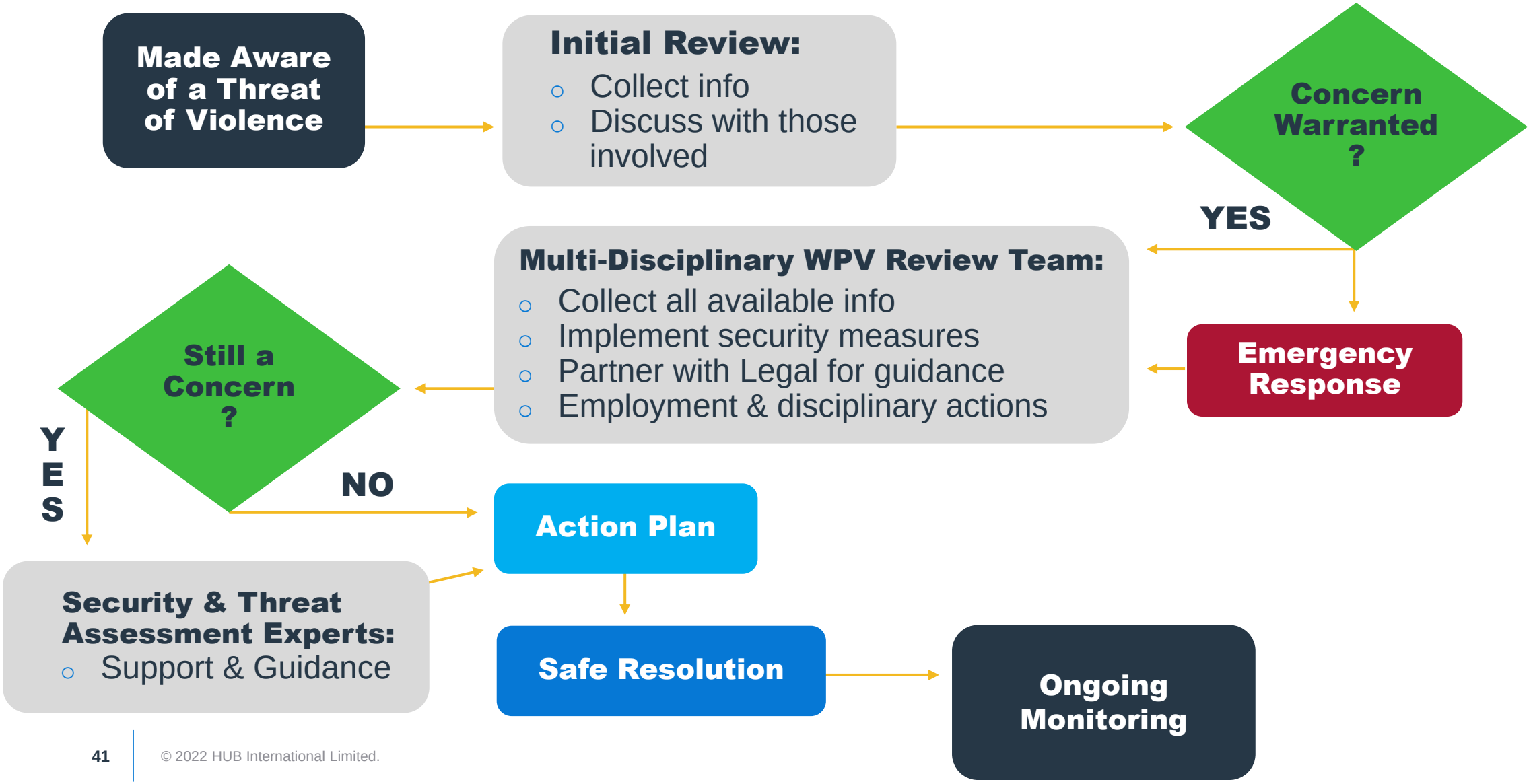
# Example 2: High-Concern Threat





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# Example 2: Managing the High-Concern Threat

## Possible ways to manage the high-concern threat example:

- Partner with outside resources police or private security
- Implementing stepped-up physical security controls
- Social media monitoring services for additional threats
- Personal security plans for employee(s) being threatened
- Ongoing monitoring and assessment of the situation


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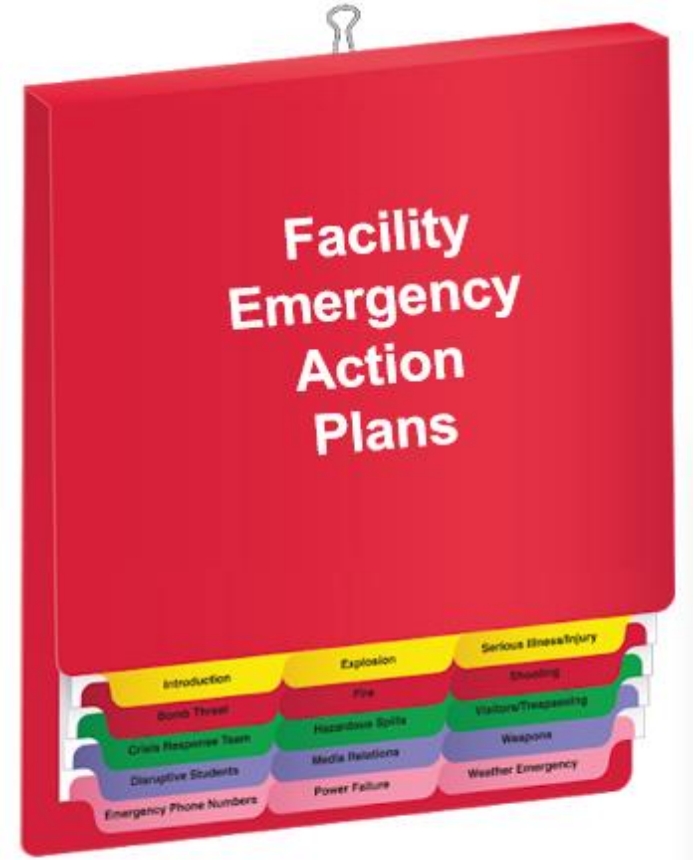
# Emergency Action Planning

## Emergency Response

### Minutes to Hours

- Initial control of emergency situations
- Protecting human life
- Stabilizing, securing, preventing further harm to property
- Assessing scope and scale of damage





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# Good Intentions, Bad Outcomes…

- All Staff “WPV Training” Without a Policy or Program in Place
  - Can lead to staff reports of known concerning behaviors or threats w/no internal support plan or threat management capabilities. Cart in front of horse.

- Over Emphasizing Physical Security as a Solution
  - Physical security infrastructure (cameras, access controls, fences, etc.) are expensive, do not deter insider threats of violence.
  - Can also create a unintended consequences like egress bottlenecks.


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# Good Intentions, Bad Outcomes

- Stand Alone Active Shooter Training & Exercises
  - Rarely commensurate to actual risk

## How Active Shooter Drills Became a Big (and Possibly Traumatizing) Business

As kids prepare for the next mass shooting, experts say high-tech surveillance, tactical gear, and live drills are doing more harm than good

  - There are many examples of poorly managed tactical exercises that have traumatized staff, been litigated.


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# 'It hurt so bad': Indiana teachers shot with plastic pellets during active shooter training

Arika Herron, Indianapolis Star Published 9:22 a.m. ET March 21, 2019 | Updated 11:57 a.m. ET March 22, 2019

Hospital Security

# Active Shooter Drill Gone Wrong Causes Panic at Maryland Hospital

An improper mass alert caused an active shooter scare at Walter Reed National Military Medical Center, a hospital for recovering veterans.

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# Mock Executions? Real Screams and Blood? Just Another School Shooter Drill

**A recent training session in an Indiana school sounds particularly dystopian**

*By* TIM DICKINSON

After the active shooter drill, Troy Buchanan High School sophomore Alexis McCourt wipes away a tear. Jim Seida / NBC News

**Jadie Riewoldt** 10m

Next time there's an active shooter seminar on campus, there should be waivers to sign. I understand the need to catch is off guard to simulate a situation, but I should not be leaving a educational event BLEEDING.

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# Additional Program Elements & Best Practices

**Policies, Procedures, All-Staff Awareness Training**

**Anonymous Reporting Channels**

**Partnerships w/ Outside Resources**

**Insurance & Legal Services**


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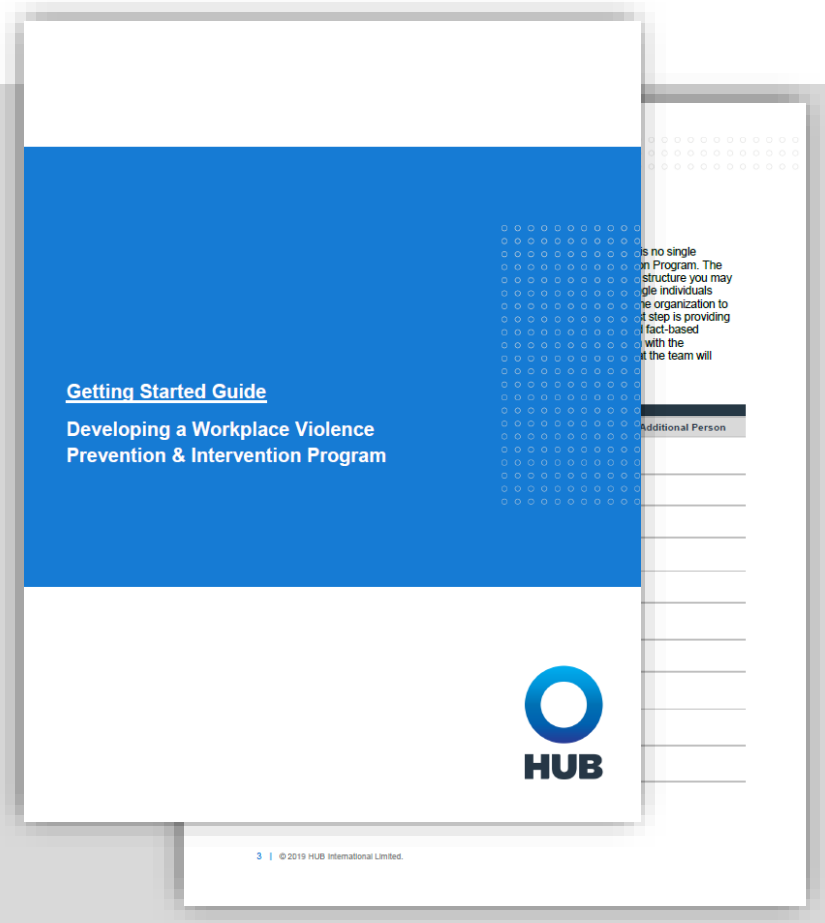
# Hand Outs – Leadership & Project Team Training



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# Questions?


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# Thank You!

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