Recognizing and Preventing Workplace Violence
Workplace Violence: Mindset Of Awareness

and..

Commitment to Action
## PART I - TRAINER GUIDE

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### Course Content

| Lecture -- Workplace Violence: Mindset of Awareness & Commitment to Action | 1.00 |

### Support Materials and Guidance

**Student Instructional Material:** None

**Audiovisual Aids:**
- PowerPoint Presentation
  
  *(Flashpoint – Recognizing and Preventing Workplace Violence)*

**Training Methodology:**
- Lecture

**Evaluation:**
- N/A

**Training Equipment:**
- LCD Projector

**Instructor Guidance:**

**PREPARATION:** Ensure audiovisual aids are available and in good condition, all training equipment is available, and the classroom promotes a good learning environment.

**PRESENTATION:** Begin by describing the objective of the lesson; explain the students’ responsibilities and what they can expect to learn during this lesson. Emphasize class participation, shared experiences, good note taking, and the importance of questions.
References:


3. Injury Prevention Research Center, University of Iowa, Workplace Violence—A Report to the Nation, 2001


5. Rugala, E.A., Workplace Violence: Issues in Response, Critical Incident Response Group, National Center for the Analysis of Violence Crime, FBI Academy, Quantico, VA


ATTENTION: According to the US Department of Labor, National Census of Fatal Occupational Injuries in 2007, workplace homicides rose 13% in 2007. This training program is focused on an issue that impacts all of us—how to prevent violence in the workplace. Through this program, we hope to provide you with a sharper lens from which to more clearly view your workday. We want to help you recognize when a low-threat behavior may be escalating toward possible violence. The true cost of workplace violence is high. It’s not only measured in dollars and lost productivity; there’s a significant human cost as well.

OVERVIEW: Violence, whether in a workplace, home, or school, is a complex issue with complex causes and consequences. Imagining that there are easy answers and instant solutions is counterproductive. There is no easy way to attack the causes and no simple formula that can predict who will commit a violent act. It is also true, however, that violent behavior develops progressively; that making a threat represents a stage in an evolutionary process; and that there are observable signs along the way that most of us can see if we know how to recognize them.

MOTIVATION: Making an effort to prevent workplace violence is a win-win proposition. You may never know if you’ve actually succeeded in preventing a violent incident, but if you can help create a more positive and respectful work environment, you may, in fact, be contributing to its safety.

TRANSITION:
Terminal Learning Objectives:

1. Identify how to develop a mindset of awareness for detecting Behaviors of Concern in the workplace. CTS: 1

2. Define how to commit to action to prevent violence in the workplace. CTS: 2

Overview

- Mindset of Awareness
  - Workplace Violence
    - Definition
    - Myths
  - Workplace Violence Spectrum
  - Behaviors of Concern
- Commitment to Action
  - Formula
  - Flash Point
  - Action Point
  - Common Inhibitors to Reporting
  - Available Reporting Options

a. Enabling Learning Objective: Define workplace violence. CTS: 1a

Workplace Violence

- Behaviors that can cause:
  - Personal injury
  - Damage property
  - Impede the normal course of work
  - Cause workers/managers/customers to fear for their safety

Any definition of workplace violence must be broad enough to encompass the full range of behaviors that can cause personal injury, damage property, impede the normal course of work, or make workers, managers, and customers fear for their safety.
Workplace violence covers a wide range of disruptive behaviors that may include threats, harassment, intimidation, bullying, assault, stalking, and domestic violence that enter the workplace.

Workplace homicides, to include active shooter incidents, are infrequent events, but garner an incredible amount of media attention. In reality, these incidents merely represent the “tip of the iceberg.” Lack of awareness and/or a failure to commit to action are major contributors to violence in the workplace. Individual employees are the backbone of any effective workplace violence prevention program.

Specialists have also come to a consensus that workplace violence falls into four broad categories. They are:

- **TYPE 1**: Violent acts by criminals who have no other connection with the workplace, but enter to commit robbery or another crime
- **TYPE 2**: Violence directed at employees by customers, clients, patients, students, or others to whom service is provided
- **TYPE 3**: Violence against coworkers, supervisors, or managers by a present or former employee
- **TYPE 4**: Violence committed in the workplace by someone who doesn’t work there, but has a personal relationship with an employee – an abusive spouse or domestic partner
TYPE 1: Violent acts by criminals who have no other connection with the workplace, but enter to commit robbery or another crime.

TYPE 2: Violence directed at employees by customers, clients, patients, students, inmates, or any others for whom an organization provides services.

TYPE 3: Violence against coworkers, supervisors, or managers by a present or former employee.

TYPE 4: Violence committed in the workplace by someone who doesn’t work there, but has a personal relationship with an employee—an abusive spouse or domestic partner.

While all of these could occur in the workplace, for the purposes of this training, we are focusing on Types 2, 3, and 4. When the violence comes from an employee or someone close to an employee, there is a much greater chance that some warning sign will have reached the employer in the form of observable behavior.

b. Enabling Learning Objective: List myths associated with workplace violence. CTS: 1b

Myths

- “Out of the blue...”
- “Just snapped...”
- “If left alone, events will resolve themselves...”
- “Employees can’t do anything to stop it...”
- It couldn’t happen here...”

One of the biggest myths of workplace violence is that incidents happen “out of the blue” or that someone “just snapped.”
It’s important we dispel what is, in some ways, the most dangerous myth about workplace violence—the myth that workplace violence is rare and that it can’t happen in this place or to you. There are more than two million reported acts of violence per year in America’s workplaces. These acts of violence cost companies approximately 36 billion dollars per year, and those are only the incidents that are actually reported.

One of the other myths that we see in workplace violence is that these events will resolve themselves. That if someone does not intervene or interfere, they’ll just disappear or go away over time. We know for a fact that’s not the case. Early intervention is the key to preventing workplace violence.

Additionally, there’s a sense of denial on the part of employees and people who have interacted with the violent offender prior to the commission of violence. They are in denial that such a thing might have even been possible. What we know is that violence is evolutionary. It builds up over time and is often preceded by behaviors which might suggest a propensity for future violence.

Risk can’t be eliminated, but it can be mitigated and managed with effective planning, training, and a committed mindset. However, the truth of the matter is—no organization is immune (exempt) from the potential for a workplace violence incident. Acceptance of this fact is the precursor of a committed mindset. Individuals can and do make a difference.

It’s important to emphasize that the persistent myth that employees, no matter what they do, can’t have an impact on the problem. That’s simply just not true.

c. Enabling Learning Objective: Define the Workplace Violence Spectrum. CTS: 1c
Many incidents that don’t involve physical violence often go unreported. These can include disruptive behaviors that occur at the lower end of what’s known as the Workplace Violence Spectrum. These disruptive behaviors include aggressive, hostile, or emotionally abusive behaviors that generate anxiety or create a climate of distrust, and that adversely affect productivity and morale. These behaviors could, but will not necessarily, escalate into more severe behavior falling further along the Workplace Violence Spectrum.

The first step towards awareness is to understand the Workplace Violence Spectrum. On the right of the spectrum are acts of overt violence causing physical injury and/or death.

These acts range from non-fatal physical assaults with or without weapons – including pushing, shoving, hitting, kicking, or biting – to, in the worst cases, lethal violence inflicted by shooting, stabbing, bombing or any other deadly means.

If shots are fired; if someone begins shooting people in a workplace, there are some things you can do to increase your chances of survival. But, in that case, you are reacting, not preventing.
As we move to the left of the spectrum, we see a transition from physical violence to psychological and emotional violence. Here we have words or other actions that are disruptive, aggressive, hostile, or emotionally abusive that may generate a justifiable concern for personal safety.

In this portion of the spectrum are behaviors, such as intimidation; stalking; bullying; and making threats, both direct and implied.

At the far left of the spectrum is what experts call Behaviors of Concern. This is a gray area and one that we want to emphasize. It is uncommon for someone to switch instantly from nonviolence to violence. Instead the path toward violence is almost always an evolutionary one with signposts along the way. There are sometimes subtle, but important, indicators that point to the possibility that violence could be brewing in a workplace. A threat is one observable behavior; others may include brooding and/or comments about frustration or disappointment, writings, drawings, and other actions. It's important to remember there's no “profile” of a workplace violence offender. The fact is you just can't predict with certainty who might become violent, which is why recognizing and responding to Behaviors of Concern is so important.

**d. Enabling Learning Objective: Recognize workplace violence Behaviors of Concern.**

**CTS: 1d**

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**Behaviors of Concern**

- There are behaviors that suggest the potential for future violence
  - If there's a behavior that makes you uncomfortable, it’s best to listen to what may be an intuitive warning
    - If you see something or sense something, say something
    - May be an innocent explanation for behavior
    - If left unaddressed, could escalate and contribute to a toxic work environment
Individual employees can have a positive influence in their work environments and in recognizing Behaviors of Concern.

**Behaviors of Concern**
- The following may alert supervisors to potential problems
  - Threats, frequent aggressive outbursts, or excessive displays of temper
  - History of threats/violent acts
  - Ominous fascination with weapons and/or references to weapons, violent media content, or violent events

Behaviors of Concern that can alert supervisors and managers to potential problems that require investigation and possible intervention may include:

- Threats, threatening behavior, frequent aggressive outbursts, or excessive displays of temper
- A history of threats or violent acts
- Ominous fascination with weapons and/or references to weapons, violent media content, or violent events

**Behaviors of Concern**
- Verbal abuse of co-workers and customers, or harassment through phone calls or emails
- Bizarre comments or behavior, including violent content
- Holding grudges, inability to handle criticism, making excuses, and blaming others
- Chronic, hypersensitive complaints about persecution
- Making jokes or offensive comments about violent acts

- Verbal abuse of co-workers and customers, or harassment through phone calls or emails
• Bizarre comments or behavior, especially if it includes violent content
• Holding grudges, inability to handle criticism, habitually making excuses, and blaming others
• Chronic, hypersensitive complaints about persecution or injustice
• Making jokes or offensive comments about violent acts

Such behaviors are often accompanied by job performance problems, such as inconsistent productivity, excessive tardiness and absenteeism, and poor relations with co-workers. The potential for a violent act may escalate if, as a result of his conduct, the employee then faces the stress of termination, demotion, other disciplinary action, or is made to feel devalued (by being harshly reprimanded by a supervisor).

If there’s a behavior that makes you uncomfortable, even if sometimes you can’t really put your finger on why it’s making you uncomfortable, you should heed that warning; many people call it intuition.

There may be an innocent explanation for a Behavior of Concern that you might have observed in your workplace. After all, we’ve all had bad days when we’ve snapped at someone or have been angry, sad, or out of sorts.

However, there are behaviors and patterns of behavior that suggest the potential for future violence. While Behaviors of Concern don’t guarantee that violence will occur, the fact is, when violence does occur, Behaviors of Concern are almost always present.

Although psychological and emotional violence may appear to be more subtle, the consequences to individuals, work environments, and productivity can be just as devastating as episodes of physical violence.
These Behaviors of Concern, if left unaddressed, could continue or escalate and significantly contribute to a toxic work environment that would be primed for a violent incident.

Some Behaviors of Concern, such as sadness, might not look like they could lead to a Flash Point. Like anger, it’s one we all know. We’ve all been sad, but we all recognize that if sadness continues over an extended period of time, it probably needs more attention. But you should also know that what begins as sadness may evolve into a serious depression and the potential for suicide.

An individual contemplating suicide may not be thinking about taking his life alone, but may also decide to take the lives of others in the workplace.

Suicide is simply aggression turned inward; wherein homicide is aggression turned outward. In many instances there is a fine line between the two.

Individuals suffering from severe depression, teetering toward suicide, experience incredible psychological pain and a high degree of ambivalence. This crisis state may pose a significant risk to the individual and fellow workers.
Do not focus on “snapshots”; individuals having a bad day or two. Instead, attempt to look at behavior in context. Significant changes in patterns of behavior are far more telling. For example, an employee who is usually very social, gregarious, and communicative appears to go into a shell, isolating himself from his colleagues, and this behavior continues for a week or two. It is clear that this employee’s behavior is out of the norm for him. Does it mean he will act out violently?

Not necessarily. At the very least, this employee is sending out a personal “SOS” distress signal and would probably benefit from a supportive contact.

You can expand your area of influence within the workplace. You can learn to recognize the signals that could point in the direction of violence and then learn to respond to them.
It has often been said that it is not what happens to us in life that is important; it’s how we react to what happens to us that is important. Stressors are a part of life. However, each individual has their own resiliency or “bounce back” quotient that significantly impacts how life’s “up’s and down’s” are addressed. Resiliency, along with tolerance to frustration and impulsivity, are key ingredients when it comes to individuals' coping skills being overwhelmed.

Seemingly insignificant conflicts between co-workers or managers can sometimes erupt into dangerous situations – especially if the problem goes unchecked.

In many cases of worker-on-worker violence, minor non-violent conflicts that went unresolved built up until they were no longer manageable. By intervening early in a conflict between two people, whether it’s two workers or a worker and supervisor, you may be able to resolve the problem before it gets out of control.

When people go into a crisis state, it affects the way they think, feel, and behave. Stress is cumulative and the road to violence is a progressive one. That is why frequency, duration, and intensity are critical criteria when evaluating Behaviors of Concern.

**Behaviors of Concern - Stalking -**

- Pattern of harassing behaviors intended to frighten, intimidate, terrorize, or injure another person
- Primary motives for stalking include power, control, and possession
- Offenders refuse to accept the end of the former relationship (real or perceived)
- When the victim spurns their unwelcome advances, the stalker often turns to intimidation

**e. Enabling Learning Objective: Define stalking. CTS: 2a**
There are a couple of issues you may not have included in a definition of workplace violence—stalking and domestic violence. We've all read about high-profile stalking situations—individuals who harass, follow, and threaten celebrities or other public figures. Stalking, however, occurs most commonly in the context of an intimate partner or domestic violence relationship. Stalking can also occur between strangers and acquaintances. Less than one-fourth of women and about one-third of men are stalked by strangers.

Stalking refers to acts of following, viewing, communicating with, or moving in a threatening or menacing manner toward someone without that person's consent. It entails a pattern of harassing behaviors intended to frighten, intimidate, terrorize, or injure another person.

The primary motives for stalking include power, control, and possession. Offenders refuse to accept the end of the former relationship (real or perceived) and to give up their hold over the victim. Stalkers look upon the individual as a possession, one that solely belongs to them.

Where does it cross the line from a misguided and inappropriate sense of friendliness to clearly recognizable stalking? The stalker may attempt to "persuade" their victim into entering a relationship by sending flowers, candy, or love letters in an attempt to "prove their love." However, when the victim spurns their unwelcome advances, the stalker often turns to intimidation.
1. Enabling Learning Objective: Define domestic violence. CTS: 2b

Stalking and domestic violence often go hand-in-hand. Domestic violence is defined as a pattern of behavior in which one intimate partner uses physical violence, coercion, intimidation, threats, isolation and emotional, sexual, or economic abuse to control the other partner in a relationship. It’s a significant problem in today’s workplace--affecting nearly one out of every four women.

Individuals who are in a violent or controlling relationship often feel anxiety, stress, and fear; many times they make dramatic changes in their lives. To escape the harassment, victims may move from their homes and change their jobs, names, or social security information to avoid discovery by their pursuers.
Perhaps more than with any other risk, employees facing domestic threats may tend to confide most easily in co-workers, rather than supervisors, managers, or a company’s security force.

Employees may often observe behaviors which might suggest someone is the victim of violence at home. The observed behaviors may include:

- Disruptive phone calls and emails at work;
- Discomfort when communicating with others;
- Anxiety and lack of concentration on the job;
- Unexplained bruises or injuries;
- Inappropriate clothing for the time of year;
- Frequent work absences;
- Unplanned use of personal time;
- Disruptive visits to the workplace by a current or former intimate partner.

Because domestic violence often spills over into the workplace, you should report signs of domestic violence just as you would other Behaviors of Concern.
Oftentimes there’s a “triggering event” that causes a violent Flash Point in someone in the workplace.

It might be something significant to that individual, such as a reprimand, termination, or layoff. Or, it could be something that happened at home, such as financial troubles, a separation, a divorce, or a death. On the other hand, it might be a series of “imagined slights” to someone who is overreacting and blowing a situation out of proportion. That person’s limited coping skills could be like a gas leak in a room—one tiny spark might be all it takes to create a major Flash Point.

Many times, those who engage in violent behavior are doing so because of a loss, whether real or perceived, in their personal or professional life. This is what triggers a crisis for an individual. When people go into that type of mode, it affects the way they think, it affects the way they feel, and lastly, and what we need to be sensitive to, it affects the way they behave.

On the other hand, it might be a series of imagined slights to someone who is over-reacting and blowing a situation out of proportion. Those who blame others for everything, people who have a short fuse, or are very intolerant to frustration, can be suspicious of others.
There are individuals that the experts term “injustice collectors.” They perceive every slight as something that they should take action upon. They’re constantly hypersensitive to criticism. No matter how much time has passed, the “injustice collector” will not forget or forgive those wrongs or the people he believes are responsible.

Only a very few organizations will ever experience disturbed employees engaging in shooting sprees that wound and kill multiple victims. A far greater number will face other forms of workplace violence: threatening behavior and violent events that are less spectacular and less deadly, but still significantly damage the well-being of an organization and place employees in harm’s way.

No organization, large or small, public or private, for-profit or in the nonprofit sector, can assume that it will be immune to the wide range of disturbing, threatening, and violent conduct that constitutes workplace violence.
You can do something about many situations that could eventually lead to violence. You can make a difference in keeping your workplace safe. Let’s begin with a formula that will help you do just that:

**Awareness + Action = Prevention.** Of course the action has to be appropriate and effective, but without awareness and the willingness to act, you truly become vulnerable.
There are two critical points that can be placed on the Workplace Violence Spectrum—a Flash Point and an Action Point.

A Flash Point is the place on the spectrum where actual violence occurs. A number of different actions in the work environment can trigger or cause a Flash Point. It may even be the result of non-work-related situations such as domestic violence or other personal issues.

It is important to note that the exact location of a Flash Point can vary from one situation and individual to another.

**Action Point**

- Recognition that violence may be an outcome; respond with an appropriate action
- Important to exercise caution when setting an early Action Point
  - Important not to delay reporting a threat
  - Better chance of containing a potentially violent event
  - Minimize harmful consequences and prevent a recurrence
  - Stress tolerance and coping skills are highly subjective

**i. Enabling Learning Objective: Identify a Flash Point. CTS: 2e**

**j. Enabling Learning Objective: Identify an Action Point. CTS: 2f**
An Action Point is the place where you recognize that violence may be an outcome and you respond with an appropriate action.

That’s why it’s so important to exercise caution when setting an early Action Point. No one can predict human behavior with certainty. Therefore, it is advisable to err on the side of caution when it comes to setting your Action Point earlier rather than later. Stress tolerance and coping skills are highly subjective.

It goes without saying that the more quickly a threat is reported, the better the chance of containing an event before any violence takes place or, in the event of an injury incident, of minimizing the harmful consequences and preventing a recurrence.

When a violent incident does occur, the officials who are called in to investigate don’t have to wonder about Flash Points and Action Points. It’s clearly evident there was a Flash Point. They then look back from the moment it happened and almost always discover what may have been opportunities for Action Points along the way. They are looking for the earliest signs; those first Behaviors of Concern.

- Lack of awareness
- Not trained to recognize Behaviors of Concern
- Psychological barriers
- Bystander or witness
- Fear of retaliation
- Believe it is someone else’s responsibility
- If a flash point is triggered, it will affect you

**k. Enabling Learning Objective:** Recognize common inhibitors to reporting a Behavior of Concern. CTS: 2g
If you see something or sense something, say something. At the very least, a fellow employee may get some much needed assistance at a critical juncture in his life. There is no down side to that outcome.

Employees must take all behaviors or threats seriously. The experts believe we have to move away from the attitude that ‘I don’t want to get John in trouble; I don’t want to cause him to get fired.’ That’s a very real fear. We have to become more empowered to overcome that attitude because what you do here can prevent a future violent incident.

In the aftermath of a workplace violence incident, investigators often learn that individuals knew the situation was dangerous, but no one took any action. Why? Because there were roadblocks preventing action.

The first roadblock is simply lack of awareness. People who have not been trained to recognize Behaviors of Concern will not have the awareness needed to respond. There are psychological barriers, too. Some people worry about being seen as a “busybody” or “snitch.” They may be concerned about something, but they want to be sure a situation is really serious before taking action.

Sometimes people hesitate to report something because they are worried about retaliation. That’s why confidential reporting systems can be so valuable. On other occasions, people fail to take action because they think it is someone else’s responsibility. It is your responsibility. Your personal safety is at stake if a Flash Point is triggered in your workplace...it will affect you in some way.

People are the backbone of a workplace violence prevention program. If you see something or sense something, say something.
I. Enabling Learning Objective: List available options to report a Behavior of Concern. CTS: 2h

We don’t want to create a climate of fear in your workplace, but we do want you to be aware. What if a co-worker displays an outburst of anger? Is the individual having a really bad day and acting in a way that’s out of character?

If so, the right response might be to note it and remember it. However, if that kind of behavior continues, or if it seems to be escalating, you need to recognize it might lead to a Flash Point in the future.

When action is necessary, what options do you have? For many lower level Behaviors of Concern, you might feel comfortable just asking the person if everything is okay.

Oftentimes, the path to violence often begins with someone experiencing a loss in his or her personal or professional life. In those situations, just giving someone the chance to talk, or vent, about what’s troubling them can be a powerful stress reliever.

Although you won’t necessarily be able to solve their problem, the mere act of listening can be a highly effective intervention tool.

### Reporting Options

- For lower level behaviors, might feel comfortable giving person a chance to talk or vent
- Report behavior to person in authority
- Supervisor, Human Resources, Security, Employee Assistance
- 24/7 Tip Lines
- Suggestion Box, Emails, Texting
- Ombudsman
- Ethics Hotline
- Strength in numbers, team up
If you’re making these observations, they’re sending out distress signals. It’s like a personal SOS. And, if you are tuned into your environment, you’re picking up on that signal. Sitting with them and giving them an opportunity to tell you about their frustration are incredible contributions to your work environment.

If you’ve talked with a co-worker and their answers concern you, it may be time to go to the next level of action. Report it to an appropriate person in your organization. If you don’t feel comfortable talking to the individual displaying the Behavior of Concern and if their behavior seems potentially threatening, then you should report it immediately.

Anger, in its milder form, may be someone just having a bad day. In its extreme form, aggressively angry behaviors are harmful and, for that reason alone, require timely attention and effective intervention. The same is true for physical violence, as well as all threats and threatening behavior. All of these behaviors must be taken seriously and must be brought to the attention of the appropriate person or department.

For these behaviors, the only effective response is to report them to a person in authority immediately. All organizations should have a program that outlines specific guidance for reporting threatening behavior.

There are many ways to report when you have reached an Action Point. Beyond some of the confidential systems some companies have put into place, you have the option to inform your supervisor; someone from Human Resources, Security, Employee Assistance; or perhaps a Union Representative.

Many companies have 24/7 tip lines, where whomever calls in can maintain their anonymity. Other ways to do this would be through the use of a suggestion box, emails, text messaging or any other electronic means as a way to communicate what the issues might be.
Talk to an ombudsman, if your company has such an individual, who serves as a neutral third party. Many organizations have set up an ethics hotline as a way for employees to anonymously report concerns and ask questions that they are uncomfortable dealing with in-person. An ethics hotline protects an organization from inappropriate or illegal behavior that could not only cause problems for an individual, but also for the organization.

Sometimes there is strength in numbers. Maybe you need some help. Maybe you want to team up with another employee who has also observed some behavior that concerns them. You can then go in unison to someone in authority.

**SUMMARY:**

- Work from a mindset of Awareness.
- Don't ignore Behaviors of Concern.
- Will not go away and can escalate.
- Learn how to recognize and diffuse potentially violent situations.
- Alert supervisors to concerns.
- Report all incidents.

Work from a mindset of Awareness. Be aware of the people around you so you can recognize Behaviors of Concern. Be prepared and committed to take action when action is required. Don't talk yourself out of doing what you need to do. The stakes are too high.

Behaviors of Concern, if left unchecked, will not go away and, in many cases, can escalate into more violent behavior.
Nothing can guarantee that you will not become a victim of workplace violence. These steps, however, can help reduce the odds:

- Learn how to recognize and diffuse potentially violent situations
- Alert supervisors to any concerns about safety or security
- Report all incidents immediately

**Commit to Action.** Be a player, not just a spectator. Your personal safety and security are far too important an issue to rely on others to protect. There is probably no greater contribution you can make to the safety of your workplace than responding in a timely and effective manner to Behaviors of Concern.

**Awareness + Action = Prevention** — you can make a difference.

**ASSIGNMENT:** None

**REMOTIVATION:** Education and awareness about workplace violence—its nature and scope, an employer’s obligation to address this complex problem, and the practical steps that can be taken to ensure adequate prevention and management—lie at the heart of successful workplace violence prevention and response efforts.

**CLOSURE:**