

Workplace Violence Prevention and Response

G U I D E L I N E

ASIS INTERNATIONAL COMMISSION ON GUIDELINES

The Commission on Guidelines was established in early 2001 by ASIS International (ASIS) in response to a concerted need for guidelines regarding security issues in the United States. As the preeminent organization for security professionals worldwide, ASIS has an important role to play in helping the private sector secure its business and critical infrastructure, whether from natural disaster, accidents, or planned actions, such as terrorist attacks, vandalism, etc. ASIS had previously chosen not to promulgate guidelines and standards, but world events have brought to the forefront the need for a professional security organization to spearhead an initiative to create security advisory provisions. By addressing specific concerns and issues inherent to the security industry, security guidelines will better serve the needs of security professionals by increasing the effectiveness and productivity of security practices and solutions, as well as enhancing the professionalism of the industry.

Mission Statement

To advance the practice of security through the development of guidelines within a voluntary, non-proprietary, and consensus-based process utilizing to the fullest extent possible the knowledge, experience, and expertise of ASIS membership and the security industry.

Goals and Objectives

- Assemble and categorize a database of existing security-related guidelines
- Develop methodology for identifying new guideline development projects
- Involve ASIS Councils, interested members, and other participants to support guideline development
- Identify and establish methodology for development, documentation, and acceptance of guidelines
- Build and sustain alliances with related organizations to benchmark, participate in, and support ASIS guideline development
- Produce national consensus-based guidelines in cooperation with other industries and the Security Industry Standards Council

Functions

- Establish guideline projects
- Determine guidelines for development and assign scope
- Assign participating Council(s), where appropriate
- Approve membership on guideline committees
- Act as a governing body to manage and integrate guidelines from various Councils and security disciplines
- Review and monitor projects and guideline development
- Approve Final Draft Guideline and Final Guideline
- Select guidelines for submission to the Security Industry Standards Council and the American National Standards Institute (ANSI)



WORKPLACE VIOLENCE PREVENTION AND RESPONSE GUIDELINE

SAFETY Act Designation

In April 2005, the U.S. Department of Homeland Security (DHS) awarded ASIS International a Designation for its Guidelines Program under the SAFETY Act (Support Anti-Terrorism by Fostering Effective Technology Act of 2002). This Designation is significant in three ways: (1) it establishes that ASIS guidelines are qualified to be a “technology” that could reduce the risks or effects of terrorism, (2) it limits ASIS’ liability for acts arising out of the use of the guidelines in connection with an act of terrorism, and (3) it precludes claims of third party damages against organizations using the guidelines as a means to prevent or limit the scope of terrorist acts.

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1.0 TITLE

The title of this document is Workplace Violence Prevention and Response Guideline.

2.0 REVISION HISTORY

Baseline Document.

3.0 COMMISSION MEMBERS

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5.0 GUIDELINES DESIGNATION

This guideline is designated as ASIS GDL WPV 09 2005.

6.0 SCOPE

The Workplace Violence Prevention and Response Guideline applies to both private and public sector organizations. The guideline provides an overview of general policies, structures, and practices that organizations can adopt to: (i) help prevent threatening misconduct and violence affecting the workplace; and (ii) better respond to and resolve incidents of threats and violence that occur.

7.0 SUMMARY

This guideline presents practical definitions of workplace violence and the continuum of acts and behavior, from less severe to more severe, and a classification of workplace violence incidents based on the relationship of perpetrator to victim. It outlines prevention strategies and procedures for detecting, investigating, managing, and following up on threats or violent incidents that occur in a workplace. The guideline covers the following topics: (a) Workplace Violence—A Broad Concern for Employers; (b) the Need for a Multidisciplinary Response; (c) Preparedness and Prevention; (d) Threat Response and Incident Management; (e) Integrating the Issue of Domestic Violence into Workplace Violence Prevention Strategies; and (f) the Role of Law Enforcement. The guideline contains a focus on workplace violence Types II through IV, as defined in Section 11.2 below. Additional workplace violence prevention resources are listed in Section 18.0, References/ Bibliography.

8.0 PURPOSE

While there is no precise measure of the full extent and cost of violence in the workplace, it clearly represents a major challenge, affecting an estimated 1.7 million¹ employees directly and millions more indirectly every year. Similarly, the benefit of improved violence prevention measures in the workplace cannot be calculated with precision, since there is no way to count or measure the cost of incidents that have been prevented. As a general rule, however, it is beyond reasonable dispute that the costs associated with prevention will be lower than the costs that violence exacts in the form of lost production and earnings, disrupted business activity, damaged morale, and medical and legal expenses. A violent act in the workplace affects more than just the person or persons who are directly threatened or harmed. It affects the entire workforce, damaging the sense of community and trust and employees' confidence that they will be safe while doing their jobs. In this sense, everyone in the organization is harmed when violence occurs, and, correspondingly, everyone shares in the benefits when violence is prevented. Everyone carries, too, the obligation to keep the workplace safe and violence-free. The key to an effective anti-violence strategy is an integrated approach, drawing on skills and capabilities from all parts of an organization's structure. This guideline is intended to serve as an educational and practical tool that

¹Violence in the Workplace, 1993-1999. Special Report, U.S. Dept. of Justice, Office of Justice Programs, Bureau of Justice Statistics. Washington, DC: December 2001, NCJ 190076.

organizations can use as a resource in developing policies, structures, and practices that will help prevent and manage the range of inappropriate behaviors that fall within the rubric of workplace violence.

9.0 KEY WORDS

Incident Management, Incident Management Team, Threat, Violence Risk Assessment, Workplace Violence, Workplace Violence Program, Workplace Violence Typology.

10.0 TERMINOLOGY

The following words or terms are defined below, as they will be used throughout this guideline.

Case Management: See Incident Management below.

Incident Management: Also termed “Case Management.” Incident Management refers to the processes, strategies, and methods followed by a Threat Management Team to (a) receive reports of behaviors requiring assessment, (b) assess the cases, (c) develop and implement an intervention strategy, and (d) monitor the case until final resolution is achieved.

Incident Management Team: See Threat Management Team below.

Threat: A Threat refers to any verbal or physical behavior or communication that reasonably could be interpreted as communicating or conveying intent to cause physical harm to a person or property.

Threat Assessment: See Violence Risk Assessment below.

Threat Management Team: Also termed an Incident Management Team. A Threat Management Team refers to the personnel designated within an organization to receive, respond to, and resolve reported situations made under an organization’s workplace violence program.

Violence Risk Assessment: Also termed a “Threat Assessment.” A Violence Risk Assessment refers to the investigative and analytical process followed by a specifically qualified professional to determine the nature of the threat and level of risk of violence presented by an individual and the steps to be taken to mitigate the risk.

Workplace Violence: As further defined and discussed in Section 11 below, Workplace Violence refers to a broad range of behaviors falling along a spectrum that, due to their nature and/or severity, significantly affect the workplace, generate a concern for personal safety, or result in physical injury or death.

Workplace Violence Program: A Workplace Violence Program refers to a collection of policies, structures, and practices adopted by an organization to help prevent workplace violence and to assist the organization in effectively managing reported incidents of workplace violence or threats.

Workplace Violence Typology: As described in Section 11 below, U.S. occupational health and safety agencies have developed a workplace violence classification system, or

Workplace Violence Typology, that categorizes workplace violence incidents according to the relationship of perpetrator to victim.

11.0. WORKPLACE VIOLENCE—A BROAD CONCERN FOR EMPLOYERS

The term “workplace violence” most often conjures up frightening images of disgruntled or deranged workers who unleash deadly shooting sprees harming multiple victims—the kind of events that periodically appear in newspaper headlines and national TV news reports. Such headlines may have helped create a national awareness of workplace violence. But by focusing on one of its rarest forms – multiple homicides by former or current employees – media accounts may also have obscured the true breadth and magnitude of this costly and widespread problem.

Workplace homicides are committed by non-employees much more often than by coworkers, and other forms of workplace violence are vastly more common than homicide. For the great majority of employers, dealing with workplace violence means tackling aggressive harassment, threats, non-fatal assaults, and other conduct that raises a concern for the safety of people or property. These events make no headlines but are the crux of the workplace violence problem – a significant and broad problem that crosses industry lines and affects large and small employers alike.

11.1. Defining Workplace Violence

Any definition of workplace violence must be broad enough to encompass the full range of behaviors that can cause injury, damage property, impede the normal course of work, or make workers, managers, and customers fear for their safety. For purposes of this guideline, workplace violence is defined as follows:

Workplace violence refers to a broad range of behaviors falling along a spectrum that, due to their nature and/or severity, significantly affect the workplace, generate a concern for personal safety, or result in physical injury or death.

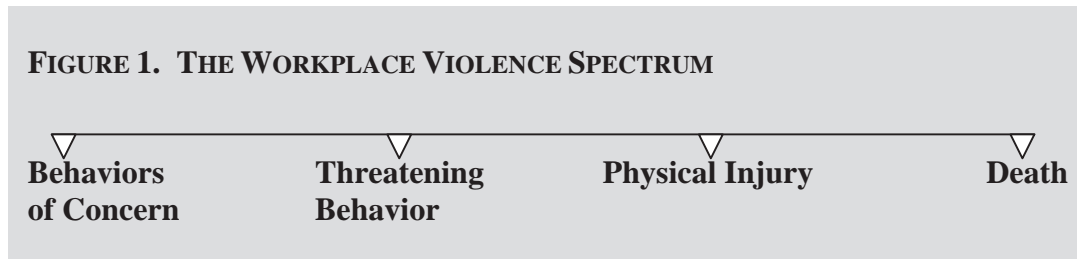
At the low end of the workplace violence spectrum lie disruptive, aggressive, hostile, or emotionally abusive behaviors that generate anxiety or create a climate of distrust, and that adversely affect productivity and morale. These behaviors of concern could – but will not necessarily – escalate into more severe behavior falling further along the workplace violence spectrum; however, independent of the question of possible escalation, these behaviors are in themselves harmful and for that reason alone warrant attention and effective intervention.

Further along the spectrum are words or other actions that are reasonably perceived to be intimidating, frightening, or threatening to employees and that generate a justifiable concern for personal safety. These behaviors include, among others, direct, conditional or veiled threats, stalking, and aggressive harassment.

At the high end of the spectrum are acts of overt violence causing physical injury. These acts include non-fatal physical assaults with or without weapons – including pushing, shoving, hitting, kicking, or biting – and, in the worst cases, lethal violence inflicted by shooting, stabbing, bombing or any other deadly means.

In addition to acts that frighten or harm others, workplace violence includes threats or damage to company property and words or actions indicating that an employee might harm him or herself at the workplace.

Where threatening or violent behavior is motivated by a characteristic that is legally protected against discrimination (e.g., gender, race, ethnicity, religion, and so forth), workplace violence includes conduct that can generate a “hostile work environment” as legally defined under prevailing discrimination and harassment laws.



11.2. Workplace Violence Typology

U.S. occupational health and safety agencies have developed a classification system that categorizes workplace violence incidents according to the relationship of perpetrator to victim. This typology can prove helpful to those seeking to better understand the issue and to develop prevention and response strategies appropriate for different forms of workplace violence.

Type I—Criminal acts. Type I incidents are those in which a perpetrator has no relationship to the business and commits a violent act at a worksite in the course of committing another crime. For instance, a homicide or assault occurring in the course of a robbery is a form of Type I workplace violence.

Terrorist attacks directed at workplaces can be viewed as a sub-category of Type I violence.

Type II—Customer/client/patient violence. Type II incidents are those in which the perpetrator is not an employee but has a relationship with the business as a customer, client, or patient, and becomes violent while receiving services or for reasons engendered by the business relationship. For instance, when a psychiatric patient assaults a physician, or a disgruntled client or customer threatens a company or one of its employees, those incidents are classified as Type II.

Type III—Worker-on-worker violence. Type III incidents stem from an employment relationship: they include incidents in which a current or former employee (or independent contractor) harms or threatens to harm another employee.

Type IV—Violence stemming from a personal relationship. Type IV incidents are those that occur in the workplace but arise from a personal, or intimate, relationship between the perpetrator and victim. If someone is harassed, threatened, or harmed at his or her place of work by an abusive partner, that is a Type IV incident. Type IV incidents may occur in

instances where either the abused partner, the abuser, or both are employed at the workplace in question.

11.3. Measuring Workplace Violence

Studies on workplace violence reveal the seriousness and extent of the problem:

Homicides occur most frequently in industries at highest risk for Type I violence but happen elsewhere as well. The U.S. Department of Labor report entitled National Census of Fatal Occupational Injuries states that 631 homicides occurred in workplaces in 2003, the third leading cause of job-related injury deaths.² Of the 631 reported homicides, 480—or 76 percent—fell into the Type I workplace violence category, occurring during the course of a robbery or other crime. Research has identified retail trade, taxicab and transportation, and law enforcement and security industries as “high risk” workplaces for Type I incidents.

Of the other homicides that were reported in 2003, 30—or 5 percent—were in the Type II category, in which the killing was committed by a customer, client, or patient; 80—or 13 percent—were Type III violence, in which one worker killed another; and 37—or 6 percent—represented Type IV violence perpetrated by a personal acquaintance (most commonly a current or former husband or boyfriend). Information was not available on the classification of the four remaining killings.

Non-fatal incidents form the crux of the workplace violence problem. Homicides are the exception, not the rule, in workplace violence. By far, the larger part of the problem consists of threats and violence that result in non-fatal injuries or endangers workers or customers in a workplace. Because such incidents are often not reported, no finite statistics exist as to the number of workers who annually experience non-fatal assaults, verbal threats, harassment, stalking, and other conduct generating fear for personal safety. However, a variety of studies confirm that workplace violence affects a large number of Americans. A study conducted by the US Department of Justice, Bureau of Justice Statistics from 1993 to 1999, found that each year an estimated 1.7 million workers fell victim to non-fatal violent crime – simple or aggravated assault, robbery, and rape or sexual assault – while at work or on duty. The vast majority of these incidents—95 percent—involved simple assaults. The highest rates of violence occurred in law enforcement, retail sales, and health care settings.

Other data emerging from private studies show that employers perceive violence as a significant problem. In six of the last seven years, Fortune 1000 companies responding to an annual survey conducted by the Pinkerton security company cited workplace violence as the number one security threat facing companies. When the Society for Human Resources Management conducted a survey examining violent incidents and violence prevention activities over a three and a half year period ending in June 2003, two-thirds of the 270

²Bureau of Labor Statistics, U.S. Department of Labor. *National Census of Fatal Occupational Injuries, 2003*. USDL Pub. No. 04-1830. September 22, 2004. Additional statistical information in this section is taken from the following sources: Duhart, Detis. *Violence in the Workplace, 1993-99*. NCJ 190076. December 2001; Pinkerton. *Top Security Threats and Management Issues Facing Corporate America: 2003 Survey of Fortune 1000 Companies*. PCI 8473. March 2003; Society for Human Resources Management. *Workplace Violence Survey, 2004*; Hartley, Daniel, Biddle, Elyce A., and E. Lynn Jenkins. “Societal Cost of Workplace Homicides in the United States, 1992-2001.” *American Journal of Industrial Medicine*. 2005.

human resources professionals who responded to that survey reported that their organizations had experienced some form of workplace violence (defined very broadly within the survey) during that period. Most commonly, incidents involved inappropriate language, verbal abuse, and verbal threats of violence. The survey data indicated that larger organizations tended to experience a higher rate of incidents than small organizations.

Studies confirm the high cost of workplace violence. Other research has attempted in various ways to determine the cost of workplace violence. Using a model that calculates direct and indirect costs of workplace fatalities, including medical expenses and lost earnings, researchers from the National Institute for Occupational Safety and Health (NIOSH) estimated the average mean cost of a workplace homicide incident, from 1992 to 2001, to be \$800,000. The total cost of workplace homicides during this same time period totaled nearly \$6.5 billion. Studies have yet to capture the full cost of workplace violence in its many forms.

More measurement is needed. Our knowledge of the scale of workplace violence remains incomplete, without a consistent system of data collection or standardized or uniform definitions. Data regarding the less severe forms of workplace violence are particularly sparse. Data are also weak with respect to the economic and human costs of workplace violence and the effectiveness of known intervention strategies.³

11.4. Awareness and Action

Despite gaps, existing data pertaining to workplace violence have been sufficient to create a widespread awareness of the problem and its consequences. In response, governmental and private organizations in the U.S. and abroad have embarked on important initiatives and produced relatively extensive literature regarding risk factors, violence prevention and incident management strategies, the prevention needs of specific occupational groups, and other issues associated with workplace violence. For example, the U.S. Occupational Safety and Health Administration (OSHA) has published guidelines and recommendations for protecting employees in occupations that experience a high risk of Type I and Type II violence, such as health care workers, late-night retail employees, and taxi drivers. Some states have followed suit.⁴

In 1993, the U.S. Office of Personnel Management (OPM) convened an Interagency Working Group of experts from a variety of professions and federal agencies to develop workplace violence guidelines. In 1998, OPM published the document, *Dealing with Workplace Violence: A Guide for Agency Planners*, which established a methodology for developing workplace violence programs within federal agencies. In 2003, the National Center for the Analysis of Violent Crime of the Federal Bureau of Investigation (FBI) published *Workplace Violence: Issues in Response*, a monograph covering issues of prevention, intervention, violence risk assessment and management, as well as crisis management and critical incident response.

³See *Workplace Violence: A Report to the Nation*. University of Iowa Injury Prevention Research Center. Iowa City, Iowa: February 2001.

⁴See Speer, R. *Workplace Violence: A Legal Perspective*. *Clinics in Occupational and Environmental Medicine*, 3:733-749 (2003).

11.5. Workplace Violence and the Law

Workplace violence has emerged as a focus of attention in legal circles as well. Legal issues associated with workplace violence can be divided into two broad categories. The first arises from the legal responsibility of an employer to safeguard against preventable harm to employees, customers, and anyone else visiting a workplace: in other words, the duty to prevent violence. The second has to do with an employer's obligation to respect employee rights during any investigative or disciplinary process stemming from an incident involving workplace violence or a threat of violence: that is, the duty to appropriately manage incidents or threats that have occurred.

The latter category is discussed in Section 12 below. In terms of the first category, there is no specific law that spells out an employer's duty to prevent workplace violence. Instead, an employer's duty to prevent workplace violence emerges from occupational health and safety statutes at the federal and state level, and from judicial decisions (common law precedents) emerging from cases litigated nationwide. Collectively, these create a basic obligation by an employer to take responsible steps to safeguard a workplace from violence.

Under the federal Occupational Safety and Health Act and corresponding state statutes, each employer owes a "general duty" to protect employees against "recognized hazards" that are likely to cause serious injury or death. Workplace violence has been identified as one of those hazards, and both federal and state OSHA agencies have issued citations to employers under the Act's general duty clause for failure to protect employees against workplace violence.

An employer's obligation to maintain a safe place to work also arises from the legal principles that exist in most states under common law. Legal principles most commonly discussed in litigated cases involving workplace violence include:

- Premises liability (the duty of a property owner to take responsible steps to guard against reasonably foreseeable violence)
- Respondeat superior (an employer's indirect liability for the wrongful acts of an employee committed within the course and scope of employment);
- Sexual and other forms of harassment prohibited under discrimination laws (when threats or violence are motivated by a victim's protected status); and
- A collection of negligence theories, including negligent hiring (the failure to properly screen job applicants, particularly for sensitive positions involving a high degree of interaction with the public); negligent supervision (the failure to supervise employees and to discipline violators of anti-violence rules); and negligent retention (the failure to terminate employees who have engaged in behavior in violation of company policies).⁵

The abundance of activity around the issue makes clear that workplace violence is an important concern for American employers. It also tells employers that if they wish to take

⁵See Speer (2003).

steps to protect their employees, customers, and property from violence, they need not reinvent the wheel but can draw on knowledge and experience that is already available.

One lesson that emerges from the work already done in the field is that workplace violence cannot be the exclusive concern of any single division or constituency in an organization, or the community in which the organization operates. An effective response will require a multidisciplinary approach involving the attention and efforts of multiple stakeholders.

12.0. THE NEED FOR A MULTIDISCIPLINARY APPROACH

Responsibility for workplace violence prevention and response does not fall neatly into any one segment of an employer's organizational chart. It is not exclusively a security issue, a human resources issue, an employment law issue, a behavioral issue, or a management issue, but instead touches on each of these disciplines. Consequently, determining who in an organization will be responsible for dealing with the many aspects of workplace violence is not a simple matter. The most effective response requires a multidisciplinary approach, drawing on different parts of the management structure, with different tasks, perspectives, areas of knowledge, and skills.

Accordingly, the first steps in developing a workplace violence prevention and response strategy involve identifying the personnel who will carry primary responsibility for preventing and responding to incidents of violence, providing them with necessary resources and training, and creating policies and procedures that will enable them to work as a coordinated team rather than separately.

12.1. Key Stakeholders

In many organizations, the major responsibility for addressing workplace violence issues will fall on security, human resources, and legal personnel. The roles of these three groups will reflect the different resources and capabilities they bring to the problem:

Security. Security personnel will typically be the first contacted about a violent incident or a threat of violence. In larger organizations, providing a safe workplace may be the function of a security manager or an entire department that has no other responsibilities outside the security field. In smaller organizations, security responsibilities may fall on the owner or other members of management.

Security professionals are likely to constitute the best source of practical expertise on such topics as on-site physical security; appropriate incident management techniques, including initial risk screening; background investigations; and law enforcement intervention and coordination. Prior to any incident, security personnel often become critical in assisting an organization in developing an overall workplace violence program and in carrying out certain components of the program, such as implementing physical security, conducting employee background screenings, and assisting in investigations of potentially violent situations.

Security personnel will become instrumental during an incident, as well, as they may become involved in controlling and securing the worksite during a violent incident. Security

personnel may also become involved in defusing and containing threatening situations until police can reach the scene.

Finally, security personnel can provide valuable assistance to law enforcement officers who respond to a threat or violent incident. Frequently, security personnel will have established relationships with local police agencies, which can help expedite police response to an incident.

Human Resources. Human resources personnel play a central role in an organization's violence prevention and response strategies as part of their broader responsibilities in the area of employee relations. In many companies, human resources will occupy a leadership role in developing the workplace violence prevention and response program and relevant policies, practices, and procedures, organizing and conducting training, and enforcing anti-violence policies through appropriate discipline. In workplaces where employees are represented by a union, human resources may become involved in negotiating with labor representatives on the structure under the organization's workplace violence prevention and response program, including disciplinary measures to be taken following breaches of anti-violence policies.

Human resources personnel can play a central management role before, during, and after an incident. Often, an organization's policies will require initial reports of threats or violence to be directed to human resources, as well as to security and other relevant members of management. Following receipt of a report, human resources will contribute key skills to the incident management process. Their experience in investigating alleged violations of workplace rules and policies equips them to weigh and strike the right balance between competing interests, such as the needs for confidentiality and for thoroughness. Their expertise can help prevent disciplinary decisions based on incomplete or inaccurate information, which could leave employers facing substantial legal liability. Further, as discussed in sections below, human resources personnel may be trained to conduct initial risk level screening of reports made under an organization's workplace violence policy.

Finally, human resources personnel can play a helpful and necessary role when an organization is considering disciplining or terminating an employee who has violated a workplace violence policy; when it seeks to assist an employee by referring him or her to an Employee Assistance Program or other service; and when it is dealing with disruptions or other problems affecting employees and workgroups involved in an incident.

Legal. Legal counsel is responsible for helping an organization to meet its legal obligations and for otherwise safeguarding the organization from legal liability. In that role, legal counsel – whether from a firm's own legal department or from an outside law firm – will involve itself in ensuring that the organization has met legal requirements related to the prevention of workplace violence, as well as assuring that the organization has considered and properly navigated the myriad of legal issues that arise during incident management.

Before an incident, counsel serves a crucial role in helping security and human resources develop appropriate and legal policies, practices, and procedures related to violence prevention. During an incident, counsel can advise security and human resources on a number of legal issues that arise during incident management, including:

- **Employee Rights to Privacy.** Investigating a violent act or threat will frequently raise privacy issues – for example, in searching desks, computers, and lockers for evidence of threats or for weapons; in conducting a psychological evaluation in order to make a violence risk assessment; in gathering personal information that will help assess a troublesome employee’s potential for violence; and other actions taken, or desired to be taken, during incident management. Legal counsel helps the organization to define the actions that are permissible and those that may violate an employee’s privacy rights.
- **The Americans with Disabilities Act (ADA).** An employee whose behavior is perceived as threatening may in fact be suffering from a psychological disability and entitled to rights granted by the federal Americans with Disabilities Act and related state laws. Legal counsel can help the organization comply with these rights in situations that involve a need to terminate, discipline, or otherwise manage an employee whose threatening or disturbing behavior may stem from mental impairment.
- **Due process.** An employer who terminates an employee following a reported threat or violent act but who has failed to properly conduct an investigation or failed to establish sufficient grounds may be faced with claims of wrongful termination. Legal counsel can help guide an internal investigation and help to ensure full compliance with an employee’s due process rights, as shaped by constitutional and contractual principles affecting both private and public sector employers.
- **Discrimination.** An employer must carry out workplace violence prevention and response policies fairly and uniformly, lest it be accused of applying those policies in a discriminatory fashion. Oversight by legal counsel can contribute to a consistent application of the employer’s policies, practices, and procedures related to violence prevention and response.
- **Rights under a collective bargaining agreement.** At times, an employer who acts too swiftly to terminate a worker who has engaged in threatening or violent behavior, or who fails to follow negotiated investigative or disciplinary processes, may be challenged by a union for violating the terms of a collective bargaining agreement. Legal counsel can help ensure an organization’s compliance with the terms of any relevant labor agreement.

Ultimately, legal counsel with expertise in the area of employment law and workplace violence can help the organization navigate through all aspects of workplace violence issues, including establishing policies, practices, and procedures, investigating complaints, and enforcing anti-violence rules and policies. In all of those areas, legal counsel must work in close coordination with human resources, security personnel, and others concerned with forming and implementing an organization’s workplace violence program.

12.2. Other Important Stakeholders

In addition to security, human resources, and legal professionals, a number of other sectors within the employer’s structure can become involved in assisting the organization in developing preventive strategies and/or responding to threats and violent incidents that occur. These include:

Business Owners and Executive Level Managers. Executive management plays an indispensable role in ensuring that the organization has allocated adequate financial resources to developing a workplace violence prevention and response program, and for purchasing whatever equipment, training, and outside consulting is necessary for the program's implementation and success. Indeed, a "top-down" commitment to a workplace violence program is essential in setting the tone for the organization and often proves indispensable to an organization's successful tackling of this issue.

Occupational Safety and Health Personnel. Ideally, workplace violence prevention and response should be viewed as an integral part of an organization's comprehensive occupational injury and illness prevention program. Like other hazards in the workplace, the risk for violence can be minimized through workplace design, employee training, and workplace policies, practices, and procedures. Towards that end, occupational safety and health personnel can play an important role in keeping employers and employees aware of developments in OSHA requirements or recommended guidelines bearing on violence prevention, and in assisting the organization with compliance. In addition, should an incident occur, occupational health and safety personnel often will assist the organization in executing OSHA record-keeping and reporting requirements.

Union Leaders. In organizations that have collective bargaining agreements, unions are legally empowered to represent the work force and bargain with employers on terms and conditions of employment, including disciplinary policies and employee rights that must be respected during efforts to prevent violence or manage an incident. In the area of workplace violence, unions and management need not find themselves in an adversarial relationship, even where discipline issues are involved, because the union also has a responsibility to protect its members' safety. The obligation to protect other members against a potentially violent individual in the bargaining unit can often lead union representatives to align with an employer in acting against a violent or threatening employee, in order to avoid liability for failure to protect other workers from actual or potential harm. In high-risk industries such as health care, education, and social services, unions have played key roles in developing and implementing successful workplace violence prevention and response programs. Indeed, where feasible, establishing labor involvement in the development of workplace violence programs can help promote an informed workforce and a collaborative relationship with respect to safety issues that impact everyone.

Employee Assistance Programs (EAP). EAP personnel can provide needed help or referrals for employees who are, following reports of behaviors of concern, identified as potentially benefiting from counseling. EAP assistance can also help victims or affected workgroups deal with physical and emotional consequences following a threat or violent incident. Further, EAP can provide input to assist the incident management process, as follows: (a) where legal duties of confidentiality normally applicable to EAP personnel do not apply due to an express employee waiver or other circumstances releasing EAP personnel from the obligation of confidentiality; and (b) where such EAP personnel hold the requisite expertise described in Section 14.0 below relevant to the threat management process.

Public Relations/Corporate Communications. Specialists in the area of public relations and corporate communications can help the organization deal with the media and other outside parties if a newsworthy incident takes place. Their involvement, however, should not come

only after a crisis occurs. A wealth of experience teaches that information policies are far more effective if plans – including keeping an organization’s spokespersons thoroughly informed while an event is in progress – are developed in advance. Furthermore, corporate communications can play an instrumental role in helping inform employees regarding the organization’s workplace violence policies and procedures or practices.

Risk Management and Crisis Management Professionals. Risk management personnel help to ensure that workers’ compensation and other necessary liability insurance policies are maintained at appropriate levels of coverage, so that an organization is adequately insured against any losses from a violent workplace incident. Such personnel, in their risk management role, can also bolster efforts by the organization to implement workplace violence policies, practices, and procedures designed to reduce incidents of violence and resulting liability. Crisis management professionals play an important role by helping to ensure that emergency situations are anticipated and planned for and by creating an integrated management process including readiness, prevention, response, and recovery/resumption.

13.0. PREPAREDNESS AND PREVENTION

Prevention in the context of workplace violence has several facets. First, prevention denotes the ability of an organization to intervene at the earliest opportunity when behaviors of concern come to light. As noted below, discernible warning signs often precede acts of overt violence. Organizations that carry a sufficient awareness of these warning signs and that have adopted – ahead of time – an effective process for responding to them lessen the risk of unwittingly allowing inappropriate behavior to escalate towards violence. Second, prevention denotes an organization’s ability to quickly and effectively respond when faced with escalated situations that have evaded detection until they have reached a critical point. It ensures that the organization, when confronted with urgent circumstances, can respond in an efficient, thoughtful, and organized fashion. Finally, prevention denotes a comprehensive approach towards security. It means that the organization has, to the fullest practical extent, adopted employment, human resources, security, and management practices that work together to enhance workplace safety. It is no accident that a workplace culture that fosters professionalism and mutual respect can help prevent threats and violence, and prepare the organization to better respond when threats or violence occur.

Preventing violence defies a rote or formulaic approach. Work forces and working conditions will vary from one organization to another, as will the risks and challenges to employee safety. Not all organizations will have the same resources, and not all management teams will bring the same knowledge and experience to bear on violence issues. That said, the general principles set out in the following pages can help guide an organization toward a successful approach to workplace violence prevention.

13.1. A Needs Assessment Offers a Good First Step

A good first step for prevention in all workplaces consists of a general assessment designed to evaluate the presence of any specific risks of violence, both from within and outside the organization. Such an assessment will help the organization to fully understand the particular safety and security needs of the workplace – information that will help shape its prevention efforts. For instance, a manufacturing facility may experience different

challenges and risks than a professional office environment. Similarly, although both workplaces are open to the public, hospitals and other health care settings will experience a different set of risks than a retail establishment. Understanding the specific risks faced by an organization can help to ensure the development of preventive strategies appropriate for the workplace in question. (See ASIS General Security Risk Assessment Guideline at <http://www.asisonline.org/guidelines/guidelines.htm>).

TYPE I WORKPLACE VIOLENCE AND THE “HIGH RISK” WORKPLACE

Some industries, due to their vulnerability to crime, require a specific emphasis on prevention techniques best suited for Type I workplace violence: violence associated with the commission of a crime, such as theft. All-night retail establishments, taxi companies, and other cash-and-carry enterprises, in particular, qualify as at “high risk” for Type I workplace violence. Given the stated emphasis of this guideline on workplace violence Types II through IV, employers interested in prevention techniques for Type I workplace violence would benefit from consulting additional resources applicable to Type I violence to supplement information contained in this guideline.

13.2. Managers and Employees Should Have a Basic Awareness of Warning Signs that Can Point to Potential Violence.

Often, a violent act has been preceded by forms of behavior that signaled the violence to come. If those signs had been recognized and appropriately addressed, the violence might not have happened. Typically, the earlier behavior would have warranted intervention in any case, since the precursors to violence are themselves harmful and disruptive, creating distrust and fear among other employees and damaging the atmosphere of the workplace.

While certain behaviors raise warning flags, there is no profile that identifies likely perpetrators of workplace violence. No one type of conduct can predict whether someone will or will not commit a violent act. Instead, the discipline of violence risk assessment involves examining a full range of factors and circumstances, including an individual’s motives, intents, and actions, and what he or she perceives to be at stake in a given situation. With that qualification, however, warning sign behavior can alert supervisors and managers to possible problems that require investigation and perhaps intervention. Such behavior may include:

- Threats, threatening behavior, frequent aggressive outbursts, or excessive displays of temper
- A history of threats or violent acts
- Ominous fascination with weapons and/or references to weapons, violent media content, or violent events
- Verbal abuse of coworkers and customers, or harassment through phone calls or e-mails
- Bizarre comments or behavior, especially if it includes violent content
- Holding grudges, inability to handle criticism, habitually making excuses, and blaming others

- Chronic, hypersensitive complaints about persecution or injustice
- Making jokes or offensive comments about violent acts

Such behaviors are often accompanied by job performance problems, such as inconsistent productivity, excessive tardiness and absenteeism, and poor relations with coworkers. The potential for a violent act may escalate if, as a result of his or her conduct, the employee then faces the stress of termination, demotion, other disciplinary action, or is made to feel devalued (for example, by being harshly reprimanded by a supervisor).

13.3. Organizations Benefit from a Formal Workplace Violence Prevention and Response Program.

Establishing a program that coherently outlines principles, policies, processes, and training for violence prevention or management will help ensure that an organization will be adequately prepared to recognize and respond to behavior and circumstances that pose a threat of violence. Typically, a violence prevention program will have the following components:

13.3.1. A Written Workplace Violence Policy and Complementary Policies Focused on Appropriate Workplace Conduct

A prevention program will include a “No Threats, No Violence” policy that is clearly communicated to all employees. The policy will state the employer’s commitment to provide a safe workplace, free from violence or the threat of violence. It will also set forth a code of employee conduct that clearly defines unacceptable behavior and prohibits all violence and threats on-site and during work-related off-site activities. Other elements will include:

- The policy will require employees to promptly report any suspected violations of the anti-violence policy, or other disturbing circumstances that may raise a concern for safety. To encourage the quickest and most thorough reporting, employees should have a variety of places where they can go with troubling information, but employees and supervisors should also know who in the organization has the responsibility for acting on such reports – designated personnel in security, human resources, safety and health, members of the company’s Threat Management Team, and so forth.
- The policy will set out a commitment of non-retaliation, assuring employees that retaliation is prohibited against anyone who, in good faith, reports a possible violation of the workplace violence policy or cooperates in an employer-led investigation.
- The policy will clearly advise employees that violations will result in discipline, up to and including termination. If the term “zero tolerance” is used, ideally it should not mean uniform, automatic penalties; instead, it should mean that the organization will not tolerate violent or threatening conduct and will impose penalties appropriate to the nature and severity of the violation.
- The policy may require or encourage employees to inform clearly identified personnel (e.g., in the security or human resources departments and/or

designated members of the Threat Management Team) of any protective or restraining order that they have obtained that lists the workplace as a protected area.

The “No Threats, No Violence” policy should be bolstered by complementary policies that, together with the workplace violence policy, will set clear expectations for appropriate workplace behavior on various fronts. These policies typically will include (1) injury and illness prevention policies; (2) a no-weapons policy; (3) a harassment and discrimination policy; (4) a drug and alcohol use policy; (5) a code of business conduct/ethics policy; and (6) an electronic communications policy. Further, many employees adopt an inspection policy that alerts employees to the employer’s right to gain access to an employee’s computer, desk, locker, and other premises that might otherwise be viewed as private, as may be necessary and appropriate during workplace investigations.

13.3.2. An Interdisciplinary Threat Management Team.

A workplace violence program further includes an interdisciplinary team created and trained to manage any violent incidents or reports of troubling behavior made under the workplace violence policy. Instead of waiting for a threat or violent incident to occur and then making ad hoc decisions regarding who will handle it and how, a company should create and train an interdisciplinary Threat Management Team so that procedures and lines of authority will be clear as soon as a threat or violent emergency occurs. The elements of a multidisciplinary approach and the composition of a Threat Management Team are discussed in Section 11 (Workplace Violence – A Broad Concern for Employers) of this guideline. Overall, it is important that an organization pick the right personnel – that is, members of management who possess the requisite experience, training, authority, and temperament – to carry out the often difficult duties of the Threat Management Team in a successful, collaborative fashion.

The appointment of a Threat Management Team should be accompanied by the identification of qualified external resources that the team may need to supplement its work during the course of incident management. For example, an organization may decide to seek out professional specialists in the area of violence risk assessment, who can be called on for consultation when threats or potential violence occur and to assist in training and other preventive practices. Additionally, the organization may benefit from consulting an attorney with expertise in employment law who is also familiar with the special issues presented by efforts to prevent and manage threats and violence affecting the workplace.

THE TEAM ENVIRONMENT AND THE USE OF EXTERNAL EXPERTS

An important maxim that applies to both prevention and incident management is the notion that no one “goes it alone.” Instead, as emphasized throughout this guideline, effective prevention and management requires a team approach. Ideally, an organization at the early stages of its program development will conduct a candid assessment of the internal resources it can bring to bear on violence prevention and management efforts. Does the organization employ personnel with the requisite experience, training, authority, and temperament to work effectively as Threat Management Team members and/or as members of a program implementation team?

Often, an organization will supplement its internal expertise with outside experts, particularly in the areas of violence risk assessment, law, and security. Organizations that successfully engage the help of external experts will – in the program development stages – identify, evaluate, and select professionals with documented expertise and experience specific to workplace violence prevention and management. Those qualified professionals can lend significant help in both the planning and implementation stages of a prevention program, as well as during any later incident management.

13.3.3. A Clear Incident Management Process.

Response procedures should be developed and taught in advance. A workplace violence program typically will outline a pre-determined process by which reports of violence policy violations will be investigated and resolved. This process is discussed in Section 14 below (Threat Response and Incident Management).

13.3.4. Centralized Record Keeping.

Employers should keep good records while protecting confidentiality. An organization’s workplace violence program should include a system of centralized record keeping, making sure that all reports of violations are recorded and tracked. A system of centralized record keeping becomes especially important in large organizations, in which offenders can at times move around the organization. Record keeping will also allow for ongoing monitoring of incidents to identify high-risk areas within the workplace or customers, clients, or patients who repeatedly victimize workers.

All information in such reports should be handled with the highest degree of confidentiality and shared on a strict “need-to-know” basis for the purposes of incident management and follow-up monitoring.

13.3.5. Training.

A workplace violence program should include periodic training for employees, supervisors, and members of the Threat Management Team.

- Training for employees should acquaint them with the organization’s violence prevention principles and procedures, to ensure that employees understand their own obligations to observe policy and to recognize and report inappropriate

behavior or circumstances to management and to be aware of internal and external resources available to deal with issues and behaviors of concern.

- Training for supervisors should cover information that will enable them to better detect behaviors of concern, and to properly handle a report from an employee. Furthermore, training should clarify, in particular, company policies regarding discipline and confidentiality.
- Training for Threat Management Team members, human resources personnel, legal advisers, and security personnel should cover the broad range of workplace violence issues treated in this guideline.

Besides presenting the company's specific workplace violence policies and procedures, training topics – in broad terms – can include: (1) basic facts about workplace violence, including risk factors a particular workplace could face; (2) behavioral issues, identifying problem behavior, and recognizing warning signs of potential violence; (3) pertinent legal issues; (4) investigative and incident management techniques; (5) where relevant, appropriate responses during robberies or the commission of other crimes; (6) strategies for addressing domestic violence issues that may affect the workplace.

Often, core Threat Management Team members will receive the most detailed and comprehensive training regarding risk screening and assessment and multi-disciplinary case management strategies.

13.3.6. Specific Strategies for High Risk Workplaces.

Special guidelines are available for industries with a particularly high incidence of workplace violence. Employers in high-risk businesses, including health care (especially mental health facilities), taxi service, and all-night retail, can consult guidelines published by Fed-OSHA and its counterparts on the state level and NIOSH for suggested security measures and other elements of a company violence prevention program.⁶ Public sector employees, security professionals, and those in education also face special risks that should be explicitly addressed.

13.3.7. Additional Prevention Strategies.

Additional policies and procedures or practices can strengthen preventive efforts. In addition to the core workplace violence prevention and response program, organizations can adopt an array of security, employment, legal, and management practices that can help prevent threats and violence, and prepare the organization to better respond when threats or violence occur.

In the area of security, for example, an organization can conduct a physical security assessment to determine vulnerabilities and identify possible improvements in the plant or office, such as better access control and visitor management, intrusion detection and alarm monitoring, closed circuit television and other surveillance systems, lock down procedures, safer design of office or work space, and installation of panic alarm devices.

⁶See Speer (2003).

Employment, legal, and management practices may include:

- Creating and sustaining a workplace culture that fosters professionalism and mutual respect among employees and between employees and managers
- The general implementation of effective and fair disciplinary practices
- Care in hiring, including the use of criminal background checks, where appropriate and legally available, to screen out applicants with a history of violent crime, within legal limits
- Effective use of referrals both to an organization's own employee assistance program and to outside agencies, such as counselors and community service agencies concerned with domestic violence issues
- The pursuit of legal remedies, such as restraining orders, when the conduct of employees or third parties raises a concern for worker safety
- Safe termination practices, such as consultation with a specialist in the area of violence risk assessment and the involvement of security personnel in the termination of employees whose behavior has raised a concern with possible violence
- A conflict resolution or mediation process to assist an organization in addressing normal, work-related, interpersonal tensions and conflicts that might arise among coworkers

13.4. Organizations Should Develop Strategies for Successful Program Implementation.

Beyond designing a workplace violence program, an organization should carefully consider how it can successfully implement the program. Without the appropriate commitment, resources, and implementation plan, even the most well-thought-out workplace violence program will have trouble getting past the design phase.

The nature and sequence of steps an organization may take to create and implement a workplace violence program will depend on a variety of factors, including the size, characteristics, culture, and resources of that organization. Implementation, however, can best be thought of as a series of steps that, over time, help ensure full “buy in” and understanding of preventive practices throughout an organization. For instance:⁷

13.4.1. Phase One: Designate a Group to Generate Top-Down Commitment and Implement the Program.

Designate a small group to develop a workplace violence program and lead efforts to implement the program. Typically, this group will include human resources, security, and legal professionals. It also may be appropriate to include occupational safety and health personnel and labor or employee representatives. Often, members of this implementation group will become assigned to the organization's Threat Management Team.

⁷The following material is adapted from Speer, R. *Workplace Violence: A Preparedness Guide for Santa Clara County Employers* (1998).

Top-down commitment is critical to a successful program. Educate the designated planning group on the broad range of workplace violence issues treated in these guidelines, so that the group can in turn educate executive or senior management regarding the need for a program. At times, executive briefings aimed at senior management prove helpful in developing top-level “buy in.” Ultimately, it is important to ensure that the planning group enjoys the full support of executive or senior management for the time and resources that will be required to develop and implement the program.

13.4.2. Phase Two: Design the Program and Establish a Plan for Its Implementation.

Draft a preliminary outline of a prevention program that fits the organization’s resources and needs. Review information and guidelines available from government and private sources to get a sense of the components that may be included. Consider seeking guidance from other organizations that have implemented a workplace violence program. Consult with legal counsel regarding the possible need to negotiate aspects of the program with any existing labor unions.

Identify and build relationships with professionals with workplace violence expertise from the areas of security, law, and/or psychology who may help develop an effective and legally sound workplace violence program and who later can help the Threat Management Team address workplace violence issues should they arise in the organization.

Set deadlines for the systematic development and implementation of a program.

13.4.3. Phase Three: Establish a Threat Management Team and Develop an Incident Management Protocol.

Designate a Threat Management Team who will be given responsibility for receiving, investigating, and resolving reports of circumstances that raise a concern for employee safety. This team also may be responsible for the ongoing review of incidents to identify patterns and develop additional prevention strategies.

Develop an incident management protocol (discussed in Section 14 below) that can be followed as reports come into the Threat Management Team. As part of that protocol, identify outside resources (such as risk assessment and legal specialists) that can be called upon to supplement the expertise of the team and assist in incident management. Ensure that your incident management protocol includes the importance of keeping proper documentation and establishing record-keeping practices.

Train team members concerning the proper investigation and resolution of employee reports and record keeping. Often, training may be facilitated by outside experts.

13.4.4. Phase Four: Develop and Disseminate a Workplace Violence Policy.

With the Threat Management Team and response mechanism in place, draft a meaningful workplace violence policy. Secure the review and approval of the policy from senior management, as well as legal counsel.

Disseminate the workplace violence policy statement to all employees, emphasizing in particular policies encouraging employees to report threats or behavior that may foreshadow a violent act, or workplace circumstances that may heighten the risk of an incident. Post the written workplace violence policy with a list of all team members and 24-hour contact information.

13.4.5. Phase Five: Roll Out Training Throughout the Organization.

In conjunction with, or following, training of the Threat Management Team, train personnel likely to play an important role in preventive practices: in particular, human resources and security personnel. As resources permit, provide training to managers and line supervisors, and to employees at large, to ensure an understanding of their respective responsibilities under the workplace violence program. Ultimately, it is important that all employees are made aware of the organization's workplace violence program, and of their respective responsibilities under the program.

13.4.6. Phase Six: Implement Other Preventive Practices.

At whatever juncture it becomes feasible and appropriate, consider and develop employment, legal, and security practices that can further the organization's preventive goals.

For instance, consider the appropriateness of pre-employment screening. Develop and implement protocols for addressing domestic violence issues in the workplace. Conduct a hazard inventory or review to determine the organization's particular security needs. Assess the need for security equipment, designs, procedures, and controls. Develop and implement baseline, heightened, and emergency security measures and protocols.

13.4.7. Phase Seven: Monitor and Evaluate.

Once a workplace violence program has been implemented, schedule periodic team meetings to assess the effectiveness of the program. Review, evaluate, and revise policies, practices, and procedures as necessary. Base the assessment not only on a review of individual incidents, but on the overall numbers and patterns of incidents affecting the workplace.

14.0. THREAT RESPONSE AND INCIDENT MANAGEMENT

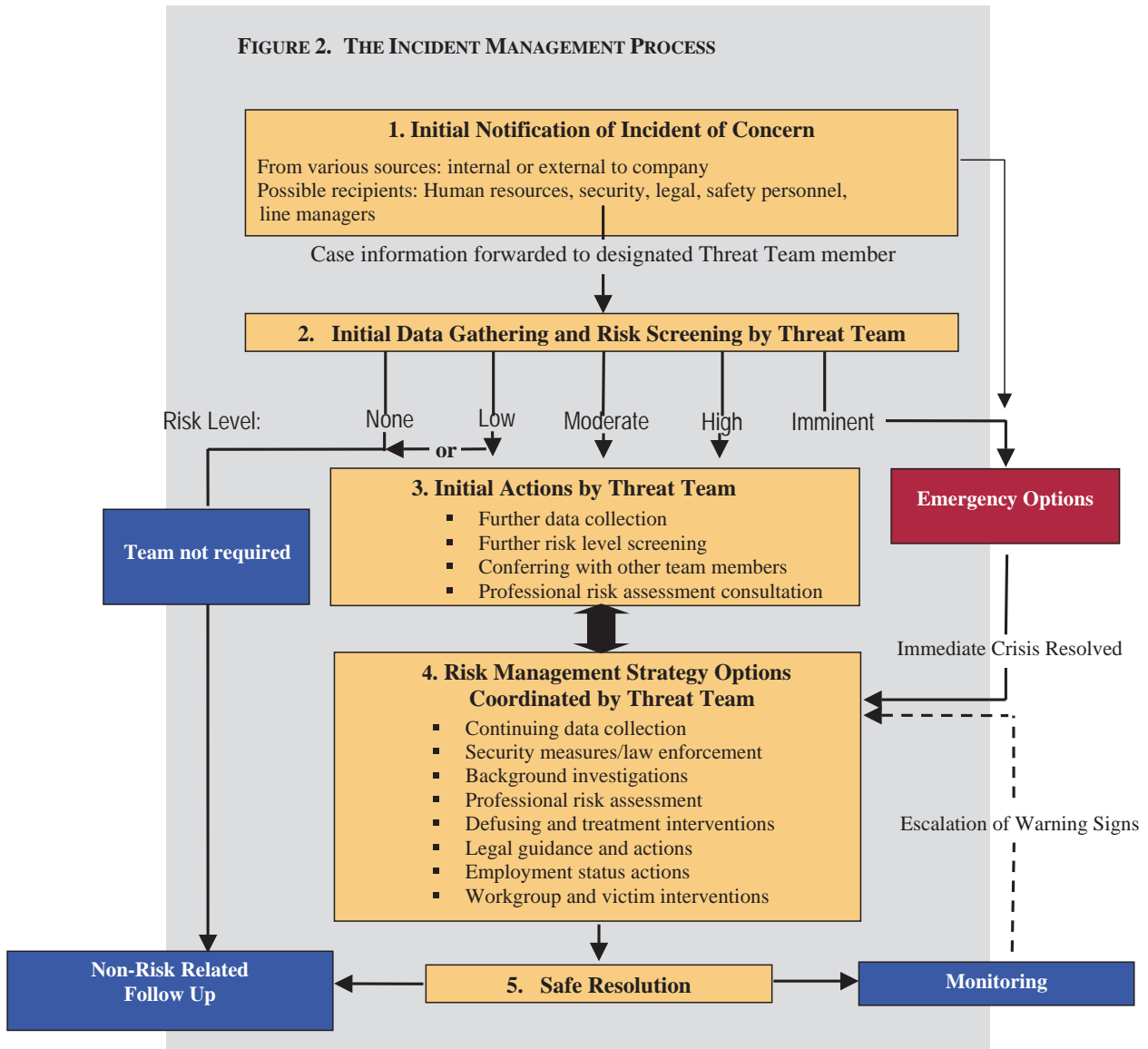
In the great majority of cases, the effort of managing a threat of violence will go through a number of stages, beginning when the Threat Management Team receives a report of threatening behavior or violent conduct by an employee or someone else – a customer, visitor, or intruder. If the initial report indicates an emergency, with a violent act already occurring or appearing imminent, the appropriate managers will carry out an immediate emergency response, calling 911 (if coworkers or security personnel have not already done so), contacting other emergency responders, and taking steps to get other workers away from the violent event and out of danger (for example, evacuating a floor or a building if someone has used or displayed a gun).

If the initial report does not call for immediate emergency action, the team is likely to proceed through the following steps:

- Getting additional information and conducting a preliminary risk evaluation
- Taking initial actions based on the violence risk assessment (while continuing to investigate and evaluate)
- Determining and putting into effect the appropriate response measures
- Bringing the incident to a conclusion, if possible before anyone is injured
- Following up with appropriate intervention
- Considering measures that can be taken to prevent similar incidents
- Monitoring the situation for any new threats of violence

Following is a review of each of those stages and some of the important issues and options associated with them:

FIGURE 2. THE INCIDENT MANAGEMENT PROCESS



Source: Stephen G. White, Ph.D., and Work Trauma Services, Inc. (2005).

14.1. Initial Notification.

Conduct or circumstances that raise concern about possible violence can be reported from various sources, within or outside the organization. Often, such reports are received by line managers, security, human resources, or other designated personnel. It is important that managers and others who are likely to receive these first reports have a basic understanding of circumstances and warning signs that point to potential violence and be aware of their need to forward reports to the designated Threat Management Team members. All managers should know who is on the Threat Management Team and who should be immediately informed of any threats.

It is self-evident that the more quickly a threat is reported, the better the chance of containing an event before any violence takes place or, in the event of an injury incident, of minimizing the harmful consequences and preventing a recurrence. There are a number of ways for an organization to increase the likelihood of prompt reporting, including:

- Establishing multiple avenues for reporting, within a system that funnels reports to a Threat Management Team
- Communicating to employees that the organization will treat all reports seriously and with the highest degree of discretion
- Assuring everyone in the workplace that there will be no retaliation for making a report under the workplace violence program

14.2. Initial Data Gathering and Preliminary Risk Screening.

Once a report is received, a member of the Threat Management Team can be designated to gather additional information and reach a preliminary assessment of the level of risk posed by the behavior or circumstances in question. The first task is to determine and document, to the extent possible, the “who, what, where, when, and why” of an incident. Once that information is available, the next step is to evaluate the risk of a violent act.

The following list of questions – adapted in part from a violence risk assessment instrument developed by the U.S. Secret Service and similar to questions used by the FBI’s National Center for the Analysis of Violent Crime, Behavioral Analysis Unit – can prove helpful in guiding risk assessments in a workplace setting. Many of the answers to these questions are not initially available; and, in a given case, some may be particularly difficult to answer. Caution and good judgment are always necessary in pursuing information in a manner that does not complicate the threat management process, and in a manner that properly balances the need for thoroughness with the need for promptness.

The questions fall under two categories: those seeking to establish factors representing a risk of violence and those seeking to disclose factors that may lower the risk.

Following are some key questions aimed at identifying risk factors:

- What is motivating the individual to make the statements or take the actions that led to concerns about the safety of the workplace and its employees?

- What has the individual communicated to anyone concerning his or her intentions, whether by threats or other disclosures or actions?
- What interest has the individual shown in violence or its justification, violent perpetrators, weapons, or extremist groups?
- Has the individual engaged in planning and preparation for violence, such as approaching a target or site, breaching security, or surveilling, harassing, or stalking a target?
- Does the individual have a current or past history of a mental disorder or substance abuse? Has the individual exhibited symptoms of paranoia, delusional ideas, hallucinations, extreme agitation, despondency, or suicidal tendencies, especially with any violent content? Has he or she ever acted on such beliefs?
- What kinds of serious oppositional or counterproductive attitudes or behavior does the individual present in the workplace? For example, does the individual blame others or exhibit a strong sense of entitlement, defensiveness, self-centeredness, or intolerance of others' rights?
- How does the individual manifest any anger problems, and how focused is this anger on other individuals in the workplace?
- Has the individual experienced (or is he or she likely to in the near future) any serious personal or financial stressors, such as divorce, custody disputes, job or status losses, or deaths in the family? Does he or she show poor coping skills in reaction to such events?
- What is the individual's known history of serious interpersonal conflict, violence, or other criminal conduct, in domestic or other settings?
- What is the nature of any organizational, supervisor, or work group problems that have contributed to, provoked, or exacerbated the situation, and how do those problems influence the individual's perception of his or her circumstances?

The second group of key questions aims at disclosing factors that may lower the risk of violence:

- Does the individual have positive, valued, family, or other personal attachments?
- Has the individual expressed genuine remorse for making threats or engaging in the behavior that has generated a concern for safety?
- Has the individual responded positively to defusing or limit-setting efforts by others?
- Has the individual engaged in appropriate problem solving or sought professional treatment or legal recourse as a way to manage the situation or problems at issue?

Upon the completion of the initial risk assessment, situations that are evaluated as presenting no or low risk of violence are referred for follow-up and resolution outside the threat management process, for example through relevant human resources channels. All other situations are referred to the Threat Management Team for further review.

14.3. Initial Actions by Threat Management Team.

When an initial risk assessment indicates greater than a low risk of violence, the Threat Management Team should take some initial steps based on the data available at the time and its preliminary opinion regarding risk level. Team members may:

- Collect further data
- Confer with other, appropriate organizational members
- Consult with external violence risk assessment and risk management specialists, and/or with legal counsel

WHEN TO ASK FOR HELP: THE PROFESSIONAL VIOLENCE RISK ASSESSMENT

Through proper training and accumulated experience, an organization's Threat Management Team, depending on its composition, can become adept at screening cases for the potential risk of violence. Threat Management Team members, however, should recognize situations that, due to their apparent severity or complexity, would clearly benefit from the added expertise of outside risk assessment and/or incident management professionals. A team that acknowledges the limits of its expertise and experience is more apt to get the help it needs for successful incident management.

14.4. Threat Response Actions Coordinated by the Threat Management Team.

Depending on the initial level of perceived risk, the team will implement and coordinate various measures to further assess and manage any risk of violence. These measures may include:

- A deeper investigation: for instance, a further internal investigation and/or an external investigation, such as a thorough criminal background check
- A professional violence risk assessment conducted of the person(s) in question
- Security measures covering the workplace generally or the specific person(s) at risk
- Legal actions, such as restraining orders when feasible and appropriate
- Employment actions, such as suspension, discipline, or termination of the person(s) in question, transfers or administrative leaves for person(s) at risk
- Referrals to professional help
- A report of criminal activity to law enforcement, or other law enforcement intervention
- Any other defusing interventions that might be appropriate and effective
- Strategies to address fears or other issues among affected workgroups

Legal oversight is often necessary or desirable, particularly with respect to activities such as managing various aspects of an employment relationship, devising flexible separation arrangements, securing a restraining or protective order, and shaping appropriate incident-related communications.

Each case is unique, and there is no single or formulaic approach that can be applied in every situation. However, the above outline, which includes recognized and tested interventions and responses, can serve as a broad guideline for most situations. Considerable discussion is often needed among the Threat Management Team, relevant members of management, and other stakeholders in devising the most appropriate strategy for any particular case.

14.5. Concluding an Incident.

When a situation is judged to have been safely resolved, remaining issues can be referred back to line managers, human resources personnel, or other appropriate organizational authorities. Once an incident is over, the Threat Management Team should undertake a careful review of what happened, reexamining both the circumstances of the precipitating event and the response to it. The purpose of the review will be to determine if any change in workplace conditions or policies or in violence response procedures could help avoid similar incidents in the future, or manage them more effectively if any occur.

14.6. Monitoring.

All those involved in the incident and its management should remain alert for any new information that might require additional action, either with respect to the specific situation at issue or the workplace in general.

14.7. Responding to a Violent Incident in the Workplace.

Despite all efforts made to prevent it, organizations need to acknowledge the possibility of violence occurring in the workplace, and of employees being injured or killed. Immediately following a violent incident, security officers and other managers will be working closely with public safety officials to assist with medical emergencies and assure that employees are no longer in danger. If the incident was a serious one, organizational representatives may also have to manage media attention and family members seeking information and contact with loved ones. Pressure for information from journalists and relatives will be intense in more spectacular cases involving multiple casualties or other newsworthy circumstances. Sound contingency planning for such an event will help manage the pressure more smoothly and effectively. As one example, an evacuation plan should not just provide for employees to get clear of a site, but should specify an assembly place or a system for reporting in, so that supervisors can quickly begin to find out who is safe and who may be missing or still in danger.

A violent event, particularly one that involves death or serious injury or a prolonged period of intense fear, has longer-range consequences that should also be considered in incident-response planning. Managers should be aware of the emotional impact on employees and the kinds of support and leadership that will help restore a feeling of security and a normal work atmosphere. They should also be aware of specialized crisis management and trauma counseling resources that may be available, from the organization's own employee assistance program or from outside agencies.

Responding to a major workplace violence event should include:

- Developing protocols for coordinating the work of the Threat Management Team in responding to an incident with the organization's crisis management personnel and/or business continuity plans (see ASIS Business Continuity Guideline at <http://www.asisonline.org/guidelines/guidelines.htm>)
- Designating and training an interdisciplinary team that will be assigned after an incident takes place to assess its impact on the business and its employees
- Establishing procedures to provide timely, accurate updates to various constituents (employees, family members, and the media) on the facts of an event and the organization's ongoing response
- Implementing procedures for EAPs, medical/health care departments, and outside specialists to monitor employees for more severe post-trauma emotional problems and need for care

Employers should be mindful that reactions to trauma and grief will vary and that stress intervention needs to be tailored to different needs, rather than applied in a one-size-fits-all manner. For example, debriefing sessions conducted by professional counselors can be helpful for some, but not necessarily all, who have been through a violent or terrifying event. Participation in debriefing should be optional, rather than mandatory. In varying degrees, however, it can be expected that most employees will share a need to feel safe from any recurrence of dangerous circumstances, to be told forthrightly what happened and why, and to know the status of colleagues, family members, or others.

Employees will also need evidence that the employer cares about what happened and about their feelings. Employers should be careful to avoid inflicting what has been called "the second injury," which can be caused if executives or managers seem to be slighting or minimizing the employee's experience.

Lastly, providers of any kind of help to trauma victims, including managers, security professionals, and human resources personnel, may experience their own stress reactions. This "cost of caring" may be minimized by (a) various "stress inoculation" methods designed to desensitize individuals to the impact of stress during major stressor events, (b) education and preparedness, and (c) active stress reduction techniques during and after intense periods of providing help to others.

15.0. INTEGRATING THE ISSUE OF DOMESTIC VIOLENCE INTO WORKPLACE VIOLENCE PREVENTION STRATEGIES

It might not be readily evident to all employers, but domestic violence can have a significant impact on workplace safety. When an employee is in an abusive relationship, it is not uncommon for the abuser to seek out the abused partner at work, endangering not only the victim but possibly coworkers as well. Every year, according to a Justice Department study, approximately 18,700 violent workplace events are committed by an intimate of the victim: a current or former spouse, lover, partner, or boyfriend/girlfriend.⁸

⁸Duhart (2001).

In addition to its impact on safety, domestic violence costs employers in many ways. Such costs include employee tardiness and absenteeism, decreased ability to concentrate, lower morale, higher turnover, and increased health care costs. According to the U. S. Centers for Disease Control (CDC), approximately 5.3 million intimate partner violence victimizations occur each year among U.S. women ages 18 and older. The CDC found that these victims lose a total of nearly 8.0 million days of paid work—the equivalent of more than 32,000 full-time jobs – and nearly 5.6 million days of household productivity a year as a result of the violence perpetrated against them by their intimate partners.⁹ Accordingly, an effective workplace violence prevention and response effort should address the problem of domestic violence. Measures to prevent domestic violence-related incidents when threats present themselves at the workplace fall within the employer’s broader legal obligation to prevent violence and provide a safe workplace.

In incorporating domestic violence issues into a workplace violence prevention plan, an employer should consider the following strategies, some of which may be appropriately applied to workplace violence issues irrespective of their domestic violence component:

15.1. Commitment.

An employer’s workplace violence policy should reflect a commitment to support domestic violence victims and to take protective steps when such violence threatens to intrude on the workplace, as part of an employer’s obligation to provide a safe workplace. A workplace violence policy should cover abusers as well, making it an offense to threaten or harass someone (in the same workplace or elsewhere) while on the job or with the use of the employer’s equipment, such as phones, cell phones, faxes, and computers.

15.2. Multidisciplinary Approach.

As with workplace violence in general, the most effective response to domestic violence issues arising in the workplace will be a multidisciplinary one, drawing on the knowledge and skills of security, human resources, and legal departments with support from senior management and other parts of the organizational structure. Members of the Threat Management Team should receive training regarding domestic violence and methods of responding to cases involving the workplace. Appropriate training regarding the basics of domestic violence is available, often at no cost, from community groups that provide domestic violence services.

15.3. Recognition.

Supervisors and security personnel should learn how to better recognize signs of domestic violence and understand how it may affect workplace safety. A critical point is that domestic violence typically escalates in frequency and intensity over time. For instance, an abuser may first begin to harass an employee at work by telephone or e-mail, then threaten to come to the workplace, and finally, come to threaten or attack in person. Warning signs that an employee may be a domestic violence victim can include:

⁹U.S. Centers for Disease Control. *Costs of Intimate Partner Violence Against Women in the United States*. 2003.

- Injuries such as bruises, black eyes, broken bones, especially if he or she tries to conceal them or offers unconvincing explanations for how they occurred
- Uncharacteristic absenteeism or lateness, poor concentration, increasing errors, and inconsistent work quality
- Requests for special accommodation, such as leaving early or time off to attend court
- Signs of emotional distress, such as unusual quietness, or keeping away from others
- An unusual number of phone calls, faxes, or emails from a current or former partner, and a reluctance to converse or respond to phone messages
- Abrupt changes of address or reluctance to divulge where he or she is staying

15.4. Prevention.

Employers' preventive steps can include some of the same steps outlined in the sections above, including clearly communicating the organization's workplace violence policy during orientation of new employees and through regular communication with the entire work force. In addition, employers might consider taking the following additional steps:

- Teaching employees the basics of domestic violence, including signs of an abusive relationship
- Encouraging employees to contact supervisors, human resources, or security personnel about any concerns related to domestic violence, without fear for their jobs or career prospects
- Informing employees how and where they can find legal, psychological, or financial assistance with a domestic violence problem, and making sure employees know whom to approach

15.5. Legal Issues.

The federal Family Medical Leave Act, covering employers with 50 or more employees, requires employers to offer up to 12 work weeks of unpaid leave in a variety of circumstances, including an employee's "serious health condition" or a family member's "serious medical condition." In some cases, that provision may be applicable to a domestic violence situation.

Additionally, many states have laws protecting domestic violence victims in the workplace, such as laws that prohibit dismissal of victims of domestic violence solely because they are victims or because they were required to take time from work to obtain a protective order. Some states require employers to give employees time off for reasons related to intimate partner violence, such as going to counseling or receiving medical attention. At least 27 states have enacted laws that help protect the employment status of domestic violence victims who need time from work to attend court proceedings or obtain an order of protection. National and state domestic violence organizations can provide the current law for the state(s) in which an employer operates.

15.6. Detection, Investigation, and Risk Assessment.

In domestic violence cases, unlike most other violent incidents, it is not uncommon for a victim to try to conceal that a threat or attack has occurred. Employers do not have an unlimited right to pry into an employee's private life, but do have a responsibility to take reasonable steps to detect violence or threats that may affect their business and their other workers. It is appropriate to educate supervisors and other relevant personnel regarding how to approach coworkers if they notice signs of possible abuse. Recommended approaches include telling the person what has been observed ("I noticed the bruises you had last week and see that you look upset and worried today over the telephone calls you have been receiving.") and offering a statement of support ("I am concerned about you and your safety.").

Supervisors and other involved personnel would benefit from knowing what domestic violence resources exist, at the workplace or outside, so that they may forward that information to affected employees. If an employee denies or seeks to minimize the fact that he or she is being abused, an employer can respond with a statement such as, "I am relieved that everything is fine. However, if you are ever in need of assistance, we are here to provide you with the resources available at our organization as well as those within our community." This shows support and leaves the door open for future discussions if threats become more serious or abuse worsens.

All those in an organization who are charged with responding to possible threats stemming from a suspected abusive relationship should be aware of two important considerations:

- The most dangerous moment in an abusive relationship typically occurs when the victim tries to separate from the abuser. An employer should try, within the limits of respect for an employee's privacy, to know when a threatened employee is attempting to break off a relationship, and increase precautions accordingly.
- Employees who are victims of domestic violence and also belong to an immigrant community often face particular cultural complications. Along with the interventions that would be made for any employee, the employer should be familiar with local domestic violence organizations that serve specific immigrant populations, and refer cases when a member of that population is identified as threatened or abused.

Once a domestic violence victim has been identified, the next step is to assess the threat level that the abuser may pose for the workplace. Because the threatened employee is the one who can best tell managers or security personnel who is engaging in threats, what that person might do, and how a risk of violence may pertain to the workplace, Threat Management Team members or others responsible for gathering data should be taught the most appropriate and effective ways to ask questions and get the information that will help them take the most effective precautions.

The following questions – which supplement questions listed in Section 14 above – can prove helpful in evaluating a potential threat. Furthermore, the documentation of responses may be useful to the employer or law enforcement agencies in the event of subsequent civil or criminal court action:

- Has the victim recently broken off the relationship, or is the victim considering doing so? How did the abuser react?
- Have there been threats? If so, how specific were they, and how credible does the victim believe them to be?
- Has the victim petitioned for or been granted a court order of protection? Has the abuser violated a protective order in the past?
- Does the abuser have a history of violence? Has the abuser ever been arrested for any criminal offense?
- Does the abuser have access to weapons? Has the abuser recently acquired one? (Research suggests that recent acquisition of a weapon can be a much more dangerous indicator than having a gun that has been owned for many years.¹⁰)
- Has the abuser engaged in stalking behaviors? Has stalking taken place at the victim's workplace?

Threat Management Team members and/or their outside specialists would assist in investigating and assessing the risk to the workplace in the more serious cases; overall, inquiry regarding domestic violence-related incidents and threats would comply with principles outlined in Section 14 above.

15.7. Privacy Issues.

There are no easy answers in balancing employee privacy with a desire to assist in cases of domestic violence. Employers should make it clear that once they have been informed of a threat that may involve the workplace, a victim cannot expect the employer to refrain from acting to maintain workplace safety. At the same time, it is important that precautions be taken as sensitively and unobtrusively as possible to protect the victim's privacy, as well as physical safety, and to avoid discouraging others from reporting possible violence. Victims are entitled to concern and support from supervisors and security personnel and should be confident that their circumstances will be made known only to those who need the information to protect the workplace against a violent event.

Employees must also understand that the electronic information systems used in a workplace, including e-mail, voicemail, and computers, belong to the organization and that employees using such equipment typically have no legal right to shield their communications on privacy grounds.

15.8. Safety/Security Measures.

When an employee is identified as being in danger from an abusive partner, an organization can take a variety of steps to heighten security. These can include distributing the suspected abuser's photograph to security personnel, receptionists, and coworkers, so that he or she can be identified and denied entrance before getting to the victim's workspace. Employers may adopt additional preventive measures, as may be appropriate.

¹⁰Paziotopoulos, P. *Domestic Violence in the Workplace*. Workplace Violence Prevention Manual. STP Publisher. 2002.

In addition, possible domestic violence victims can be given parking spaces closer to the entrance, or be provided with a security escort to cars or public transportation. Other steps that might be considered include changing working hours, removing the employee's name from staff office or telephone directories, and screening phone calls. Employers can suggest that employees who seek a protective order ask to have potential abusers banned from the employee's work address, as well as from his or her home; in some states, an employer can obtain such an order on its own. Decisions regarding protective orders should be made in the context of an overall case management strategy.

15.9. When Employees Are Abusers.

As a general rule, victims of partner violence are more readily identified and are more likely to seek help than are abusers. However, organizations that are committed to preventing intimate partner violence at the workplace, and to maintaining a safe workplace generally, should also address the issue of employees who perpetrate or threaten violence against their partners, whether at the same workplace or elsewhere.

Employers should clearly enforce workplace safety rules by appropriately investigating suspected misconduct and disciplining (including terminating) any employee who is shown to have used the employer's time, equipment, or other resources to harass, threaten, or harm an abused partner – whether that abused partner is an employee or not.

Some employers, upon learning that an employee is an abuser, may offer treatment through Employee Assistance Programs (EAP), in the hope that some batterers will be willing to acknowledge their conduct and seek help before violence escalates. In referring an employee for treatment, EAP should look for accredited and standardized batterers' intervention programs, rather than reflexively send the employee to non-specific "anger management" or substance abuse counseling. Most domestic violence experts caution against recommending marital or couples counseling.

15.10. Documentation.

Employers should document every report of domestic violence or threatened abuse in the workplace, no matter how minor. Documentation kept by the employer should chiefly reflect workplace events; incidents of abuse away from the workplace may be briefly noted. Documentation should include a record of any appearances or communications from the abuser.

As with any record pertaining to workplace violence incident management, records relating to a domestic violence situation should be kept secure and confidential, with information distributed only on a strict "need to know" basis and kept separate from an employee's regular work performance or personnel information.

15.11. Referrals.

All members of the Threat Management Team should be clear about the knowledge and skills that each member brings to the team. Security and other involved personnel are not expected to be domestic violence experts and should not undertake to play a "counseling"

role with respect to any suspected victim of abuse or an abusive partner. However, such personnel can assist an organization's safety and humanitarian goals by knowing how and where to refer victims (and in other cases, perpetrators) for the best available assistance. Security personnel and others on the Threat Management Team should be broadly familiar with the services offered by local domestic violence victim advocates and service providers, batterers' intervention programs, law enforcement agencies, and district attorneys' offices.

16.0. THE ROLE OF LAW ENFORCEMENT

Even the best violence prevention plan cannot guarantee that no violent act will ever occur. While not every workplace incident will reach the level of criminal conduct, cases that involve physical assault or significant destruction of property or serious threats, especially with a weapon, will as a general rule require intervention by law enforcement and possibly other public safety agencies as well.

Law enforcement's role as an emergency responder is highly familiar. If a situation arises in a workplace that puts life or personal safety or property in immediate danger, any business owner or manager will know that a 911 call will quickly bring police and other emergency personnel, if needed, to the scene. Once there, law enforcement officers have the responsibility for controlling the situation and ending the threat, and, in many cases, for arresting the offender and gathering evidence for criminal prosecution.

Emergency response, however, is not the law enforcement community's only role in workplace violence. Employers should be aware that establishing contact and exchanging information with local police or sheriff's departments before a violent act occurs can be very helpful in developing and administering an organization's workplace violence program. An existing relationship and communication channel between an organization and local law enforcement may also make the response more effective if an emergency arises.

Law enforcement agencies in different jurisdictions have different laws, policies, budgets, manpower, and competencies, and may have different priorities and different attitudes on cooperating with employers in workplace violence prevention and response efforts. In developing workplace violence plans, employers should find out how their local police departments would answer questions such as:

- What is your standard response to a report of a suspicious person on our property or in our building? How will you respond to a report of an unauthorized person on the property or in the building with a firearm?
- Do you have a policy of investigating threats before any injury occurs? What is your position on responding to conduct that creates fear, such as threatening, bullying, and intimidation, but that may not be characterized as criminal?
- What is the procedure following a report of a crime in progress at our facility?
- How long do you estimate it will take to reach the scene after an emergency call?

In establishing a channel of communication with a law enforcement agency, it is preferable for an organization to designate one person as its permanent liaison with the police. It is even better if the police department also provides a single point of contact. Many police agencies have assigned personnel to work in the area of crime prevention, and an

organization's initial call should be directed to the person overseeing crime prevention efforts, if such a position exists.

Once the communication channel has been established, the organization's representative can use it to:

- Make sure the police have correct information about the organization in its record system (often a computerized database). Data such as address, telephone number(s), and the physical layout of the site, including main power and water locations, should be on file, along with the name and 24-hour contact information for the appropriate contact person(s).
- Ask what additional information might be put on file to help police respond more effectively in an emergency (fire and evacuation plans or locations of hazardous materials or high value goods, for example).
- Find out if the department offers any crime prevention outreach programs that could be useful to the organization's executives or employees.
- Ascertain the police agency's policy on responding to non-criminal but threatening behavior, and determine what information the organization will share with police in such incidents.
- Get advice on planning and possible assistance or support from law enforcement when a situation or event may create a heightened risk of violence. Possible examples include announcements of layoffs, an adversarial termination, or knowledge that an employee is in an abusive personal relationship.

A cooperative relationship with local police can also benefit an organization by providing a channel to resources that can only be accessed through law enforcement agencies. For example, if an organization is concerned about a potentially dangerous employee, and this cooperative relationship with law enforcement has been established, the local police could contact the FBI's National Center for the Analysis of Violent Crime (NCAVC) at Quantico, Virginia. At a police agency's request, NCAVC may agree to conduct a violence risk assessment and advise on possible intervention strategies, if the employee is assessed as presenting a serious risk of violence.

THE QUESTION OF LAW ENFORCEMENT INTERVENTION

While actual criminal violations should be reported to the appropriate law enforcement agency, the Threat Management Team should carefully consider the potential risks and benefits of requesting law enforcement intervention in a situation that does not rise to the level of a criminal act. The Threat Management Team, in advance of any particular incident, would benefit from developing an understanding regarding the ability of its local law enforcement agency to appropriately intervene during incident management, and the nature and limits of its prospective role during incident management. Of course, as emphasized throughout this guideline, the question of law enforcement intervention should be considered within the context of a Threat Management Team's overall incident management strategies.

17.0. CONCLUSION

As this guideline shows, the issue of workplace violence is far broader than the highly publicized but rare instances of disturbed employees engaging in shooting sprees that kill and wound multiple victims. Only a very few organizations will ever experience episodes of that kind, but a far greater number will face other forms of workplace violence: threatening acts and violent events that are less spectacular and less deadly but still significantly damage the well-being of an organization and place employees in harm's way. No organization, large or small, public or private, for-profit or in the nonprofit sector, can assume that it will be immune to the wide range of disturbing, threatening, and violent conduct that falls within the rubric of workplace violence. All ultimately carry a responsibility, both for humanitarian and legal reasons, to protect employees and others who interact with the workplace to the fullest practical extent by taking measures to help detect threats at the earliest possible moment, prevent violence, and mitigate the consequences when violence occurs.

Education and awareness about workplace violence—its nature and scope, an employer's obligation to address this complex problem, and the practical steps that can be taken to ensure adequate prevention and management—lie at the heart of successful workplace violence prevention and response efforts. An integrated, multidisciplinary approach also forms a key to a successful workplace violence program. No one sector of an organization can successfully act alone to prevent violence, and no one profession or discipline possesses the skills or capabilities needed to design, implement, and administer a successful workplace violence program. A successful workplace violence program begins at the top, with a firm commitment from executive management to a safe and respectful workplace. Responsibility for a workplace violence prevention and response program then falls on an interdisciplinary array of professionals within an organization who can bring skills to bear on this complex problem. Together, different constituents within an organization, assisted by outside experts as necessary, can work to develop and implement a prevention and response program that brings structure, predictability, and consistency to the handling of the wide range of behaviors and circumstances that can jeopardize workplace safety.

The benefits to adopting a proactive and reasoned approach to workplace violence are many. Disturbing, threatening, and violent behavior affects more than just the person or persons directly threatened or harmed. Beyond questions of legal liability and other tangible financial costs, which can be staggering, organizations that lack effective means of detecting, managing, and preventing workplace violence will meet up with more fundamental costs in the form of disrupted productivity, low employee morale, and a public image that communicates a disregard for employee safety. Alternatively, an organization that handles the broad range of workplace violence well not only can avoid costly incidents, but will also benefit from feelings of confidence, security, and safety that characterize a successful organization.

Ultimately, workplace violence, in its many forms, presents one of the most challenging problems that an organization can face. It has been the intent of this guideline to provide information and practical steps that will enable any organization to develop an effective and informed approach to this important workplace issue.

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DOMESTIC VIOLENCE ORGANIZATIONS

American Institute on Domestic Violence <http://www.aidv-usa.com/>

Corporate Alliance to End Partner Violence <http://www.caepv.org/>

Domestic Violence in the Workplace <http://www.ndvh.org/>

Family Violence Prevention Fund <http://endabuse.org/workplace/>

Legal Momentum: Advancing Women's Rights <http://www.legalmomentum.org/>

Minnesota Center Against Violence and Abuse (bibliography of workplace violence articles)
<http://www.mincava.umn.edu/documents/bibs/bibworkv/bibworkv.html>

Office for Victims of Crime (offers several articles on workplace violence, including domestic violence) <http://www.ojp.usdoj.gov/ovc/welcovc/welcome.html>

National Center for Victims of Crime (offers several articles on workplace violence, including domestic violence) <http://www.ncvc.org/ncvc/Main.aspx>



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