

RMI Insight



AMERICAN SOCIETY OF SAFETY ENGINEERS

www.asse.org

Spring 2004
Vol. 3, No. 3

2004 Workplace Violence Survey & White Paper May 2004

By JoAnn M. Sullivan, CSP

In This Issue

Workplace
Violence Survey
& White Paper
1

Administrator's
Message:
RM/I Update
2

Appendix A:
Survey Results
7

Appendix B:
Bibliography
& Resources
11

Executive Summary

This white paper summarizes the results of a survey of ASSE membership to develop information on current programs and policies to prevent and mitigate workplace violence. ASSE conducted a similar survey in Fall 1998 in partnership with the Risk Insurance Management Society (RIMS). Since that survey was conducted, numerous incidents of workplace violence have occurred, many covered by the media. The terrorist attacks on the World Trade Center and the Pentagon have also occurred. In addition, many organizations have begun to better address workplace emergencies, including workplace violence prevention plans and crisis management plans in the last five years.

In Spring 2004, the Society mailed 4,560 surveys to ASSE members and received 755 responses—a 17 percent return. Some 56 percent of the respondents' organizations have established or revised programs to address workplace violence and 44 percent have established or changed their emergency response procedures. However, nearly three quarters of the respondents noted that their organization has not conducted a formal workplace violence risk assessment. In addition, 90 percent of the organizations have weapons policies. Most respondents also believed that there was insurance coverage for workplace violence incidents under workers' compensation or general liability policies.

The white paper identifies 16 specific findings to help risk managers and SH&E professionals develop

and implement a workplace violence prevention and mitigation strategy.

Background

Numerous surveys confirm the Bureau of Labor Statistics' report on the rising number of violence incidents in the workplace. The increase is due to a broadened definition of workplace violence that now includes homicides, physical attacks, rapes, aggravated and other assaults, threats, intimidations, coercion, all forms of harassment and any other act that creates a hostile work environment.

The costs of workplace violence are both financial and emotional. The U.S. Dept. of Justice found that assaults and violent acts in the workplace frequently result in days off from work. National Safe Workplace Institute estimates that costs to employers in missed days of work and legal costs exceeds \$4 billion annually.

Workplace violence incidents take more than a financial toll. Employees witnessing violent acts in the workplace report increased levels of stress and lower morale, which may lead to decreased productivity and increased absenteeism and turnover.

The most recent report from the Bureau of Justice Statistics lists the occupations most at risk for workplace homicides as law enforcement officers, corrections officers, taxi drivers, bartenders, mental health custodians, special education teachers, gas station

continued on page 3



Steven E. NyBlom

RM/I Update

As we approach the end of my first year as Administrator, I find myself looking

back at what has been accomplished and looking forward to what remains to be accomplished.

Mike McKeon has stepped down as our award-winning newsletter editor. He had held this position for many years and will be missed tremendously. The newsletter editor works in conjunction with the Advisory Committee to identify pertinent subject matter. The entire committee is responsible for soliciting articles. Since no replacement is currently lined up, please consider getting involved. You, too, can "Be Like Mike."

RM/I has been involved in several significant projects in the past few years. We have always taken pride in our leadership role within the Council on Practices and Standards (CoPS). To be equally successful in the future, we must reinvigorate our organization and continue to push forward with projects and activities.

Workplace Violence: This newsletter includes an update to the Workplace Violence Survey and White Paper that was published a few years ago.

Mold: We have been involved with the CoPS Mold Steering Committee. Multiple sessions at Safety 2004 will address this subject. The committee's work has led to the publication of ASSE's Position Statement Regarding Mold In the Indoor Working Environment, which is available at www.asse.org.

Body of Knowledge: The CoPS Body of Knowledge (BoK) Committee has been re-established to update earlier efforts. The committee will be a dissemination and distribution source of professional BoK information regarding ASSE's efforts to enhance SH&E. The

group's June 2003 white paper is available at www.asse.org.

Member Survey: RM/I has not conducted a member needs survey in recent years, so one is planned in the near future. If you receive a survey, please take a few minutes to offer your feedback. We are here to meet your needs and need to know what you want.

Safety 2005: Planning for ASSE's 2005 Professional Development Conference in New Orleans is underway. Proposals for sessions are due July 14. We have identified several "hot topics," including:

- risk management on the international stage;
- selling risk management to senior management;
- management of workers' compensation fraud;
- best practices in claim management.

You likely have other suggestions as well. RM/I would like to sponsor your session if it relates to risk management or insurance issues.

CoPS Evaluation: Activities of each ASSE practice specialty are designed to meet the needs of the Society and its members. CoPS has developed a self-evaluation matrix for each specialty to gauge its performance. Let me know if you'd like to see a copy of RM/I's complete self-evaluation. The goal is for each practice specialty to improve over time relative to the baseline evaluation. The major categories and RM/I's results follow.

Planning/Operating: We are in good shape in this area. We have not yet identified a major goal for 2004-2005, but hope to use the survey results to do so.

Organization: RM/I has an established Advisory Committee that meets regularly. We need to improve the regional diversity of the group and improve long-term succession planning.

CoPS Participation: RM/I participates in all required meetings and submits all reports in a timely manner.

continued on page 12

2003-2005 RM/I Practice Specialty Officers

ADMINISTRATOR

Steven E. NyBlom, CSP, CPEA,
ARM, ALCM
213.351.5357
snyblom@cao.co.la.ca.us

ASSISTANT ADMINISTRATOR

Dirk Duchscherer, CSP, ARM
916.609.8350
dduchscherer@iwins.com

NEWSLETTER EDITOR

Michael C. McKeon, CSP, ARM
319.934.3892
mmckeon.netins.net

AWARDS & HONORS CHAIR

Becca Drzewiecki
rebecca_drzewiecki@ars.aon.com

MEMBERSHIP CHAIR

Dennis Healy
dennishealy123@cs.com

PDC PLANNING CHAIR

Open

NOMINATING CHAIR

Open

Staff Liaison

Rennie Heath
847.768.3436
rheath@asse.org

Newsletter Layout & Design

Susan Carlson
ASSE headquarters staff
scarlson@asse.org

RM/Insight is a publication of the American Society of Safety Engineers (ASSE) RM/I Practice Specialty, 1800 E. Oakton St., Des Plaines, IL 60018, and is distributed free of charge to members of the RM/I Practice Specialty. The opinions expressed in articles herein are those of the author and are not necessarily those of ASSE. Technical accuracy is the responsibility of the author. Please send address changes to ASSE at the address above; fax to (847) 768-3434; or e-mail to customerservice@asse.org.

2004 Workplace Violence Survey & White Paper

continued from page 1

attendants, mental health professionals, junior high school teachers, convenience store workers, bus drivers, high school teachers, nurses, physicians and all other workers combined. Risk is determined by the number of workers killed in relationship to the number employed in the field.

In about 11 percent of the workplace homicides, the offender was a coworker, former coworker or a customer. About three quarters of all workplace violence was committed by unarmed offenders, but more than 80 percent of the workplace homicides were committed with firearms.

Workplace violence is more than homicide. Harassment is the leading form of on-the-job workplace violence, with 16 million workers being harassed each year. Other violent acts can include stalking, threats, inappropriate communication, trespassing, telephone and e-mail harassment, property defacing, invasion of privacy, and confining or restraining victims.

No workplace is immune from the potential for violence, as incidents in the last five years demonstrate. These incidents include the political rival that fatally shot a New York City councilman, the computer programmer in Boston who fatally shot several coworkers, and a former employee convicted of theft who returned to an equipment plant and shot several workers. Two settings in particular have seen an increase in workplace violence: public schools and hospitals.

To help employers and SH&E professionals, OSHA and NIOSH continue to update publications on workplace violence prevention. The FBI also held a symposium in June 2001, and published an excellent monograph in 2002 that offers suggestions for preventing and responding to workplace violence. Over the last five years, the number of well-prepared workplace violence prevention policies and sample programs available on the Internet through public sites such as state and local governments and universities as increased as well.

Where Does the Liability Lie?

Employers have a general duty to “furnish to each employee, employment, and

a place of employment that is free from recognized hazards that are causing, or likely to cause, death or serious harm to the employee” under federal and state OSHA regulations. Under the theory of respondent superior, an employer is vicariously liable for any actions committed by its employees within the scope of their employment. That means the employer can be held liable even if it did nothing wrong. The employer is liable for actions of the employee when the employee is working, even if the employee is not acting within company policy.

An employer may be liable for failing to take adequate premises safety and security measures after being notified of a potential danger. A property owner may be held responsible for a third-party assault occurring on the premises if the assault was foreseeable under the circumstances and the property owner did not provide adequate security measures.

Employers may also be held liable on the grounds of negligent hiring or negligent retention of an employee who has a known propensity for violence. Employers have a common law duty to exercise reasonable care when hiring and retaining workers, and can be held liable for employees’ actions both within and outside the scope of employment where the employer knew or should have known that the employees posed a risk to others.

Most importantly, the U.S. Supreme Court recently rendered an opinion which stated that an employer is subject to vicarious liability to a victimized employee for an actionable hostile environment created by a supervisor with immediate (or successfully higher) authority over the employee. This opinion greatly increased the liability for employers in dealing with workplace violence.

The Media’s Role

Workplace violence incidents are news. They are national news when guns or other violent methods such as bombs or chemicals are used. Media attention is focused on the workplace, management, employees and family members of those employees. Neighboring businesses that know nothing about a given company are interviewed. The amount of actual fact as opposed to misinformation presented as news is one of

the biggest frustrations. The pre-loss principle of avoidance has new meaning when it comes to workplace violence and the resultant media attention.

Risk managers and SH&E professionals must acknowledge the role of the media in several ways and use this opportunity to prepare for and prevent workplace violence. Think of the reporters’ questions “who, what, when, where, why and how.” Key points to remember:

- Media attention is usually negative. The actual facts are often grim and tragic. Reporters are usually not interested in what was done correctly, only in mistakes made.
- Media attention is uncomfortable. Risk managers and SH&E professionals are not used to being in the spotlight and have little practice in dealing with reporters.
- Media will reveal a company’s history to the world. Past incidents will be examined and may be found to be precursors to later events.
- Media attention to workplace violence has been attributed to “copycat” incidents where another person with a propensity to harm is provided with a scenario that is repeated in a similar manner.
- Media will return to check up on an employer. If the original incident was significant, they will return to interview management and employees to see what has changed.

Workplace Violence Prevention Resources

As noted, the number of resources available on addressing and preventing workplace violence has increased significantly. Almost all risk management, safety and human resources associations have published articles on the topic. In addition, many websites offer statistical information, sample policies and programs, training seminars and crisis management assistance. Appendix B contains a bibliography for this white paper as well as a list of resources.

ASSE Members Are Concerned about Workplace Violence

ASSE’s Risk Management/Insurance Practice Specialty (RM/I ASSE) realized the pervasiveness of the workplace violence problem, and repeated the 1998 sur-

continued on page 4

White Paper

2004 Workplace Violence Survey & White Paper

continued from page 3

vey (completed jointly with RIMS) in 2004. The original white paper has been updated to address this important issue and provide information to ASSE members and the public.

The Survey

RM/I ASSE developed a survey that was sent to 4,560 randomly selected ASSE members in Spring 2004. The survey asked respondents, all of whom are considered to be SH&E professionals, about their organization's workplace violence prevention efforts for the prior five-year period.

The purpose of the survey was to assess the a) general awareness and b) prevention techniques used by risk managers and SH&E professionals to avoid and/or mitigate workplace violence incidents. ASSE received 755 responses for a 17-percent participation rate. Appendix A contains the complete tabulated survey results.

Survey Results

Respondents were asked to provide answers that pertained to workplace violence prevention activities that have occurred or been implemented between the five-year period Jan. 1, 1998, to Dec. 31, 2003.

Workplace violence incidents: For the full five-year period, 29 percent of respondents indicated that the number of workplace violence incidents has stayed about the same while 52 percent of the responses indicated that no incidents have occurred. According to 58 percent of respondents, since Sept. 11, 2001, no workplace violence incidents have occurred. Only five percent saw an increase.

General preventive measures: As a result of Sept. 11, 2001, and the subsequent anthrax scare, 56 percent of respondents have established or revised security policies; 44 percent have established or changed emergency response procedures; and 42 percent have established or changed mailroom procedures. Overall, 46 percent indicated that employees have expressed fear that violence may occur at work, while 54 percent have not heard such fears expressed, suggesting that the workplaces of respondents are considered

relatively safe by employees.

Training: Over half (58 percent) of those surveyed have provided training to help identify warning signs leading to potentially violent behavior. Training was provided by the security department (37 percent); human resources department (35 percent); risk management department (24 percent); and outside vendors (15 percent).

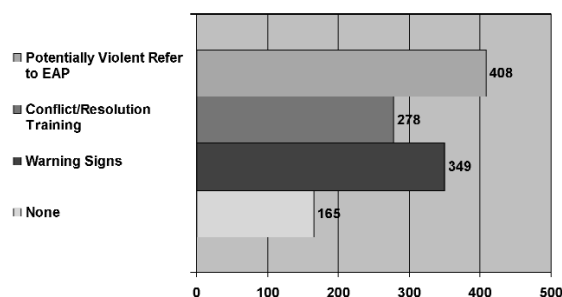
Recognition and coping methods: To help prevent violence in the workplace, more than half (54 percent) of the respondents refer potentially violent employees to their employee assistance programs (EAPs). Training is offered to managers and employees to identify warning signs of violent behavior at 46 percent of the organizations, and 33 percent provide employee training on conflict resolution. However, slightly more than one-fifth of the organizations do not have such training available (Figure 1).

Formal risk assessments: Almost three-quarters of the respondents (74 percent) have not undergone a formal risk assessment of the potential for violence in the workplace.

Written programs: Nearly 80 percent of respondents indicated that their organizations do not have a written policy in place addressing violent acts in the workplace; 19 percent did not respond to the question. Regarding developing a policy to address violent acts, 26 percent indicated that they plan to implement a program, and 74 percent said there were no plans to implement a program. However, 90 percent indicated that their organizations have a written policy addressing weapons on work premises. It is possible that existing safety and human resources policies adequately address workplace violence, and that additional or separate policies are not found to be needed by many employers.

Background investigations: Slightly more than three-fourths of the respondents indicated that a thorough background investigation of prospective employees is

Figure 1
Number of Certain Services for Employees Provided by Respondents' Organizations to Foster Workplace Violence Prevention



conducted. Of the 78 percent that perform background checks, the following techniques are used: previous work history (82 percent); criminal background check (75 percent); motor vehicle record check (58 percent); and credit history (27 percent). Only seven percent of the respondents' organizations use psychological testing during the hiring process.

Use of identification: Half of all respondents' organizations require the wearing and display of identification badges; half also issue photo IDs to their employees, while 67 percent require visitors to wear a badge.

Advice and implementation on security measures: Security measures were implemented as a preventive measure according to 38 percent of respondents, and 27 percent attributed the implementation to recommendations from a formal assessment. Half of all respondents said that their organizations have relied on the advice of risk managers/SH&E professionals to help them with prevention programs.

Other sources included the Internet (35 percent) and government references (31 percent). Insurance carrier or broker loss control services were used by 26 percent of the respondents, and 23 percent indicated that outside consultants were good resources to help with their workplace violence prevention programs. When outside consultants are used, most respondents (86 percent) use security specialists, followed by workplace violence prevention specialists (60 percent).

Visitor screening: The majority of respondents (58 percent) have a check-in or sign-in desk to screen visitors.

Post-incident actions: After a violent

incident has occurred in the workplace, 50 percent of respondents' organizations offer counseling for victims and 46 percent offer counseling to employees directly involved in the incident. Other steps include providing counseling to employees not directly involved in the incident (31 percent) and counseling for the aggressor (28 percent).

Insurance coverage: Most respondents indicated that workers' compensation insurance would most likely be applicable in a workplace violence incident. Figure 2 identifies sources of coverage.

About respondents: More than half (53 percent) of the respondents' organizations have fewer than 500 employees. The majority of respondents were from one of eight regions in the U.S., with a response rate comparable to the general population in the regions. Almost half were from the manufacturing and high-tech industry—those considered to have “four walls” and both white-collar and blue-collar employee categories. Figure 3 shows industries represented by the respondents.

Measures & Recommendations to Prevent & Reduce Losses

Results of this survey reveal that even though the number of violence incidents in the respondents' workplaces have remained the same, and that employers are making a good effort to increase security measures, employees are still fairly concerned about workplace violence. How can this concern be addressed? What role can SH&E professionals play in helping employers address this important safety issue?

Officers & Directors

1) Establish a workplace violence prevention policy. Upper management must promote a clear anti-violence corporate policy. It should issue a formal written policy that must be distributed and discussed with all employees. This can be incorporated into the overall safety program, but it should be known as a workplace violence prevention policy to address all types of workplace violence as identified in OSHA guidelines.

This policy should establish the company's zero tolerance position on violence, and display strong commitment against

violence. This includes the aggressive behavior of a “star performer,” which is sometimes tolerated by management at the expense of other employees. This policy should be added to existing procedures that address interaction with employees—everything from hiring practices to termination. Upper management must also provide the necessary resources (such as a budget and time to conduct meetings) to implement and carry out prevention programs.

2) Establish and maintain security policies.

Upper management also needs to maintain effective grievance, security and harassment policies. Companies that maintain these policies report fewer incidents of violence, less harassment, fewer stress-related illnesses and more job satisfaction.

Empathetic management skills should be encouraged as authoritarian leadership styles tend to promote higher rates of on-the-job violence. A supportive, harmonious work environment should be fostered—one that allows employees to be empowered and helps to establish a climate of trust and respect between employees and management.

Human Resource Managers

3) Examine and improve hiring practices. Human resource managers must closely examine their hiring practices. They must examine employment applications and verify them for accuracy. According to the Society for Human

Figure 2
Insurance Coverage Applicable for a Workplace Violence Incident at the Respondents' Organizations

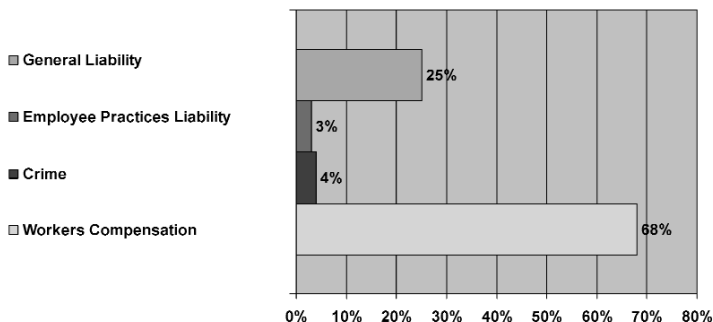
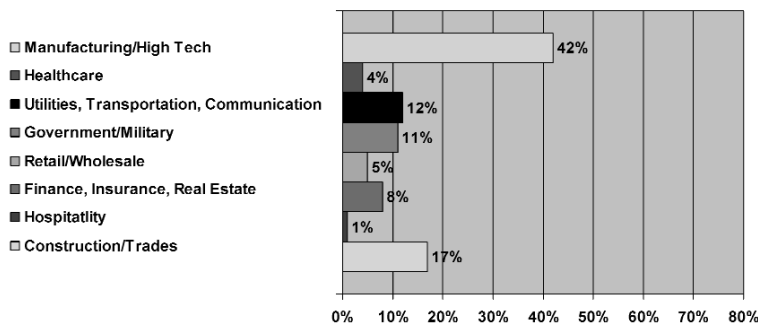


Figure 3
Industry Represented by Respondents



Resources, up to 43 percent of all job applications contain misinformation.

4) Implement prescreening techniques. HR personnel must hire selectively or prescreen applications for behavioral abnormality. Specifically, this means checking previous employment references. (To avoid creating other liabilities, personnel must be sure to comply with the provisions of the Americans with Disabilities Act and other employment standards.)

5) Utilize background checks. Background checks can be a valuable way for employers to obtain important information from past employers, criminal and motor vehicle records, and credit reports. Background checks are now available via the Internet for nominal cost. Psychological tests are another tool that employers can use to “weed out” those employees who have a propensity for violence. A positive statistic from this survey is that more than three-quarters of respondents

continued on page 6

2004 Workplace Violence Survey & White Paper

continued from page 5

conduct thorough background checks of prospective employees. The joint ASSE/RIMS survey in 1998 found that less than half were doing this.

6) Encourage employees to report threats or violent behavior. Employees should be encouraged to report potentially violent situations or their knowledge of others who are being threatened, including domestic violence or stalking that may spill over into the work area. There should be no fear of retaliation for providing this information. Consider a confidentiality policy and a need-to-know approach if an employee reveals an order of protection or restraining order that names the workplace. All threats of violence should be investigated in a manner similar to harassment prevention guidelines. Utilize the EAP to help individuals who exhibit threatening behavior with anger management, stress or other issues.

7) Establish termination policies. Avoid keeping employees who are negligent with assigned responsibilities. Termination policies and procedures should be established. Terminate with care; the potentially violent worker should feel s/he was cared for while employed and treated with dignity. The termination process should be handled by more than one person if possible, such as a supervisor and a human resources professional. All documents should be prepared and organized. It is best to terminate at the end of a shift; laid-off/fired employees should not be allowed to return to the work area.

8) Provide post-termination counseling. A good way to help a terminated employee is to provide personal counseling. EAPs are an important tool that HR personnel can use to diffuse a potentially violent situation both for current employees and ex-employees. Offer EAPs to help employees locate confidential counseling services for financial, legal, personal or emotional problems.

Risk Management & SH&E Departments

9) Train all employees in the warning signs of aggressive or violent behavior. Another way that employers can deal with

workplace violence is to provide training to employees. Such training will help them identify warning signs leading to potentially violent behavior. This survey revealed that the HR department provides the majority of such training; however, we believe that the risk management and/or SH&E department need to take a more active role in this training. Often, only managers are trained; it is important to train all employees in the warning signs. The following training programs should be implemented:

- Provide training to all levels of management and all employees regarding the overall initiative.

- Develop a staff training program for personal safety as well as the safety of others.

- Train managers in interpersonal skills.

10) Train management in threat assessment and de-escalation techniques. Training given to management needs to be broader than that given to employees. It should address issues such as “people skills,” conflict resolution including de-escalation techniques, handling of performance reviews, promotions, use of disciplinary actions and certain recognition factors to which they should be sensitive.

Train supervisors to identify possible perpetrators and educate supervisors about prevention techniques. Training should be provided to members of the threat management team so that they are able to carry out their function of reducing the impact of trauma or acts of violence.

Some of the best resources for such training are community service liaisons from municipal police departments and mental health agencies. Many communities have established outreach efforts and offer speakers on threat assessments and de-escalation techniques, along with self-defense techniques, to employers.

11) Conduct a formal workplace violence risk assessment. Employees are assets that need to be protected, and the risk management and SH&E departments need to become more actively involved in implementing programs to reduce the number of workplace violence incidents.

Formal risk assessments (also called vulnerability assessments) must be conducted by risk managers and SH&E pro-

fessionals, in concert with human resources and facilities and security managers, to determine their organizations’ potential for violence in the workplace. It is important to physically examine the workplace, all interior locations, exist doors, evacuation routes, signage, and the exterior such as docks, parking, break areas, etc. Another aspect to consider is the crime rate of the area and local law enforcement crime prevention initiatives.

Risk assessments can include employee surveys, focus groups or existing committees as a means of gaining knowledge about the general attitudes/perceptions in the workplace. The assessment should also analyze the work environment or “culture.” Assess how employees treat each other and how management treats subordinates. Promote harmony in workgroups, and encourage teamwork and supportiveness among coworkers.

12) Increase security as needed. As a result of these risk assessments, the risk management and SH&E departments should also make recommendations for security measures that may prevent workplace violence incidents. Increase security measures such as improved interior/exterior lighting, alarms around the premises, interior and exterior surveillance cameras, establishment of restricted areas, door controls and security guards. Another effective security measure is to have employees move vehicles close to the building if they are staying after usual work hours; they should also be escorted to their cars when they leave the building at night or upon request.

13) Contingency planning. Risk managers should set up a contingency plan detailing how the company will respond during and after a violent incident of any type. However, before a violent act occurs, a threat management team that reports directly to top management should be established. This team would be activated in the event of an incident. The team can be part of an overall crisis management team or a special group with a focus on workplace violence. Part of this team’s responsibility should be to adopt a threat-of-violence notification system. Such a policy should include a way for employees to give confidential information concerning threats or other dangers.

14) Crisis management and the media. Minor workplace events can become the lead story on the evening news. Risk managers and public relations specialists note that crisis management plans which include a media spokesperson are worth the time and effort required to establish them. An effective crisis management plan also means that management has a strong commitment to respond appropriately and in a timely manner to any workplace violence event.

Consider using loss-lesson techniques to apply recent news events to your organization. How would you have handled it? What should we do to change or upgrade our workplace violence prevention program and crisis management plan? For example, one common finding in recent events was the lack of a drill or practice of an emergency event.

15) Review insurance coverages and verify coverages and exclusions. It appears that most respondents understand that some type or types of insurance coverage will cover workplace violence incidents. However, all risk managers should discuss their employer's workplace vio-

lence exposure concerns with insurance brokers to determine exactly which policies cover which exposures. Both the brokers and the risk managers should read the insurance contracts thoroughly to confirm that these policies cover workplace incidents, and to identify any exclusions that may affect such exposures.

16) Identify a defensive strategy.

Risk managers and SH&E professionals should identify other defense strategies as well. These include:

- Take no unnecessary risks.
- Look for ways to avoid events that could become violent.
- Have a workplace violence prevention plan. Recognize the potential for violence and be prepared with a response plan. Essentially, this plan should be a procedural guide covering what to do in the event of given scenarios. The plan should be constantly reviewed and updated as needed.
- Develop liaisons with local police agencies, legal counsel and consultants in the area of threat management.
- Establish a case or incident tracking system for the purposes of documenting

incidents to assist in the review and improvement of your workplace violence prevention plan.

Conclusion

The probability of a workplace violence occurrence in your organization may be low, high or somewhere in the middle; that is up to you and your top management to determine. Addressing the problem of workplace violence is simply the right thing to do. An organization's decision regarding the extent of investment in prevention and post-incident response management should be based on the organization's value system dealing with risk. It is up to risk managers and SH&E professionals to ensure that organizations are well-equipped to manage these events and the risks they present. ■

JoAnn M. Sullivan, CSP, is co-author (with Ruth A. Unks of RIMS) of the "Workplace Violence Survey and White Paper," published by ASSE in 1999. A past administrator of ASSE's Risk Management/Insurance Practice Specialty, She is vice president of risk consulting for Marsh USA Inc. in Phoenix. Sullivan holds an M.S. in Safety Management from Arizona State University and is a national speaker on loss control and workforce diversity.

Appendix A: Survey Specifics & Response Tally

The purpose of this survey was to poll the membership of ASSE to assess the general awareness and prevention techniques used by risk managers and SH&E professionals to avoid and/or mitigate workplace violence and/or terrorism incidents. The timeframe covered was Jan. 1, 1998, to Dec. 31, 2003.

For the purpose of this survey, workplace violence was defined as any inci-

dent, at the workplace or in the course of employment, where an employee is verbally threatened and/or physically harmed by another employee, a client or customer, a member of the general public, or a family member (as in domestic disputes).

Response Tally: A total of 4,560 surveys were mailed to randomly selected ASSE members, including members of International Chapters; of these, 755

completed surveys were returned. Not all respondents answered every question on the survey. Total responses for each are indicated in parentheses by number and/or percent (or both).

Many surveys also included handwritten notes, most to state "don't know" as an alternate answer to a given question. Such responses were not tallied.

Survey Questions & Responses

1) Between Jan. 1, 1998, and Dec. 31, 2004, has the number of any type of workplace violence incidents at your organization changed? (699)

- 56% (391) indicated no incidents have occurred.
- 29% (200) indicated that workplace violence has stayed about the same.
- 10% (69) indicated that workplace violence has increased.
- 5% (39) indicated that workplace violence has decreased.

2) Since the Sept. 11, 2001 terrorist attacks, has the number

of any type of workplace violence incidents at your organization changed? (666)

- 58% (384) indicated that no incidents have occurred.
- 31% (207) indicated that the number of incidents has stayed about the same.
- 6% (42) indicated that the number of incidents has decreased.
- 5% (33) indicated that the number of incidents has increased.

continued on page 8

Survey Questions & Responses

continued from page 7

3) Since Jan. 1, 1998, have employees at your organization expressed fears that violence may occur at work? (704)

•54% (378) indicated that employees have not expressed fear of violence.

•46% (326) indicated that employees have expressed fear of violence.

4) As a direct result of the events of Sept. 11, 2001, or the subsequent anthrax scare, has your organization implemented any of the following? (755)

•56% (424) indicated that their organizations established or revised security policy.

•44% (335) indicated that their organizations established or changed emergency response procedures.

•42% (317) indicated that their organizations established or changed mailroom procedures.

•34% (254) indicated that their organizations increased employee contact and discussion.

•18% (135) indicated that no changes were made.

5) Has your organization provided training to identify warning signs of violent behavior or threats from persons outside of the workplace? (700)

•58% (407) indicated that their organizations have provided such training.

•42% (293) indicated that their organizations have not provided such training.

6) If you answered “Yes” to Question 5, then who provided the training? (407)

•35% (141) indicated that the HR department provided the training.

•24% (96) indicated that the security department provided the training.

•16% (64) indicated that the risk management department provided the training.

•15% (63) indicated that an outside consultant or vendor provided the training.

•10% (43) indicated multiple sources.

7) Does your organization provide any of the following services for employees to prevent violence in the workplace? (Answer all that apply.) (755)

•54% (408) indicated that their organizations refer potentially violent employees to an EAP.

•46% (349) indicated that their organizations offer training to managers/employees to identify warning signs.

•33% (278) indicated that their organizations provide employee training on conflict resolution.

•22% (165) indicated that their organizations did not offer such services.

8) Has your organization established any of the following to assist in recognizing and preventing violence in the workplace? (755)

•50% (380) indicated that their organizations established procedures to notify management of threats from clients or from the public.

•39% (292) indicated that their organizations have no procedures for preventing or recognizing violence in the workplace.

•15% (115) indicated that their organizations established an internal code to warn employees of an incident.

•11% (85) indicated that their organizations established a safe area to protect employees from client or domestic violence threats.

Figure 4
Change in Number of Workplace Violence Incidents in Prior Five Years

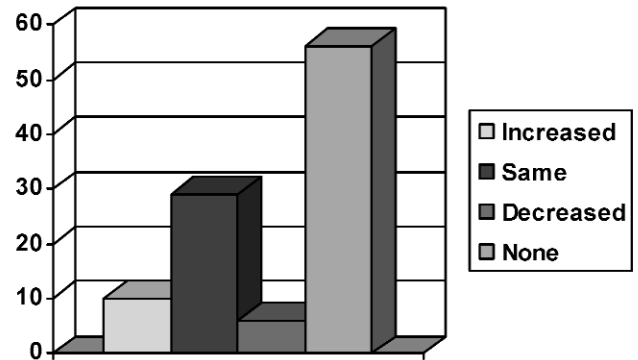
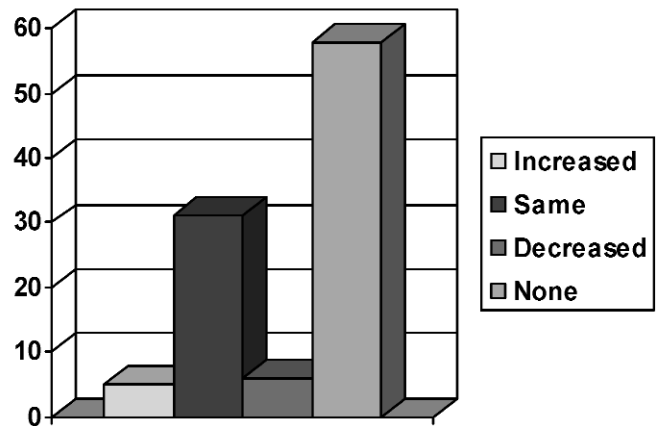


Figure 5
Change in Number of Workplace Violence Incidents Since Sept. 11, 2001



9) Has your organization undergone a formal risk assessment to determine types of violence in the workplace? (696)

•74% (515) indicated that their organizations have not undergone such an assessment.

•26% (181) indicated that their organizations have undergone such an assessment.

10) Does your organization have a written policy addressing violent acts in the workplace? (701)

•80% (560) indicated that their organizations do not have such a written policy.

•19% (134) did not respond.

•1% (7) indicated that their organizations have such a written policy.

11) If you answered “No” to Question 10, do you plan to implement one in the next year? (152)

•20% (113 of 560 Nos) indicated that they do not plan to implement a written policy.

•7% (39 of 560 Nos) indicated that they plan to implement a written policy.

Note: 73% (407 of 560 No responses) did not answer this follow-up question.

12) Does your organization have a written policy addressing

regulations about weapons or specified prohibited items on the premises? (704)

- 90% (632) indicated that their organizations have such a written policy.
- 10% (72) indicated that their organizations do not have such a written policy.

13) Does your organization investigate the background of potential employees? (689)

- 78% (539) indicated that their organizations investigate the background of potential employees.
- 22% (150) indicated that their organizations do not investigate the background of potential employees.

14) If you answered “Yes” to Question 13, then what techniques do you use? (Answer all that apply.) (539)

- 82% (442) indicated that their organizations used previous work history including reason for dismissal.
- 75% (406) indicated that their organizations used criminal background checks.
- 58% (311) indicated that their organizations used motor vehicle record checks.
- 27% (143) indicated that their organizations used credit checks.

15) Does your organization require psychological testing as part of the hiring process for all potential employees? (699)

- 93% (648) indicated that their organizations do not require such testing in the hiring process.
- 7% (51) indicated that their organizations require such testing in the hiring process.

16) What steps does your organization take to help employees after incidents of violence in the workplace? (Answer all that apply.) (755)

- 50% (379) indicated that their organizations provide counseling for victims.
- 43% (352) indicated that their organizations provide counseling for employees who witness or are involved in the incident.
- 31% (237) indicated that their organizations provide counseling for employees not directly involved in the incident.
- 30% (234) indicated that their organizations do not offer such services.
- 28% (208) indicated that their organizations provide counseling to the aggressor/assailant.

17) What types of security measures has your organization implemented? (755)

- 68% (511) indicated that their organizations require check-in or sign-in to screen visitors.
- 56% (423) indicated that their organizations have installed employee access cards or a touch-code entry system.
- 47% (356) indicated that their organizations use video surveillance.
- 40% (300) indicated that their organizations increased lighting on grounds and/or parking lots.
- 30% (224) indicated that their organizations provide security guards inside the building.

18) Does your organization require display of identification badges? (Answer all that apply.) (755)

- 50% (377) indicated that their organizations require photo ID badges for all employees.
- 40% (294) indicated that their organizations do not require any badges.

Figure 6
Number of Respondents’ Organizations that Use Certain Hiring Techniques

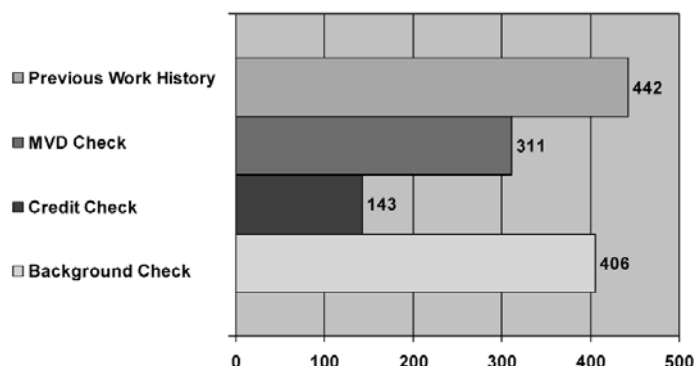
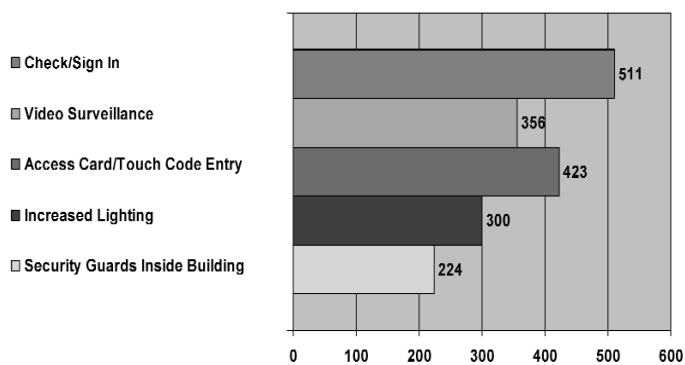


Figure 7
Number of Certain Security Measures Implemented by Respondents’ Organizations in the Prior Five Years



- 23% (174) indicated that their organizations require photo ID badges for all visitors/vendors.

19) If you answered “Yes” to any items in Question 18, then the security measures or ID badges were implemented as a result of what? (551)

- 38% (211) indicated that these were implemented as a loss prevention measure.
- 27% (50) indicated that these were implemented as a result of a formal risk assessment recommendation.
- 16% (34) indicated that these were implemented as a result of an insurance carrier recommendation.
- 10% (59) indicated that these were implemented as a result of employee requests for safer working conditions.
- 4% (24) indicated that these were implemented as a result of an incident of violence in the workplace.

Note: 31% (173 of 551 Yes responses) did not answer this follow-up question.

20) As a safety professional, what resources have you used in implementing a workplace violence prevention program? (Answer all that apply.) (755)

- 49% (370) indicated that they used other risk managers/safety professionals.

continued on page 10

Survey Questions & Responses

continued from page 9

- 31% (236) indicated that they used government references.
 - 35% (261) indicated that they used the Internet.
 - 26% (197) indicated that they used an insurance broker/carrier.
 - 23% (172) indicated that they used outside consultants.
- 21) If you are utilizing outside consultants, which ones? (Select all that apply.) (172 use outside consultants)**
- 86% (148) indicated that they used specialists in security.
 - 60% (103) indicated that they used specialists in workplace violence prevention.
 - 32% (55) indicated that they used mental healthcare providers.
 - 26% (45) indicated that they used specialists in terrorism prevention.

22) What insurance policy covers your organization's workplace violence exposures? (Select all that apply.) (755)

- 62% (468) indicated that their workers' compensation policy covered this exposure.
- 58% (435) indicated that their general liability policy covered this exposure.
- 11% (83) indicated that their employee practices liability policy covered this exposure.
- 6% (45) indicated that their crime policy covered this exposure.

23) If your organization has experienced a workplace violence incident, then was it covered by any of the following insurance policies?

- 68% indicated that their workers' compensation policy covered this incident.
- 25% indicated that general liability policy covered this incident.
- 4% indicated that their crime policy covered this incident.



Call for Speakers & Presenters

Submission
Deadline
July 14, 2004

SAFETY 2005

Advancing the EH&S Profession

ASSE's Professional Development Conference & Exposition

June 12-15, 2005

New Orleans, LA

General topic areas:

<ul style="list-style-type: none"> • Construction • Engineering • Ergonomics • Fire Protection • Health/Healthcare • Human Behavior 	<ul style="list-style-type: none"> • Industrial Hygiene • Mining • Regulatory Issues • Risk Management • Training/Education • Transportation
---	--

Visit WWW.ASSE.ORG for further information and submission requirements.

Figure 8
Resources Respondents (SH&E Professionals) Have Used to Implement Workplace Violence Prevention Programs

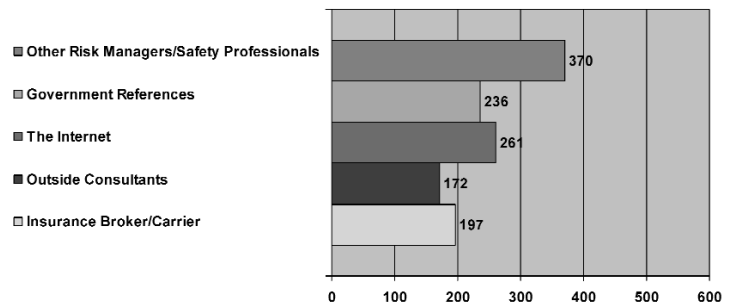
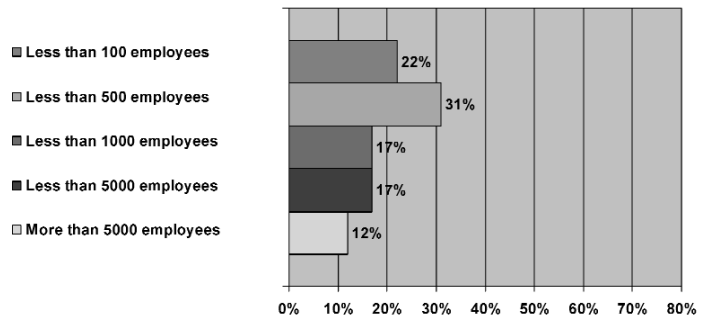


Figure 9
Size of Respondents' Organizations by Number of Employees



- 3% indicated that their employee practices liability policy covered this incident.

24) What is the number of employees in your organization?

- 32% indicated that there are less than 500 employees.
- 22% indicated that there are less than 100 employees.
- 17% indicated that there are less than 1,000 employees.
- 17% indicated that there are less than 5,000 employees.
- 12% of respondents indicated that there are more than 5,000 employees

25) What is your industry?

- 42% indicated manufacturing/high tech.
- 17% indicated construction/trades.
- 11% indicated utilities, transportation or communication.
- 11% indicated government/military.
- 8% indicated finance, insurance or real estate.
- 6% indicated retail/wholesale.
- 4% indicated healthcare.
- 1% indicated hospitality.

26) What is your region?

- 29% indicated South.
- 28% indicated Midwest.
- 18% indicated Pacific.
- 11% indicated Middle Atlantic.
- 8% indicated New England.
- 6% indicated Mountain.

Appendix B: Bibliography & Resources

Bibliography

The following articles, manuals and websites were reviewed for the white paper. The authors realize that there are numerous articles on workplace violence from many sources. Many repeat or recap the same information, or provide a specific organization's approach to the issues and all have value.

Articles

Armour, Stephanie. "Employers' New Measures Fight Workplace Violence." *USA Today*. May 9, 2002.

Bixbe, Thomas W. and Knowledge Technologies. "Violence in the Workplace: A White Paper." Guardian Security Services Inc. Feb. 1998.

Burn, Timothy. "High-Profile Shootings Aside, 'Cubicle Rage' Isn't Common." *The Washington Times*. Aug. 11, 1999.

Cadrian, Diane. "And Stay Out! Using Restraining Orders Can Be an Effective and Proactive Way of Preventing Workplace Violence." *HR Magazine*. Aug. 1, 2002.

Capozzi, Michael. "Insuring the Threat of Workplace Violence." *Risk and Insurance*. Oct. 15, 2001.

CPCU Upstate South Carolina Chapter Research Committee. "Workplace Violence, Analysis of the Issues and Recommendations to Reduce Exposure." *CPCU Journal*. Dec. 1995.

Gatewood, Jennifer. "Attaching Violence: Former Hostage Negotiator Warns Workplace Violence Won't Go Away until Managers Take an Aggressive Approach." *Risk and Insurance*. March 17, 2003.

Gribbin, August. "Hospital Health Hazards; Attacks on Workers Redefine 'Emergency Room.'" *The Washington Times*. Feb. 10, 2002.

Kottage, Bernie. "Workplace Violence, Dealing with the Crisis." Technical paper published by J&H Marsh & McLennan, Los Angeles, 1997.

Massa, Ronald J. "Terrorism Comes Calling." *Risk Management Magazine*. Feb. 1999.

McGovern, Christine. "Take Action, Heed Warnings, To End Workplace Violence." *Occupational Hazards*. March 1999.

Mello, John P. Jr. "Risk Management/Workplace Violence: Hell In Your Hallways." *CFO*. Jan. 1998.

Ruggless, Ron. "Careful Observation, Communication are Keys to Avoiding Workplace Violence." *Nation's Restaurant News*. June 4, 1999.

Salmans, Gary. "An Ounce of Workplace Violence Prevention." *The Journal of Workers Compensation*. Vol. 5, No 4. Summer 1996.

Thomas, Jan. "Violence in the Workplace: New Data, New Issues, New Controls." 1995 Conference Proceedings, ASSE, June 1995.

Trotta, Liz. "Political Rival Kills New York Councilman, Detective Fatally Shoots Gunman." *The Washington Times*. July 24, 2003.

U.S. Justice Dept., Bureau of Justice Statistics (BJS). "Law Enforcement Officers Most At Risk For Workplace Violence." BJS Press Release. Dec. 20, 2001.

Wiscombe, Janel. "Vigilance Stops Violence-and Lawsuits: Behavior That Can Escalate to Violence is Increasing." *Workforce*. Oct. 1, 2001.

Texts/Manuals

Baron, S. Anthony, Tom Erickson, Anthony Baron. *Violence in the Workplace*. 2nd ed. Ventura, CA: Pathfinder Publishing. 2001. ISBN 0-934-3700.

Denberg, Richard V. and Mark Braverman. "The Violence Prone Workplace: A New Approach to Dealing with Hostile, Threatening and Uncivil Behavior." Cornell University Press, 1999. ISBN 0-8014-3396-7.

Federal Bureau of Investigation. "Workplace Violence: Issues in Response." U.S. Government Press, March 2004. A monograph from the June 2002 symposium hosted by the FBI's National Center for the Analysis of Violent Crime entitled "Violence in the Workplace."

Littler Mendelson. *Terror and Violence in the Workplace*. 3rd ed., Littler, Mendelson, Fastiff, Tichy and Mathiason. 1996. Library of Congress Number: 88-657148.

Mattman, Jurg W. and Steve Kaufer. *The Complete Workplace Violence Preven-*

tion Manual. Vols. 1 and 2. Costa Mesa, CA: James Publishing, 1997 (with quarterly updates and newsletters). ISBN 0-938065-750.

Society for Human Resource Management. *1996 Workplace Violence Survey*. Alexandria, VA: SHRM, Issues Management Program, June 1996. (A summary was also published by *USA Today*.)

Other

U.S. Justice Dept., Bureau of Justice Statistics (BJS), 1993-99 Report.

OSHA. Voluntary Guidelines on Preventing Workplace Violence, 1996. Separate guidelines are available for retail, healthcare and social workers.

National Institute for Occupational Safety and Health (NIOSH). "Violence: Occupational Hazards in Hospitals." DHSS Publication No. 2001-101, April 2002.

Resources

The following resources were noted during background research for the survey. This is not a complete list as new resources are published daily. We recommend that the websites be visited for information. Additional excellent information can be obtained through other professional associations that have addressed this issue such as those in security, crisis management, disaster planning, health-care, elementary and secondary education and retail.

Websites

Littler Mendelson. Employment Law www.littler.com.

National Security Institute: Corporate Safety. <http://nsi.org/safety/html>.

NIOSH. Violence in the Workplace. www.cdc.gov/niosh/violofs.html.

NIOSH. Homicide in the Workplace. www.cdc.gov/niosh/violhomi.html.

NIOSH. Developing and Implementing a Workplace Violence Prevention Program and Policy. www.cdc.gov/niosh/violdev.html.

OSHA. www.osha.gov.

U.S. Dept. of Education. "Early Warn-

continued on page 12

Appendix B

continued from page 11

ing, Timely Response: A Guide to Safe Schools.” www.ed.gov/offices/OSERS/OSEP/earlywrn.html.

U.S. Justice Dept., Bureau of Justice Statistics (BJS). www.ojp.usdoj.gov/bjs.

Workplace Solutions: Conflict and Crisis Prevention (Cornell University). www.wps.org.

Other

American Management Assn. New York.

American Society for Industrial Security. Arlington, VA.

Cal/OSHA: Guidelines for Workplace Security. March 1995.

National Crime Prevention Council. Washington, DC.

Society for Human Resource Management: Model Workplace Violence Safety Act. Published by the Society for Human Resource Management, Alexandria, VA, Nov. 1997.

National Safe Workplace Institute. Chicago, IL.

National Safety Management Society. Weaverville, NC.

Workplace Violence Research Institute. Newport Beach, CA.

Administrator's Message

continued from page 2

Membership: Dennis Healy has been doing a good job with outreach to new members; he is also developing the member survey. Membership numbers are stable, with current membership at 2,832.

Nominations and Elections: Our next election will be held during the next election cycle.

Awards and Honors: RM/I consistently submits awards in most categories available, including newsletter, newsletter article and the practice specialty achievement award. We have not done a very good job with describing the awards to our members and have not consistently identified a candidate for the Safety Professional of the Year (SPY) award. We are working to improve in this area.

Communications: We consistently publish a quality newsletter. We will be improving the RM/I website in coming months, using the Environmental Practice Specialty (EPS) website as a model. Jeff Camplin has done a great job for EPS in this area and he serves as the CoPS Web Chair.

Intrasociety Relations: We have historically submitted multiple proposals for the national PDC, but have been less involved with local PDCs. We hope to improve in this area in the future.

The Construction Practice Specialty has implemented a structure for its Advisory Council so that each ASSE region is represented. This structure has many benefits, so RM/I would like to find commit-

tee members from regions not currently represented on the Advisory Committee. The committee has at least two conference calls per year and holds one face-to-face meeting during PDC. Leadership training is made available to future leaders of the organization through ASSE's Leadership Conference (conducted near ASSE headquarters each fall).

Thus far my focus has been on where we stand as a practice specialty rather than on industry developments. I intend to focus the next newsletter on industry issues. If you have legislative reform issues in your state or other industry developments you want discussed in the next newsletter, let me know.

The biggest legislative development in my world has been the recent (April 19, 2004) passage of California Senate Bill 899, a sweeping workers' compensation reform bill. Key features include the repeal of the personal physician's or chiropractor's presumption of correctness; establishment of employer-directed medical networks; treatment guidelines based on ACOEM guidelines; and changes in disability management.

CoPS will have a new vice president beginning July 1, 2004. Don Jones, current CoPS Vice President, has done a great job in providing direction and support. He has been elected ASSE's Senior Vice President. Congratulations, Don! The new vice president is Jim Smith. He has been involved with ASSE for many years and his leadership is welcomed. Congratulations, Jim! We look forward to working with you in the future.

PSST... PASS IT ON!
AMERICAN SOCIETY OF SAFETY ENGINEERS
2004-2005
MEMBERSHIP Recruitment CHALLENGE
It's ASSE's

You could win cash prizes and a chance to win a plasma television!

Sponsor as many new, full ASSE members as you can between April 1, 2004, and March 31, 2005, and you could win cash prizes. Sponsor just one new member and your name will be entered into a drawing to win a plasma television.

Individual prizes
(awarded to those who recruit the most new members)

Winners will be announced in May 2005.

Go to www.asse.org/passiton.htm for more information and helpful recruitment tips and tools.

ASSE reserves the right to substitute prizes of equal value.

**American Society of Safety Engineers
Risk Management/Insurance Practice Specialty
1800 East Oakton Street
Des Plaines, Illinois 60018-2187**

**PRESORT STD
US POSTAGE
PAID
PERMIT NO. 401
DES PLAINES, IL**