

STATE OF COLORADO

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

6848 South Revere Parkway
Centennial, Colorado 80112
Phone (720) 250-1500
Fax (720) 250-1509



February 1, 2011

John W. Hickenlooper
Governor

Policy Title: Workplace Violence Policy and Protocols

H. Michael Edwards
Major General
The Adjutant General

Effective Date: 01 February 2011

Summary: Provides Policy on Workplace Violence

Applicability: All State Employees of DMVA

Staff Proponent: Human Resources

Supersedes: November 17, 2004

A. Purpose: The Colorado Department of Military and Veterans Affairs (DMVA) is committed to maintaining the work environment free from all forms of violence, in accordance with State of Colorado Universal Policy Pursuant to Executive Order D023 09. This policy will address specific policies, protocols, and procedures at DMVA in accordance with the State of Colorado Universal Policy Pursuant to Executive Order D023 09 (Annex A), establishing a Policy to Address Workplace Violence, Including Domestic Violence Affecting the Workplace.

B. Background: DMVA is committed to providing a workplace for its employees that is safe, secure and respectful – an environment that is free from violence. Behaviors and actions which inappropriately represent violence are potentially damaging to DMVA employees and property. Violent behavior is a violation of DMVA policy and will not be tolerated in the DMVA community. It will be addressed promptly by DMVA and military administration. The Department is committed to maintaining a strict policy that prohibits acts of violence, harassment, or intimidation in any form, including verbal, written, physical, or any conduct that may be construed detrimental to the workplace environment.

C. Definitions:

1. **Workplace Violence:** Includes, but is not limited to, intimidation, threats, physical attack, domestic violence or property damage and includes acts of violence committed by State employees, clients, customers, relatives, acquaintances or strangers against State employees in the workplace. Such actions could be communicated by any means.
2. **Intimidation:** Includes, but is not limited to, stalking or engaging in actions intended to frighten, coerce, or induce duress.
3. **Harassment:** Behavior or communication designed or intended to intimidate, menace or frighten another person.

4. Threat: The expression of an intent to cause physical or mental harm. An expression constitutes a threat without regard to whether the party communicating the threat has the present ability to carry it out and without regard to whether the expression is contingent, conditional or future. It is intended to instill fear in the recipient thereof.
5. Physical Assault: Unwanted or hostile physical contact including, but not limited to hitting, fighting, pushing, shoving or throwing objects.
6. Property Damage: Intentional damage to property which includes property owned by the State, employees, contractors, visitors or vendors.
7. Domestic Violence: Abusive or violent behavior, stalking, intimidation, coercion, control, revenge, cyberstalking, including threats and intimidation which stems from the conflicts of a relationship outside the workplace.
8. Weapon: An offensive or defensive combat instrument, such as a firearm or knife on their person at any time. Individuals will be asked to remove any form of weapon from the worksite unless authorized as a component of their work. Employees who become aware of the presence of a weapon should immediately report it to their supervisor or Human Resources. If a supervisor/Human Resources/Administration is unsuccessful in obtaining voluntary consent to the request, Force Protection assistance should be sought. In the event that an individual may have a permit to carry such type of weapon, this policy shall supersede that permit. In addition, use of or intent to use any other object as a weapon is also a violation of this policy.

D. Policy: The safety and security of all employees (including contracted workers), visitors, and all property of the Colorado Department of Military and Veterans Affairs (DMVA) is of the utmost importance. It is a violation of this policy to engage in workplace violence as defined herein or use or possess an unauthorized weapon during a time covered by this policy. By law, weapons are prohibited on DMVA grounds except for authorized law enforcement personnel and military personnel carrying out their official duties, and for ceremonial or educational uses specifically authorized by The Adjutant General (TAG), if in compliance with Colorado law. It is the policy of DMVA that threats and threatening behavior, harassment, intimidation, physical acts of violence, and intentional property damage committed either on the property or while in the performance of work duties outside DMVA premises will not be tolerated. DMVA will respond to all acts of workplace violence, which are brought to the attention of the supervisor or administration of the department. It is the policy of DMVA that management/administration has the right to restrict members of the public who wish to see the employee for reasons other than the transacting or DMVA-related business. This policy is particularly applied in cases where the employee suspects that an act of violence will result from an encounter with said individual.

Responsibilities and Appointments: It is the responsibility of all employees, military members, and contractors of DMVA to conduct themselves in such a way as to contribute to an environment that is free of violence. All employees are encouraged to be alert to the possibility of violence on the part of employees, former employees, military members, contractors, visitors, and domestic relations. Employees shall place safety as their highest concern, and shall report all acts of violence and threats of violence to their supervisor, State Human Resources office, and/or Deputy Director as soon as incidents are witnessed, occur, or become known to themselves or others. [Reporting procedures are covered in the Protocols and Procedures section.]

DMVA administration and supervisors have a special responsibility to create and maintain a violence-free environment. Should administration or a supervisor have knowledge of conduct that creates violence or receives a complaint of violence under his or her administrative functions, immediate steps must be taken to address the matter appropriately. Taking positive steps to educate and sensitize employees with respect to this issue is also a responsibility of DMVA administration and will be coordinated and conducted by State Human Resources and the military EEO offices.

Responsible Institutional Officer: The Director of Human Resources will serve as coordinator and have overall responsibility for implementation of policies and procedures related to workplace violence for State

employees. The maintenance of records and preparation of requested reports on workplace violence shall be the responsibility of the coordinator.

Workplace Violence Education and Awareness: The coordinator and military EEO offices will have the responsibility for coordinating the design and presentation of training and education of supervisors and employees regarding the signs of potential workplace violence. Advice and assistance will be solicited from other DMVA resources on the contents of the training and education programs, to assess the effectiveness of the programs, to determine revisions as necessary, and to ensure that the federal and state processes and protocols align to minimize conflicting procedures.

E. Procedures: To address incidents of workplace violence and to ensure speedy and effective resolution of these incidents, DMVA has established the following process:

1. The Joint Operations Center (Force Protection) should be contacted if someone is or may be in imminent danger or if the incident in question resulted in anyone being physically harmed. The Joint Operations Center may also be contacted by any DMVA employee, military member, contractor, or other individual at any time in the process.
2. When a DMVA employee experiences or has knowledge of workplace violence that does not involve imminent danger, the first action is to inform immediately the appropriate supervisor or Workplace Violence coordinator as may be appropriate. The supervisor or coordinator will investigate the situation, with caution and safety as first concerns, or seek assistance from administration. If a supervisor or coordinator is not present, or the reporter of the violence is not comfortable reporting the incident to a supervisor or the coordinator, individuals should contact the Chaplain at Joint Forces Headquarters, or the Colorado State Employee Assistance Program.
3. The Joint Operations Center, the Coordinator, or Administration shall coordinate the Workplace Violence Assessment Team as soon as practicable upon learning of critical incidents and/or life threatening situations.
4. If it is determined that persons involved in workplace violence need assistance beyond intervention at the scene or in the workplace, they may be referred to the Human Resources office which will manage referrals to outside health care providers, local social service agencies, the local police department, and/or the Colorado State Employee Assistance Program (C-SEAP).

The Assessment Team will contact the Public Affairs Office (PAO) when the situation precipitates mass communications or media contact. Inquiries from the media about any incident of workplace violence should be directed to the Public Affairs Office which will coordinate all responses to the media on behalf of DMVA.

F. Workplace Violence Assessment Team: The Workplace Violence Assessment Team is a group of individuals responsible for implementing Crisis Management Plan. While DMVA acknowledges that there may be little if any warning of pending violence, there is a team of individuals assigned the task of assessing the threat of workplace violence when concerns are reported. This team of individuals is responsible for recommending to The Adjutant General practices and preventative strategies for insuring compliance with DMVA's Workplace Violence Policy and Protocols. The Workplace Violence Assessment Team consists of representatives from Human Resources, Joint Operations Center, the Deputy Director, the Chief Information Officer, the Judge Advocate General's office, The Director of Joint Staff, and when appropriate, an immediate supervisor.

G. Remedial Action: Remedial actions will depend on the severity and the nature of the incident. DMVA administration/management may direct an employee who violates this policy to a medical referral for fitness for

duty, or may refer the matter for disciplinary action in accordance with State and DMVA procedures. Disciplinary action may include discharge from employment.

H. Retaliation Prohibited: This policy prohibits retaliation against employees who report violent behavior or threats of violence. Employees who act in good faith by reporting real or implied violent behavior or violations of this policy will not be intimidated, threatened, coerced, retaliated against, or subject to harassment by any other person within the DMVA community.

Official:

//signed//

H. Michael Edwards
The Adjutant General

Distribution: DMVA Staff Proponents
DMVA Website



DMVA WORKPLACE VIOLENCE PROTOCOLS AND PROCEDURES

Zero Tolerance Policy

Any intentional act of intimidation, threat of violence, or act of violence committed against any person or to the property of another while on any property associated with Military & Veterans Affairs (to include state-wide armories, Ft. Carson, Grand Junction cemetery, Buckley Air Force Base, Greeley Space Warning Station, headquarters, Veterans Affairs, etc.) is prohibited. This includes the following:

- Act(s) of Intimidation (Implied Threat): Any willful act/behavior directed toward another person, the result of which causes the other person to reasonably fear for his/her safety or the safety of others or property.
- Threat(s) of Violence (Actual Threat): Any willful act/behavior directed toward another person which threatens the other person or which threatens damage to the property of another, under such circumstances that would cause the other person to reasonably fear for his/her safety, the safety of others or damage to said property.
- Act(s) of Violence: Any willful act/behavior committed against another person or the property of another, the result of which causes bodily injury, however slight, to the other person or damage to the property of another.

No person shall possess or have control of any firearm, deadly weapon, prohibited knife or explosive device while on any property of Military & Veterans Affairs, except for authorized law enforcement personnel and military personnel carrying out their official duties, and for ceremonial or educational uses specifically authorized by The Adjutant General (TAG), if in compliance with Colorado law.

Any DMVA employee (non-supervisor, non-manager) who is the subject of, or a witness to, a suspected violation of this policy should report the violation to the next-in-line supervisor who is not a party to the violation and to Human Resources or the Deputy Director within 24 hours. Any emergency, perceived emergency, or suspected criminal behavior shall be immediately reported to the Joint Operations Center (Force Protection).

Any DMVA supervisor, manager, or person in authority who is the subject of, a witness to, or who receives a report of a suspected violation of this policy shall document, investigate and report the suspected violation to State Human Resources and/or the Deputy Director within 24 hours.

Any DMVA supervisor, manager, employee, or contractor must notify the State Human Resources office and/or the Deputy Director if they are convicted of a crime of violence, plead guilty to a crime of violence, or are the restrained party to a permanent protection order within 24 hours.

Any DMVA supervisor, manager, employee, or contractor must notify the State Human Resources office, the Deputy Director, and/or the Joint Operations Center if they have secured a restraining order on any individual within or outside of the workplace in all circumstances within 24 hours.

Any State DMVA employee found to be in violation of this policy or who knowingly submits false reports of threats or acts of violence shall be subject to disciplinary action, up to and including dismissal, pursuant to applicable State Personnel Policies.

Employee Responsibilities

Adherence to this policy is required of all DMVA employees. All DMVA employees who are neither supervisors nor managers are required to report all suspected violations of this policy to their next-in-line supervisor who is not a party to the violation, to State Human Resources, to the Deputy Director, and/or to the Joint Operations Center. No employee shall be subjected to criticism, reprisal, retaliation or disciplinary action for reporting acts pursuant to this policy.

It is the responsibility of every DMVA employee to assist and cooperate in making DMVA's workplace as safe as possible. In order to accomplish this task, all employees need to fully understand and adhere to the Zero Tolerance Policy. If an act appears to represent an immediate threat of harm to any individual or property, it should be reported immediately to the Joint Operations Center and/or a Force Protection member. As is necessary and safe, employees shall assist management in their efforts to accurately assess, minimize and investigate workplace violence situations. Any "conduct or joke(s)" which involve acts of intimidation and/or threats are considered inappropriate for the workplace and shall be taken seriously and investigated.

Supervisory Responsibilities

Adherence to this policy is required of all supervisory personnel. It is the responsibility of all supervisors to report any suspected violation of this policy to their respective supervisor, State Human Resources, and/or the Deputy Director, who will then convene the Workplace Violence Assessment Team. Supervisors shall document all suspected violations of this policy which have been brought to their attention. Supervisors shall assist as necessary in the assessment, investigation, and management of workplace violence situations.

Supervisors play a critical role in the creation of a safe workplace environment by reducing the potential for workplace violence through the fair, impartial, and consistent application of recognized supervisory practices. Actual case histories of workplace violence situations strongly suggest that violence can be greatly reduced when supervisors:

- Treat employees with respect
- Treat employees fairly
- Treat employees with consistency
- Reward employees for good performance/behavior
- Hold employees accountable for poor performance/behavior

Supervisors who treat their employees in the above manner are better positioned to take the necessary steps toward corrective action and/or remedial training. Adherence to DMVA policies, State and Federal workplace policies and procedures, along with accurate documentation of employee performance will greatly assist in the prevention of workplace violence through early detection and intervention.

Supervisors need to remember that s/he is not alone, that help and assistance is readily available. The battle against workplace violence is a collaborative multi-disciplinary effort that is best waged with the assistance from Human Resources.

Administration Responsibilities

Adherence to this policy is required of all DMVA administrative personnel. It is the responsibility of all administrators to encourage their employees to report any suspected violation of this policy. Moreover, administrators who have knowledge of a suspected violation of this policy shall cause the situation to be documented and reported to Human Resources and/or the Deputy Director.

Issues surrounding workplace violence are difficult to accurately assess and properly manage. Therefore, it is strongly suggested that department managers seek the advice of other available resources such as Colorado State Employee Assistance Program, the Chaplain, Judge Advocate's Office, the Deputy Director, the Director of Joint Staff, and Human Resources. Problem solving (strategy) sessions with personnel from these various

support units can provide tremendous assistance in identifying suitable action plans that will help minimize or avert violence.

Training

DMVA will provide employee education and training for violence in the workplace prevention program. Education and training will be developed and implemented as part of this policy. The orientation/education and training program shall include recognition of potential workplace violence situations, diffusing conflict, the duty and procedure to report incidents, and disciplinary procedures and consequences for those who commit acts of workplace violence.

The training program will include all employees. Employees who may face safety and security hazards should receive formal instruction on the specific hazards associated with the unit or job and facility. Training will provide an overview of potential risks, prevention measures, behavioral skills necessary to reduce violence and appropriate steps to take in case of an emergency. This includes information on potential injuries, problems identified in the facility and the methods to control the specific hazards.

Training for employees should be repeated for each employee at least every two years. Refresher programs may be needed more frequently to effectively reach and inform all employees.

New and returning employees should receive appropriate training through the orientation. Employees should thoroughly understand the preventive measures designed to recognize and prevent workplace violence.

Training shall be designed and implemented by qualified persons that include a combination of State and Federal Human Resource/Training professionals. It should provide an overview of the potential risk of assault, the prevention measures used to deter robbery or other assaults, the behavioral skills necessary to reduce the likelihood of a violent outcome, and the appropriate steps to take in case of an emergency.

The training program may also include an evaluation component. This might include supervisor and/or employee interviews, testing and observing work practices in use (unusual incident reporting, conducting an investigation), and reviewing actual incident reports of assault behavior.

Training for Supervisors and Managers: Supervisors and managers are responsible for ensuring that employees follow safe work practices and that they receive appropriate training to accomplish this goal. Therefore, management personnel will undergo training comparable to that of the employees, plus additional training to enable them to recognize, analyze, and establish violence prevention controls. Training for managers should address their specific duties and responsibilities.

Risk Assessment (Behavioral Indicators)

There is a well-established myth that employees who commit violence in the workplace can be easily identified by some existing psychological or behavioral profiling. While there are some common sense indicators available to predict individual tendencies, science has not yet developed a tool that will accurately predict a person's future violent behavior. However, experience strongly suggests that performance related issues often provide the first signs of a potential problem. Examples include:

- Attendance problems such as absenteeism/tardiness/unexplained absences
- Poor work performance such as work product and work habits deteriorating
- Acts of insubordination such as failure to follow instructions, unusual acts of disobedience
- Blames others for difficulties such as life is miserable because of everyone else
- Indications of substance abuse such as physical decline, behavior swings, tardiness, forgetfulness, anxiety attacks
- Subtle acts of intimidation such as posturing, behavior intended to intimidate
- Poor hygiene/appearance such as decline in personal appearance/cleanliness

The following indicators are warning signs that should be carefully considered when evaluating the potential for violence. However, these indicators should not be viewed as a comprehensive list. If an employee is exhibiting several of these behaviors, consultation with the Workplace Violence Coordinator is advisable.

- Fits of rage, and angry outbursts such as screaming/yelling, swearing, wild gestures.
- Veiled threats of violence such as statements/behavior which imply violence.
- Feelings of persecution/paranoia and expressed distrust, especially with management.
- Deep cynicism of the system and blames management for every wrong.
- Holds a grudge toward a specific person.
- Fascination with workplace violence and discussing incidents of violence.
- Acts of intimidation to frighten others.
- Odd behavior and out of character obsessions or behaviors that are bizarre or weird.
- Preoccupation with weapons and/or frequent discussions about weapons.

Risk Assessment (Workplace Indicators)

Worksite 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. The following provides the basic building blocks for the development of a worksite analysis:

- Assign one individual at each DMVA facility to ensure that periodic inspection of the workplace and work tasks are evaluated to identify hazards, conditions, operations, and situations that could lead to violence.
- Find areas requiring further evaluations through the following:
 - Analyze incidents, including the characteristics of assailants and victims, and given an account of what happened before and during the incident, and the relevant details of the situation and its outcome. Request and 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 how often and when.
 - Report high-risk factors such as: 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, administrative, and other control measures. Determine if risk factors have been reduced or eliminated, and take appropriate action.
 - Identify which employees or volunteers manage money with the public or guard valuable property or possessions during evening or late night hours of operation.
 - Train all employees in emergency procedures for robberies, conflict resolution, and how to execute a nonviolent response.
 - Design measures through engineering or administrative and work practices to prevent or control these hazards.

Complimentary is the establishment of a safety plan which includes the following basic building blocks:

- Discuss and coordinate safety strategies with co-workers for their particular location
- Develop pre-arranged procedures to alert others that help is needed such as:
 - Signals (do not move, go here, go there, etc.)
 - Codes/Alarms (type of situation, code words, location, etc.)
- Identify emergency evacuation procedures
 - Pre-determine possible escape routes
 - When it can be safely done, leave the area
 - At the safest opportunity, report to police by dialing 9-1-1
- Mentally “map out” a personal survival strategy

- An imminent threat of violence will initiate the “fight or flight” response, therefore, maintain self-control, “think,” and do not panic.
- Initiate pre-arranged survival plan
- Secure your surroundings, lock doors, call for help.
- Identify physical security needs of the department
- Limit access, arrange for authorized access only
- Establish protocol for calling the police (emergency/non-emergency) and/or Force Protection
- Install “help or panic buttons” at strategic locations if necessary
- Develop a procedure to cease operations and secure the premises
- Evaluate the need for security alarms, cameras, and/or security personnel

Threat Management

Regardless of the source, all threats or indications of potential violence should be taken seriously. Violations of the Zero Tolerance Policy should be reported as indicated in this policy. If deemed necessary, a member of the Workplace Violence Assessment Team, should be notified. This notification will set in motion a specialized multi-unit evaluation of the situation, along with real time problem-solving strategy sessions. The Workplace Violence Assessment Team shall:

- Develop and implement a strategy for dealing with an act of violence.
- Inform, in writing, the individual who is the object of the act of violence that an investigation is being conducted, the results of the investigation, and inform the individual that all records and reports will be kept confidential to the extent possible.
- Convene to review and evaluate the strategies utilized when an act of violence has occurred. Where appropriate the Workplace Violence Assessment Team will consult a mental health specialist or behavioral specialist specializing in workplace violence through consultation with Colorado State Employee Assistance Program.
- The Adjutant General and Deputy Director of Colorado Department of Military and Veterans Affairs, or his/her designated representative, will inform law enforcement authorities of any act of violence that constitutes a violation of public law and any other acts of violence where appropriate.

Immediate Response to Threats of Violence

The first responsibility of any individual in a situation where personal safety is at immediate threat of danger is to ensure his/her own safety. An employee should immediately seek a safe location. Once a safe location has been secured, he/she should immediately report any events that pose an immediate threat of danger to persons or property in the workplace by calling 911, the Joint Operations Center (Force Protection) at 720-250-1271, or base law enforcement. The following procedure will be followed when an incident of workplace violence is in progress:

Employees:

- Any employee who becomes aware of an act of violence shall immediately report it to his/her supervisor verbally (and in writing either at the time or later). If the act appears to represent an immediate threat of harm to any individual, it should be reported immediately to the Joint Operations Center at 720-250-1271 or local law enforcement (911).
- Employees shall adhere to any and all instructions given to them by management.

Management:

- The worksite manager shall immediately assess whether intervention by management if appropriate or if law enforcement authorities should be notified.
- Intervention by a supervisor/manager shall include actions to diffuse the situation (if law enforcement intervention is not needed), ensure safety of employees, seek medical attention, if necessary, recommend

corrective or disciplinary action, and communicate incidents to the Workplace Violence Assessment Team.

- If law enforcement intervention is necessary, the worksite manager will notify the appropriate law enforcement authorities, and promptly report the incident to Human Resources, Deputy Director, and/or a member of the Workplace Violence Assessment Team.

Supervisors, administration, or superior in the line of supervision of a threatening individual in the workplace may direct employees and relevant others involved in the situation to immediately depart the work site. These individuals are to remain away from the work site pending further instructions from the supervisor or higher level administrator. The supervisor immediately notifies the Deputy Director or Human Resources of the action taken. The Deputy Director determines the type of leave to be used as well as any pay implications for those removed from the work site. Employees re-entering the workplace before approval from the Deputy Director or designee are subject to disciplinary sanctions or other appropriate remedies to provide a safe work environment.

Reporting

All incidents shall be reported on the Incident Reporting and Investigations form and include the following procedures:

- In all cases of a physical assault, The Adjutant General and Deputy Director will be contacted by telephone by the supervisor as soon as safety permits, who in turn will notify Human Resources.
- The worksite manager will complete Part 1 of the attached Initial Incident Report Form for all reported incidents of workplace violence and submit the report to the Human Resources.
- All job-related employee fatalities or in-patient hospitalizations due to workplace violence or medical attention received must be reported immediately by telephone to Human Resources or by completing and submitting the First Report of Injury form and shall be processed within 24 hours.

Threat and Violence Investigation

The analysis and management of a threat of violence can be complicated, and will often involve several different units within DMVA. Due to the complex nature of threats, such situations are best handled by an experienced multi-disciplinary team approach. All situations are different and solutions will differ greatly. However, within the context of the who, what, when, where, why and how of threatening behavior(s); all threats should be taken seriously, reported and properly investigated. All employees shall cooperate with work place investigations. Employees will be required to respond when interviewed and prepare written statements regarding incident(s) to which they were a witness.

All supervisory and management staff are integral members of the Workplace Violence Assessment Team and are expected to maintain a violence free environment. As such, supervisory and/or managerial staff shall intervene to analyze the situation, maintain order, and report incidents of workplace violence. Report of violent incidents shall be written and an investigation shall be conducted immediately. The investigation shall be conducted on an immediate, priority basis and with regard to maintaining confidentiality, fairness, impartiality, and due process.

As part of the investigation, the supervisor will obtain written statements from all persons involved in the incident and from any witnesses.

Supervisors shall use the Workplace Violence Checklist and complete Part 1 of the Violence in the Workplace Incident Report Form (Attachment 1) and forward to Human Resources. Managers may request additional assistance via Human Resources.

Part 2 of the Violence in the Workplace Incident Report Sheet should be completed within (5) five business days of the initial incident by the supervisor or Workplace Violence Assessment Team. Finding and recommendations should then be forwarded to Human Resources, within 10 days of the incident.

Based on the details and severity of the incident as reported in Part 1 of the Initial Incident Report Form or information contained in Part 2 of the form, Human Resources will take one or more of the following actions:

- Take appropriate action to assist management to respond to an incident in progress.
- Request an emergency meeting with the Workplace Violence Assessment Team.
- Make recommendations for further actions, which need to be taken by the supervisor.
- Consider the matter closed based upon the extent of the supervisor's and/or the Workplace Violence Assessment Team action(s).

Workplace Violence Assessment Team

The Workplace Violence Assessment Team will be comprised of key personnel from Human Resources, the Deputy Director, the Joint Operations Center, the Chief Information Officer, the Judge Advocate General's office, and the Director of Joint Staff.

The Workplace Violence Assessment Team recognizes that affiliated-type workplace violence situations are dynamic in nature and that a particular strategy deemed appropriate one week may not be deemed appropriate the following week. Therefore, good case management often requires continued reassessment. Based upon continued reassessment, the following strategies (not necessarily in order) should be considered:

- Meet and develop safety/security strategies with the intended victim(s)
- Make referral information available to victim
- Meet and develop strategies with management of the affected department
- Implement an office safety plan
- Simply monitor the situation
- Employer directs offender to cease the behavior
- Force Protection personnel directs the offender to cease the behavior
- Detach and separate victim from the offender
- Initiate corrective action
- Initiate remedial training
- Place offending employee on investigatory leave
- Require medical evaluation to determine fitness for duty
- Force Protection personnel remove offender from work location if trespassing
- Assist victim in obtaining a Protection Order
- DMVA to obtain a Protection Order
- Arrest offender for any unlawful behavior

Situation Management

Workplace violence is primarily an organizational issue long before there is any force protection or law enforcement involvement. Supervisors/management have typically been alerted to work performance problems and/or behavioral issues. Therefore, it is very important that any inappropriate employee workplace behavior be taken seriously and that corrective action and/or remedial training be implemented immediately.

Situations will differ greatly; as such, they will dictate different responses. However, to the extent possible, all reports, investigations, and actions taken relative to suspected violations of the Zero Tolerance Policy shall remain confidential.

The particular circumstances and location of a given situation will suggest in which order the following should be accomplished. In confrontational situations the following might be applied:

- Activate pre-arranged safety plan
- If appropriate, evacuate employees

- If possible, persuade the offender to discuss the problem in private
- If possible and appropriate, have another employee in the room
- If possible, remove all potential weapons (scissors, letter opener, etc.)
- Allow some distance between you and the offender
- Allow for an avenue of escape
- Do not challenge
- Maintain a calm and controlled demeanor
- Demonstrate interest in resolving the problem
- Ask the offender for his/her assistance in solving the existing problem
- If possible, establish parameters for the conduct of the conversation
- Observe, listen, and take notes when appropriate
- If possible, point out any Zero Tolerance Policy violations

When adverse administrative proceedings occur, the manner in which management deals with an employee who is the subject of an adverse administrative process will significantly influence the employee's response to the process. DMVA managers do not stand alone in having to deal with these kinds of adverse proceedings. In such instances, various DMVA departments can assist in the proper planning and execution.

Adverse employment actions such as a corrective action should be conducted at a location that best meets the needs of the department, taking into consideration the employee's level of dissatisfaction and the potential for an adverse reaction. The focus of the proceeding should center on the facts of the situation, not the personality of the employee. When there is a belief that an adverse administrative action may erupt into violence, management should consider consulting with Joint Operations Center or base police personnel prior to the meeting.

The manner in which the employee is treated is a critical component in minimizing the potential for workplace violence. Management must treat employees taxed with adverse administrative proceedings with respect and employees must be treated fairly at all stages of the process.

Post Situation Management

Force Protection and base and/or emergency response personnel will be available to handle all emergencies. However, it remains the responsibility of DMVA employees, supervisors, managers, and contractors to work closely together to normalize the environment following a workplace violence incident. The aftermath can be traumatic—cluttered with confusion and disorientation. The wave of panic, fear, disbelief, and uncertainty will pass, and in its place will be the reality of having to return to the workplace. Depending upon the severity of the incident and the recommendations of the Workplace Violence Assessment Team, a variety of DMVA departments will be called upon to assist in this post incident/situation normalization and debriefing.

Included in this normalization process will be a debriefing of employees who have been either directly or indirectly affected by an incident/situation. Two different types of debriefings have been designed to assist employees during the post incident phase; an informational and psychological debriefing.

The informational debriefing is designed for all affected employees for the purpose of providing them with accurate and pertinent information surrounding the incident. Providing accurate and timely information to employees is necessary in order to allay the anxieties of the unknown and to prevent false rumors from developing and spreading. An informational debriefing may be conducted by representatives of the Workplace Violence Assessment Team, affected department, Human Resources, and/or the Joint Operations Center. In most instances, the informational debriefing will be the only debriefing required.

In severe situations, both an informational and critical incident stress debriefing or trauma-crisis counseling will be conducted, in that order. Once the informational debriefing is completed, for those who are interested, the

psychological debriefing will follow. The psychological debriefing is conducted privately with the affected employees by a trained professional from the Colorado State Employee Assistance Program or other licensed psychologist. The purpose of the psychological debriefing is to provide the opportunity for individuals to talk about the incident as a group, to assess any signs of abnormal coping, and to promote healing and resolution. It is strongly recommended that the psychological debriefing take place within 72 hours of the incident.

Records and Record-Keeping

The Workplace Violence Assessment Team or Human Resources will maintain records and annually review the operation of this policy. DMVA will also provide data on incident(s) of workplace violence in a manner that may be prescribed by future rule or regulation for this Department, or policy or procedure of this Department.

Annex A

Executive Order D023 09

Annex B

PREVENTION PLAN

Department Responsibilities for Security and Physical Location:

The Department of Military and Veterans Affairs desires to provide its employees with a safe, secure workplace. To reach this goal the Department has developed a workplace violence prevention plan to respond to emergency situations involving workplace violence. In this effort to provide its employees with a safe, secure workplace, the Department of Military and Veterans Affairs will take the following actions, as well as other appropriate actions.

Conduct a physical security review of its locations. This will include a review of the physical security measures already in place (i.e. security guards, Key card access systems, self, closing and locking doors, etc.).

Remind employees to refrain from leaving doors open and the need to have proper I.D. badges in their possession, as well as to call the force protection office to respond intruders or acts of workplace violence.

Recover I.D. key card access badges from former employees and notify force protection of employees who are not authorized access to the premises due to outstanding personnel actions.

Conduct an annual review of Information Technology (IT) security including the limiting of access to the IT sensitive areas to those employees who need access. Conduct a review to insure that anti-virus software is in place and operational.

Conduct a security review of all offices, shops, areas used by the Department of Military and Veterans Affairs employees in the normal course of their duties.

Insure that walkways at work sites and parking areas are lit and safe to the extent within the Department of Military and Veterans Affairs' control.

Make available safety training for the Department of Military and Veterans Affairs at least once every two years.

Avail to all Department of Military and Veterans Affairs employees' Executive Order D023 09 and this document.

Annex C

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

Employee and Management Training

The Department of Military and Veterans Affairs recognizes the importance of employee education and training for a successful workplace violence prevention program. The Department of Personnel mandates that all existing staff, as of the date this plan is adopted, will receive training designed to recognize and prevent workplace violence within one year. Employees subsequently hired shall be scheduled within one year or as soon as possible.

All Department of Military and Veterans Affairs employees will participate in an education and training program that includes such topics as recognition of potential workplace violence situations, diffusing conflict, the duty and procedures to report incidents, and disciplinary procedures and consequences for those committing acts of workplace violence. Periodic refresher courses will be provided and information made available as needed.

Attachment 1

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS Violence In the Workplace Check List

Incident reported to _____
Incident report received _____
Incident level 1 _____ 2 _____ 3 _____

Response to Level 1 Incidents

(Argues, Uses profanity at others, Threats)

1. Separate co-worker/perpetrator from target or victim and counsel as appropriate.
2. Complete DEPARTMENT OF MILITARY AND VETERANS AFFAIRS Incident Report and include statements of all witnesses.
3. Initiate disciplinary action as appropriate.
4. Forward all relevant data to Human Resources with Incident Report by the next working day.
5. Forward a copy of the DEPARTMENT OF MILITARY AND VETERANS AFFAIRS Incident Report to the Deputy Director and/or The Adjutant General.

Response to Level 2 Incidents

(Property Damage, Threats, Altercation, Weapon)

1. Separate co-worker/perpetrator from target(s) or victim.
2. Notify "possible targets" of hostility.
3. Contact Human Resources and/or the Workplace Violence Assessment Team to determine if police involvement is necessary. For example, to determine if the incident is criminal.
4. Complete Incident Report and include statements of all witnesses.
5. Forward all relevant data with Incident Report to Human Resources by the next working day with a copy of the incident report to the Deputy Director and The Adjutant General.
6. Initiate disciplinary action as appropriate.
7. Notify facility administrators/supervisors during dayshifts or designee for evenings and weekends.
8. Arrange for post-incident counseling for target(s), victim(s) or perpetrator, if necessary.

Response to Level 3 Incidents

(Threatens suicide, Destroys Property, Personal Injury, Weapon)

1. Separate co-worker/perpetrator from target(s) or victim(s) and counsel as appropriate.
2. Obtain Force Protection assistance to remove or detain perpetrator.
3. Notify possible targets of hostility.
4. Complete Department of Military and Veterans Affairs Incident Report and include statements of all witnesses.
5. Notify Deputy Director and Human Resources immediately. The Deputy Director will notify The Adjutant General and all other appropriate leadership personnel.
6. Forward all relevant data to the Workplace Violence Assessment Team with Incident Report as soon as possible and not later than the next working day.
7. Arrange for post-incident counseling of target(s), victims(s) or perpetrator, if necessary.
8. Initiate disciplinary action in accordance with State and Department Policies.

Submitted by (PRINT) _____ DATE _____

Date report sent to the Division Director _____

Follow-up is due _____

Attachment 2

**DEPARTMENT OF MILITARY AND VETERANS AFFAIRS
VIOLENCE IN THE WORKPLACE INCIDENT REPORT FORM**

INSTRUCTIONS: **Part 1** is to be completed by the Supervisor or the Workplace Violence Assessment Team who will forward it to the Deputy Director and Human Resources within 24 hours of an incident of Violence in the Workplace. A copy of this form should be kept at the worksite for the supervisor. **Part 2** is to be completed in 10 days of the incident and sent to the Workplace Violence Assessment Team and/or Human Resources for the DEPARTMENT OF MILITARY AND VETERANS AFFAIRS.

PART 1

1. INDIVIDUALS/PROPERTY INVOLVED IN INCIDENT

A. VICTIM'S NAME: _____ **JOB TITLE:** _____

B. DIVISION/SECTION: _____ **WORK LOCATION:** _____

C. Additional victim name(s): _____
(Please note separate reports will need to be completed for each victim)

D. PROPERTY DAMAGED: YES NO Please describe: _____

2. INCIDENT INFORMATION:

Date: _____ Time: _____ Location: _____

Incident Type (circle one): Threats, Threatening Behavior, Harassment, Intimidation, Physical

Assault or Property Damage Other (please specify): _____

Describe Incident: _____

Weapon involved: YES NO If yes, please describe: _____

Any of the victims injured: YES NO Name(s): _____

Specific injury: _____

Police response sought: YES NO Name of Police Dept: _____

Point of Contact: _____

3. PERPETRATOR INFORMATION:

(Circle Applicable): Current Former Employee Current Former Supervisor/Manager Visitor Contractor

Family/Friend of Employee Other: _____

Perpetrator's name (if known): _____

4. IMMEDIATE ACTION TAKEN:

Who was notified: _____

Employee received medical attention: YES NO If yes, describe: _____

Employee or co-workers offered counseling: YES NO CSEAP or Other: _____

Direct Intervention Taken: YES NO If yes, describe: separate parties for days and or

5. FORM COMPLETED BY:

Print Name _____ Date: _____

Signature of Worksite Manager: _____ Date: _____

PART 2 INITIAL INCIDENT REPORT FORM

1. FURTHER ACTION/NOTIFICATION

Was any further action taken by the site manager? YES NO If yes, specify: _____

Has victim or co-workers had any counseling or supportive help since the incident? YES NO.

If yes, who provided counseling: _____

2. ADDITIONAL INFORMATION:

Did victim lose any work days? YES NO Specify: _____

Did victim indicate that another incident might occur? YES NO

If yes, describe _____

Has this type or similar incident(s) happened previously to the victim while at this location? YES NO

Specify: _____

What does victim feel can be done in the future to avoid such an incident? _____

Was this perpetrator involved in previous incidents? YES NO Specify: _____

What steps have been taken to prevent similar incidents? (specify): _____

Has any other corrective action been taken? (specify): _____

3. Comments:

4. FORM COMPLETION:

Employee completing form: _____ Date: _____

Signature of Supervisor: _____ Date: _____

Printed Name of Supervisor: _____