

WORKPLACE VIOLENCE PROGRAM

Louisiana State University in Shreveport

Inclusive date of the WVP: January 1, 2000 — December 31, 2000

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Campus Chief Executive Officer: Dr. Vincent Marsala, Chancellor

System Chief Executive Officer: Dr. William L. Jenkins, President

WVP Campus Administrator: Michael T. Ferrell, Vice Chancellor for Business
Affairs

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January 1, 1998 — December 31, 1998

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I. INTRODUCTION TO LSU IN SHREVEPORT

Louisiana State University in Shreveport originated with Act 41 of the 1964 Louisiana Legislature, which authorized the establishment of a two-year commuter college in Shreveport. On February 6, 1965, the LSU Board of Supervisors formally established Louisiana State University in Shreveport as an integral division of the Louisiana State University and Agricultural and Mechanical College System.

The objective of Louisiana State University is to offer both an opportunity to all who seek advanced education and a challenge to its students to serve society through the acquisition of mental discipline and intellectual leadership. The responsibilities of the public university to the local community, to its agencies, and to its organizations are keenly felt. Through primarily concerned with baccalaureate and master degree programs, LSU in Shreveport is aware of the need to provide a full range of educational offerings, such as short courses, special institutes and other programs to meet the educational and cultural needs of the community.

The chief executive officer for LSU Shreveport is the Chancellor to whom the major divisions report, specifically: Chancellor's Division, Academic Affairs Division, Student Affairs Division, Development Division, and the Business Affairs Division. The campus has 578 employees (including 150 student employees). Faculty, administrators and professional employees are governed by employment guidelines found in the Bylaws and Regulations of the Board of Supervisors of Louisiana State University and Agricultural Mechanical College, but all other employees are called "classified" and are governed by the rules and regulations of the Louisiana Department of Civil Service.

The University recognizes that its employees, students and visitors are the most valuable resource and their safety and security are essential in meeting the purpose of LSU in Shreveport. Every person on the campus has a reasonable expectation to visit the university in an atmosphere free of threats and assaults. LSU in Shreveport recognizes the increasing incidence of violence in the workplace and is committed to creating a violence free environment at the university.

II. LSU IN SHREVEPORT POLICY STATEMENT

POLICY STATEMENT**No. 1 19.00**

COORDINATED BY: Business Affairs

EFFECTIVE: December 14, 1999

SUBJECT: Violence in the Workplace

PURPOSE

The university recognizes that its employees, students and visitors are the most valuable resource and their safety and security are essential in meeting the purpose of LSU in Shreveport. Every person on the campus has a reasonable expectation to visit the university in an atmosphere free of threats and assaults. LSU in Shreveport recognizes the increasing incidence of violence in the workplace and is committed to creating a violence free environment at the university. The university seeks to and implement effective security measures and administrative work practices that will result in a minimum exposure to conditions that could harm state workers, students and visitors to the campus.

POLICY

To establish a program which will evaluate the campus finding existing or potential hazards for the occurrence of workplace violence. After the evaluation is completed LSU in Shreveport will implement workplace adaptation, engineering controls, administrative controls and work practice controls to prevent or control, to the extent possible, any discovered hazards. Further, if workplace violence does occur, there will also be established a post incident response and evaluation to provide assistance for victimized employees and students in both the period immediately after the incident and on going as required by circumstances.

RESPONSIBILITIES

1. The Chancellor assumes the final implementation and monitoring responsibility for the Workplace Violence Plan, subject to the authority of the President of Louisiana State University and the Board of Supervisors. He and the Vice Chancellors will have the final responsibility to keep the campus in compliance with federal and state statutes, rules, regulations and/or guidelines to implement and maintain the Workplace Violence Plan.
2. Deans, directors, chairmen and other supervisors will be responsible for the day to day management commitment, including the endorsement and visible involvement, providing the motivation and resources to deal effectively with workplace violence as described in the Workplace Violence Plan.

3. Employees are required to report to their supervisor and to university police all threats or incidents of violent behavior in the workplace which they observe or of which they are informed.
4. Employee involvement and feedback enable workers to develop and express their own commitment to safety and security and provide useful information to design, implement and evaluate the program. At LSU in Shreveport employee involvement includes understanding and complying with the workplace violence prevention program and other safety and security measures and participating in continuing education covering techniques to recognize and abate escalating agitation, assaultive behavior and/or criminal intent.

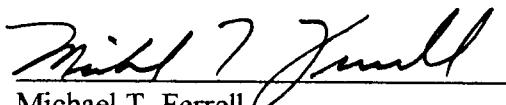
IMPLEMENTATION

The Workplace Violence Plan will begin January 1, 2000, with the initial evaluation of the campus. The University Police will provide the vice chancellors no later than February 1, a detailed analysis and copies of incident reports which relate to actual or possible violent acts committed on university property during the prior calendar year. After the receipt of this report the vice chancellors will complete the initial workplace analysis, make recommendations to the chancellor and implement the program. This analysis will be repeated annually with the final report to the chancellor for his implementation no later than May 1.

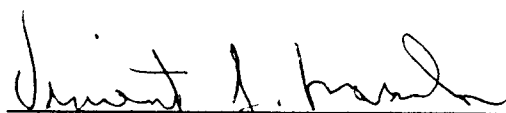
This program is also designed to maintain appropriate documentation on violence at LSU in Shreveport and to continue to adapt to the changing workplace environment, appropriate incident response, trauma-crisis counseling, critical incident stress debriefing, and professional assistance if needed.

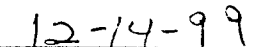
The program will help LSU in Shreveport maintain a safe, healthy and secure workplace. This includes training of all employees and open communication. All employees will be trained to recognize and respond appropriately to violent situations.

APPROVED:


Michael T. Ferrell
Vice Chancellor for Business Affairs

Dec. 14, 1999


Vincent J. Marsala
Chancellor


Dec. 14, 1999

III. DEFINITIONS

III-1. Assault

Assault is an attempt to commit a battery, or the intentional placing of another in reasonable apprehension of receiving a battery. (Example: I may have a stick raised and know that I have no intention of striking you, but, based on the circumstances, you have a reasonable apprehension that I plan to strike you.)

III-2. Battery

Battery is the intentional use of force or violence upon another; or the intentional administration of a poison or other noxious liquid or substance to another.

III-3. Credible Threat

A credible threat is a statement or action that would cause a reasonable person to fear for the safety of him/herself or that of another person and does, in fact, cause such fear.

III-4. Intentional

Intentional refers to conduct when the circumstances indicate that the offender, in the ordinary course of human experience, must have considered the criminal consequences as reasonably certain to result from his act or failure to act.

III-5. Violence

Violence is the commission of an assault or batter or the making of a credible threat.

III-6. Workplace

The workplace is any site where an employee is placed for the purpose of completing job assignments.

III-7. Workplace violence

Workplace violence is violence that takes place in the workplace.

IV. ASSIGNMENT OF RESPONSIBILITIES

- A. As the chief executive officer, the Chancellor of Louisiana State University in Shreveport assumes final implementation and monitoring responsibility for the Workplace Violence Action Plan, subject to the superior authority of the President of Louisiana State University and the Board of Supervisors.
- B. The Vice Chancellors for Business Affairs, Student Affairs, Academic Affairs and Development will have the responsibility in their respective areas for compliance with federal and state statutes, rules, regulations and/or guidelines in making reasonable efforts to:
 - 1. hire, train, supervise and discipline employees;
 - 2. intervene in situations of harassment in the workplace where LSU in Shreveport is aware of the harassment;
 - 3. ensure employees and/or independent contractors are fit for duty, and do not pose unnecessary risks to others;
 - 4. provide security precautions and other measures to minimize the risk of foreseeable criminal intrusion based upon prior experience or location in a dangerous area;
 - 5. maintain an adequate level of security;
 - 6. establish and implement a written policy and plan dealing with violence in the workplace;
 - 7. provide employee training on the agency plan, warning signs of potential for violent behavior, and precautions which may enhance the personal safety of the employee at work;
 - 8. warn an employee of a credible threat made by another to do harm to that employee;
 - 9. support the application of sanctions and/or prosecution of offenders, as appropriate;
 - 10. accommodate, after appropriate evaluation, employees who require special assistance following incident(s) or workplace violence;
 - 11. cooperate with law enforcement agencies;
 - 12. establish a uniform violence reporting system with regular review of submitted reports;

13. initiate procedures to protect from retaliation employees who report credible threats; and
14. keep up-to-date records to evaluate the effectiveness of administrative and work practice changes initiated to prevent workplace violence.

C. Divisional administrators (Deans, directors, chairman, etc.) will be responsible for the day to day management commitment, including the endorsement and visible involvement of top levels of supervision, providing the motivation and resources to deal effectively with workplace violence, and includes:

1. organizational concern for employee emotional and physical safety and health;
2. commitment to the safety and security of all persons at the workplace;
3. assigned responsibility for the various aspects of the workplace violence prevention program to ensure that all supervisors and employees understand their roles and responsibilities;
4. allocation of authority and resources to all responsible parties;
5. accountability for involved supervisors and employees;
6. debriefing/counseling for employees experiencing or witnessing assaults and other violent incidents;
7. support and implementation of appropriate recommendations from violence prevention committees; and
8. treatment of workplace violence, incidents, complaints and concerns with seriousness, keeping confidential all reports and the identification of parties, except to those who have a legitimate need to know and to the extent required by law.

D. Employees are required to report to their supervisor and to University Police all threats or incidents of violent behavior in the workplace which they observe or of which they are informed. Examples of inappropriate behavior which will be reported include:

1. unwelcome name-calling, obscene language, and other abusive behavior;
2. intimidation through direct or veiled verbal threats;
3. physically touching another employee in an intimidating, malicious, or sexually harassing manner, including such acts as hitting, slapping, poking, kicking, pinching, grabbing, and pushing; and

- 4. physically intimidating others, including such acts as obscene gestures, “getting in your face,” fist-shaking, throwing any object.
- E. Employee involvement and feedback enable workers to develop and express their own commitment to safety and security and provide useful information to design, implement, and evaluate the program. At LSU in Shreveport employee involvement includes, but is not limited to:
- 1. understanding and complying with the workplace violence prevention program and other safety and security measures;
 - 2. participating in employee complaint or suggestion procedures covering safety and security concerns;
 - 3. providing prompt and accurate reporting of violent incidents;
 - 4. cooperating with the investigators that review violent incidents and security problems and makes security inspections; and
 - 5. participating in continuing education covering techniques to recognize and abate escalating agitation, assaultive behavior or criminal intent.

V. WORKPLACE ANALYSIS

- A. The process of workplace analysis involves a step-by-step common-sense look at the workplace to find existing or potential hazards for the occurrence of workplace violence. The workplace analysis entails reviewing specific procedures or operations that contribute to hazards and specific locales where hazards may develop. The workplace analysis program includes, but is not limited to:
 - 1. analyzing and tracking records;
 - 2. monitoring trends;
 - 3. analyzing incidents; and
 - 4. analyzing workplace security.
- B. At LSU in Shreveport the Vice Chancellors are to appoint appropriate individuals and/or committees in their respective areas to conduct and maintain the work place analyses.
- C. The University Police at LSU in Shreveport will provide to the vice chancellors detailed analysis and copies of incident reports which relate to actual or possible violent acts committed on university property during the prior 12 months no later than 30 days following the publication of this policy and annually thereafter.
- D. The initial workplace analysis for LSU in Shreveport is to be performed as directed by the appropriate Vice Chancellor no later than 90 days following the publication of this policy and annually thereafter.
- E. Additional information concerning the performance of a workplace analysis can be found in Attachment 1, "Workplace Analysis."

VI. HAZARD PREVENTION AND CONTROL

- A. After the completed workplace analysis is reviewed and approved, workplace adaptations, engineering controls, administrative controls, and work practice controls will be implemented by the vice chancellors, to prevent or control, to the extent possible, any discovered hazards. If workplace violence does occur, the post incident response and evaluation section of this policy will be implemented.
- B. Engineering controls and workplace adaptations remove the hazard from the workplace or create a barrier between the worker and the hazard. Examples of engineering controls and workplace adaptations can be found in Attachment 2, "Hazard Prevention and Control."
- C. Administrative and work practice controls affect the way jobs or tasks are performed, and, therefore, affect the security of the workplace. Examples of administrative and work practice controls can also be found in Attachment 2.
- D. At LSU in Shreveport the responsibility for hazard prevention and controls is assigned to the appropriate vice chancellor and his designee.

VII. INCIDENT RESPONSE AND EVALUATION

- A. Assistance for victimized employees and students who may be affected by witnessing or being involved in a workplace violence incident will be provided. Whenever an incident takes place, injured employees, students and visitors will receive appropriate medical treatment and psychological evaluation as necessary, in accordance with existing statutes. At LSU in Shreveport the Counseling Center will make evaluations and provide for/or recommend treatment as required (See Attachment 4 for additional information).
- B. An employee who has been threatened or assaulted by another at the workplace will immediately report the situation to his/her supervisor. The supervisor to whom the incident is reported will immediately notify the appropriate vice chancellor and the university police.
- C. Written statements will be obtained from all involved, including those who witnessed the incident. A statement form which may be used is found in Attachment 3, "Violence Incident Statement." The form is designed to answer the who, what, when, where, how and why of the incident while the event is still fresh. Concurrent with obtaining the written statements, the appropriate vice chancellor and the university police will interview all parties to the incident, including victims, subjects and witnesses, and prepare written summaries of the interviews. The summaries will be the basis on which to determine the facts of the event.
- D. The following actions should be taken when an incident is **not dangerous**:
 - 1. separate employees involved and isolate until they are interviewed and their statements are taken;
 - 2. separate witnesses until they are interviewed and their statements are taken;
 - 3. call university police at 797-5082; and
 - 4. document all actions and statements.
- E. The following actions should be taken when an incident is **dangerous**:
 - 1. contact university police at 797-5082 (if local police are to be called the determination is to be made by the university police officer);
 - 2. order all those presenting the danger to leave university property immediately;
 - 3. all removal of individuals is the responsibility of university police and/or local police if contacted; and

4. document all actions and statements.

VIII. RECORDS

- A. Records associated with violence in the workplace need to be kept in a permanent, secure and confidential manner. It will be the responsibility of the following university departments to help evaluate security, methods of hazard control and identify training needs. Records are important and will be maintained in accordance with pertinent statutes as part of the violence prevention program as stated below:
1. Human Resource Management will maintain all reports of work injury, including workers' compensation injuries, if appropriate;
 2. University Police will maintain all reports of workplace training, including subjects covered, attendees, and qualifications of trainers;
 3. University Police will maintain reports for each reported assault, incidents of abuse, verbal attack, or aggressive behavior occurring between persons in the work place; and
 4. University Police will maintain official incident reports including witness statements occurring at LSU in Shreveport.

IX. EVALUATION

- A. Regular evaluation of safety and security measures affecting the violence prevention program will be conducted at least annually. The meeting should include the vice chancellors, director of human resource management and the titular head of the university police.
- B. The evaluation program consists of:
 - 1. reviewing reports and minutes from staff meetings on safety and security issues;
 - 2. analyzing trends in illness/injury fatalities caused by violence;
 - 3. measuring improvement based on lowering the frequency and severity of workplace violence;
 - 4. surveying employees before and after making job or workplace changes or installing security measures or new systems to determine their effectiveness;
 - 5. requesting as needed periodic outside review of the workplace for recommendations on improving employee safety; and
 - 6. interviewing employees who experience hostile situations about the treatment they received (initially, several weeks later, and several months later.)

X. COMMUNICATION

- A. At LSU in Shreveport we recognize that to maintain a safe, healthy and secure workplace, we must have open communication among employees, including all levels of supervision, on these issues. The open communication process includes, but is not limited to:
1. periodic review of this policy with all employees at training sessions and by making this information part of the employee handbook;
 2. posting or distributing information on violence in the workplace; and
 3. procedures to inform supervisors about violence in the workplace, hazards, or threats of violence.
- B. Human Resource Management will provide an appropriate place for employees to discuss security concerns with assurance that necessary confidences will be maintained.

XI. TRAINING AND EDUCATION

- A. At LSU in Shreveport to ensure appropriate initial and continuing training and education the following steps will be taken:
 - 1. all employees, including all levels of supervision, will have training and instruction on general, job-specific, and work site-specific safety and security practices;
 - 2. training and instruction will be provided within one year of the initial policy implementation and regularly thereafter; and
 - 3. training will begin with orientation of new employees within three months of employment and regularly thereafter.
- B. At LSU in Shreveport workplace violence training will be the responsibility of the University Police in cooperation with Human Resource Management.
- C. General violence in the workplace training and instruction address, but are not limited to, the following areas:
 - 1. explanation of the violence in the workplace policy as established by LSU in Shreveport;
 - 2. measures for reporting any violent acts or threats of violence;
 - 3. recognition of hazards including associated risk factors;
 - 4. measures to prevent workplace violence, including procedures for reporting workplace hazards or threats to appropriate supervisors;
 - 5. ways to defuse hostile or threatening situations;
 - 6. measures to summon others for assistance;
 - 7. routes of escape available to employees;
 - 8. procedures for notification of university police when a criminal act may have occurred;
 - 9. procedures for obtaining emergency medical care in the event of a violent act upon an employee; and
 - 10. information on securing post event trauma counseling for those employees desiring

or needing such assistance.

ADDITIONAL INFORMATION CONCERNING WORKPLACE VIOLENCE

- A. Attachment 5, "Workplace Violence Checklist," may be used in identifying present or potential workplace violence problems.
- B. Attachment 6, "Recognizing Inappropriate Behavior," may be helpful in identifying the types of behavior this policy forbids.
- C. Attachment 7, "Personal conduct To Minimize Violence," may be helpful to an individual in understanding what he/she might do to prevent violence.

ATTACHMENT 1

WORKPLACE ANALYSIS

1.0 GENERAL

- 1.1 Workplace analysis involves a step-by-step, common-sense look at the workplace to find existing or potential hazards for workplace violence. This entails reviewing specific procedures or operations that contribute to hazards and specific locales where hazards may develop.
- 1.2 A "Threat Assessment Team," "Student/Employee/Visitor Assault Team," similar task force, or coordinator may assess the vulnerability to workplace violence and determine the appropriate preventive actions to be taken. Implementing the workplace violence prevention program then may be assigned to this group. The team should include representatives from senior management, operations, employee assistance, security, occupational safety and health, legal, and human resource staff.
- 1.3 The team or coordinator can review injury and illness records and workers' compensation claims to identify patterns of assaults that could be prevented by workplace adaptation, procedural changes, or employee training. As the team or coordinator identifies appropriate controls, these should be instituted.
- 1.4 The recommended program for workplace analysis includes, but is not limited to, analyzing and tracking records, monitoring trends and analyzing incidents, screening surveys, and analyzing workplace security.

2.0 WORKPLACE ANALYSIS PROGRAM

2.1 Records Analysis and Tracking

This activity includes reviewing medical (in as far as permitted), safety, workers' compensation, and insurance records to pinpoint instances of workplace violence. Scan unit logs and employee and police reports of incidents or near-incidents of assaultive behavior to identify and analyze trends in assaults relative to particular departments, units, job title, unit activities, work stations and/or time of day. Tabulate these data to target the frequency and severity of incidents to establish a baseline for measuring improvement.

2.2 Monitoring Trends and Analyzing Incidents

Contacting similar local businesses, trade associations, and community and civic groups is one way to learn about their experiences with workplace violence and to help identify trends. Use several years of data, if possible to track trends of injuries and incidents of actual or potential workplace violence.

2.3 Workplace Security Analysis

2.3.1 The team or coordinator should periodically inspect the workplace and evaluate the employee tasks to identify hazards, conditions, operations, and situations that could lead to violence. The periodic review process should also include employee feedback and follow-up.

2.3.2 To find areas requiring further evaluation, the team or coordinator should:

- Analyze incidents, including the characteristics of assailants and victims, an account of what happened before and during the incident, and the relevant details of the situation and its outcome. When possible, obtain police reports and recommendations.
 - Identify jobs or locations with the greatest risk of violence as well as processes and procedures that put employees at risk of assault, including frequency and time/day/date.
 - Note high-risk factors such as types of visitors or students (e.g., psychiatric conditions or persons disoriented by drugs, alcohol, or stress); physical risk factors of the building; isolated locations/job activities; lighting problems; lack of phones and other communication devices; areas of easy unsecured access; and areas with previous security problems.
 - Evaluate the effectiveness of existing security measures, including engineering control measures. Determine if risk factors have been reduced or eliminated, and take appropriate action.
- 2.4 Independent reviewers, such as safety and health professionals, law enforcement or security specialists, insurance safety auditors, and other qualified persons may offer advice to strengthen programs. These experts also can provide fresh perspectives to improve a violence prevention program.

ATTACHMENT 2

HAZARD PREVENTION AND CONTROL

1.0 GENERAL

After hazards of violence are identified through the systematic workplace analysis, the next step is to design measures through engineering or administrative and work practices to prevent or control these hazards. If violence does occur, incident response can be an important tool in preventing future incidents.

2.0 ENGINEERING CONTROLS AND WORKPLACE ADAPTATION

2.1 Engineering controls, for example, remove the hazards from the workplace or create a barrier between the worker and the hazard. There are several measure that can effectively prevent or control workplace hazards, such as those actions presented in the following paragraphs. The selection of any measure should be based upon the hazards identified in the workplace security analysis of each facility.

- 2.1.1 Assess any plans for new construction or physical changes to the facility or workplace to eliminate or reduce security hazards.
- 2.1.2 Install and regularly maintain alarm systems and other security devices, panic buttons, hand-held alarms or noise devices, cellular phones, and private channel radios where risk is apparent or may be anticipated and arrange for a reliable response system when an alarm is triggered.
- 2.1.3 Provide metal detectors--installed or hand-held, where appropriate--to identify guns, knives or other weapons, according to the recommendations of security consultants.
- 2.1.4 Use a closed-circuit video recording for high-risk areas on a 24-hour basis. Public safety is a grater concern that privacy in these situations.
- 2.1.5 Place curved mirrors at hallway intersections or concealed areas.
- 2.1.6 Enclose public service areas, such as nurses' stations and drivers' license centers, and install deep service counters or bullet-resistant, shatter-proof glass.
- 2.1.7 Provide employee "safe rooms" for use during emergencies.
- 2.1.8 Provide waiting areas designed to maximize comfort and minimize stress.
- 2.1.9 Arrange furniture to prevent entrapment of staff. In interview rooms or crisis treatment areas, furniture should be minimal, lightweight, without sharp corners or edges, and/or affixed to the floor. Limit the number of pictures, vases, ashtrays, or other items that can be used as weapons.
- 2.1.10 Provide lockable and secure bathrooms for staff members separate from patient-client and visitor facilities.
- 2.1.11 Lock all unused doors to limit access in accordance with fire codes.

- 2.1.12 Install bright, effective lighting indoors and outdoors.
- 2.1.13 Replace burned-out lights, broken windows, and locks.
- 2.1.14 Keep automobiles well-maintained. Always lock automobiles.

3.0 ADMINISTRATIVE AND WORK PRACTICE CONTROLS

- 3.1 Administrative and work practice controls affect the way jobs or tasks are performed. The following examples illustrate how changes in work practices and administrative procedures can help prevent violent incidents.
 - 3.1.1 State clearly to students, visitors, and employees that violence is not permitted or tolerated.
 - 3.1.2 Establish liaisons with local police and state prosecutors. Report all incidents of violence. Provide police with physical layouts of facilities to expedite investigations.
 - 3.1.3 Require employees to report all assaults or threats to a supervisor or manager (e.g., can be confidential interview). Keep log books and reports of such incidents to help in determining any necessary actions to prevent further occurrences.
 - 3.1.4 If needed, advise and assist employees or procedures for requesting police assistance or filing charges when assaulted.
 - 3.1.5 Provide management support during emergencies. Respond promptly to all complaints.
 - 3.1.6 Set up a trained response team to respond to emergencies.
 - 3.1.7 Use properly trained security/police officers, when necessary, to deal with aggressive behavior, or dial 911 or 9-911, as appropriate. Follow written security procedures.
 - 3.1.8 Ensure adequate and properly trained staff for restraining patients or clients.
 - 3.1.9 Provide sensitive and timely information to persons waiting in line or in waiting rooms. Adopt measure to decrease waiting time.
 - 3.1.10 Ensure adequate and qualified staff coverage at all times. Taking into account the times of greatest risk at each facility.
 - 3.1.11 Institute a sign-in procedure with passes for visitors. Enforce visitor hours and procedures.
 - 3.1.12 Control access to facilities other than waiting rooms or other public access rooms.
 - 3.1.13 Prohibit employees from working alone in areas of substantial risk, particularly at night or when assistance is unavailable.
 - 3.1.14 Establish policies and procedures for secured areas and emergency evacuations.
 - 3.1.15 Ascertain the behavioral history if possible of new and transferred students and employees to learn about any past violent or assaultive behaviors. Establish a system--such as chart tags, log books, or verbal census reports--to identify students and employees with assaultive

behavior problems, keeping in mind confidentiality and worker safety issues. Update as needed.

- 3.1.16 Treat and/or interview aggressive or agitated individuals in relatively open areas that still maintain privacy and confidentiality (e.g., rooms with removable partitions).
- 3.1.17 Use case management conferences with co-workers and supervisors to discuss ways to effectively treat potentially violent individuals.
- 3.1.18 Prepare contingency plans to deal with individuals who are “acting out” or making verbal or physical attacks or threats.
- 3.1.19 Transfer assaultive clients to “acute care units,” “criminal units,” or other more restrictive settings.
- 3.1.20 Periodically survey the facility to remove tools or possessions left by visitors or maintenance staff which could be used inappropriately.
- 3.1.21 Provide staff with identification badges, preferably without last names, to readily verify employment.
- 3.1.22 Provide staff members with security escorts to parking areas in evening or late hours. Parking areas should be highly visible, well-lighted, and safety accessible to the building.
- 3.1.23 Use the “buddy system,” especially when personal safety may be threatened. Encourage employees to avoid threatening situations. Staff should exercise extra care in elevators, stairwells, and unfamiliar surroundings; immediately leave premises if there is a hazardous situation; request security/police escort if needed.
- 3.1.24 Develop policies and procedures covering how off-site visits will be conducted, the presence of others during the visits, and the refusal to provide services in a clearly hazardous situation.
- 3.1.25 Establish a daily work plan for field staff to keep a designated contact person informed about workers’ whereabouts throughout the workday. If an employee does not report in, the contact person should follow up.
- 3.1.26 Conduct a comprehensive post-incident evaluation, including psychological as well as medical treatment, for employees who have been subjected to abusive behavior.

ATTACHMENT 3

VIOLENCE INCIDENT STATEMENT

NOTE: The contents of this document shall be kept confidential with its contents released only to individuals with a legitimate need to know or unless it becomes public record by virtue of an appeal to a court or other adjudicative body.

VIOLENCE INCIDENT STATEMENT			
Date of Incident		Place of Incident	
Time Incident Began		Time Incident Ended	
Name of Person Making Statement		Phone Number	
Title		Work Location	
Detail description of incident. Answer the questions WHO, WHAT, WHEN, WHERE, HOW and WHY. (If necessary continue on plain paper; attach sheets.) Completed statement should be forwarded to appropriate personnel			
Report Completed By:		Date	

ATTACHMENT 4

INCIDENT RESPONSE

Incident response and evaluation are essential to an effective violence prevention program. In accordance with existing statutes, all workplace violence programs should provide comprehensive assistance for victimized employees and employees who may be affected by witnessing a workplace violence incident.

Victims of workplace violence may suffer a variety of consequences in addition to their actual physical injuries. These could include short and long-term psychological trauma, fear of returning to work, changes in relationships with co-workers and family, feelings of incompetence, guilt, powerlessness, and fear of criticism. Consequently, a strong follow-up program for these employees will help them to deal with these problems.

There are several types of assistance that could be incorporated into the post-incident response. For example, trauma-crisis counseling, critical incident stress debriefing, or employee assistance programs may be provided to assist victims. Certified employee assistance professionals, psychologists, psychiatrists, clinical nurse specialists, or social workers could provide this counseling; or the employee can refer staff victims to an outside expert. In addition, an employee counseling service, peer counseling, or support groups may be established.

In any case, persons assigned to respond to incidents of violence must be well trained and have a good understanding of the issues and consequences of assaults and other aggressive, violent behavior. Appropriate and promptly rendered incident debriefings and counseling should reduce psychological trauma and general stress levels among victims and witnesses. In addition, appropriate response educates staff about workplace violence and positively influences the workplace.

ATTACHMENT 5

WORKPLACE VIOLENCE CHECKLIST

The Following items serve merely as an example of what might be used or modified by employers to help prevent workplace violence.

This check list helps identify present or potential workplace violence problems. Employers also may be aware of other serious hazards not listed here.

Designated competent and responsible observers can readily make periodic inspections to identify and evaluate workplace security hazards and threats of workplace Violence. These inspections should be scheduled on a regular basis; when new, previously unidentified security hazards are recognized; when occupations deaths, injuries, or threats of injury occur; when a safety health and security program is established; and whenever workplace security conditions warrant an inspection.

Periodic inspections for security hazards include identifying and evaluating potential workplace security hazards and changes in employee work practices which may lead to compromising security. Please use the following checklist to identify and evaluate workplace security hazards. TRUE notations indicate a potential risk for serious security hazards:

- ☐ T ☐ F This industry frequently confronts violent behavior and assaults of staff.
- ☐ T ☐ F Violence occurs regularly where this facility is located.
- ☐ T ☐ F Violence has occurred on the premises or in conducting business.
- ☐ T ☐ F Customers, clients, or coworkers assault, threaten, yell, push, or verbally abuse employees or use racial or sexual remarks.
- ☐ T ☐ F Employees are NOT required to report to the employer incidents or threats of violence, regardless of injury or severity.
- ☐ T ☐ F Employees have NOT been trained by the employer to recognize and handle threatening, aggressive, or violent behavior.
- ☐ T ☒ F Violence is accepted as "part of the job" by some managers, supervisors, and/or employees.
- ☐ T ☐ F Access and freedom of movement within the workplace are NOT restricted to those persons who have a legitimate reason for being there.
- ☐ T ☐ F The workplace security system is inadequate -- i.e., door locks malfunction, windows are not secure, and there are no physical barriers or containment systems.
- ☐ T ☐ F Medical and counseling services have NOT been made available to employees who have been assaulted.
- ☐ T ☐ F Alarm systems such as panic alarm buttons, silent alarms, or personal electronic alarm systems are NOT being used for prompt security assistance.
- ☐ T ☐ F There is no regular training provided on correct response to alarm sounding.
- ☐ T ☐ F Alarm systems are NOT tested on a monthly basis to assure correct function.
- ☐ T ☐ F Security guards are NOT employed at the workplace.
- ☐ T ☐ F Closed circuit cameras and mirrors are NOT used to monitor dangerous areas.
- ☐ T ☐ F Metal detectors are NOT available or NOT used in the facility.
- ☐ T ☐ F Employees have NOT been trained to recognized and control hostile and escalating aggressive behaviors, and to manage assaultive behavior.
- ☐ T ☐ F Employees CANNOT adjust work schedules to use the "Buddy system" for visits to clients in areas where they feel threatened.
- ☐ T ☐ F Cellular phones or other communication devices are NOT made available to field staff to enable them to request aid.
- ☐ T ☐ F Vehicles are NOT maintained on a regular basis to ensure reliability and safety.
- ☐ T ☐ F Employees work where assistance is NOT quickly available.

ATTACHMENT 6

RECOGNIZING INAPPROPRIATE BEHAVIOR

Inappropriate behavior is often a warning sign of potential hostility or violence. When left unchecked it can escalate to higher levels. Employees who exhibit the following behaviors should be reported and disciplined in accordance with the organization's policies:

- Unwelcome name-calling, obscene language, and other abusive behavior.
- Intimidation through direct or veiled threats.
- Throwing objects in the workplace regardless of the size or type of object being thrown or whether a person is the target of a thrown object.
- Physically touching another employee in an intimidating, malicious, or sexually harassing manner. That includes such acts as hitting, slapping, poking, kicking, pinching, grabbing, and pushing.
- Physically intimidating others including such acts as obscene gestures, "getting in your face," and fist-shaking.

ATTACHMENT 7**PERSONAL CONDUCT TO MINIMIZE VIOLENCE**

Follow these suggestions in your daily interactions with people to defuse potentially violent situations. If at any time a person's behavior starts to escalate beyond your comfort zone, withdraw from the situation.

DO

- Project calmness: move and speak slowly, quietly, and confidently.
- Be a good listener: encourage the person to talk, and listen patiently.
- Focus your attention on the other person to demonstrate your interest in what he/she has to say.
- Maintain a relaxed yet attentive posture and position yourself at an angle rather than directly in front of the other person.
- Acknowledge the person's feelings by gestures such as nodding your head.
- Ask the person to move to a less public, quiet area, if appropriate.
- Establish ground rules if unreasonable behavior persists. Calmly describe the consequences of any violent behavior.
- Use delaying tactics which will give the person time to calm down. For example, offer a drink of water (in a disposable cup).
- Be reassuring and point out choices. Identify and deal with specific issues.
- Accept criticism in a professional manner.
- Ask for his/her recommendations. Repeat back to him/her what you feel he/she is requesting of you.
- Position yourself so that a visitor cannot block your access to an exit.