

19 WORKPLACE VIOLENCE

ANSWERS—QUIZ 1

1. a
2. a
3. b
4. b
5. b
6. a
7. b
8. d
9. b
10. a
11. a
12. c
13. Workplace violence, as defined by the National Institute for Occupational Safety and Health (NIOSH), is violent acts, including physical assault and threats of assault, directed towards persons at work or on duty.
14. Four of the relationships between the assailant and the worker or workplace are violence by strangers, violence by customers/clients, violence by co-workers, and violence by personal relations.
15. A threat assessment team is responsible for the following functions:
 - conducting an initial workplace violence analysis
 - recommending engineering and administrative controls
 - implementing employee training programs on workplace violence
 - assessing threats of violence and determining what steps are necessary to prevent the threat from being carried out
 - implementing plans for responding to acts of violence
 - auditing the workplace violence prevention program
16. A workplace hazard analysis should consist of a records review, in which the threat assessment team reviews records of previous workplace violence; an employee survey to identify the potential for violent incidents and the need for improved security measures; and a workplace security analysis to identify conditions, operations, and situations that could put employees at increased risk for violence.
17. The warning signs that someone may become violent include: direct or veiled threats of harm; intimidating, belligerent, harassing, bullying, or other inappropriate and aggressive behavior; numerous conflicts with co-workers and supervisors; bringing a weapon to the workplace, brandishing a weapon in the workplace, making inappropriate references to guns, or fascination with weapons; statements indicating fascination with incidents of workplace violence, approval of the use of violence to resolve a problem, or identification with perpetrators of workplace homicides; statements indicating desperation to the point of contemplating suicide; drug/alcohol abuse; extreme changes in behavior.
18. A health care or social service worker might be targeted for workplace violence because of the following factors:
 - availability of drugs or money at hospitals, clinics, and pharmacies
 - situational and circumstantial factors, such as unrestricted movement of the public in clinics and hospitals
 - the increasing presence of gang members, drug or alcohol abusers, trauma patients, or distraught family members
 - long waits in emergency rooms leading to client frustration
 - isolated work with clients during examinations or treatment
 - lack of training of staff in recognizing and managing escalating hostile and assaultive behavior
 - poorly lighted parking areas
19. Community workers include visiting nurses, home health aides, social service workers, child service workers, probation officers, gas and water utility workers, phone and cable TV installers, letter carriers. An employee can avoid violence by doing the following:
 - learning how to recognize, avoid, or diffuse potentially violent situations by attending personal safety training programs
 - following procedures for alerting supervisors to any concerns about safety or security
 - collecting detailed information regarding the cli-

- ent's or patient's home situation
- reporting all violent incidents in writing to the supervisor, even if there were no injuries

20. The student should touch upon the following general ideas:

- create a clear policy that expressly disapproves of workplace violence
- define clearly the roles and responsibilities of managers and employees involved in the program
- provide the necessary authority and resources for the responsible parties to carry out the program
- hold managers and employees accountable for their performance
- encourage employee participation
- recognize the successes of the program
- take all violent and threatening incidents seriously, ensuring that they are thoroughly investigated and the appropriate actions are taken

ANSWERS—QUIZ 2

1. a
2. a
3. a
4. a
5. b
6. b
7. a
8. a
9. d
10. d
11. c
12. b
13. Answer might make mention of the following points:
 - contact with the public
 - exchange of money
 - delivery of money
 - delivery of passengers, goods, or services
 - having a mobile workplace, such as a taxicab or police cruiser
 - working with unstable or volatile persons in health care, social services, or criminal justice settings
 - working alone or in small numbers
 - working late at night or during early morning hours

- working in high crime areas
- guarding valuable property or possessions
- working in community-based settings.

14. The elements of an effective workplace violence prevention program include the following:

- management commitment and employee involvement
- policy statement
- threat assessment team
- workplace analysis
- hazard prevention and control
- program evaluations
- training
- incident response
- record keeping

15. Answer may mention some of the following practical examples of employee involvement:

- participation in surveys on workplace violence risks
- developing and revising procedures and countermeasures
- assisting in security analysis
- evaluating prevention and control measures
- training of new and current employees
- prompt and accurate reporting of violent incidents

16. Student might mention the following ideas:

- management refuses to tolerate violence, including verbal and nonverbal threats, in the workplace
- management will provide the necessary authority and budgetary resources to those responsible for program administration
- management will encourage employee participation
- management will require reporting of all violent incidents, whether or not physical injury has occurred
- management will apply the workplace violence policies consistently and fairly to all employees
- management will not discriminate against victims of workplace violence.

17. Factors to consider during a workplace security analysis include physical features of the building and environment, lighting deficiencies, lack of telephone/

communication devices, areas of unsecured access, and areas with known security problems.

18. Figure 19-5 shows a sample incident report form. Students may make mention of any of the questions on this form, or come up with some that were discussed in class. The goal is to prove an adequate understanding of incident follow-up.
19. An incident response plan should cover the following procedures:
 - how the response team is to be assembled
 - how employees will receive prompt and appropriate medical care, including who is responsible for the immediate care of the victims
 - how victims will be transported, if necessary
 - ensuring the safety of employees and others remaining in the area
 - securing the area where the disturbance occurred to safeguard evidence and reduce distractions during post-incident response
 - assessment of damaged work areas to verify they are safe for reentry
 - reporting the incident to the police
 - ensuring no critical work areas are left understaffed while others are assisting victims or helping to secure the area
 - who is responsible for reestablishing work areas and processes
 - communication of information to employees and the media
 - identification of trained mental health professionals in employee assistance programs or in the community who would be able to respond after an incident to provide critical incident debriefing to victims, witnesses, and other affected employees
20. If you are robbed at gunpoint, stay calm and speak to the robber in a cooperative tone. Do not argue or fight with the robber nor offer any resistance whatsoever. Hand over the money. Never pull a weapon during the event—it will only increase your chances of getting hurt. Always move slowly and explain each move to the robber before you make it. Make no attempt to follow or chase the robber. Stay where you are until you are certain the robber has left the immediate area, then lock the door of your store and call the police immediately. Do not touch anything

the robber has handled. Write down everything you remember about the robber and the robbery while you wait for the police to arrive. Do not open the door of the store until the police arrive.

ANSWERS—CASE STUDY

1. NIOSH defines workplace violence as violent acts, including physical assault and threats of assault, directed toward persons at work or on duty.
2. Examples of workplace violence include obvious physical violence such as beatings, stabbings, shootings, and rapes, but also include threats of harm, obscene phone calls, harassment of any kind (following, sworn at, shouted at), or an intimidating presence. These incidents may be categorized as follows: violence by strangers, violence by customers/clients, violence by co-workers, and violence by personal relations.
3. Factors that tend to increase a worker's risk for workplace assault include the following:
 - contact with the public
 - exchange of money
 - delivery of money
 - delivery of passengers, goods, or services
 - having a mobile workplace such as a taxi cab
 - working with unstable or volatile people in health care, social services, or criminal justice settings
 - working alone or in small numbers
 - working late at night or during early morning hours
 - working in high-crime areas
 - guarding valuable property or possessions
 - working in community-based settings