

Recommendations for Workplace Violence Prevention Programs in Late-Night Retail Establishments



Goal of the Recommendations

- Encourage employers to implement programs to identify potential risks of workplace violence and to implement corrective measures



Introduction

- Workplace violence includes physical assault, threatening behavior or verbal abuse occurring in the work setting
- Late-night retail businesses, such as convenient stores, liquor stores, and gasoline stations have experienced high homicides and assault rates



Extent of the Problem*

- Assaults and violent acts claimed 864 lives in 2007 and represented 15% of the total 5,657 workplace fatalities in U.S.
- Homicides represented 11% of the fatalities or 628 lives
- Retail trades accounted for 26% of the homicides

*Bureau of Labor Statistics (BLS) 2007 Census of Fatal Occupational Injuries

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Risk Factors for Late-Night Retail Workers

- Exchange of money
- Solo work and isolated work sites
- Sale of alcohol
- Poorly lit stores and parking areas
- Lack of staff training in recognizing and managing escalating hostile and aggressive behavior



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Violence Prevention Programs

- Workplace violence prevention programs should:
 - Establish a clear policy for workplace violence; all workers employed in retail establishments should know the policy
 - Ensure no worker who reports or experiences workplace violence faces reprisal
 - Encourage workers to promptly report incidents and suggests ways to reduce or eliminate risks

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Violence Prevention Programs *(continued)*

- Workplace violence prevention programs should:
 - Outline a comprehensive plan for maintaining security in workplace
 - Assign responsibility and authority for the program to individuals or teams with appropriate training and skills
 - Affirm management commitment to an environment that places as much importance on worker safety and health as on serving products

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Elements of an Effective Violence Prevention Program

- Management commitment and worker involvement
- Worksite analysis
- Hazard prevention and control
- Safety and health training



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Management Commitment and Worker Involvement

- Management commitment and worker involvement are complementary and essential elements of an effective safety and health management system



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Management Commitment

- Demonstrate organizational concern for worker emotional and physical safety and health
- Exhibit equal commitment to the safety and health of workers and store patrons
- Assign responsibility for various aspects of the workplace violence prevention program



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Management Commitment *(continued)*

- Allocate appropriate authority and resources to all responsible parties
- Maintain a system of accountability for involved managers, supervisors and workers
- Support and implement appropriate recommendations from safety and health committees
- Work constructively with other parties, such as landlords, lessees, local police and other public safety agencies

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Worker Involvement

- Contribute to development of procedures that address safety and security concerns
- Understand and comply with workplace violence prevention programs and safety and security measures



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Worker Involvement *(continued)*

- Report violent incidents promptly and accurately
- Participate safety and health committees
- Take part in training programs and share on-the-job experiences that cover techniques to recognize escalating agitation, aggressive behavior or criminal intent

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Worksite Analysis

- Involves a step-by-step assessment to identify environmental and operational risks for violence
- Recommended program for worksite analysis includes, but is not limited to:
 - Analyzing and tracking records
 - Conducting screening surveys
 - Analyzing workplace security



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Worksite Analysis Records Review and Analysis

- Employers should collect and examine any medical, safety, workers' compensation and insurance records to identify any incidents of workplace violence

OSHA Form 300	Log of Work-Related Injuries and Illnesses
1	Employee Name
2	Job Title
3	Department
4	Date of Injury or Illness
5	Time of Day
6	Location
7	Incident Description
8	OSHA 301
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107	OSHA 400

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Worksite Analysis Conducting Screening Surveys

- A worker questionnaire or survey about workplace violence can identify:
 - If customers have been assaulted
 - If the business has had to address other crimes, such as shoplifting
 - Whether firearms were carried or used



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Worksite Analysis Conducting Screening Surveys (continued)

- A worker questionnaire or survey about workplace violence can identify:
 - How many workers were on duty when incidents occurred
 - Whether police were called
 - What workers were doing before and during the incident
 - Whether preventive measures were in place at the time of the incident
 - Where the incident occurred and how often these incidents occurred

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Worksite Analysis Workplace Security Analysis

- Employers should have designated teams, workers, or consultants periodically inspect worksite and evaluate job tasks to identify hazards, conditions, operations and situations that could expose workers to violence



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Worksite Analysis Workplace Security Analysis *(continued)*

The team or coordinator should:

- Analyze incidents, including the characteristics of assailants and victims
- Identify jobs or locations with greatest risk of violence
- Note high risk factors such as store patrons or environmental factors
- Evaluate effectiveness of existing security measures



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Hazard Prevention and Control

- After hazards are identified through systematic worksite analysis, employers will need to take steps to prevent or control these hazards



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Hazard Prevention and Control Engineering Controls *(continued)*

- Engineering controls remove the hazard from the workplace or create a barrier between the worker and the hazard, i.e., installing physical barriers such as bullet-resistant enclosures

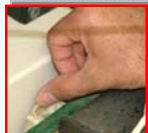


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Hazard Prevention and Control Engineering Controls *(continued)*



Height Marker
on Exit Door



Panic Buttons



Video Surveillance Equipment

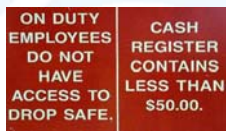
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Hazard Prevention and Control Administrative & Work Practice Controls

- Administrative and work practice controls affect the way workers perform their jobs or specific tasks (i.e., establishing a policy of when doors should be locked)
- Prohibit transactions with large bills (over \$20)
- Increase staffing levels at stores with a history of robbery or assaults
- Establish liaison with local police and state prosecutors



Lock delivery doors or rear doors



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Hazard Prevention and Control Post-Incident Response Procedures

- Get medical help for injured victims
- Report incident to police and other authorities
- Inform management about the incident
- Secure the premises to safeguard evidence
- Prepare incident report immediately
- Several types of assistance can be incorporated into post-incident responses:
 - Trauma crisis counseling
 - Critical incident stress debriefing
 - Employee assistance programs



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Safety and Health (S&H) Training

- Ensures that all staff members are aware of potential security hazards and the procedures for protecting themselves and their co-workers through established policies and procedures



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S&H Training for Workers

Worker need to know specific hazards associated with their job and worksite to help them minimize their risk of assault and injury including:

- Potential risks of assault
- Workplace violence prevention policy
- Operational procedures
- Proper use of security measures and engineering controls
- Behavioral strategies such as conflict resolutions



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S&H Training for Supervisors, Managers & Security Personnel

- Following training, supervisors and managers should be able to recognize potentially hazardous situations and make changes at worksite to reduce or eliminate hazards
- Security personnel need specific training related to the worksite



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Recordkeeping & Program Evaluations

- Recordkeeping and evaluations of the violence prevention program are necessary to determine its overall effectiveness and identify any deficiencies

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Recordkeeping

Important records employers may maintain include:

- OSHA Log of Work-Related Injuries and Illnesses (OSHA Form 300)
- Medical reports of work injury and supervisors' reports of recorded assaults
- Records of incidents of abuse, verbal attacks or aggressive behavior
- Documentation of minutes of safety meetings, hazards analyses, and corrective actions
- Records of all training programs, attendees and trainers qualifications

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Program Evaluation Elements

Processes involved in an evaluation include:

- Establishing a uniform violence reporting system and regular review of reports
- Reviewing reports and minutes from staff meetings on safety and security issues
- Analyzing trends and rates in injuries, illnesses or fatalities
- Measuring improvements based on lowering frequency and severity of workplace violence
- Keeping up-to-date records of administrative and work practice changes to prevent workplace violence

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Conclusion

- Workplace violence has emerged as a major occupational safety and health issue in retail trade
- OSHA's voluntary recommendations offer systematic frameworks to help employers protect workers from risks of injury and death from occupationally-related violence

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Sources of OSHA Assistance

Address <http://www.osha.gov/SLTC/workplaceviolence/index.html>



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