

**VIOLENCE IN THE WORKPLACE:
AN INSTITUTIONAL RESPONSE**

Presenter:

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16TH ANNUAL LAW & HIGHER EDUCATION CONFERENCE
Clearwater Beach, Florida
February 12-14, 1995

Annually, billions of dollars are spent by employers to address workplace accidents through information and education programs. Yet, only the largest employers devote a significant amount of time or expense to addressing workplace violence. Violence in the workplace has increased at an explosive rate and has become the number two cause of employee deaths. For women, homicide is the number one cause of workplace death.

For every death, there are scores of injury and mental trauma incidents which occur. Each of these incidents costs the employer in terms of mental stress, lost work time, public image, and legal liability incurred. According to a 1993 report by the National Safe Workplace Institute, workplace violence cost employers \$4.2 billion in 1992 alone.

Institutions of higher education have not been spared from incidents of workplace violence. Students, faculty and staff have all been victims of violence on campuses across the country and in other nations. This is an international problem and no one has been spared the effects. As the economic woes of society as a whole have had increasing impact on the higher educational community, we have seen the secondary consequences. As faculty and staff are asked to do more and more with less and less, an increase in stress and depression has occurred. We have observed a growth in the number of incidents of conflict with co-workers and "customers" within college and university communities. The occurrences in which violence is involved in such conflict is on the rise. It is a problem we can no longer ignore or treat lightly.

My co-presenters have discussed in some detail the legal responsibility of the employer and the profiling and identifying of employees who may commit such aggressive acts. For that reason, I will focus on the institution's response to workplace violence.

According to the Occupational Safety and Health Act (OSHA), it is the duty of the employer to "furnish each of his employees employment at a place of employment which is

free from recognized hazards that are causing or likely to cause death or serious physical harm to his employee." Section 5(a)(1), 29 USC Section 654(a)(1)(1979)

It is apparent from the review of the case law and regulatory requirements that Human Resource departments will be key players in coping with campus violence due to the fact that negligent hiring and retention cases focus heavily on the employment process and on the employee's past disciplinary record. Responsibility for both of these processes, along with training and grievance procedures, generally lies with the Human Resources Department.

The academic community however presents some unique characteristics in its management of human resources. Frequently the employment process is decentralized, particularly when related to the hiring of faculty. In addition, faculty evaluation and discipline are frequently handled at the department or school level with little central review. In instances of such decentralization, it is important that either the Human Resources Department or the department of Academic Affairs (provost) provide leadership in addressing issues related to these processes.

Setting the Climate

A key part of setting the climate for a violence management program is the **adoption of institutional guidelines** on workplace violence. It is important that Human Resources, college/university counsel, college/university police or security and university counseling or employee assistance programs be involved along with line management in such guideline development. Others who may be involved or who should review the guidelines and associated procedures prior to adoption are academic affairs, student affairs and university relations.

The guidelines should outline responsibilities of parties involved. It is important to remember that the guidelines must successfully balance the rights of the individual with the duty to provide a safe workplace for all employees. A sample set of guidelines may be found at Appendix A. You will note that these guidelines cover both prevention and incident management procedures and are aimed at employees rather than supervisors per se.

A second element of an environment which facilitates violence management is the **establishment of both a Threat/Risk Management Team and a Crisis/Incident Management Team.** Each of these teams serves as a resource for the rest of the prevention program. The membership of each includes those needed not only to develop and recommend policy and procedures but also to provide support staff who will perform the various aspects of the prevention and incident management processes.

The membership of the teams is identical except that the Crisis/Incident Management Team has one additional member. The areas represented and the rationale for membership are as follows:

Line Management. A representative of line management can assure support for the recommendations from the team and will ensure that procedures include line management checkpoints as needed. Such representation is also an indication of management's commitment to the program.

Human Resources. As previously indicated, the responsibility for many elements of prevention and crisis/incident management lie with Human Resources. Training programs will most likely be developed by Human Resources in conjunction with Campus Police and Employee Assistance Program or Counseling. Safe employment practices will be implemented by Human Resources staff. It is likely that monitoring for danger signals will fall to staff and labor relations personnel at least as a

secondary check on departmental monitoring. Human Resources will provide valuable information and will oversee many aspects of post incident management.

Campus Police (and/or community Law Enforcement). Campus Police will be able to provide much of the expertise in profiling high risk employees. In addition, they can facilitate background checks as needed. Of course, they will provide invaluable assistance with physical security issues and may be called on to provide protection to threatened employees. Finally, they will play a major role in bringing any incident or crisis situation under control. When appropriate, they will conduct a criminal investigation and will follow through to prosecution if necessary.

University Attorney. A representative from legal counsel is essential to assuring that all policies and procedures developed are in the best legal interest of the University. Counsel may also be involved in identifying danger signals, as that office may receive threats of litigation from frustrated faculty and staff. Finally, in instances of serious violence, they will be responsible for representing the institution in any related legal action. The involvement of legal counsel on both teams can do much to minimize institutional liability.

EAP or Counseling Psychologist or Psychiatrist. Another member who can help with profiling at-risk employees is the EAP representative. This person can also assist in identifying when a counselor should be utilized and in assuring that appropriate confidentiality is maintained. In the event of a crisis situation, this team member may be of assistance in dealing with the perpetrator during the incident and will be needed to assist witnesses, victims, survivors and others traumatized or distressed by the event.

Student Affairs. The representative from student affairs provides a perspective and

information which will be needed in situations where students are involved as perpetrators, victims or witnesses. This representative should be familiar with student discipline and governance procedures as well as with student support and services programs. In those instances where students are involved with incidents of violence, this representative can provide contact with student records and with parents.

University Relations (Added only to crisis/incident management team) In instances of campus violence this representative will provide direction on media relations both within and outside of the University. The relationships previously established with media by this representative may assist in keeping an ongoing incident and subsequent investigation and consequences from escalating due to media hype. Having this person handle media contact can also limit institutional liability by monitoring information and statements given to the press.

In summary, each member of each team is critical to the success of the team. Each brings a unique perspective and information essential to careful handling of violence in the workplace. **In addition to selecting individuals with suitable credentials, care should be given to selecting those individuals whose interpersonal skills, temperament and style are best suited for dealing with volatile situations.**

Focus of Institutional Activity

(1) With carefully designed guidelines and (2) effective Threat/Risk Management and Crisis/Incident Management teams, the stage is set for the institution in implement its violence management program. There are two areas of focus for these efforts: 1) Prevention -Threat/Risk Management and 2) Incident/Crisis Management. Let's now look at each of these efforts.

PREVENTION

The process of prevention begins with **employment hiring and promotion processes**. The employer may get mixed signals from the case law. Tyus v. Buth, 64 Mich. App. 88 (1975) would seem to limit the employer's responsibility. In Tyus the court indicated that the employer was not required to perform a detailed background investigation of his employee who had a record of criminal assault unknown to the employer. The employer was not held responsible for assaults on the plaintiffs while employed by defendant. However, in Maloney v. B.L. Motor Freight, Inc., 146 Illinois App. 3d 265, 496 NE 2d 1086 (1986), the court found the employer responsible for the rape of a hitchhiker even though the employee had lied on his application for employment regarding his prior criminal record.

The totality of case law would, however, seem to indicate that the employer must exercise reasonable care in the hiring process. The determination of "reasonableness" should take into consideration the type of business involved and the degree to which third parties look to the employer for safekeeping. Thus, both educational institutions and affiliated teaching hospitals are likely to be held to a higher standard than other employers.

It is my belief that minimum standards for a reasonable employment process for institutions of higher education include the following:

1. An application designed to facilitate screening.
 - A. Work history summary should request both a start and an end date for each previous employer and should ask the reason for leaving. The same should apply to educational history, irrespective of the position sought.
 - B. The applicant should be asked to account **in writing** for all gaps in employment or educational history.

- C. The application should include questions regarding whether the applicant has any prior felony convictions or any felony charges pending against him/her.
 - D. The application should include a statement directly above the applicant's signature which indicates that the application is complete and accurate and that the applicant understands that omissions or inaccuracies may result in either denial of employment or termination of employment. (See sample language in Appendix B)
 - E. Accompanying the application should be releases for reference and criminal records checks. (See Appendix C)
2. Screening of **all** applicants. Even though this may be time consuming, the higher duty of care for educational institutions would justify the effort.
 3. Verbally requesting any omitted information during an interview. Repeating questions with any unusual or ambiguous answers without showing applicant his/her written application.
 4. Focusing on any gaps in employment. Following up with the employer prior to gap. Verifying the explanation provided on the application.
 5. Checking references using the signed release. You will get more information through a written request accompanied by a release than through a phone call. If time is of the essence, proceed with the telephone reference check followed by a written request.
 6. Checking criminal records (supported by a release) **after** offer has been extended but **before** the individual begins work. Many employers or law enforcement agencies may limit the employees on whom criminal record checks are done due to cost and time involved. In many cases this omission will be appropriate, but there should be careful consideration in making this determination to the access of the

employee to persons and property.

7. Conducting any medical or drug tests appropriate **after** the offer but **before** beginning duties. Note that drug tests for certain types of employees may be mandatory.
8. Providing each new hire with a copy of the institution's guidelines on workplace violence and emphasizing the importance the employer places on a safe work environment.

The second step in prevention is a **comprehensive training program** which addresses violence and its various manifestations in the workplace. All employees should receive awareness training. However, the emphasis of the overall program should be on supervisory and management training. The primary focus of this training should be on early recognition and prompt action to minimize both frequency and seriousness of incidents. Supervisors should know the names of those on the Threat/Risk Management Team and should know who to call for assistance. They should be encouraged to raise questions both during training and in the workplace. Finally, they should become acquainted with incident response procedures and with the names of those on the Crisis/Incident Management Team.

Another preventative step is the adoption of a **systematic review of discipline and grievance activity** designed to identify early warning signals of violent behavior or situations which may develop into violent conflict. Special emphasis should be placed on identifying warning signs or indicators of employee instability.

Inherent in the prevention effort is the need for **prompt action** when indicators signal a developing problem. Development and training of the Threat/Risk Management Team coupled with the training of workers and supervisors is essential to the institution's ability to recognize and respond to risks **before** they translate into violence.

Adequate support services are another fundamental aspect of the employer's

prevention efforts. The mere existence of a fair and impartial grievance procedure may afford an outlet to a frustrated employee who seeks only to be heard. However, the employer must do all that is possible to prevent the grievance procedure from becoming too adversarial and to assure its fairness.

Mediation, consultation or conciliation services are also means of attempting to resolve conflict before it escalates into violence. In many cases one of these alternative means of dispute resolution may be more effective than a grievance procedure.

Services such as EAPs or Drug Free Workplace programs can offer assistance to the employee on the edge who is seeking help. They can also be used by the employer to reach employees who will not ask for help but for whom the assistance provided will be instrumental in assessment and in diffusing a potentially harmful situation. In the case of these services, a careful balance must be stricken in managing the confidentiality of the counselor/patient relationship and the need to warn parties who may be in danger. Competent professional counselors are generally capable of striking this balance, but it should be specifically discussed when establishing such services.

The final area of prevention which I wish to discuss is that of **physical security**. Employers must carefully consider such aspects of physical security as 1) building access, 2) lighting, 3) access to help systems, and 4) availability and quality of security personnel. They must use alarm or closed circuit tv systems in high risk areas, allow only minimal cash to be kept on the premises, and post notice of this fact.

Most colleges and universities have given careful thought to these issues. They either have adequate police and security departments or have worked out arrangements with local law enforcement personnel. This, however, does not assure that security is effective. Some particular problems are presented by the nature of the academic community. Students and

faculty must have access to libraries, laboratories and computer equipment at times when facilities are essentially closed. This often leads to open access to poorly lighted facilities when security personal and other individuals are not likely to be present. This, in turn, makes those using the facilities easy targets for crime or violence.

A good education program must be combined with other campus security initiatives in order to educate both students and employees to be aware of their surroundings and familiar with the location of security devises. Campuses will never be able to provide "lockdown" security, so they must rely on an informed populous to reduce the opportunity for violence.

While this short list of prevention activities is far from inclusive, it does provide a basic list of activities an employer can legally undertake to head off violence before it occurs.

CRISIS MANAGEMENT

There are distinctly different types of violent situations. While the number of variables in each is too great to discuss specifics of incident management, the categories should each be addressed in institutional planning efforts.

One type of incident is the single event which occurs rapidly and is over. A good example is a person shooting another and leaving. Another type of incident is an ongoing situation where there are a series of events spread over time and may include verbal abuse such as shouting or name calling incidents. Stalking cases are also a good example of this type of ongoing event. The final category of event is the situation where the perpetrator is still present and the danger for additional harm to him/herself or others is imminent.

The first step in the management of any incident should be the **activation of the**

Crisis/Incident Management Team. Depending on the specific nature of the situation, different members of the team will be utilized to provide support. In many instances, it is likely that a team approach will be needed with various members taking the lead role as the situation demands.

Among specific items to be considered are:

1. **Obtaining all available and pertinent information.** This may necessitate accessing employee, student, departmental or criminal records.
2. **Minimizing further risk.** This consideration may entail employee reassignment; discipline or termination; restraining orders; or in the instance of the hostage situation, evacuation of facilities. The methods used will vary significantly with the facts, but must be scrupulously planned.
3. **Informing appropriate institutional officials.**
4. **Communicating with families of those involved.** The timing and nature of such contact as well as who makes the contact will depend on the situation and should be given thoughtful consideration.
5. **Bringing the incident under control as quickly as possible with the minimum force needed.** Prior planning by the Crisis/Incident Management Team can facilitate a suitable approach to the specific situation at hand.

POST INCIDENT MANAGEMENT

Once the incident has been brought to closure the institution must switch to post-incident management. Good post incident management can go far in assisting the involved unit and the institution as a whole to return to normal. It can also limit institutional liability by dealing effectively with highly stressed employees who may consider seeking damages.

I. A first step is **immediate post-trauma intervention which may recommend or necessitate therapy**. There is good evidence that the sooner the therapy begins, the higher its success rate.

II. If they have not previously been contacted, **contact with the family of victims or witnesses** is another action which should occur promptly after the close of the incident. The need for such contact will again vary with the facts of the case, but in instances of injury or death it must be an immediate and primary consideration.

III. Another action which should occur promptly is **communication with the campus community**. The timing and method of communication chosen will vary with the specific nature of the violence. Generally speaking, only the more violent acts require immediate communication. In some instances, there may be a duty to warn where the targets are known or where there is a general danger of future acts of violence. The institution should consider all means of communication available including use of computer networks or individual communication.

IV. In cases where there are witnesses, the institution should **conduct a witness debriefing session**. This session is separate from taking statements from witnesses and emphasizes confidentiality issues as well as provides information on continued support available to witnesses. It can also be used to provide general information about returning to work and handling of event related leave, if any.

V. It is important that if any property damage occurred during the violence, steps be taken to **repair and clean the site as soon as feasible**. It is an important part of minimizing negative impact to remove destruction that may attract sightseers or continue to distress those who are in the vicinity on a daily basis.

VI. Another important part of minimizing risk of litigation and of appropriately caring for those employees involved is to **provide follow-up counseling**. This can reduce the amount of emotional damage to victims and witnesses, and can also increase their positive feelings about the employer.

VII. Where injury (either mental or physical) has occurred, it is important that the institution **assist employees or survivors with insurance claims**. While this is the humane thing to do, it may also avoid frustration on the part of those involved in the incident and may therefore reduce the risk of claims against the employer.

VIII. Finally, it is essential that where criminal prosecution is involved, the institution **work with police and attorneys to assist with prosecution**. This can include making appropriate records available and releasing employees from work with pay to give statements or testify. The institution's legal counsel and campus police will take the lead in this process.

RE-ESTABLISHING NORMALITY

After dealing with the post-incident management, the institution will want to reestablish normality as soon as possible. Effective case management and post-incident management will have set the stage for this process.

The institution should take four steps to re-establish normality:

1. Return employees to work as soon as feasible. A careful balance must be stricken between allowing employees enough time to recover from the experience and providing so much time that they begin to distort and brood about the facts. If a counselor is involved, he/she and the employee's physician should be consulted for guidance in timing the return.

2. Making appropriate reassignments may facilitate prompt return to work. In the case of less serious violence, reassignment may avoid future incidents or an escalation of conflict. In determining who should be reassigned, the employer must give careful consideration to any harm associated with the move (for example, loss of departmental seniority or loss of preferred work site). Care should be taken not to penalize the victims through reassignment.
3. Once workers have returned to the workplace, it may be necessary to provide continued support for either individuals and their families or the group as a whole. In the case of serious violence, it is advisable upon return to work to conduct a group session with a counselor and others who can answer questions which the employees or their families may have. Such consideration can go far in maintaining a positive attitude among those involved.
4. Finally, it is critical that the institution provide information to bring closure not only for those directly involved, but for the University community as a whole. Cautious work with University Relations can determine the best way to accomplish this given the specific facts of the incident.

While it is highly unlikely that an institution of higher education can entirely avoid campus violence, the institution which develops guidelines, establishes threat/risk management and incident management teams and follows the recommendations on prevention and incident management can go far to minimize both their risk of employment-related violence and to limit their liability in any case where such violence does occur.

APPENDIX A

Appendix A

UNIVERSITY OF MICHIGAN

GUIDELINES FOR THREAT AND VIOLENCE MANAGEMENT

The following guidelines have been developed to assist staff when threats or acts of violence occur in the workplace. They are based on recommendations by the UM Department of Safety and UM's Office of Human Resource Development.

Definitions and Classifications

Acts of aggression include verbal or physical actions that are *intended to create fear or apprehension of bodily harm or threaten the safety* of a co-worker, client, or general public. Acts of violence include any *intentional or reckless physical act that causes injury* to a co-worker, client, or general public; or *intentional or reckless damage to physical property*. Examples of such behavior include:

- Any act which is physically assaulting
- Behavior or actions that would be interpreted by a reasonable person as carrying potential for violence and/or acts of aggression (i.e., throwing objects, waving fists, ranting speech, destroying property, etc.).
- Any substantial threat to harm another individual or in any way endanger the safety of others.
- Any substantial threat to destroy property.
- Aberrant behavior that might signal emotional distress (i.e., inappropriate dress for current weather conditions, rapid and/or indirect eye contact, incoherent/rambling speech).
- Evidence of alcohol or other drug use.

Individuals with a history of violence, currently untreated mental illness, active substance abuse, or persons experiencing a build-up of life and workplace stresses are at a higher risk for acts of aggression or violence.

The potential for workplace violence falls into three primary categories:

1. When a client is angry with a provider or denier of product or services.
2. When an outside violent person by chance attacks a place of business.
3. When a current or former employee is angry with the organization and seeks retaliation.

Each situation requires that the individuals involved assess the circumstances and act accordingly – there is no "formula" to address every situation. If your "sixth" sense tells you something is wrong, ACT!

VIOLENCE MANAGEMENT

First and foremost, reduce the possibility of threats of acts of violence.

- Treat all co-workers, clients, and general public with respect.
- Listen carefully and thoroughly before speaking.
- Acknowledge the distress ("I understand that you're angry.")
- Project understanding, care, commitment - 65% of your message is communicated by the tone of your voice.
- If you become upset or angry, remove yourself from the situation. Find a supervisor, co-worker to immediately assist you.

IF AN ACTUAL OR POTENTIALLY VIOLENT SITUATION OCCURS:

1. Remain calm.

- A violent or threatening person is more likely to de-escalate if someone approaches him or her calmly and confidently, without anger or defensiveness. Do not touch the person.
- Never challenge or bargain with a threatening person. Do not make promises you can't keep.
- Do not attempt to disarm or restrain!
- As you attempt communication with others, keep your comments direct, factual, and concise. There will be time later to discuss the details!

2. Call "911". You will reach the University's Department of Public Safety.

- If you believe using the phone will escalate the situation, ask the first staff person you see or call the secretarial area -- Say, "Tell Client Services I want their help." This will act as a "code-name" so that staff uniformly understand that "911" should immediately be called.
- If the aggressor is not in the immediate area, give direct, concise information about the situation. "This is (your name) in (name of your office). Send officers immediately; we have a person screaming and threatening staff in our lobby."

- If the "911" call is made in the presence of the aggressor, you do not need to give details to DPS. The phone you are using is immediately traced for location and the call is recorded. "This is (your name). I need assistance right away." This is enough to trigger an emergency response from DPS. If it is possible for you to answer questions without jeopardizing your safety, do so to clarify the situation.
- If you are working after hours or on the weekend, your options for staff assistance may be limited; be prepared to call "911" directly. Caution! Whenever working during non-office hours, keep hallway doors locked and whenever possible, do not work alone!

3. Clear the affected area.

- If you are working with a client and notice threatening or violent behavior in the area, quietly and calmly ask your client to leave with you.
- Other staff who are aware of the situation should attempt to prevent others from entering the area of potential or actual concern.
- If asked to leave, do so quickly! There will be time later to learn the details.

4. Notify management.

- Alert a director as soon as possible about the situation. Check the conference rooms if you find empty offices. The first director on the scene will become the "coordinating" director.
- The coordinating director will ask a staff member in a secured area to contact (probably by phone) other areas in the building that a threatening or violent situation is underway.
- Staff will be briefly advised of the situation and asked to leave the building and/or stay away from the affected area.

5. Wait for the "all clear" notice before returning to your work area.

- When the potential for violence has dissipated, the coordinating director will have an "it's okay to return to your work area" or "okay to enter the affected area" message communicated throughout the office.

6. Debriefing will occur.

- After the safety of workplace has been restored, staff directly affected by the situation will be asked by the Department of Safety to provide statements. Staff may be also asked to provide a written summary of the events.

- When all of the facts are known and the parties involved have had a chance to collect themselves, debriefing of other staff will occur. Depending on the event and the severity of the situation, the coordinating director, in consultation with others, will determine the most appropriate means and timing of communication about the situation.

APPENDIX B

Appendix B

I hereby certify that all information provided by me in this application is true, accurate, and complete. I understand that if I have given any false information on this application or if I have omitted any material facts, I may be disqualified from employment with the University, or if hired, I may be discharged immediately upon discovery of such false statements or omissions.

I hereby authorize both my current and all former employers to release any information contained in my personnel file or otherwise known by them to the University in connection with my current application for employment with the University. I specifically release from liability each such employer, its agents, representatives, employees, officers or directors, for providing information upon presentation of this release by the University.

[Employer's Name and Address]

_____ has received a conditional offer of employment with the University of Michigan in a position that *[list reasons for wanting record check, such as, "involves responsibility for handling cash receipts"*. We are requesting documentation of any criminal history you may have on record for this individual.

The proper identifiers required to conduct a CCH file search are as follows:

NAME: _____ DATE OF BIRTH: ___/___/___

RACE: _____ SEX _____

SOCIAL SECURITY NUMBER: ___/___/___ DRIVERS LICENSE #: _____

ALIAS OR MAIDEN NAME: _____

FBI FINGERPRINT NUMBER: _____

SID FINGERPRINT NUMBER: _____

These records are obtained as pre-employment volunteer screening to assure the safety and security of our students, patients, and employees by the authorized user:

[Employer's Name & Address]

By my signature below, I authorize the release of this information, obtained by the use of a proper CCH file search.

Applicant's signature

Date

SUGGESTED READINGS

Kinney, Joseph A. and Johnson, Dennis L., Ph.D. Breaking Point: The Workplace Violence Epidemic and What To Do About It, National Safe Workplace Institute. Chicago: 1993. (A copy of this 115-page report can be obtained for \$49.00 from the National Safe Workplace Institute, Courthouse Pl., 54 W. Hubbard St., Suite 403, Chicago, IL, 60610).

Northwestern Life Insurance Co. Fear and Violence in the Workplace, Minneapolis: 1993. (A free copy of this 17-page report can be obtained from the Northwestern Life Insurance Co., Route 6528, 20 Washington Avenue, South, Minneapolis, MN, 55401, or call 612-342-3028.)

Baron, S. Anthony, Ph.D. Violence in the Workplace: A Prevention and Management Guide for Businesses, Pathfinder Publishing. Ventura, CA: 1993. (available at area bookstores for about \$14.95).

Bensimon, Helen, Info-Line: Violence in the Workplace, American Society for Training and Development (ASTD), Alexandria, VA: 1993. (Call ASTD, 1-703-683-8129, Monday - Friday, 9:00 - 5:00 EST. Price \$10.00).

Segal, Jonathan A., When Charles Manson Comes to the Workplace, article printed in a recent issue of Human Resource Magazine.

OVERHEADS

WORKPLACE VIOLENCE

JACKIE R. MCCLAIN

UNIVERSITY OF MICHIGAN HRAA

**IT IS THE DUTY OF THE EMPLOYER TO
“FURNISH EACH OF HIS EMPLOYEES
EMPLOYMENT AT A PLACE OF
EMPLOYMENT WHICH IS FREE FROM
RECOGNIZED HAZARDS THAT ARE
CAUSING OR LIKELY TO CAUSE
DEATH OR SERIOUS PHYSICAL HARM
TO HIS EMPLOYEE.”**

Section 5(a)(1), 29 USC Section 654(a)(1)(1979).

GOAL AND OBJECTIVES

- **PROVIDE INFORMATION ON SCOPE OF PROBLEM**
- **IDENTIFY AREAS IN WHICH EMPLOYER SHOULD ACT.**
- **SUGGEST SPECIFIC ACTIONS TO BE TAKEN**

AREAS OF FOCUS FOR EMPLOYER ACTION

- **PREVENTION -THREAT/RISK
MANAGEMENT**
- **INCIDENT/POST INCIDENT
MANAGEMENT**

PREVENTATIVE MEASURES

- **Develop and Implement policy and procedure**
- **Establish Threat/Risk Management and Crisis Management teams**
- **Thro^ugh Screening of applicants**
- **Comprehensive supervisory training**
- **Review of discipline and grievances for warning signs**

PREVENTATIVE MEASURES

- **Prompt action**
- **Adequate support services (EAP, grievance procedure, out-placement etc...)**
- **Physical security**

WARNING SIGNALS

- **Poor health and hygiene**
- **Highs and lows in work habits**
- **Attendance problems**
- **Increased safety violations or problems**
- **Failure to remain in work area.**
- **Problems with others at work**

SIGNS OF EMOTIONAL PROBLEMS

- **History of violence**
- **Obsessions (Love or hate)**
- **Loss of contact with reality**
- **Drug/alcohol abuse**
- **Depression**
- **Paranoia**
- **Interest in death, violence, weapons**

THREAT/RISK MANAGEMENT TEAM

- **Line management**
- **Human Resources**
- **Campus police (and/or community law enforcement)**
- **University attorney**
- **EAP or counseling psych.**
- **Student Affairs**

CRISIS/INCIDENT MANAGEMENT TEAM

- **Line management**
- **Campus police (and/or community law enforcement)**
- **Human Resources**
- **University attorney**
- **EAP or counseling psych.**
- **Student Affairs**
- **University relations**

ACTIVATE CRISIS/ INCIDENT MANAGEMENT TEAM

- **Obtain all information available**
- **Mobilize appropriate support from team**
- **Communicate with families of those involved only if appropriate at this time**
- **Inform those in University community with “need to know”**
- **Bring crisis under control using minimum force necessary**

POST CRISIS/INCIDENT MANAGEMENT

- **Provide immediate post-trauma therapy** ● **Repair and clean site as soon as feasible**
- **Contact families of victims and witnesses** ● **Provide follow-up counseling**
- **Provide information to University community and to media** ● **Assist employees or survivors with insurance claims**
- **Conduct witness debriefing sessions** ● **Work with attorney and police regarding any prosecution**

RE-ESTABLISHING “NORMALITY”

- **Return employees to work as soon as feasible**
- **Make appropriate reassignments**
- **Provide ongoing support services for individuals or groups**
- **Provide information as appropriate to bring closure**