



VALUEOPTIONS

Putting People First

**Workplace Disaster:
Preparedness, Response
and Management**

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Agenda

- The Role of the EAP in Crisis Preparedness, Response and Management
- Circles of Impact: Implications for Your Organization
- Violence Prevention and Response
- Leadership During Crisis
- Discussion

Role of the EAP – Pre-Incident

- Partner with organizations to develop a well thought-out crisis response and management plan
- Actively participate in crisis drills and simulation activities
- Provide training and education to managers and organizational leaders in the use of the EAP

Role of the EAP – Post Incident

- Assess organizational needs and develop a “recovery plan”
- Provide an immediate and ongoing response to the situation (at both macro and micro levels)
- Promote recovery of participants by encouraging use of existing resources
- Restore a sense of order and normalcy to traumatized employees to re-establish production and performance
- Demonstrate organization’s concern for individuals affected by the event
- Encourage leaders to take care of *themselves* so that they can be a role model for strength and optimism

Virginia Tech: Circles of Impact

- Implications for your organization
 - Individuals – those affected directly by loss, those with history of trauma, general fear/anxiety for safety of self and loved ones
 - Management – need to re-evaluate crisis preparedness plan; concern about identifying troubled employees; distracted, fearful workforce; fear of copycat incidents

- To support Virginia Tech faculty and staff:
 - www.virginiatech.healthandperformancesolutions.net/

Magnitude of Problem

Nearly 2 million American workers are victims of workplace violence each year.

Source: National Crime Victimization Survey,
U.S. Department of Justice, July 1998

What Employers Should Know...

- Workplace violence is never spontaneous.
- It can be prevented.
- It almost always stems from unresolved conflict.
- The average jury award is \$2.2 million.
- Employers can mitigate the risks of workplace violence.

The Standard of Care to Avoiding Workplace Violence

- Formulate and implement a valid and reliable pre-employment management system.
- Develop a policy and have all employees sign for it. Ensure organizational counsel has reviewed prior to implementation.
- Outline the offender profile.
- Thoroughly train all staff.
- Instruct security to perform a threat analysis and install proper physical and electronic security systems.
- Teach the “red flags” of detection.
- Develop liaison with local law enforcement.
- Train staff “how to” survive the incident.
- Create a plan for critical stress debriefing.
- Implement and follow-up with a corporate action plan.

Proactive Services



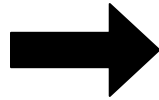
**Incident
Avoidance
Strategies**



- Holistic Threat/Vulnerability Assessments
- Workplace Violence Avoidance Training for Managers (on site)
- Workplace Violence Avoidance Training for Employees (Web based)
- School Violence Avoidance Training
- Recognizing and Diffusing Domestic Violence in the Workplace
- “At Risk” Termination Training
- Conflict Resolution Training
- Bridging Cultural Communications Training
- Acute Traumatic Stress Management Training
- Underwriting Consulting
- 24 x 7 Hotline Service

Incident Response

**Incident
Mitigation
Strategies**



- Threat Management Consulting
- “At Risk” Termination Intervention
- Emergency Security Measures (“ESM”) Consulting
- Technical Surveillance Countermeasures
- Executive Protection
- Covert Surveillance

Incident Recovery

**Incident
Response
Strategies**



- Law Enforcement Liaison
- Employee Interviews and Incident Analysis
- Senior Management Briefing
- Critical Incident Response to include:
 - Tele-diffusing
 - On-site debriefings
 - On-site diffusing
- Crisis Communications
- Premise Security Configuration

Categories of Workplace Violence

1. Type I — Stranger Violence
 - Stranger versus employee, such as an armed robbery. This accounts for 60% of all workplace homicides.
2. Type II — Client Violence
 - Client versus employee, such as a social worker being attacked by a client. This accounts for 30% of all workplace homicides. A much overlooked arena is the violence perpetrated against nurses in their workplace setting.
3. Type III — Employee Violence
 - Employee versus employee, such as when an employee attacks a supervisor. This accounts for 10% of all workplace homicides. This category also includes domestic violence.

Source: Occupational Safety and Health Administration

The Domestic Violence Connection

- 5% of women victimized at work are attacked by husbands, ex-husbands, boyfriends or ex-boyfriends.
- One-sixth of workplace homicides on women are committed by husbands, ex-husbands, boyfriends or ex-boyfriends.
- Husbands, ex-husbands, boyfriends or ex-boyfriends commit 13,000 acts of violence on women at the workplace every year.
- 94% of surveyed corporate security/safety directors rank “domestic violence” as a high security problem.
- 15% of workplace violence incidents were domestic violence related.

Policies Are Effective

- Twenty percent of survey participants had no written policy on workplace violence. (IOMA Security Management & Salary Survey, 2002)
- Organizations with a written policy are 25% more likely to reduce violent incidents between workers.

Comprehensive Policy

- Create safe working environment (physical security).
- Define inappropriate behavior.
- Specify prevention and threat assessment strategies.
- Establish a threat of violence assessment team.
- Ensure support for employees after an incident has taken place.
- Acknowledge reading with signature.

Training and Education

- Only 35% of human resource professionals train managers and supervisors to identify potentially violent behavior. (SHRM, 2001).
- Employers who provide training to all employees are cutting the incidence rate for employee-employee workplace violence by as much as almost 22%. (IOMA Security Management & Salary Survey, 2002).

Training Highlights

- Provide a workplace violence checklist/inventory of potential threats.
- Specify behavioral flags.
- Instruct on defusing potentially violent situations.
- Know when and how to contact threat assessment team and the EAP.

Federal Guidelines

On March 14, 1996, The Occupational Safety & Health Administration (OSHA) released its first set of guidelines published by a federal agency addressing workplace violence. The four main components are as follows:

1. Establish a violence prevention program.
2. Perform a comprehensive work site analysis.
3. Eliminate/minimize identified hazards.
4. Provide comprehensive training and education to employees with qualified trainers.
 - Small companies — annually
 - Medium-sized companies — quarterly
 - Large companies — monthly

The Employer's Duty to Protect

- With the goal of assuring safe and healthful working conditions for working men and women, the Occupational Safety & Health Act of 1970 was enacted.
- Contained within this public law is the duty for each employer to furnish its employees a place of employment that is free from recognized hazards that are causing or likely to cause death or serious physical harm to the employees.
- Statistically speaking, workplace violence presents one of the, if not the, most recognized hazard to the American workplace.

Areas of Potential Liability to Employers

- An intentional-tort theory becomes applicable when the nature of an injury does not arise “by accident” within the employment setting.
- Employer liability for third-party actions occurs when the employer does not act to prevent or eliminate a known threat.
- Once the intentional-tort exception has been alleged, an injured employee can proceed under a variety of common-law theories including voluntary assumption of a duty to protect, negligent security, negligent failure to warn, negligent retention, negligent supervision, and other potentially expensive torts.

C-45

- On October 31, 2003, The Canadian Parliament passed Bill C-45 (later given Royal Assent by the Senate on November 7, 2003) representing the most sweeping change in corporate responsibility in history.
- This new law establishes criminal liability for corporations and individuals when they fail to take reasonable steps to prevent workplace accidents and violence.
- The law adds legal liability for corporate officers and directors, and extends individual legal liability to **ALL** persons directing work in the workplace.
- Penalties include fines from \$10,000 with no upper limit, depending on the severity of the offense.
- Prison sentences are also part of the new law and in the case of a worker fatality, the maximum penalty for criminal negligence is *life imprisonment*.
- To that point, The Crown will have to show that an employee committed the act and that the employer should have taken reasonable steps to prevent him/her from doing so.
- Given the gravity of this legislation, defining “reasonable steps” as they pertain to both industrial safety and violence avoidance must now become priority agenda items and implemented, expeditiously.

Crises Define Leadership

Your organization *will* go through a post-incident process with you or without you. Lead it!

“There is no more noble an occupation in the world than to assist another human being—to help someone succeed.”

--Allen Loy McGinnis



The Human Factor in Business Recovery

There is no business recovery without people who:

- are healthy enough to return to work and be productive
- are assured enough of their safety to not feel afraid to return to work
- have had their trust in the leadership established so that they desire to return to work
- have had their loyalty rewarded so they remain employees over the short haul and the long haul

Source: Marsh Crisis Academy, 2003

Crisis Reactions = Leadership at Risk

Regression to more basic, primitive impulses and defenses

+

Immediate attempts to make sense out of the incident in an effort to gain a feeling of control over it

+

Isolation from others in distrust

=

Hostility and blame.

Tragedy begets tragedy.

Leadership = Self-Care + Vision + Action





“Where there is no faith in the future,
there is no power in the present.”

--John Maxwell

Leadership Positioning: ACT

- **A**cknowledge and name the incident.
- **C**ommunicate competence and compassion.
- **T**ransition to a future focus.

Leadership Vision and Action

- Fear → Safety
- Isolation → Connectivity
- Chaos → Structure
- Helplessness → Efficacy
- Victim → Survivor

Recommendations/Discussion

Resources

Ensure all managers, employees and family members know availability of resources:

- Corporate human resources/benefits department
- Corporate security
- The employee assistance program (EAP)
- Achieve Solutions Web site
- An individual's primary care physician
- Community-based services:
 - American Red Cross
 - National Organization for Victim Assistance
 - Religious organizations
 - Self-help support groups