

DEALING WITH AGGRESSIVE CUSTOMERS: A REVIEW OF BEST PRACTICE

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SAFETY DISCOVERY BEFORE INJURY RECOVERY
CONFERENCE, ADELAIDE, : JULY 23 2009







WHAT DO THESE PEOPLE
ALL HAVE IN COMMON?

FAME?

ALL ARE DISGRUNTLED AND AGGRESSIVE CUSTOMERS

- NAOMI CAMPBELL - Super model
- WAYNE CAREY - Ex AFL footballer
- RUSSELL CROWE - Movie star

Campbell avoids jail for 'air rage' outburst

Carey set to avoid jail

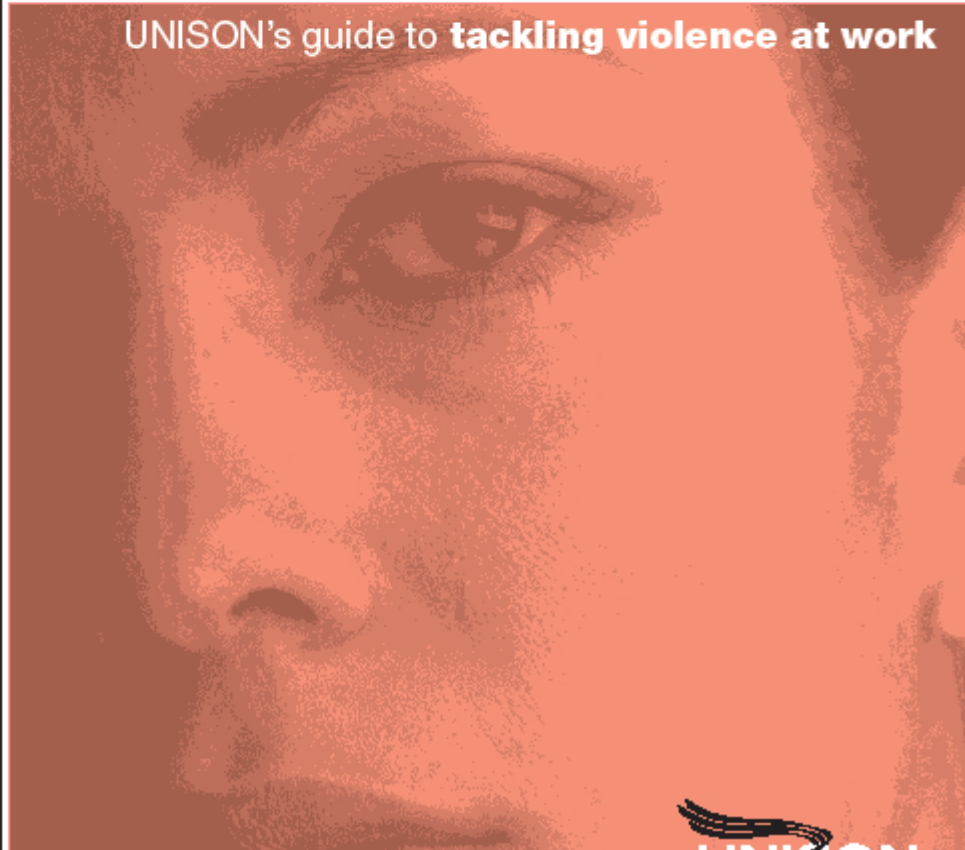
- **BEHIND THE HEADLINES MOST CASES OF CUSTOMER AGGRESSION GO UNNOTICED AND UNREPORTED EXCEPT BY THOSE MOST AFFECTED – THE COUNTLESS NUMBERS OF WORKERS IN THE SERVICE INDUSTRY WHO EXPERIENCE SUCH BEHAVIOR ON A CONSTANT BASIS**

THIS PRESENTATION

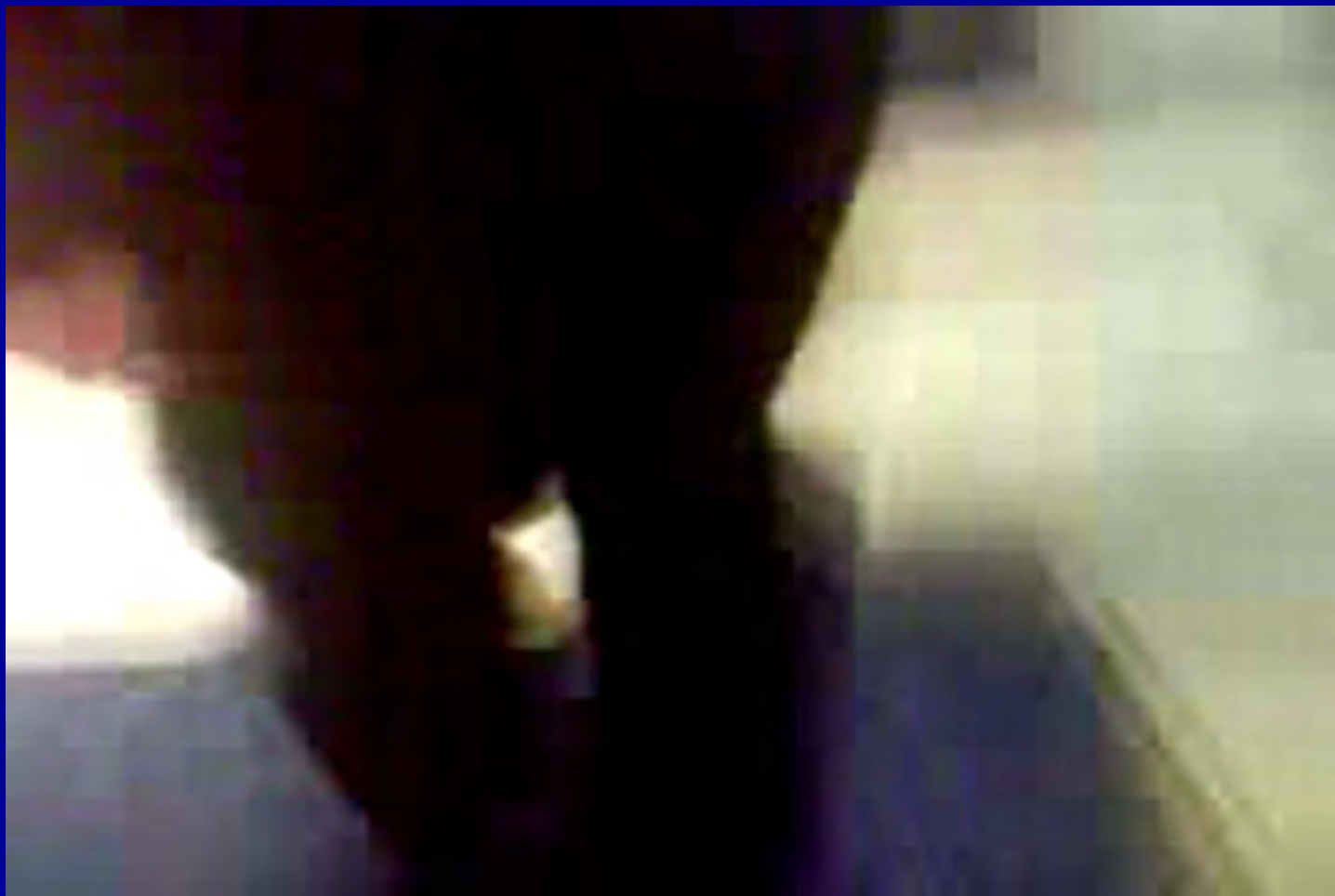
- THIS PRESENTATION IS ABOUT MEASURES THAT CAN BE TAKEN TO PREVENT OR MANAGE THE RISKS ASSOCIATED WITH AGGRESSIVE CUSTOMERS.
- SUCH BEHAVIOR SHOULD NOT BE VIEWED AS SIMPLY 'PART OF THE JOB' ,AND THE CUSTOMER IS NOT ALWAYS RIGHT!

IT'S NOT PART OF THE JOB

UNISON's guide to **tackling violence at work**



Missed Flight - Woman's Airport Freak-Out Caught On Camera



THE AGENDA

- DEFINITIONS
- EXPLAINING VIOLENCE AT WORK
- RISK MANAGEMENT PRINCIPLES
- HAZARD IDENTIFICATION AND ASSESSMENT
- SEARCHING FOR BEST PRACTICE

DEFINITIONS :NATIONAL

- **Comcare / Centrelink risk management guide:**
- **Customer aggression** is ‘any unacceptable hostile behavior towards customer service staff that creates an intimidating , frightening or offensive situation ,and/or , adversely affects work performance’ [2004 :4]

Applying best practice principles to the prevention and management of customer aggression

A risk management guide for customer service providers

A joint Centrelink and Comcare publication



Australian Government

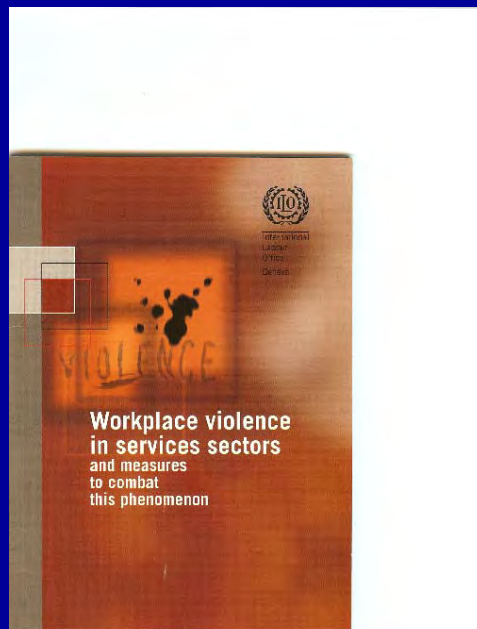
Comcare



**2009 Literature review into best practice
for preventing and managing customer
aggression by Professor Duncan
Chappell**
Reprinted and de-identified by Comcare

[http://www.comcare.gov.au/forms_and_publications/publications/
safety_and_prevention/?a=48474](http://www.comcare.gov.au/forms_and_publications/publications/safety_and_prevention/?a=48474)

DEFINITIONS: INTERNATIONAL ILO CODE OF PRACTICE [COP]



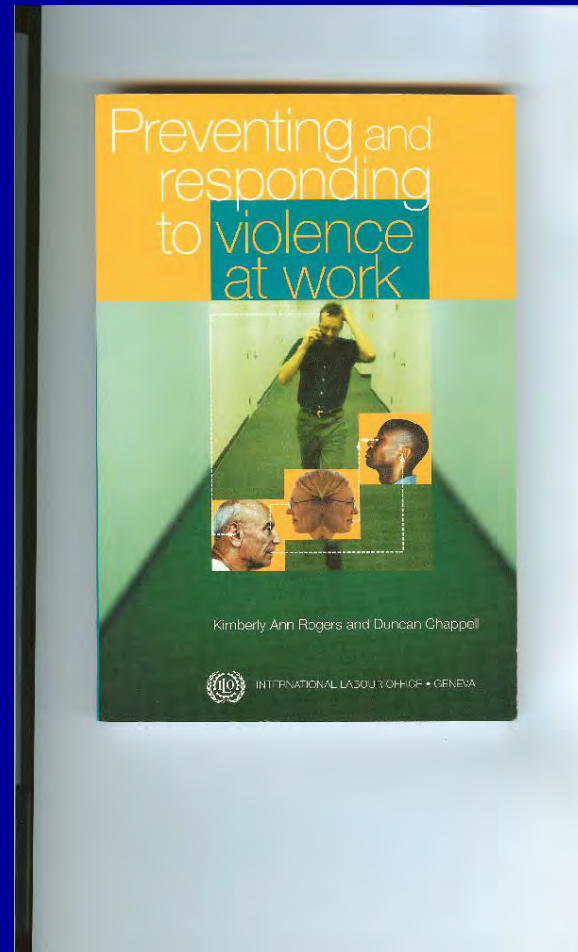
SERVICES SECTORS

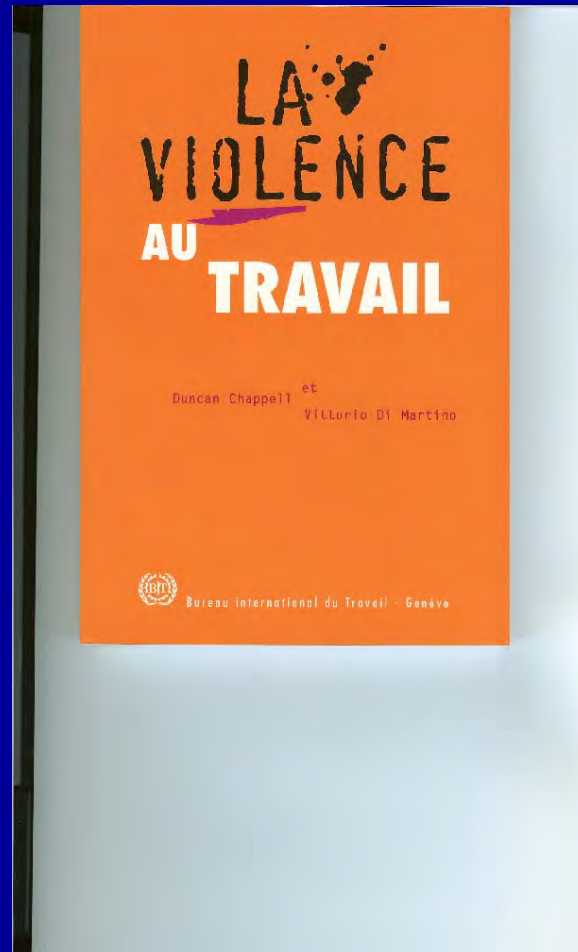
- Includes : ‘commerce; education ; financial and professional services; health services; hotels, catering and tourism; ... public service; transport ; and utilities’ [COP : Clause 1.3.2]. Primary and secondary industries are not included.



- ILO Code of Practice. Workplace violence is:
- ‘Any action , incident or behavior that departs from reasonable conduct in which a person is assaulted , threatened , harmed , injured in the course of , or as a direct result of , his or her work’.[COP, 2003:Clause 1.3.1]

PREVENTION





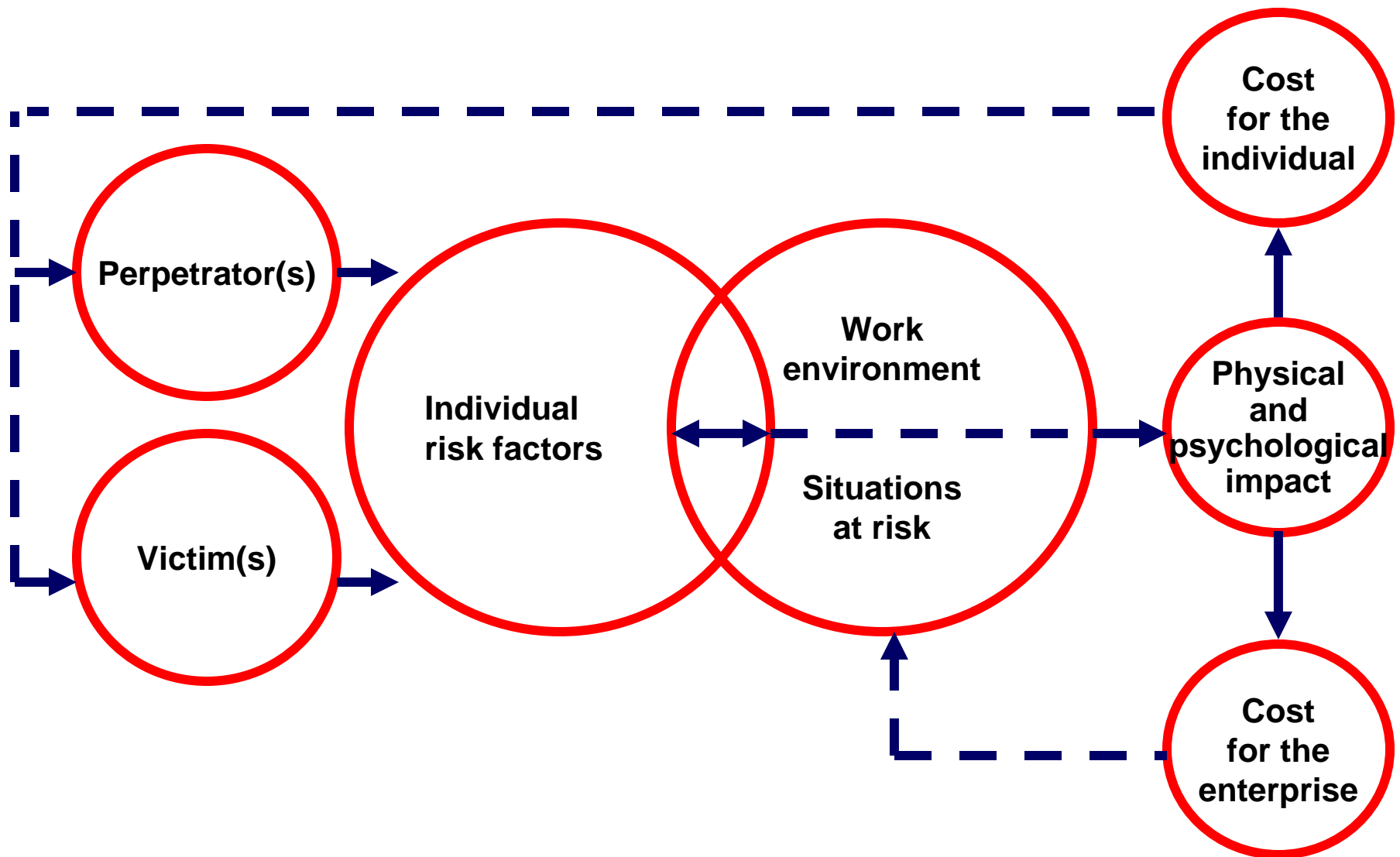
EXPLAINING WORKPLACE VIOLENCE AND AGGRESSION

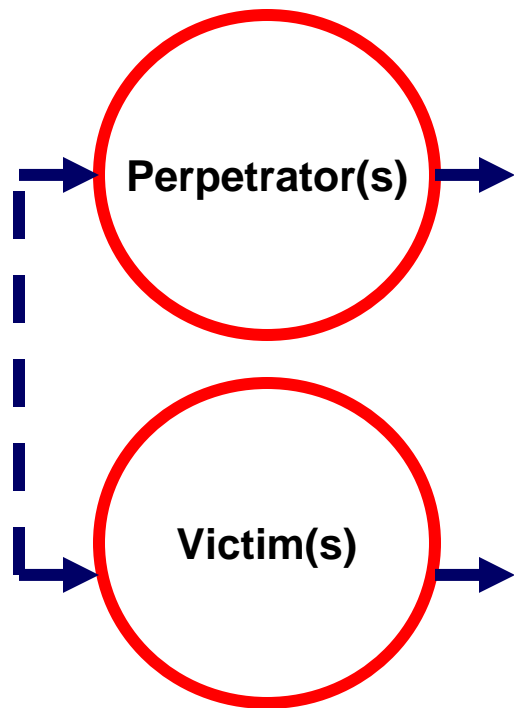
- Workplace violence [WPV] is not easily categorised into neat silos , like customer aggression.
- Research reveals that the causes of WPV are very complex
- The ILO Chappell and Di Martino model

Working Model: Violence at Work



International Labour Office



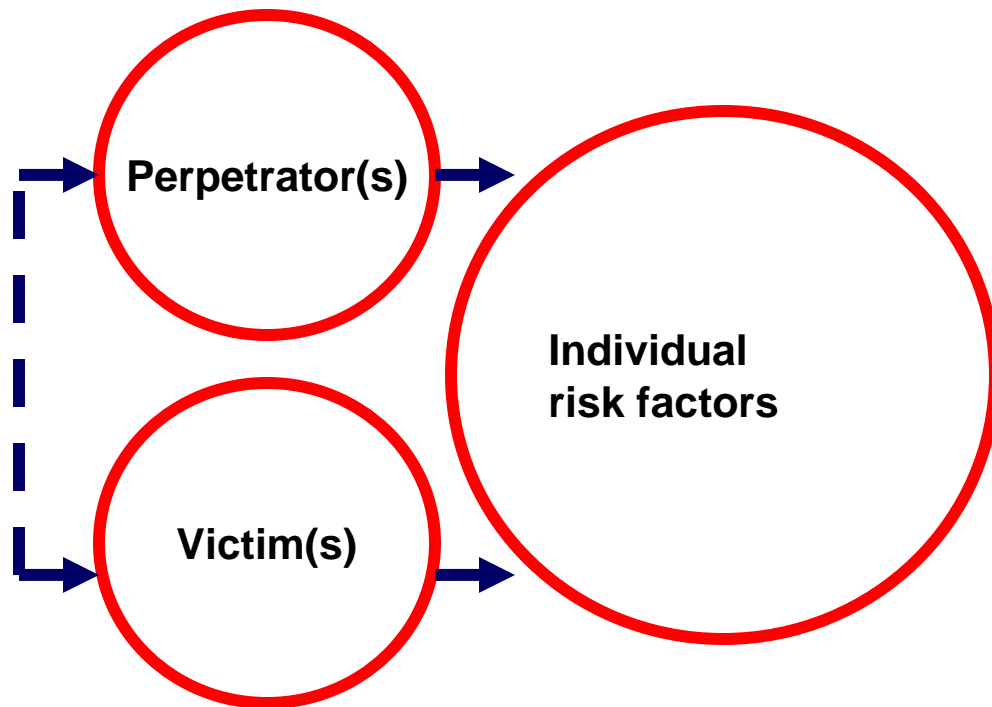




- Client / customer
- Worker
- Stranger

- Worker
- Bystander
- Client / customer, etc.



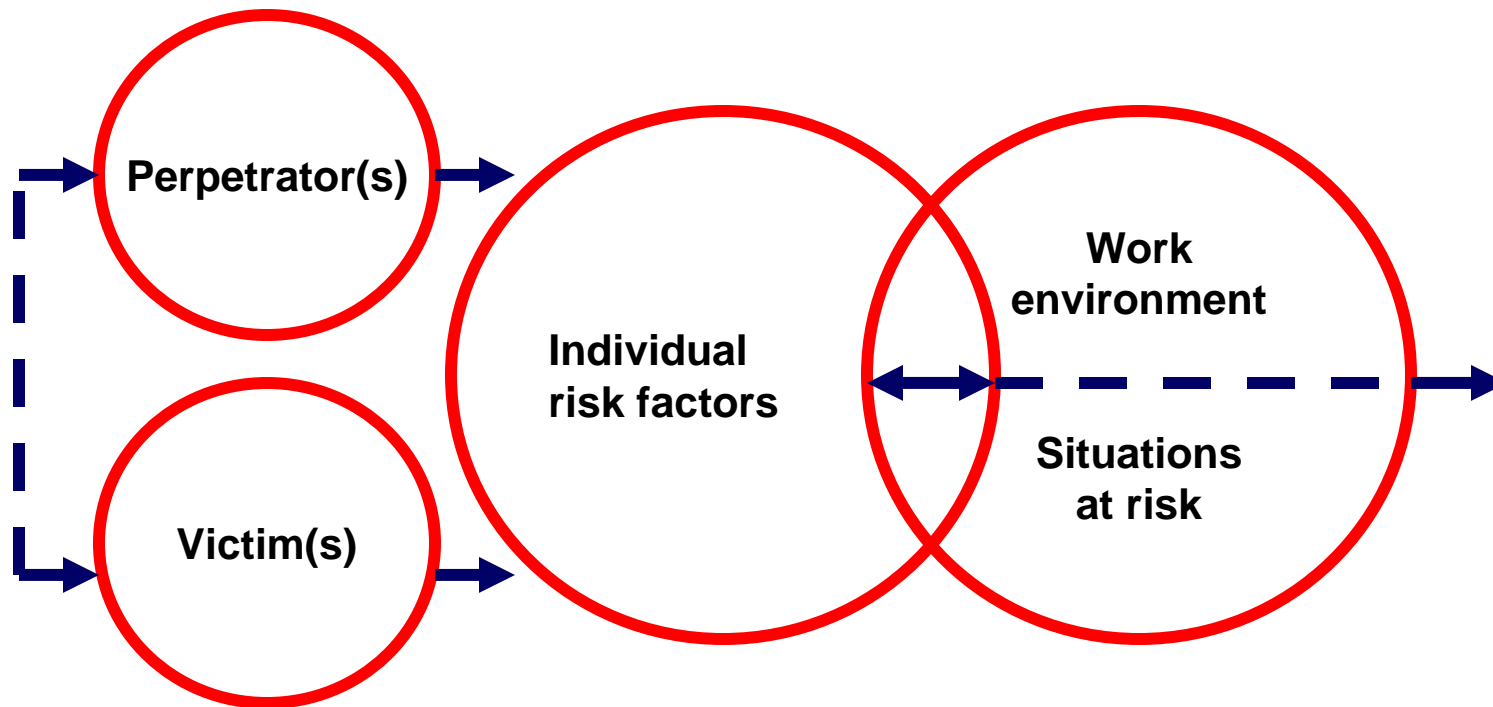




- History of violence
- Male
- Youth
- Difficult childhood
- Alcohol / drug use
- Mental health problems
- Circumstances conducive to violence
- Difficulties in personal relationships



- Age
- Appearance
- Experience
- Health
- Skills
- Gender
- Personality / temperament
- Attitudes and expectations

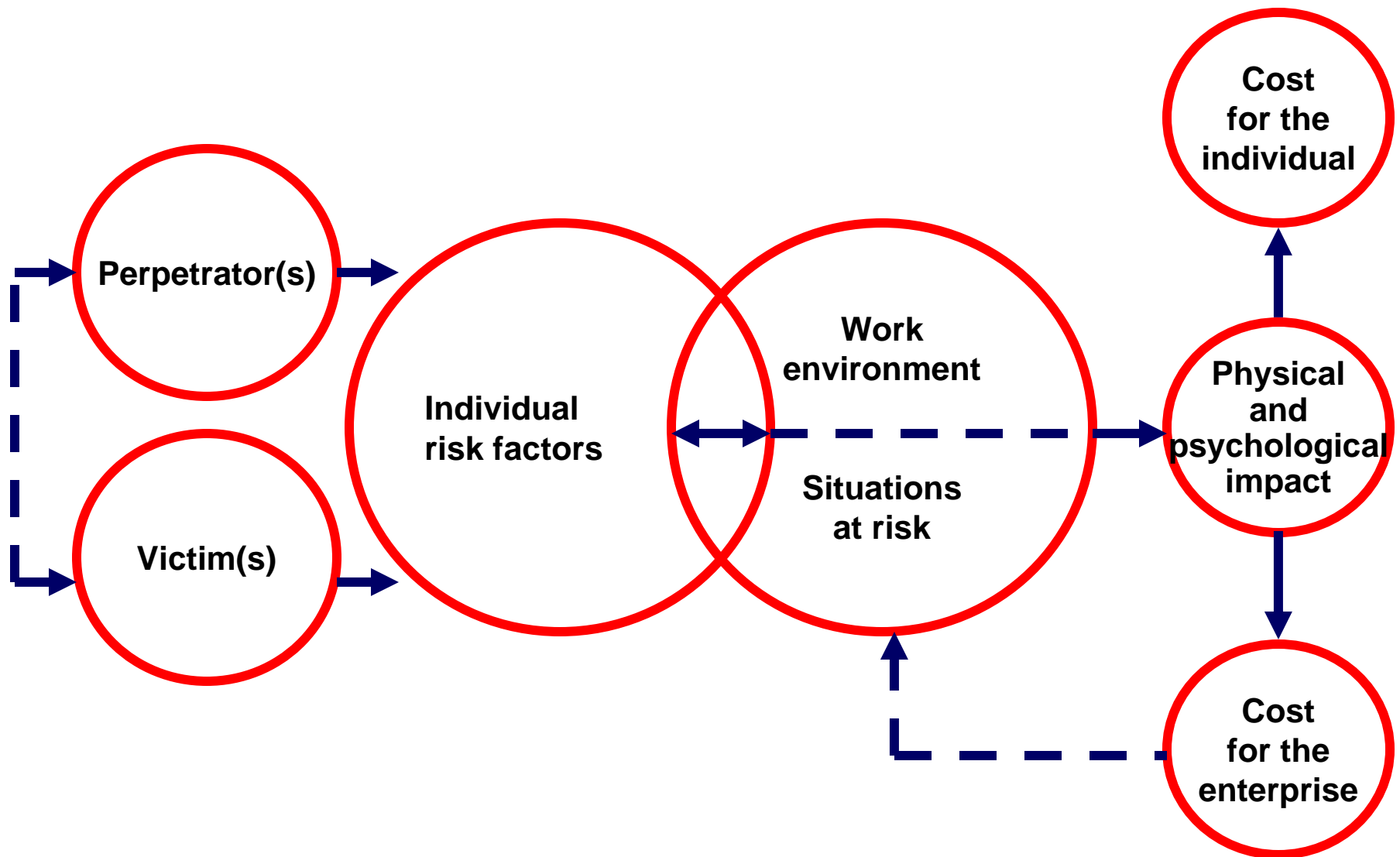




- Physical features
- Organizational setting
- Managerial style
- Workplace culture
- Permeability from external environment



- Alone
- With public
- With valuables
- With people in distress
- Education / school
- Special vulnerability



- **Physical**

- Death
- Injury
- Disability

- **Psychological**

- Harassment
- Bullying
- Mobbing

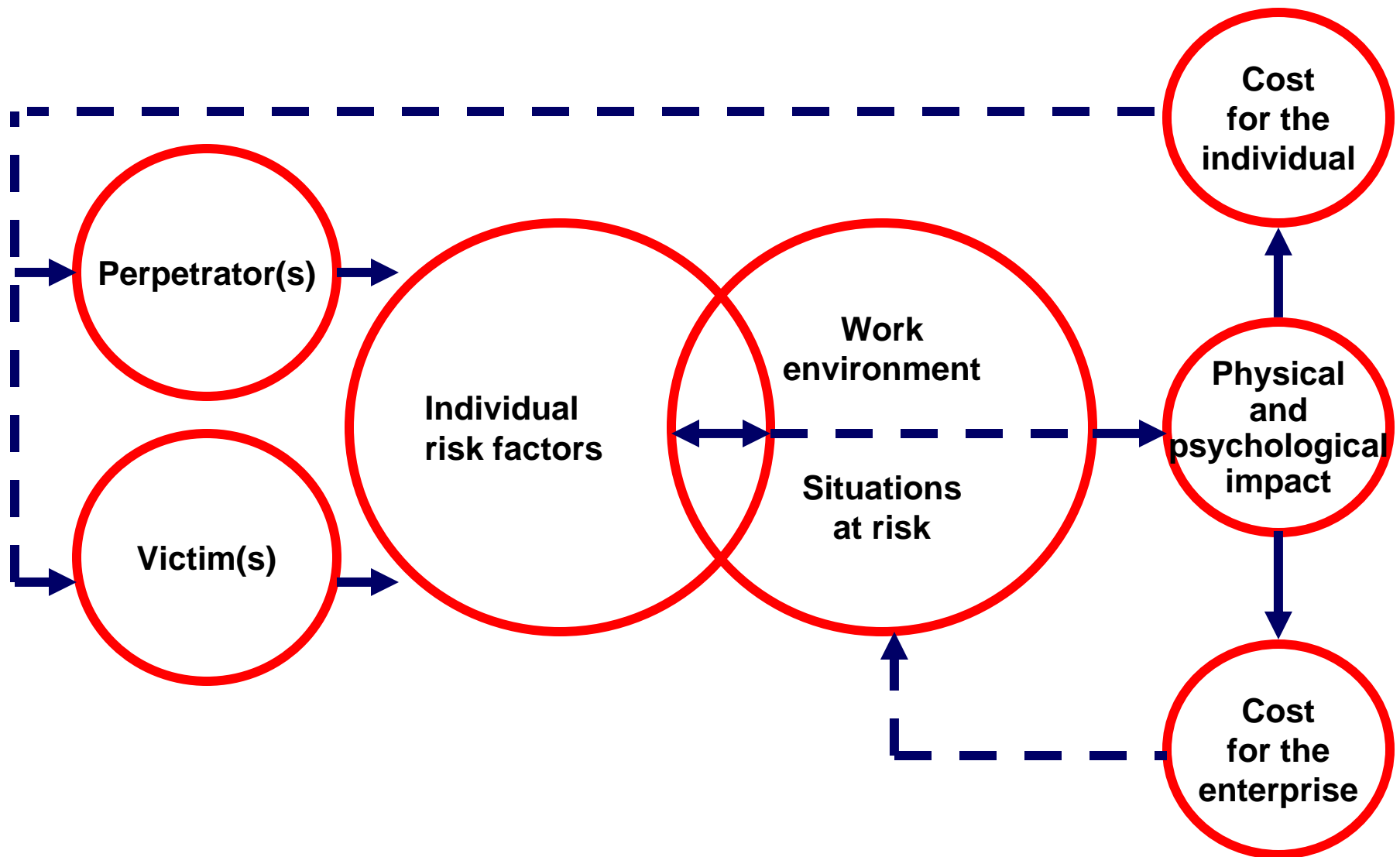


- Lost productivity
- Absenteeism
- Stress
- Further violence
- Tarnished reputation
- Difficulty in attracting and retaining staff



- Stress
- Illness
- Disability
- Financial loss
- Family impact
- Further victimization
- Resignation / transfer
- Suicide





CAL / OSHA MODEL

- Researchers in the US have suggested four broad categories of WPV, based on a model developed by the California Occupational Safety and Health Administration.
- Assists as well in understanding and developing prevention strategies.

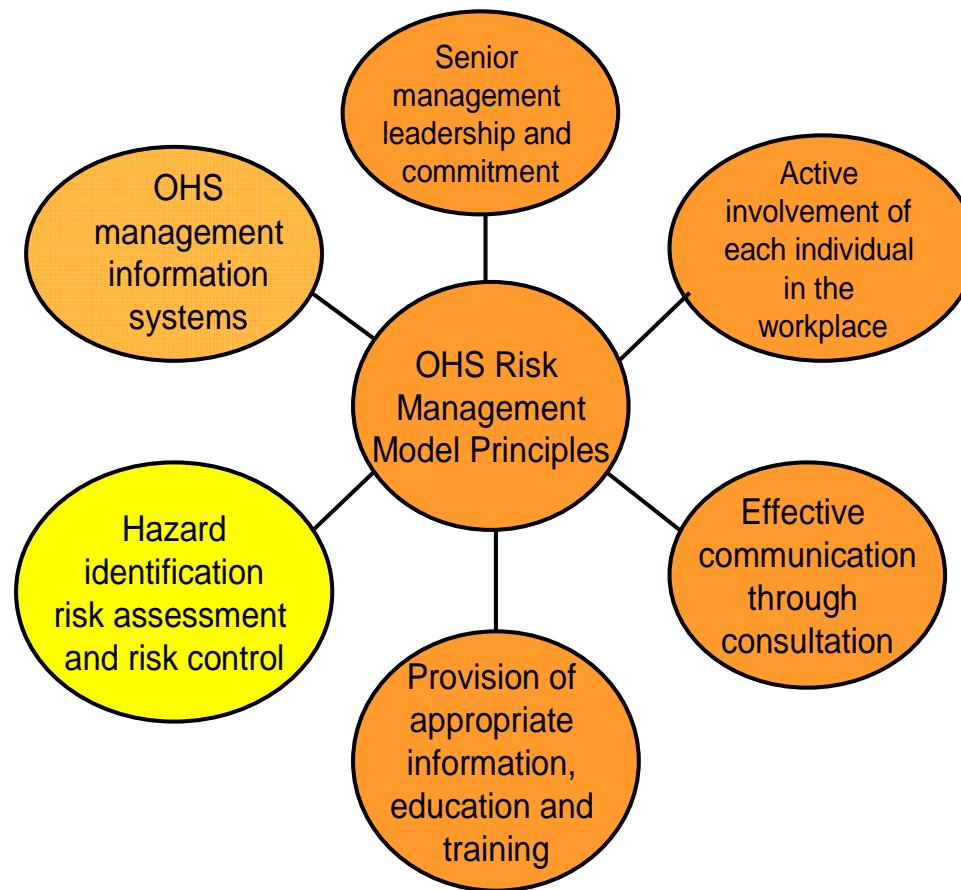
TYPE 1 – 4

- 1 . CRIMINAL INTRUDER
- 2 . CLIENT OR CUSTOMER
- 3 . WORKER TO WORKER
- 4 . PERSONAL RELATIONSHIP

TYPE 2 CUSTOMERS AND CLIENTS



OHS Risk Management Model



**STEP I : HAZARD IDENTIFICATION
AND ASSESSMENT , OR , MAKE
SURE YOU CHECK THE TIDE
TABLE !**



Image from <http://safetycenter.navy.mil/photo/archive/default.htm> 41

TWO KEY QUESTIONS:

1.WHAT IS THE LEVEL AND NATURE OF THE RISK ?

2.WHAT CAN BE DONE TO MINIMISE THIS RISK?



REMEMBER

**NO TWO
WORKPLACES
ARE THE SAME !**



Image from <http://safetycenter.navy.mil/photo/archive/default.htm>

MEASUREMENT OF RISK

- In Australia we lack comprehensive national , state or territorial data regarding the nature and extent of the risks posed by WPV , including Type 2 incidents.
- This is in marked contrast to European and North American jurisdictions.
- This lack of data is a serious handicap to the design and implementation of broad based WPV prevention strategies

UK DATA

- Three sources – British Crime Survey [**BCS**] ; Reporting of Injuries , Diseases and Dangerous Occurrences Regulations [**RIDDOR**] ; Fit3 Workplace Survey [**Fit3**].
- **BCS** 2006 / 7 – 56% assaults by public on workers were by strangers ; 17% by clients or known to victim. Protective service workers at greatest risk .13% workers in contact with public said they were very or fairly worried about being assaulted.

FIT3 FINDINGS

- Fit for work , fit for life , fit for tomorrow
- 6000 interviews full range workplaces
- 2006 – WPV experience prior 3 months
- 16% experienced some form of violence
- One third did not report the incident
- 23% said there were no protection measures in place

PLUGGING INTO BEST PRACTICE



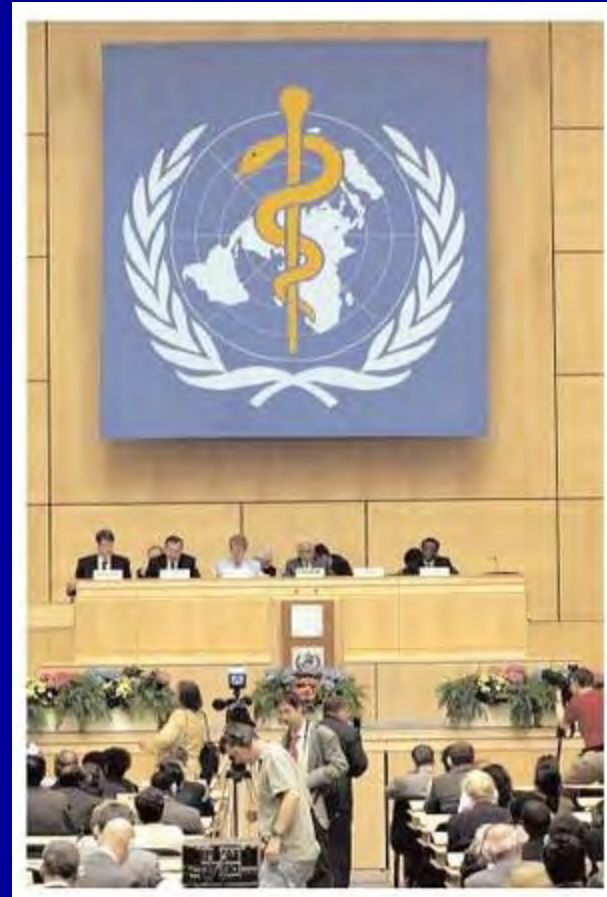
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FOCUS ON OHS RISK MANAGEMENT SOLUTIONS



<http://safetycenter.navy.mil/photo/archive/default.htm>

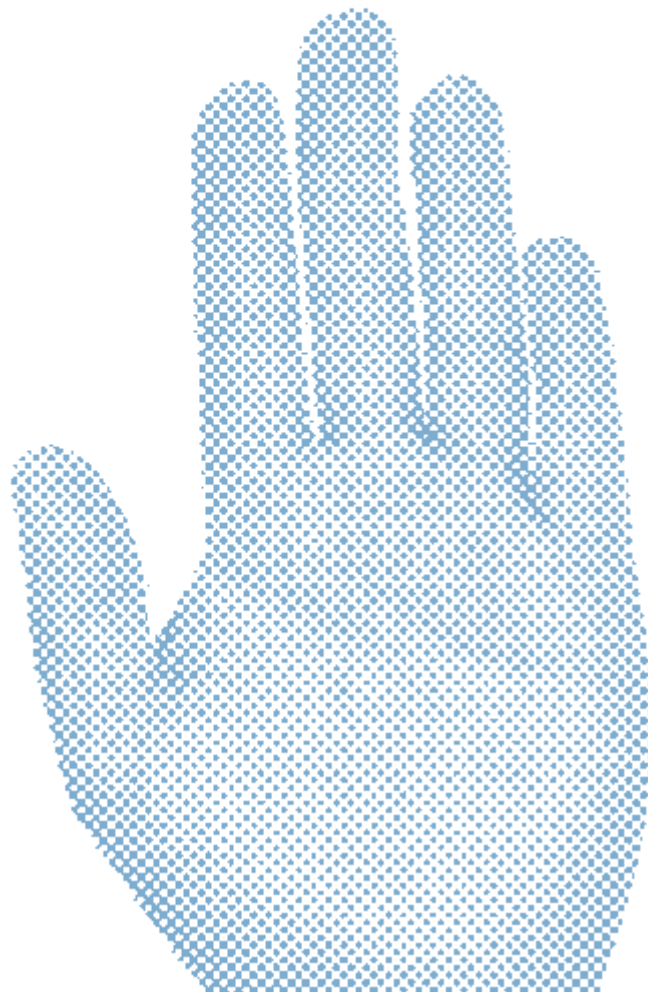
INFLUENCE OF THE HEALTH SECTOR



Zero Tolerance

**Response to violence
in the NSW Health workplace**

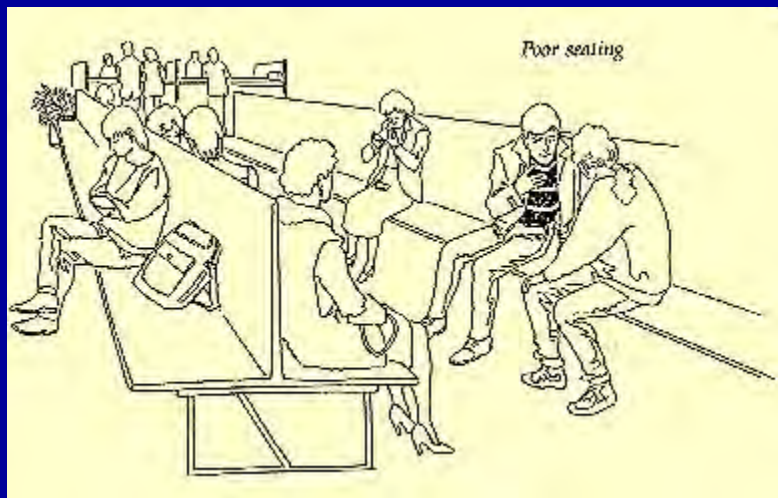
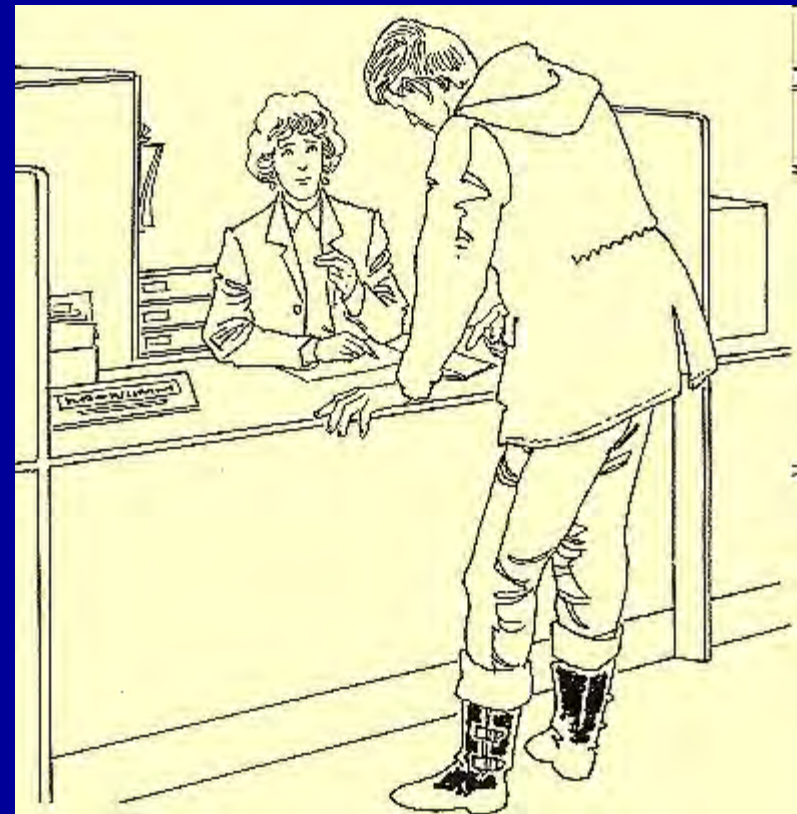
Policy and Framework
Guidelines



TYPE 2 BEST PRACTICE GUIDES



AIC Crime Prevention Series. CPTED Principles

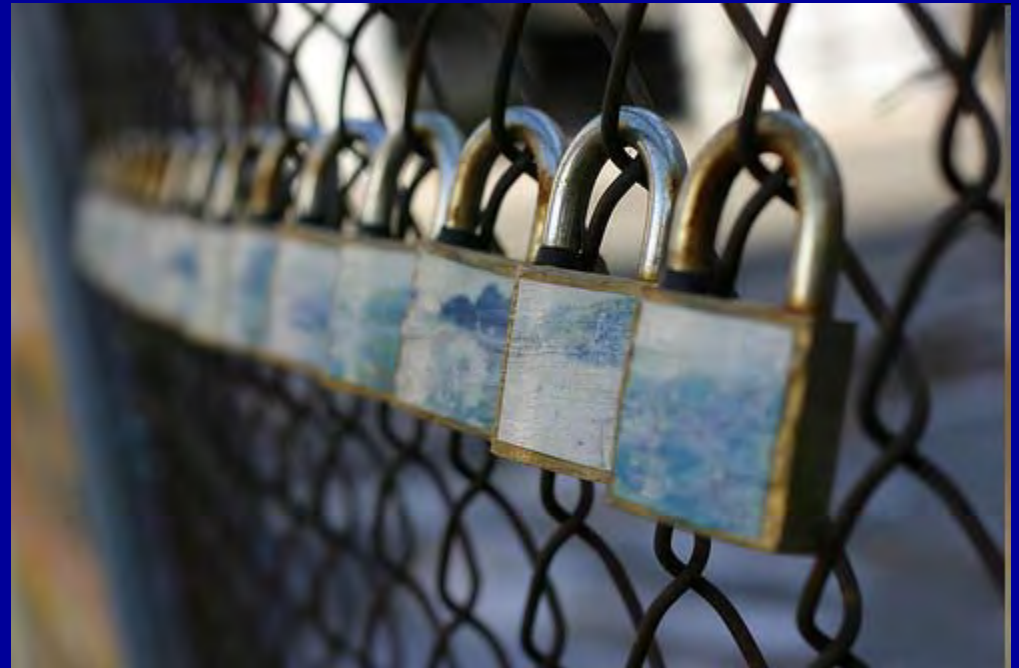


CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN [CPTED]

- Enhance building and environs design to discourage crime , including violence.
- ‘Disciplinary blindness’ – CPTED is often only a creature of criminology rather than OHS planning.
- Key facets include target hardening, increased visibility , fittings and furniture , and protections for staff off site.



TARGET HARDENING



SURVEILLANCE CCTV





SECURITY GUARDS

CUSTOMER COMFORT



EFFICIENT AND PROMPT SERVICE DELIVERY



LIGHTING , FURNITURE AND FITTINGS



**Preventing *Client-Initiated*
Violence:
A Practical Handbook**

Claire Mayhew

**Australian Institute of Criminology
Research and Public Policy Series
No. 30 [2000]**

Risk Control

Mayhew [2000]

The OHS Committee Role in Violence Prevention 32

Security Plan Role in Violence Prevention 33

Workers in Contact with the Public in Offices/Other Client Service Outlets 33

High-risk Clients 34

Off-site Workers 36

Home-based Workers 36

Stalking 36

Training for Violence Prevention 37

Possible Procedures to be Followed During Meeting with Violent Client/Perpetrator 38

Evaluation 38

WHAT WE WANT HAPPY STAFF AND HAPPY CUSTOMERS



**ANY
QUESTIONS
AND OR
COMMENTS ?**

