



Assessment, Management and Prevention of Workplace Violence

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I. DEFINITION OF WORKPLACE VIOLENCE

1. Any act which is physically assaultive.
2. Behaviors indicating potential for violence (throwing objects, shaking fists, destroying property, etc.).
3. Any substantial threat to harm another individual or endanger safety of employees.
4. Any substantial threat to destroy property.
5. Disturbed behavior that might signal emotional distress.

II. POSSIBLE BEHAVIORAL INDICATORS OF THE POTENTIALLY AFFRESSIVE INDIVIDUAL

The first question many people ask when starting to develop a workplace violence prevention program is, *How can we identify potentially violent individuals?* It is understandable that people want to know this - and that "early warning signs" and "profiles" of potentially violent employees are in much of the literature on the subject of workplace violence. It would save time and solve problems if managers could figure out ahead of time what behaviors and personality traits are predictive of future violent actions.

No one can predict human behavior and there is no specific "profile" of a potentially dangerous individual. However, indicators of increased risk of violent behavior are available. These indicators have been identified by the Federal Bureau of Investigation's National Center for the Analysis of Violent Crime, Profiling and Behavioral Assessment Unit in its analysis of past incidents of workplace violence.

These are some of the indicators:

- Direct or veiled threats of harm;
- Intimidating, belligerent, harassing, bullying, or other inappropriate and aggressive behavior;
- Numerous conflicts with supervisors and other employees;
- Bringing a weapon to the workplace, brandishing a weapon in the workplace, making inappropriate references to guns, or fascination with weapons;
- Statements showing fascination with incidents of workplace violence, statements indicating approval of the use of violence to resolve a problem, or statements indicating identification with perpetrators of workplace homicides;
- Statements indicating desperation (over family, financial, and other personal problems) to the point of contemplating suicide;
- Drug/alcohol abuse; and
- Extreme changes in behavior

Each of these behaviors is a clear sign that something is wrong. **None should be ignored.** By identifying the problem and dealing with it appropriately, managers may be able to prevent violence from happening. Agency planning groups should ensure that the appropriate staff member (or an incident response team) is prepared to assist supervisors and other employees in dealing with such situations. Some behaviors require immediate police or security involvement, others constitute actionable misconduct and require disciplinary action, and others indicate an immediate need for an assessment referral. (From U.S. Government, OPM Workplace Violence Task Force Agency Planners Manual, 1999)

A. Basic Criteria and Variables

1. Male/female
2. Ages 20-40
3. Socioeconomic status
4. Marital/Relationship status
5. Moral/ethical convictions

B. Moderately Significant Criteria

6. Recent behavior changes
7. Alienation, "loner"
8. Excessively bitter
9. Mental health/Substance abuse
10. Irrationality/grandiosity
11. Active delinquency as child
12. Externalizes/projects responsibility for own behavior
13. Raised in abusive/dysfunctional family
14. Sexual fetishes/fantasies

C. Significant Criteria

15. Grudge over loss or threat of loss
16. Recent loss of significant other
17. Emotional mood swings
18. Fascination with violence/pornography
19. Self destructive behavior/mutilation
20. Sexually/physically abused as child
21. Severe intoxication
22. Expresses "fear of losing control"
23. Rages
24. Abusive to opposite sex
25. Symbolic dehumanization of others
26. Harassment of others
27. Lack of empathy coupled with intense anger
28. History of violence
 - recent acts
 - incarcerated for violence
 - against animals
 - breaking/smashing objects
 - made threats
29. Collects weapons/military training
30. Pathological jealousy
31. Stalking
32. Making veiled or conditional threats
33. Expresses explicit plan/intent
34. Fascination with/displays weapons
35. Reckless disregard for safety of others
36. Intense sense of "injustice" or "entitlement"
37. Describes method
38. Availability of means
39. Sees violence as "only" solution
40. Paranoid obsession/documents, makes "lists", surveillance of others
41. Expresses futility of living

42. Precipitating "self-perceived unjust" act
43. Loss of:
 - job
 - promotion
 - arbitration
 - status e.g. discipline (Addis and Associates, 1993)

D. Obtaining History of Violence

1. Date of onset
2. Frequency and target(s) of violent behavior
3. Recurring patterns and escalation
4. Severity of injuries to others
5. Symptoms associated with violent episodes
6. Previous diagnostic testing (to obtain records)
7. History of impulsive behavior
 - suicide attempts, destructiveness
 - driving, criminal offenses
 - fire-setting, acting out
8. History of familial violence as a child
9. History of head injury, birth complications, developmental problems
childhood diseases
10. Past and current medical problems

E. Substance Abuse Related to Violence

F. Disorders Causing Possible Violence

G. "Uncomfortable" Behaviors requiring further assessment

1. "Veiled" or indirect threats
2. "Conditional" threats, direct threats
3. Excessive and intimidating references to other violent events or perpetrators
4. Special, excessive interest in police, military, survivalist activities
5. Inappropriate communications to co-workers
 - "I'm losing it"
6. Intimidating or frightening comments about weapons
 - not just gun collector
7. "Documenting" of other people who are "causes" of one's problems
 - keeps "notes"
 - makes "lists"
 - conducts "surveillance", "interviews"

8. Paranoia
 - plots, conspiracies
 - "stealing" of loved one
 - externalizes, blames others
9. Repeatedly accusing others for causing one's problems
10. Depression, suicidal thinking
11. Non-specific anger, resentment, irritability
12. Litigious, filing of numerous grievances and lawsuits
13. "Loner"
14. Narcissism, Extreme inflexibility
15. Specific threats of harm to identifiable targets (P. Deitz; TAG)

It is important to remember that correlation is not causation.

Note: These training materials are general in nature and have been designed and developed to facilitate discussion and to promote learning. The print materials are presented with the understanding that they are not to be construed as the direct rendering of, or as a substitute for, legal, security or protective, or personal safety case management advice. All incidents have to be assessed on their individual merits and circumstances of facts.

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Abstract

CHAPTER 5:

**Implementing a Comprehensive Violence Prevention, Threat
Assessment and Crisis Recovery Program**

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Chapter Content

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Individuals**
 - F. Threat Investigation and Assessment**
 - G. Threat Management**
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 - 2. People Recovery Interventions**
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INTRODUCTION

Certainly, the ongoing reports of eruptions of workplace violence continue to raise employers concerns about similar incidents occurring at workplaces and schools and endangering health and personal safety.

Responsible business leaders and managers are taking very seriously their responsibility to provide employees with a safe and secure environment. They know that people cannot do their best work if they are fearful or worried about their personal safety and well-being. Moreover, an understanding of the impact of threats, intimidation or acts of violence has on employee morale, physical injury, workers compensation claims, tarnishing of corporate images and litigation exposures, is sufficient cause for companies to develop comprehensive Violence Prevention and Threat Management Programs.

Workplace Violence: Definitions

Workplace Violence is any act which occurs in the workplace and results in threatened or actual harm to persons or property.

Workplace violence may also be described as:

- any act which is physically assaultive
- behaviors indicating potential for violence (throwing objects, shaking fists, destroying property, etc.)
- any substantial threat to harm another individual or endanger safety of employees
- any substantial threat to destroy property
- aberrant behavior that might signal emotional distress

Further specific examples are:

- domestic violence that occurs at the workplace
- aggravated assault
- harassment
- vandalism
- threatening emails, voicemails
- corruption of data systems
- intentional waste and scrap
- theft
- slapping, beating, kicking, punching, shoving
- unwanted sexual contact, touching, fondling, handling
- sexual assault/misconduct
- sabotage
- penetration of proprietary data systems,
- extortion
- chemical spills
- non-fatal stabbing / shooting
- hostage situations
- murder

Safe and Healthy Workplace

The Occupational Safety and Health Administration (OSHA) General Duty Clause requires employers to furnish employees with employment, and a place of work which are free from recognized hazards that are causing, or likely to cause death or injury.

These obligations cascade to supervision and management at facilities requiring them to prevent workplace violence by assuring and reinforcing proactive and consistent practice in these areas. Failure to maintain a safe workplace may subject employers from litigation exposures stemming from regulatory agencies, third parties and the employee himself or herself, who may be disciplined or terminated for aggressive acts in the workplace.

These issues include:

- knowing about the phenomena of workplace violence
- the continuum of behavioral indicators of possible violence
- OSHA guidelines and potential litigation exposures
- response requirements for:
 - violence prevention policies
 - incident management when threats are reported
 - protecting identified targets and assets
 - intervention strategies with potential perpetrators
 - post-incident and trauma recovery and response

Strong leadership must therefore communicate information about the Workplace Violence Prevention Program as being consistent with the mission and values statements most organizations endorse. Such communication strategic activities may include:

- a “zero” tolerance violence prevention policy against threatening, intimidating and aggressive behaviors
- personal commitment to a safe and secure workplace
- commitment and support of the notification process
- setting clear expectations of all managers, supervisors and employees about program participation and referral

- designating a Violence Prevention Coordinator or establishing a Violence Prevention Team
- training the Team to assess and manage threats
- training supervisors/employees in early warning signs of potentially violent individuals
- providing funding and resources
- implementing the Violence Prevention Program
- maintaining accountability for program utilization and involvement

Ten Issues in Violence Program Design

While management may have a sincere and clear desire to implement a Violence Prevention Program, what is often lacking is a *blueprint* of what issues must be addressed for a comprehensive violence prevention system to succeed. It is the authors’ belief that there are ten

issues, which should be considered in order to have an effective violence prevention, threat management and post-incident recovery program in any workplace setting.

These ten issues are:

1. Program Ownership
2. Program Analysis and Scope
3. The Violence Prevention Policy
4. Program Infrastructure
5. Identifying and Reporting Early Warning Signs of Potentially Violent Individuals
6. Threat Investigation and Assessment
7. Threat Management
8. Post-Incident Recovery Activities
9. Developing Training for Various Employee Audiences
10. Program Implementation Strategies.

Once the Violence Prevention Policy has been developed, the reporting and assessment systems have been implemented and the respective curriculums for the various training audiences have been developed, the Violence Prevention Team, with the endorsement of senior management should then roll out the program. Timelines for the training of the various groups should be determined as well as what type of training delivery should be used. Some organizations may choose to use Content Experts for training delivery; others may want to use internal training resources and / or a customized train-the-trainer delivery strategy.

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The Incident Management Team (IMT) is an internationally renowned management consulting, threat assessment, crisis management, training company based in West Bloomfield, MI with affiliates worldwide. IMT's multi-disciplinary staff and contractors include nationally recognized threat assessment professionals, clinical and organizational psychologists and social workers, forensic psychologists, and executive protection professionals who have implemented successful national and international programs in both the public and private sectors.

Programs IMT developed in organizational analysis/diagnostics and assessment; crisis management; workplace violence prevention; leadership training and development; personal safety/verbal de-escalation and threat management have been on the leading edge of developing best practices models. Its staff has presented on these topics to audiences, worldwide, including the United States, Mexico, Canada, Europe, the Philippines, Brazil and Asia.

Since 1977, IMT consultants have assisted Fortune 500 companies, governmental entities, educational institutions, military commands, unions, police and public agencies with "in-house services" to:

- Design, develop & operate comprehensive violence prevention and threat /risk management systems
- Assist legal counsel to assess risk and to develop litigation defense strategies on workplace violence cases
- Provide on-site threat management assessment to reduce the risk of threats to people, operations, assets and proprietary systems
- Deploy On- Site Crisis Response Teams after workplace violence, disasters and fatalities
- Develop Executive Protection / Situational Awareness - Victim Avoidance Programs
- Design strategies to manage organizational change, downsizing and reductions in force
- Develop Active Shooter Exercises and Evacuation Planning Protocols
- Conduct Vulnerability Assessments / Cyber Security

Major traumatic incidents IMT has provided on-site response include:

- World Trade Center 911 Terrorist Attacks
- Oklahoma City Bombing
- Multiple US Postal Service shootings
- Over 2000 workplace emergencies, fatalities and critical incidents
- Three Northwest Plane Crashes
- Crisis Intervention after Plant Closings

Clients with whom IMT has consulted with and/or developed crisis response, workplace violence prevention, reductions in force, organizational change programs include:

- U.S. Postal Service
- United States Army
- Southern California Edison
- Plante Moran
- U.S. Marshals Service
- MIOSHA
- Ryder Systems
- UAW
- General Motors
- Chrysler
- Daimler
- Los Alamos National Laboratory
- NASA Langley
- OSHA – US Department of Labor
- DTE Energy
- Meritor (Rockwell)
- Intel
- Eaton Corporation
- Consumers Energy
- Key Bank
- Lockheed Martin
- NBC
- BASF
- ABC News

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Dr. Kenneth L. Wolf consults on Workplace Violence Prevention, Behavioral Threat Management, Crisis Management and Response Strategies. He is a fully licensed clinical psychologist in Michigan and is the Managing Partner of the Incident Management Team with affiliates worldwide.

Dr. Wolf assisted US Army Infantry Units on-site at Ground Zero and the Fresh Kills Land Fill after the World Trade Center Terrorist attack and has trained mass casualty crisis recovery teams for Army military commands and private sector clients. He has been a Violence Management and Crisis Response Consultant to the United States Postal Service (USPS) and assisted with designing the USPS National Violence Prevention Program and also site management following the mass shootings at the United States Post Office in Royal Oak (1991) and Dearborn, Michigan (1993). He also assisted with Crisis Management Response after the Northwest air disasters of Flight #255 (1987) and Northwest Flights #299 and #1482 (1990). Dr. Wolf assisted Ryder System and UAW- General Motors after the Oklahoma City Terrorist bombing.

He helped develop world-wide Violence Prevention/Threat Management Programs for Intel and Eaton Corporation and trained threat assessment teams in North America, England, Holland, Switzerland, China, Brazil, Mexico, the Philippines, Malaysia and Southeast Asia, and for BASF, Pinkerton, Nortel.

Dr. Wolf assisted in writing the National Critical Incident Crisis Programs for UAW-General Motors, UAW-Chrysler, Pinkerton, Nortel and American Natural Resources (ANR) and trained their Crisis Response Team members at their North American facilities, respectively.

Dr. Wolf has been a consultant for the U.S. Army and Department of Defense in the areas of Violence Prevention, Protective Intelligence and Crisis Response. He consulted with the Defense Logistics Agency (DLA) HQC in Mass Casualty Response to Terrorist Events. From 1994- 2004, he was an Instructor with the U.S. Army Civilian Human Resource Center (CPOCMA) at the U.S. Army Aberdeen Proving Grounds, training Army Command, supervisors and personnel from Army installations world-wide. He has assisted with / implemented training programs for Redstone Installation/ U.S. Aviation and Missile Command, USATA, Army Materiel Command (AMC) Headquarters, U.S. Military Academy at West Point, Ft. Bragg Special Operations Command (USASOC), STRICOM, Naval Warfare Center; Army Test and Evaluation Command (ATEC), Army Evaluation Center (AEC) Aberdeen, Ft. Lewis, Defense Logistics Agency Command (DLA HQC) Fort Belvoir, Defense Logistics Information Service (DLIS), Fort Meade, Fort McAlester, Fort Drum, Blue Grass Army Depot, Polk Air Force Base, Kirtland AFB, Rock Island Arsenal, Fort McCoy and Fort Carson.

Dr. Wolf was given the *United States Army Special Operations Command (USASOC) Medallion for Excellence* by Lieutenant General Philip Kensinger, Jr., Commander, for his training on Violence Prevention, Threat Assessment and Crisis Recovery After Mass Casualty Events at Military Installations, on May 7, 2003, conducted at the United States Army Training Center at Fort Bragg, North Carolina.

As a Police Psychologist, Dr. Wolf has consulted in critical incident stress management (CISM) programs with the U.S. Department of Justice (DOJ) EAP, the U.S. Marshals Service, the Federal Law Enforcement Training Center (FLETC), Glynco, GA., U.S. Bureau of Prisons, Office of the U.S. Attorney General, U.S. Postal Service, Los Alamos National Laboratory, National Aeronautical and Space Agency (NASA) Langley, and has been a Senior Crisis Consultant to Wayne, Oakland and Macomb County's Emergency

Management Response Teams and the Psychological Crisis Consultant to Wayne County's Weapons of Mass Destruction Response Team (Chemical/Biological Weapons).

From 1977-1985, Dr. Wolf was a Police Psychological Consultant to the Detroit Police Department working with the Director of Personnel, Medical Section, Training Division, Personal Affairs Unit, Special Events, Communications and Narcotics Units. From 1985-1995, Dr. Wolf was a sworn Special Deputy Sheriff with the Wayne County Sheriff's Department and was on the Executive Administrative Staff of the Sheriff. He was Director of the Sheriff's Department's EAP and Critical Incident Stress Management (CISM) Team. He assisted in developing the Peer Crisis Intervention Team of Officers which assisted officers after police line of duty incidents including shootings, prison incidents, planes crashes, assaults and line of duty deaths.

As a consultant for the United States Attorney General's Office and the United States Marshals Service, Dr. Wolf was qualified as an Expert Witness in Violence Assessment and Post-Traumatic Stress by Chief Federal Judge James C. Turk of the United States District Court for the Western District of Virginia.

From 2003-2009, Dr. Wolf was Adjunct Faculty at Michigan State University, School of Criminal Justice, where he taught seminars in Threat Assessment and Crisis Management. He was an Michigan Commission on Law Enforcement Standards (MCOLES) instructor who taught the MCOLES funded course, *Training Police, Correction Officers, Probation, Parole and Court Personnel on How to Manage Contacts with Mentally Ill Citizens*, and the MCOLES course on *Implementing a Law Enforcement Department Critical Incident Program*. He taught at the Miami Dade College School of Criminal Justice and has been on the faculty of the Institute for Continuing Education (ICLES) sponsored by the State Bar of Michigan and University of Michigan Law School.

On behalf of the American Society on Industrial Security (ASIS), Dr. Wolf gave testimony on Worksite Violence and Threat Assessment before Congressional Committees of the United States Senate and House in Washington D.C. on November 2, 1994. He presented at ASIS National Conferences on Workplace Violence in Tempe, AZ, Washington D.C., Las Vegas, NV, Philadelphia, PA, Nashville, TN; Orlando, FL 2005, and on the Dynamics of Terrorism at the ASIS National Conference on Domestic Terrorism in Washington D.C. (1995).

He has consulted with or conducted seminars on worksite violence, threat assessment, Active Shooters, crisis response for the World Bank, Daimler, Southern California Edison, General Electric, AT&T, Intel, Ryder Systems, Wendy's, NBC, Lockheed-Martin, BASF, U.S. Dept. of Energy, Sandia National Laboratory, U.S. Securities & Exchange Commission (SEC), U.S. Dept. of Labor OSHA, U. S. Office of Personnel Management: Federal Executive Institute- (FEI), Library of Congress, TRW Corporation, American Bar Association Labor and Employment Section, Ford Motor Company, Chrysler Corporation, Masco, DTE Energy- Detroit Edison, Dayton-Hudson, Fortune 500 Companies and Cigna. Dr. Wolf and IMT have been a crisis response partner for the Accident Fund of America and provided on-site crisis recovery activities for their insured companies after fatalities and serious industrial accidents.

Dr. Wolf has consulted on litigation defense strategies regarding potentially violent and critical incidents with law firms including Morgan Lewis & Bachius; Paul, Hastings, Janofsky & Walker; Gardner, Carton & Douglas; Constangy, Brooks & Smith; Barnes & Thornburg; Clark Hill; Dykema Gosset; Dickinson Wright; Kella Thoma; Eastman & Smith; Foster Swift Collins & Smith; Varnum Rittinger Schmidt & Howlett, the American Bar Association (ABA) and the City of Detroit Law Department.

He has been a News Analyst for the Detroit affiliates of ABC, NBC and CBS television. Dr. Wolf received his B.A. from Columbia College and his Ph.D. in Clinical Psychology from Wayne State University.



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Marilyn Knight, M.S.W. is the President/CEO of the Incident Management Team (IMT), an international Crisis Management, Security and Violence Prevention consulting company. As a lecturer and trainer in the areas of Workplace Violence Prevention, Crisis Response and Organizational Change, she has presented at over 400 conferences and seminars in North America, South America, Europe, Hong Kong, China, and Asia.

Ms. Knight has consulted with Fortune 500 companies in the areas of Violence Prevention, Threat Assessment, and Organizational Change and Crisis Management. She assisted Intel Corporation in the design of their Workplace Violence Prevention System and training of their Workplace Response Teams in North America, the Philippines, Malaysia and Southeast Asia. She assisted Eaton Corporation in training their Corporate Threat Assessment Teams, worldwide.

She assisted in writing the National Critical Incident Response Programs for UAW-General Motors, UAW-Daimler-Chrysler, KeyBank, American Natural Resources (ANR) and Pinkerton, and in training their Crisis Response Team members at their North American facilities. She has also consulted with Ford Motor Corporation, Eaton, NBC, Wendy's, Siemens Corporation, Lockheed-Martin, Comcast Cable, Delphi, TRW, BASF, Rockwell Automotive, New York Consolidated Edison, Blue Cross Blue Shield of Michigan, McDonalds and First Chicago-National Bank of Detroit.

She is the Director of a State of Michigan Department of Labor, MIOSHA Safety, Education and Training (SET) funded Grant, the purpose of which is to help corporations, employers and governmental entities develop Violence Prevention Policies and Infrastructures, Threat Assessment Teams and Post-Incident Crisis Response contingency plans through which she has trained participants from over 1500 companies in Michigan.

Ms. Knight has consulted with the Department of Defense, Defense Logistics Agency (DLA) HQC with Mass Casualty Management after Terrorist Events (2005) and with protective intelligence and threat management with the United States Army, U.S. Military Academy at West Point, Redstone Arsenal, STRICOM-Naval Warfare Center, Fort Bragg Special Operations Command, U.S. Army Aviation and Missile Command, Fort Meade, Fort Lewis, Kirtland AFB, Polk Air Force Base, the Army Test and Evaluation Command (ATEC), Army Evaluation Center (AEC), Defense Logistics Agency (DLA) Fort Belvoir, the Army Defense Logistic Agency (DLIS), Fort Drum, U.S. Coast Guard, New Jersey National Guard and the Air National Guard, Selfridge Air Force Base. Other federal agencies for whom she has consulted include the U.S. Securities and Exchange Commission (SEC), the Library of Congress, the National Aeronautical and Space Agency (NASA), U.S. Department of Labor- OSHA and the U.S. Department of Education.

Ms. Knight assisted US Army Infantry Units with critical incident stress management (CISM) activities after the World Trade Center Terrorist attack. In the aftermath of the terrorist bombing of the Alfred Murrah Building in Oklahoma City, Ms. Knight was the on-site Crisis Responder and Consultant to the Ryder Corporation. She was an on-site Crisis Response Consultant assisting the United States Postal Service in Critical Incident Response and site-logistics after the mass shootings at the Royal Oak (1991) and Dearborn (1993) Michigan Post Offices and conducted Crisis Intervention Services for Northwest Airlines after the air

disasters of NW Flights # 1093 and 1043 (1991). She is the Director of a State of Michigan MIOSHA Grant (2005) preparing first responders to manage the impact of terrorist and mass casualty events.

She was the strategic Organizational Change Consultant to UAW-Chrysler and Los Alamos National Laboratory during their period of large-scale reorganization and reduction in force. Other organizations she has assisted during organizational change, downsizing and plant closures are Southern California Edison, Eaton, Blue Cross Blue Shield of Michigan, BASF, Detroit Medical Center, Tower Automotive and the State Departments of Labor of Michigan, Iowa, Nebraska and New Mexico.

Ms. Knight was a sworn Special Deputy with Genesee County and Wayne County Sheriff's Departments. She was a Coordinator of the Sheriff's Department EAP and Critical Incident Stress Management (CISM) Team, and has assisted in training law enforcement departments in Advanced Hostage Negotiations, Responding to Emotionally Disturbed Persons, and Critical Incident Response.

Ms. Knight has been Co-Director, Violence Prevention and Crisis Management Programs, Michigan State University, School of Criminal Justice where she teaches seminars in Threat Assessment and Crisis Management and Recovery, and Training Law Enforcement, Probation and Corrections Officers to Manage Contacts with Mentally Ill Citizens, from 2003-2008, and Director, Corporate Education Program for Michigan State University Safe Place. She has been on the Adjunct Faculty of the Institute for Continuing Legal Education (ICLES) sponsored by the State Bar of Michigan and the University of Michigan Law School.

Ms. Knight was invited by the United States Department of Labor, OSHA Division, to represent the U.S. at the first Tri-National (US, Canada and Mexico) Conference on Workplace Violence and its' Prevention in Montréal, Canada.

Ms. Knight was the Producer and Writer of a 2004 MIOSHA funded training DVD entitled, *Workplace Violence Prevention- Implementing Your Program*, which won two 26th National Annual Telly Finalist Awards in the Corporate Training and Health and Safety Categories, respectively. In 2006, Ms. Knight, was funded by MIOSHA to produce an instructional DVD entitled: *Reducing the Impact of and Managing Workplace Emergencies and Disasters*, which won two 28th National Annual Telly Awards in the Corporate Training and Under \$700 per minute categories.

Ms. Knight received her B.A. degree from the University of Michigan and her Masters of Social Work (M.S.W.) from Wayne State University. She was on the Board of Directors of the National Association of Social Workers, Michigan Chapter. She has been engaged as a News Analyst for ABC News for analysis of violent and traumatic incidents.

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General Checklist to Help Prevent Workplace Violence

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Please assess your organization’s preparedness regarding the following questions:	YES	NO	PLAN IS NEEDED
1. Do you have a written <i>Workplace Violence Prevention Policy</i> against threats and intimidating behaviors in the workplace?			
2. Do you have a written policy to <i>identify the consequences and disciplinary actions</i> that result when/ if threats or aggressive behaviors occur?			
3. Have you conducted a <i>Front- End Analysis / Worksite Planning Assessment</i> of the needed policies, systems and structures to “ <i>institutionalize</i> ” your Workplace Violence Prevention System?			
4. Do you have <i>system to report threats of violence and intimidation</i> so employees know whom to call with concerns?			
5. Have you established and <i>trained a Behavioral Threat Assessment Safety Team to investigate and manage threats</i> , “high- risk terminations”, violent and intimidating incidents?			
6. Have you <i>trained your supervisors and union representatives to identify warning signs</i> of potential aggression or violence?			
7. Have you <i>trained your employees to identify "early warning signs"</i> of potential violence or intimidation?			
8. Have you <i>conducted a hazard / risk audit of “near misses” and/ or violent incidents</i> at your facilities?			
9. Have you developed and <i>practiced Active Shooter / Evacuation / Lock Down plans</i> ?			
10. Have you developed a Crisis Recovery Plan for the aftermath of workplace emergencies and violent events?			
11. Have you <i>identified external resources and threat assessment experts</i> to help you evaluate threatening individuals / situations?			
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