



# Managing **Aggressive** Passengers

### › KEY BENEFITS

- **Reduce** negative impacts (both human and financial) associated with aggression and violence and the impact it has on public safety and comfort.
- **Reduce** stress associated with incidents which can otherwise impact driver's wellbeing, behaviour and performance.
- **Up-skill** drivers in an approach with two decades of development, practical application and proven results.
- **Empower** drivers to manage a range of difficult behaviours that present in the bus environment, keeping emerging risks to a minimum.
- **Improve** the professional image, brand and reputation of your bus organisation.
- **Enhance** compliance with National Work Health and Safety Laws (WHS Legislation) & Common Law obligations (due diligence) for Workplace Violence risks

### Bus Industry Violence Survey (BusVic 2014)

- The report examined the mental health impact of such incidents and the prevalence of PTSD. 21% reported experiencing incidents of angry abusive or aggressive customers daily, with a further 24% reporting that incidents occurred at least weekly. 20.5% reported physical assault by a passenger.

### › WHY PASSMORE DUFF

- A robust and proven approach, since 1996 for managing the risk of workplace violence.
- Training design, frameworks and tactics developed and delivered by specialists.
- Highly qualified team with more than two decades of risk management consulting and training experience, underpinned by a range of academic qualifications.
- Subject matter experts drawing on their expertise from operating in high risk environments i.e., Tactical Policing and Counter Terrorism Teams & Military Special Forces.
- Award winning training solutions for training excellence in workplace violence.



### › ABOUT THIS TRAINING

Some workplaces and environments present inherently greater risks to employees, who by virtue of their role or location may be exposed to higher levels of aggression & violence. Bus drivers face increased risks of customer aggression and violence, with a number of high profile assaults across Australia in recent years. Bus Association Victoria reports a significant number of drivers are verbally or physically abused annually, however incidents are under reported by about one-third.

A range of factors affect and contribute to driver-passenger incidents. The process of volatility and escalation typically occurs as a result of increased frustration over fares, refusal of service, service quality or rule enforcement (per 2016 Department of Criminology Report, Bond University) with other passengers either becoming agitators or victims themselves. Other factors reported as playing a role include isolation, mobility and negative attitudes towards drivers. All of which influence perceptions of safety, service and security on-board, and bring pressure to bear on drivers on a daily basis.

Navigating these at risk situations can be emotionally challenging and in an increasing number of cases, physically threatening. These risks increase in the absence of a safe, proven and effective approach that assists the drivers in their response. Skills in situational awareness and risk appreciation need to combine with a specific set of communication and de-escalation skills applicable to the bus environment. A further set of protective response skills are needed for those situations that threaten a driver's physical safety and wellbeing, or those of other customers, in order for these risks to be adequately and safely attended to.

The Managing Aggressive and Violent Behaviours program has been developed specifically for bus environments where drivers face a range of verbal or behavioural challenges i.e., escalating incidents; criticism, complaints, physical threats, aggressive or harassing behaviours through to acts of violence against drivers or customers.

Participants will learn a range of emotional and behavioural competencies in 'The CARM® Approach' to support and equip them with the necessary skills and techniques they need to respond to such challenges. If these more tenuous situations are not addressed in a professional and measured way then significant potential exists for negative public perceptions to be reinforced in an adverse way.

TRAINING

## › Australian & International studies into aggression events on-board buses.

Department of Criminology Report  
(Bond University Qld, Australia July 2016)

- Physical violence, whether leading to an injury or not, is a significant problem for bus drivers.
- International research suggests that compared to the average worker, public transport staff, particularly bus drivers, face a high risk of abuse (Chappell, 1998; Mayhew, 2000a; Essenberg, 2003; Morgan & Smith, 2006).
- The threat of passenger aggression toward bus drivers is correlated with a suite of situational factors inherent to their workplace setting. These include low levels of guardianship, mobility, immediate proximity to passengers, cash-handling, overcrowding, service delays, ticketing issues and dealing with intoxicated passengers (Essenberg, 2003; Chappell & Di Martino, 2006; Morgan & Smith, 2006; Mayhew & Chappell, 2007; Fellesson, Salomonson, & Aberg, 2013).
- Such features are deemed to create “flashpoints” on buses where low levels of conflict (e.g. verbal exchange) can escalate into proscribed criminal behaviours (e.g. physical assault) in a volatile manner (Lincoln & Huntingdon, 2013; Lincoln & Gregory, 2014a).
- Studies have demonstrated that passenger aggression is a significant stressor affecting the wellbeing of urban bus drivers.
- Passenger aggression elicits a suite of negative implications for drivers, other passengers and transit operators.
- For drivers, passenger aggression has been linked to increased anxiety, stress disorders, depression, temporary or permanent physical ailment and diminished productivity (Fisher & Jacoby, 1992; Tse et al., 2006; Couto & Lawoko, 2011).
- Among other passengers, witnessing driver assaults can increase fear and anxiety about personal safety and even lead to a normalisation of such conduct (Morgan & Cornish, 2006).
- For transit/bus operators, passenger aggression has both direct and indirect financial consequences, including litigation, staff turnover, injury related claims, absenteeism and lost revenue. (Essenberg, 2003; Tse et al., 2006).

## › TRAINING SOLUTIONS

We offer specialised training services to address your specific learning and skill development requirements and operational risk based needs.

- Facilitated training sessions:
  - Professional development program (Duration: 1 Day)
- Blended learning solution - ½ day facilitated with e/m-learning program
- e/m-learning program:
  - Oct 2019 build - interactive e/m-learning program with assessment. Optimised for computer, tablet or mobile phone environments. (Duration: 1.5hrs)

## › PROGRAM MODULES

**Module 1.** Focuses on understanding the reasons for aggressive customer / member of the public behaviours. We explore the reasons and triggers for anger and aggression, identifying motivations and risk factors that underpin certain behaviours. This includes identifying motives which will ultimately influence and shape the way we need to communicate in response.

**Module 2.** Focuses on assessing and evaluating risk to identify specific and contextualised issues or challenges where aggression or violence can occur.

Situational awareness skills enhance our risk appraisal of specific aggressive or violent behaviour threats. A risk based approach provides a simple yet extremely effective decision making approach, that's helps guide our actions towards the most appropriate and safest outcome.



Including tactics for protecting space; managing provocation and insults; demonstrating empathy, adopting a helpful demeanour and language.

**Module 3.** Focuses on defusing and de-escalation skills. Introducing a robust framework for de-escalating aggressive behaviours, called 'The CARM® Approach'. The aim, to try and optimise outcomes whilst mitigating interpersonal risk. This approach is underpinned by communication and influencing techniques, allowing for the development of skills to navigate challenging / threatening behaviours.

**Module 3.** Focuses on disengaging / defending tactics i.e. last resort measures in preparing for and responding to an attack (Protective Defence Skills). It also addresses options around disengaging from threats and responding effectively to threats and intimidation and tactics for withdrawing professionally from unsafe situations. Topics covered also include; lawful protective defence, how too effectively and lawfully counter a physical attack through 1. Preparing self and bus setting for defence against attack and 2. Countering an attack with techniques for separation & evasion.

## › CUSTOMISATION

- Our training solutions are contextualised to meet your specific operating environment, business and risk management profile.

For further course details and learning outcomes please contact us on:

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