

1 March 1999

WING HRR 792-2

STATE OF WISCONSIN
DEPARTMENT OF MILITARY AFFAIRS
Office of the Adjutant General
Post Office Box 8111
Madison, Wisconsin 53708-8111

Human Resources
Regulation 792-2

1 March 1999

Preventing Violence in the Workplace

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1. **SCOPE:** This regulation is designed to provide guidance for preventing and dealing with workplace violence. It applies to **all** employees and members of the Wisconsin National Guard (Technician [both Excepted and Competitive], AGR, and State employees).

2. **PURPOSE:** To provide general guidance to managers, supervisors and employees in the prevention, recognition and reaction to violence in the workplace. This regulation is also intended to give guidance on training and resource management for workplace violence.

3. **DEFINITIONS:**

a. **Violence** is any verbal, physical or psychological threat or assault of an individual that results in physical or psychological damage. Sexual harassment can be form of workplace violence.

b. A **Credible Threat** is a statement or action which has the apparent capability of inflicting harm, is directed in a manner that causes a person to believe that they are the target of the threat and places them in reasonable fear for their safety or the safety of their immediate family. There are three types of threats;

DIRECT THREAT - "I'm going to kill you."

VEILED THREAT - "A fire in the paint shed will put us out of business."

CONDITIONAL THREAT - "If I don't get the job, someone is going to have a problem."

4. **AWARENESS:**

a. **Types of Violence:** Hitting, pinching, pushing, instilling fear, assault, harassment, threats, stalking, bizarre behavior, intimidation of others, and worse - HOMICIDE.

b. **Identifiable Traits for Potential Violence:** A few, of many, are listed below to provide awareness of more common traits of potentially violent individuals.

(1) A history of violent behavior

(2) Paranoid behavior

(3) Loner/withdrawn

(4) Does not take criticism well

(5) Obsession with weapons, compulsive reading and collecting of gun magazines.

- (6) Unwanted romantic interest in a co-worker
- (7) Stress
- (8) Obsessive involvement with job
- (9) Recent personal, family or financial problems

5. PLANNING.

a. Planning is critical in preventing and reacting to workplace violence. Many who have never experienced violence in the workplace believe, “*I don’t need to worry about this. It would never happen in my office*”. Violent incidents are relatively rare, but they do occur, and lives can be severely affected or even lost. A little preparation and investment in prevention **now** could save a life. There is no strategy that works for every situation, but the likelihood of successful resolution is much greater if we have an effective plan.

b. Each facility/armory/base should assess their possible needs and situations and prepare a plan of action to address a violent situation. Your location will greatly effect **who** you call - and **when**. Some small sites/armories may not require an individual plan. It may be more appropriate for these sites to be included in the higher headquarters plan. Plans will be posted on facility bulletin boards.

c. **Appendix A** provides an example of a “crisis response” phone reference. All WING bases and WIARNG facilities will keep this information up-to-date and readily accessible.

d. At the TAG level, a State Response Team (SRT) will be appointed to assess and investigate allegations and incidents of workplace violence. See **Appendix D**.

6. REPORTING.

a. The primary consideration in developing a reporting procedure is to encourage employees to report **all** incidents of violence, even minor ones. Employees are required to report incidents to their supervisor (or to any agency manager, supervisor, or leader), who, in turn, will report incidents to the HRO (SEEM) and/or Security.

Appendix B and **C** provide an “incident guide” and an “incident reporting form” (DMA Form 183). When reporting workplace violence, it is important to remember the “Four-W’s”:

- **WHO** – Who was involved? (anyone involved; who was threatened? who did the threatening?)

- **WHAT** - What happened? A detailed description.
- **WHEN** - Date / Time - Start and End.
- **WHERE** - Location of where the incident took place.

b. Credibility for any reporting system is dependent upon appropriate, timely, and effective action. Word spreads quickly among employees when a report is made and nothing is done, when a report is handled improperly, or when the allegations are not treated **confidentially**.

c. Also important to the success of the reporting system is management's encouragement for reporting incidents. Managers and supervisors **must create** an environment that that reflects commitment to resolving workplace conflicts and employee concerns. The Adjutant General for Wisconsin is committed to the health and safety of all members and employees and promotes a work environment free of harassment, threats and acts of violence.

d. Incident reports will be reviewed on a periodic basis to provide feedback and to evaluate the effectiveness of existing intervention strategies and prevention efforts.

7. ASSESSMENT:

a. Threatened employees want to know what the agency is doing to protect them and what measures they should take to protect themselves. Since it is impossible to know whether or not a threat is actually going to be carried out, the Wisconsin National Guard will **always** treat threats in a serious manner and act as though the threat **will** be carried out.

b. All incidents/reports of workplace violence will be **immediately** reported (within 24 hours) to the Human Resource Office (SEEM, X3702), to the WIARNG Security Officer (WIAR-OI-MS X3532), or to the appropriate Base Security Police, by telephone/E-mail/in person. The verbal report will be followed up with the DMA Form 183, Incident Report Form. The HRO and SRT will determine the appropriate action to be taken and may use available assessment resources (such as other federal agencies). The Wisconsin National Guard Assistance Program (WINGAP) may also be used to obtain an assessment of the situation. In situations that warrant **immediate threat assessment**, supervisors should use the forced leave provision of TPR 715, section 2-9 or provisions of applicable union contracts. Communication with the Human Resource Office is vital throughout this phase. Also refer to WING HRR 792-1 (WINGAP), paragraphs 2-2f, 2-9 and 5-2b.

8. ACTION GUIDANCE:

a. Each incident of violence will be different in the terms of the **type** of threat, the circumstances of **who** made the threats and **what** is the immediate danger. Managers, supervisors and individual employees on the scene must make an immediate assessment of the situation.

(1) The seriousness of the incident will determine what immediate action should be taken. This will remain the supervisor's call.

(2) Our **top priority** will always be the safety and well being of everyone - directly or indirectly involved.

(3) If the supervisor believes that the incident will become physically violent, then he or she will take whatever immediate action that seems appropriate to protect the safety of all involved. The supervisor must assess whether a credible threat is present. He/she will follow up with a report to HRO/SEEM.

(4) Levels of violence.

- Level one: Physical violence (Homicide - Physical Assaults - Destruction of Property - Hostage Taking)
- Level two: Threatening behavior (Harassment - Intimidation - Stalking -Threatening Statements)
- Level three: Bizarre behavior (Rude - Disruptive - Negative Impact)

b. The "Incident Report Form" (DMA Form 183) contained in **Appendix C** will be used to document the incident.

c. It is crucial to keep all lines of communication open during critical incidents. Planning for a **local response team** is encouraged. Air National Guard Bases will utilize their Base Security force, when needed, to react to a violent situation. Army National Guard facilities and armories, without organic security support, will utilize their community's local 911 system (when **appropriate**) to bring the situation under control. The supervisor's assessment of the threat level is absolutely critical **prior** to contacting local law enforcement agencies or 911. Good judgment and common sense will help keep the situation under control. The safety of everyone is **most** important.

d. When the situation allows - and in cooperation with the HRO - collect evidence through fact-finding - **document** everything.

9. TRAINING.

- a. Employee awareness training will be conducted, by the HRO, bi-annually, in conjunction with Prevention of Sexual Harassment Training.
- b. Training for new employees will be done during in-processing at respective work sites, using published Human Resource Regulations and locally devised plans.
- c. New supervisors will receive training during the annual new supervisor training conducted by the Human Resource Office.
- d. All other requests for training will be coordinated, on an individual basis, through the Human Resource Office Employee Development Specialist.

10. **RESOURCES:**

- a. WING Human Resource Office and State of Wisconsin published guidance.
- b. WIARNG Occupation Health Office and State Safety Office.
- c. Air National Guard Base Safety Offices.
- d. Local guidance (other Federal agencies).
- e. Law enforcement agencies and Base Security offices.
- f. Other resources as provided by OPM guidance for Federal agencies.
- g. Employee Assistance Services Agency.

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The proponent for this HRR is the Director, Human Resources. Users are invited to send comments to The Adjutant General, DMA Wisconsin, ATTN: WING-HR-EO, PO Box 8111, Madison, Wisconsin 53708-8111.

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APPENDIX A

SAMPLE CRISIS RESPONSE PHONE LIST

CRISIS RESPONSE TELEPHONE NUMBERS

DIAL 911 or EMERGENCY # _____

POLICE: _____

FIRE DEPARTMENT: _____

HOSPITAL: _____

AMBULANCE: _____

SUPERVISOR: _____ (Office)

_____ (Home)

NEXT HIGHER HQ: _____

HUMAN RESOURCE OFFICE: 608-242-2702/3707/3700

WIARNG Plans & Opns Off (WIAR-OI-MS): 608-242-3532

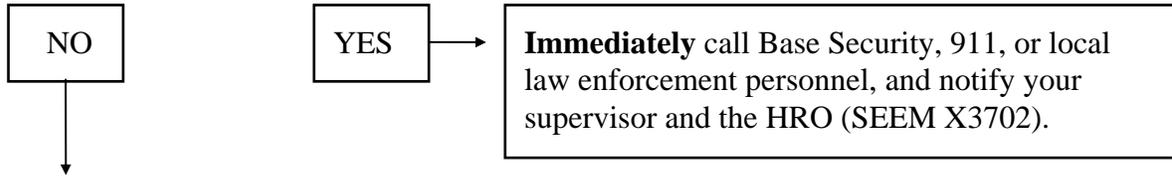
_____ **ANG Base Security Police:** _____

Give location and details of existing emergency or crisis. Provide sufficient information for an adequate response. **Go to a SAFE area.**

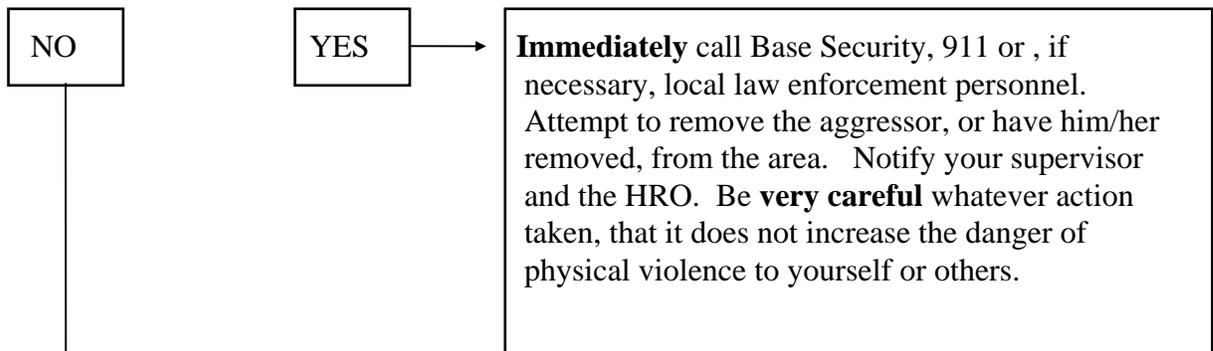
APPENDIX B

INCIDENT GUIDE FOR WORKPLACE VIOLENCE

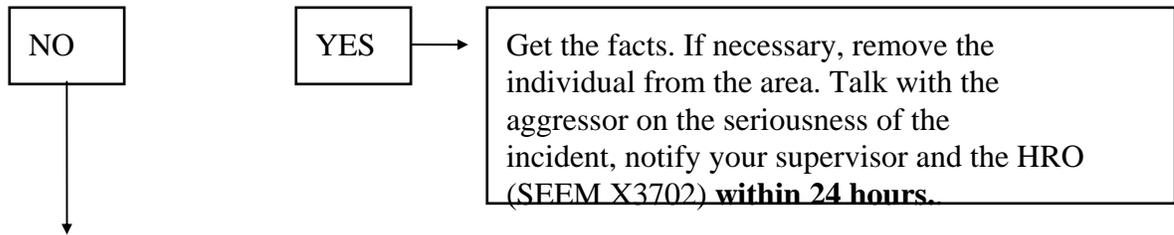
1. Does the incident present an immediate threat of physical violence and is a weapon present?



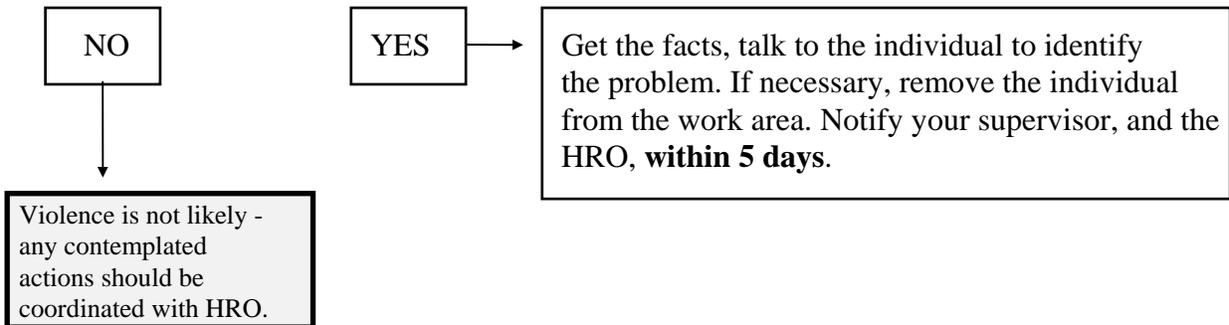
2. Is physical violence involved?



3. Is there a threat made to someone (direct, veiled, or conditional) with no physical contact?



4. Is the action one of bizarre behavior?



B-1

APPENDIX C

WORKPLACE VIOLENCE INCIDENT REPORT FORM

Case Number (to be provided by the SRT): _____

Date/Time Contacted	Individual Making the Contact	Date/Time of Incident	
Type of Incident:	LEVEL #1 Physical Violence	Y	N
	LEVEL #2 Threatening Behavior	Y	N
	LEVEL #3 Bizarre Behavior	Y	N
	Other _____	Y	N

Complete, in detail: (additional pages may be used)

WHO (list all individuals involved)?

WHAT (detailed description of incident)?

WHEN (date/time - start & end)?

WHERE (location where the incident took place)?

Additional information:

Signature of Manager/Supervisor/Person
Completing the Report

Name of Assigned Investigator: _____ (To be Completed by HRO/SRT)

Date Investigation Completed: _____ (" ")

STATE RESPONSE TEAM

1. The STATE RESPONSE TEAM (SRT) will be the WING organizational element that oversees the WING workplace violence response program. The SRT will:

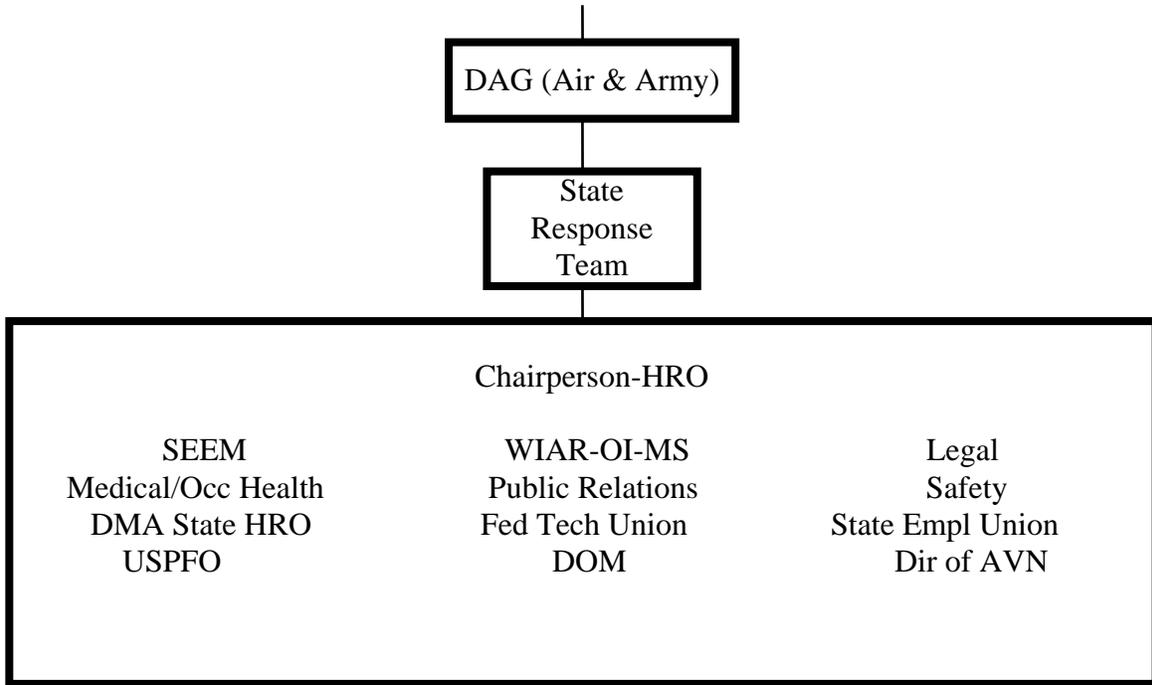
- a. Enforce The Adjutant General's policies regarding workplace violence.
- b. Receive all reports of threats or violent acts.
- c. Verify and investigate threats or violent acts. Gather as much information as possible from the supervisor, co-workers, employee records, etc.
- d. Determine the level of risk, using outside resources when appropriate, and determine the best course of action. The action recommended will be based on a complete analysis of the incident, to include a profile developed by a qualified counselor (may be connected to the WINGAP), if determined to be necessary. Once this analysis is completed, the HR Officer, or his/her designated representative, will discuss the situation with the immediate supervisor of the offending individual and recommend appropriate adverse or disciplinary action.
- e. Develop intervention procedures to appropriately interact with a violent (or potentially violent) employee.
- f. Notify law enforcement officials, if appropriate.
- g. Implement and monitor the plan of action.
- h. Coordinate critical stress debriefing and counseling for those directly, or indirectly, affected by an incident of workplace violence.
- i. Document all activities of the SRT.
- j. Evaluate each incident of intervention approximately two weeks after completion.
- k. Update agency policies and procedures.

2. In the event of a crisis, the SRT will be responsible for interfacing with police, paramedics and the public.

D-1

3. Organizational chart for the SRT:

TAG



Sample Facility Plan

The following sample facility plan is provided to assist OIC's, AO's, Base Cdrs, Base Safety Offices, and facility managers in developing a Prevention of Workplace Violence Facility Plan. This sample is generic in nature, therefore each facility/base/armory must assess their own needs and provide additional and detailed guidance to employees.

Any employee who believes that they are in danger of becoming a victim of workplace violence will **report** that belief to _____. This includes the following:

- Threats or verbal abuse by another employee (or non-employee).
- Witnessing or over-hearing threats made to, or about, someone else.
- Observing a situation that you believe could lead to violence.
- Observing an employee bringing a weapon into the workplace, brandishing a weapon, or making inappropriate references to guns, or a fascination with weapons.
- Observing another employee's desperation (over family, financial, or other personal problems) to the point of contemplating suicide.
- Observing another employee's extreme change in behavior.

The following summary includes actions you should (or should not) take in a hostile or threatening situation. Everyone in this facility, including supervisors and managers, should follow these same procedures.

For an angry or hostile employee, co-worker, or visitor:

- Stay calm. Listen attentively.
- Maintain eye contact.
- Be courteous. Be patient.
- Keep the situation in your control.

For a person shouting, swearing, and threatening:

- Signal a co-worker, or supervisor, that you need help.
- Do not make any calls yourself.

For someone threatening you with a gun, knife, or other weapon:

- Stay calm. Quietly signal for help.
- Maintain eye contact.
- Stall for time.
- Keep talking – but follow instructions from the person who has the weapon.
- Don't risk harm to yourself or others.
- Never try to grab the weapon.
- Watch for a safe opportunity to escape to a safe area.

E-1

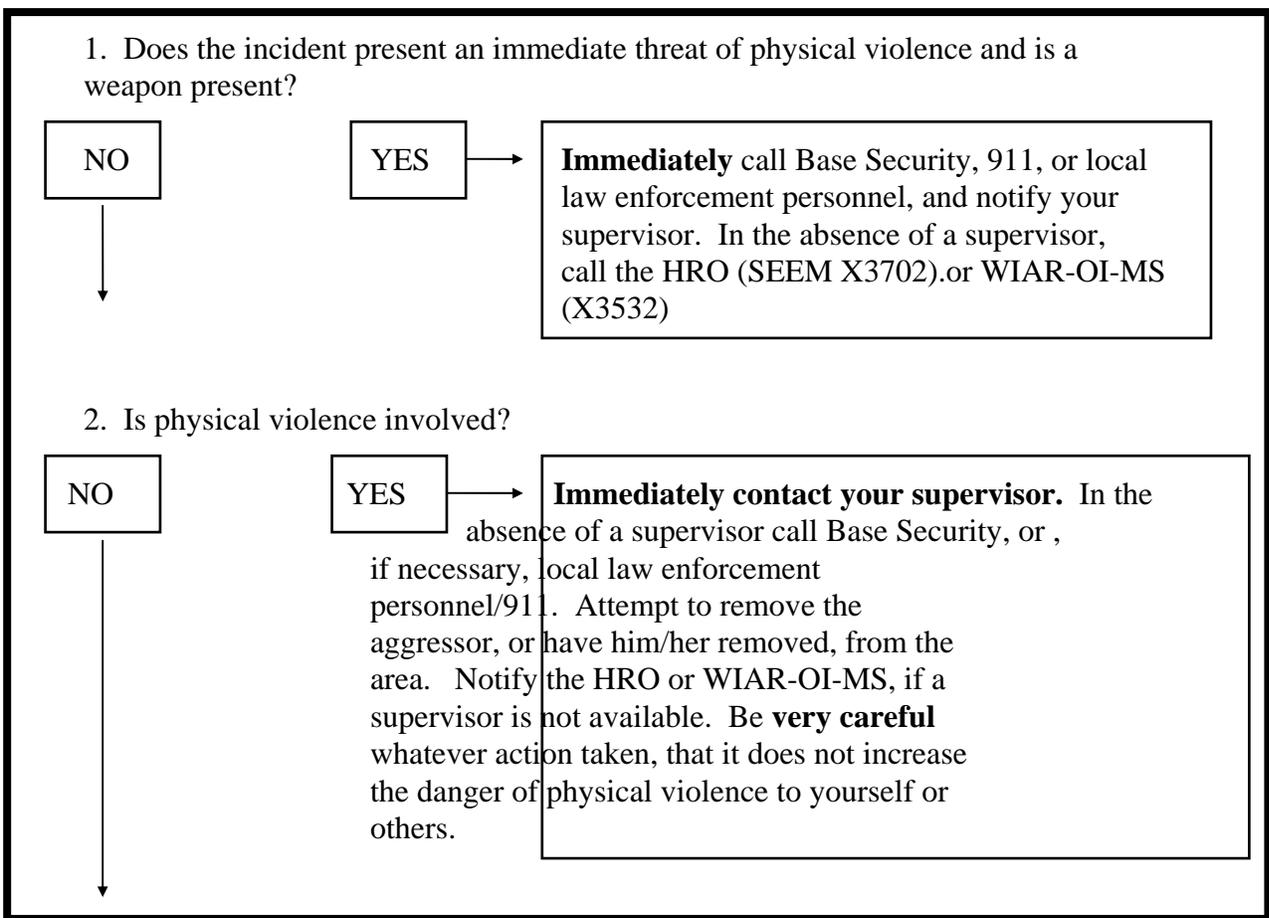
For telephone threats:

- Keep calm. Keep talking.
- Don't hang up.
- Signal a co-worker to get on an extension.

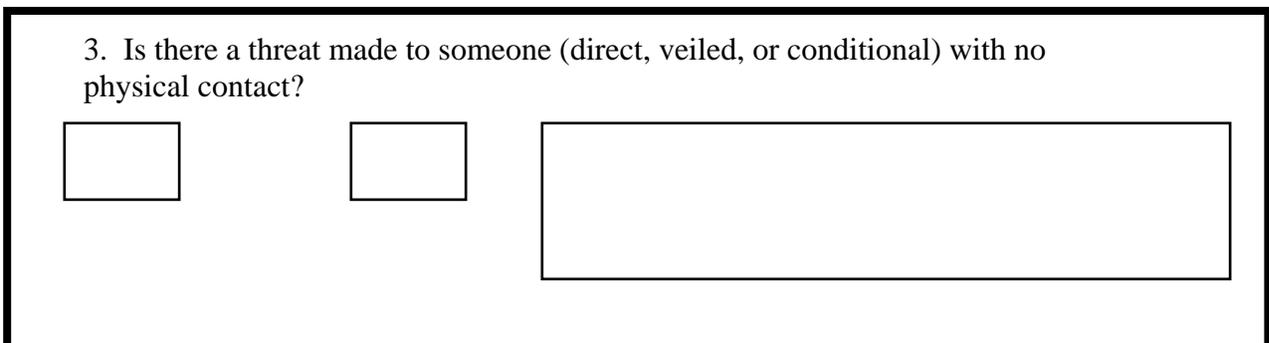
- Ask the caller to repeat the message and write it down.
- Repeat questions, if necessary.
- For a bomb threat, ask where the bomb is, and when it is set to go off.
- Listen for background noises and write down a description.
- Write down whether it's a man a woman; pitch of voice, accent; anything else you hear.
- Try to get the person's name, exact location, telephone number.
- Notify your immediate supervisor.

In a **“direct threat”** situation, contact your supervisor, immediately. In the absence of a supervisor, use the **Crisis Response Telephone Number list** on the bulletin board.

To determine the level of threat, use the following guidelines:



E-2



NO
↓

YES → **Report the incident to a supervisor, immediately.** If necessary, remove the individual from the area.

4. Is the action one of bizarre behavior?

NO

YES

Get the

facts, talk to the individual to identify the problem. If necessary, remove the individual from the work area. Notify your supervisor immediately.

↓
Violence is not likely - any contemplated actions should be coordinated with HRO.