

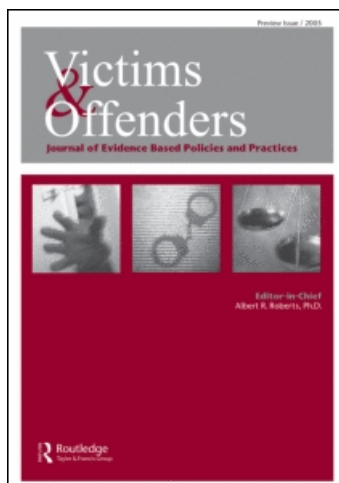
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Captive-Taking Incidents in the Context of Workplace Violence: Descriptive Analysis and Case Examples

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Abstract: Workplace violence has been a burgeoning issue of concern for organizations, law enforcement personnel, and mental health professionals. Most research has been devoted to understanding the causes of workplace aggression and developing strategies for effective intervention. Previous examinations of workplace aggression have focused on threats, assaults, and homicide. However, there is little research directed toward the problem of captive-taking in the workplace. The purpose of the present investigation was to: (1) to identify the characteristics of these incidents that may be useful in developing efficacious prevention and intervention strategies, and (2) increase crisis negotiators' level of understanding of these events and facilitate their resolution. Fifteen captive-taking cases were obtained from the Hostage/Barricade Database System (HOBAS) maintained by the Crisis Negotiation Unit of the Federal Bureau of Investigation. Further, three categories of variables (situational, subject,

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victim) and several case scenarios were examined. Results demonstrated that: (1) these events tend to be planned, (2) subjects generally were Caucasian, single, males between the ages of 25 and 40, (3) victims were usually Caucasian females with no significant relationship to the subject, and (4) in most cases, incidents were peacefully resolved with little to no harm to subject or victim. Implications for future research in the area of crisis negotiations in the workplace context are discussed.

Keywords: workplace violence, hostage, captive, barricade, crisis, negotiation

Due to the increasing awareness of aggression in the workplace, and high profile cases portrayed in the media, the prevalence and severity of workplace violence have been well-documented over the past two decades (see Rugala, 2004; Southerland, Collins, & Scarborough, 1994). According to the Survey of Workplace Violence Prevention, 5% of 7.1 million, or 355,000, private industries reported a workplace violence incident in 2005 (U.S. Department of Labor, 2006). In addition, between 1993 and 1999, 18% of all violent crime occurred in the workplace (U.S. Department of Justice, 2001). Although workplace assaults, violent acts, and even homicides have decreased (National Institute for Occupational Safety and Health, 1996, U.S. Department of Labor, 2006), the numbers remain significant. For example, between 2001 and 2005, there were a total of 850 assaults and violent acts in the workplace including, homicides, non-fatal shootings, stabbings, and self-inflicted injuries (U.S. Department of Labor, 2007). Moreover, the National Institute for Occupational Health and Safety (NIOSH, 1996) indicated that homicide was the second leading cause of death in the workplace. Women, in particular, are at risk for violence in the workplace. Indeed, the leading cause of workplace death for women is homicide. And women are 39% more likely than men to be victims of workplace homicides (NIOSH, 1996; Southerland et al., 1994).

The cost and impact of workplace violence pervades organizations and severely impacts victims. A survey published in 1993 by Northwestern National Life Insurance found that over 79% of workplace violence victims (including cases of actual attacks, threats and harassment) reported the incident affecting them psychologically (e.g., anxiety symptoms). In 2005, 21% of work environments surveyed reported that these incidents affected their employee's morale (U.S. Department of Labor, 2006). Also, Mattman (1995) reported the financial burden of workplace violence has increased dramatically to billions of dollars annually. The costs accrued include loss of productivity or employee absenteeism, public and internal police investigations, legal fees, and restoration of corporate images.

Some unique features of workplace violence also have been identified. For example, NIOSH (1996) reported that 75% of homicides in the workplace were robbery-related as compared to the general population in which only 9% of homicides were a result of a robbery. Between 1993 and 1999, 40% of robberies

took place while the victim was at work in transportation or retail sales (U.S. Department of Justice, 2001). Further, the majority of victims were unrelated or unknown to the perpetrators with only 17% of female homicide victims killed by their spouse or ex-spouse. Most nonfatal and fatal assaults in the workplace occur within certain job functions, such as face-to-face contact with customers, handling money, and/or providing a service to the community. Therefore, the jobs most likely to be characterized by higher rates of workplace violence include retail and grocery stores, social services (e.g., mental health clinics) and law enforcement.

Over the past few years, conceptualizations of workplace violence have attempted to delineate causes and design preventive strategies. In a more recent formulation, four categories of workplace violence have been offered (see Rugala, 2004). Type I includes incidents in which the perpetrator has no relationship to the victim or organization, such as a robbery. Type II events are those in which the subject has a relationship with the organization (e.g., customers of retail stores, consumers of mental health services), and commits violence while still receiving services. Individuals in service industries and medical fields are especially at high risk for this type of violence. In Type III events, violence is caused by an employee or former employee. These acts are typically against the organization or supervisors for a perceived injustice (e.g, the employee believes his/her termination of employment was unjustified). Type IV aggression involves a domestic dispute in which the perpetrator has a former or current relationship with the victim. Despite the disproportionate attention directed to Type III and IV events, the majority of homicides and violence in the workplace (79%) actually occur in Type I situations, such as a robbery or other crime (Schouten, 2006).

Characteristics of victims and perpetrators have also been documented in previous investigative efforts. First, The National Institute for Occupational Safety and Health (NIOSH, 1996) and the U.S. Department of Labor (2001) found that the majority of workplace homicide and assaults are committed by male employees. Second, the rate of victimization among Caucasian employees is higher than of any other race or ethnicity. Third, victims' ages range between 16 and 64. Finally, more workers are victimized in the South and in the West, with 32% of assaults occurring with an armed perpetrator (NIOSH, 1996, U.S. Department of Labor, 2001).

Attempts to identify characteristics of workplace violent offenders have yielded some consistencies across studies. Baron, Neuman, and Geddes (1999) described three categories of aggressive workplace behaviors including: expressions of hostility (verbal expressions or "silent treatments"), obstructionism (behaviors to hinder the victim's performance on the job), and overt aggression (assaults and threats). Rutter and Hine (2005) found that males engaged in a higher frequency of these behaviors. Research has also demonstrated personality variables, such as emotional susceptibility, irritability, Type A behavior, and history of aggression as contributing factors to workplace violence (Jockin, Arvey, &

McGue, 2001; LeBlane & Barling, 2004). Further, alcohol consumption has been supported as a significant variable in workplace violence (Greenberg & Barling, 1999). Feldkamp (1993) found a typical perpetrator to be a young male, prone to isolation, frequently irritable, abusing alcohol or drugs, with at least one incident of violence in the past. However, such characteristics do not exist in a vacuum and are not likely the sole contributors to workplace violence.

Situational factors that have been identified as contributing to workplace violence are perceived victimization and injustice (Hershcovis et al., 2007; Jockin, Arvey, & McGue, 2001). According to Brod (1994), there has been a change in the corporate environment over the past several years, with breakdowns in loyalty, pride, and connectedness in many organizations. Consequently, employers tend to reaffirm control over a seemingly chaotic environment and ignore their employee's needs (Brod, 1994). Technological advances and corporate downsizing have also contributed to workplace stress (Greenberg & Barling, 1999). Such job stress has been offered as a major contributing factor, to not only employee health, but violence in the workplace as well (NIOSH, 1999; Sixel, 1994). Currently, there is a major emphasis on the interaction of both workplace (situational) and personality factors, the culmination of which yields a person who does not just "snap," but resorts to violence following a perceived significant injustice (Chavez, 2002; Kinney & Johnson, 1993).

An event that carries considerable lethality risk, and which has yet to receive investigative attention in this area, is captive-taking. Vecchi, Van Hasselt, and Romano (2004) defined captive-taking as the holding of one or more persons against their will with the actual or implied use of force. Barricaded captive-taking includes two types of situations: hostage and crisis (Vecchi & Van Hasselt, 2008). According to Booth et al. (in press, p. 4), a "barricaded hostage situation is where a perpetrator takes a person captive unwillingly for rational or instrumental reasons in order to influence a third party to comply with a demand. A barricaded crisis situation is where a perpetrator takes a person captive for emotional or expressive reasons for the purpose of threatening or harming the captive. In the former situation, the captive is termed a hostage; in the latter situation, the captive is termed a victim." Captive-taking in the context of workplace violence can take the form of either a barricaded hostage or crisis situation. However, the event that occurs in the workplace can be distinguished as Type I, II, III, or IV (Rugala, 2004). For example, in a robbery, the captives may be used as leverage to facilitate an escape (Type I); or a former employee may take other employees captive to demand his/her job back (Type III).

Research has sought to document the magnitude and severity of workplace violence and delineate characteristics of the subjects involved. Although many studies cite captive-taking as one level of violence on the continuum, we were unable to find any investigations of the variables involved in these incidents. Most work in this area has been directed toward captive-taking in the course of a robbery or correctional setting (U.S. Department of Justice, 2002), while other

studies have focused on captive-taking in the context of domestic violence (Booth et al., in press; Van Hasselt et al., 2005). This study is one of the first to examine specific variables related to the type of situation, the subject, and victims taken captive.

The purpose of the present investigation was to: (1) identify characteristics (situation, subject, victim) of these incidents that may be useful in developing efficacious prevention and intervention strategies, and (2) increase police crisis negotiators' level of understanding of these events in order to facilitate their resolution.

METHOD

Procedure

Fifteen cases were obtained from the Hostage/Barricade Database System (HOBAS), a post-incident data collection tool which houses historical data from participating law enforcement agencies across the nation on barricaded hostage, barricaded crisis, suicide, and attempted suicide incidents (Flood, 2003). HOBAS was developed by the FBI's Crisis Negotiation Unit of the Critical Incident Response Group (FBI Academy, Quantico, Virginia), and is a component of the Law Enforcement Negotiation Support (LENS) system available to law enforcement personnel in the United States, via the Law Enforcement Online (LEO) internet-based network.

Descriptive data were obtained from 15 cases in order to incorporate case studies representing emerging trends. Three categories of variables were examined: (1) *situational variables* included the perpetrator's planning of the event, the geographical location of the incident, method of communication between offender and law enforcement, use of third-party intermediaries (i.e., individuals not associated with law enforcement and who share a relationship with the subject) and number of subjects and victims involved; (2) *subject variables* consisted of subject's race, marital status, age, prior arrest history, substance abuse, mental health history and prior suicidality, weapons, and status (i.e., killed, injury, no injury) at the end of the incident; (3) *victim variables* were victim's race, age, experience of abuse during the incident, relationship to the subject, release method, and status (i.e., killed, injured, no injury) at the conclusion of the incident.

RESULTS

Descriptive Analysis

Results are presented in both the number and percentages of cases. Given the multiplicity of subjects and victims in each given case, the total number of cases for the variables may be higher than the total fifteen cases in the sample.

Situational Variables. Situational variables, including geographical location, the planning of the incident, the use of third-party intermediaries (TPIs), and mental health professionals are provided in Table 1. The data show that most of these incidents were planned (9 cases, 60%) and occurred in the western part of the United States (7 cases, 46.7%). Five cases were judged to be Type I violence, six cases were Type II, one case was Type III, and three cases were unknown (without incident report).

Multiple methods of communication were used (9 cases, 60%), with law enforcement/crisis negotiators initiating contact in most instances (13 cases,

Table 1: Situational variables.

	Number of Cases	Percent of Cases
Planning of Incident		
Planned Incident	9	60%
Unplanned Incident	5	33.30%
Unknown	1	6.70%
Method of Communication		
Existing Phone Service	3	20.00%
Voice Contact from Cover	1	6.70%
Face-to-Face	1	6.70%
Multiple Methods	9	60.00%
Unspecified	1	6.70%
Who Initiated Contact		
Law Enforcement/Negotiator	13	86.70%
Other	2	13.30%
Geographical Location		
Northeast	2	13.30%
Southeast	3	20.00%
Midwest	3	20.00%
West	7	46.70%
Third-Party Intermediary Use		
Yes	5	33.30%
No	10	66.70%
Was TPI Helpful (5)		
Yes	5	100%
No	0	
Mental Health Professional On-Scene		
Yes	6	40%
No	9	60%
Resolution of Incident		
Negotiation/Surrender	13	86.70%
Tactical/Intervention	1	6.70%
Combination	1	6.70%
Number of Subject		
1 subject	13	86.70%
2 subject	1	6.70%
9 subject	1	6.70%
Number of Victims		
1-9 victim	11	73.40%
More than 10	4	26.80%

86.7%). Although most agencies did not use a TPI (10 cases, 66.7%), those that did, believed they were helpful in peacefully resolving the incident. Several agencies had a mental health professional on-scene (6 cases, 40%). A negotiated surrender was a likely outcome (13 cases, 86.7%). Also, there were multiple cases that involved more than 10 victims, one of which included 87. However, the majority of incidents occurred with one subject/perpetrator (13 cases, 86.7%).

Subject Variables

Subject characteristics and demographics are presented in Table 2. There were a total of 24 subjects. The majority was Caucasian (10 cases, 45.8%), single (7 cases, 29.2%) and ranged in age from 22 to 50 years (Mean = 34.21 years). However, two cases involved 14-year-old perpetrators.

Many subjects had a prior arrest history (8 cases, 70.8%), with most of those crimes being violent in nature (6 cases, 58.3%). Subjects were unlikely to have a history of substance abuse (10 cases, 75%) or use substances during the incident (12 cases, 83.3%). Additionally, the majority of subjects did not have a mental health history (11 cases, 83.3%) or prior suicide attempts (14 cases, 91.7%). The weapon of choice was a handgun (7 cases, 33.3%), with a preference for multiple weapon use (3 cases, 41.7%). The majority of subjects (13 cases, 91.7%) were apprehended without injury.

Victim Variables

Victim characteristics and demographics are provided in Table 3. There were a total of 198 victims. They tended to be Caucasian (12 cases, 26.3%) females (12 cases, 37.4%) and ranged in age from 7 to 68 years (Mean = 27.37 years).

Victims were unlikely to experience abuse (12 cases, 89.9%) during the incident, although verbal abuse was the most common form (3 cases, 9.6%) with an absence of physical abuse. Nearly 80% of victims (10 cases) did not share a relationship with the subject, while only one case involved an employer. Over half of the victims (4 cases, 56.6%) were either released or escaped without negotiated efforts. Finally, 97.5% (11 cases) were released without injury.

Case Illustrations

The following five cases were chosen from the present sample to illustrate Type I and Type II workplace violence events, and specific variables delineated above. Some of these variables include the planned nature of the event, subject's suicidality, prior arrest history, use of a TPI, and number of victims.

Case Example #1: Type I, Planned Event, Prior Suicidality, Mental Health Issues, Prior Arrests. This scenario demonstrates the complex and extreme

Table 2: Subject variables.

	Number of Cases	Percent of Cases
Subject's Sex (N = 23)		
Male	15	100.0%
Female	12	37.40%
Subject's Marital Status (N = 24)		
Single	7	29.2%
Married	5	20.8%
Separated	1	4.2%
Divorced	1	4.2%
Subject's Race (N = 24)		
Caucasian	10	45.8%
African-American	3	12.5%
Hispanic	2	37.5%
Asian	1	4.2%
Subject's Substance Abuse History (N = 24)		
Alcohol	1	4.2%
Illicit Drugs	4	16.7%
Multiple	1	4.2%
None	10	75.0%
Substance Abuse During Incident (N = 24)		
Alcohol	1	4.2%
Illicit Drugs	1	4.2%
Prescription Drugs	2	8.3%
None	12	83.3%
Subject's Mental Health History (N = 24)		
Yes	4	16.7%
No	11	83.3%
Subject's Suicide Attempts (N = 24)		
Yes	2	8.3%
No	14	91.7%
Subject's Prior Arrest (N = 24)		
Yes	8	70.8%
No	7	29.0%
Subject's Prior Arrest Type (N = 17)		
Violent	6	58.3%
Minor	1	4.2%
Other	2	8.3%
Subject's Weapon (N = 24)		
Handgun	7	33.3%
Shoulder Weapons	3	12.5%
Multiple Weapons	3	41.7%
None	2	8.3%
Other (Chemical/Knife)	1	4.2%
Subject Status (N = 24)		
No Injury	13	91.7%
Injury	2	8.3%

nature of a Type I workplace violence incident. Further, the subject had many characteristics that made him a high risk for violence.

The FBI Washington Field Office responded to a captive situation on an aircraft that landed on the back runway at a nearby airport. It was reported

Table 3: Victim variables.

	Number of Cases	Percent of Cases
Victim's Sex (N = 107)		
Male	9	17%
Female	12	37.40%
Victim's Race (N = 198)		
Caucasian	12	26.30%
African-American	5	8.60%
Hispanic	4	3.50%
Other	1	1%
Unknown	2	60.60%
Victim's Treatment (N = 198)		
Verbally Abused	3	9.60%
Sexually Abused	1	0.50%
No Abuse	12	89.90%
Victim's Relationship to Subject (N = 198)		
None	10	79.80%
Other	5	20.20%
Victim's Release Method (N = 188)		
Non-Negotiated Release	4	56.60%
Rescued by Tactical Team	1	0.50%
Released at Time of Negotiated Surrender	9	25.80%
Negotiated Release	7	12.10%
Victim's Status (N = 198)		
No Injury	11	97.50%
Injury	4	2.50%

that a 25-year-old Asian male had passed a note to the flight attendant telling her that the plane must land in Australia or he was going to blow it up. After the captain diverted the flight, he evacuated the passengers and came into the cabin to speak with the subject. The captain asked him if there was an actual bomb and if he was willing to use it. The subject responded in the affirmative. The flight attendant was verbally abused during the incident, and the subject utilized her as an intermediary to speak with law enforcement crisis negotiators. After an hour, the subject surrendered.

The subject had a prior arrest history which included other captive-related incidents and stalking. He also was previously committed for inpatient treatment to a state mental health facility, after attempting suicide by overdose. The subject was then released for outpatient therapy.

Case Example #2: Type I, Planned, Subject Suicidality, Use of Third-Party Intermediary (TPI). This scenario illustrates the Type I workplace violence incident that involves a robbery. Although this subject did not have a mental health history or prior suicide attempts, he demonstrated suicidality during the incident. Third-party intermediaries were employed during the event and were later viewed as useful.

Grand Rapids, Michigan Police arrived at a local bank where a 29-year-old subject was holding five bank employees captive. The responding officers attempted to contact the subject via telephone inside the bank, but to no avail. The bank manager came to the door and advised that the subject had a gun to his head, that all the captives were fine, and that the subject indicated that he was not afraid to die. The subject encouraged the officers to come into the bank. After approximately 45 minutes, officers were notified that the bank manager took possession of the gun, whereby officers entered and arrested the subject without incident. During the course of the event, police negotiated through two captives. They were judged to be integral to the peaceful resolution of the event. The victims were not abused during the incident, and were released at the time of negotiated surrender.

Case Example #3: Type II, Planned, TPI Use, Multiple Weapons, Injured Victim. This case example demonstrates the Type II incident with a disgruntled customer receiving services. Third-party intermediaries were used in the course of negotiations. Further, the tactical (SWAT) team had to rescue one of the captives while arresting the subject, and this victim was injured in the process.

In Columbus, Ohio, police responded to a government building where a 36-year-old Caucasian male, who brought his son, was holding three adults captive. Police were advised that the subject was angry about how the company handled his worker's compensation claim. The subject was armed with multiple firearms and a container of gasoline. A police negotiator positioned himself down the hall from the barricaded subject to initiate negotiations. After about 90 minutes, the subject released his son. Two other captives were later released in exchange for money and a phone call. Negotiations continued for almost eight hours, at which time, SWAT personnel made non-verbal contact with the remaining captive and plans were made to subdue the subject. During this process, the captive was injured (not critically) and the subject was taken into custody. Negotiations utilized an attorney from the Bureau of Worker's Compensation as a TPI, and he was viewed as helpful to the incident resolution.

Case Example #4: Type II, Planned, Substance Abuse During Incident. This case illustrates a Type II incident involving complaints to the targeted organization. Further, substance abuse history and substance use during the incident were contributing factors to the violence.

The San Diego Police Department received a call from a local Post Office where a 39-year-old subject had entered and taken two people hostage. The subject was angry due to a recent lawsuit he had filed against the Post Office and how it had been handled. Further, he was frustrated following a recent argument with his wife. The subject also had taken several prescription

Prozac pills and several beers before he left his home. Two hours after negotiations began, the subject released a captive in exchange for a six-pack of soda. Negotiations continued and he released another captive approximately 30 minutes later, after which he surrendered to police. The victims were not injured or mistreated during the incident.

Case Scenario #5: Type II, Subject's Criminal and Mental Health History, Multiple Victims. This case scenario demonstrates the dangerousness of the Type II incident, and takes place at a university. The subject had prior arrests, and substance abuse and mental health histories. A total of 87 victims were involved in this incident.

New York State Police responded to a university where a 26-year-old Caucasian male was holding his classroom captive. He was armed with a .270 rifle and a bowie knife. The subject immediately released the teacher and one student who were both crying. Negotiations were initiated and the subject demanded to speak with government officials, because he believed the government planted a computer chip in his brain and penis. Within five minutes of negotiations via the classroom intercom system, the subject fired one shot at the negotiators. Negotiations continued for over 90 minutes, at which time pizza was arranged to be delivered. It was during this exchange that students overpowered the subject. In the midst of the struggle, a student was shot in the groin area and the subject suffered a severe cut on his hand. The subject was then apprehended by police.

DISCUSSION

The present study examined captive-taking in the context of workplace violence by investigating three types of variables (situational, subject, victim) and providing case scenarios to illustrate this phenomenon. Previous research indicates that workplace violence has a significant psychological and financial impact on both organizations and individuals. These incidents may create unstable work environments in which employees question their safety within the organization. Employers and managers contend with a variety of situations, including: assault, stalking, threats, domestic violence, harassment, emotional or physical abuse, and homicide (Rugala, 2004). Captive-taking occurs along this violent continuum, although little research has been conducted in this area. It was anticipated that a better understanding of these incidents, including the situational and characteristics of those involved, would assist law enforcement, and particularly law enforcement crisis negotiators to develop more effective strategies.

The majority of the workplace violence episodes examined here were either Type I or Type II. This is consistent with findings that indicate that robberies are a leading cause of death and serious injury in the workplace

(Peek-Asa, Casteel, Mineschian, Erickson, & Kraus, 2004). As previously reported by the National Institute for Occupational Safety and Health (1996), many of the events in the current study took place in the western region of the United States. Due to the Type I nature of the current sample, a substantial number of victims were taken captive at one time. This is useful information for law enforcement, as the number of victims influence negotiation efforts and tactical decisions.

Also, it appears that the utilization of third party intermediaries (TPIs) were helpful in the successful resolution in a number of incidents. This is in contrast to the findings of Booth et al. (in press) who examined captive-taking in domestic violence situations and found that TPIs were generally viewed as ineffective and potentially harmful in such critical incidents. Despite the considerable controversy surrounding the use of TPIs in law enforcement negotiations (see discussion by Romano, 1998), "they can have value if they have been properly screened or vetted so that: (1) the nature of the relationship between subject and TPI is known, (2) the relationship is not a basis for, or precipitant to, the current critical incident, and (3) there is a reasonable degree of safety and control possible when a TPI is employed . . ." (Booth et al, in press, p. 16). Unfortunately, due to incomplete information provided in many of the cases examined here, it is unclear whether such criteria were met.

The data further revealed predominant subject and victim characteristics. Specifically, subjects tended to be Caucasian males with a wide age range (22 to 50 years). Many subjects had a prior arrest history, which is consistent with research indicating that those who perpetrate workplace violence tend to have a violent past (Feldkamp, 1993; Jockin, Arvey, & McGue, 2001; LeBlane & Barling, 2004). Also, contrary to previous research (Greenberg & Barling, 1999; NWNL, 1993), substance abuse did not appear to be strong contributor to captive-taking in this study. In addition, the sample did not include a high number of cases in which psychiatric disorders contributed to the events. This could be a result of under-reporting on the police reports or undiagnosed disorders (i.e., the individual never received mental health services to be diagnosed).

The third and fourth case examples illustrated the typical subject that is involved in the Type II incidents. These subjects were angry and frustrated with a particular situation, specifically, services they were receiving from the target organization. This highlights the conceptualization of workplace violence as an interaction between subject's personality and situational variables (Chavez, 2002; Kinney & Johnson, 1993). Finally, the majority of subjects preferred firearm use, which has been supported by previous surveys of workplace violence (NIOSH, 1996, U.S. Department of Labor, 2001).

Victims tended to be Caucasian females ranging from 7 to 68 years of age, which is similar to the victim profile generated by NIOSH (1996) and the U.S. Department of Labor (2001). These studies, however, also reported a significant number of male victims. Further, most of the captives were not abused

during the incident. This could be the result of the number of victims taken captive and the type of workplace violence (i.e., Type I). Also, approximately 80% of victims did not have a prior relationship with the subject. Given the fact that this sample is primarily Type I and Type II, it is likely that the victims would not know the subjects involved.

Results of the present investigation revealed some similarities and differences when compared to our previous study on captive-taking in the context of domestic violence (Booth et al., in press). First, the number of victims taken captive in workplace violence far exceeded the number taken in the domestic incidents we studied. This is most likely due to the situations encountered in the former (i.e., robberies). Second, the workplace violence events we examined tended to be planned, and rooted primarily in instrumental motives (e.g., employee complaints and bank robberies) for taking captives. In contrast, domestic violence incidents were more likely emotional in nature, often resulting from a verbal argument that recently occurred between partners.

Additional similarities and disparities were observed between the current subjects and victims and those studied in our previous effort. Both investigations revealed that the majority of subjects and victims were Caucasian and male and female, respectively. Further, there was a high percentage of subjects with prior arrest histories for violent offenses as well as possession of deadly weapons (Booth et al., in press; Van Hasselt et al., 2005). However, substance abuse and mental health history appear to play a larger role in domestic than in workplace violence (Booth et al., in press; Van Hasselt et al., 2005). Finally, there appears to be a higher rate of physical and verbal abuse during domestic violence incidents.

The importance of a collaborative working relationship between organizations and law enforcement in the development and implementation of prevention strategies has been articulated for many years (White, 1997). Yet NIOSH (1996) reported that over 70% of complaints in the United States did not have a formal program or policy for workplace violence. The Center for Disease Control Workplace Safety and Health (2004) has provided prevention strategies in accordance with the specific type of violence (Type I-IV). Organizations need to have workplace policies that outline their plans for prevention and intervention. Employee and supervisor training may be imperative to the prevention of workplace violence. Further, new technological advances (i.e., better surveillance) have assisted in the development of safety protocols (Peek-Asa, Runyan, & Zwerling, 2001). It may also be beneficial for organizations to develop post-incident response plans to facilitate crisis intervention (Miller, 2007). Finally, law enforcement plays an important role in prevention by responding to, and documenting, minor workplace violence incidents, conducting specialty trainings, and creating efficacious response strategies that can be utilized if such events occur (Rugala, 2004).

Prevention strategies can be shaped by the type of workplace violence. Type I and Type II incidents are best mitigated by physical security, sound operating procedures and employee awareness training. Also, it would be beneficial for retail organizations to provide hostage survival instruction to better prepare their employees for these types of events should they occur. Further, conflict resolution and crisis communication training would assist employees who interact with customers, since there is a strong possibility that the customer and service provider have had a prior interaction in Type II incidents.

Type III incidents can be prevented through awareness training. Violence is an evolutionary process with warning signs along the way. Therefore, employees should be provided awareness training focusing on “behaviors of concern.” If a Type III incident occurs, it is likely that the victim(s) are at least known and selected by the subject. Treating employees with dignity and respect plays an important role in prevention. First line supervisors are pivotal in workplace violence prevention programs. Behaviors of concern that are not acted upon will continue or even escalate. There are some obstacles that prevent employees from reporting those who exhibit these behaviors, including lack of awareness and the thought that “it could not happen here.” Also, some employees do not want to be a “snitch” and may be concerned about retribution for their report. Therefore, organizations should provide an environment in which these behaviors can be reported safely and productively.

Type IV incidents, where domestic violence permeates the workplace, are also challenging. It is important to convince a potentially abused person to alert appropriate company officials that he/she is experiencing problems and solicit company support and guidance. Also, it is imperative to realize and appreciate the potential for any of these incidents to end in suicide and/or homicide.

Several limitations of the present investigation deserve attention. First, the sample size is small; a larger sample would better delineate situational, subject, and victim characteristics. A greater number of cases would also permit more complex data analytic procedures to be utilized. Second, the FBI’s HOBAS data relies heavily on post-incident reports provided by contributing police agencies. Consequently, the quantity and quality of information is variable across cases. Sufficient detail may be lacking about important factors (e.g., subject’s substance abuse history, mental health status).

Captive-taking in the context of workplace violence is a challenge for both organizations and law enforcement professionals. Preparation and the development of effective negotiation strategies are essential to successful interventions in crisis incidents. The purpose of this study was to examine data that would have some value in assisting crisis negotiators to understand the variables involved, resolve these events in a non-violent manner, and help organizations and law enforcement develop prevention strategies. This study relied on archival data; however future research should focus on complex data analysis

with variables including subject's mental health history, work history, relationship to the organization, and suicidality. Further work is needed in this area that is undoubtedly in its growing stage of empirical study.

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