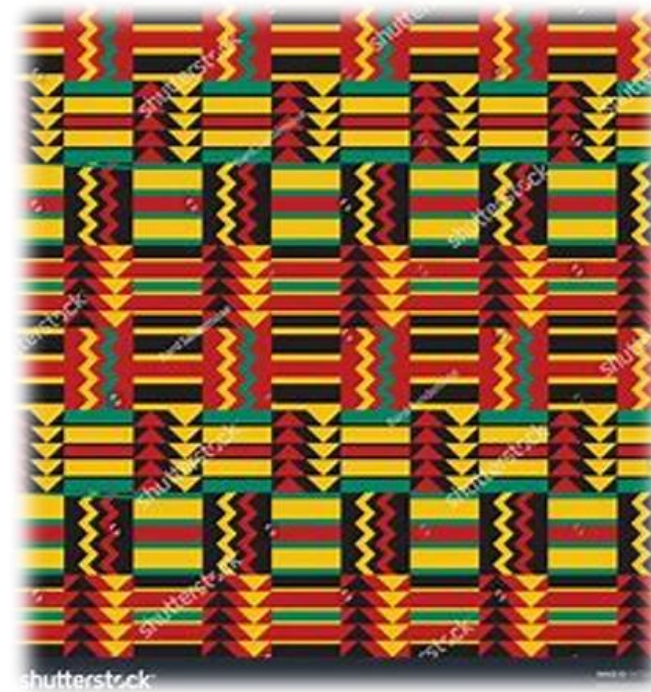


Violence in workplaces and institutions

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LAND ACKNOWLEDGEMENT & RECOGNITION STATEMENT





Some background

- *Work, is by its very nature, about violence—to the spirit as well as to the body. It is about ulcers as well as accidents, about shouting matches as well as fistfights, about nervous breakdowns as well as kicking the dog around. It is, above all (or beneath all), about daily humiliations. To survive the day is triumph enough for the walking wounded among the great many of us (Terkel, 1974, p. xi).*



Some Statistics

Best estimates is that 4 – 6% of working population experience violence in a given year (Eurofund, 2012; Schat et al., 2006)

Violence varies dramatically by occupation – national study estimates that 98% of nurses experience violence with 50%+ experiencing more than 11 separate incidents (Recihert, 2017)

Levels of community violence also influence workplace violence (Dietz, 2006)



Types of Violence (An expanded Cal/Osha Framework)



Type 1 Violence

Violence committed in association with other crimes (e.g., robberies)

Typically by organizational outsiders with no ties to the organization

By far the most frequent source of violence



Type II Violence

Violence perpetrated by
clients/customers of the organization

Healthcare; social work; banking

Includes the “tough” populations (e.g.,
children; elderly with dementia;
individuals in a mental health crisis)



Type III Violence

Violence between
coworkers (includes
supervisor-subordinate)

Fairly rare form of
violence



Type IV Violence

Intimate partner violence

Work as a social address

Stalking

Harassment

Disruption

Both men and women
experience – women more so
(estimated 27% lifetime
prevalence)



Type V Violence (?)

Violence directed at an “organization, its people, and/or property for ideological, religious or political reasons.”

Attacks on individuals within workplaces

Attacks on institutions that are workplaces

Includes terrorist/hate crimes

Typically committed by individuals external to the organization who may have no formal ties to the organization



Type VI (??, 3b??Picket-Line Violence

Violence enacted during a strike or lockout typically when individuals are crossing a picket line (Francis & Kelloway, 2006)

Managers a frequent target (Scales et al. 2014). Employees the most frequent perpetrator

May be socially approved/forgiven in context (Francis & Kelloway, 2006)



Understanding Risk: Individuals and Situations

HCR-20^{VS}

Assessing Risk for Violence



Healey J. Douglas, J. Queney, E. Hart, J. Strecher, J. Webster, J. Ward, J. Gilling

MUHS MENTAL HEALTH SERVICES

Individual risk

Focus is on the individual – records, standardized assessments, clinical interviews

Might assess

Historical Factors – e.g. past history of violence; clinical conditions (Mood/personality disorders), traumatic experience etc

Clinical – current condition, disorders, stability

Risk (mitigation) – living situation, availability of support etc



Individual Risk (organizations)

Focus is on screening out potentially violent employees – fraught with legal and practical difficulties (Day & Catano, 2006)

The FBI Profile

Personality characteristics (trait anger, the Dark Tetrad, Integrity)

Background checks/social media checks

Item	Public violence
Physical care of others	.33**
Emotional care of others	.22**
Deny the public a service or request	.15*
Decisions that influence other people's lives	.32**
Work alone during the day	.22**
Work alone during the evening/night	.17*
Dispense drugs	.14*
Handle valuables	.15*
Guard valuables	.22**
Handle guns	.40**
Exercise security functions	.35**
Exercise physical control over others	.57**
Supervise others	.19**
Interact with frustrated individuals	.28**
Discipline others	.30**
Collect items of value	.14*
Work evenings/nights	.14*
Go to clients' home	.26**
Handle weapons other than guns	.44**
Contact with individuals under the influence of alcohol	.19**
Contact with individuals under the influence of illegal drugs	.24**
Contact with individuals taking medication	.40**

< .05. ** $p < .01$.

Occupational/Task Risk

LeBlanc & Kelloway (2002) - developed an occupational risk appraisal

Intended to identify

[a] occupations at higher risk for violence

[b] tasks that increase your risk (within occupation)

ASSAULT CYCLE

Imminent Risk (Calnan et al. 2012)

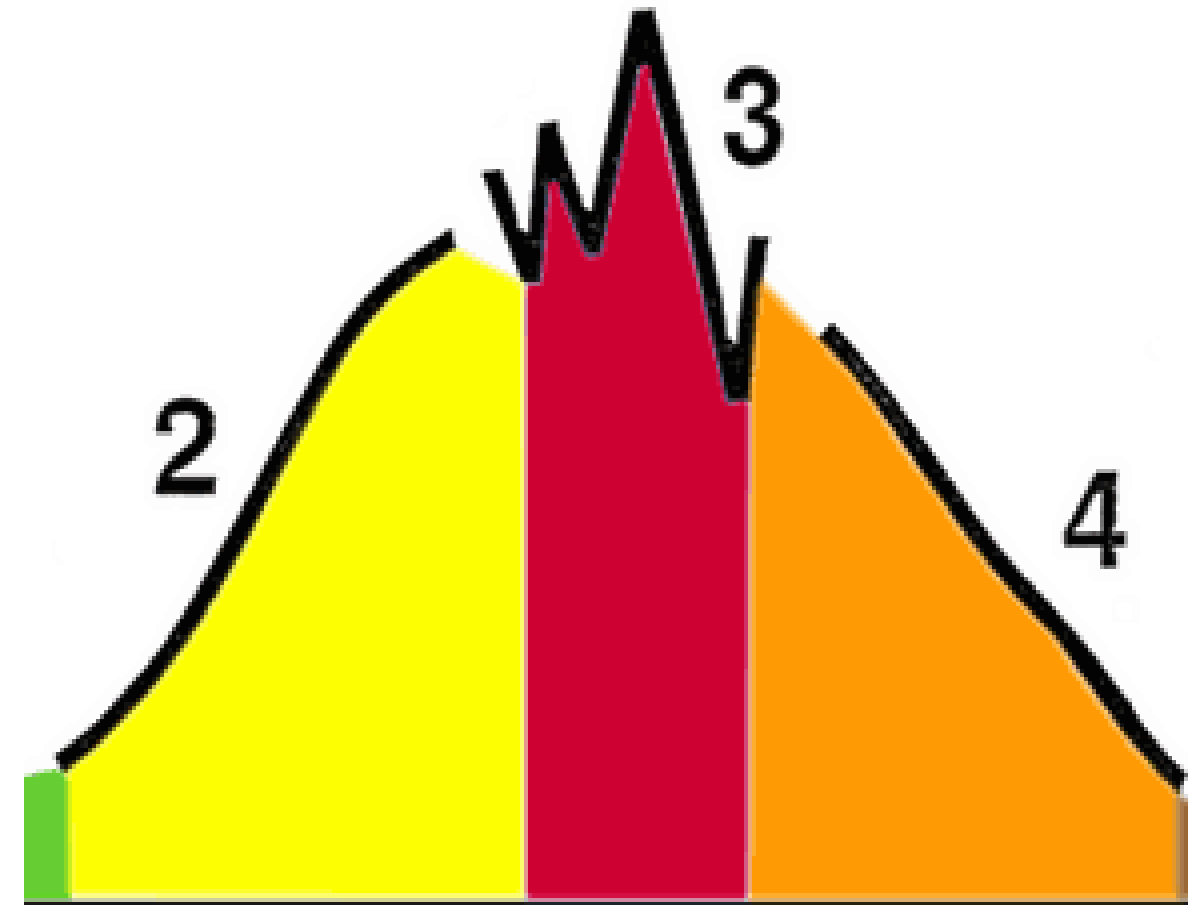
Based on the notion of the assault cycle

Swearing

Agitation

Volume

Threat



1. TYPICAL BEHAVIOR (BASELINE)
2. TRIGGERING PHASE

3. VIOLENT BEHAVIOR
4. RECOVERY PHASE

5. RETURN TO BASELINE

The Nova Scotian Experience (Francis & Kelloway, 2006)

- 47% of violence victims (vs 14% of non-victims) had been the target of obscene gestures;
- 51% of victims had been treated with disrespect (vs 24% of non-victims)
- 54% of those who had been threatened had also been hit, kicked or shoved
- 40% of those who had been threatened had also had an object thrown at them

McKee and Kelloway (2007)

- 500 employees of a long term care facility
- 21.7% experienced violence from residents
 - 1.3% from families
 - 0.4% from coworkers
 - 0.2% from supervisors
- Best predictors of violence were [a] being called names, [b] being sworn at

Interventions During the Escalation (SAV) phase

- Empathic listening
 - Avoid being judgmental
 - Give your undivided attention
 - Focus on feelings
 - Use silence
 - Use restatement

Interventions During the Escalation (SAV) phase

- Set Limits
 - Explain which behavior is inappropriate
 - Explain why the behavior is inappropriate
 - Give reasonable choices and consequences
 - Allow time to choose
 - Enforce consequences

Interventions During the Escalation (SAV) phase

- Defusing
 - Get them to say “yes”
 - Remain calm
 - Help them save face
 - Use Humor
 - Use distraction/make requests
 - Provide a non-violent and productive course of action
 - Go from “light” to “heavy” interventions

Importance of Monitoring

- If SAV continues then abort the interaction, get a supervisor, call police
- Regardless of any other behaviors a verbal or physical threat requires
 - Immediately ending the interaction
 - Getting away from the individual
 - Getting help



What can organizations do?

Violence Prevention Climate

- Developed by researchers at the University of South Florida
- Three dimensions
 - Practices (encourage reporting, training etc)
 - Policies –(develop strong anti-violence policies)
 - Unsafe practices (encourages unsafe practices that can result in violence)

Some evidence (Kelloway, 2025)

- 300 individuals completed a workplace violence survey
- Based on a common model of workplace violence developed by Kelloway and colleagues. The model suggests that
 - **RISK. → Violence--> Fear. --> Personal/Org Outcomes**
- VPC moderates (mitigates the effect of) the RISK→ Violence and Violence → Fear link
- BUT only the **Practices** dimension made any difference
- POLICIES DO NOT MATTER

Prevention/Mitigation

Type of Violence	Policies	Target Hardening CPED	Staffing	Behavioral (Training)
Type I -Criminal	NO	YES	Yes but its complicated	YES
Type II - Caregiving	MAYBE	MAYBE	YES	YES
Type III - Employee	MAYBE	MAYBE	MAYBE	YES
Type IV - IPV	NO	MAYBE	MAYBE	YES
Type V - ideological	NO	MAYBE	MAYBE	YES

Take Aways

- Not all violence is the same – need to understand the sources and nature of workplace violence
- Violence is predictable – within and across occupations
- Mitigation strategies need to be targeted to the type of violence



Thank You!

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