



Defense Civilian Personnel Advisory Service Guide:

Workplace Violence Prevention and Response

Labor and Employee Relations Division

Employee Relations Branch

SECTION 1 – INTRODUCTION

This section provides an overview of guide content, and how the information is arranged.

1.1 General

Each employee has a responsibility to help make the Department of Defense a safe workplace. The expectation is that each employee will treat all other employees, as well as customers and potential customers of DoD's programs, with dignity and respect. You can and should expect management to care about your safety and to provide as safe a working environment as possible by having preventive measures in place and, if necessary, by dealing immediately with threatening or potentially violent situations that occur.

Supervisors and Managers, in coordination with Human Resources (HR), Security, the Employee Assistance Program (EAP), Office of General Counsel (OGC) and any other appropriate local resources, have the obligation to deal with inappropriate behavior by their employees and customers; to provide employees with information and training on workplace violence prevention; and to put effective security measures in place.

1.2 Applicability

This guide provides information that is generally applicable to the entire DoD civilian workforce regardless of duty station or level of seniority.

1.3 Using This Guide

This document is an overview of guidelines for workplace violence issues. For ease of readability by all personnel, this guide is arranged in sections by topic, with paragraph titles written as questions. Policies and other information regarding workplace violence can be found in **Section 6.2, "Where can I find more information on workplace violence?"** Used in conjunction with information and instructions from local installation or command guidance, this guide will assist DoD employees in preventing and responding to workplace violence.

SECTION 2 – TERMS

This section provides basic explanations for some of the terms commonly used. These descriptions are not meant to be legal descriptions of the terms, nor do they encompass all possible meanings. They are provided here for general reference.

2.1 What is workplace violence?

Workplace violence can be any act of physical violence against persons or property, physical or verbal threats, intimidation, harassment, or other inappropriate, disruptive behavior that causes fear for personal safety at or outside of the work site.

A number of different actions in the work environment can trigger or cause workplace violence (e.g., anger over disciplinary actions or the loss of a job, resistance by a customer to regulatory actions, disagreement by a member of the public with DoD policy or practices, etc.). It may even be the result of non-work-related situations, such as domestic violence, “road rage,” or hate incidents or crimes (i.e., violence, intolerance or bigotry, intended to hurt and/or physically intimidate someone because of their race, ethnicity, national origin, religion, sexual orientation, or disability). Workplace violence can be inflicted by an abusive employee, a Manager, a Supervisor, co-worker, customer, family member, or even a stranger. Whatever the cause or whoever the perpetrator, workplace violence is not acceptable.

There is no sure way to predict human behavior, and while there may be warning signs, there is no specific profile of a potentially dangerous individual. The best prevention comes from identifying and addressing any possible problems early.

2.2 What is the purpose of a Threat Assessment Team?

The purpose of a threat assessment is to determine the seriousness of a potentially violent or stressful situation and how to best intervene. Since it is impossible to know with any certainty whether a threat is going to be carried out, Component management should always treat threats in a serious manner and act as though the person may carry out the threat.

When necessary, a Threat Assessment Team will be convened. The purpose of the Threat Assessment Team is to provide guidance on managing the situation in a way that protects employees.

Members of a Threat Assessment Team will vary, but typically include representatives from:

- Management
- Office of Human Resources (HR)/Labor and Employee Relations (LR/ER)
- EAP

- Office of Security/Local Law Enforcement
- Office of General Counsel (OGC)

Members of the Threat Assessment Team may also find it useful to include representatives from one or more of the following:

- Diversity/Equal Employment Opportunity (EEO)
- Office of Safety and Health
- Unions, where applicable
- Office of Inspector General
- Public Affairs
- Resident/Tenant Agency
- Contractor Management

Threat Assessment Teams evaluate the risk that the persons under suspicion may pose to particular targets. The approach and the timing of these evaluations will be specific to the circumstances of the potentially violent situation. Threats from sources outside the agency may require additional actions and/or coordination with local law enforcement agencies.

Once a threat assessment is completed, the Office of Security, in coordination with HR and management, will decide whether additional measures are needed to close any security gaps. Where appropriate and not a security breach, management will explain to employees and customers the course of action being taken and why, to alleviate misunderstandings and confusion.

2.3 What is an Emergency Response Team?

The Emergency Response Team usually consists of many of the same individuals who make up the Threat Assessment Team, but their purpose is to deal with the immediate consequences/ramifications of a violent situation and the aftermath, as well as take the necessary steps to prevent similar future occurrences. The team assists management and employees by:

- Serving as a resource and information source in regards to workplace violence concerns.
- Communicating with employees so that they are informed.
- Assisting with attempts to de-escalate and manage the situation.
- Facilitating and coordinating response actions to ensure that appropriate follow-up action is taken (e.g., investigations, union notification, victim assistance, preventive, and corrective actions).
- Coordinating with the media (this would be done through the Public Affairs staff).

- Addressing administrative issues.

SECTION 3 – DoD ACTIONS

This section provides some of the measures DoD employs with regard to workplace violence issues.

3.1 What programs are in place to prevent workplace violence?

DoD has many programs in place to help prevent workplace violence. Some of the options available to help ensure a safe workplace are:

- **Pre-Employment Screening** – DoD has comprehensive, federally mandated pre-employment screening requirements which consist of background investigations based on position risk and sensitivity levels and reference checks. Drug testing is also conducted if it is appropriate for the position under consideration and consistent with Federal laws and regulations, per DoD Directive 1010.9, August 23, 1988, Incorporating Change 1, January 20, 1992.
- **Security** – There are a variety of ways that DoD helps to ensure safety and security, including: employee photo identification badges, security police and guard services, and individually coded key cards for access to buildings and grounds.
- **Alternative Dispute Resolution (ADR)** – This program is most effective in resolving disputes when a conflict is identified early and one of the following techniques is used: ombudspersons, facilitation, mediation, interest-based problem solving, and peer review.
- **Employee Assistance Program (EAP)** – This program provides professional counselors who are available to discuss problems that can adversely affect job performance and conduct. EAP counselors help employees deal with alcoholism, drug abuse problems, or marital and financial issues that may underlie potentially violent situations.
- **Threat Assessment Team** – This interdisciplinary team will work with management to assess the potential for workplace violence and, as appropriate, develop and execute a plan to address it.
- **DoD Work and Family Life Programs** - (e.g., flexiplace, child care, maxiflex, etc.) These programs help the Department identify and modify, if

possible, self-imposed policies and procedures which may cause negative effects on the workplace climate.

Note: It is important to remember that different measures may be appropriate for different locations and work settings. For this reason, you should be familiar with your Component policies on workplace violence.

In addition to dealing with immediate situations, Components also have a responsibility for continuous threat assessment. There are a number of basic security measures that many DoD installations already have in place, sometimes in conjunction with neighboring Federal offices or the facility lessor. There are also ways to create physical barriers between the employee and the hazard, and administrative procedures which can reduce the likelihood of violence. Component management is responsible for putting such measures in place.

3.2 What emergency plans are in place to help ensure a safe work environment?

Each Component has emergency plans (also called Occupant Emergency Plans (OEP)) that describe procedures to follow during a fire or other emergency. These plans should also include provisions for incidents of workplace violence. Co-located Components should have one unified emergency plan in place. The plan should be specific to the type of facility and the workers it covers. The plan should also describe:

- Procedures for calling for help.
- Procedures for calling for medical assistance.
- Procedures for notifying the proper authorities or whoever is acting in their place (e.g., security personnel, the police, other armed law enforcement organizations).
- Emergency escape procedures and routes.
- Procedures for evacuation special needs employees/visitors
- Safe places to congregate inside and outside of the facility.
- Procedures for shelter in place.
- Procedures to secure the work area where the incident took place.
- Procedures to account for all employees if a facility is evacuated.
- Procedures for identifying personnel who may be called upon to perform medical or rescue duties.
- Training and educating employees regarding incidents of workplace violence and the emergency action plan.
- Procedures for regularly evaluating and updating the plan.
- Procedures for debriefing participants to identify lessons learned.

Since these procedures may vary from Component to Component, all employees should be familiar with their Component’s policies.

Note: If you do not have a copy of the current occupant emergency plan for your office, contact your Supervisor, your Component Safety and Health Officer, or your Component Security Office.

3.3 How are workplace violence issues addressed?

No matter how effective DoD and Component policies and plans are in detecting and preventing incidents, there are no guarantees against workplace violence. Even the most responsive employers face this issue. When a violent incident does occur, it is essential the response be timely, appropriate to the situation, and understanding of employees’ perspectives.

While the actual procedures may vary based on Component needs and specific workplace violence issues, the following table is a general outline of workplace violence issues and how they may be addressed:

Table 3-01. Addressing Workplace Violence Issues			
Categories/Levels	Examples	Intervention	Who To Call
<p>LEVEL I –</p> <ul style="list-style-type: none"> • Implied (Covert) Threats • Verbal/Mental Abuse • Harassment/Badgering • Inappropriate Tones (threatening) or Gestures (menacing) 	<ul style="list-style-type: none"> • Screaming, yelling, disruptive behavior • “You’ll pay for this.” • “You’ll be sorry.” • Name calling, berating, sarcasm • Unfounded criticism – “You can’t do anything right.” 	<p><u>Employees:</u></p> <ul style="list-style-type: none"> • Report to Supervisor • Document <p><u>Supervisors:</u></p> <ul style="list-style-type: none"> • Report to your Supervisor • Consult with Security, HR, and EAP as necessary • Define/Address the Problem • Document 	<p>Supervisor Security HR EAP</p>

<p>LEVEL II –</p> <ul style="list-style-type: none"> • Threatening Gestures • Specific (Overt) Written or Verbal Threats • Property Abuse/Mishandling • Stalking 	<ul style="list-style-type: none"> • Raising hand or object to strike someone • Any written or verbal threat to harm, avenge, or retaliate • Throwing objects, slamming doors, slamming fists on desk, hitting or kicking walls or objects • Monitoring a co-worker’s activities to satisfy personal objectives (unwarranted attention) • Refusing to leave an area (office) when asked to do so • Intentionally crowding to intimidate • Blocking access to or exit from the area 	<p><u>Employees:</u></p> <ul style="list-style-type: none"> • Report to Supervisor • Document <p><u>Supervisors:</u></p> <ul style="list-style-type: none"> • Report to your Supervisor • Consult with Security, HR, and EAP as necessary • Plan of action (disciplinary action, mandatory anger management referral, victim assistance) • Document 	<p>Security Supervisor HR EAP</p>
<p>LEVEL III –</p> <ul style="list-style-type: none"> • “Scuffles” (Physical Contact) • Destruction • Assault – Physical, Sexual, Armed • A presently occurring loss-of-control event creating fear of imminent harm • Unauthorized possession of firearms or other weapons on government premises 	<ul style="list-style-type: none"> • Shoving, grabbing, jabbing, poking, or prodding • Tripping or intentionally bumping or jostling • Breaking equipment • Breaking or 	<p><u>Any/All Staff</u></p> <ul style="list-style-type: none"> • Activate Emergency Response Procedures – Do NOT try to handle on your own. • Report to a Supervisor or Manager • Assist in maintaining calm 	<p>Security Supervisor HR EAP</p>

	putting holes in doors, walls, windows, etc. • Intentional use of objects for purpose of destruction – fire, bombs, chemicals, vehicles, etc. • Any intentional harmful physical contact • Unremitting rampage of loud, threatening, or incoherent speech • Bringing an unauthorized weapon on site	if possible • Assist in victim care if possible • Leave the area if necessary for your safety • Document <u>Supervisors:</u> • Arrange for debriefing after resolved (all persons impacted) • Coordinate plan of action (disciplinary action, mandatory anger management referral, victim assistance) with HR and EAP after crisis resolved_	
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Timely intervention may also include Union involvement and adherence to local Collective Bargaining Agreements. Depending on the situation, a Threat Assessment Team or Emergency Response Team may be convened.

3.4 Are workplace violence issues kept confidential?

Generally, all incidents of workplace violence are kept confidential to the extent possible. Information obtained during a threat assessment will be released to individuals needing the information to conduct an appropriate investigation into the situation, protect Department personnel, or confront the person making the threat. Typically, this includes security staff, OGC, employee relations staff, medical personnel (as necessary), and management/supervisory personnel.

EAP counselors are prohibited by confidentiality regulations from disclosing information obtained from employees without their written consent unless an employee poses a threat to himself \herself or others (such as specifically threatening another). (Refer to the Code of Federal Regulations (CFR) Title 42, Public Health, Part 2.) If an employee poses a threat, the counselor generally will advise the employee that necessary information will be reported to appropriate authorities, regardless of whether a written consent is provided.

Note: Questions from the news media related to incidents of workplace violence must be forwarded to the appropriate Component Public Affairs Office.

SECTION 4 – ROLES AND RESPONSIBILITIES

This section provides a listing of some of the major roles and responsibilities as they relate to workplace violence issues.

4.1 What is Security's role regarding workplace violence?

The Component Security Office is the front line for addressing workplace violence. The Security Office should have response procedures in place for actual and potential acts of workplace violence. In accordance with Component policy, the Security Office may also do the following:

- Participate on the Threat Assessment Team.
- Provide properly trained and equipped security forces to prevent, deter, and respond to threats and/or incidents of workplace violence.
- Conduct investigations into threats and incidents, as appropriate.
- Conduct regular threat assessment surveys of the Component and individual facilities to determine emergency plans, evaluate the level of security preparedness, and detect and cure any gaps in security policies and procedures.
- Serve as the facility security expert by keeping management advised of the risk of violence, the security gaps identified by threat assessments, and the means to close those gaps, including use of latest technology.
- Work with facility management personnel to improve the physical security aspects of the buildings, grounds, parking lots, etc.
- Train facility personnel in security measures and violence prevention techniques.
- Work closely with facility personnel to ensure buildings, areas, and grounds are safe for employees and visitors.
- Determine jurisdictional restrictions and identify alternative law enforcement agencies that may be able to provide assistance, including notification and liaison planning.
- Provide threat assessment personnel who can assist the Component in determining the best way to protect personnel.
- Suggest safety and security measures that need to be implemented.
- Escort potentially violent individuals safely off the premises, suspending access to the premises until they have been cleared by HR or EAP for re-entry, and handle individuals who have been terminated.

4.2 What is HR's role regarding workplace violence?

The Office of Human Resources works closely with the Security Office, Supervisors and Managers, and the EAP to help prevent and respond to workplace violence by:

- Participating on the Threat Assessment and Incident Response Teams.
- Providing supervisory training which may include basic leadership skills (e.g., setting clear standards of conduct and performance, addressing employee problems promptly, and using probationary periods wisely), performance management, counseling, discipline, ADR, and other management tools.
- Providing technical expertise and consultation to help Supervisors determine what course of administrative action is most appropriate in specific situations.
- Ensuring accurate position sensitivity and risk designations are established for all positions in collaboration with Component Security Offices.
- Cooperating with Security and external investigators in connection with required background investigations.
- Collaborating with the Component Security Office to determine whether sufficient evidence exists to justify taking disciplinary or corrective action (once the investigation of any misconduct is complete) and advising management accordingly.
- Helping Supervisors, in collaboration with the employee and the EEO/Disability Program Manager, determine proper reasonable accommodation if necessary.

4.3 What is EAP's role regarding workplace violence?

The Employee Assistance Program plays a significant role in workplace violence prevention and response. Below are a few examples of how each Component EAP may be involved in workplace violence:

- Participating on a Threat Assessment Team.
- Providing short-term counseling and referral services to employees at no cost.
- Consulting with the Threat Assessment Team when a potential for violence exists or an actual incident is reported.
- Consulting with Incident Response Teams when a potential for violence exists or an actual incident is reported.

- Consulting with Supervisors to identify specific problem areas, develop action plans to resolve problems in the early stages, and encourage employees and Supervisors to contact the EAP for individual counseling.
- Helping in the prevention of workplace violence through:
 - Early involvement in organizational change.
 - Training employees to deal with angry co-workers and customers, conflict resolution, and communication skills.
 - Training Supervisors to deal with problems as soon as they surface without diagnosing the employee's problem.

Each Component has a confidential EAP with trained counselors who can assess and make recommendations to address workplace stress and violence issues. Using counselors is a way to assess whether a situation needs to be brought to the attention of management. EAP counselors can also be used to strategize ways to deal with uncomfortable or threatening situations. Seemingly insignificant conflicts between co-workers or Managers can sometimes erupt into dangerous situations – especially if the problem goes unchecked. In many cases of worker-on-worker violence, minor non-violent conflicts that went unresolved built up until they were no longer manageable. By intervening early in a conflict between two people, whether it is two co-workers or an employee and a Supervisor, the situation may be resolved before it gets out of control.

Professional counselors are available to discuss problems that can adversely affect job performance and conduct. EAP is required to help employees deal with alcoholism or drug abuse problems. EAP counselors also help employees with other problems (e.g., marital or financial issues) that may underlie potentially violent situations. EAP counselors often refer employees to other professional services and resources within the community for further information, assistance, or long-term counseling.

Confidentiality is an important issue for EAP. Employees who seek EAP services are afforded considerable privacy by laws, policies, and professional ethics of EAP providers. It is common practice for the EAP to inform employees in writing about the limits of confidentiality at the first meeting.

4.4 What is the role of ADR with regard to workplace violence?

Alternate Dispute Resolution (ADR) is comprised of processes designed to help parties resolve conflicts with the assistance of neutral third parties. ADR can be used as an alternative to court litigation or Agency adjudications, or to help disputing parties resolve a problem that they cannot resolve on their own. Some ADR processes include facilitation, conciliation, mediation, and ombudsperson

programs. Information concerning ADR can be obtained by contacting the Component Office of General Counsel or Human Resource Office.

ADR can help prevent the escalation of conflict into violent or potentially violent situations. The key is using ADR early, before emotions or conduct make discussion a non-option. For example, a mediator properly trained in listening and communicating can defuse tensions, clear up misunderstandings, and open the door to further productive dialogue. By helping uncover misunderstandings or enabling an individual to discuss fully in a safe setting, the result may be not only immediate resolution of an issue, but improved relations and communications for the future.

ADR can be an appropriate vehicle for resolving many kinds of disputes. This is true whether the conflict is between DoD employees or involves individuals outside DoD. ADR may be an option for a problem if:

- Parties are so committed to their views that progress is stuck.
- Communication styles between disputing parties require third-party assistance.
- You want to resolve a dispute but do not want to file a formal complaint.
- You want to resolve the conflict quickly.

Note: ADR may not be appropriate when the parties are so hostile toward each other that sitting down together might be unsafe.

For an ADR program to be successful, it must be one that is trusted by those who use it. Trust can be created by:

- Having the users of the program involved in designing the program.
- Selecting neutral third parties who are competent and truly neutral.
- Making it voluntary rather than mandatory.
- Having the program operated by a trusted and respected office/individual.

If you would like to initiate ADR to resolve a conflict, contact your Supervisor, EEO, EAP, or OGC.

4.5 What is Facility Management's role regarding workplace violence?

Facility Management should work closely with the Component Security Office and/or appropriate agency HRO representatives to help maintain a safe environment for all people who access the worksite. This includes not only keeping buildings and grounds well maintained, but participating with security

personnel in threat assessment surveys, keeping management informed of the physical status of the installation, and supporting budget requests with justification for security upgrades, when appropriate.

4.6 What is the Union Representative's role regarding workplace violence?

Since the Unions support employee interests, they have a very important role in workplace violence. Union representatives should:

- Be familiar with and actively support policy and contract language on workplace violence prevention.
- Stay alert to security issues and potential threats and report issues accordingly.
- Stay informed of procedures for addressing workplace threats and emergencies.
- Stay up-to-date on programs offered by the EAP, as well as the procedures/policies regarding the ability of designated union officials to make employee referrals to EAP.
- Work closely with all levels of management to ensure that employees are up-to-date on Department and Component workplace violence policies and procedures.
- Participate fully with management in all phases of workplace violence prevention and response, including membership on Threat Assessment and Incident Response Teams, as appropriate.

4.7 What are the Supervisor's and Manager's roles regarding workplace violence?

Supervisors and Managers should:

- Take all threats seriously. If any doubts arise as to the seriousness of a threat, contact the Component Security Office and/or HR for counseling and/or advice.
- Inform employees of DoD and Component workplace violence policies and procedures.
- Ensure that employees know specific procedures for dealing with workplace threats and emergencies, and how to contact police, fire, and other safety and security officials.
- Review all applicable provisions in your respective Collective Bargaining Agreements.

- Ensure that employees with special needs are aware of emergency evacuation procedures and have assistance as necessary regarding emergency evacuation situations.
- Promptly report all threats brought to your attention to: management, HR, and the EAP if necessary.
- Ensure that events are properly investigated and addressed.
- Coordinate with the Component Security Office, HR, and the EAP staff early on; know who the contacts are in these offices; and what services they can provide for prevention, response, and follow-up.
- Know that timely response is a measure that leads to success in the prevention of workplace violence.

SECTION 5 – EMPLOYEE ACTIONS

This section provides some of the measures employees can take with regard to workplace violence issues.

5.1 How Are potential workplace violence situations identified?

Sometimes it's difficult to identify workplace violence before it occurs, but recognizing and addressing some of the possible early warning signs is a key step to prevent violence in the workplace. Some early signs of potential workplace violence include:

- Misconduct
- Inability to form working relationships
- Bullying
- Acting angry or withdrawn
- Threatening or intimidating behavior
- Fascination with weapons
- Bringing a weapon to work

5.2 What can I do to help prevent workplace violence?

Every employee is responsible for helping to prevent workplace violence. The following are a few things that may help prevent workplace violence:

- Familiarize yourself with DoD and Component policy regarding workplace violence.
- Be familiar with Component or local procedures for dealing with workplace threats and emergencies.
- Question unknown visitors and/or report strangers to Supervisors.

- Be aware of any threats, physical or verbal, and/or any disruptive behavior of any individual and report these threats or behavior to Supervisors.
- Be familiar with and take advantage of the resources of the EAP.
- Take all threats seriously.
- When notified to evacuate, shelter in place, or to take other protection measures, do so immediately. Warn, but do not wait for others, and follow the directions of emergency services personnel.

5.3 To whom should I report workplace violence?

You should be aware of and follow the guidelines set forth in your Component policy on workplace violence. In general, however, workplace violence should be reported to your Supervisor, Security, and the HRO.

Some Components have also established hotlines that employees can use to make non-emergency referrals to government and contractor human resource departments, EAP program officials, and security forces, and may be appropriate to report workplace violence. Refer to Table 3-01, Addressing Workplace Violence Issues, for additional information.

5.4 What should I do if I feel that I am in imminent danger?

If you feel you are in immediate danger, call your Component Security Office or 911. It is better to err on the side of safety than to risk having a situation escalate. Note that you should check with your Component to identify the recommended emergency number and if an outside line is required to dial that number.

If you ever have concerns about a situation that may turn violent, alert your Supervisor immediately, and follow the specific reporting procedures provided by your Component.

Important: Unless there is no other alternative, you should NOT confront individuals who appear to be an immediate threat. Contact your Component Security Office or 911 immediately.

5.5 What if I work in a remote location or overseas?

DoD has a number of employees who work in the field or in places around the world, sometimes alone. Like other U.S. workers and citizens, DoD field employees are not immune to crime perpetrated against them while on the job, whether the crime is job related or not. Some DoD employees could possibly be threatened and/or attacked while working in off-Installation or overseas environments. Each Component Security Office, in coordination with the U.S.

Department of State, should provide employees with specific safety guidelines appropriate to situations likely to be encountered by employees traveling in or assigned to an overseas environment.

In general, employees working alone and away from the office should prepare daily work plans and keep a contact person informed of their locations throughout their tour of duty. When necessary and feasible, management can implement a “buddy system” policy or provide for back-up, such as police assistance, so that workers do not enter a potentially dangerous situation alone.

SECTION 6 – TRAINING AND ADDITIONAL INFORMATION

This section provides training information, as well as documents and references for obtaining additional information relating to workplace violence.

6.1 What training is available regarding workplace violence and who should be trained?

Workplace violence awareness and training are a critical part of workplace violence prevention. Training is necessary for employees, as well as for the staff in offices that may be involved in responding to an incident of workplace violence.

Employees

All employees should be trained on how to recognize and report incidents of violent, intimidating, threatening, and disruptive behavior. Refer to Table 3-01, Addressing Workplace Violence Issues, for additional information on defining incidents and determining who an employee should call in the event of any act of violence. All employees should have phone numbers for quick reference during a crisis or an emergency. Refer to Appendix A, Workplace Violence Quick Reference Phone List, for a chart that may be helpful in collecting and maintaining these numbers.

Annual training on workplace violence is crucial to maintaining an informed workforce. Workplace violence training for employees may include the following topics:

- Department and Component workplace violence policy.
- Encouragement to report incidents and the procedures to do so.
- Ways of preventing or defusing volatile situations or aggressive behavior if possible.

- Diversity training to promote understanding, acceptance, and tolerance of co-workers and customers from different races, genders, religions, abilities, ethnic backgrounds, and sexual orientations.
- Ways to deal with hostile persons.
- Managing anger.
- Techniques and skills to resolve conflicts.
- Stress management, relaxation techniques, and wellness training.
- Security procedures (e.g., the location and operation of safety devices such as alarm systems).
- Personal security measures.
- Programs operating within the Component that can assist employees in resolving conflicts (e.g., the EAP, and ADR).

Supervisors

In addition to the training suggested above for employees, special attention should be paid to general supervisory training. The same approaches that create a healthy, productive workplace can also help prevent potentially violent situations. It is important that supervisory training include basic leadership skills such as setting clear standards, addressing employee problems promptly, and using probationary periods, performance counseling, discipline, and other management tools conscientiously. These interventions can keep difficult situations from turning into workplace violence. Supervisors do not need to be experts in dealing with violent behavior, but need to know which experts to call, and be committed and willing to seek advice and assistance from those experts.

The following are areas that may be included in supervisory training:

- Ways to encourage employees to report incidents in which they feel threatened for any reason by anyone inside or outside the organization.
- Procedures for consulting HR, EAP, Security, or the Federal Protective Services, with any questions regarding the seriousness of a reported incident.
- Skills in behaving compassionately and supportively towards employees who report incidents.
- Procedures for taking disciplinary actions.
- Basic skills in handling crisis situations.
- Basic emergency procedures, including who to call and what support resources and services are available.
- Appropriate screening of pre-employment references.
- Basic skills in conflict resolution.

Responders to Workplace Violence Issues

Security, HR, and EAP staff that may respond to workplace violence issues should be trained on how to respond to such issues. This training will also allow Component personnel to know experts throughout the Component who can help when confronted with potentially violent situations.

Agency personnel who serve on assessment and response teams need to be competent in the skill area they are representing and need to know when and who to call for additional help. Participating in programs and training sessions sponsored by government and professional organizations, reading professional journals or other literature, and networking with others in the profession they are representing, are all helpful tools for team members to use in preparing to deal with workplace violence situations. In some cases where participation on a team is a collateral duty, employees may need special supplemental training.

These staff members also need to understand enough about each other's professions to allow them to work together effectively. Assessment and response team training should include discussion of policies, legal constraints, technical vocabulary, and other considerations that each profession brings to the interdisciplinary group.

6.2 Where can I find more information on workplace violence?

Each Component Head is required to ensure that a local workplace violence policy is in place. This document is meant as a guide, to work in coordination with the Component's policies. There are regulations that govern workplace violence, as well as a number of other publications that are helpful references and were used in the development of this guide. Additional information on preventing and responding to workplace violence can be obtained in the references below:

- *Dealing with Workplace Violence: A Guide for Agency Planners*, United States Office of Personnel Management, OWR-09
- DoDD 4715.1E, *Environment, Safety, and Occupational Health (ESOH)*, March 19, 2005

APPENDIX A

WORKPLACE VIOLENCE QUICK REFERENCE PHONE LIST

This appendix is provided as a guide for employees to collect all contact information relevant to workplace violence issues. This page can be printed and filled in with information applicable to your department and Component. It is recommended that you keep this information readily available.

QUICK REFERENCE PHONE LIST FOR WORKPLACE VIOLENCE ISSUES

Title	Name	Phone Number
Component Workplace Violence Hotline		
First Line Supervisor		
Second Line Supervisor		
Manager		
Human Resource Office		
Security Office		
EAP Office		
Health Unit/Safety and Health Officer		
Remote/Overseas Assistance		