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Managing Threats of Targeted Violence

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Agenda

- Violence Risk Assessment 101
 - Definitions
 - Violence sources
 - Violence typology
- Implementing a Inter-Disciplinary Threat Management Team
 - Make-up
 - Roles and responsibilities
 - Training



WorkSafe BC

Workplace Violence

- (1) A risk assessment must be performed in any workplace in which a risk of injury to workers from violence arising out of their employment may be present.
- (2) The risk assessment must include the consideration of:
 - (a) previous experience in that workplace,
 - (b) occupational experience in similar workplaces, and
 - (c) the location and circumstances in which work will take place.



WorkSafe BC

Workplace Conduct

(a) the attempted or actual exercise by a worker, towards another worker, of any physical force so as to cause injury, and includes any threatening statement or behavior which gives the worker reasonable cause to believe that he or she is at risk of injury, *and*

(b) horseplay, practical jokes, unnecessary running or jumping or similar conduct



WorkSafe BC

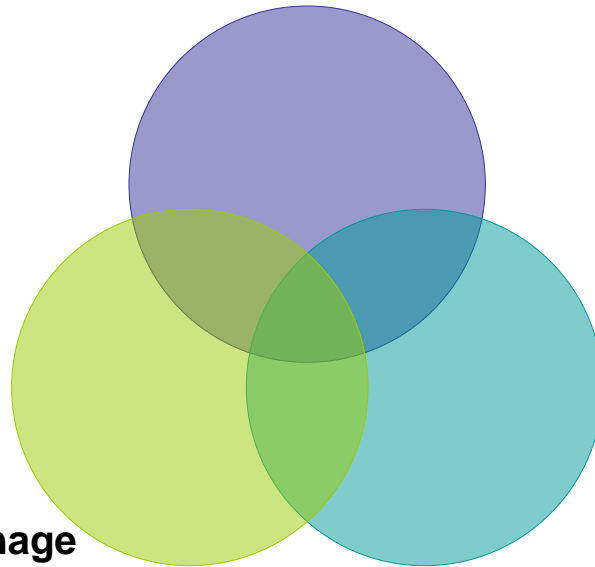
Workplace Violence

- (1) An employer must inform workers who may be exposed to the risk of violence of the nature and extent of the risk.
- (2) The duty to inform workers in subsection (1) includes:
 - (a) a duty to provide information related to the risk of violence from persons who have a history of violent behaviour and whom workers are likely to encounter in the course of their work.
- (3) The employer must instruct workers who may be exposed to the risk of violence in:
 - (a) the means for recognition of the potential for violence



Workplace Violence Risk Management

Identify/Investigate



Eliminate/Mitigate/Manage

Assessment



Violence Risk Management

Who is responsible ?

Investigate, assessed and managed by:

- Supervisor
- Manager
- OSH committee
- Safety or security professionals
- Human resources
- Peers
- Police
- Retirement



Enterprise Wide Workplace Violence Risk Assessment

- **Historical incident and statistical review**
 - Circumstances and context of incidents
 - Similar workplaces
- **Employee surveys**
 - Provide feed back on individual perceptions and views
 - Interviews(Managers, Staff, Supervisors)
- **Policy and procedural review**
 - Safety, security and operations
 - Detail
 - Effectiveness
 - Application
- Link to training
- **Training review**
 - Appropriateness
 - Effectiveness
- **Interviews**
- **Site Visits**
 - Physical security
 - Environmental considerations
 - Time of day
 - Client risk factors
- **Research**
 - Similar workplaces
 - Industry best practice



Individual Focused Workplace Violence Assessments

Violence Risk

Violence Risk Screening

- Initial screening for risk or threat
- Gathering of initial information and preliminary evaluation
- Immediate risk reduction strategies

Assessment

- In-depth investigation
- Formal threat assessment to determine the nature and level of risk
- Should be completed in conjunction with established policy and procedures

Reference ASIS/SHERM Guideline
2011



“Making” vs. “Posing” a Threat

Three types of individuals:

- Those who make threats, but do not pose a threat
- Those who make threats, who ultimately pose a threat
- Those who pose threats, but who never make threats

(Fein & Vossekuil, 1998)



Defining Violence

- Violence: the attempted or actual exercise by a person, other than a worker, of any physical force so as to cause injury to the worker, and includes any threatening statement or behaviour which gives the worker reasonable cause to believe that he or she is at risk of injury (*WorkSafe BC*)



Targeted Violence

A threat of targeted violence can be defined as including the following components:

- An identified and/or unidentified aggressor (individual, individuals or group)
- An identified target, including individual(s), organization, facility or another identifiable entity
- A threat/act which appears planned, purposeful, and specific and with the potential to escalate to an actual act of violence



Process Definitions

Threat Assessment

- A proactive process designed to assess the level of threat posed by an individual(s). The assessment takes into consideration the **intent, feasibility and ability** of the individual(s) to carry out an act of violence.

Threat Management

- Strategy and tactical planning or actions designed to mitigate the threat by reducing the individual's **vulnerability**, and the aggressor's **intent and ability** to carry out the act of violence, and/or **reducing the lethality** of the threat.



Violence Risk Screening or Assessment

- Who
- What
- When
- Why
- Where
- How
- What is the likelihood of future violence?



Workplace Violence Typology (OSHA)

Type 1

- Perpetrated by someone with no connection to the facility/individual



- Criminal activity
 - Theft
 - Vandalism
 - Robbery
 - Assault
 - Sex crimes
- Crime of opportunity
- Targets environment



Type 2

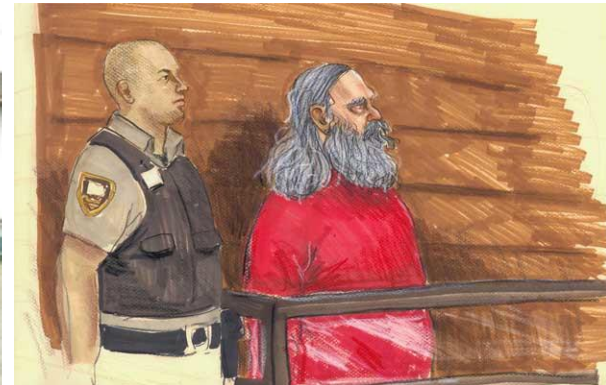
Perpetrated by customer or service recipient of the organization (client, professional, other)





Type 3

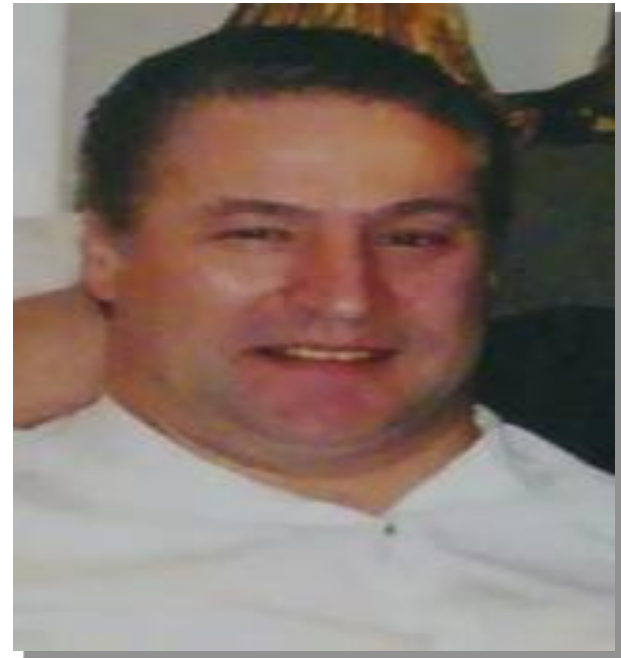
- Perpetrated by someone with an employment relationship with the organization (current or former)
- Professional
- Support staff
- Service provider





Type 4

- Perpetrated by someone with an indirect relationship with facility, staff member or service recipient (domestic violence spill-over)





Additional Threat Sources

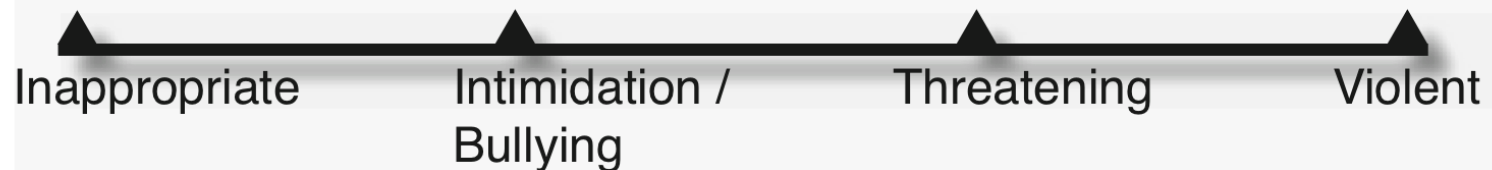
- Violent true believer
- Organized crime
- Gangs





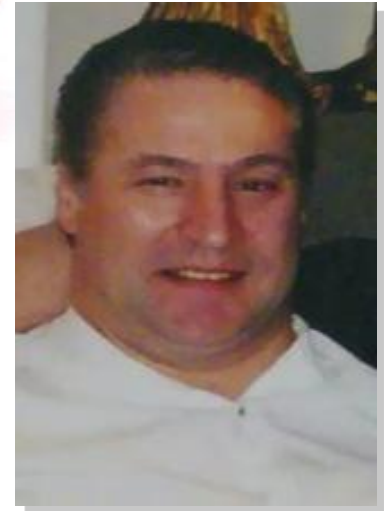
Workplace Violence Continuum

Behaviours of concern





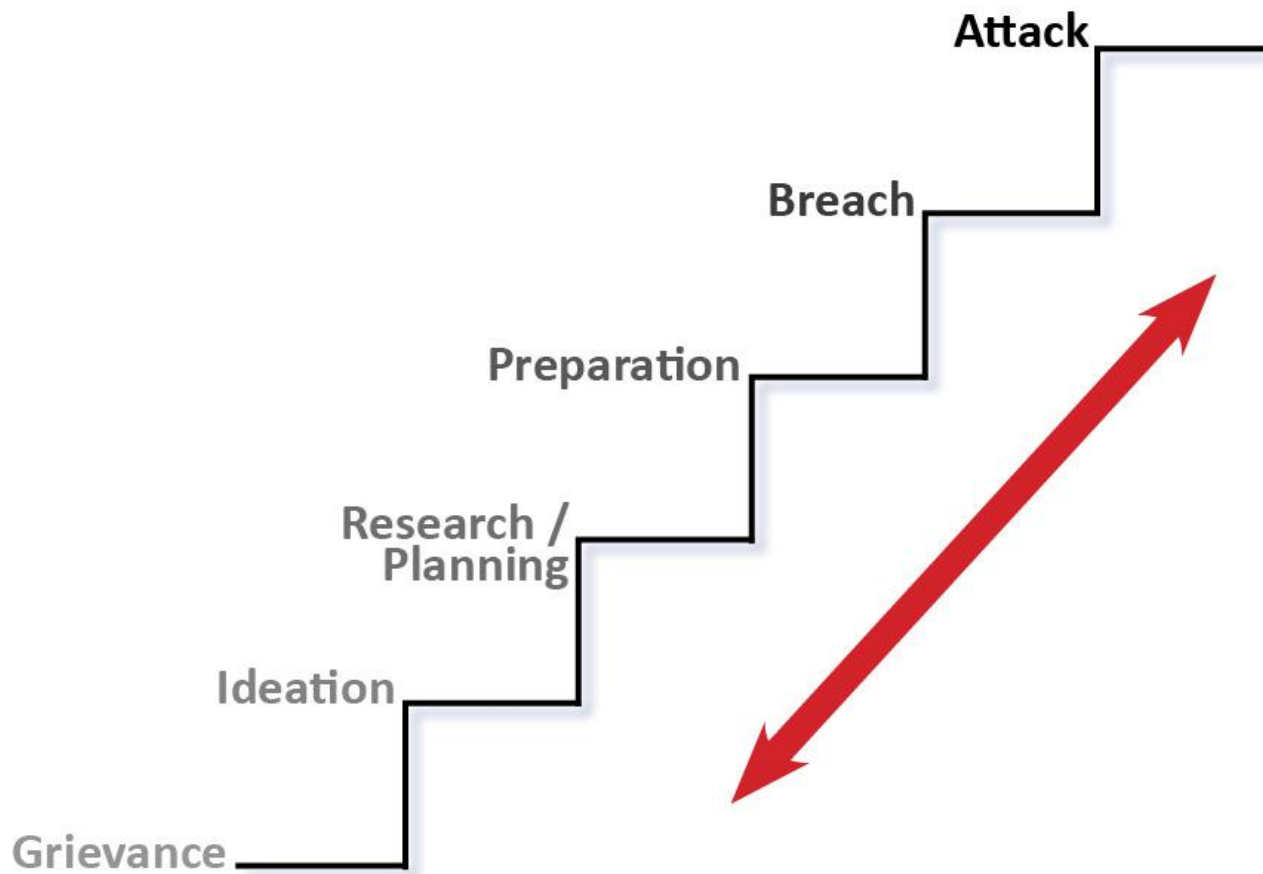
Affective/Predatory





Path to Intended Violence

Calhoun and Weston 2003





Domestic Violence Work Related Risk Factors

- Approaching the partner/co-workers at work
- Conducting surveillance or disguised enquiries (stalking type behaviours)
- Making veiled or direct threats
- Vandalizing victim or company property
- Acts of violence
- Risk of collateral violence



Stalking Typology

- A) Classic or Erotomaniac:** Operates with the belief that a relationship exists when it does not
- B) Love-Obsessional:** psychotic who stalks public figures, celebrities, and total strangers
- C) Simple-Obsessional:** stalks after a “real” relationship has gone sour, leaving him with intense resentment following perceived rejection or abuse

Source: Zona et al. 1993

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Threat Management Strategies





Establishing an Inter-Disciplinary Team

- Conduct a needs assessment
- Identify team members
- Develop policy and procedures
 - Roles and responsibilities
 - Gathering, handling and disseminating information
- Attend training
- Exercise the inter-disciplinary process



Inter-Disciplinary Threat Management Team

Internal

- Safety
- Security
- Human resources
- Labour relations
- Risk management
- Information officers (FOI)
- Legal
- Operations

External

- Law enforcement
- Psychological services
- Medical
- EAP
- Security consultants
- Guard services
- Private investigators
- Threat assessment professionals



TAM Team Training

- Association of Threat Assessment Professionals
- Canadian Association of Threat Assessment Professionals
- Professional Structured Judgmental Tools
 - WAVR-21
 - HCR-20
 - SARA
 - SAM



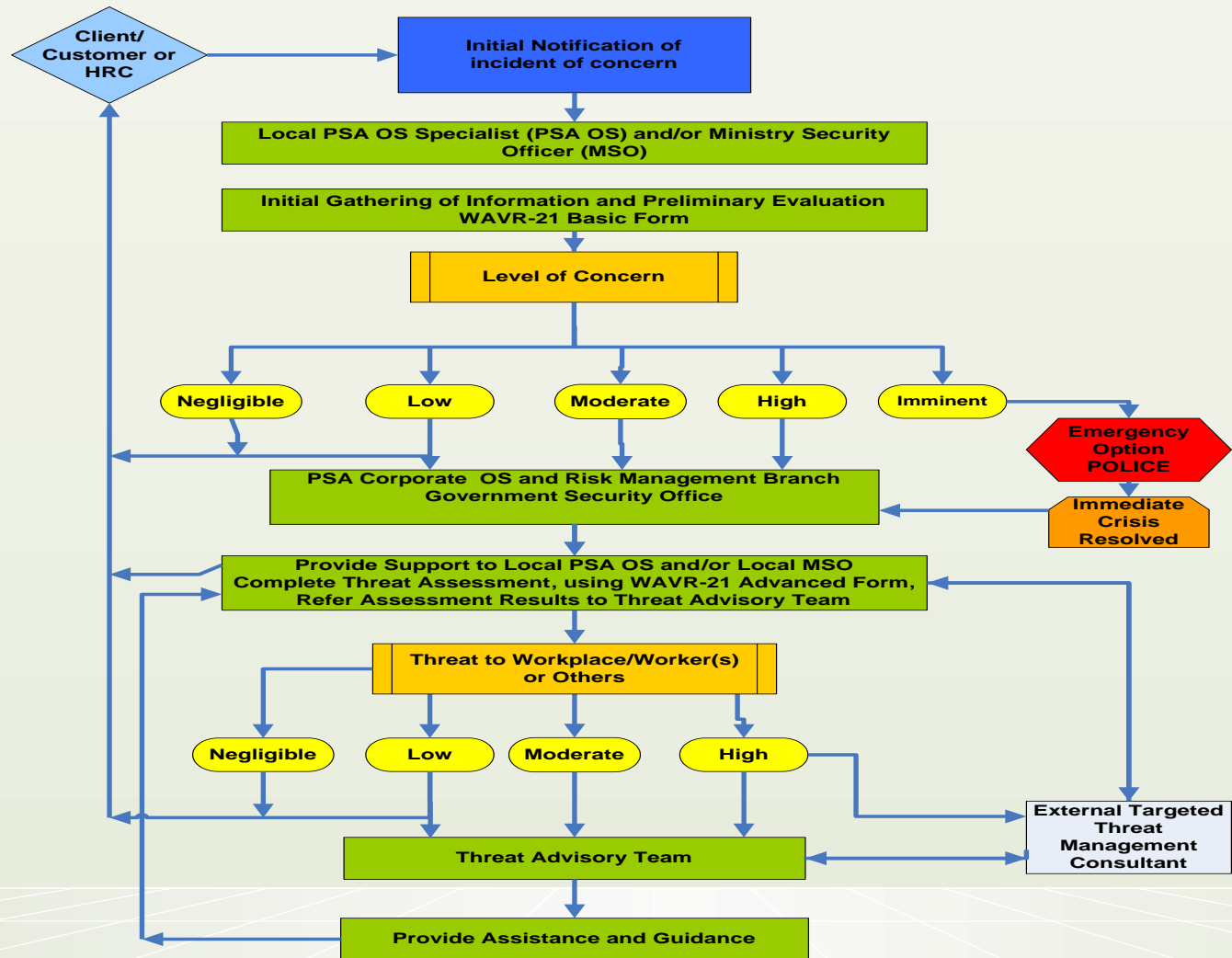
Organizational Training

- **Employees**
 - Awareness, recognition and reporting
- **Supervisors and managers**
 - Initial screening and intervention
- **Threat Assessment Team**
 - Specific investigation, assessment and management training



Client Program

- Written Program
- Utilizes accepted methodology
- Assessment training provided to a small team of managers
- Awareness training given to all staff
- Ability to call on additional resources as necessary



TARGETED THREAT MANAGEMENT PROCESS

Developed by BCPSA Corporate Occupational Safety
Draft 7 October 2008



Managing Fear of Workplace Violence

- The level of threat and the level of fear may not be equal.
- You may provide greater service by assisting with the management of fear in low risk situations.
- Other issues may influence levels of concern.
- Personal experience must be respected.
- The primary goal is to educate and raise awareness.
- Be truthful, objective and practical.
- Monitor and respect the organisational and individual cultures related to violence/current situation



References

- Workplace Violence Prevention and Intervention Guideline (ASIS/SHERM 2011)
- WorkSafe BC's Violence in the Workplace Assessment Guidelines (2007 WorkSafe BC)
- Workplace Violence Prevention and Response Guideline (2005 American Society for Industrial Security)
- Risk Assessment Guideline Elements for Violence (2006 Association of Threat Assessment Professionals).
- Workplace Assessment of Violence Risk, WAVR-21 (Meloy and White, 2009)



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