REPORT OF THE
DEPARTMENT OF LABOR AND INDUSTRY

Study of Workplace Violence in the Commonwealth

TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA

HOUSE DOCUMENT NO. 19

COMMONWEALTH OF VIRGINIA
RICHMOND
2001

COMMONWEALTH of VIRGINIA

DEPARTMENT OF LABOR AND INDUSTRY

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December 8, 2000

TO: The Honorable James S. Gilmore, III, Governor of Virginia
        Members of the Virginia General Assembly

SUBJECT: Study of Workplace Violence in the Commonwealth, House
          Joint Resolution 47

The Department of Labor and Industry respectfully submits the enclosed report
pursuant to House Joint Resolution 47, which directed the Department to study
workplace violence in the Commonwealth.

The Department, and a Study Committee formed to examine this issue, found that
the threat of workplace violence against employees of the Commonwealth is
significant, the cost associated with workplace violence is substantial, and action
by the Commonwealth to reduce the risk and occurrence of workplace violence
incidents is warranted.

This report outlines the Department's findings, conclusions, and recommendations
regarding methods to reduce the risk of workplace violence in state government. If
you have any questions about the report, please let me know.

Respectfully submitted,

Jeffrey D. Brown

PREFACE

The Virginia Department of Labor and Industry (DOLI) under the direction of Jeffrey D. Brown, Commissioner, was requested by the 2000 General Assembly through House Joint Resolution 47 (HJR 47), to study workplace violence in the Commonwealth.

This report was prepared under the direction of Commissioner Brown by DOLI staff members Robert M. Krauss, State Programs Director; Patti C. Bell, Public Relations Practitioner; Bonnie R. Hopkins, Policy and Planning Specialist; and Robert B. Feild, Staff Attorney.

A study committee of state agencies and private association representatives was formed to provide research and technical assistance to the Department. This committee included the following individuals:

Virginia Department of State Police
Larry W. Burchett
Taylor Blanton
Barbara Bolton
Wade Millner
Jon Perry

Virginia Department of Social Services
Alonzo Tyler
Jane Holloway

Virginia Crime Prevention Association
Patrick D. Harris

Virginia Department of Treasury
J. David Allen
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Virginia Department of Employment Dispute Resolution
Claudia Farr

Virginia Department of Human Resource Management
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Virginia Workers' Compensation Commission
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Virginia Division of Capitol Police
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Virginia Department of Business Assistance
Jay Ruehrmund

Richmond City Police Academy
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Office of the Attorney General
John Butcher

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The objective of this study was to examine the causes of workplace violence generally; to investigate and suggest strategies for assuring worker safety; and to make recommendations of possible methods of reducing the risk of the occurrence of workplace violence.

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EXECUTIVE SUMMARY

The General Assembly in House Joint Resolution 47 requested the Department of Labor and Industry to study the problem of workplace violence. This resolution was introduced in response to concerns about the safety of state employees in their workplaces. During the course of the study, the agency sought information about how the federal government, other state governments, and other organizations had dealt with the problem. The agency also reviewed past Virginia government studies and legislative documents that dealt with workplace violence issues. Through a committee of representatives from state agencies and other organizations involved or concerned with the problem of workplace violence, the agency examined injury and fatality data, studied the resources currently available in Virginia, and explored additional ways to make Virginia's government a safer place to work.

Workplace violence comes in many forms, so there is not one simple answer to the problem. What comes to many people's minds when discussing workplace violence is the disgruntled employee who brings a gun to the workplace and begins to shoot. This is a sensational but small percentage of the problem. Assaults by clients or customers against a service provider, domestically related violence, and even violence associated with other criminal conduct, such as robberies or rapes, comprise a much greater percentage of the problem.

To determine the level of the problem in state employment, the committee reviewed statistics from the workers' compensation program for state employees. The committee also reviewed injury, illness and fatality data from the Annual Survey of Occupational Injuries and Illnesses for Virginia and the Virginia Census of Fatal Occupational Injuries (CFOI), conducted by the Department of Labor and Industry in cooperation with the Bureau of Labor Statistics, United States Department of Labor.

The Office of Workers' Compensation (OWC) in the Department of Human Resource Management reported that in Fiscal Year 2000, 807 state employees submitted workers' compensation claims for injuries sustained as a result of being "struck or injured by fellow worker or patient." An additional 134 assaults were reported in the same time period. The preliminary estimated cost of these two types of claims for FY 2000 is $982,112. Developing these costs to the ultimate cost (claims cost development over the life of the claim) results in an estimated total cost of $2,750,000. These claims represented 9.5 percent of all of the workers' compensation claims for state employees for FY 2000. The Virginia Census of Fatal Occupational Injuries reported three workplace violence related deaths occurred in Virginia state government during calendar years 1992-1999. (Note: OWC figures are from the 7/5/00 Industrial Claims Report.)

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Because of the need to examine a number of solutions, the committee first focused on the programs that exist in Virginia government today to address the problem.

Resources Currently Available to State Agencies

The Capitol Police are implementing a program in the Capitol area to provide information that agencies can use in emergency situations. One of the elements of this program is what to do when a workplace violence situation occurs. The Capitol Police are providing guidelines, as well as training, to all agencies within their jurisdiction.

The Department of Criminal Justice Services Crime Prevention Center has training programs available that address workplace violence. These courses include Workplace Violence, Safety for Women, and Crime Prevention through Environmental Design and Safe Work Environments. Members of the staff are also available for training and technical assistance to state agencies.

The State Police have two excellent programs in place to assist agencies that must deal with workplace violence. The first of these is intended to analyze a workplace with respect to the physical layout, the work practices and policies so that external threats are lessened. These security assessments in the "Protecting the Workplace" program are available now to state agencies throughout the Commonwealth but the availability of the program is limited because the troopers trained to conduct the program are also responsible for their normal State Police duties. The other program, "Recognizing and Defusing Violence in the Workplace," is aimed at the recognition and prevention of workplace violence dealing more with behavioral aspects and how supervisors and managers can deal with employees' problems to deflect or defuse the situation that can result in violence.

The Department of Human Resource Management Office of Workers' Compensation provides loss control services and education to all state agencies, including sessions on workplace violence. The State Employees Workers' Compensation Program was under the direction of the Department of General Services, Division of Risk Management until July 1, 2000. The Workers' Compensation Program was transferred from the Department of General Services to the Department of Human Resource Management as a result of legislative action. The Office of Workers' Compensation is charged by Executive Order 52 (99) with providing training and assistance to all state agencies as they strive to reduce workplace injuries. The Department of Human Resource Management's Office of Workers' Compensation currently offers workplace violence training to state agencies.

The Department of Employment Dispute Resolution is mandated by statute to administer the Commonwealth's statewide mediation program, the employee grievance procedure, and other services designed to prevent and resolve problematic conflict in the state workplace. For example, the Department trains state employees in conflict

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management, mediation, and the grievance process, and staffs a toll-free line so that state employees and agency management may confer with trained department staff about workplace problems.

Individual agencies are also beginning to address some of the concerns related to workplace violence with their own agency programs. For example, the Virginia Department of Transportation has a comprehensive program for their agency to address problems that may lead to workplace violence. Through their safety office they track employee problems and provide resources to aid employees who are having problems in the work environment. Employees who need other services to help them cope with difficulties they have that are affecting their work are evaluated and provided assistance as appropriate. The program also includes a crisis management team that is responsible for responding to incidents that have escalated to a point where the potential for imminent violence exists.

Some occupations throughout state government are also subject to testing and pre-employment screening that can identify problems that can result in workplace violence if not addressed. Drug and alcohol testing and pre-employment background checks are two examples of these screenings.

Recommendations

The committee found that the threat of workplace violence against Commonwealth employees is significant. The committee further concluded that the cost associated with workplace violence is substantial. Therefore, the committee determined that action by the Commonwealth to reduce the incidents of workplace violence against its employees is warranted. The committee recommends that the Commonwealth establish a comprehensive, statewide workplace violence prevention program for state government.

The various programs that exist in state government today provide much of what is needed for a workplace violence prevention program for the Commonwealth. But, these programs may be limited to certain agencies, restricted by available resources, or unknown to other agencies in the Commonwealth. To address these limitations, the committee recommends that a new unit be created within the Office of Workers' Compensation in the Department of Human Resource Management. This unit would identify the existing resources within the state and serve as a clearinghouse for all information on workplace violence. Any agency could contact this unit to seek direction and information on the resources that are available to help them. In addition, the unit would establish a workplace safety website to provide information on the available resources.

The workplace violence problem can also be addressed through training and enhanced policies and procedures for each agency. Each agency should be directed to develop a brief and simple policy on workplace violence, followed by employee

orientation and training on the policy. This education on workplace violence is a key to the success of reducing the incidence of it. Concomitant with these policies and training is establishment of an avenue available to all employees and supervisors to address problems before violence arises. The committee recommends implementation of a statewide employee assistance program available to **all** state employees to provide assessment of employee problems and to refer the employee to the appropriate place to resolve them. The program would also provide assistance for supervisors in addressing any problems that arise and be a resource in a critical incident.

Research on workplace violence prevention indicates that drug testing and pre-employment background/criminal history checks are viable methods to identify problem areas which can lead to workplace violence incidents. The committee did not have the time or resources to study all of the procedural and legal aspects of these two programs. Therefore, the committee recommends that an additional study be conducted to determine the viability of establishing uniform drug testing and background/criminal history check programs for state government agencies. The study should address the use of all types of drug testing including pre-employment, post accident, post injury, random and reasonable suspicion drug and alcohol testing. Also, the study should address the use of pre-employment background/criminal history checks for new hires and contract employees.

The final recommendation is for a state interagency steering committee to be formed to assist the workplace violence prevention unit in its mission and to provide guidance regarding future workplace violence prevention initiatives and programs.

I.   INTRODUCTION

During the 2000 session of the General Assembly, Delegate Joseph P. Johnson, Jr. introduced House Joint Resolution 47 to study the causes of workplace violence generally, and to identify ways to reduce the risk of the occurrence of workplace violence in Virginia. Delegate Johnson indicated this resolution was in response to concerns about the safety of state employees in their workplaces. The agency focused this study on state government workplaces. But the study findings and recommendations could be applied in local government and the private sector as well.

During the course of the study, the Department of Labor and Industry sought information about how the federal government, other state governments, and other organizations had dealt with the problem. The agency also reviewed past Virginia government studies and legislative documents that dealt with workplace violence issues. Through a search of literature and relevant websites, the agency determined that preventing workplace violence is a growing concern nationwide and an issue that is being addressed by many different organizations. There are numerous studies and reports that provide background information on the problem and guidelines on developing programs to prevent workplace violence. Some of these studies are listed in the Bibliography section of this report.

The department, through a committee formed from state agencies and other organizations involved or concerned with the problem of workplace violence, examined injury and fatality data for Virginia, studied the resources available in Virginia, and explored additional ways to make Virginia's government a safer place to work.

The issue of workplace violence has come into the national consciousness through sensational incidents of shootings by disgruntled current or former employees. These relatively rare incidents draw attention to a serious worker safety issue. Homicide is the second leading cause of death for all U.S. workers while on the job. In addition to the homicides, assaults and threats of harm create anxiety among employees about safety where they work. Violence associated with robbery, domestic violence and violence by customers, clients and patients also intrudes on the workplace. This national problem also exists in Virginia's public, as well as private sector, workplaces.

In Virginia state government, there are numerous public service agencies that have daily interactions with the public. These contacts, while generally positive, may often lead to disappointment. Disgruntled clients or customers might resort to violence in reaction to their disappointments. Threats of violence by disgruntled clients can create fear among employees even if actual violence does not result. Violence in the workplace from disgruntled employees or ex-employees, disappointed clients or customers, or even from strangers, disrupts the workplace and imposes costs on the government from lost workdays, reduced productivity and medical expenses. The Oregon Occupational Safety and Health Administration program has identified the following as the hidden costs of workplace violence: loss of morale and increased

stress; lower productivity in victims of post-traumatic stress disorder; higher workers' compensation costs; negative publicity; and hardship to victim's family.

This study examines some ways that the Commonwealth can address the factors related to the occurrence of workplace violence and make state government a safer place to work.

Injury, Illness And Fatality Statistics

The Office of Workers' Compensation (OWC) in the Department of Human Resource Management reported that in Fiscal Year 2000, 807 state employees submitted workers' compensation claims where the injury was being "struck or injured by a fellow worker or patient." The actual cost (paid) of these claims as of July 1, 2000 was $426,879. The OWC estimated the preliminary projected cost of these injuries as $733,756. If these costs were developed to the ultimate dollar cost (the above cost figure is based upon preliminary projected costs without considering claims development over the life of the claim), the costs are expected to exceed 2 million dollars.

TOP FIFTEEN ACCIDENT TYPES FOR STATE EMPLOYEES
FROM WORKERS' COMPENSATION CLAIMS (7/5/00 Industrial Claims Report)
RANKED BY PRELIMINARY ESTIMATED DOLLAR COST
FY 2000

INJURY CATEGORY	NUMBER OF CLAIMS	ACTUAL DOLLARS PAID FY 2000	PRELIMINARY ESTIMATED DOLLAR COST
Lifting, Strain or Injury by	784	$ 796,933	$ 1,695,252
Misc. Fall or Slip	474	680,401	1,315,019
Misc. Strain or Injury by	684	515,363	1,178,202
Misc. Struck/Injured by	599	425,540	1,000,815
Struck or injured by fellow worker or patient	807	426,879	733,756
Fall or Slip on same level	635	405,976	708,813
Vehicle Upset	148	176,899	597,240
Pushing or Pulling	323	313,633	575,510
Struck/Injured by Motor Vehicle	75	229,797	551,489
Other (not otherwise classified)	88	15,344	424,881
Fall or Slip on ice or snow	247	224,466	366,594
Misc. Caught in or between	236	138,972	274,718
Twisting, strain or injury by	191	133,237	271,497
Assault	134	186,233	249,113
Fall or slip from Liquid/Grease Spills	151	169,113	237,339

By frequency, "struck or injured by fellow worker or patient" is the number one injury type. By preliminary estimated dollar cost, "struck or injured by fellow worker or patient" was the fifth cause of injury exceeded by lifting, slips/falls, strain, and misc. struck by. In addition to the 807 reports of "struck by fellow worker or patient," there were 134 assaults in the same time period. The preliminary estimated cost of the assaults is $249,113. Development of these costs to the ultimate cost results in an estimate of $750,000.

Data at this time is summarized by established workers' compensation industry accident/injury reporting classifications. There is no separate classification for injuries as a result of workplace violence. The number of claims involving "patient" could not be separated from claims involving "fellow worker" in the category "struck or injured by a fellow worker or patient." Thus, it is not possible to determine the exact number of the claims in this category that were deliberate actions versus inadvertent accidents.

If the cost for the assaults and the "struck or injured by fellow worker or patient" incidents are added together, the total preliminary estimated cost for these incidents for FY 2000 would be $982,112. These incidents represent about 9.5 percent of all of the workers' compensation claims for state employees for FY 2000. The total ultimate cost of the 941 assaults and "struck or injured by fellow worker or patient" claims that occurred in FY 2000 is estimated to be $2,750,000.

A review of the Department of Labor and Industry's Annual Survey of Occupational Injuries and Illnesses data indicates that 369 assaults and violent acts by persons occurred in state government during calendar year 1997. In the same year 354 injuries as a result of assaults and violent acts occurred in private industry and 192 occurred in local government. The 369 assaults and violent acts in Virginia government represented 12.4% of all state government injuries and illnesses for that year. Each year, Virginia conducts a Census of Fatal Occupational Injuries. During calendar years 1992 – 1999, three workplace violence-related deaths occurred in Virginia state government. (The Annual Survey of Occupational Injuries and Illnesses for Virginia and the Virginia Census of Fatal Occupational Injuries are conducted in cooperation with the Bureau of Labor Statistics, United States Department of Labor.)

Nationally between 1992-1998, public administration workers (including police) had the second highest workplace homicide rate, 1.66 per 100,000 workers per year. This rate was only exceeded by the retail trade industry, with a rate of 2.10 per 100,000 workers per year. The source for this data is the Report of the United States Postal Service Commission on a Safe and Secure Workplace, August, 2000. This national data is not intended to be comparable to the Virginia data reported previously due to different survey sources and reporting periods.

II. CAUSES AND FACTORS RELATED TO WORKPLACE VIOLENCE

Workplace violence can take several forms, including, but not limited to, harassment, threats, robbery, stalking, assault, arson, sabotage, bombing, hostage-taking, kidnapping, extortion, suicide, and homicides. It encompasses violence by strangers, violence by constituents or clients, violence by co-workers, and violence by personal relations.

General risk factors that may increase a worker's risk for workplace assault, as identified by the National Institute for Occupational Safety and Health (NIOSH), http://www.cdc.gov/niosh, are:

- contact with the public
- exchange of money
- delivery of passengers, goods, or services
- having a mobile workplace such as a taxicab or police cruiser
- working with unstable or volatile persons in health care, social services, or criminal justice settings
- working alone or in small numbers
- working late at night or during early morning hours
- working in high crime areas
- guarding valuable property or possessions
- working in community-based settings

Other possible factors related to workplace violence that were identified by the study committee include supervisor/employee conflicts; employee/employee conflicts; substance abuse or dependency; alcohol abuse or dependency; and individual or organizational stresses.

III. RESOURCES CURRENTLY AVAILABLE TO STATE AGENCIES

A. VIRGINIA CAPITOL POLICE

The Virginia Capitol Police provide police services for 52 buildings and 25 parking lots and decks in or near the Capitol Complex. In recent years, the agency has seen a marked increase in threats of violence in general and an especially dramatic increase in domestic relations problems being brought to the workplace.

In response to these problems, the Capitol Police have adopted a community policing philosophy and have implemented the following practices:

☐ Increased and realigned manpower, putting more officers on patrol and providing higher visibility.

☐ Created the <u>Emergency Coordinator's Manual</u> for distribution to agency heads and managers. The manual provides guidelines for establishing a safety contingency plan for employees and includes removable checklists for dealing with threats.

☐ Providing safety, security, and crime prevention presentations to state employees. (Currently five officers are providing this service. Eventually the agency hopes to have 20% of its officers trained to give these presentations.)

☐ Working with the Department of General Services (DGS) giving security, safety, and crime prevention instruction concurrent with DGS fire alarm response training.

☐ Providing state employees with phone and computer stickers displaying emergency phone numbers and safety tips.

☐ Working to provide classes to teach state employees first aid and CPR.

☐ Providing uniform or plain clothes officers at the request of agency heads or human resource officers when a termination is to take place where there may be a possibility of violence. (These officers will either be on site or in the general area of the state agency or building.)

☐ Threat assessment on potential violent incidents involving the workplace.

☐ By 2001, Capitol Police will have two bomb detection dogs available.

☐ Security clearance for contract employees working in state agencies in the Capitol area.

Agencies needing assistance, training, or information on any of these programs should call the Virginia Capitol Police Training and Education unit at 786-2567.

B.   DEPARTMENT OF CRIMINAL JUSTICE SERVICES

1.   CRIME PREVENTION CENTER

The Department of Criminal Justice Services (DCJS) Crime Prevention Center provides training and technical assistance in the area of workplace violence. In 1994, the Crime Prevention Center, in conjunction with the Governor, developed a crime prevention plan for Virginia. This plan charges the Crime Prevention Center with

targeting workplace violence as a priority. Through the plan, the Center is authorized to:

- ❑ Enhance and expand safety and security training to businesses and workers at risk of criminal victimization.

- ❑ Promote an aggressive agenda of formulating and testing innovative crime prevention strategies at high-risk locations.

- ❑ Develop a personal safety training model for employees in high-risk assault categories.

The Director of the Center is Dan Gilmore. The Criminal Justice Program Analyst assigned to this project is Tami Wyrick. To arrange for any of these training programs contact: Dan Gilmore at (804) 371-0635, (804) 371-0894 (fax), dgilmore@dcjs.state.va.us or Tami Wyrick (804) 786-5664, (804) 371-0894 (fax), twyrick@dcjs.state.va.us.

Workplace Violence Services currently provided by the Center include:

"Crime Prevention Through Environmental Design" Training - This course provides an overview of Crime Prevention Through Environmental Design (CPTED). Issues addressed will be the history and theory of CPTED, basic CPTED principles, safe and unsafe surroundings, target hardening, landscaping and maintenance, lighting and traffic control, community planning and site plan review, site assessments, implementing CPTED, and available resources.

CPTED and School Safety Audits - This course is designed to use basic CPTED principles and crime prevention techniques and apply them to the school environment.

CPTED and Safe Work Environments - This course is designed to use basic CPTED principles and crime prevention techniques and apply them to the work environment. Issues addressed will be safe and unsafe hiring/firing practices, designing safer work environments, safety for employees, threat management teams, and addressing domestic violence/stalking in the work environment.

"Safety For Women" Training - This course is designed to cover all aspects of violence against women. With homicide being the leading cause of death in the workplace for women, the focus is making the work environment safer for women, which in turn makes it safer for everyone.   Issues addressed are rape, domestic violence, stalking, prevention techniques and self-defense.

Stalking - This course is designed to give a broad overview of the crime of stalking, using illustrative examples throughout history, as well as a victim's perspective

of the crime. Other issues addressed are safety preparedness, safety plan design for home and work, and current resources available.

Safety Plan Design - This course is designed to help security directors, managers, employers and victims design a safety plan for everyday use. Issues addressed are providing safety for the employee/victim, designing safer office spaces, parking decks and lots, safe visitor/delivery policies, designing threat management teams and responding to the critical incident. The victims are also walked through a process to start designing a safety plan and an escape plan from their homes.

"Workplace Violence" Training - The Crime Prevention Center is developing a 2 – 4 day workshop covering the broad topic of workplace violence. Elements of the courses mentioned above will be covered, as well as: employer obligation to provide a safe work environment, risk factors of workplace violence, causes/effects of workplace violence, goals of workplace violence safety programs, categories of workplace violence, developing policies, organizing a threat management team, and responding to critical incidents.

Technical Assistance - The Crime Prevention Center's staff is available for training and technical assistance to any state or local agency. Staff is also available to aid in research and policy development.

2.   VICTIMS SERVICES

The Victims Services Section of the Department of Criminal Justice Services develops, coordinates, and funds victim/witness programs, sexual assault crisis centers, rural domestic violence programs, and programs which combat violence against women. The section offers many services, training, and resources to victim service providers, law enforcement officials, allied professionals, prosecutors, and other state and local government officials. The Chief of the section is Mandie Patterson. Training can be arranged by contacting the section at 804/786-4000; fax: 804/786-7980.

The section maintains a Victims Services Resource Center. Resources developed and available include:

- An Informational Guide to Virginia's Crime Victim & Witness Rights Act
- Directory of Victim/Witness Programs in Virginia
- An Informational Guide for Crime Victims in Virginia
- An Informational Guide for Domestic Violence Victims in Virginia
- An Informational Guide for Sexual Assault Victims in Virginia
- Victim Impact Statement
- Going to Court: An Activity Book for Children
- Victims Services Section Newsletter
- Stalking: A Guide for Victims

Training, Education and Mentoring - The section also develops training curricula and provides training in victim assistance. Types of training currently available include:

- ❑ Basic and advanced training for victim/witness program staff
- ❑ Victimology
- ❑ Domestic violence; evidence collection in domestic violence cases
- ❑ Elder abuse
- ❑ Child physical abuse
- ❑ Grant application, management and compliance training
- ❑ Specialized training for law enforcement, prosecutors, victim/witness program staff and other allied professionals including: sexual assault, stalking, and fraud prevention.

The Crime Victim Assistance INFO-LINE – 1-888-887-3418 - The section also maintains a toll-free hotline. The INFO-LINE informs callers of their rights under Virginia's *Crime Victim and Witness Rights Act* and provides additional information, support, and referrals to programs and resources in their communities. Through the Crime Victim Assistance INFO-LINE, victims are referred to local victim/witness and domestic violence programs, sexual assault centers, social service agencies, and criminal justice professionals. Hotline posters and cards are available for dissemination

C. VIRGINIA STATE POLICE PROGRAMS

The Department of State Police has two comprehensive programs that deal with workplace violence -- *"Protecting the Workplace"* and *"Recognizing and Defusing Violence in the Workplace."* The Department of State Police does not currently have the funding or personnel to train all state agencies in these programs. The department would be available to host a train-the-trainer workshop, in which a representative on workplace violence from each state agency could be trained.

State Police crime prevention specialists also conduct security assessments of state agency facilities. But, security assessments of all state agencies at all office locations by these troopers could take years to complete because the troopers are also responsible for performing their normal duties.

1. Protecting the Workplace

Virginia State Police troopers that have been trained as Crime Prevention Specialists are instructors for the program on *"Protecting the Workplace."* These troopers have been certified by the Department of Criminal Justice Services to provide training to the public or supervisors in the prevention of workplace

violence. This program focuses on many areas of protecting the workplace to include how to prevent threats that are typically external and/or internal to the business or agency which include:

EXTERNAL THREATS	**INTERNAL THREATS**
Burglary	Employee Theft
Robbery	Workplace Violence
Shoplifting	
Bad Checks	
Credit Card Fraud	

2.   Recognizing and Defusing Violence in the Workplace

The second program focuses on *"Recognizing and Defusing Violence in the Workplace,"* and is conducted by a Special Agent trained in the behavioral analysis of criminal behavior. This program is designed to train managers and supervisors to recognize and prevent the following types of workplace violence:

❑ **Employer-directed violence**: an employee engages in violence against an employer, manager, or supervisor.

❑ **Domestic-related violence**: a romantically disaffected partner or would-be partner strikes out against the love target.

❑ **Property-directed violence**: These are employee acts against employers designed to damage company property.

❑ **Commercial-directed violence**: a non-employee perpetrates events, including theft of money or property that also involve violence.

D.   DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

The Department of Human Resource Management Office of Workers' Compensation provides loss control services and education to all state agencies as required by the *Code of Virginia* § 2.1-114.5:02. The state employees Workers' Compensation Program was under the direction of the Department of General Services, Division of Risk Management until July 1, 2000. The Workers' Compensation Program was transferred from the Department of General Services to the Department of Human Resource Management as a result of legislative action.   Also, Governor Gilmore's Executive Order 52 (99) requires that the Workers' Compensation Program develop strategies to assist agencies in eliminating their workplace hazards. Training programs are offered throughout the year to provide education to risk managers, human resource professionals, and loss control specialists.

The Workers' Compensation Program provided training on workplace violence at the Safety and Loss Control Conference in June 2000 to approximately 175 state agency risk managers, human resource professionals, and safety engineers. In addition, the office held three 8-hour *"Workplace Violence"* educational programs for state agencies, local governments, and constitutional officers between September and November of 2000. Workplace violence training was also offered at the Commonwealth's Human Resource Conference (400 human resource professionals attended). During calendar year 2001 the Department of Human Resource Management's Workers' Compensation training schedule includes three 8-hour *"Workplace Violence"* programs and two *"Workplace Violence Awareness: Train the Trainer"* programs. Agencies needing assistance or training can call the Workers' Compensation program director at 786-0362.

In addition, the Department of Human Resource Management's Certified Public Manager Program includes a Safety and Health Module. This intensive program is offered to agency supervisors and management. Included in the Safety and Health Module are sections that will educate participants about workplace violence, early warning signs, response techniques, case studies, and control techniques.

The Department of Human Resource Management, through the health benefits programs, offers to state employees a number of employee assistance programs. These employee assistance programs are available to employees that are enrolled in one of the health insurance programs. Employees who are not enrolled in a state provided health insurance program would not have access to an employee assistance program.

E.   DEPARTMENT OF EMPLOYMENT DISPUTE RESOLUTION

Employee-driven violence at the workplace generally results from a number of contributing factors. The failure to prevent and resolve problematic conflict between co-workers can be one such factor. The Department of Employment Dispute Resolution (EDR) currently offers the following conflict management and dispute resolution services. These services provide state employees and management with a continuum of structured, neutral methods to identify, address and, as a result, defuse workplace conflict in state agencies that could otherwise escalate into violent situations:

- ❑   Interactive on-site training for all employees on the topics of conflict management, mediation, and the employee grievance procedure;

- ❑   Individual consultations with employees to discuss their workplace concerns and explore appropriate ways to address those concerns, through a toll-free line (1-888-23-ADVICE);

☐ Tailored consultations with agency management to prevent and resolve workplace conflict;

☐ Mediation of conflict, whether between two employees or involving an entire work unit; and

☐ Oversight of the employee grievance procedure for the resolution of workplace issues at the management level and, where appropriate, by an independent administrative hearing officer.

State agencies and employees currently use the above services to address conflict at work. The use of these services not only fosters good management practices, but is a key preventive strategy in managing and resolving workplace conflict, before it has a chance to escalate to hostility, threats, or even physical violence.

F.   VIRGINIA DEPARTMENT OF TRANSPORTATION

The Virginia Department of Transportation (VDOT) has developed an agency violence in the workplace policy. This policy has been approved by the Office of the Attorney General and currently is in operation at VDOT. The agency also has a fitness for duty program. Both the policy and the program are administered by the Employee Safety and Health Division for the entire agency and apply to all employees of VDOT.

Virginia Department of Transportation's violence in the workplace policy deals specifically with acts of violence that may occur within the work environment. Virginia Department of Transportation's fitness for duty program coupled with the violence in the workplace policy is designed to prevent violence before it occurs.

The policy:

☐ defines acts of violence;

☐ establishes a zero tolerance;

☐ establishes reporting and investigation requirements; and

☐ establishes crisis management teams for emotional trauma.

The Virginia Department of Transportation's fitness for duty program emphasizes prevention and early intervention in an effort to deter violence in the workplace. It uses individual assessment, medical evaluation, referral to the appropriate resources, monitoring, crisis management, critical incident stress management, and training.

- Individual Assessment – Individuals having difficulties within the work environment are reported to VDOT's Safety Office. An assessment is made of the situation to determine the best method of resolution. *

- Medical Evaluation – If the assessment determines that a medical evaluation is appropriate, the employee is scheduled for a complete medical and/or psychological evaluation at VDOT's expense. *

- Treatment – If treatment or other assistance is needed based on the individual's assessment or the medical/psychological evaluation, the appropriate assistance is provided to the individual. The cost of the assistance is handled through the individual's health care and/or community resources that are free or based on a sliding scale. *

- Monitoring – The employee is monitored for as long as necessary to ensure compliance with the recommendations of the assessment, medical and/or psychological evaluation. *

- Critical Incident Stress Management – Incident stress management is made available to all VDOT employees when they have experienced a traumatic event, such as a fatality, suicide, robbery, or assault.

- Crisis Management – Supervisor consultation is available to assist managers/ supervisors with issues pertaining to potential volatile situations. Assistance is provided in an effort to resolve conflicts.

- Training – Training is currently provided to VDOT work units to recognize potential behaviors that could lead to violence in the workplace. This training is required for all new supervisors through VDOT's Training Program titled "Supervisor's Essentials for VDOT Leaders." In the implementation phase of VDOT's formal violence in the workplace policy, all supervisors will be required to attend this training or a refresher course.

* Individuals will not be returned to work until cleared to do so by the medical examiner, fitness for duty coordinator, or clinician to ensure safety in the workplace.

G. CURRENT REQUIREMENTS FOR DRUG AND ALCOHOL TESTING AND BACKGROUND/CRIMINAL HISTORY CHECKS

1. DRUG AND ALCOHOL TESTING

The abuse of drugs and alcohol is a potential contributing factor to violence in the workplace. U. S. Department of Labor statistics for 1997 indicate

that 73% of all drug users are employed (8.3 million) and that 14% report heavy drinking.

The Commonwealth has a Policy No. 1.05, titled "Alcohol and Other Drugs," which prohibits the abuse of alcohol and other drugs. The policy does not require any drug or alcohol testing, but it does allow a state agency to promulgate supplemental alcohol and other drug policies as needed. The supplemental policies may be required to comply with federal or state law, or the policies may be needed as a result of an unacceptable risk to the safety of others.

Several agencies have developed and have had approved by the Department of Human Resource Management and the Office of the Attorney General drug and alcohol testing polices to meet specific agency needs or to meet a legal requirement. Included in these agencies are the Department of Transportation, Department of Corrections, and the Department of Mental Health, Mental Retardation, and Substance Abuse Services.

There is no current statewide testing requirement. This situation results in no consistent method of ensuring that the Commonwealth's workforce is not impaired by alcohol or other drugs while at work. The majority of the agencies having testing policies do not apply the testing to their entire workforce. They only apply the testing to specific positions or persons performing specific duties. Several agency policies apply reasonable suspicion testing to the entire workforce when an employee produces behaviors consistent with the use/abuse of alcohol and other drugs. Costs for these tests can vary depending on volume and contract negotiations.

The following is a consolidated listing of the types of drug and alcohol tests being performed. No one agency is conducting all of the tests listed.

- Pre-employment
- Post accident
- Post injury
- Random
- Reasonable suspicion
- Return-to-duty
- Follow-up

2. BACKGROUND/CRIMINAL HISTORY CHECKS

Recent statistics have shown that most offenders who have committed violent acts in the workplace had previous convictions for violence. There is no current law or policy in the Commonwealth of Virginia that requires a background/criminal history check on all state employees or potential state

employees. This results in no consistent method to restrict employment to persons who have a prior criminal history conviction for a crime of violence.

The Virginia Code has numerous statutes that require background/criminal history checks as a condition of employment for various state and local government agencies or local government affiliated agencies. These statutes include fingerprint submission to the Federal Bureau of Investigation (FBI) for a National Criminal Records search and to the Department of State Police for a Virginia Criminal History Records Search in the Central Criminal Records Exchange (CCRE). These statutes include the following:

Section 15.2-1705 requires police officers of any locality, all deputy sheriffs and jail officers in the Commonwealth and all law enforcement officers as defined in Section 9-169 who enter the duties of such office after July 1, 1994 to undergo a background investigation including fingerprint-based criminal history record search to CCRE and FBI.

* Section 37.1-20.3 requires Department of Mental Health, Mental Retardation and Substance Abuse Services (MHMRSAS) employee or applicant to submit to fingerprinting and provide descriptive information to CCRE and FBI for the purpose of obtaining national criminal history record information regarding the applicant.

* Section 37.1-183.3 requires any applicant who accepts employment in any MHMRSAS licensed agency in a direct consumer care position to submit to fingerprinting and provide descriptive information to CCRE and FBI for the purpose of obtaining national criminal history record information regarding the applicant. (This statute lists numerous statutes that would disqualify an applicant for a position.)

Section 37.1-197.2 requires any applicant who accepts employment in any direct consumer care position with the operating community services board, administrative policy board, local government department with a policy-advisory board, behavioral health authority or agency licensed pursuant to Chapter 8 to submit to fingerprinting and provide descriptive information to CCRE and FBI for the purpose of obtaining national criminal history record information regarding the applicant.

Section 58.1-4008 requires all persons employed by the State Lottery to submit to fingerprinting and provide descriptive information to CCRE and FBI for the purpose of obtaining national criminal history record information. A background investigation shall be conducted by the chief security officer of the Lottery Department on every applicant prior to employment by the agency.

Section 19.2-392.02- Effective January 1, 2001, businesses and organizations may request national criminal background checks on employees or volunteers providing care to children, the elderly and disabled.

Section 19.2-389 (A)(5)- Criminal history record information shall be disseminated, whether directly or through an intermediary, only to: agencies of state or federal government which are authorized by state or federal statute or executive order of the President of the United States or Governor to conduct investigations determining employment suitability or eligibility for security clearances allowing access to classified information.

Section 22.1-296.2- Employees or applicants of public or private schools are required to submit to fingerprinting and to provide descriptive information to be forwarded along with the employee or applicant's fingerprints through CCRE to the FBI for the purpose of obtaining criminal history record information regarding such employee or applicant.

(* Denotes that the cost of obtaining the criminal history record and the central registry shall be borne by the applicant, unless the Department or agency, at its option, decides to pay such cost.)

Agencies may join the non-criminal justice interface with the Virginia State Police to obtain Virginia criminal history convictions electronically. The employee or applicant must complete the Criminal History Record Request, Form SP167 and have it on file with the agency. There is a $15.00 charge for this search and the results are available within 48 hours. The current cost for a fingerprint based background investigation to CCRE and the FBI is $37.00.

IV. RECOMMENDATIONS

The committee found that the threat of workplace violence against Commonwealth employees is significant. The committee further concluded that the potential cost associated with workplace violence incidents is substantial. Therefore, the committee determined that action by the Commonwealth to reduce the incidents of workplace violence against its employees is warranted. The committee recommends that the Commonwealth establish a comprehensive statewide workplace violence prevention program for state government.

The various resources that exist in state government today provide much of what is needed for a statewide workplace violence prevention program for state government. But, these programs may be limited to certain agencies, restricted by available resources, or unknown to some agencies in the Commonwealth. Also, individual state employees may not be aware of some of the programs. For example, in the narrative summary on the "Governor's Survey of State Employees" it was stated:

> *Respondents expressed ambivalence about a variety of employee assistance and intervention programs, and related procedures. More than half of the respondents do not know about, or disagree with the following items: "I understand the services offered by the State Employee's Assistance Program" (57%)....*

To address these limitations, the committee offers the following five recommendations to establish a comprehensive statewide violence prevention program for state government.   These recommendations will assist in the reduction of the risk of the occurrence of workplace violence in the Commonwealth of Virginia government.

A.   STATE WORKPLACE VIOLENCE PREVENTION CLEARINGHOUSE

Within the Commonwealth of Virginia, there are several agencies that have implemented or are in the process of implementing policies and procedures for dealing with workplace violence.   However, there are many more agencies that do not have policies or procedures. These agencies may not be aware of what resources are available to them within the Commonwealth.

The committee recommends that a new unit be created within the Office of Workers' Compensation at the Department of Human Resource Management, whose mission would be to act as a clearinghouse to identify all of the resources throughout the Commonwealth's agencies. The Workplace Violence Prevention Unit would compile information from each agency that has, or is developing, policies, procedures, training, site evaluations or other issues related to workplace violence. The information would then be shared with all agencies throughout the Commonwealth. This arrangement would reduce the redundancy of separate agencies conducting the same research and

studies within the Commonwealth, thereby reducing expenditures and raising awareness regarding actions that agencies can take to diffuse or reduce the impact of potentially violent situations.

The Workplace Violence Prevention Unit would assist all agencies in the development of workplace violence policies and procedures and provide information about related training, site evaluation services, and other available resources. Each agency would select a liaison to work with the Workplace Violence Prevention Unit. Each liaison would be trained as a trainer for their agency.

The unit would also be tasked with increasing the awareness among state agencies of workplace violence, its prevention, and what to do if it occurs. This outreach would be accomplished through advertising within the agencies, training of agency liaisons and a website. The website would offer information and ideas related to workplace violence as well as its prevention and what to do if it occurs.

The workers' compensation claims data at this time is summarized by established workers' compensation industry accident/injury reporting classifications. There is no separate classification for injuries as a result of workplace violence. The committee recommends that the Workplace Violence Prevention Unit also develop methods and classifications for data collection that more clearly identify workplace violence incidents and provide improved tracking of these incidents.

The key to the success of reducing workplace violence within state agencies is education. The large number of state agencies, the rural locations and the vast amount of public contact, increases the risk of workplace violence. The small agency offices across Virginia need to have the same access to resources as the large state office buildings in Richmond. The establishment of a Workplace Violence Prevention Unit will allow those smaller offices/agencies to have equal opportunity to the training, planning and implementation of programs that they might not otherwise be able to afford.

B.   POLICIES AND TRAINING

Policies and Procedures

The Commonwealth has a commitment to provide its employees a work environment that is safe, secure, and free of harassment, threats, and violence Toward that end, each state agency would develop and communicate a workplace violence prevention policy to all employees, and provide training in its implementation. To assist state agencies in this regard, the committee recommends the centralized development of a model statewide workplace violence policy and procedure, one which agencies could then tailor to fit their specific needs. Policies should be brief and simple, while related procedures can provide specific implementation details. The following are basic elements to be considered:

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❑ The policy would define and prohibit "workplace violence" (e.g., work-related physical violence, including fights, assaults, arson, vandalism, stalking, or threats of harm to another's person or property) and "unacceptable conduct" (while not physical violence or threats of harm to another's person or property, "unacceptable conduct" includes but is not limited to work-related verbal harassment, abuse, and other disruptive behavior, all of which could contribute to workplace violence by creating fear and destroying dignity and respect). Thus, the policy would be designed to prevent and address not only "workplace violence," but also problematic behavior at the early stages, before it can advance into "workplace violence."

❑ The policy would include a complaint procedure for reporting and addressing charges of workplace violence, unacceptable conduct, or any other inappropriate behavior that an employee perceives as threatening or frightening.

❑ Procedures could include (i) preventive safety measures for varying physical work environments; (ii) an emergency response plan for occurrences of workplace violence, including post-occurrence reporting, documentation and aftermath support.

❑ Both policy and procedures would be consistent with and cross-reference where helpful related:

- Department of Human Resource Management (DHRM) policies, such as Standards of Conduct, alcohol and other drugs, and sexual harassment policies;

- Employment Dispute Resolution (EDR) services and procedures on conflict management training, consultation, mediation, and grievances; and

- Employee Assistance Program (EAP) procedures and guidelines.

Training

All employees would receive orientation and ongoing training on:

❑ their agency's workplace violence prevention policy as well as preventive and emergency procedures;

❑ the Standards of Conduct, substance abuse, sexual harassment and other related policies;

❑ conflict management and alternative dispute resolution processes such as mediation and the grievance procedure;

□ available employee assistance program services; and

□ personal security measures, early warning signs of potential violence, and basic skills in dealing with a volatile situation.

Some state job roles and/or work environments may require more specialized training on preventing workplace violence (e.g., health care, social services, human resources).

All supervisors would also receive training on basic management skills such as setting clear standards, addressing employee problems promptly and fairly, and acting responsibly with respect to pre-employment reference screening, the probationary period, performance counseling, disciplinary procedures, and termination. The same approaches that create a healthy, productive workplace can also help prevent potentially violent situations. Conversely, an autocratic, abusive management style can contribute to potential volatility.

All incident response team members would also receive continued training in dealing with workplace violence situations.

C.   EMPLOYEE ASSISTANCE PROGRAM

It was the general consensus of the majority of the committee members that the current health insurance employee assistance programs are not necessarily proactive, comprehensive or consistent enough to prevent workplace violence. Most notably, the employee assistance programs are only available to those employees who have insurance coverage under the companies' plans.

The committee recommends that a program be developed and implemented to provide **all** state employees, supervisors and managers with a resource to assist them with personal and work performance problems. The committee understands that prevention and early intervention are key factors in identifying and deterring violent incidences in the workplace. Taking a proactive role that provides employees with assistance in dealing with personal and workplace stresses will create positive outcomes. The proposed program will prove to be beneficial in areas such as: improved work performance, increase in employee morale, and a decrease in violent or potentially violent incidents. Additionally, this program would be cost effective, as it will have a direct effect with respect to the decrease in employer liability issues, workers' compensation claims, and health insurance costs.

The program model should include the following components:

□ Short term assessment and counseling (1-4 sessions);

❏ Referral to community and health/mental health resources if needed;

❏ Crisis intervention and conflict resolution;

❏ Monitoring and follow-up;

❏ Supervisor and employee training (focusing on topics that enhance prevention);

❏ Supervisor consultation;

❏ Critical incident stress management services; and

❏ Substance Abuse Professional Services (SAP) for those agencies that must adhere to the Federal Drug-Free Workplace Policy. The program should be confidential and strictly adhere to all laws regarding client confidentiality.

The proposed program is an additional benefit to state employees and their family members. In an effort to strive to obtain the highest level of effectiveness and utilization the program should be managed internally. Coordinators would travel throughout the Commonwealth on an as-needed basis. As the program develops, coordinators could be assigned to areas that have high utilization. Offices would be placed in locations that are sensitive to confidentiality. It is important that the proposed program have a name that depicts a positive image, and includes a toll-free number enabling easy access to services.

Currently, employees may be covered under their current health insurance carrier. However, there is no current statewide employee assistance program, nor is the current coverage as comprehensive as recommended in this report. Also, many employees may not be aware of the current employee assistance programs offered by health insurance carriers. In the narrative summary on the "Governor's Survey of State Employees" it was stated:

> *Respondents expressed ambivalence about a variety of employee assistance and intervention programs, and related procedures. More than half of the respondents do not know about, or disagree with the following items: "I understand the services offered by the State Employee's Assistance Program" (57%)....*

The committee is recommending that a pro-active program be put in place that is consistent for **all** state employees and agencies and focuses on prevention and early intervention. This program will benefit the Commonwealth as a whole in areas such as improved work performance, financial expenditures, employee morale, and above all safety. It will enhance the quality of life for employees and their families, supervisors, and managers.

D. CONSISTENCY IN DRUG AND ALCOHOL TESTING AND BACKGROUND/ CRIMINAL HISTORY CHECKS

The committee found that there were a number of Virginia statutes authorizing background/criminal history checks for various groups of employees or certain agencies. The state also has a human resource policy which prohibits the abuse of alcohol and other drugs. It does not specifically allow drug testing but it does allow state agencies to develop supplemental alcohol and other drug policies as needed to comply with federal or state law. Some agencies have developed supplemental policies and are conducting drug testing of specific groups of employees. Neither the statutes on background/criminal history checks nor the state alcohol and drug policy address the prevention of workplace violence as an objective.

Research on workplace violence prevention indicates that drug testing and pre-employment background/criminal history checks are viable methods to identify problem areas which can lead to workplace violence incidents. The committee did not have the time or resources to study all of the procedural and legal aspects of these two programs. It also did not have the resources to survey other states and determine best practices in these areas. Therefore, the committee recommends that an additional study be conducted to determine the viability of establishing consistent drug testing and background/criminal history check programs for state government agencies and incorporation of these programs as a part of state policy.

The study should address the use of all types of drug testing including pre-employment, post accident, post injury, random and reasonable suspicion drug and alcohol testing. Also, the study should address the use of pre-employment background/criminal history checks for new hires and contract employees. It should also include research on the policies and use of these types of procedures by other states and local governments in their workplaces.

E. WORKPLACE VIOLENCE PREVENTION STEERING COMMITTEE

The committee recommends that an interagency steering committee be formally established to guide, track, and analyze the efforts of the recommended Workplace Violence Prevention Unit. This steering committee would assure that all state agencies have direct input and access to workplace violence issues, solutions and resources for the benefit of their employees. It would be comprised of representatives of state agencies and other appropriate non-state organizations. This committee should include individuals who are knowledgeable of workplace violence prevention strategies. The steering committee would advise the Workplace Violence Prevention Unit regarding, but not limited to, the following topics:

- Gathering and analyzing data to identify high-risk agencies, agency activities and/or high-risk locations throughout the Commonwealth;

- Developing more appropriate injury/incident classifications to more clearly identify workplace violence incidents;

- Establishing a "model" state plan for prevention of workplace violence that all agencies can use and modify to their own specific needs;

- Enhancing and expanding safety and security training to state workers in high-risk agencies/regions;

- Promoting an aggressive agenda of formulating and testing innovative crime prevention strategies at high-risk locations;

- Coordinating input from other agencies, outside consultants, federal agencies and private industry;

- Helping to develop violent threat assessment and incident reaction policies and procedures for individual state agencies; and

- Helping to develop personal safety-training models for employees in high-risk agency situations and regional areas.

The HJR 47 committee recommends that the steering committee be established to aid in future guidance of workplace violence prevention initiatives and programs developed in the unit agency. Further, this committee will take full advantage of all resources that are available in state government to study, research and recommend any workplace violence prevention initiatives required or requested by agencies of the Commonwealth.

APPENDICES

APPENDIX A – HJR 47

ENROLLED

HOUSE JOINT RESOLUTION NO. 47

Requesting the Department of Labor and Industry to study workplace violence in the Commonwealth.

Agreed to by the House of Delegates, March 9, 2000
Agreed to by the Senate, March 8, 2000

WHEREAS, in recent years reports of violence in the workplace have increased in this country; and

WHEREAS, workplace violence often results in multiple injuries and deaths; and

WHEREAS, in many cases, the cause of this violence is rage directed at service providers who, in the mind of the attacker, failed to adequately perform their jobs; and

WHEREAS, the Commonwealth maintains numerous social service and public service agencies which provide services to, and interact on a daily basis with, the public; and

WHEREAS, those agency personnel run the continuous risk of failing to satisfy particularly demanding individuals who may then resort to violence; now, therefore, be it

RESOLVED by the House of Delegates, the Senate concurring, That the Department of Labor and Industry be requested to study workplace violence in the Commonwealth. The Department shall examine the causes of workplace violence generally and investigate and suggest strategies for assuring worker safety. The Department shall make recommendations concerning the possible methods of reducing the risk of the occurrence of such violence.

All agencies of the Commonwealth shall provide assistance to the Department, upon request.

The Department shall complete its work in time to submit its written findings and recommendations to the Governor and the 2001 Session of the General Assembly as provided in the procedures of the Division of Legislative Automated Systems for the processing of legislative documents.

APPENDIX B – BIBLIOGRAPHY

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APPENDIX C – LIST OF RELEVANT WEB SITES

http://www.cdc.gov/niosh – National Institute for Occupational Safety and Health

http://www.osha.gov – Occupational Safety and Health Administration

http://www.workviolence.com – Workplace Violence Research Institute

http://www.shrm.org/hrlinks – Society for Human Resource Management

http://www.rims.org – Risk and Insurance Management Society, Inc. – "Workplace Violence Survey and White Paper" under What's New

http://www.caepv.org – Corporate Alliance to End Partner Violence