

MARK BRAVERMAN, PH.D

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Mark Braverman is an internationally recognized expert on workplace violence prevention and organizational crisis management. Dr. Braverman has worked with private corporations, government agencies, unions, police departments and public entities across the globe in the prevention, response, mitigation and recovery from disasters, violence and potentially business-ending crises -- providing training, policy development, and acute crisis intervention services. He provides threat assessment and consultation on the handling of threats and violence, and expert testimony in cases involving workplace violence and psychological injury. He is the author of *Preventing Workplace Violence, a Guide for Employers and Practitioners*, Sage Publications, 1999. He now leads The Braverman Group, located in the Washington DC area.

Professional and Management Experience

Senior Vice President, Crisis Consulting Practice, Marsh USA, 2002-2004

Leader of Human Impact Practice: Developed comprehensive model for prevention, response, mitigation and recovery from disasters, violence and organizational crises. Developed unique, scaled approaches to organizational assessment and consultation to augment crisis management services and as innovative stand-alone products.

- Developed protocol for Human Impact component of comprehensive Crisis Management Plan.
- Advised major clients in execution of threat management, disaster management, and crisis management plans.
- Developed comprehensive Workplace Violence Prevention Program and Policy for Marsh McLennan (MMC) Companies.
- Developed and delivered classroom and internet-based Violence Prevention Program training for Human Resources and management staff of MMC Companies.
- Supervised management of workplace violence cases for MMC Companies.
- Developed Human Impact component of Business Continuity Readiness Review for Marsh Business Continuity Practice: set of audit questions and recommendations for assessment of staff-related risks and recovery planning for disasters, accidents and business crises.
- Developed Organizational Assessment™ component of Crisis Readiness Review:™ flexible, multi-modal instrument to assess cultural, structural, and leadership attributes related to development of organizational crisis planning.
- Developed Transition Readiness Review:™ a multimodal, scalable assessment and intervention approach to predict, measure and manage the impact of mergers and acquisitions on employee productivity, critical talent retention, management effectiveness, crisis and violence risk, and overall organizational functioning.

President, Crisis Management Group, Inc. (DBA CMG Associates) 1988-2002

Founded and operated CMG Associates, private for-profit business, in 1988. CMG Associates provides policy development, training, and case consultation to businesses on a wide range of human resource issues, including violence, traumatic stress, harassment, organizational change, and other crisis and stress-related issues. As President and founding partner of CMG Associates, achieved the following:

- Developed innovative approaches to Employee Assistance Program delivery, including unique models scaled for large to small companies, focusing on cost-effectiveness, maintenance of quality, and preservation of consulting, Human Resources support, and crisis intervention components.
- Developed innovative, cost-effective approach to management and supervisor training.
- Developed and supervised international network of industrial psychology and social work professionals to service client contracts.
- Developed innovative approach to management of psychological aspects of work injury.
- Published articles in professional and industry journals. Contributed chapters to edited books.
- Authored books on workplace violence for employers and allied professionals, e.g. employment lawyers and security professionals (see below, selected publications).
- Frequent keynoter and speaker in US and abroad at professional and industry conferences on subjects of workplace violence prevention, traumatic stress, and injury risk management. Featured frequently as an expert in print and broadcast media.

Legal Consultation

Expert opinion: Provides expert opinion in cases involving workplace violence and claims related to psychological injury. Render opinions and provide testimony, for both plaintiff and defendant bar, regarding employer liability and issues of causality and responsibility. Provide pre-litigation consultation to defendant bar for cases involving claims of psychological injury or related to alleged workplace violence. Representative cases:

- Global Fortune 100 services company (for plaintiff): Reviewed depositions and records related to charges of longstanding pattern of gender discrimination and overt sexual abuse leading to severe psychological damage brought by three female employee plaintiffs. Provided written and videotaped testimony that led to successful settlement with claimants receiving monetary damages and defendant agreeing to institute significant personnel, procedural, and policy changes. Case based on failure of Duty of Care and establishment of causality between psychological injury, specific actions of managers, and direct accountability of upper management. Advised plaintiff on appropriate requirements for actions to be guaranteed by defendant as part of out-of-court settlement.
- Midsized manufacturing company (for defendant): Trade Union contested employer's suspension of employee for pattern of disruptive and threatening behavior and subsequent requirement of anger management treatment as condition of return to work following suspension. Provided testimony at arbitration supporting employer's claim that employee's behavior created an unhealthy and hostile work environment and that discipline and requirement of treatment was reasonable. Employer prevailed.
- Major newspaper publisher (for defendant): Sued for wrongful termination by an employee who was suspended for allegedly threatening workplace violence and subsequently terminated for refusing to undergo an independent assessment of dangerousness required by the employer. Provided expert testimony at arbitration hearing supporting employer's decision to suspend and duty to require an examination to determine threat posed to the workplace. Employer prevailed and termination was upheld.
- Hotel chain (for defendant): Reviewed depositions in a case involving claim of posttraumatic stress disorder related to alleged entrapment of guest in sauna. Advised client and client's counsel to settle. Case successfully settled.

Advice, consultation, prevention and policy development: Team with counsel to advise clients on management of threatening, disruptive and aberrant behavior. Assessment of employees for possible

dangerousness. Assistance with development of policies and protocols to prevent and manage violence and to prevent lawsuits and claims related to Duty of Care, discrimination, and employer negligence.

Selected Projects and Contracts

Private Sector: Ongoing consultation, training, case management

Work on an ongoing consultative and case consultation basis with corporations, including approximately twenty Fortune 500 companies between 1988 and 2001. Services to these corporations focus on: developing the capacity to prevent and minimize psychological trauma and stress to workforce as a result of violence and threat of violence, industrial accidents causing injury, toxic exposures, death or risk of injury or death, major organizational change and downsizing, scandal and other threats to morale, productivity, and loyalty. Services to these companies include:

- Obtaining buy-in from corporate and agency executives for organization-wide trauma response or violence prevention programs and initiatives.
- Assembling multifunction teams at top corporate levels.
- Working with teams to design and conduct company risk audits. Audits include review of trauma or violence-relevant experience and policy and procedure review.
- Interpreting results of audit to drive design of policies and procedures.
- Designing company-wide methods to detect and respond to range of crises and conditions that threaten health and safety of individuals and functioning of business operations.
- Consulting to corporate management teams on response to specific situations, including conducting dangerousness assessments and managing risk of terminations.
- Consult with corporate counsel on employment law issues related to psychological injury, violence response and other trauma or behavioral issues related to employer liability and responsibility.

United States Postal Service and other Federal Agencies: Violence Prevention Policy and Consultation on Workplace Trauma

1991-2001: Consulted to Federal Agencies, including HHS, NIOSH, IRS, EPA, NTSB and NLRB on workplace violence policy, workplace traumatic stress, and occupational health issues. Provided training to management staff on detection and response to violence and threats. Consulted on specific cases of violence, threat, disaster and work-related stress, and employee impairment.

1999: Served as a consultant to the *United States Postal Service Commission for a Safe and Secure Workplace*, a private commission under the direction of former Health, Education, and Welfare Secretary Joseph Califano.

1992: Testified before a joint United States Congressional Subcommittee on the causes of violence in the U.S. Postal Service in aftermath of Royal Oak, Michigan shootings (see below, acute crisis intervention).

1988-1999: Consulted to the United States Postal Service at Federal and District levels. Worked with executives in Human Resources, Labor Relations, Legal, Risk Management, Security, and Health and Safety to analyze the root causes of workplace violence and system issues contributing to hostility and violence. Organized and led a groundbreaking joint labor-management team with Postal Service executives and all four Postal Service Unions to develop a national policy and protocol to reduce violence throughout the Postal Service. Worked with executive management and union leadership in eight Postal

Service Districts across the United States to develop policies and teams, train personnel, and consult on specific cases of threat and violence.

Acute Crisis Intervention

Terrorist attack on New York City, September 2001: Served numerous companies in Manhattan, Boston and nationwide in the immediate aftermath of the terrorist attacks. Provided consultation to companies in downtown Manhattan regarding return-to-work planning and counseling for returning employees. Provided consultation to management of midtown companies regarding the management of fears of returning employees and need for security upgrades and adjustment of performance expectations for traumatized and psychologically stressed employees and supervisors. Provided policy guidance for executive leadership of New York City companies regarding safeguarding the long-term health, loyalty and productivity of employees at multiple organizational levels. Provided policy guidance and specific case consultation for companies in New York and Massachusetts regarding work-related airline travel in aftermath of the attacks. Results: rapid restoration of morale, increased confidence in leadership, return to pre-attack productivity levels.

Turkey earthquake, August 1999. Advised Corporate Human Resources and Plant Management of Fortune 500 tire manufacturing company with factories in Turkey that were directly affected by earthquake. Traveled to Turkey to work with executive management of Turkey headquarters in Istanbul and management of two factories catastrophically affected by the earthquake. Coordinated relief efforts for employees and families with local psychological resources, met with local management staff, advised executive management on return to work policies and consulted on cases. Trained management in traumatic stress disorder and its effect on individual and organizational functioning.

1995: Fatal Industrial Accident. Worked with Fortune 100 computer manufacturer after an employee died breathing pure nitrogen from an improperly tagged-out breathing system. Worked with executive team to coordinate public relations, plant-wide internal informational meetings, and counseling sessions with all affected employees. Result: return to full production within 3 days, no claims or lawsuits.

1991: Workplace Shooting, Royal Oak Michigan Post Office: At request of Postal Service Headquarters in Washington, DC, coordinated massive organizational recovery effort in aftermath of shooting of 5 managers by fired letter carrier. Led team of Regional, District and Local operational, human resources, and security managers and medical personnel in planning and implementation of effort. Result: return to higher than pre-shooting productivity levels within 5 days, no absenteeism, no claims. Prepared a report analyzing the causes of the tragedy and formulated recommendations that led to formation of future Postal Service policy (see above, Congressional testimony).

Publications

Published over fifty articles and book chapters in academic texts, trade journals, and international symposia on the subjects of workplace trauma intervention, the management of organizational change, the causes and prevention of workplace violence, and occupational mental health. Selected publications include:

Braverman, M. "The Challenge to Corporate Leadership: Managing the Human Impact of Terrorism on Business Recovery" in Kamien, ed. *The McGraw-Hill Handbook of Homeland Security*, Spring, 2005.

Geffner, R, Braverman, M, Galasso, J, Marsh, J, eds. *Aggression in Organizations: Violence, Abuse and Harassment at Work and Schools*, Haworth Press, Binghamton, NY, in press.

Braverman, M. "Managing the Human Impact of Crisis." *Risk Management Magazine*, May 2003.

Braverman, M. "The New Reality of Risk: Tracking the Human Impact of Crisis." *Insights, for CEO's Only*, April 2003.

Braverman, M. *Preventing Workplace Violence, a Guide for Employers and Practitioners*, Sage Publications, 1999.

Denenberg, RV. and Braverman, M. *The Violence-Prone Workplace: A New Approach to dealing with Hostile, Threatening, and Uncivil Behavior*, Cornell University Press, Ithaca and London, 1999.

Braverman, M. "Post-traumatic Stress Disorder and its Relationship to Occupational Health and Injury Prevention." *Encyclopaedia of Occupational Health and Safety*, Ed. Hurrell, JJ, Murphy, LR, Sauter, SL, Levi, L. International Labor Office Press, Geneva, 1998.

Braverman, M. "Prevention of Violence Affecting Workers: A Systems Perspective." *Security Journal*, Vol. 13, No. 3, Perpetuity Press, Leicester, 2000.

Braverman, M. et. al., "Dispute Resolution & Workplace Violence," *Dispute Resolution Journal*, Vol. 51, No. 1, Jan.- March 1996.

Barton, L., Braverman, M., and Braverman, S. "A Comparative Analysis of Organizational Response to Traumatic Stress among Workers in the Aftermath of Crisis," in *Disaster Prevention and Management*, Vol. 2, No. 1, 1993.

Braverman, M. "Preventing Stress-Related Losses: Managing the Psychological Consequences of Worker Injury," *Compensation & Benefits Management*, Vol. 9, No. 2, Spring 1993.

Braverman, M. "Post-Trauma Crisis Intervention in the Workplace," in Quick, James Campbell; Murphy, Lawrence R.; and Hurrell, Joseph J., *Stress & Well-Being at Work: Assessments and Interventions for occupational Mental Health*. Washington, DC: American Psychological Association, 1992.

Braverman, M. "A Model of Intervention for Reducing Stress Related to Trauma in the Workplace," in International Labor Office: *Conditions of Work Digest*, Volume 11, No. 2, 1992. Geneva, Switzerland.

Braverman, M., and Braverman, S. "Trauma in the Workplace: Risks, Costs, Solutions," *Betterley Risk Management Commentary*, Vol. 18, No. 3, 4th Quarter, 1992.

Education

Ph.D., Clinical Psychology, Boston University

Ed.M., Human Development, Harvard Graduate School of Education

B.A., English and Comparative Literature, Columbia University

Professional Memberships, Honors, Appointments

License in Psychology, Commonwealth of Massachusetts

Member, American Psychological Association, Practice Directorate

Instructor in Psychology, Harvard University School of Medicine(1986-1990)

Chair, Task Force on Work-Related Trauma, International Society for Traumatic Stress Studies (1990-1992)

Member, Occupational Mental Health Committee, American College of Occupational and Environmental Medicine (1991-1994)

Taskforce on Workplace Violence of the American Psychological Association (2001-present)

Co-Founder and Senior Consultant, Workplace Solutions, a non-profit corporation affiliated with Cornell University School of Industrial Relations and supported by a grant from the Hewlett Foundation (1996-2000)

References, reprints and list of client companies upon request.