

SHRM®
Workplace Violence Survey



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Workplace Violence Survey

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Contents

About This Report	iv
About SHRM	iv
About the Author	iv
Acknowledgments	iv
Introduction	v
Methodology	vii
Key Findings	viii
Key Research Terms	x
Survey Results	1
Incidence(s) of Violence	1
Before Violence Occurs	9
After Violence Occurs	20
Security Measures	22
Conclusions	24
Demographics	25
Survey Instrument	27
SHRM Survey Reports	35

About This Report

In June 2003, the Society for Human Resource Management (SHRM) conducted the Workplace Violence Survey to determine the prevalence of violence in today's organizations, the steps companies take to prepare for and prevent violence, and how they deal with the aftermath of violence. The survey results in this report are compared, when possible, to previous workplace violence surveys conducted by SHRM in 1999 and 1996. The most recent survey is based on previous ones, although questions have been modified and added. Some variations reflect changes in human resource practices as well as factors affecting employee feelings about workplace security since September 11 and increased threats of terrorism.

In order to provide a framework to organize the data, some survey questions asked respondents to report on violent incidents and violence prevention activities from January 1, 2000 to June 2003. This three and one-half-year period is similar to that provided to participants in the 1999 and 1996 workplace violence surveys.

Survey results are organized into four sections:

- Incidence(s) of violent acts;
- What organizations do to prepare before violence occurs;
- Steps organizations take after violence occurs; and
- Security measures organizations have in place to protect employees.

Statistically significant results of the analysis by organization size are included in the results section of this report.

About SHRM

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 175,000 individual members, the Society's mission is to serve the needs of HR professionals by providing the most essential and comprehensive resources available. As an influential voice, the Society's mission is also to advance the human resource profession to ensure that HR is recognized as an essential partner in developing and executing organizational strategy. Founded in 1948, SHRM currently has more than 500 affiliated chapters within the United States and members in more than 100 countries. Visit SHRM Online at www.shrm.org.

About the Author

Evren Esen is a Survey Program Coordinator for the SHRM. Her responsibilities include designing, conducting and analyzing surveys on HR-related topics. She has a graduate certificate in Survey Design and Data Analysis from George Washington University in Washington, D.C.

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Introduction

Since the last SHRM Workplace Violence Survey in 1999, major events have impacted society and the norms of everyday life. The threat of terrorism is closer to home since September 11, the economy has been in a downward spiral until very recently, and the war in Iraq continues to be ever present. In their work lives, employees are also under pressure. Layoffs and increased employee workloads have added to the levels of anxiety in the workplace, while limited pay increases and lack of job security have decreased morale.

The level of personal stress is rising as well. Many people spend much of their time either at work or commuting to work, leaving little time for work/life balance, making it easier for everyday problems to spill into the workplace. In fact, being on edge and stressed while at work has developed new forms of daily lingo, such as “desk rage,” “e-mail rage” and “phone rage.”

All of these factors combined—the economy, fears about terrorist attacks and generalized stress—may set the stage for increased incidents of violence in the workplace. A case in point is the summer of 2003 when five employees were shot dead by their co-worker who subsequently killed himself making this incident of workplace violence one of the most deadly in recent years. It is difficult to determine exactly what triggered this act of violence; however, it reveals that the workplace is vulnerable and that

organizations must proactively seek ways to identify potential risks for violence.

Although media coverage of such incidents rattles the millions of employees who go to work every day, extreme forms of violence resulting in death are relatively uncommon. According to the Bureau of Labor Statistics, the number of workplace homicides in the United States has been decreasing in the past several years. In 2002, there were 609 workplace homicides, a decrease of 5% from 2001. Workplace suicides were also down in 2002.¹

There are, however, many components of “workplace violence” aside from murder and suicide. And workplace violence often manifests itself in less dramatic ways than seen in the high profile incidents heard about in the news. The National Institute for Occupational Safety and Health (NIOSH) defines workplace violence as any physical assault, threatening behavior or verbal abuse that occurs in the work setting. Acts such as psychological trauma due to threats, obscene phone calls, an intimidating presence and harassment of any kind are covered by this definition.² With this definition, the number of reported workplace violence incidents increases exponentially. According to the Occupational Safety and Health Administration (OSHA), about 2 million U.S. workers per year are victims of some kind of workplace violence.³ Experts agree that billions of dollars are lost each year in time, productivity, litigation and added security measures as a result of violence at work.

¹ *Census of fatal occupational injuries summary*. (2002). Retrieved October 7, 2003, <http://stats.bls.gov/news.release/cfoi.nr0.htm>

² Workplace violence awareness and prevention: Facts and information. Retrieved October 7, 2003, www.osha-slc.gov/workplace_violence/workplaceViolence.Part1.html

³ Workplace violence fact sheet. Retrieved October 7, 2003, www.osha.gov/SLTC/workplaceviolence/index.html

This puts the onus of responsibility on organizations to prevent and also prepare for workplace violence. HR professionals often spearhead these efforts. They are also uniquely positioned such that they are usually aware of potential problems before they occur and are privy to details after incidents occur.

This research, therefore, looks to HR professionals to provide clues about violence in today's workplace.

What are the common forms of violence in the workplace? What are the motives for violence? What kinds of policies are in place to deal with violence? What happens when violence occurs and what do employers do to help employees in the aftermath of violence? These are among the questions HR professionals were asked and their answers are interpreted in this report. When possible, results are compared to the 1999 and 1996 Workplace Violence Surveys.

Methodology

The survey instruments were developed by the SHRM Survey Program and were based on the 1999 Workplace Violence Survey. An internal committee of SHRM staff with HR expertise and an external committee of volunteer leaders and experts in the HR field also provided valuable insight and recommendations for the survey instruments.

The HR professional sample was randomly selected from SHRM's membership database, which includes approximately 175,000 individual members. Only members who had not recently participated (approximately the last six months) in an SHRM survey were included in the sampling frame. Members who are students, consultants, academics, located internationally and who have no e-mail address on file were excluded from the sampling frame.

In late June 2003, an e-mail that included a hyperlink to the SHRM Workplace Violence Survey (the

actual survey instrument can be found at the end of this report) was sent to 2,000 randomly selected SHRM members who were part of the sampling frame. In the end, 1,755 e-mails were successfully delivered to respondents, and 270 HR professionals responded, yielding a response rate of 15%. The survey was online for respondents to complete for a period of two weeks. Three e-mail reminders were sent to sample members in an effort to increase the response rate.

The sample of 270 HR professionals in this survey was, for the most part, similar to the SHRM membership population. The sample consisted of a greater percentage of HR professionals from small and medium organizations compared to SHRM membership demographics. Readers are cautioned to keep this in mind when interpreting results.

Key Findings

More than one-half of HR professionals surveyed expressed some level of concern that workplace violence (i.e., physical assault, threatening behavior or verbal abuse) might occur at their organizations. A small percentage of respondents indicated that workplace violence had increased since January 2000, although the majority, about seven out of 10, believed that the number of violent incidents had remained the same. More than one-third of HR professionals perceived increased concern about workplace violence in employees since the September 11 attacks and another 11% due to the 2003 war in Iraq.

Almost two-thirds of HR professionals stated there had been some sort of violence at their organization since January 2000. The most common forms of workplace violence were: inappropriate language (e.g., vulgarity), verbal abuse and verbal threats of violence. Extreme forms of physical violence such as shooting, stabbing and fatal assault were among the least-reported forms of workplace violence, occurring in only a handful of the organizations surveyed.

The assailants/aggressors of workplace violence, according to HR professionals, were more often males than females. Victims, however, were reported as males and females in equal numbers although slightly more respondents indicated victims as females more often than males. More than one-quarter of the workplace violence victims were HR professionals. Almost three-quarters of workplace violence was committed by one employee toward another. Personal relationships of employees, girlfriend/boyfriend-to-employee, spouse-to-employee and ex-spouse-to-employee, accounted for approximately one

out of 10 violent incidents. According to HR professionals, personality conflict was the motivation for over one-half of all reported violence. Emotional problems/mental illness and family/marital/personal relationship problems also rated high on the list.

Training to identify warning signs leading to potentially violent behavior is thought to help deter violence, yet this research showed that less than one-half of HR managers received training even though HR departments hold the major responsibility for managing workplace violence prevention programs. About one-third of managers/supervisors and only 16% of employees, in general, received antiviolence training. Less than one-third of HR respondents indicated their organizations offered no workplace violence training at all.

Overall, almost nine out of 10 organizations have some type of policy in place to address workplace violence. About two-thirds of organizations have written policies that specifically address the following: weapons in the workplace, reporting incidents of violence, threats of violence and violent acts. Almost all organizations have a set procedure they follow when employees express threats of violence. About four out of 10 organizations have a zero tolerance policy of immediate termination. The second most common response is employee referral to an employee assistance program (EAP) or counseling.

As for security measures in place to avert violence, eight out of 10 organizations reported having systems that limit entry of nonemployees to the premises. Since January 2000, measures taken to increase security were limited public access to all or portions of their building, check-in desks to screen visitors,

and increased lighting on grounds and/or parking lots. The major reason for adding security was as a preventative measure. About 15% stated increased security was a result of September 11.

Analysis by organization size showed that large organizations (500 or more employees) often had

more programs and policies in place to address workplace violence than small organizations (0-99 employees). This preparedness is likely due to large organizations having higher averages of violent incidents compared to small organizations.

Key Research Terms

Correlation—The degree of connectedness or association between two variables. Is there a relationship between x and y ? Correlation does not necessarily indicate causality.

Mean (sometimes called “average”)—The mathematical average of all of the data points or observations in a set, calculated by adding the data and dividing the resulting sum by the number of data points. A mean may be affected by extreme data values.

Random sample—A representative sample of a population where each member of the population has an equal chance to be chosen for the research. A random sample can be generated in a variety of ways. Typically, however, random samples are generated by statistical software.

Sample (represented by n)—A subset of a population that represents the population to be studied. For example, consider that a researcher wants to study the U.S. population. It would be impractical

to study every U.S. resident, so the researcher chooses a part of it (a sample) representing the entire population. The sample must have the same characteristics as the entire population. Similarly, it is not prudent to study all SHRM members in a single study; therefore, we usually draw a smaller, representative sample.

Standard deviation (SD)—The dispersion of values around the mean. A small standard deviation indicates low variability among responses. A large standard deviation indicates high variability and a relative lack of consensus among responses.

Statistical significance—A condition occurring when the researcher can show (through specific tests for significance, such as a t-test) that the likelihood is small that the results occurred by chance. For example, if a researcher claims that the results are statistically significant at $p < .05$, the likelihood (probability) of these results occurring by chance only is less than 5%.

Adapted from “Understanding Survey Research Concepts and Terms” at www.shrm.org/research/terms.asp.

Survey Results

Throughout this report, conventional statistical methods were used to determine if observed differences were statistically significant (i.e., there is a small likelihood that the differences occurred by chance). Therefore, in most cases, only results that were statistically significant are included, unless otherwise noted, except for comparisons between 2003, 1999 and 1996 results.

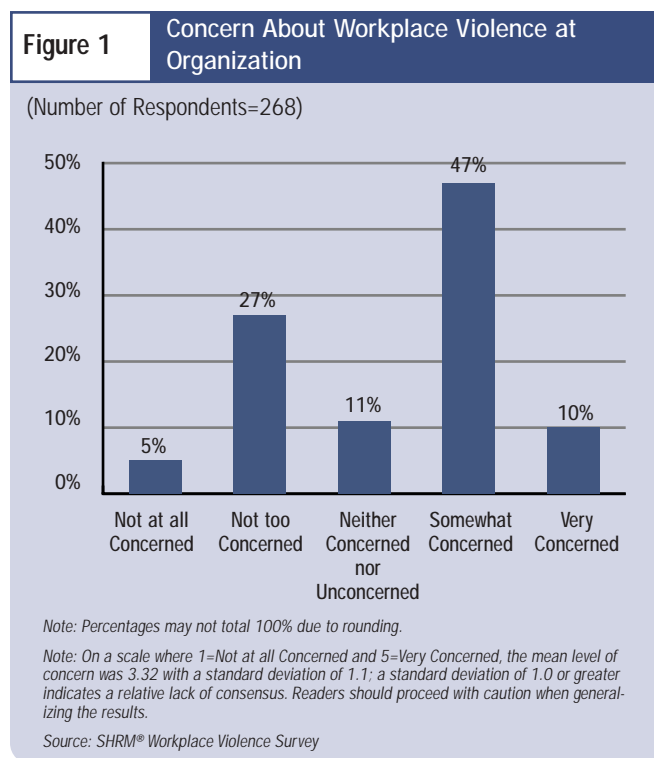
In addition, analysis by HR professionals' organization size are presented and discussed when applicable. Organizations are grouped into three categories based on the number of employees at the HR professionals' business location: small (0-99 employees), medium (100-499 employees) and large (500 and over employees).

A glossary of Key Research Terms is provided for readers to refer to in understanding the statistical terms used throughout this report.

Incidence(s) of Violence

This section explains the type of violence common to the workplace. It also looks at the gender of the aggressors and victims and the direction of violence. The possible motivations underlying violence and level of concern about violence in the workplace are also addressed.

Figure 1 describes the level of concern HR professionals have about workplace violence occurring at their organizations. Almost six out of 10 (57%) respondents expressed concern ("somewhat concerned" and "very concerned") about workplace violence, although the majority was only somewhat concerned. That workplace violence is a concern for HR professionals may be an outcome of stressful



work environments where employees are on edge due to excessive work, less time away from the office, and lack of job security. General tension and concern in the broader society may have impacted these results. Frequent news reports on violence, the creation of a Homeland Security office by the federal government, as well as beefed-up security and disaster planning efforts by organizations have probably made respondents more aware of the vulnerabilities faced by organizations in today's world.

Table 1 describes HR professionals' level of concern about workplace violence by organization size. Respondents from both medium and large organ-

Table 1 Concern About Workplace Violence by Organization Size

Organization Size	Number of Respondents	Mean	Std. Deviation	Not at all Concerned	Not too Concerned	Neither Concerned nor Unconcerned	Somewhat Concerned	Very Concerned
Small (0-99)	96	3.00	1.13	8%	32%	18%	36%	6%
Medium (100-499)	104	3.40	1.10	4%	27%	4%	56%	10%
Large (500 and over)	49	3.69	.96	2%	14%	10%	59%	14%

Note: Percentages may not total 100% due to rounding.

Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.

Source: SHRM® Workplace Violence Survey

Table 2 Reported Violent Incidents in the Workplace

(Number of Respondents=270)

Type of Incident	Number of Total Incidents	Average Number of Incidents per Organization	Percentage of Incidents
Inappropriate language (e.g., vulgarity)	2,362	12.37	54%
Verbal abuse	571	3.01	13%
Verbal threats of violence	326	1.73	7%
Sexual harassment	266	1.35	6%
Burglary	228	1.19	5%
Pushing/shoving	170	.90	4%
Fistfight	115	.59	3%
Threatening e-mails received by employees	91	.48	2%
Stalking	71	.37	2%
Robbery (holdup)	39	.21	1%
Threatening e-mails sent by employees	39	.21	1%
Bomb threat	33	.16	1%
Struck by a weapon	16	.09	0%
Suicide/self-directed violence	16	.08	0%
Rape/sexual assault	6	.03	0%
Shooting	4	.02	0%
Stabbing	2	.01	0%
Fatal assault (i.e., assault resulting in death)	1	.01	0%

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.

Source: SHRM® Workplace Violence Survey

organizations expressed more concern about violence occurring at their workplaces compared to small organizations. HR professionals at small organizations may be less concerned based on the fact that personal connections are often stronger with a smaller group of employees. In larger organizations, employees and their behaviors tend to blend into the “group,” making it difficult to get a sense of how individual employees might behave.

Respondents were asked about occurrences of violence at their facilities since January 1, 2000. The survey was sent to respondents in June 2003, therefore, the period of time they reported on was approximately three and one-half years (January 2000 to June 2003). Table 2 describes reported violent incidents in the workplace. It is important to keep in mind that these numbers are based on incidents known by or reported to HR. Violent incidents not revealed to HR professionals or others in the organization are not reflected in these results.

By far, the most commonly cited incident of workplace violence was inappropriate language (e.g., vulgarity), more than one-half (54%) of workplace violence from January 2000 to June 2003 took this form. Verbal abuse and verbal threats of violence were next at 13% and 7%, respectively. As mentioned earlier, although media accounts tend to focus on extreme acts of violence in the workplace such as murder and suicide, these types of incidents are relatively rare. Less than 1% of the incidents are attributed to fatal assault and suicide/self-directed violence, although the latter occurred more often

(see number of total incidents). Overall, 61% of the HR professionals surveyed indicated that some sort of violence had taken place at their organization in the past 3.5 years, while 24% indicated that there were no incidents of violence at their organizations during the same time period.

Table 3 compares the percentages of reported violence in the 2003, 1999 and 1996 surveys. In the 1999 and 1996 surveys there were lists of nine and six violent incidents, respectively, for respondents to choose. In 2003, this number was increased to 18. The percentages for the 2003 survey were adjusted so that a meaningful comparison could be made. Overall, there have been some decreases in the incidents of violence, although it is likely that these differences are negligible. The 2003 results showed that verbal threats of violence decreased from 41% in 1999 and 39% in 1996 to 33%. It may be that as more organizations have incorporated written workplace violence policies (see Figure 11 on page 14) the stakes for even verbal threats of violence have been raised. Zero tolerance policies stating threats of violence (as well as acts) are grounds for immediate dismissal are favored by organizations hoping to deter legal liabilities for violence in their workplace.

Figure 2 depicts the gender of the assailants/ aggressors and victims in the reported incidents of violence occurring at HR professional organizations. HR professionals indicated that nearly three-quarters (72%) of the violence was perpetrated by males more

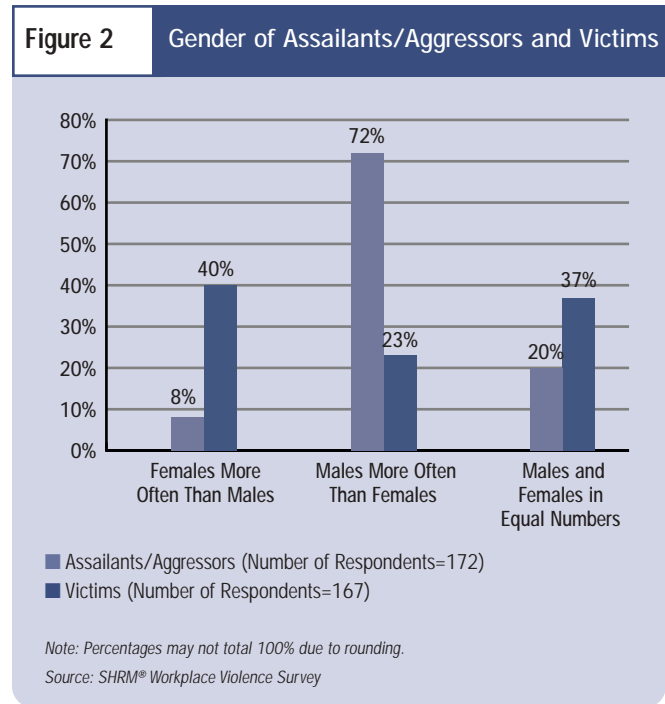


Table 3 Violent Incidents in the Workplace, 2003, 1999 and 1996 Comparison

Type of Incident	2003 Survey (Number of Respondents=270)	1999 Survey (Number of Respondents=681)	1996 Survey (Number of Respondents=1,016)
Verbal threats of violence	33%	41%	39%
Pushing/shoving	17%	19%	22%
Fistfight	12%	9%	13%
Stalking	7%	9%	--
Burglary/robbery	6%	9%	--
Bomb Threat	3%	7%	--
Rape/sexual assault	1%	0%	1%
Shooting	0%	1%	1%
Stabbing	0%	1%	1%

Note: Percentages for 2003 adjusted for comparison with 1999 data.

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.

Note: Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.

Note: "--" indicates that the response choice was not available in the 1996 survey.

Source: SHRM® Workplace Violence Survey

often than females. As for victims, HR respondents indicated that in 40% of the cases the victims were females more often than males, although nearly the same percentage (37%) said that the victims were males and females in equal numbers. The number of female victims is probably tied to incidents of sexual harassment as well as domestic violence. Studies

show that about 16% of women victims of homicide at work are due to domestic violence incidents. In fact, women are five times more likely than men to be attacked at work by an intimate partner.⁴ Women are also slightly more likely to be killed in the workplace by people they know such as co-workers, customers, spouses or friends.⁵

Table 4 Violent Incidents in the Workplace by Organization Size

	Overall n=270	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49	Differences Based on Organization Size Averages
Type of Incident	Average Number of Incidents				
Bomb threat	.16	.06	.17	.42	*
Burglary	1.19	.54	1.36	1.94	Large>Small
Fatal assault (i.e., assault resulting in death)	.01	.00	.01	.00	*
Fistfight	.59	.04	.42	1.92	Large>Small Large>Medium
Inappropriate language (e.g., vulgarity)	12.37	4.94	19.17	12.97	*
Pushing/shoving	.90	.16	.51	2.84	Large>Small Large>Medium
Rape/sexual assault	.03	.00	.04	.03	*
Robbery (holdup)	.21	.10	.17	.46	*
Sexual harassment	1.35	.37	1.39	2.76	Large>Small Large>Medium Medium>Small
Shooting	.02	.00	.04	.03	*
Stabbing	.01	.00	.01	.03	*
Stalking	.37	.11	.30	.81	Large>Small Large>Medium
Struck by a weapon	.09	.03	.03	.30	Large>Small Large>Medium
Suicide/self-directed violence	.08	.03	.13	.08	*
Threatening e-mails received by employees	.48	.10	.31	1.05	Large>Small Large>Medium
Threatening e-mails sent by employees	.21	.01	.25	.46	Large>Small
Verbal abuse	3.01	.80	2.45	7.36	Large>Small Large>Medium
Verbal threats of violence	1.73	.40	.94	5.39	Large>Small Large>Medium

Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.

*Differences not statistically significant.

Source: SHRM® Workplace Violence Survey

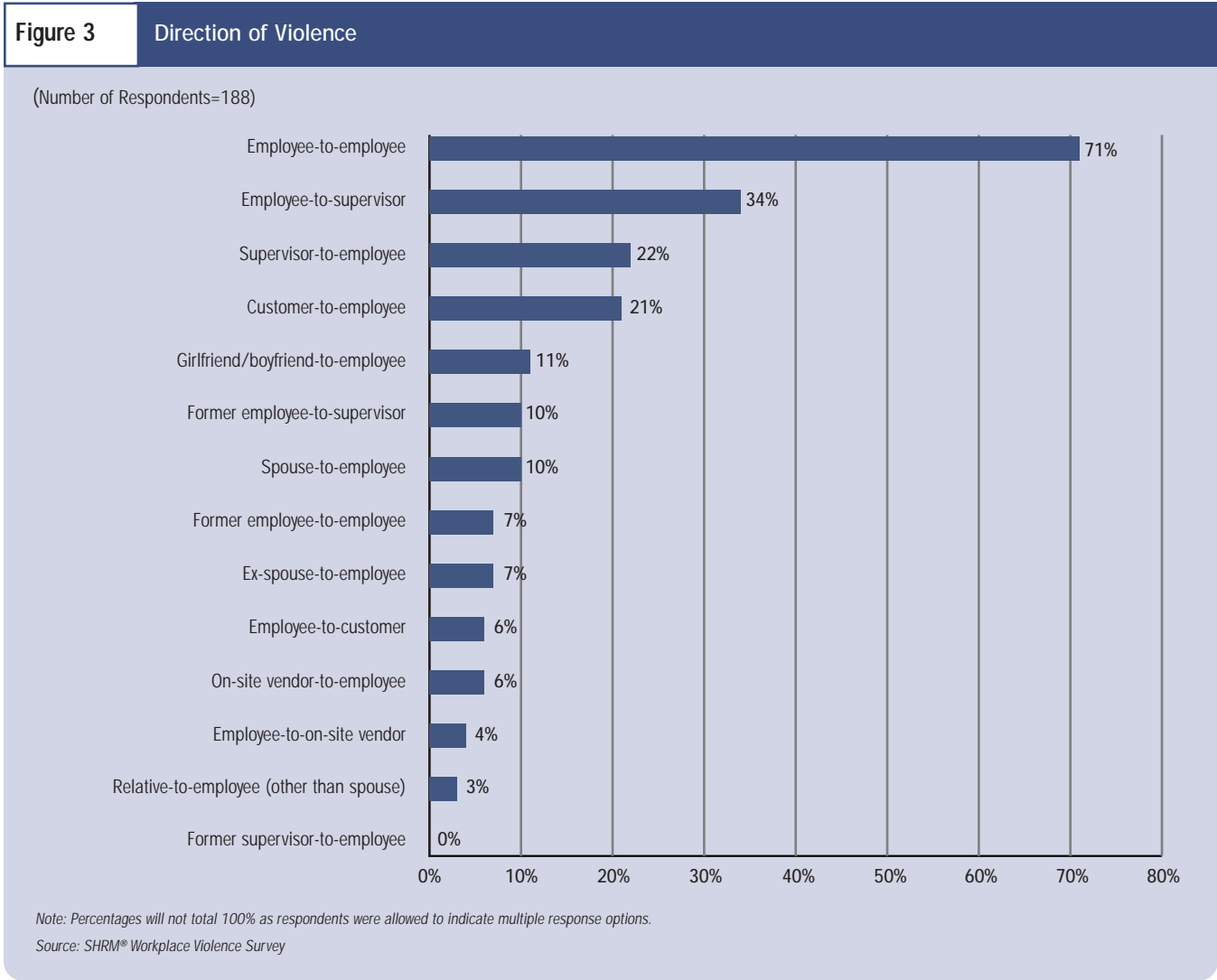
⁴ SHRM workplace violence toolkit. (2003). www.shrm.org/research/toolkits/violence.

⁵ Women's safety and health issues at work. Retrieved October 7, 2003, www.cdc.gov/niosh/injury/traumaviolence.html

Table 4 depicts the average number of violent incidents by organization size. Statistically significant differences based on organization size averages are also shown. As a general trend, it appears that larger organizations have a higher rate of average incidents than small organizations. While this is not surprising, these results do signify the necessity for larger organizations to have antiviolence programs in anticipation of greater incidences of violence. Small organizations were more likely to have had no incidents of violence in their organizations since January 1, 2000 compared to medium organizations.

Figure 3 depicts the direction of violence in the incidents reported by HR professionals. In the most com-

mon scenario, the direction of violence was employee-to-employee (71%) followed by employee-to-supervisor (34%). Twenty-two percent of the violent incidents were carried out by supervisor-to-employee and another 21% of the reported incidents were perpetrated by customers toward employees. Personal relationships of employees, such as girlfriend/boyfriend-to-employee (11%), spouse-to-employee (10%) and ex-spouse-to-employee (7%), brought violence into the workplace in approximately one out of 10 of the violent incidents reported by HR professionals. By providing help for employees harassed or stalked in domestic violence situations, employers are ensuring the health and safety for all employees as well as



potential victims. Domestic violence leads to increased costs for employers through higher absenteeism, turnover and lower productivity.

The workplace shootings highlighted in media accounts usually portray a disgruntled former employee, terminated or laid off, coming back to take revenge on co-workers. HR respondents reported that 10% of violent incidents in their organizations were committed by former employees toward their supervisors and another 7% by former employees toward other employees.

Table 5 depicts data describing the direction of violence by organization size. Larger organizations tended to be significantly different than small organizations. For example, the direction of violence was employee-to-employee according to 87% of HR professionals in medium organizations compared to

63% in small organizations. Twenty-eight percent of respondents from large organizations indicated that the direction of violence was former employee-to-supervisor compared to small (4%) and medium (6%) organizations. This same trend continues in spouse-to-employee for large (26%) compared to small (2%) organizations and girlfriend/boyfriend-to-employee for large (28%) compared to small (4%) and medium (10%) organizations.

How often are HR professionals the victims of violence in the workplace? Figure 4 shows that 17% of respondents indicated that HR professionals are rarely the target of violence and 9% stated they sometimes are. When HR professionals are the victims of workplace violence, it may be when employees receive “bad news,” and they see HR as responsible for that information and its consequences. Therefore, HR is sometimes a “potential target” for violent reactions.

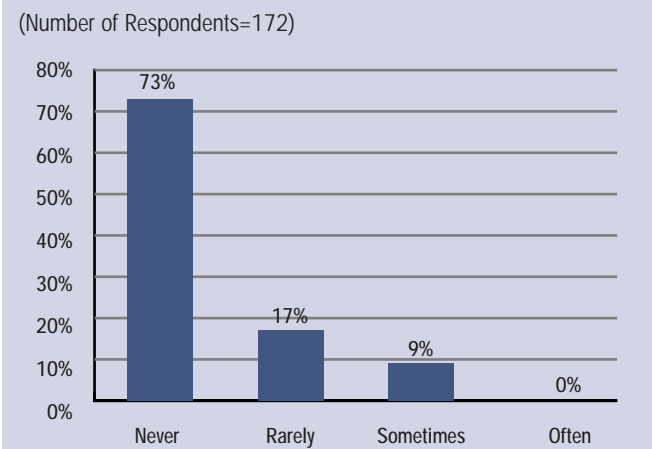
Working in human resources puts one in a position to know private details about employees whether they are issues related to the workplace or personal problems. This puts HR professionals in a unique role and makes it even more imperative that they are able to identify warning signs leading to potentially violent behavior. Later in this report, we will learn whether HR professionals are receiving this type of training.

Table 5 Direction of Violence by Organization Size

Direction of Violence	Overall n=188	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49
Employee-to-employee	71%	63%	87%	79%
Employee-to-supervisor	34%	29%	33%	51%
Supervisor-to-employee	22%	27%	26%	18%
Former employee-to supervisor	10%	4%	6%	28%
Former employee-to-employee	7%	6%	6%	10%
Former supervisor-to-employee	0%	0%	0%	0%
Employee-to-customer	6%	8%	9%	3%
Customer-to-employee	21%	19%	20%	33%
Employee-to-on-site vendor	4%	4%	4%	5%
On-site vendor-to-employee	6%	0%	11%	5%
Relative-to-employee (other than spouse)	3%	2%	5%	0%
Spouse-to-employee	10%	2%	10%	26%
Ex-spouse-to-employee	7%	0%	7%	18%
Girlfriend/boyfriend-to-employee	11%	4%	10%	28%

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.
 Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.
 Source: SHRM® Workplace Violence Survey

Figure 4 Frequency of HR Professionals as Victims



Note: Percentages may not total 100% due to rounding.
 Source: SHRM® Workplace Violence Survey

Table 6 examines motivations behind workplace violence. The top three motivations had one aspect in common—all were connected to factors inherent in employees themselves and not directly to a workplace issue. It could be interpreted that workplace violence is often the result of employees' personal lives mixing with their work environment. Personality conflict accounts for over one-half of the motivation behind all reported violence and was rated the number one motivation for workplace violence across all three survey years (2003 at 51%, 1999 at 55% and 1996 at 62%). This was followed by emotional problems/mental illness, which appears to have increased as a motivation in 2003 (39%) compared to previous years, 23% and 25% for 1999 and 1996, respectively.

Family/marital/personal relationship problems also rated high on the list at 39% in 2003 up from 27% in the 1996 workplace violence survey. Less than one-quarter (22%) of respondents indicated that firing or termination was a motivation in 2003.

About another one-quarter (23%) of HR respondents reported they did not know the motivation of the violence. One possible explanation why HR professionals are not aware of the reasons behind violent incidents is the imaginary line drawn in the workplace between work and personal life. Some employees consider their personal life separate from their job and choose to not discuss their personal life in the workplace. In addition, traditionally, performance on the job is based solely on the employee's accomplishments and is not

Table 6 Motivations for Workplace Violence, 2003, 1999 and 1996 Comparison

Type of Motivation	2003 Survey (Number of Respondents=188)	1999 Survey (Number of Respondents=681*)	1996 Survey (Number of Respondents=1,016*)
Personality conflict	51%	55%	62%
Emotional problems/mental illness	39%	23%	25%
Family/marital/personal relationship problems	39%	36%	27%
Don't know/no knowledge of motive*	23%	--	--
Firing or termination	22%	18%	16%
Work-related stress	22%	24%	27%
Drug/alcohol use	16%	15%	16%
Financial/legal difficulties	11%	--	--
Poor performance review	10%	--	--
Racial conflict	10%	--	--
Retaliation	10%	--	--
Demotion	4%	--	--
Employee strike/labor relations issue	4%	--	--
Layoff	4%	--	--
Occurred during the commission of a crime	4%	--	--
Religious conflict	3%	--	--
Self-defense	2%	--	--

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.

*Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.

Note: The differences between the 2003, 1999 and 1996 survey results are not necessarily statistically significant.

Note: "--" indicates that the response choice was not available in the 1999 and 1996 surveys.

Source: SHRM® Workplace Violence Survey

Table 7 Motivations for Workplace Violence by Organization Size

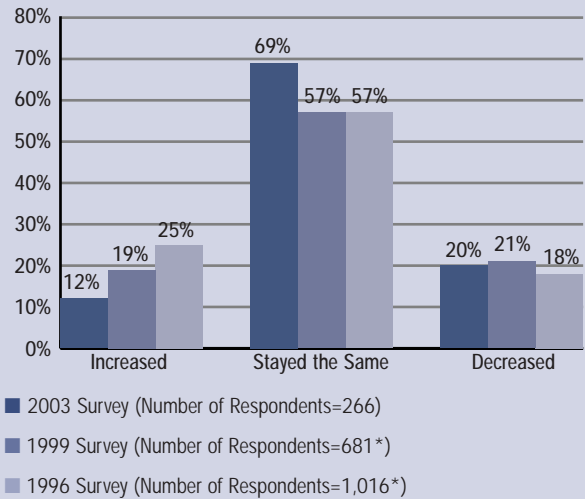
Type of Motivation	Overall n=188	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49
Demotion	4%	2%	6%	0%
Drug/alcohol abuse	16%	10%	13%	33%
Emotional problems/ mental illness	39%	33%	41%	59%
Employee strike/labor-relations issue	5%	4%	4%	10%
Family/marital/personal relationship problems	39%	23%	43%	64%
Financial/legal difficulties	11%	10%	13%	10%
Firing or termination	22%	10%	24%	36%
Layoff	4%	2%	5%	5%
Occurred during the commission of a crime	4%	2%	5%	5%
Personality conflict	51%	44%	62%	56%
Poor performance review	10%	15%	10%	8%
Racial conflict	10%	8%	7%	21%
Religious conflict	3%	0%	5%	3%
Retaliation	10%	4%	17%	8%
Self-defense	2%	0%	2%	3%
Work-related stress	22%	23%	22%	28%
Don't know/no knowledge of motive	23%	33%	26%	15%

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.
 Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.
 Source: SHRM® Workplace Violence Survey

influenced by outside factors (e.g., what is going on in the personal life of the employee).

These results underline the necessity for employers to offer support to employees dealing with personal issues through referrals to employee assistance programs (EAPs), offering conflict resolution programs, and mental health benefits coverage; the need for such programs is likely to grow. Clinical depression is on the rise and is one of the most common illnesses affecting one out of 10 working-

Figure 5 Change in Number of Violent Incidents in Workplace, 2003, 1999 and 1996 Comparison



Note: Percentages may not total 100% due to rounding.
 *Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.
 Note: Number of respondents for each survey are different based on variations in the initial sample size for the three surveys.
 Note: Each survey asked respondents to provide their answers based on the following time periods: 2003 Survey (2000 – 2003), 1999 Survey (1996 – 1999) and 1996 Survey (1994 – 1996).
 Source: SHRM® Workplace Violence Survey

age adults annually, according to SHRM's *Workplace Visions®: Mental Health Trends*.⁶ In difficult economic times, however, companies strive to find ways to cut costs, and unfortunately, programs that support employee health and well-being are sometimes the first programs to go. In the long run, eliminating such programs may be shortsighted.

Table 7 shows the motivations for workplace violence by organization size. Large organizations were significantly different than small organizations. Large organizations (33%) were more than twice as likely than both small (10%) and medium (13%) organizations to report drug/alcohol abuse as the motivation for violence. Family/marital/personal relationship problems were cited by 64% of large organizations as a motivation compared to 23% of small organizations. In addition, more than one-third (36%) of large organizations reported that firing or termination was

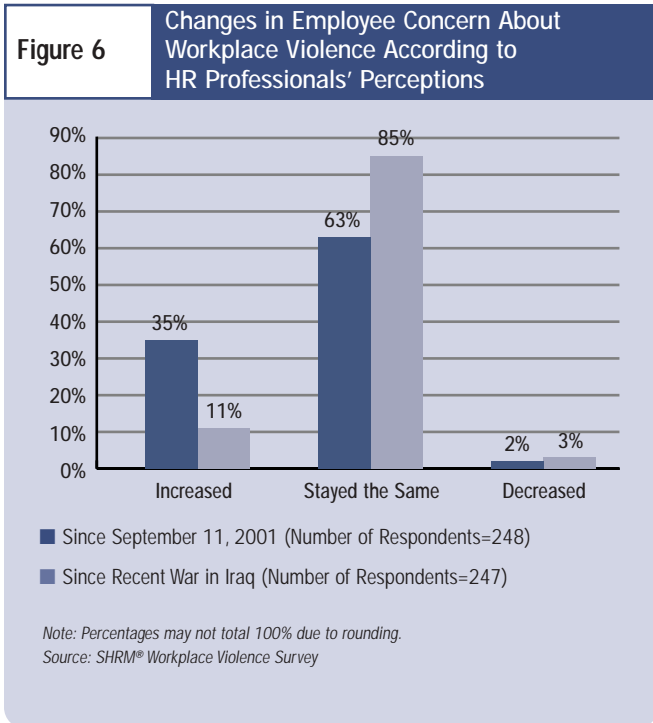
⁶ SHRM Workplace Visions®: Mental Health Trends. No. 2 – 2003 (www.shrm.org/trends/visions/).

the motivation while 10% of small organizations indicated so.

While it is difficult to determine the underlying causes of the differences by organization size, large organizations would benefit by concentrating their efforts on preventing violence by encouraging employees to utilize their mental health benefits for counseling and substance abuse treatment, when necessary. In addition, training for managers to help in identifying the warning signs of violence is especially important in large organizations.

Is workplace violence increasing, decreasing or staying the same? Figure 5 depicts these data. In 2003, 12% of the respondents stated that workplace violence had increased since January 1, 2000, although the majority, about seven out of 10, believed the number of violent incidents had remained the same. Compared to the 1999 and 1996 surveys, in 2003 there are fewer organizations reporting increased levels of violence. This is good news and may be the result of an emphasis on security, violence prevention policies, and training in organizations.

Figure 6 shows how September 11 and the 2003 war in Iraq have influenced employee concerns about violence at work. The majority of HR professionals believe that the level of employee concern about violence has stayed the same in spite of September 11 (63%) and the war in Iraq (85%). Yet, there is a sizable percentage of respondents who believe employee concerns have increased. More than one-third (35%) of employees are more concerned about workplace violence since the September 11 attacks, according to HR professionals. About one out of 10 (11%) employees have experienced increased concern due to the war in Iraq. This is not surprising considering that according to the Bureau of Labor Statistics, in 2001, the occurrence of anxiety, stress and neurotic disorders grew by about 20%.⁷ There is no doubt that employees have been affected by the impact of terrorist threats against the United States and that employers have responded to increased employee concerns by communicating measures taken to enhance security.



Before Violence Occurs

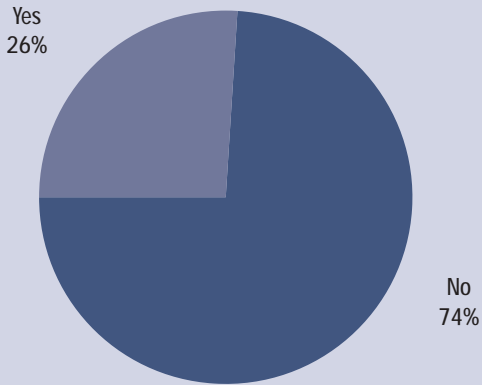
How do organizations prepare for and attempt to divert violence in the workplace? This section describes the policies and plans organizations have in place that address workplace violence. Also discussed is who in the organization is responsible for managing violence before it occurs.

When violence occurs, who responds? Figure 7 shows that about one-quarter (26%) of organizations have "workplace violence committees." Such committees are usually made up of designated and trained employees/managers who collectively respond. Workplace violence committees are often established in reaction to acts of violence in the workplace. It is the rare employer who proactively creates a workplace violence committee before violence erupts in the workplace. The advantages of such a team is that they are the first responders who know what to look for and what to do. Having an HR manager on this team as a representative of senior management is beneficial.

⁷ SHRM Workplace Visions®: New Challenges for Health and Safety in the Workplace. No. 3 – 2003 (www.shrm.org/trends/visions/).

Figure 7 "Workplace Violence Committee" Responding to Incidents of Violence

(Number of Respondents=253)



Note: Percentages may not total 100% due to rounding.
Source: SHRM® Workplace Violence Survey

Table 8 shows whether the existence of a workplace violence committee is influenced by organization size. Thirty-one percent of medium and 43% of large organizations had workplace violence committees compared to only 11% of small organizations.

Table 8 "Workplace Violence Committee" by Organization Size

Overall	Small (0-99)	Medium (100-499)	Large (500+)
n=253	n=96	n=104	n=49
26%	11%	31%	43%

Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents size who answered this question using the provided response options.
Source: SHRM® Workplace Violence Survey

Prevention and preparedness go hand in hand. Yet, fewer than one-half (42%) of HR managers received training to help identify warning signs leading to potentially violent behavior according to 2003 survey results, as shown in Figure 8. This was up from 32% in 1999 and 29% in 1996. About one-third of all managers/supervisors received such training in 2003, as did 35% and 28% in 1999 and 1996, respectively. Only 22% of all HR staff and 16% of employees in general received workplace violence training. Even more

striking is that 31% of organizations reported no workplace violence training at their organizations.

While many companies have policies against acts of violence in the workplace, the lack of training for HR professionals appears to be in direct contrast to what companies are suggesting is important by establishing these policies. In other words, the policies and the actions of companies (lack of training) are contradictory. Unfortunately, training programs are often established after there has been a significant act of violence. Training takes commitment of time and money on the part of the company. Unless the company has had significant experiences with workplace violence, training for HR professionals is

Figure 8 Staff Receiving Workplace Violence Training, 2003, 1999 and 1996 Comparison



■ 2003 Survey (Number of Respondents=270)
■ 1999 Survey (Number of Respondents=681)
■ 1996 Survey (Number of Respondents=1,016)

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.
Note: Number of respondents for each survey are different based on variations in the initial sample size for the three surveys.
Note: Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.
+Response choice was not available in previous surveys.
Source: SHRM® Workplace Violence Survey

not likely to be considered important in difficult economic times.

Table 9 depicts recipients of workplace violence training based on organization size. About one-half (51%) of HR managers in medium organizations received training compared to 31% in small organizations. All HR staff and all managers/supervisors in medium and large organizations are more than twice as likely to receive training than those in small organizations. In 24% of medium organizations, all employees receive workplace violence training, while in small organizations this number drops to 7%. Thirty-three percent of security guards in large organizations get training compared to 15% in medium and 3% in small organizations.

Large organizations have more funding for training programs, in general, and therefore it is logical they would offer workplace violence training to more groups than small organizations. What stands out is

Table 9 Staff Receiving Workplace Violence Training by Organization Size

Type of Staff	Overall n=270	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49
HR managers	42%	31%	51%	51%
All HR staff	22%	13%	27%	35%
All managers/supervisors	34%	19%	45%	47%
Employees in general	16%	7%	24%	16%
Administrative staff (receptionists/front desk personnel)	13%	11%	16%	12%
Security guards	14%	3%	15%	33%
None—have had no workplace violence training	31%	52%	19%	24%

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.

Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.

Source: SHRM® Workplace Violence Survey

Table 10 Measures to Prevent Workplace Violence

Type of Measure	2003 Survey (Number of Respondents=270)	1999 Survey (Number of Respondents=681)	1996 Survey (Number of Respondents=1,016)
A zero tolerance policy (immediate termination) in place for employee acts of violence	64%	--	--
A zero tolerance policy (immediate termination) in place for employee threats of violence	47%	--	--
Refer potential victims of domestic abuse to an EAP or counseling	46%	--	--
Refer potentially violent employees to an EAP or counseling	46%	52%	54%
Provide employees training on conflict resolution (e.g., with other employees and customers)	32%	33%	25%
Provide employees training on your organization's workplace violence policy	32%	--	--
Offer access to legal counseling or advice	28%	--	--
Aid employees in obtaining restraining orders against potential aggressors	16%	9%	10%
Offer anger management classes	16%	8%	--
Monitor employee e-mails or phone calls for threats or harassment	12%	--	--
Nothing	10%	--	--
The organization itself obtains restraining orders against potential aggressors	7%	--	--
Provide employees training to identify potential victims of violence	7%	--	--
Provide employees self-defense training	4%	--	--

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.

Note: The differences between the 2003, 1999 and 1996 survey results are not necessarily statistically significant.

Note: Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.

Note: "--" indicates that the response choice was not available in the 1999 and 1996 surveys.

Source: SHRM® Workplace Violence Survey

that more than one-half (52%) of small organizations reported no workplace violence training. This is more than double the percentage of medium (19%) and large (24%) organizations that reported offering no training. This may be an outcome, however, of more violent incidents taking place in larger organizations.

Under OSHA, employers have a legal obligation to provide a safe workplace for their employees. Table 10 describes measures organizations take to prevent violence in the workplace, according to HR professionals. One of the strongest antiviolence strategies is a zero tolerance policy that immediately terminates employees instigating or threatening violence. These types of policies give the message that organizations take threats and acts of violence seriously. Sixty-four percent of organizations indicated having a zero tolerance policy (immediate termination) in place for employee acts of violence. Less than one-half (47%) of organizations have such a policy in place for employee threats of violence.

The next most common measure used to prevent violence was the referral of potential victims of domestic abuse to an EAP or counseling, and the referral of potentially violent employees to an EAP or counseling, both at 46%. Employees who are fearful that domestic violence may follow them into the workplace may ask their employers for support.

Other noteworthy measures included aiding employees in obtaining restraining orders against potential aggressors and offering anger management courses, both at 16% in 2003. The use of these particular measures nearly doubled in 2003 compared to 1999 survey results. According to HR respondents, one out of 10 organizations did nothing specific to prevent violence in their workplace.

It appears that more and more organizations are taking an active role in shaping the prevention of violence at their organizations. It may be that employers realize that identifying potential areas for violence and proactively taking action is not only in the best interest of the potential victim but is also in the best interest of the company.

Table 11 depicts what organizations do to help prevent workplace violence by organization size. Larger

organizations tend to offer more antiviolence programs and training. More than twice as many large organizations (35%) aid employees in obtaining

Table 11 Measures to Prevent Workplace Violence by Organization Size

Type of Measure	Overall n=270	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49
Aid employees in obtaining restraining orders against potential aggressors	16%	10%	14%	35%
The organization itself obtains restraining orders against potential aggressors	7%	4%	7%	14%
A zero tolerance policy (immediate termination) in place for employee threats of violence	47%	51%	47%	55%
A zero tolerance policy (immediate termination) in place for employee acts of violence	64%	59%	71%	82%
Monitor employee e-mails or phone calls for threats or harassment	12%	8%	15%	14%
Offer access to legal counseling or advice	28%	23%	33%	37%
Offer anger management classes	16%	15%	19%	16%
Provide employees self-defense training	4%	2%	3%	8%
Provide employees training on conflict resolution (e.g., with other employees and customers)	32%	24%	38%	45%
Provide employees training on your organization's workplace violence policy	32%	21%	41%	41%
Provide employees training to identify potential victims of violence	7%	4%	7%	10%
Refer potential victims of domestic abuse to an EAP or counseling	46%	34%	55%	69%
Refer potentially violent employees to an EAP or counseling	46%	29%	57%	69%
None—nothing specific has been done to help prevent violence in our workplace	10%	19%	7%	2%

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.

Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.

Source: SHRM® Workplace Violence Survey

restraining orders against potential aggressors. Only 10% of small and 14% of medium organizations reported doing so. Large employers are stricter on violence, 82% have a zero tolerance policy for acts of violence resulting in immediate termination. Fifty-nine percent of small organizations have this policy. Training on conflict resolution has been shown to be effective in helping employees deal with confrontations, 45% of large organizations offer this training to employees compared to 24% of small organizations.

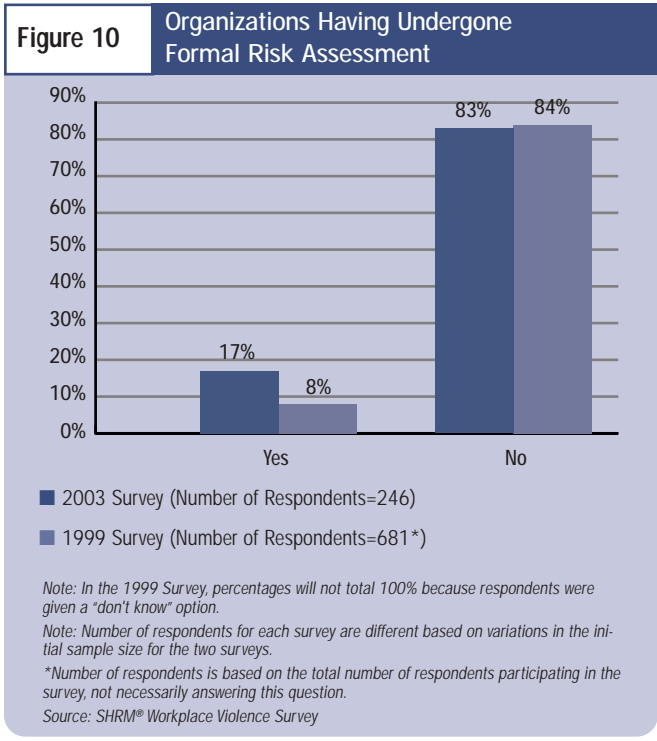
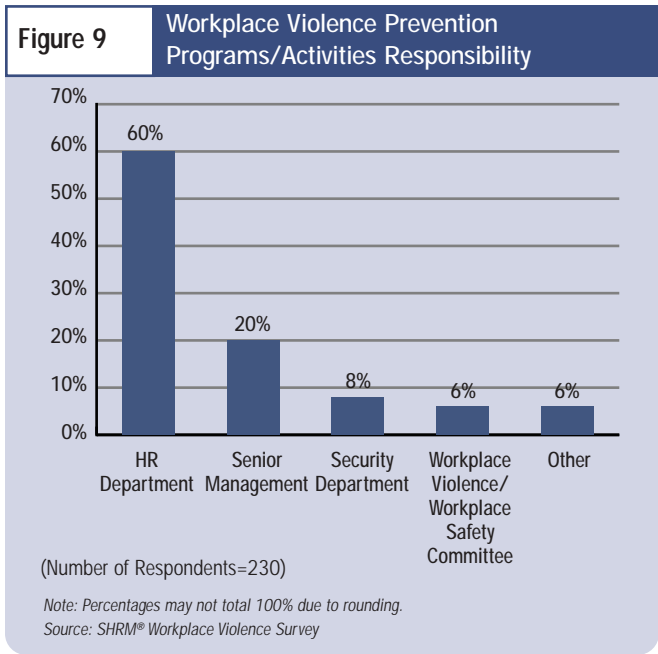
Having a workplace violence policy is one approach, but making sure that employees are trained in it is another. Both large and medium organizations (both at 41%) report offering this training at a rate nearly double that of small organizations (21%). Referring potential victims of domestic violence and potentially violent employees to an EAP or counseling is also more commonly seen in medium and large organizations compared to small organizations. Last, of organizations that stated that nothing specific is done to help prevent violence in their workplace, 19% were small organizations compared to only 7% of medium and 2% of large organizations.

Figure 9 explains the parties responsible for violence prevention programs/activities. The majority of respondents, 60%, indicated that the HR department

is in charge of managing prevention while 20% stated senior management carried out these responsibilities. Yet, while the survey data indicate HR is responsible for violence prevention programs and activities, there is a disconnect in that respondents also indicated that fewer than one-half of HR managers (42%) receive training to help identify warning signs of potentially violent behavior (Figure 8). Eight percent and 6%, respectively, of HR professionals indicated that their security department and workplace violence/workplace safety committee carried out these activities.

Figure 10 illustrates the percentage of organizations undergoing a formal risk assessment of the potential for violence in their workplaces. In 2003, 17% of the organizations had taken part in an assessment, double the percentage in 1999 (8%). This is most likely an outcome of increased security initiatives since September 11 and attempts by organizations to improve their emergency response strategies.

A written workplace violence plan is not a fool-proof way to prevent violence, but it does provide a set of rules that the organization can fall back on.

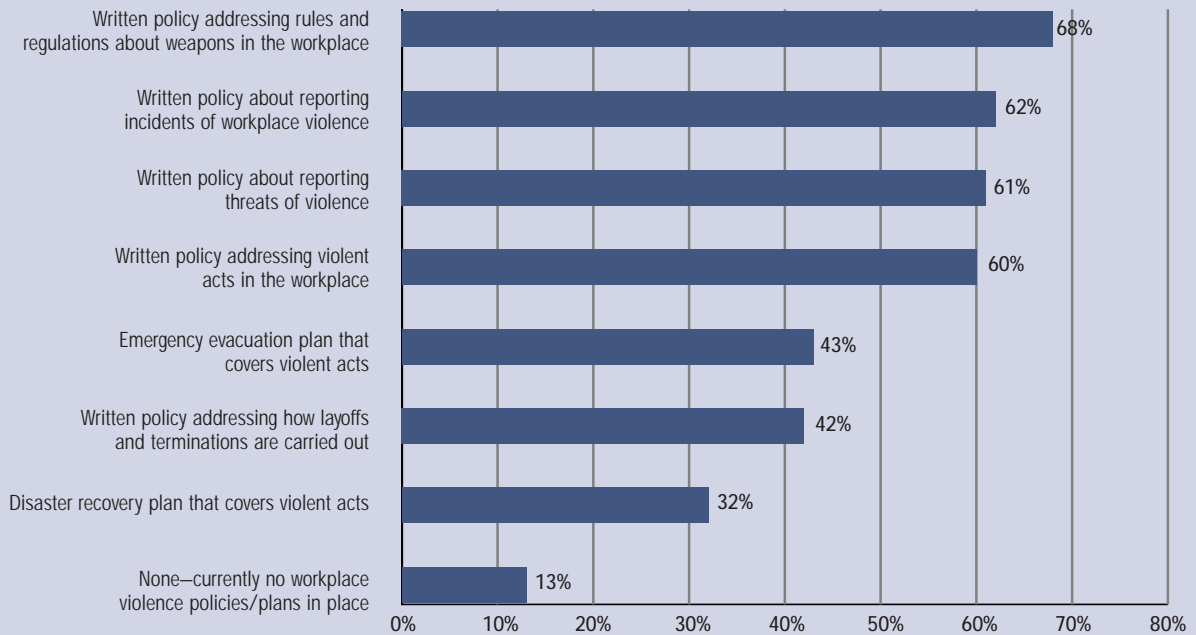


In addition, if communicated properly to employees, written policies can make potential aggressors and victims fully understand the consequences of violence. Figure 11 explains the various workplace violence policies/plans organizations currently have in place. Overall, 87% of organizations have a written policy in place that attempts to deter and deal with workplace violence. Only 13% have no written policy in place. When we look at the different types of policies we see that 68% of organizations have a written policy that specifically address weapons in the workplace. Almost two-thirds of the organizations surveyed have written policies directed toward reporting incidents of workplace violence (62%); threats of violence (61%); and violent acts in the workplace (60%). Another 42% have written policies about how layoffs and terminations are to be carried out, providing a systematic way to deal with potentially distraught employees.

Table 12 illustrates workplace violence plans/policies in relation to organization size. As can be seen in the table, medium and large organizations are more similar in their approaches than small organizations. Thirty-eight percent of medium and 51% of large organizations have a disaster recovery plan in place that covers violent acts; 22% of small organizations have such a plan. The same pattern is observed for emergency evacuation plans that cover violent acts—54% and 61% for medium and large companies, respectively—28% for small. Weapons in the workplace are addressed through written rules and regulations by more than three-quarters of medium (78%) and large (86%) organizations and by more than one-half (58%) of small organizations. Of those organizations that indicated that they currently have no workplace violence policies or plans in place, 22% were small organizations compared to 8% of medium organizations.

Figure 11 Workplace Violence Policies/Plans Currently in Place

(Number of Respondents=270)



Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.

Note: Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.

Source: SHRM® Workplace Violence Survey

Table 12 Workplace Violence Policies/Plans by Organization Size

Type of Policies/Plans	Overall n=270	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49
Disaster recovery plan that covers violent acts	32%	22%	38%	51%
Emergency evacuation plan that covers violent acts	43%	28%	54%	61%
Written policy addressing how layoffs and terminations are carried out	42%	43%	45%	43%
Written policy addressing violent acts in the workplace	60%	56%	68%	69%
Written policy addressing rules and regulations about weapons in the workplace	68%	58%	78%	86%
Written policy about reporting threats of violence	61%	56%	66%	76%
Written policy about reporting incidents of workplace violence	62%	57%	67%	76%
None—currently have no workplace violence policies/plans in place	13%	22%	8%	8%

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.
Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.
 Source: SHRM® Workplace Violence Survey

Although only 42% of organizations (Figure 11) have written policies about how to execute layoffs and terminations, 70% reported escorting laid-off/terminated employees from the company premises. HR professionals are sometimes in potentially vulnerable situations that require diligent crisis management. Having action plans that guide them in preparing for worst-case scenarios go a long way. These data are depicted in Figure 12.

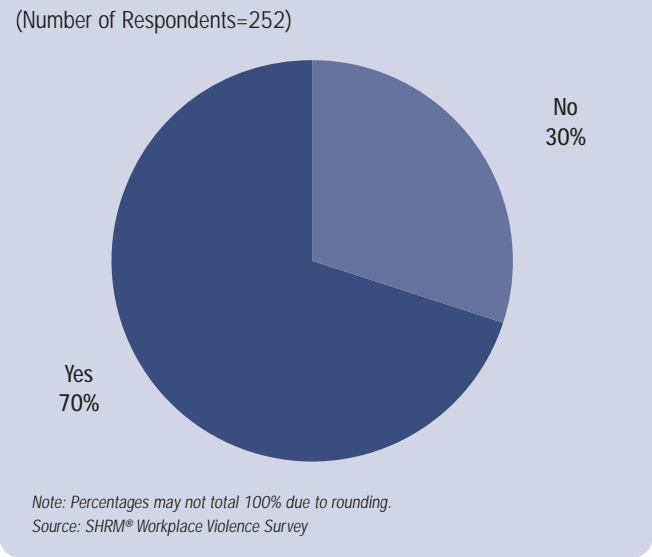
Table 13 shows that when it comes to escorting laid-off or terminated employees from the company premises, medium organizations (77%) do so more than small organizations (60%).

Table 13 Laid-Off/Terminated Employees Escorted From Company Premises by Organization Size

Overall n=252	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49
70%	60%	77%	73%

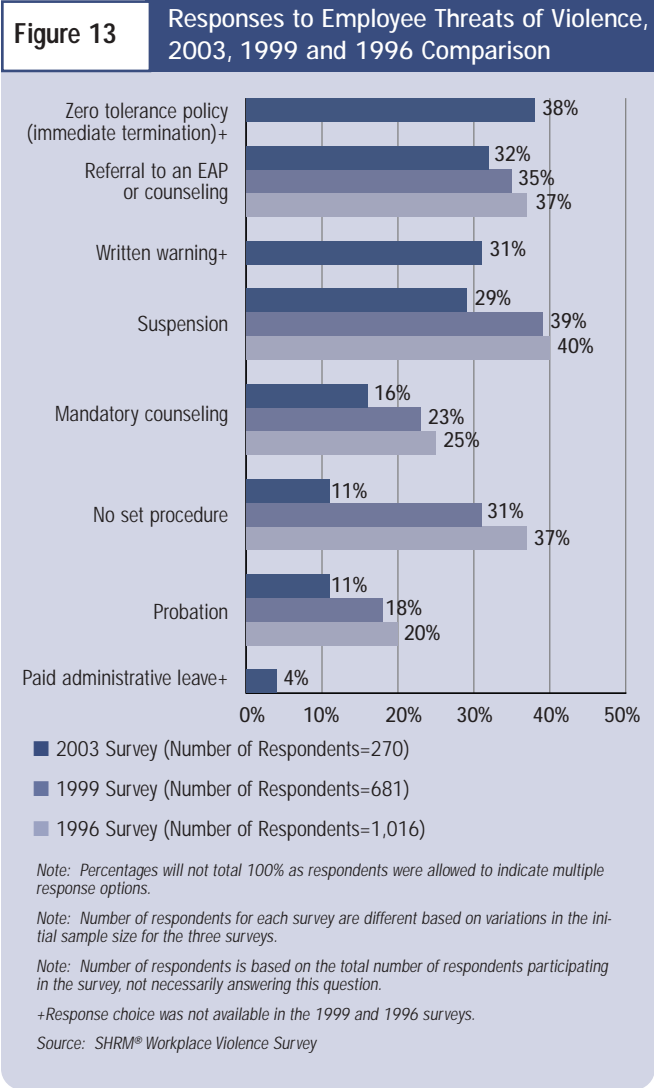
Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.
 Source: SHRM® Workplace Violence Survey

Figure 12 Laid-Off/Terminated Employees Escorted From Company Premises



If an employee threatens to harm a co-worker, what do companies do? From Figure 11 we know that 61% of organizations have written policies stating that violent threats need to be reported. When a threat is reported, what is next? According to Figure 13, almost all organizations have set procedures they follow when employees express threats of violence. Only 11% of the organizations in 2003 reported no such procedure. This percentage is in fact almost three times lower than what it was in 1999 and 1996, when 31% and 37% of organizations, respectively, reported having no set procedure to deal with employee threats of violence. This is quite encouraging. It means that most companies are confronting threats seriously. The course of action taken by organizations, however, may vary depending on the nature of the threat. Twenty-one percent of HR

respondents, however, reported this question was not applicable because they had not actually had any threats of violence at their organization. This option was not available for the 1999 and 1996 survey respondents and therefore may be influencing these results.



According to HR professionals, more than one-third (38%) of organizations have responded to employee threats of violence by immediate termination. Thirty-two percent of HR respondents indicated that the employee is referred to an EAP or counseling while another 31% stated that the employee would be given a written warning.

Do companies respond to threats of violence from employees differently based on organization size? Table 14 depicts these data. Medium and large organizations more than small organizations are likely to take action on employee threats of violence in the following ways: employee probation, employee referral to an EAP or counseling, and by written warning. In most cases, larger organizations use these responses about two to three times more often than small companies. It is important to mention that 36% of small companies reported having no threats of violence from employees in contrast to medium (16%) and large (6%) organizations. These data alone may explain why small organizations have less well-defined antiviolence policies/practices—violence simply occurs less in these organizations.

Table 14 Responses to Employee Threats of Violence by Organization Size

Type of Responses	Overall (n=270)	Small (0-99) (n=96)	Medium (100-499) (n=104)	Large (500+) (n=49)
Mandatory counseling	16%	13%	21%	16%
Probation	11%	4%	16%	16%
Paid administrative leave	4%	3%	5%	8%
Referral to an EAP or counseling	32%	19%	37%	55%
Suspension	29%	17%	32%	55%
Written warning	31%	20%	38%	45%
Zero tolerance policy (immediate termination)	38%	33%	46%	43%
No set procedure	11%	9%	15%	8%
Not applicable—have had no threats of violence from an employee	21%	36%	16%	6%

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.
 Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options

If an employee makes a violent threat, who deals with it? Figure 14 depicts these data. The majority of respondents (58%) indicated that the HR department is tasked with dealing with violent threats, followed by senior management at 20%. Only 9% of HR

respondents indicated that the security department is responsible for dealing with employee threats of violence. It is worth noting that the group receiving the most workplace violence training is HR managers and the group most responsible for handling violence

prevention programs/activities is the HR department (Figures 8 and 9).

Small organizations (34%) rely on senior management to handle employee threats of violence more than both medium (15%) and large (2%) organizations. Twelve percent of large organizations, on the other hand, rely on their security department to deal with such incidents compared to only 1% of small organizations. These data are shown in Table 15.

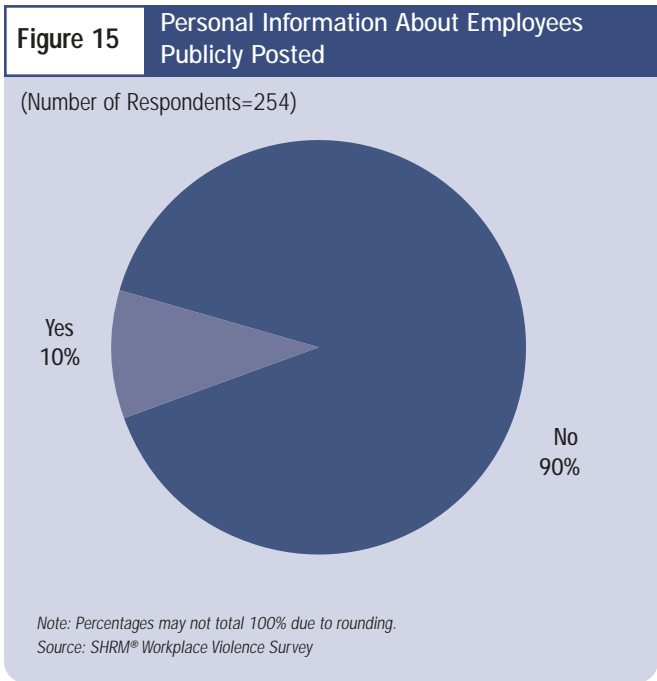
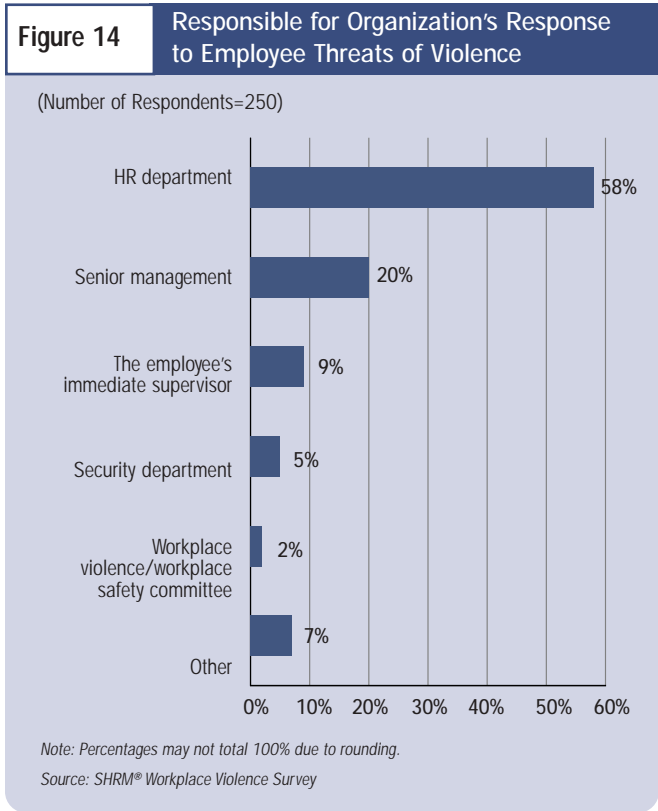


Table 15 Responsible for Employee Threats of Violence by Organization Size

	Overall n=250	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49
Senior management	20%	34%	15%	2%
The employee's immediate supervisor	9%	9%	9%	8%
The HR department	58%	50%	62%	67%
The security department	5%	1%	5%	12%
Workplace violence committee/ workplace safety committee	2%	0%	4%	2%

Note: Percentages may not total 100% due to rounding.
Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.
Source: SHRM® Workplace Violence Survey

Organizations can take many steps to minimize the potential for violence in their organizations. One way is to limit access to employee personal information. As stated earlier in this report, the majority of the violence that takes place in the workplace is directed from one employee to another. Therefore, for potential liability reasons, it is vital that organizations keep personal information about employees private. Respondents were asked if home addresses and phone numbers of employees are publicly posted on the company intranet, bulletin boards, etc., easily accessible to all employees. Only 10% of HR professionals indicated that this type of information was publicly posted. These data are depicted in Figure 15.

The close-knit work environment that often characterizes organizations with fewer than 100 employees may mean these organizations do not censor personal information about employees to the same degree as other organizations. In fact, of those organizations that publicly post personal information about employees for all to access, 18% were small organizations compared to 6% of medium organizations. These results are shown in Table 16.

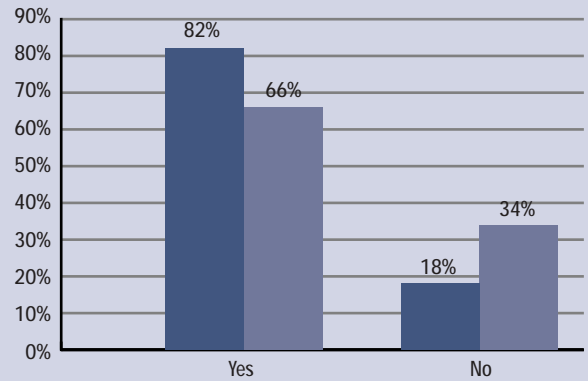
Table 16 Employee Information Publicly Posted by Organization Size

Overall	Small (0-99)	Medium (100-499)	Large (500+)
n=254	n=96	n=104	n=49
10%	18%	6%	4%

Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.

Source: SHRM® Workplace Violence Survey

Figure 16 Investigate Backgrounds of Potential Employees, 2003 and 1996 Comparison



■ 2003 Survey (Number of Respondents=253)
 ■ 1996 Survey (Number of Respondents=1,016*)

Note: Percentages may not total 100% due to rounding.

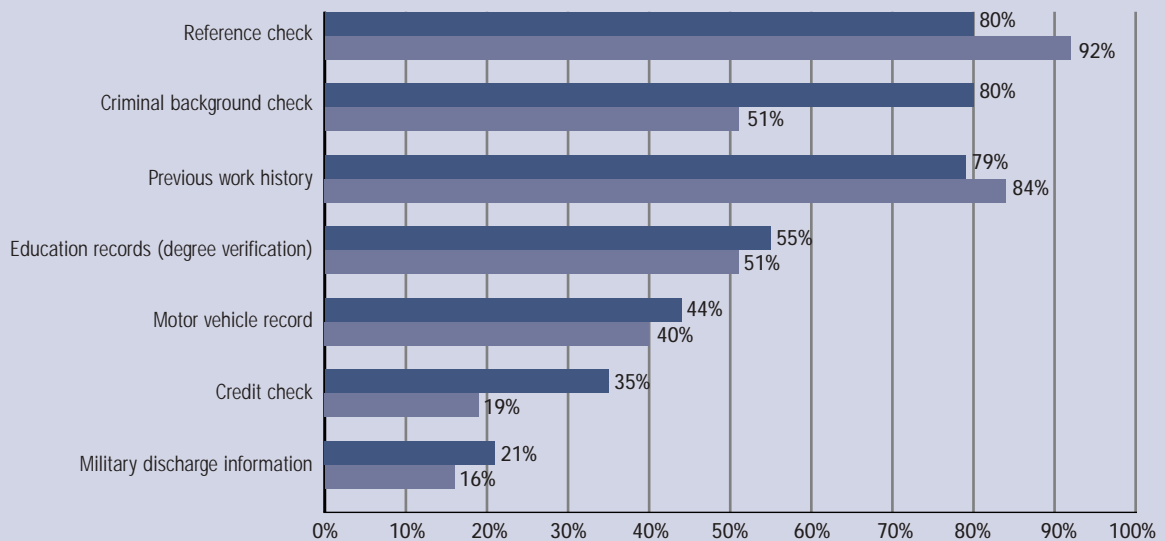
Note: Data are not available for 1999.

Note: Number of respondents for each survey are different based on variations in the initial sample size for the two surveys.

*Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.

Source: SHRM® Workplace Violence Survey

Figure 17 Background Investigation of Potential Employees, 2003 and 1996 Comparison



■ 2003 Survey (Number of Respondents=208)
 ■ 1996 Survey (Number of Respondents=1,016*)

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.

Note: Data are not available for 1999.

Note: Number of respondents for each survey are different based on variations in the initial sample size for the two surveys.

*Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.

Source: SHRM® Workplace Violence Survey

Another step to reduce the likelihood of potential violence from employees is to investigate the backgrounds of employees during the hiring process. Although background checks are not perfect, they sometimes bring to the forefront behaviors that might be predictive of future violence. Background checks are not only a best practice in hiring, they also protect employers from negligence should a hired employee become violent at work. Employers may be held liable for not putting the legwork into ensuring a safe work environment. Most companies do investigate their potential employees; in fact 82% of HR professionals indicated so, up from 66% in the 1996 survey. These data can be seen in Figure 16.

How do organizations investigate the backgrounds of potential employees? Figure 17 depicts these results. Reference checks (80%), criminal background checks (80%) and previous work history (79%) are the most common methods according to HR professionals. The percentage of organizations that perform criminal background checks in 2003 is up from 51% in the 1996 survey. More employers are using credit checks in 2003 (35%) compared to in 1996 (19%). These efforts show that organizations are using a host of ways to check up on new employees they intend to bring into the workplace.

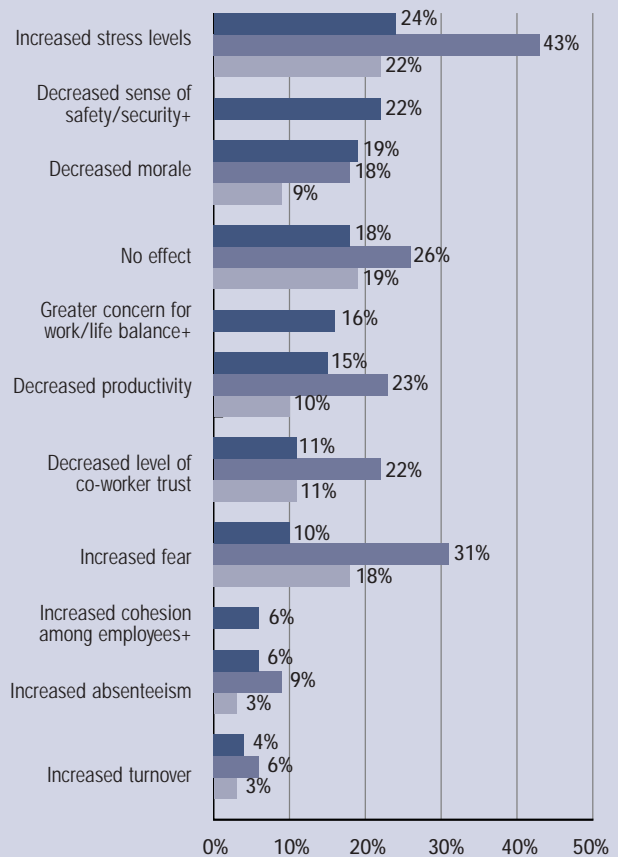
Table 17 Background Investigation of Potential Employees by Organization Size

	Overall n=208	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49
Credit check	35%	33%	37%	35%
Criminal background check	80%	69%	85%	86%
Education records (degree verification)	55%	47%	51%	77%
Military discharge information	21%	10%	19%	44%
Motor vehicle record	44%	39%	46%	51%
Previous work history	79%	72%	80%	93%
Reference check	80%	75%	82%	86%

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.
 Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.
 Source: SHRM® Workplace Violence Survey

Table 17 describes differences in investigating the backgrounds of potential employees by organization size. While 85% of medium organizations conduct criminal background checks on potential employees, only 69% of small organizations do so. Large organizations, however, really stand out in the efforts they go to ensure that hired employees are up to par. They are more likely to put the time into verifying education records (77%), military discharge records

Figure 18 Effects of Workplace Violence on Employees, 2003, 1999 and 1996 Comparison



- 2003 Survey (Number of Respondents=270)
- 1999 Survey (Number of Respondents=681)
- 1996 Survey (Number of Respondents=1,016)

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.
 Note: Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.
 +Response choice was not available in the 1999 and 1996 surveys.
 Source: SHRM® Workplace Violence Survey

(44%) and previous work history (93%) compared to small and medium organizations.

After Violence Occurs

Organizations may do all they can to prevent violence from happening, but if it does happen, what do they do then? Is there an action plan for dealing with the aftermath of violence? How do employees cope when violent incidents occur in the workplace? This section attempts to uncover answers to these questions.

Figure 18 shows how HR professionals think that violence in their organizations has affected employees. Increased stress levels (24%) and a decreased sense of safety (22%) along with decreased morale (19%) were the top outcomes cited. Almost two out of 10 (18%) HR professionals stated that workplace violence had no effect on employees in their organiza-

tions. Only 4% of HR respondents indicated that violence in the workplace resulted in increased turnover.

Table 18 depicts how organization size influences the way employees are affected by workplace violence. Greater percentages of respondents from medium and large organizations, compared to small organizations, indicated the following effects of workplace violence: decreased employee morale, decreased employee productivity, decreased feelings of safety/security among employees, and increased employee stress levels. Large organizations were also distinctively different from small and medium organizations in some cases. They reported three to four times higher incidences of increased absenteeism and increased fear among employees after workplace violence incidents. Large organizations (27%) were three times more likely than small organizations (9%) to specify that employees displayed a greater concern for work/life balance after violent incidents.

Overall, organization size matters when it comes to the development and implementation of programs meant to deter violence. The ways that larger organizations deal with workplace violence is sometimes substantially different than small organizations. This is likely an outcome of larger companies buying into prevention and planning because they have experienced workplace violence and perhaps more fully understand its detrimental effects on employees and the organization as a whole.

After workplace violence occurs, organizations often reach out to help employees. Table 19 depicts the various actions employers take to alleviate the aftermath of violence; data are compared from the 2003, 1999 and 1996 surveys, when possible. By and large, most organizations offer some form of counseling to employees to help deal with the shock of violence. Nearly two-thirds (64%) of companies, according to HR respondents, offer counseling for victims of violence. This percentage is two times greater than what HR professionals reported in the 1996 survey (32%). Likewise, more than one-half of organizations (55%) also offer counseling to employees not directly involved in the incident. In the 1999 and 1996 surveys, the percentage of organizations

Table 18 Effects of Workplace Violence on Employees by Organization Size

Effects of Violence	Overall n=270	Small (0-99) n=96	Medium (100-499) n=104	Large (500+) n=49
Decreased level of co-worker trust	11%	6%	14%	14%
Decreased morale	19%	9%	23%	33%
Decreased productivity	15%	5%	19%	31%
Decreased sense of safety/security	22%	11%	27%	41%
Increased absenteeism	6%	1%	6%	18%
Increased cohesion among employees	6%	4%	11%	2%
Increased fear	10%	5%	8%	27%
Increased stress levels	24%	13%	29%	39%
Increased turnover	4%	3%	3%	12%
Greater concern for work/life balance	16%	9%	19%	27%
No effect	18%	17%	25%	14%
Not applicable—no incidents of violence have occurred	34%	56%	24%	22%

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.

Note: Sample sizes of the organization size categories are based on the actual number of respondents answering the organization size question; however, the percentages shown are based on the actual number of respondents who answered this question using the provided response options.

Source: SHRM® Workplace Violence Survey

Table 19 Type of Help for Employees After Workplace Violence, 2003, 1999 and 1996 Comparison

Type of Help	2003 Survey (Number of Respondents=270)	1999 Survey (Number of Respondents=681)	1996 Survey (Number of Respondents=1,016)
Offer counseling for victims	64%	50%	32%
Offer a debriefing session for employees	58%	--	--
Offer counseling for employees not directly involved in the incident	55%	30%	20%
Allow employees to take liberal leave/leave of absence	34%	15%	10%
Create new policies to prevent future acts of violence	32%	--	--
Offer counseling to the victim's family	32%	9%	9%
Offer counseling to the aggressor/assailant	30%	29%	19%
Aid employees in job relocations within organization	18%	11%	7%
Aid employees in job relocations outside the organization	8%	--	2%
Nothing	6%	11%	--

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.
 Note: The differences between the 2003, 1999 and 1996 survey results are not necessarily statistically significant.
 Note: Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.
 Note: "--" indicates that the response choice was not available in the 1999 and 1996 surveys.
 Source: SHRM® Workplace Violence Survey

offering this type of help was 30% and 20%, respectively.

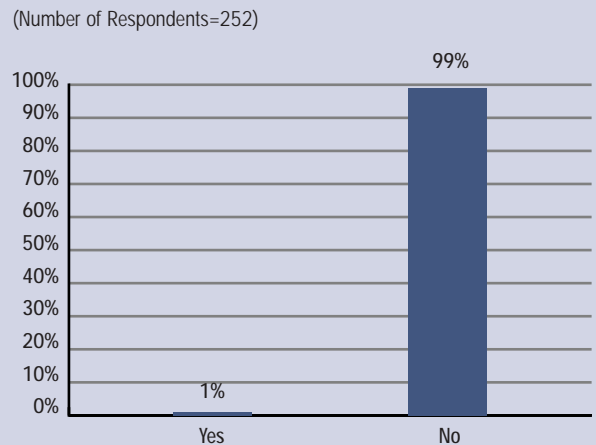
Allowing for employees, whether they are victims or not, to freely talk about the violent incident and express their fears, thoughts and reactions through debriefing is an important step to healing according to mental health experts. That 58% of companies offer a debriefing session for employees shows that most employers are up to speed on what needs to be done to normalize the workplace after violence. Also of interest is that in 2003, 32% of organizations offered counseling to the victim's family up from 9% in 1996 and 1999. As a result of September 11, it has become more commonplace for employers to offer counseling to the victim and the victim's family.

In an ideal world, violence would not happen. This is not the reality, however, and many times people learn from unfortunate events. This is the case with organizations as well. Nearly one-third of organizations (32%) indicated that they created new policies to prevent future acts of violence after an incident of workplace violence. It is also encouraging that only 6% of the organizations indicated that they do nothing to

help employees after workplace violence. Since 1999, this number has dropped from 11%.

A recent *HR Magazine*® article on workplace violence explained that employers are increasingly being held responsible for workplace violence injuries and sued for negligence.⁸ Employers can be found liable for fail-

Figure 19 Organization Found Legally Liable for Workplace Violence



Note: Percentages may not total 100% due to rounding.
 Source: SHRM® Workplace Violence Survey

⁸ *HR Magazine*. Bulletproof Practices (November 2002). 34-42.

ing to keep workers safe, for example, if they do nothing after an employee complains about potential threats or for negligent hiring practices. According to HR professionals in this survey, however, it is still relatively uncommon for employers to be held legally accountable for workplace violence. In fact, only 1% of respondents indicated so. Even with such low odds, it is imperative that organizations have adequate security measures and solid written antiviolence programs in place. These data are depicted in Figure 19.

Security Measures

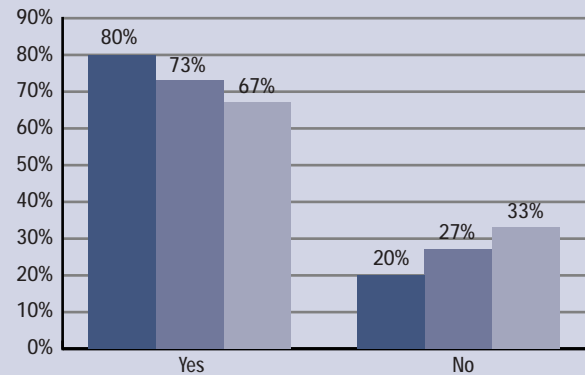
This section describes ways that organizations use security to keep employees safe.

Figure 20 looks at the percentage of organizations that have a security system designed to control entry into their buildings. Eight out of 10 organizations have a system that limits or monitors access of nonemployees to the premises. It appears that the percentage of organizations utilizing such systems has increased over the years. By now, in 2003, the general public has become accustomed to greater security and limited public access to workplaces in response to September 11 and employers' overall heightened awareness of employee safety.

Figure 21 explains why some organizations do not have security systems in their workplaces. Of the 20% of organizations that indicated they did not control access to their buildings, the majority stated they could not do so because their place of business was open to the public (46%). Another 36% believed that there was little potential for violence, followed by 24% that indicated it was too expensive. Last, two out of 10 simply felt that there was no need for a security system.

Those organizations that had security systems in place were asked what type of security measures they had implemented since January 1, 2000 or if they planned to implement a system in the next 12 months. Table 20 depicts these data and compares the results to previous workplace violence surveys. According to HR professionals, few organizations plan to implement security measures in the next 12 months. Of those that have installed a new security

Figure 20 Security System Controlling Access to Building, 2003, 1999 and 1996 Comparison

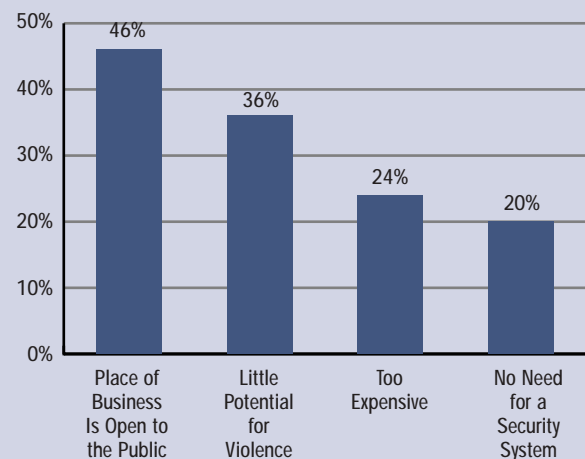


■ 2003 Survey (Number of Respondents=253)
 ■ 1999 Survey (Number of Respondents=681*)
 ■ 1996 Survey (Number of Respondents=1,016*)

*Note: Percentages may not total 100% due to rounding.
 Note: Number of respondents for each survey are different based on variations in the initial sample size for the three surveys.
 *Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.
 Source: SHRM® Workplace Violence Survey*

Figure 21 Reasons for Not Having Security System

(Number of Respondents=50)



*Note: Percentages will not total 100% as respondents were allowed to indicate multiple responses.
 Note: Only respondents who indicated having no security systems in place are included in this figure.
 Source: SHRM® Workplace Violence Survey*

feature since January 1, 2000, the most prevalent measure taken was limiting public access to all or portions of their building (44%). In addition, organizations have added a check-in or sign-in desk to screen visitors (40%) and increased lighting on grounds and/or parking lots (32%).

Of those respondents who implemented a security measure since January 1, 2000, what was the premise for the increased security? Figure 22 depicts these data. The majority of HR professionals indicated that the security was added as a preventative measure (70%). Another 15% said that security was stepped up as a result of September 11, and 11% stated that employee requests for safer working conditions was the impetus. That organizations are taking steps to avert potentially violent situations is a sign that they are being more proactive than reactive.

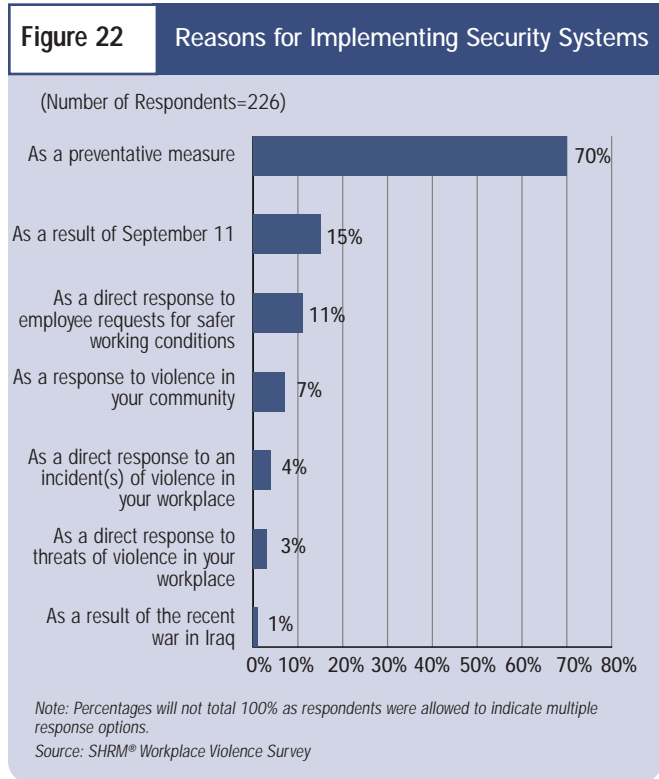


Table 20 Implemented Security Measures, Comparison of 2003, 1999 and 1996 Surveys

Security Measure	2003 Survey— Implemented Since January 2000 (Number of Respondents=270)	2003 Survey— Plan to Implement in Next 12 Months (Number of Respondents=270)	1999 Survey (Number of Respondents=681)	1996 Survey (Number of Respondents=1,016)
Limited public access to all or portions of the building	44%	2%	35%	31%
Added a check-in or sign-in desk to screen visitors	40%	1%	39%	33%
Increased lighting on the grounds and/or parking lot	32%	1%	36%	30%
Installation of access card entry systems	29%	4%	33%	26%
Issued ID cards to employees and visitors	29%	3%	28%	23%
Video surveillance inside the building	23%	1%	23%	17%
Video surveillance outside the building	20%	3%	22%	16%
None—have not implemented since January 1, 2000	16%	--	--	--
Security guards patrol grounds and/or parking lot	14%	1%	22%	20%
Placed security guards inside the building	13%	0%	14%	16%
Escort service to/from parking lot for employees after hours	7%	0%	15%	13%
Placed metal detectors at building entry points	4%	0%	--	--
Cabs for employees working late	2%	0%	--	--

Note: Percentages will not total 100% as respondents were allowed to indicate multiple response options.
Note: Number of respondents is based on the total number of respondents participating in the survey, not necessarily answering this question.
Note: "--" indicates that the response choice was not available in the 1999 and 1996 surveys.
Source: SHRM® Workplace Violence Survey

Conclusions

The workplace is a microcosm of society itself. Employees from different cultures, races, religions and socioeconomic status, to name only a few, come to work and are asked to seemingly put aside their individual personalities in favor of professionalism. These differences may become even more evident in turbulent economic and political times, potentially leading to increased clashes between employees.

Organizations need to be proactive rather than reactive when it comes to violence prevention. The majority of organizations, 60%, indicated that managing prevention programs falls on the shoulders of the HR department. This means that HR professionals have to think ahead and put into practice antiviolence measures that systematically cover all case scenarios. They might be met with resistance especially if the organization has not previously been touched by workplace violence. For example, small organizations, which experience less incidents of violence on the whole, may not see the necessity to invest in programs. Little potential for violence, however, does not mean that violence will never occur. It is up to HR professionals to lead their organizations in strategically preparing for violence, whether it will happen or not. Preparedness includes: workplace violence training for managers, if not all staff; written policies specifically addressing violence and its repercussions; solid background checks during the hiring process; and post-incident management.

In addition, this research shows that the three primary motivations for workplace violence are personality conflict, emotional problems/mental problems and family/marital/personal relationship problems.

Although firing/terminations and workplace stress were also commonly cited as triggers of violence, they still fall behind. In a nutshell, we can say that most violence in the workplace is an outcome of issues that are of a personal nature to employees and the pressures of the workplace exacerbate these. This information holds the key to a crucial point that may not easily be seen at first glance—mental health coverage. In attempts to trim costs, companies may target mental health benefits coverage. This may not be wise, however, and HR professionals as forward thinkers in their organizations can advocate for such programs by stressing that referrals to EAPs and counseling are among the best ways to minimize potential workplace violence.

As the key players in organizational antiviolence agendas, HR professionals have the opportunity to provide valuable insight on benefits of violence prevention policies. Sound strategies can dramatically cut the costs of violence, which typically result in decreased productivity and increased absenteeism and turnover. In addition, prevention protects companies against violence-inspired litigation cases and improves the safety in the entire organization.

Strategic contributions come in many forms and HR professionals are constantly presented with challenges that require them to add value to their organizations. Workplace violence prevention is one of those challenges. By arming themselves with knowledge about the cost-benefit analysis of prevention programs, HR professionals can prove to be an integral part of championing companies to take action to ensure that the workplace is safe.

Demographics

On average, respondents indicated their organizations employed 357 employees. Organization size ranged from one to 5,000 employees.

Organization Size	
(Number of Respondents=249)	
Small (0-99)	39%
Medium (100-499)	42%
Large (500 and over)	20%

Region	
(Number of Respondents=243)	
Region 1	New England (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut) 4%
Region 2	Middle Atlantic (New York, New Jersey, Pennsylvania) 15%
Region 3	East North Central (Ohio, Indiana, Illinois, Michigan, Wisconsin) 19%
Region 4	West North Central (Minnesota, Iowa, Missouri, North Dakota, South Dakota, Nebraska, Kansas) 6%
Region 5	South Atlantic (Delaware, Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Georgia, Florida) 19%
Region 6	East South Central (Kentucky, Tennessee, Alabama, Mississippi) 6%
Region 7	West South Central (Arkansas, Louisiana, Oklahoma, Texas) 10%
Region 8	Mountain (Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, Nevada) 8%
Region 9	Pacific (Washington, Oregon, California, Alaska, Hawaii) 12%

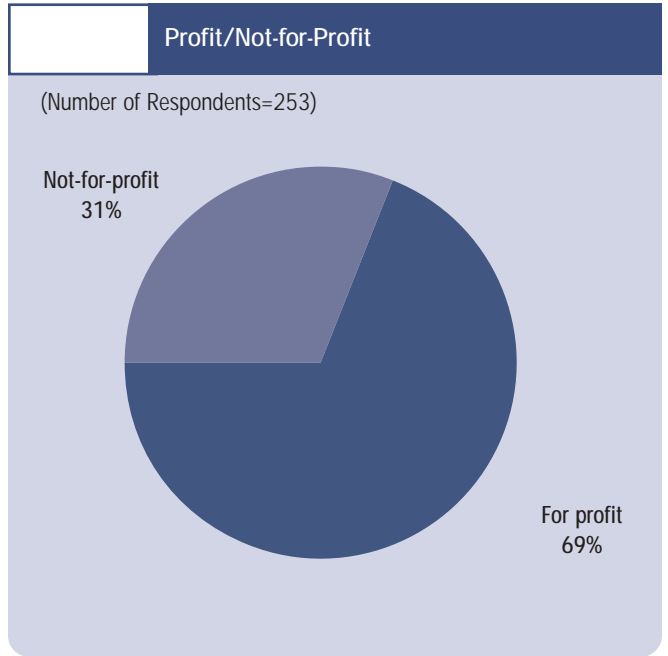
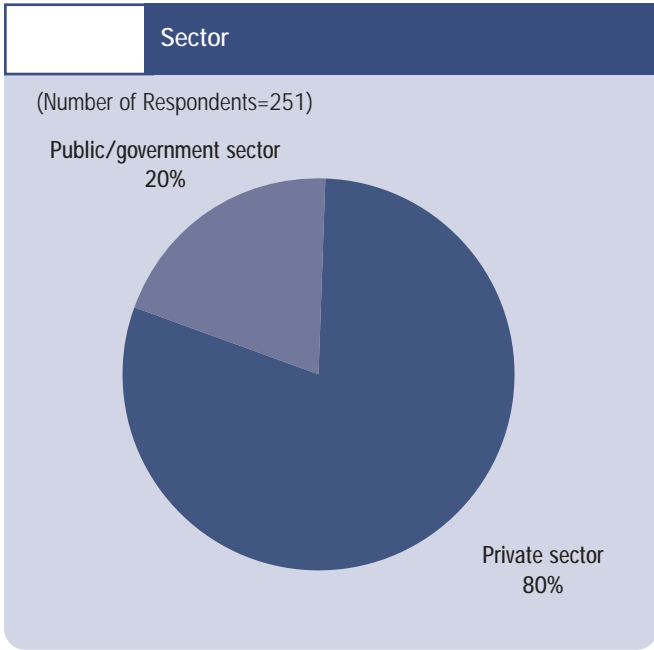
Note: Regions are based on U.S. Census geographic division categories.

Unionization

(Number of Respondents = 252)

Sixteen percent of respondents indicated there are unionized employees at their locations with an average of one-third (33%) of employees unionized.

Industry	
(Number of Respondents=250)	
Manufacturing (durable goods)	12%
Health	10%
Services (nonprofit)	9%
Services (profit)	9%
Manufacturing (nondurable goods)	8%
Finance	7%
Government	6%
High-tech	6%
Insurance	4%
Transportation	4%
Wholesale/retail trade	4%
Construction and mining/oil and gas	2%
Educational services	2%
Telecommunications	2%
Newspaper publishing/broadcasting	1%
Utilities	1%
Other	13%



Survey Instrument



2003 SHRM® Workplace Violence Survey

In an effort to identify and address the workplace violence issues facing human resource professionals in the workplace, the Society for Human Resource Management (SHRM) is conducting this CONFIDENTIAL survey. Please be assured that your responses to the survey will be kept strictly confidential. Responses from all participants will be combined, analyzed and the findings reported only in their aggregate form.

Please participate in this survey by answering the following questions and clicking the "submit" button at the end no later than July 1, 2003. If you have any questions, please contact the SHRM Survey Program by telephone at (703) 535-6301 or by e-mail at surveys2@shrm.org. Your input is valuable, thank you for sharing your time and experience!

Results of this survey will appear free to all SHRM members on the Survey Program home page on SHRM's Web site. Please visit the Web site at www.shrm.org/surveys.

This survey should take no more than 15-20 minutes to complete.

Incidence(s) of Violence

1. How concerned are you about workplace violence occurring at your organization?
 - Not at all concerned
 - Not too concerned
 - Neither concerned nor unconcerned
 - Somewhat concerned
 - Very concerned

2. How many times have the following incidents occurred since **January 1, 2000** at the facility in which you work? Please indicate the number of incidents in the spaces below.

- _____ Bomb threat
- _____ Burglary
- _____ Fatal assault (i.e., assault resulting in death)
- _____ Fistfight
- _____ Inappropriate language (e.g., vulgarity)
- _____ Pushing/shoving
- _____ Rape/sexual assault
- _____ Robbery (holdup)
- _____ Sexual harassment
- _____ Shooting
- _____ Stabbing
- _____ Stalking
- _____ Struck by a weapon
- _____ Suicide/self-directed violence
- _____ Threatening e-mails received by employees
- _____ Threatening e-mails sent by employees
- _____ Verbal abuse
- _____ Verbal threats of violence
- _____ None—have had no incidents of violence since January 1, 2000 (**Skip to question 8**)
- _____ Don't know (**Skip to question 8**)
- _____ Other (specify): _____

3 In these incidents, have the **assailants/aggressors** been:

- Females more often than males
- Males more often than females
- Males and females in equal numbers

4. In these incidents, have the **victims** been:

- Females more often than males
- Males more often than females
- Males and females in equal numbers

5. In these incidents, how was the violence directed? (Check all that apply.)

- | | |
|--|---|
| <input type="checkbox"/> Employee-to-employee | <input type="checkbox"/> Employee-to-on-site vendor |
| <input type="checkbox"/> Employee-to-supervisor | <input type="checkbox"/> On-site vendor-to-employee |
| <input type="checkbox"/> Supervisor-to-employee | <input type="checkbox"/> Relative-to-employee (other than spouse) |
| <input type="checkbox"/> Former employee-to-supervisor | <input type="checkbox"/> Spouse-to-employee |
| <input type="checkbox"/> Former employee-to-employee | <input type="checkbox"/> Ex-spouse-to-employee |
| <input type="checkbox"/> Former supervisor-to-employee | <input type="checkbox"/> Girlfriend/boyfriend-to-employee |
| <input type="checkbox"/> Employee-to-customer | <input type="checkbox"/> Other (specify): _____ |
| <input type="checkbox"/> Customer-to-employee | _____ |

6. In these incidents, how often has the victim been an HR professional at your organization?
- Never
 - Rarely
 - Sometimes
 - Often
7. In your opinion, what were the motive(s) for the incident(s) of violence that occurred in your workplace? (Check all that apply.)
- | | |
|--|--|
| <input type="checkbox"/> Demotion | <input type="checkbox"/> Personality conflict |
| <input type="checkbox"/> Drug/alcohol abuse | <input type="checkbox"/> Poor performance review |
| <input type="checkbox"/> Emotional problems/mental illness | <input type="checkbox"/> Racial conflict |
| <input type="checkbox"/> Employee strike/labor-relations issue | <input type="checkbox"/> Religious conflict |
| <input type="checkbox"/> Family/marital/personal relationship problems | <input type="checkbox"/> Retaliation |
| <input type="checkbox"/> Financial/legal difficulties | <input type="checkbox"/> Self-defense |
| <input type="checkbox"/> Firing or termination | <input type="checkbox"/> Work-related stress |
| <input type="checkbox"/> Layoff | <input type="checkbox"/> Don't know/no knowledge of motive |
| <input type="checkbox"/> Occurred during the commission of a crime | <input type="checkbox"/> Other (specify): _____ |
8. Since January 1, 2000, has the number of violent incidents in your workplace increased, decreased or stayed the same?
- Increased
 - Decreased
 - Stayed the same
9. Have employee concerns that violence may occur at work increased, decreased or stayed the same since:
- | | Increased | Decreased | Stayed the same |
|----------------------------|--------------------------|--------------------------|--------------------------|
| a) September 11, 2001? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) The recent war in Iraq? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Before Violence Occurs

10. Does your organization have a "workplace violence committee" made up of designated and trained employees/managers who collectively respond to incidents of violence as they occur?
- Yes
 - No
11. Which of the following groups in your organization has received workplace violence training to help identify warning signs leading to potentially violent behavior? (Check all that apply.)
- HR managers
 - All HR staff
 - All managers/supervisors
 - Employees in general
 - Administrative staff (receptionists/front desk personnel)

- Security guards
- None—have had no workplace violence training
- Other (specify): _____

12. Which of the following does your organization do to help prevent violence in your workplace? (Check all that apply.)

- Aid employees in obtaining restraining orders against potential aggressors
- The organization itself obtains restraining orders against potential aggressors
- A zero tolerance policy (immediate termination) in place for employee threats of violence
- A zero tolerance policy (immediate termination) in place for employee acts of violence
- Monitor employee e-mails or phone calls for threats or harassment
- Offer access to legal counseling or advice
- Offer anger management classes
- Provide employees self-defense training
- Provide employees training on conflict resolution (e.g., with other employees and customers)
- Provide employees training on your organization's workplace violence policy
- Provide employees training to identify potential victims of violence
- Refer potential victims of domestic abuse to an EAP or counseling
- Refer potentially violent employees to an EAP or counseling
- None—nothing specific has been done to help prevent violence in our workplace (**Skip to Question 14**)
- Other (please specify): _____

13. Who is responsible for handling your organization's violence prevention program/activities?

- Senior management
- The HR department
- The security department
- Workplace violence committee/workplace safety committee
- Other (specify): _____

14. Has your organization undergone a formal risk assessment of the potential for violence in your workplace since **January 1, 2000**?

- Yes
- No

15. Which of the following workplace violence policies/plans does your organization currently have in place? (Check all that apply.)

- Disaster recovery plan that covers violent acts
- Emergency evacuation plan that covers violent acts
- Written policy addressing how layoffs and terminations are carried out
- Written policy addressing violent acts in the workplace
- Written policy addressing rules and regulations about weapons in the workplace
- Written policy about reporting threats of violence
- Written policy about reporting incidents of workplace violence
- None—currently have no workplace violence policies/plans in place
- Other (specify): _____

16. Are employees escorted from the company premises after layoffs or terminations?
- Yes
 - No
17. How does your organization respond to threats of violence from an employee? (Check all that apply.)
- Mandatory counseling
 - Probation
 - Paid administrative leave
 - Referral to an EAP or counseling
 - Suspension
 - Written warning
 - Zero tolerance policy (immediate termination)
 - No set procedure
 - Not applicable—have had no threats of violence from an employee
 - Other (specify): _____
18. Who is responsible for handling the organization's response to threats of violence from an employee?
- Senior management
 - The employee's immediate supervisor
 - The HR department
 - The security department
 - Workplace violence committee/workplace safety committee
 - Other (specify): _____
19. Is personal information (home addresses and phone numbers) about employees publicly posted (company intranet, bulletin boards, etc.) for all employees to access?
- Yes
 - No
20. Does your organization investigate the backgrounds of potential employees?
- Yes
 - No (**Skip to question 22**)
21. How does your organization investigate the backgrounds of potential employees? (Check all that apply.)
- Credit check
 - Criminal background check
 - Education records (degree verification)
 - Military discharge information
 - Motor vehicle record
 - Previous work history
 - Reference check
 - Other (specify): _____

After Violence Occurs

22. In your opinion, how have incidents of violence in your workplace affected the employees in your organization? (Check all that apply.)

- Decreased level of co-worker trust
- Decreased morale
- Decreased productivity
- Decreased sense of safety/security
- Increased absenteeism
- Increased cohesion among employees
- Increased fear
- Increased stress levels
- Increased turnover
- Greater concern for work/life balance
- No effect
- Not applicable—no incidents of violence have occurred
- Other (specify): _____

23. What does or would your organization do to help employees after a violent incident in the workplace? (Check all that apply.)

- Aid employees in job relocations outside the organization
- Aid employees in job relocations within organization
- Allow employees to take liberal leave/leave of absence
- Create new policies to prevent future acts of violence
- Offer a debriefing session for employees
- Offer counseling for employees not directly involved in the incident
- Offer counseling for victims
- Offer counseling to the aggressor/assailant
- Offer counseling to the victim's family
- Nothing
- Other (specify): _____

24. Has your organization ever been found legally liable for an incident of violence that occurred in the workplace?

- Yes
- No

Security Measures

25. Does your organization have a security system (i.e., limited access or monitoring) designed to control access to your building and your employees?

- Yes (skip to question 27)
 No

26. Why doesn't your organization have a security system (i.e., limited access or monitoring)? (Check all that apply.)

- Little potential for violence
 No need for a security system
 Place of business is open to the public
 Too expensive
 Other (specify): _____

27. Please indicate which security measures your organization has implemented **since January 1, 2000**? Also indicate if you plan to implement any of these measures in the next 12 months. (Select all that apply)

	Implemented since January 1, 2000	Plan to implement in next 12 months
a) Added a check-in or sign-in desk to screen visitors	<input type="checkbox"/>	<input type="checkbox"/>
b) Increased lighting on the grounds and/or parking lot	<input type="checkbox"/>	<input type="checkbox"/>
c) Installation of access card entry systems	<input type="checkbox"/>	<input type="checkbox"/>
d) Issued ID cards to employees and visitors	<input type="checkbox"/>	<input type="checkbox"/>
e) Limited public access to all or portions of the building	<input type="checkbox"/>	<input type="checkbox"/>
f) Placed metal detectors at building entry points	<input type="checkbox"/>	<input type="checkbox"/>
g) Placed security guards inside the building	<input type="checkbox"/>	<input type="checkbox"/>
h) Escort service to/from parking lot for employees after hours	<input type="checkbox"/>	<input type="checkbox"/>
i) Cabs for employees working late	<input type="checkbox"/>	<input type="checkbox"/>
j) Security guards patrol grounds and/or parking lot	<input type="checkbox"/>	<input type="checkbox"/>
k) Video surveillance inside the building	<input type="checkbox"/>	<input type="checkbox"/>
l) Video surveillance outside the building	<input type="checkbox"/>	<input type="checkbox"/>
m) None (Skip to Question 29)	<input type="checkbox"/>	<input type="checkbox"/>
n) Other (specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

28. Why were these security measures implemented? (Check all that apply.)

- As a direct response to an incident(s) of violence in your workplace
 As a direct response to employee requests for safer working conditions
 As a direct response to threats of violence in your workplace
 As a preventative measure
 As a response to violence in your community
 As a result of September 11
 As a result of the recent war in Iraq
 Other (specify): _____

Demographics

29. How many people are employed at your location? _____

30. In which state is your location? _____

31. Are any employees at your location unionized (under a collective bargaining agreement)? (Check only one.)

Yes

No (Skip to Question 33)

32. What percentage of employees at this location is unionized? _____

33. Which industry best describes this location's main business? (Check only one.)

Construction and mining/oil and gas

Educational services

Finance

Government

Health

High-tech

Insurance

Newspaper publishing/broadcasting

Manufacturing (durable goods)

Manufacturing (nondurable goods)

Services (nonprofit)

Services (profit)

Telecommunications

Transportation

Utilities

Wholesale/retail trade

Other (please specify): _____

34. Is your organization in the public/government or private sector?

Public/government sector

Private sector

35. Is your organization for profit or not-for-profit?

For profit

Not-for-profit

Thank You for Completing This Survey

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