

**Hazardous Vital signs**

Getting away with murder: Every week an average of 170 workers are killed at work. Almost all of these are the result of management failures, and all are preventable.

**CATCHING KILLERS** A corporate Home Office is prepared for a "Comcast killing" but the knowledge our safety employees are taking deadly risks.

**USA: Citrus faces record fine after dryer death**  
 US official safety watchdog OSHA has proposed fining work uniform supplier Citrus Corp. \$2.75 million (\$1.4m) after a worker in Tulsa, Oklahoma, was trapped in an operating industrial dryer and died of trauma and heat injuries.

**VALUEOPTIONS**  
 Putting People First

**Role of the EAP in Crisis Preparedness, Response and Management**

**Rich Paul, MSW, CEAP**

**Commonwealth of Virginia Human Resources Conference**  
 October 17-19, 2007

---

---

---

---

---

---

---

---


---

---

---

---

**Agenda**



- I. The Role of the EAP
  - Crisis Preparedness
  - Response
  - Management
- II. Circles of Impact
  - Implications for Your Organization
- III. Violence Prevention and Response
- IV. Leadership During Crisis
- V. Discussion

2

**VALUEOPTIONS**

---

---

---

---

---

---

---

---

---

---

---

---

**Critical Incidents May Include:**

- Terrorist event
- Homicide
- Suicide
- Domestic Violence
- Natural disaster
- Sudden death
- Industrial accident
- Robbery/Kidnapping



3

**VALUEOPTIONS**

---

---

---

---

---

---

---

---

---

---

---

---

### Role of the EAP – Pre-Incident

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

4 VALUEOPTIONS

---

---

---

---

---


---

---

---

### 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



5 VALUEOPTIONS

---

---

---

---

---

---

---

---

### 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

6 VALUEOPTIONS

---

---

---

---

---

---

---

---


**Workplace Violence**

---

Business Risks

**What Employers Should Know...**

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

7 

---

---

---

---

---

---


---

---

**Magnitude of Problem**

---

- Nearly 2 million American workers were attacked or threatened in the workplace each year, between 1992 and 1996.  
(National Crime Victimization Survey, U.S. Department of Justice, July 1998)
- About 900 work-related homicides occurred annually in the United States, between 1993 and 1999.  
(National Crime Victimization Survey, U.S. Department of Justice, Dec. 2001)

8 

---

---

---

---

---


---

---

---

**The Standard of Care to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

9 

---

---

---

---

---

---


---

---



**The Standard of Care  
to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

13 

---

---

---

---

---

---

---

---

---


---

---

---

**The Standard of Care  
to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

14 

---

---

---

---

---

---

---

---

---


---

---

---

**The Standard of Care  
to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

15 

---

---

---

---

---

---

---

---

---


---

---

---

**The Standard of Care  
to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

16 

---

---

---

---

---

---

---

---

---


---

---

---

**The Standard of Care  
to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

17 

---

---

---

---

---

---

---

---

---


---

---

---

**The Standard of Care  
to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

18 

---

---

---

---

---

---

---

---

---


---

---

---

**The Standard of Care  
to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

19 

---

---

---

---

---

---

---

---

---


---

---

---

**The Standard of Care  
to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

20 

---

---

---

---

---

---

---

---

---


---

---

---

**The Standard of Care  
to Avoid Workplace Violence**

1. Formulate and implement a valid and reliable pre-employment management system	2. Develop a policy and have all employees sign it	3. Ensure organizational counsel has reviewed the policy prior to implementation
4. Outline the offender profile	5. Thoroughly train all staff	6. Instruct security to perform a threat analysis
7. Install proper physical and electronic security systems	8. Teach the "red flags" of detection	9. Develop liaison with local law enforcement
10. Train staff "how to" survive the incident	11. Create a plan for critical stress management services	12. Implement and follow-up with a corporate action plan

21 

---

---

---

---

---

---

---

---

---

---

---

---

### Understanding Workplace Violence

- Offender profile
- Behavioral red flags
- Violence continuum



22

---

---

---

---

---


---

---

---

### 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.



23

---

---

---

---

---

---


---

---

### Crises Define Leadership

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

## Lead it!



24

---

---

---

---

---

---

---

---

## The Human Factor in Business Recovery

### Business recovery requires 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



25

---

---

---

---

---

---

---

---

## 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  $\Rightarrow$  Tragedy begets tragedy.



26

---

---

---

---

---

---

---

---

## Leadership = Self-Care + Vision + Action



27

---

---

---

---

---

---

---

---

### Leadership Positioning: ACT

- Acknowledge and name the incident.
- Communicate competence and compassion.
- Transition to a future focus.



28

VALUEOPTIONS

---

---

---

---

---

---

---

---

### Leadership Vision and Action



- |                |   |              |
|----------------|---|--------------|
| ▪ Fear         | ⇒ | Safety       |
| ▪ Isolation    | ⇒ | Connectivity |
| ▪ Chaos        | ⇒ | Structure    |
| ▪ Helplessness | ⇒ | Efficacy     |
| ▪ Victim       | ⇒ | Survivor     |



29

VALUEOPTIONS

---

---

---

---

---

---

---

---

### 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)

30

VALUEOPTIONS

---

---

---

---

---

---

---

---

## Resources

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

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

31



---

---

---

---

---

---

---

---

## Discussion

32



---

---

---

---

---

---

---

---