CHANGING Maryland for the Better

DLLR
Maryland Division of Labor and Industry

Maryland Occupational Safety and Health (MOSH)

Workplace Violence & Prevention

Presented by:

STATE OF MARYLAND
DLLR
DEPARTMENT OF LABOR, LICENSING AND REGULATION

IMPORTANT NOTE

Please note: All parts of this presentation are for informational purposes only. No parts of this presentation are to be construed as OSHA/MOSH required training or legal advice and are not a substitute for training or the advice of legal counsel. Please consult an attorney for advice concerning compliance with laws set out in Code of Maryland Regulations or Code of Federal Regulations.

Facility Information

- Emergency Exits Evacuation Plan
- Bathrooms
- Facility Description

Introductions

- Name
- Company Name
- Job Title
- What you would like to get from the class

MOSH

- Maryland Occupational Safety and Health
- Created as part of Division of Labor and Industry in 1973
- Mission: Assure safe and healthful working conditions for every working man and woman in the state of Maryland

Achieving the MOSH Mission

- Provides assistance, training, and other support programs to help employers and workers
  - Consultation services
  - Compliance assistance
  - Outreach and education
- Encourages employers and employees to reduce workplace hazards and implement new or improve safety and health programs
  - Cooperative programs and alliances
- Develop and enforce applicable laws and regulations (standards)
- Maintain a reporting and recordkeeping system to monitor job-related injuries and illnesses

Objectives

- Discuss and Define the four categories of workplace violence and their characteristics
- Identify the warning signs of escalating behavior
- Discuss he risk factors and prevention methods expected of employers
- Development of a Workplace Violence Prevention Program

CHANGING Maryland for the Better

The Workplace is the most dangerous place in America

STATE OF MARYLAND DLLR DEPARTMENT OF LABOR, LICENSING AND REGULATION

Definitions

- NIOSH defines workplace violence as violent acts (including physical assaults and threats of assaults) directed toward persons at work or on duty.

- Workplace violence is any physical assault, threatening behavior, or verbal abuse occurring in the work setting.

- The workplace may be permanent or temporary

What is Workplace Violence? OSHA's Definition

- Violence or the threat of violence against co-workers. Can range from verbal abuse to physical assaults and homicide.

- Workplace violence is defined as a wide range of acts that include all violent behaviors and threats of violence, as well as any conduct that can result in injury, property damage, induce a sense of fear or otherwise impede the normal course of work.

What is Workplace Violence?

Defined by Workplace Violence Institute as any act against any employee that creates a hostile work environment and negatively affects the employee physically or psychologically:

- Physical or verbal assault
- Threats
- Coercion
- Intimidation
- Harassment

Workplace Violence Includes

- Beatings
- Stabbings
- Suicides
- Shootings
- Rapes
- Near suicides
- Psychological traumas
- Threats or obscene phone calls/texts
- Intimidation
- Harassment of any nature
- Being followed, sworn at or shouted at

What Just Happened?

While the motivation and circumstances of each incident of workplace violence varies, the end result is the same:

- Injury
- Death
- Chaos
- Frightened employees
- Damage to the trust and the perception of safety!!

What is the Workplace?

- The Workplace is any location, either permanent or temporary, where an employee performs any work related duty.

- Office, Home, Auto, Tractor-Trailer, Dump Truck, Construction Site, Warehouse, Client home/office…

Is there a Regulation?

- NO – Not Yet
- Directive CPL 02-01-052
- Employers may be found in violation of the general duty clause if they fail to reduce or eliminate serious recognized hazards.
- Under this directive, inspectors should therefore gather evidence to demonstrate whether an employer recognized, either individually or through its industry, the existence of a potential workplace violence hazard affecting his or her employees.
- Availability to employers of feasible means of preventing or minimizing such hazards.

Can we prevent WPV?

- In most workplaces where risk factors can be identified, the risk of assault can be prevented or minimized if employers take appropriate precautions

- One of the best protections employers can offer their workers is to establish a zero-tolerance policy toward workplace violence.

How to Prevent Workplace Violence?

Pay attention to every facet of the employment relationship

- Screening
- Drug testing
- Policies
- Training
- Security
- Searches
- Threat investigation
- Employee assistance program
- Discharge
- Problem solving

Types/Categories of WPV
Type 1

- Violence committed by criminals not connected to the workplace who enter solely to commit crime
- Accounts for nearly 80% of all workplace homicides
- Generally limited to certain occupations, such as taxi drivers, liquor store clerks, late night retail clerks and gas station attendants
- Usually can be prevented by utilizing physical security measures that are not applicable to other occupations

Types/Categories of WPV

- Type 2

Violence instigated by customers or others who are on the employer's premises for legitimate purposes

- Type 3

Violence instigated by present or former employees

- Type 4

Violence instigated by someone who has an outside relationship with an employee.

Violence by Strangers
Potential Risk Factors

- No connection with the workplace or the employer – usually to commit robbery
- No Early Warning Signs
- Working with money
- Working in isolation
- Working late at night
- Isolated worksite
- Poor visibility into worksite
- Poor lighting outside of worksite
- High crime area

Violence by Customers or Clients Potential Risk Factors

- Working in isolation
- Working after regular hours
- Lack of controlled access to worksite
- Dealing with customers with past violent behavior
- Potential weapons easily visible and accessible
- Lack of quick communication mechanism to security personnel
- Lack of alternate escape route

Violence by Customers or Clients Reducing the Risk Factors

- Training
- Controlled access to work site
- Avoidance of employee isolation factors
- Quick communication method to alert security
- No easy access to potential weapons
- Client referral/assistance programs
- Worksite set-up so employees are not trapped from exiting
- Security personnel
- Post laws against assault, stalking or other violent acts

Violence by Co-Workers
Potential Risk Factors

- High stress in the workplace (impending layoffs/furloughs) and outside, non-work related stress (issues at home, etc…)
- Lack of appropriate management protocols for disciplinary actions
- Individual with a history of violent behavior
- Lack of appropriate training for supervisors

Violence by Co-Workers
Reducing the Risk Factors

- Training
- Enforced policy on zero tolerance for workplace violence
- Management strategy for layoffs
- Management policy for disciplinary actions
- Access to employee assistance program or other counseling services
- Policy prohibiting weapons
- Security personnel
- Post laws against assault, stalking or other violent acts

Personal Relationships

- Individual with history of violent/threatening behavior
- Lack of controlled access to the worksite
- No policy regarding restraining orders
- Domestic violence

Personal Relationships
Reducing the risk factors

- Domestic violence training
- Enforced policy on handling/preventing violent situations
- Restraining orders
- Controlled access to worksite
- Access to consultation with employer, employee assistance program or other counseling program
- Enforced policy prohibiting weapons
- Reporting procedures
- Relocating within worksite where possible
- Required staff notification

How Stress leads to Violence

- Conflict/stress occurs regularly at work
- 4 stages of conflict progression:

  -Latent Phase: created whenever changes occur (ex. reorg, budget cuts, personal goals)

  -Perceptual Phase: worker recognizes a problem, but may not identify source of conflict

  -Positioning Phase: conflict source identified and workers take positions/sides.

  -Manifest Phase: obvious conflict. arguments/actions taken to hinder opposing worker(s)

Conflict Management

Unresolved Conflict Costs:

- **Time**
- Energy
- Resources

…Unintended consequences, Unexpected results

1 -10 -100 Rule

Conflict Management

1 -10 -100 Rule

- 2 employees in a conflict for one hour at $8/hr = $16
- 10 employees in a conflict for one hour at $8/hr = $80
- 100 employees in a conflict for one hour at $8/hr = $800

CHANGING Maryland *for the Better*

"Electric communication will never be a substitute for the face of someone who with their soul encourages another person to be brave and true."

Charles Dickens

Reasons for Workplace Stress

- Concerns about being fired/laid off
- Increased workload due to technology
- Increased workload due to downsizing

Signs of Workplace Stress

- Emotional:
  -incr. irritability
  -incr. agitation
  -mood swings
  -incr. anxiety
  -incr. frustration
  -incr. anger

- Medical:
  -headaches
  -ulcers
  -backache
  -hypertension
  -sleep disorder

CHANGING Maryland for the Better

Workplace Violence: Recognizing & Defusing Aggressive Behavior

STATE OF MARYLAND DLLR

DEPARTMENT OF LABOR, LICENSING AND REGULATION

Five Warning Signs
Escalating Behavior

Respond to the following signs…

- Assess the situation to determine the threat of violence
- Use de-escalating techniques for all except hostility

Warning Signs

- Excessive tardiness or absences
- Increased need for supervision
- Reduced productivity
- Inability to concentrate
- Substance abuse (drugs or alcohol)
- Strained workplace relationships
- Violation of safety procedure
- Fascination w/ weapons
- Serious disruptive behavior
  - Supervisor should step in

1. Confusion

WARNING SIGNS

- Behavior characterized by bewilderment or distraction.
- Unsureness or uncertainty of the next course of action

POSSIBLE RESPONSE

- Listen to the concerns
- Ask clarifying questions
- Give factual information

2. Frustration

WARNING SIGNS

- Behavior characterized by overreaction or resistance to information
- Impatience
- Feeling a sense of defeat
- Trying to bait you

POSSIBLE RESPONSE

- Listen to the concerns
- Ask clarifying questions
- Give factual information
- Relocate to quiet setting
- Reassure
- Make a sincere effort to clarify concerns

3. Blame

WARNING SIGNS

- Placing responsibility for problems on everyone else
- Accusing or holding you responsible
- Finding fault or error with the actions of others
- Placing blame directly on you

NOTE: Potentially hazardous

POSSIBLE RESPONSE

- Listen to the concerns
- Use clarifying questions
- Give factual information
- Relocate to quiet setting
- Reassure
- Make a sincere effort to clarify concerns
- Disengage and bring in second party/teamwork

4. Anger

WARNING SIGNS

- Characterized by a visible change in body posture and disposition
- Actions include pounding fists, pointing fingers, shouting or screaming

NOTE: **Very Risky and Hazardous Behavior**

POSSIBLE RESPONSE

- Listen to concerns
- Use venting techniques
- Don’t offer solutions
- Don’t argue with comments made
- Prepare to evacuate or isolate
- Contact supervisor or security office

5. Hostility

WARNING SIGNS

- Physical actions or threats which appear imminent
- Acts of physical harm or property damage
- Out-of-control behavior
- NOTE: Workplace violence is now imminent

RESPONSE

- Disengage:
  Evacuate
- Attempt to isolate:
  if it can be done safely
- Alert supervisor:
  contact security office immediately

CHANGING Maryland for the Better

Warning Signs of Workplace Violence

- Intimidating, harassing, bullying or other inappropriate or aggressive behavior.
- Numerous conflicts with coworkers, supervisors or customers.
- Bringing a weapon to the workplace, making inappropriate references to guns, or a fascination with weapons.
- Direct or veiled threats of harm.
- Substance abuse.
- Extreme changes in normal behaviors.
- Fixating on incidents of workplace violence, or identifying with perpetrators of workplace homicides.
- Displaying desperation (over family, financial and other personal problems) to the point of contemplating suicide.
- Making sudden changes to work schedules.
- Suddenly requiring more supervision than in the past.

Personal Conduct to Minimize Violence

Combating Workplace Violence: Guidelines for Employers and Law Enforcement

- Project calmness, move & speak slowly, quietly – yet be confident
- Be respectful
- Be an empathetic listener.
- Focus your attention on the other person.
- Maintain a relaxed yet attentive posture & stand at a right angle to the person.
- Acknowledge the other person's feelings.
- Ask for small specific favors such as moving to a quieter area
- Establish ground rules, calmly describe consequences of any violent behavior.
- Use delaying tactics to give person time to calm down.
  - Offer a drink of water.
- Accept criticism in a positive way
- Ask for the person's recommendations.
- Arrange yourself so the person can not block your exit.

CHANGING Maryland *for the Better*

Do Not

- …communicate apathy, brush off, coldness, robotism, condescension, going strictly by the rules
- …reject all demands
- …pose in a challenging stances
  - Hands on hips, crossing arms
- …make sudden movements
- …challenge, threaten, belittle or dare

Do Not

- …criticize or act impatiently
- …attempt to bargain
- …try to make situation seem less serious than it is
- …make false statements or promises you can't keep
- …try to impart a lot of technical or complicated information
- …take sides or agree with distortions
- …invade personal space

The Targeted Violence Process

As defined by the US Secret Service, “the subject chooses a target in advance. The violence is not random or gang-related. There is evidence of planning. Threats are not made to the target directly, but to a third-party.” Perpetrators of targeted acts of violence engage in covert and overt behaviors prior to their attacks

- they consider
- they plan
- they prepare
- they share, usually with third-party
- they move from ideas to actions
- USSS Exceptional Case Study Project

Is your Organization Prepared?

Despite the increasing number of high profile workplace violence incidents and the fact that workplace violence is the third leading cause of workplace deaths in the U.S., many companies have yet to develop a formalized plan to address this problem.

CHANGING Maryland *for the Better*

70%

of workplaces do not have either a formal program or policy to address workplace violence

BLS/NIOSH

STATE OF MARYLAND DLLR DEPARTMENT OF LABOR, LICENSING AND REGULATION

Workplace Violence Prevention Program (WPVPP)

- Management commitment
- Employee involvement
- Communicated to ALL Employees
- Worksite analysis
- Hazard prevention and control
- Training and education
- Post incident response
- Recordkeeping
- Evaluation of program
- Clear Goals

Workplace Violence Prevention Plan

- The prevention program should:
  - Be made available to all employees, including managers and supervisors
  - Track its progress in reducing work-related assaults, reduce the severity of injuries sustained by employees, decrease the threat to worker safety
  - Reflect the level and nature of threat faced by employees

Workplace Violence Prevention Plan

Management Commitment

- A policy statement regarding potential violence in the workplace and assignment of oversight and prevention responsibilities.
- System of accountability
- “Zero tolerance” for violence, threats, harassment, intimidations, and other disruptive behavior in our workplace
- Ensure reports of incidents will be taken seriously and will be dealt with appropriately

Workplace Violence Prevention Plan

Management Commitment

- Ensure equal commitment to worker safety and health and customer/patient/client safety
- Comprehensive program of medical and psychological counseling for employees experiencing or witnessing violent incidents.
- No employee reprisals for reporting incidents
- Conduct a workplace violence hazard assessment and security analysis, including a list of the risk factors identified in the assessment and how the employer will address the specific hazards identified.

Workplace Violence Prevention Plan

- Management Commitment
- Pre-employment screening
- Contractor screening

Workplace Violence Prevention Plan
Manager's Alert to Warning Signs

- Fascination with weapons
- Alcohol or drug abuse
- Severe Stress
- Anguish over pending or recent demotion or termination
- History of violent incidents
- Psychological deterioration
- Decreased or inconsistent job functioning
- Social Isolation or poor peer relationships
- Deterioration in personal hygiene
- Major personality changes

Workplace Violence Prevention Plan Employee Involvement

- Employees often do not report violent incidents because:
  - of lack of administrative reporting policies or procedures
  - they are afraid employer will think they can't handle the job effectively
  - of misperception that violence is part of the job
  - of fear of employer reprisals
  - Employers say they don’t want to hear about problems – YES YOU DO! Or your employees go elsewhere – Social Media site, The Media, etc…

Workplace Violence Prevention Plan Employee Involvement

- Employees should:
  - participate in employee complaint or suggestions sessions
  - provide prompt and accurate reporting of all workplace violence incidents
  - understand reporting violence will benefit them, and enable management to identify, address, and solve problems
  - understand no reprisals will be taken by management or employer

Workplace Violence Prevention Plan
Employee Involvement

- Employees should:
  - inform someone when working late
  - lock doors to work area when working alone
  - work near a phone
  - avoid using dark stairways or halls
  - keep purses, wallets and other valuable out of sight
  - report signs of break-in or missing items

Workplace Violence Prevention Plan
Employee Involvement

- Employees should:
  - report inadequate lighting
  - not share ID card or access codes with others
  - report unusual packages
  - wear identity badges at all times
  - report weapons or substance abuse
  - report threats or frightening behaviors of co-workers

Workplace Violence Prevention Plan Worksite Analysis

- Analyze records, trends, workplace security
  - Any company history of violent incidents
  - Medical records
  - Reports of verbal abuse or threats
- Assess any plans for new construction or physical changes to the facility or workplace to eliminate or reduce security hazards.
- Screening surveys to staff

Way Finding and Signage

Bollards

CHANGING Maryland *for the Better*

See and Be Seen

STATE OF MARYLAND DLLR

DEPARTMENT OF LABOR, LICENSING AND REGULATION

Porches & Lobbies

CHANGING Maryland for the Better

Define My Space

STATE OF MARYLAND
DLLR
DEPARTMENT OF LABOR, LICENSING AND REGULATION

Workplace Violence Prevention

Evaluate The Company's Ability To Handle A Violent Situation

- Review past incidents, including complaints, and how effectively they were handled
- Conduct Vulnerability Analysis/Job Safety Analysis/etc…
  - Consider strengths, weaknesses and threats
  - Examine the current level of security at your workplace

- Lighting
- Intercom
- Limited Access
- ID Badges

- Magnetic key card access
- Surveillance
- Rules for working alone
- Consider professional audit/review

Workplace Violence Prevention Plan Worksite Analysis

- Identify potential reasons why workplace may be hazardous
  - Availability of drugs
  - Personnel must work evenings and night shifts
  - Overall prevalence of firearms
  - One or more employees struggling with domestic violence
  - Cash handling
  - Public contact
  - Anticipated downsizing or reorganization
  - Low staffing levels, high turnover rates, and stress
  - Exposure to violent, confused or mentally unstable patients

Workplace Violence Prevention Plan Training

- Provide training to staff on:
  - Managing anger
  - Stress management, relaxation techniques
  - Security procedures
  - Personal security measures, self defense
  - Techniques for victim support
  - Management training
    - sexual harassment
    - effective communication
    - leadership

Workplace Violence Prevention Plan Post-Incident Response

- Provide a program of support for workers involved in violent incidents and workers observing violent incidents
- Set up trained response teams to respond to emergencies
- Provide post-incident response assistance to the worker that includes:
  - Prompt medical treatment and psychological evaluation
  - Counseling, support groups, stress debriefing, trauma-crisis counseling, employee assistance programs

Workplace Violence Prevention Plan Recordkeeping

- OSHA 300s
- Medical reports of work injury
- Incidents of abuse that do not result in injury
- Information on customers/students/patients with a history of past violence should be recorded and staff made aware of the possible potential for aggression

Workplace Violence Prevention Plan Evaluation

- Determine effectiveness of prevention plan
- Identify any problems or deficiencies
- Allow for management to review program effectiveness, and re-evaluate policies and procedures on a regular basis
- Analyze trends, measure improvements, and keep abreast of new trends to reduce workplace violence e.g. community unrest, terrorist activities, cyber security, company/industry sabotage

CHANGING Maryland for the Better

Threat Assessment Teams (TAT)

- HR
- Law Enforcement
- Corporate Counsel *Keeps all case notes
- EAP or Behavioral Health Clinicians
- Risk Management / Safety
- Facilities Director
- CEO's Office
- Department Heads
- Labor Relations
- Union Reps
- Corporate Communications
- Supervisors
- TM Consultants

TAT Meeting Criteria

- Threats or violence toward leadership, meetings, facilities.
- Threats or violence to any employee, by a current or former employee; visitor; vendor, stranger.
- Employee-to-employee bullying, threats, or violence.
- High-risk employee discipline or terminations.
- Domestic violence crossovers with employees.
- Threats to the facilities, including bomb threats.
- Cyber threats

Critical TA Questions

- Do we know who it is?
  - Manage the victim or the suspect?
- What does this person want?
  - Cause, demand, or threat? Can we provide a viable solution?
- Likes / hates / wants
- Troubled or troubling?
- Movement from ideas to actions?
- Homicidal or suicidal?
- Repetition, escalation?

Critical TA Questions

- Cyber threats or in-person contacts?
- HR issue, EAP, security, or mental health issue?
- Prescription medication compliance?
- What is our response when the subject passes our last and final

  "Do Not Cross" line?
- Who is the best person to explain the "rules" to the subject?
- How can we help the victim(s) cope with the stress?

TAT Information Sources

- Tip lines, ethics hotlines, monitored voice mail messages.
- Supervisor or employee interviews.
- Personnel file review.
- Co-worker, friend, parent contacts.
- Workers' comp-related claims.
- E-mails, texts, letters, journals.
- Facebook, Twitter, blog posts.
- Auditing office computer or company cell phone data.
- Information from co-workers, family, neighbors.
- Warnings from clinicians.
- Information from law enforcement.

Goals of TAT Interviewing

- It can send a signal to the subject that his / her behavior has been noticed.
- It can allow the subject to tell his / her story.
- It helps us gather information that can be verified, analyzed, or discounted.
- It can provide an opportunity to communicate to subjects that their behavior is unwelcome, unacceptable, and must stop.

TA Interview Warnings

- An interview may intensify the subject's interest in the target or the risk of lethal behavior.

- Examples:
  - Increased depression and suicidal ideations.
  - Self-perceptions of abandonment, loss of hope.
  - More barriers in place to the target.
  - Sense that time is running out.
  - Perception of no other options except violence

Hostile Discipline or Termination

- What makes it a “hostile” event?
- Who should run the meeting?
- Where? When?
- Armed or unarmed security nearby?
- Undercover vs. uniformed security?
- Our usual termination collection process?
- Return of personal property?
- What do we say to concerned employees?
- Post-termination warning signs and time limits?

Hazard Assessment

- Review OSHA 300 Log and other reports
- Include employee surveys
- Conduct a walk-through evaluation of entire facility
- Look for conditions and circumstance that may increase risk of violence in the workplace

Hazard Prevention & Control

- Analyze the data from the Hazard Assessment to determine the best methods to prevent or control hazards and potential hazards
- Focus on eliminating the hazards with engineering controls
- Identify administrative controls and workplace practice to minimize effects of violence
- Personal protective equipment

Engineering Controls

- Metal Detector
- Office Design
- Alternate/Multiple exit/escape routes
- Lighting
  - Bright & effective
  - indoors & out
- Fish bowl effect
- Reception area
- Panic Buttons
- Entrance Controls
- Bullet Proof Glass
- Communication Devices
- Closed Circuit TV Monitors
- Alarm System/Personal Alarm Device

Engineering Controls

- Curved mirrors
- Glass panels in doors/walls for better monitoring
- Enclosed reception areas
- Deep Counters
- Separate Staff and Customer/Client/Patient areas
- Lock Doors (unused and with in code)
- Provide comfortable waiting areas
- Divide waiting areas (limits the spread of agitation)
- Establish areas for clients/customers/patients to de-escalate
- Secure furniture and items that could be used as weapons
- Ensure vehicles are properly maintained

Administrative Controls

- Sufficient Staffing/Buddy System.(Develop a policy to determine when)
- Training
- Limited Money on Site
- Posted signs
- Counted Money out of Sight
- Defusing Aggravating Situation
- Requiring ID Badges
- Visitor sign-in procedures
- Meeting visitors in reception area
- Banning weapons, harassment, assaults, and threats
- Preventing former employees from entering workplace
- Setting up employee hotline to report threats or aggressive behavior
- Responding quickly and firmly to fights or threats
- EAP
- Good customer service

Administrative Controls

- Advise staff to exercise extra care in elevators and stairwells
- Adopt measures to reduce waiting times
- Discourage workers from wearing necklaces or chains to help prevent possible strangulation in confrontational situations.
- Discourage workers from wearing expensive jewelry or carrying large sums of money
- Provide staff members with security escorts to parking areas during evening/ late hours— Ensure these areas are well lit and highly visible
- Use properly trained security officers and counselors to respond to aggressive behavior; follow written security procedures

Administrative Controls

- Traveling workers –
  - have specific log-in and log-out procedures
  - be required to contact the office after each visit and managers should have procedures to follow-up if workers fail to do so

- Field/Community workers –
  - be given discretion as to whether or not they begin or continue a visit if they feel threatened or unsafe

Survey Workplace regularly/periodically

Training

- Once a plan is established, employee-wide training should be conducted as soon as possible. However, this should not be a one-time event

- Training should include
  - Practice Drills
  - Critiques and evaluation
  - Policy and procedure review and evaluation
  - On-going training

Training for all workers

- Training can:
- (1) help raise the overall safety and health knowledge across the workforce
- (2) provide employees with the tools needed to identify workplace safety and security hazards
- (3) address potential problems before they arise and ultimately reduce the likelihood of workers being assaulted.

- The training program should involve all workers, including contract workers, supervisors, and managers.

TRAIN - ALL Employees

- Potential security hazards
- How to protect oneself
- How to protect co-worker
- WPVPP
  - Open dialogue with management
  - Respect the seriousness of program
  - Follow policy

- Additional training for supervisors

Training

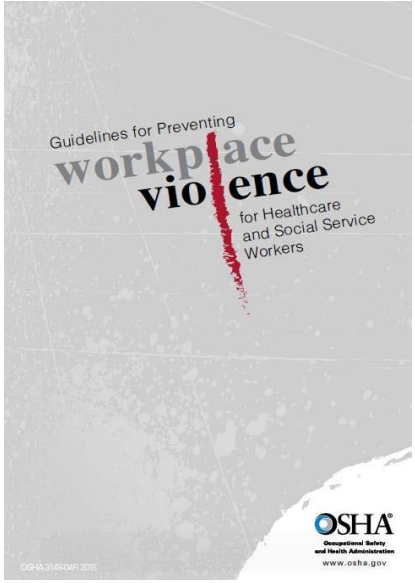
- In general, training should cover the policies and procedures for a facility as well as de-escalation and self-defense techniques. Both de-escalation and self-defense training should include a hands-on component. *See Hand out – List of Possible Training Topics
  - Supervisors and managers must be trained to recognize high risk situations, so they can ensure that workers are not placed in assignments that compromise their safety.
  - Following training, supervisors and managers should be able to recognize a potentially hazardous situation and make any necessary changes in the physical plant, patient care treatment program, staffing policy, office layout, customer service areas, etc… and procedures to reduce or eliminate the hazards.

In Conclusion

- Responding to workplace violence requires attention to more than just an actual physical attack.
- Requires planning, developing, preparation, training and implementation of a prevention plan.
- Approach with a multidisciplinary team with persons of diverse expertise due to the depth and complexity of workplace violence prevention.

Resources

- Guidelines for Preventing Workplace Violence in Health Care and Social Service Workers, OSHA 2015
- OSHA Fact Sheet: Preventing Violence against Taxi and For- Hire Drivers
- Recommendations for Workplace Violence Prevention
- Programs in Late-Night Retail Establishments, OSHA 2009



Resources

- From NIOSH
  - Home Healthcare Workers: How to Prevent Violence on the Job
  - Workplace Violence Prevention Strategies and Research Needs.
  - Violence on the Job
  - Stress... at Work.
  - Preventing Homicide in the Workplace.
  - Occupational Violence.

Resources

- FEMA Comprehensive EOP Planning Guide- https://www.fema.gov/media-library-data/20130726-1828-25045-0014/cpg_101_comprehensive_preparedness_guide_developing_and_maintaining_emergency_operations_plans_2010.pdf
- Illumination Engineering Society - http://www.ies.org/
- (Canadian Center of Science and Education, 2015), CPTED and Workplace Violence in Jordanian Public Hospitals - http://www.ccsenet.org/journal/index.php/ass/article/view/44308/24124
- (National Criminal Justice Reference Service, 2015). NCVRW Reference Guide - http://victimsofcrime.org/docs/default-source/ncvrw2015/2015ncvrw_stats_workplace.pdf?sfvrsn=2
- (U.S. Dept. of Justice, Office of Justice Programs, Bureau of Justice Assistance, 2013). BCJI CPTED Research Review - https://www.bja.gov/Publications/BCJI_CPTED_ResearchReview.pdf

Benevolent Severance? (a/k/a “lovely parting gifts”)

- Post-employment letter.
- Uncontested unemployment insurance claim.
- Resigning in lieu of termination.
- Continuation of EAP and health benefits (beyond COBRA).
- Severance package.
- Outplacement services.
- Quick access to final paycheck, vacation pay, retirement accounts.
- Agreement on reference check calls.
- Return of all property by overnight mail.
- Single point of contact.

The Workplace Violence Prevention Ten

- Better background checks and hiring practices.
- Security / access control improvements.
- A challenge culture for employees to report.
- High-risk “customer” service training.
- Awareness and response
- HR and security dept. thinking about actions and reactions.
- Safe / humane discipline and terminations.
- Threat assessment teams.
- Run-Hide-Fight: Safe Rooms and 15-minute WPV Drills.
- Courageous management.

The Last Violence Equation

- **Motive + Opportunity = Threat Potential**

- We won't always know the motive nor be able to change it. Attacks are usually preceded by ***surveillance*** and ***planning.***

- Bad people are deterred by courageous people, good security, constant awareness, sharing information, and reporting and acting on ***behaviors of concern, third-party leakage,*** and ***suspicious indicators.***

- **Awareness / Vigilance / Access Control / Policies / Consistency / Notification / Partnerships**

Web Safety Resources

www.dllr.state.md.us/labor/mosh/

and

www.OSHA.Gov

- Standards
- File a Complaint
- Updates
- Safety Bulletins
- Training Resources
- Services

Evaluations

Please be honest with your evaluations.

This will help MOSH improve presentation.

MOSH Consultation Services

Maryland's Free On-Site Consultation:

- Confidential
- Full or limited safety and health survey's
- No citations or penalties
- Training assistance
- Safety and Health Achievement Recognition Program

For more information:

- Call (410) 527-4472
- Fax (410) 527-5678
- Web - http://www.dllr.state.md.us/labor/mosh/volc.shtml

MOSH Outreach and Education

- Helps reduce occupational injuries and illnesses through free educational services:
  - Full and Half-Day Seminars
  - Speaker Requests
  - Videos, Pamphlets, and Brochures
- For more information:
  - Call (410) 527-2091
  - Fax (410) 527-4490
  - Web - https://www.dllr.state.md.us/labor/mosh/train.shtml

Contact Maryland Occupational Safety & Health (MOSH)

• General Information	(410) 527-4499
• Report Fatality/Catastrophes (MEMA)	(888) 257-MOSH
• Outreach-Training & Education	(410) 527-2091
• Consultation	(410) 527-4472
• Region 1 (Easton)	(410) 819-5860
• Region 2 (Health - Hunt Valley)	(410) 527-4442
• Region 3 (Hunt Valley)	(410) 527-4426
• Region 4 (Hagerstown)	(301) 791-4699
• Region 5 (Hunt Valley)	(410) 527-4424
• Region 6 (Largo)	(301) 883-3300

- On the web: dllr.state.md.us/labor/mosh/ or www.osha.gov

Department of Labor and Industry Program Units

Employment Standards
(410) 767-2357 | dldliemploymentstandards-dllr@maryland.gov

Prevailing Wage/Living Wage
(PW) (410) 767-2342 | (LW) (410) 767-2232
dldliprevailingwage-dllr@maryland.gov

Maryland Occupational Safety and Health (MOSH)
(410) 527-4499 | dldlimosh-dllr@maryland.gov

Safety Inspection Unit
(Amusement Rides, Boiler and Pressure Vessel Safety Inspection, Elevator Safety, and Railroad Safety)
(410) 767-2990 | dldlisafetyinspection-dllr@maryland.gov

Worker Classification Protection Unit
(410) 767-9885 | dldliwcpu-dllr@maryland.gov

Department of Labor and Industry Outreach

For information regarding our outreach workshops, free classes and seminars, and speaker requests covering employment standards, prevailing wage, worker classification, or Maryland Occupational Safety and Health, please contact:

Melissa Myer, Outreach Coordinator
(410) 767-2182
Email: Melissa.myer1@maryland.gov

For Maryland Occupational Safety and Health (MOSH) outreach and other information, please contact:

Arathi Kemparaju, Education Coordinator
(410) 527-2089
Email: Arathi.kemparaju@Maryland.gov

Certificates

Enjoy the rest of your day!