



Workplace Violence Prevention

NCR MD Personnel Branch

Where the Nation Heals Its HeroesSM



Workplace Violence

- ✓ Define workplace violence
- ✓ Recognize workplace violence signs among staff
- ✓ Explore ways to prevent workplace violence

20 AUGUST 1986
0700

“Going Postal”

- Edmond Post Office – Edmond, Oklahoma
- Deadly rampage that lasted less than 15 minutes
- Postal worker Patrick Sherrill (44 yrs.) pursued and shot 20 co-workers, killing 14, injuring 6
 - Sought one of two supervisors who had verbally disciplined him the previous day
 - Other supervisor overslept
 - Committed suicide by shooting himself in the forehead
- Sherrill was a relief carrier, did not rank high for job stability. Co-workers’ comments:
 - Erratic and irritable
 - Performed well and was picked on by management
 - 19 August 1986, was reprimanded by 2 supervisors
- Served in US Marine Corps.
- Was an expert marksman, member of the National Guard pistol team.

What is Workplace Violence?



Workplace Violence Definition

- **OSHA:** Any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site - Ranges from threats, verbal abuse to physical assaults and homicide
- **DoD:** Any act of violent behavior, threats of physical violence, harassment, intimidation, bullying, verbal, or non-verbal threat, or threatening, or disruptive behavior that impacts employees in the workplace

According to Bureau of Labor Statistics

- Nearly 2 million American workers report having been a victim each year
- 2014: 4,679 fatal workplace injuries in US, 403 were workplace homicides
- 2013: 4,585 fatal workplace injuries in US, 404 were workplace homicides
 - More than 23,000 significant injuries due to assault at work
 - Over 70 percent of these assaults were in healthcare and social service settings
 - Healthcare and social service workers are almost four times as likely to be injured as a result of violence than the average private sector worker

Source: www.osha.gov/SLTC/workplaceviolence/index.html

DoD Statistics



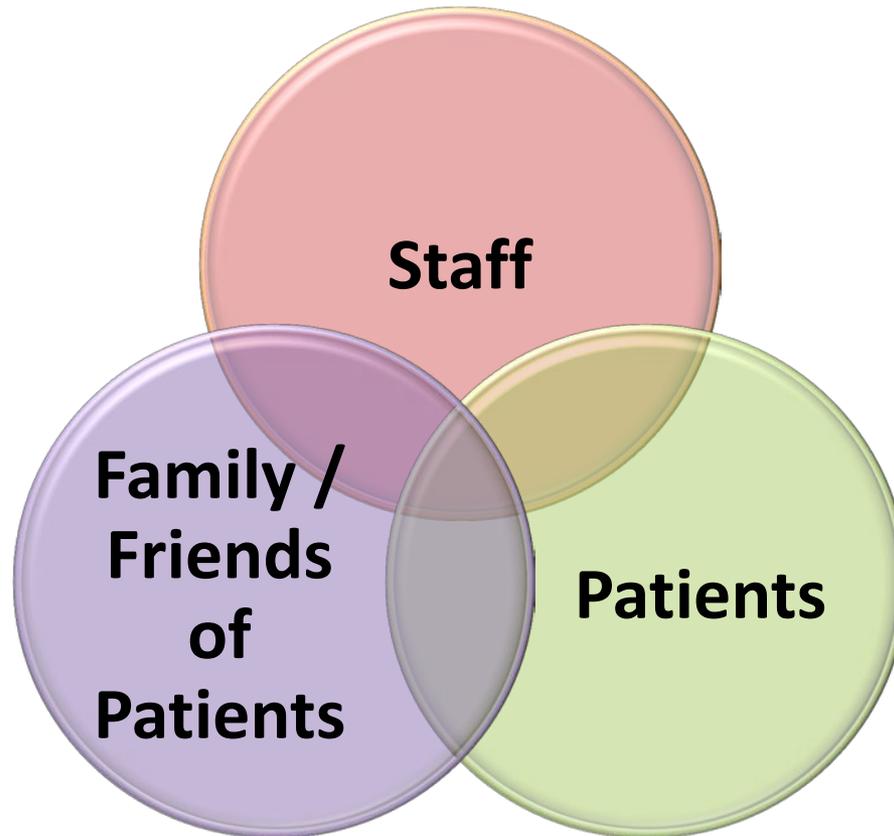
| Incident | Date | DoD Deaths | DoD Injured |
|---|------------|------------|--------------------|
| 9/11 (Pentagon: 125 DoD + 59 others) | 11 Sept 01 | 125 | Data not available |
| Fort Hood's Soldier Readiness Processing Center | 5 Nov 09 | 13 | 30 |
| Fort Bragg | 28 June 12 | 2 * | 1 |
| Navy Yard – Bldg. 197 | 16 Sept 13 | 13 * | 4 |
| Fort Hood | 2 Apr 14 | 4 * | 12 |
| Navy Operational Support Center (Chattanooga) | 16 Jul 15 | 4 | 1 |

* Includes shooter

Active Shooter False Alarms: Navy Yard (3 Jul 15) and Walter Reed Bethesda (6 Jul 15)

2003 – 2008: 61 Fatalities from assaults and violent acts among Resident Military

Source: http://www.bls.gov/iif/oshwc/cfoi/fatal_occupational_injuries_military.htm



Your Behavior & Management Style

- Allowing aggressive or inappropriate conduct without taking action
- Decision-making without employee input or participation
- Inconsistent or unpredictable with your employees
- Engaging in relationships with your employees that are personal or too informal



From Center for Disease Control Workplace Violence Course

Behavior Signs to Watch

Verbal Cues

- Speaking loudly or yelling
- Swearing
- Threatening tone of voice



From Center for Disease Control Workplace Violence Course

Non-Verbal or Behavioral Cues

- Physical appearance (clothing and hygiene neglected)
- Arms held tight across chest
- Clenched fists
- Heavy breathing
- Pacing or agitation
- A terrified look signifying fear and high anxiety
- A fixed stare
- Aggressive or threatening posture
- Thrown objects
- Sudden changes in behavior
- Indications of drunkenness or substance abuse

Indicators of Potential Violence

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression / withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Explosive outburst or anger or rage without provocation
- Suicidal: Comments about “putting things in order”
- Behavior which is suspect of paranoia (“Everybody is against me.”)
- Increasingly talks of problems at home
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes.

Taken from US Homeland Security Active Shooter How to Respond. October 2008

Workplace Violence Continuum

| Violence Level | Assailant Actions | |
|----------------|---|---|
| Yellow | <ul style="list-style-type: none"> • Intimidation/bullying • Disrespectful (overt and passive-aggressive) • Verbally abusive (curse words, demeaning, etc.) | <ul style="list-style-type: none"> • Refuses to cooperate with supervisors • Constantly argues with co-workers • Makes unwanted sexual comments |
| Orange | <ul style="list-style-type: none"> • 3+ yellow infractions of similar actions • Verbal and/or written threats of violence to victim and victim's personal effects (such as a car) • Stalking (co-worker or outside party perpetrating domestic violence) | <ul style="list-style-type: none"> • Expressing empathy or align with those who resort to violence • Suicide threat with no recent attempt, preparatory behavior, or rehearsal of act |
| Red | <ul style="list-style-type: none"> • 3+ orange infractions of similar actions • Physical altercation of any severity • Aggressive posturing/demonstration of rage during verbal altercation | <ul style="list-style-type: none"> • Purposeful sabotage/vandalism/stealing of agency and employee property • Persistent suicidal ideation or thought • Bringing a weapon on site • Utilization of an object as a weapon to harm others (not limited to guns) |

Suggested Actions During Violent Acts



Stay Calm & Listen Attentively



Maintain Eye Contact



Be Courteous & Patient



Control the Situation



Signal Someone for Help



Have Someone Contact the Police

When Assailant Has A Weapon



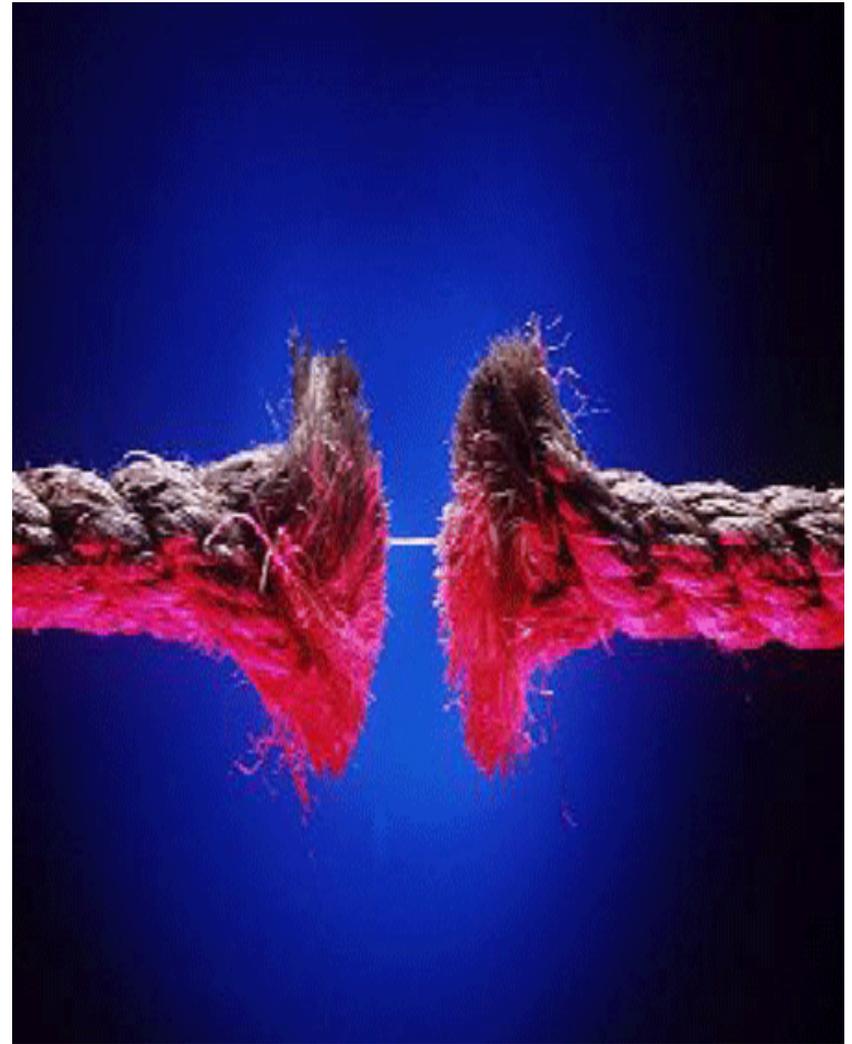
- Stall for time
- Keep talking and following instruction from the person who has the weapon
- Do not risk harm to yourself and others
- Never try to grab the weapon
- Watch for safe chance to escape to a safe area

Conflicts

- Temporary
- Isolated events
- Resolved positively by rational means
- Can be a precursor to violence

Violence

- Abuse can be persistent, systematic and irrational
- May involve a power differential
- Conflicts that fail to resolve in a positive manner



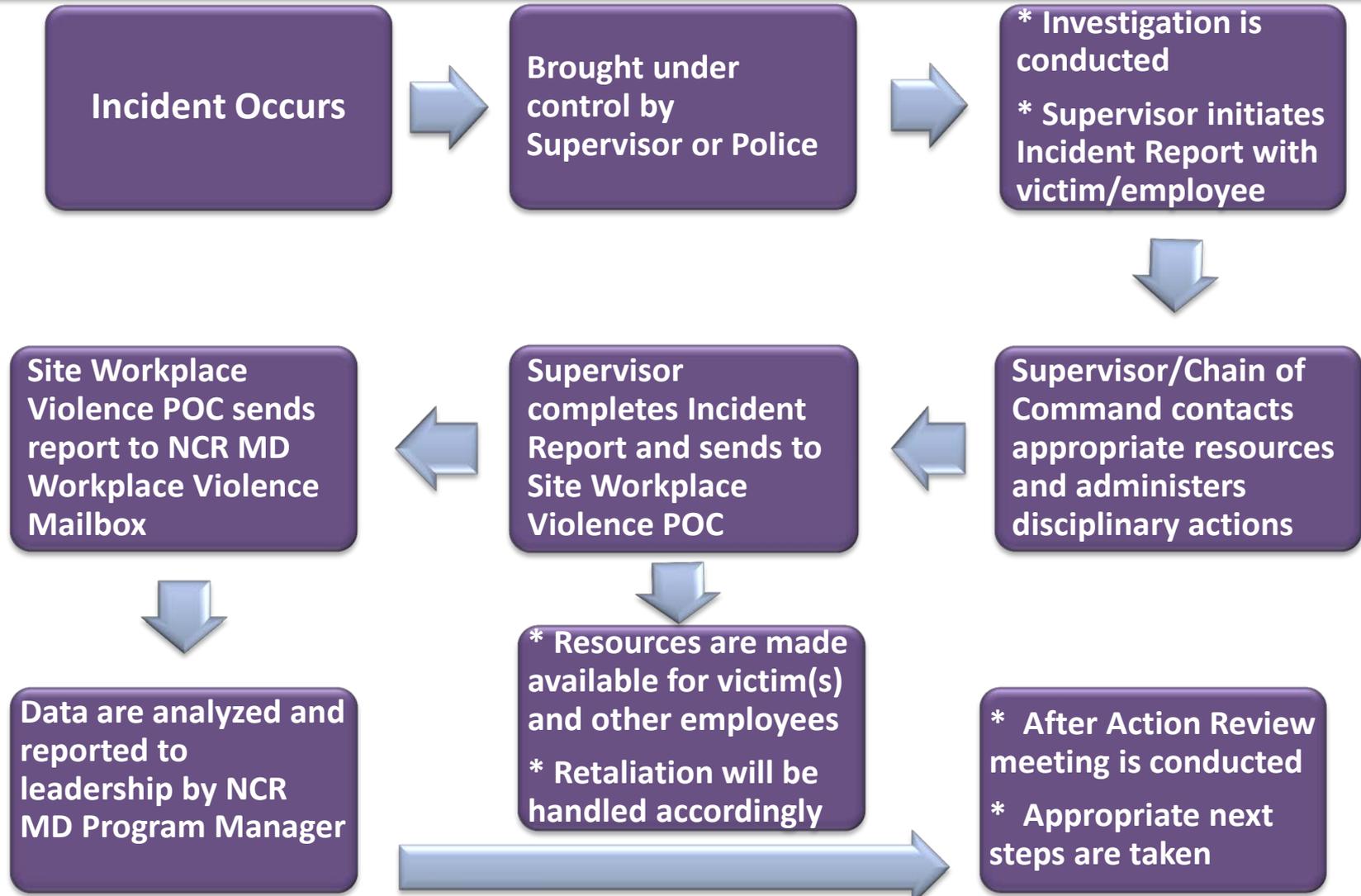
Workplace Violence Prevention Tips

- Create/sustain an inclusive and accepting environment
- Educate yourself
- Use a “Buddy System” in isolated and dimly light areas
- Resolve all conflicts before they escalate into harassment or acts of violence
- Quickly report all incidents and threats of any magnitude

Note: Unreported incidents of any level may result in future incidents and possibly violence.



Workplace Violence Incident Management Process Flow



NCR-MD Workplace Violence Program

Site Point of Contacts (POCs)



| | Site | Name | Phone | E-mail |
|---|------------------------|--|----------------------------------|---|
| 1 | WRNMMC | Mr. Nathan Williams (Security and Anti-Terrorism Officer) | (301) 295-9061 | Nathan.w.williams.civ@mail.mil |
| 2 | FBCH | Mr. Andrew Holtz (Chief of Police) | (571) 231-3814 | Andrew.c.holtz.civ@mail.mil |
| 3 | DTHC (Part of WRNMMC) | 1. SGT Jarrad C. Stewart (Medical Records NCO) 2. SGT Geronimo Dudley II (Medical Technician NCO) | (703) 692-8784 (703) 692-1304 | Jarrad.c.stewart.mil@mail.mil Geronimo.dudley2.mil@mail.mil |
| 4 | JPC | Mr. Roberto Espinoza (HR Administration Officer) | (301) 295-4625 | Roberto.a.espinoza.civ@mail.mil |
| 5 | IRMAC (Part of NCR MD) | Ms. Leslie Cohen (Supervisor) | (301) 319-5301 | Leslie.r.cohen.civ@mail.mil |

Resources



Domestic Violence

- National Domestic Violence Hotline
(800) 799-7233
- National Center on Domestic & Sexual Violence
(512) 407-9020
- Safe Haven
(800) 621-4673

Depression

- Mental Health America
(800) 969-6542
- EAP for GS Civilians
(800) 222-0364
- Military & Family Life Consultants
(301) 233-6341
(301) 310-4666

Drug Addiction

- Behavior Health for Military
- EAP for GS Civilians
(800) 222-0364
- Integrated Health Services
(301) 295-0105

Note: Please use any of the site/service/federal/contracting resources as appropriate.

Key Messages



- Pay attention to factors that contribute to conflict and workplace violence
- Apply a team approach to solve challenges
- Perform self-care and contact resources as needed

Questions

| POC | Role | Phone | E-mail |
|------------------|---------------------|----------------|----------------------------|
| Ms. Avril Barker | Program Coordinator | (301) 400-1768 | Avril.Barker.CIV@mail.mil |
| Dr. Joan Gordon | Program Manager | (301) 319-3817 | Joan.Y.Gordon.CTR@mail.mil |