

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

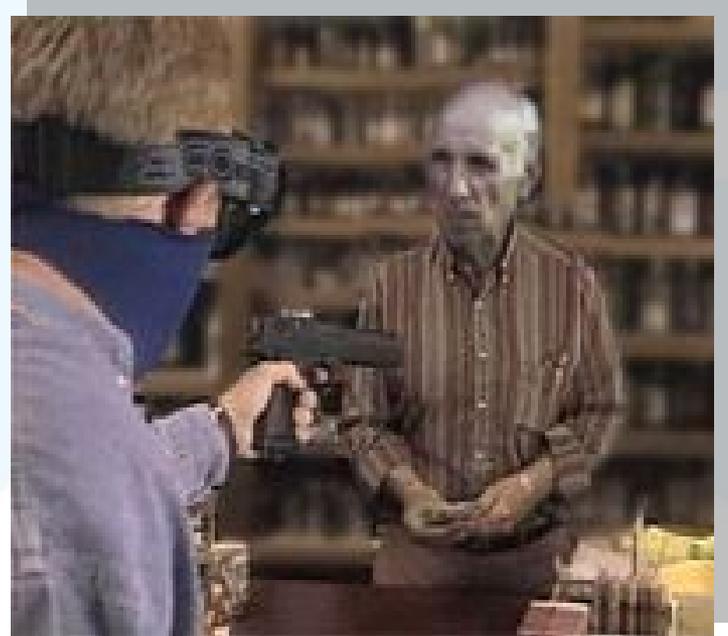
# Goal of the Recommendations

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



# Introduction

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



# Extent of the Problem\*

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

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

# Risk Factors for Late-Night Retail Workers

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



# Violence Prevention Programs

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

# Violence Prevention Programs *(continued)*

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

# Elements of an Effective Violence Prevention Program

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



# Management Commitment and Worker Involvement

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



# Management Commitment

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



# Management Commitment *(continued)*

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

# Worker Involvement

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



# Worker Involvement *(continued)*

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

# Worksite Analysis

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

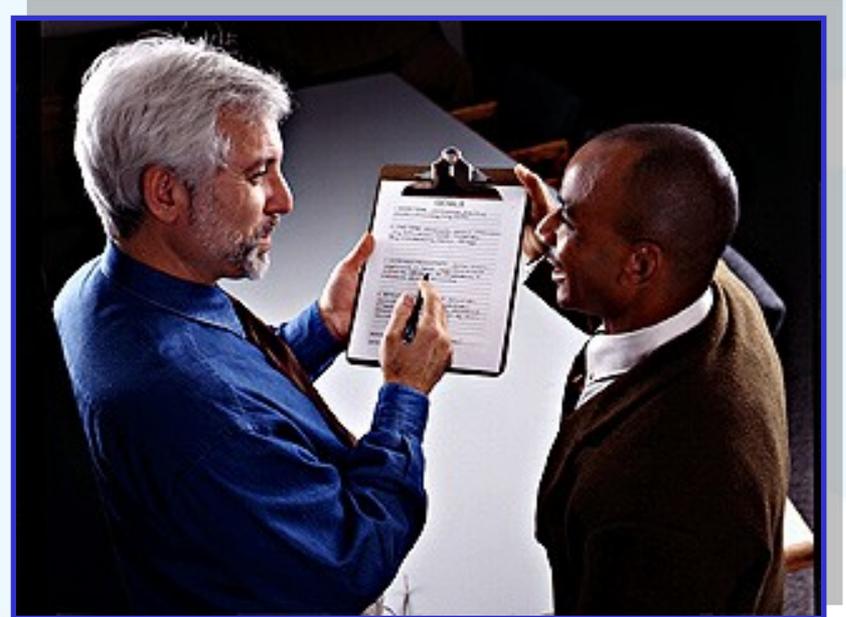




# Worksite Analysis

## Conducting Screening Surveys

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



# Worksite Analysis

## Conducting Screening Surveys *(continued)*

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

# Worksite Analysis

## Workplace Security Analysis

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



# Worksite Analysis

## Workplace Security Analysis *(continued)*

The team or coordinator should:

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



# Hazard Prevention and Control

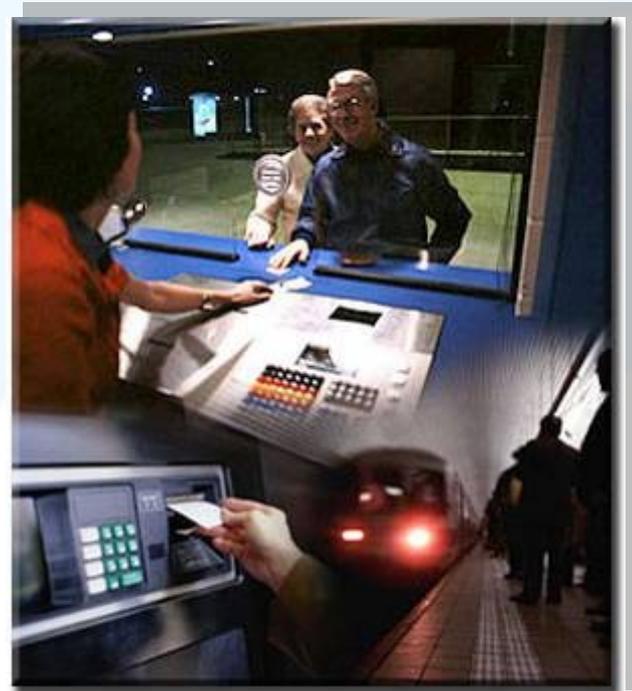
- After hazards are identified through systematic worksite analysis, employers will need to take steps to prevent or control these hazards



# Hazard Prevention and Control

## Engineering Controls *(continued)*

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



# Hazard Prevention and Control

## Engineering Controls *(continued)*



**Height Marker  
on Exit Door**



**Panic Buttons**



**Video Surveillance Equipment**

# Hazard Prevention and Control

## Administrative & Work Practice Controls

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



Lock delivery doors or rear doors

ON DUTY  
EMPLOYEES  
DO NOT  
HAVE  
ACCESS TO  
DROP SAFE.

CASH  
REGISTER  
CONTAINS  
LESS THAN  
\$50.00.

# Hazard Prevention and Control

## Post-Incident Response Procedures

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



# Safety and Health (S&H) Training

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



# S&H Training for Workers

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

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



# S&H Training for Supervisors, Managers & Security Personnel

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



# Recordkeeping & Program Evaluations

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

# Recordkeeping

Important records employers may maintain include:

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

# Program Evaluation Elements

Processes involved in an evaluation include:

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

# Conclusion

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

# Sources of OSHA Assistance

Address



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

The screenshot shows the OSHA website page for Workplace Violence. The header includes the OSHA logo, the text "UNITED STATES DEPARTMENT OF LABOR Occupational Safety & Health Administration", and navigation links for "A to Z Index", "En Español", "Contact Us", "What's New", and "About OSHA". A search bar is also present. Below the header, there are utility links for "Print This Page", "Text Size", and "E-Mail This Page". The main content area features a "VIOLENCE" icon with a red prohibition sign, followed by the text "Safety and Health Topics Workplace Violence". A paragraph describes workplace violence as a serious safety and health issue, citing statistics from the Bureau of Labor Statistics. An "In Focus" box highlights "Alliances". A blue sidebar on the right lists "Workplace Violence" topics: "OSHA Standards", "Hazard Awareness", "Possible Solutions", "Additional Information", and "Credits", with a "Content Reviewed 07/09/2007" note. At the bottom, a list of questions with icons links to related information: "What OSHA standards apply?", "Where can I learn more about workplace violence?", "What are possible solutions to prevent workplace violence?", and "What additional information is available?".

UNITED STATES DEPARTMENT OF LABOR Occupational Safety & Health Administration

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**VIOLENCE**

Safety and Health Topics  
**Workplace Violence**

Violence in the workplace is a serious safety and health issue. Its most extreme form, homicide, is the fourth-leading cause of fatal occupational injury in the United States. According to the Bureau of Labor Statistics Census of Fatal Occupational Injuries (CFOI), there were 564 workplace homicides in 2005 in the United States, out of a total of 5,702 fatal work injuries. [\[More...\]](#)

Environmental conditions associated with workplace assaults have been identified and control strategies implemented in a number of work settings. OSHA has developed guidelines and recommendations to reduce worker exposures to this hazard but is not initiating rulemaking at this time.

The following questions link to information relevant to workplace violence.

**In Focus**

- Alliances

**Safety and Health Topics**

**Workplace Violence**

- OSHA Standards
- Hazard Awareness
- Possible Solutions
- Additional Information
- Credits

Content Reviewed 07/09/2007

**What OSHA standards apply?**  
Federal Registers | Standard Interpretations

**Where can I learn more about workplace violence?**

**What are possible solutions to prevent workplace violence?**

**What additional information is available?**  
Training | Other Resources