

**LSU Agricultural Center**  
**VIOLENCE-FREE WORKPLACE PLAN**  
**October, 1998**

## **1.0 INTRODUCTION**

- 1.1 Employees are the State's most valuable resource and their safety and security are essential to carrying out their responsibilities. Every employee has a reasonable expectation to perform his/her assigned duties in an atmosphere free of threats and assaults.
- 1.2 Recognizing the increasing incidence of violence in the workplace, the Governor of the State of Louisiana issued an executive order committing the Governor and the State of Louisiana to work toward a violence free workplace for state employees.
- 1.3 The LSU Agricultural Center fully supports this effort and is committed to a violence free workplace.

## **2.0 PURPOSES**

The purposes of this plan are to:

- 2.1 direct implementation of effective security measures and administrative work practices to minimize exposure to conditions that could result in harm to state workers;
- 2.2 promote a positive, respectful and safe work environment that fosters employees' security, safety and health; and
- 2.3 require ongoing analysis for hazard prevention and control.

## **3.0 DEFINITIONS**

- 3.1 **Assault.** Assault is a battery or an attempt to commit a battery, or the intentional placing of another in reasonable apprehension of receiving a battery. (Example: I may have a stick raised and know that I have no intention of striking you, but, based on the circumstances, you have a reasonable apprehension that I plan to strike you.)
- 3.2 **Battery.** Battery is the intentional use of force or violence upon another; or the intentional administration of a poison or other noxious liquid or substance to another.
- 3.3 **Credible Threat.** A credible threat is a statement or action that would cause a reasonable person to fear for the safety of him/herself or that of another person and does, in fact, cause such fear.
- 3.4 **Intentional.** Intentional refers to conduct when the circumstances indicate that the

offender, in the ordinary course of human experience, must have considered the criminal consequences as reasonably certain to result from his act or failure to act.

- 3.5 **Violence.** Violence is the commission of an assault or battery or the making of a credible threat.
- 3.6 **Workplace.** The workplace is any site where an employee is placed for the purpose of completing job assignments.
- 3.7 **Workplace Violence.** Workplace violence is violence that takes place in the workplace.

#### 4.0 MANAGEMENT RESPONSIBILITIES

The LSU Agricultural Center shall comply with federal and state statutes, rules, and regulations and/or guidelines in making reasonable efforts to:

- 4.1 hire, train, supervise and discipline employees;
- 4.2 intervene in situations of harassment in the workplace where the employee is aware of the harassment;
- 4.3 ensure employees and/or independent contractors are fit for duty, and do not pose unnecessary risks to others;
- 4.4 provide security precautions and other measures to minimize risk of foreseeable criminal intrusion based on prior experience or location in a dangerous area;
- 4.5 maintain an adequate level of security;
- 4.6 establish and implement a written policy and plan dealing with violence in the workplace;
- 4.7 provide employee training on the agency plan, warning signs of potential for violent behavior, and precautions which may enhance the personal safety of the employee at work.
- 4.8 warn an employee of a credible threat made by another to do harm to that employee;
- 4.9 support the application of sanctions and/or prosecution of offenders, as appropriate;
- 4.10 accommodate, after appropriate evaluation, employees who require special assistance following incident(s) of workplace violence;
- 4.11 cooperate with law enforcement agencies;

- 4.12 establish a uniform violence reporting system with regular review of submitted reports;
- 4.13 initiate procedures to protect employees who report credible threats from retaliation; and
- 4.14 keep up-to-date records to evaluate the effectiveness of administrative and work practice changes initiated to prevent workplace violence.

## **5.0 MANAGEMENT COMMITMENT**

- 5.1 At the LSU Agricultural Center, management commitment, including the endorsement and visible involvement of top levels of supervision, provides the motivation and resources to deal effectively with workplace violence, and includes:
  - 5.1.1 organizational concern for employee emotional and physical safety and health;
  - 5.1.2 commitment to the safety and security of all persons at the workplace;
  - 5.1.3 assigned responsibility for the various aspects of the workplace violence prevention program to ensure that all supervisors and employees understand their roles and responsibilities;
  - 5.1.4 allocation of authority to all responsible parties;
  - 5.1.5 accountability for involved supervisors and employees;
  - 5.1.6 debriefing for employees experiencing or witnessing assaults and other violent incidents;
  - 5.1.7 *Intentionally blank.*
  - 5.1.8 treatment of workplace violence, incidents, complaints and concerns with seriousness, keeping confidential all reports and the identification of parties, except to those who have a legitimate need to know and to the extent required by law.
- 5.2 The LSU Agricultural Center will establish trained Workplace Violence Prevention (WVP) Teams which shall have responsibility for dealing with incidents of workplace violence.
  - 5.2.1 The WVP team for the Ag Center for any incident of violence will consist of the appropriate Vice Chancellor, a representative from the Human Resource Management Office and/or the Safety Office, and the appropriate unit head. Others should be involved in specific incidents as appropriate.

- 5.2.2 Each unit shall also have an on-site WVP team which shall consist of the unit head and other appropriate individuals in the unit (e.g., safety officer, office manager, farm manager, supervising home economist, faculty member, etc.) Others should be involved in specific incidents as appropriate.

## **6.0 EMPLOYEE RESPONSIBILITIES**

At the LSU Agricultural Center:

- 6.1 Employees are required to report to their unit head all threats or incidents of violent behavior in the workplace which they observe or of which they are informed. The unit head shall in turn report serious threats or incidents to the Human Resource Management Office. Examples of inappropriate behavior which shall be reported include:
  - 6.1.1 unwelcome name-calling, obscene language, and other abusive behavior;
  - 6.1.2 intimidation through direct or veiled verbal threats;
  - 6.1.3 physically touching another employee in an intimidating, malicious, or sexually harassing manner, including such acts as hitting, slapping, poking, kicking, pinching, grabbing, and pushing; and
  - 6.1.4 physically intimidating others including such acts as obscene gestures, getting in your face, fist-shaking, throwing any object.
- 6.2 Employee involvement and feedback enable workers to develop and express their own commitment to safety and security and provide useful information to design, implement, and evaluate the program. LSU Agricultural Center employee involvement includes, but is not limited to:
  - 6.2.1 understanding and complying with the workplace violence prevention program and other safety and security measures;
  - 6.2.2 *Intentionally blank.*
  - 6.2.3 providing prompt and accurate reporting of violent incidents;
  - 6.2.4 cooperating with individuals who review violent incidents and security problems and makes security inspections; and
  - 6.2.5 participating in educational activities covering techniques to recognize and abate escalating agitation, assaultive behavior or criminal intent.

## **7.0 WORKPLACE ANALYSIS**

- 7.1 The process of workplace analysis involves a step-by-step, common-sense look at the workplace to find existing or potential hazards for the occurrence of workplace violence. The workplace analysis entails reviewing specific procedures or operations that contribute to hazards and specific locales where hazards may develop. The workplace analysis program includes, but is not limited to:
- 7.1.1 analyzing and tracking records;
  - 7.1.2 monitoring trends;
  - 7.1.3 analyzing incidents; and
  - 7.1.4 analyzing workplace security.
- 7.2 Responsibility for conducting and maintaining work place analyses is assigned to the *unit head*.
- 7.3 The initial workplace analysis shall be performed by the unit head in conjunction with the Safety Office and Human Resource Management Office by November 30, 1998.
- 7.4 Additional information concerning the performance of a workplace analysis can be found in Attachment 1, Workplace Analysis.

## **8.0 HAZARD PREVENTION AND CONTROL**

- 8.1 After the completed workplace analysis is reviewed and approved, practical and reasonable workplace adaptations, engineering controls, administrative controls, and work practice controls shall be implemented by **December 31, 1998** to prevent or control, to the greatest extent possible, any discovered hazards.
- 8.2 Engineering controls and workplace adaptations remove the hazard from the workplace or create a barrier between the worker and the hazard. Examples of engineering controls and workplace adaptations can be found in Attachment 2, Hazard Prevention and Control.
- 8.3 Administrative and work practice controls affect the way jobs or tasks are performed and, therefore, affect the security of the workplace. Examples of administrative and work practice controls can also be found in Attachment 2.
- 8.4 The responsibility for hazard prevention and controls is assigned to the unit head.

## **9.0 INCIDENT RESPONSE AND EVALUATION**

- 9.1 Assistance for victimized employees and employees who may be affected by

witnessing a workplace violence incident will be provided. Whenever an incident takes place, injured employees will receive appropriate medical treatment in accordance with existing statutes. Arrangements for assistance will be made by the Ag Center WVP team.

- 9.2 An employee who has been threatened or assaulted by another at the workplace will immediately report the situation to his/her supervisor. The supervisor to whom the incident is reported will immediately notify his unit head who shall in turn notify the HRM Office of any such incidents which are of a serious nature.
- 9.3 When the incident involves offenses such as name-calling, the unit head shall maintain a written record of the incident. When the incident involves a more serious incident such as assault or threats, written statements shall be obtained from all involved, including those who witnessed the incident. Concurrent with obtaining the written statements or as soon as possible thereafter, the unit head or the HRM Office shall arrange for interview of all parties to the incident, including victims, subjects and witnesses, and prepare written summaries of the interviews. The summaries shall be the basis on which to determine the facts of the event. Statement forms which may be used are found in Attachment 3, ffliolence Incident Statements. These forms are designed to answer the WHO, WHAT, WHEN, WHERE, HOW, and WHY of the incident while the event is still fresh. This form is a guide and is not required provided appropriate statements are taken in a thorough manner.
- 9.4 The following actions should be taken in accordance with the severity of the incident:
- 9.4.1 The situation is **not dangerous**:
- separate employees involved and isolate until they are interviewed and their statements are taken;
  - separate witnesses until they are interviewed and their statements are taken; and
  - document all actions and statements.
- 9.4.2 The situation is **dangerous**:
- contact local police at 388-3321 (campus police) or other local authority for outlying area;
  - intentionally blank.
  - contact a member of the Ag Center WVP team immediately.
  - if appropriate, direct the individual presenting the danger to cease the

behavior immediately. If appropriate, direct them to leave the facility immediately. (Unless these actions must be taken by police/security).

- do not attempt to physically remove an individual (leave it to the police); and
- document all actions and statements.

9.5 Additional information concerning post incident response and evaluation can be found in Attachment 4, Incident Response.

## **10.0 RECORDS**

10.1 Records associated with violence in the workplace need to be kept in a permanent, secure, and confidential manner. It shall be the responsibility of the WVP team to help evaluate security, methods of hazard control, and identify training needs. The following records are important and shall be maintained in accordance with pertinent statutes as part of the violence prevention program:

10.1.1 Reports of work injury, including worker's compensation injuries, if necessary, shall be maintained in the HRM and Safety Offices.

10.1.2 Reports for each reported assault, incident of abuse, verbal attack, or aggressive behavior occurring between persons in the workplace shall be maintained in the unit's records. The comprehensive report on serious incidents shall be maintained in the HRM and/or Safety Office.

10.1.3 Police reports of incidents occurring in the workplace shall be maintained in the HRM and/or Safety Office.

10.1.4 Minutes of safety meetings, records of hazards analysis, and corrective actions recommended shall be maintained in the unit's records.

10.1.5 Violence in the workplace training, including subjects covered, attendees, and trainers shall be maintained in the unit's records.

10.1.6 Annual evaluation reports on the effectiveness of this plan shall be maintained in the HRM and Safety Offices.

## **11.0 EVALUATION**

11.1 Regular evaluation of safety and security measures affecting the violence prevention program shall be conducted at least annually. This evaluation shall be the responsibility of the Ag Center WVP team.

- 11.2 The evaluation program consists of:
  - 11.2.1 *Intentionally blank.*
  - 11.2.2 analyzing trends in illness/injury or fatalities caused by violence;
  - 11.2.3 measuring improvement based on lowering the frequency and severity of workplace violence;
  - 11.2.4 reassessing hazards and methods of improving workplace security.
  - 11.2.4 *Intentionally blank.*
  - 11.2.5 *Intentionally blank.*
  - 11.2.6 interviewing employees who experience hostile situations (initially, several weeks later, and several months later).

## **12.0 COMMUNICATION**

- 12.1 The LSU Agricultural Center recognizes that to maintain a safe, healthy and secure workplace, we must have open communication among employees, including all levels of supervision, on these issues. The open communication process includes, but is not limited to:
  - 12.1.1 periodic review of this policy with all employees;
  - 12.1.2 discussions of violence in the workplace during scheduled safety meetings;
  - 12.1.3 posting or distributing information on violence in the workplace; and
  - 12.1.4 procedures to inform supervisors about violence in the workplace, hazards, or threats of violence.
- 12.2 Input and suggestions from employees shall be encouraged.

## **13.0 TRAINING AND EDUCATION**

- 13.1 At the LSU Agricultural Center
  - 13.1.1 all employees, including all levels of supervision, shall have training and instruction on general, job-specific, and work site-specific safety and security practices;
  - 13.1.2 initial training and instruction shall be provided by December 31, 1998. and regularly thereafter, and

- 13.1.3 training shall begin with orientation of new employees within three months of employment and regularly thereafter.
- 13.2 Workplace violence training shall be the responsibility of each unit head.
- 13.3 General violence in the workplace training and instruction address, but are not limited to the following areas:
  - 13.3.1 explanation of the violence in the workplace policy;
  - 13.3.2 measures for reporting any violent acts or threats of violence;
  - 13.3.3 recognition of hazards including associated risk factors;
  - 13.3.4 measures to prevent workplace violence, including procedures for reporting workplace hazards or threats to appropriate supervision;
  - 13.3.5 ways to defuse hostile or threatening situations;
  - 13.3.6 measures to summon others for assistance;
  - 13.3.7 routes of escapes available to employees;
  - 13.3.8 procedures for notification of law enforcement authorities when a criminal act may have occurred;
  - 13.3.9 procedures for obtaining emergency medical care in the event of a violent act upon an employee; and
  - 13.3.10 information on securing post-event trauma counseling for those employees desiring or needing such assistance.

#### **14.0 ADDITIONAL INFORMATION CONCERNING WORKPLACE VIOLENCE**

- 14.1 Attachment 4 contains reference materials which may be useful in meeting the requirements of this plan and in training employees.

## ATTACHMENT 1

### WORKPLACE ANALYSIS

#### 1.0 GENERAL

- 1.1 Workplace analysis involves a step-by-step, common-sense look at the workplace to find existing or potential hazards for workplace violence. This entails reviewing specific procedures or operations that contribute to hazards and specific locales where hazards may develop.
- 1.2 The WVP team should assess the vulnerability to workplace violence and determine and implement appropriate preventive actions.
- 1.3 The WVP team may review injury and illness records and workers compensation claims to identify patterns of assaults that could be prevented by workplace adaptation, procedural changes, or employee training. As the team identifies appropriate controls, these should be instituted.
- 1.4 The recommended program for workplace analysis includes, but is limited to, analyzing and tracking records, monitoring trends and analyzing incidents, screening surveys, and analyzing workplace security.

#### 2.0 WORKPLACE ANALYSIS PROGRAM

##### 2.1 Records Analysis and Tracking

This activity includes reviewing appropriate records to pinpoint instances of workplace violence. Tabulate these data to target the frequency and severity of incidents to establish a baseline for measuring improvement.

##### 2.2 Monitoring Trends and Analyzing Incidents

The Ag Center WVP team will obtain data on workplace violence in other organizations to track trends of injuries and incidents of actual or potential workplace violence.

##### 2.3 Workplace Security Analysis

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

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

- ✓ Analyze incidents, including the characteristics of assailants and victims,

an account of what happened before and during the incident, and the relevant details of the situation and its outcome. When possible, obtain police reports and recommendations.

- ✓ Identify jobs or locations with the greatest risk of violence as well as processes and procedures that put employees at risk of assault, including frequency and time/day/date.
- ✓ Note high-risk factors such as physical risk factors of the building; isolated locations/job activities; lighting problems; lack of phones and other communication devices; areas of easy, unsecured access; and areas with previous security problems.
- ✓ Evaluate the effectiveness of existing security measures, including engineering control measures. Determine if risk factors have been reduced or eliminated, and take appropriate action.

2.4 Independent reviewers, such as safety and health professionals, law enforcement or security specialists, insurance safety auditors, and other qualified persons may offer advice to strengthen programs. These experts also can provide fresh perspectives to improve a violence prevention program.

## ATTACHMENT 2 HAZARD PREVENTION AND CONTROL

### 1.0 GENERAL

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

### 2.0 ENGINEERING CONTROLS AND WORKPLACE ADAPTATION

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

2.1.1 Assess any plans for new construction or physical changes to the facility or workplace to eliminate or reduce security hazards.

2.1.2 Install and regularly maintain alarm systems and other security devices, panic buttons, hand-held alarms or noise device, cellular phones, and private channel radios where risk is apparent or may be anticipated; and arrange for a reliable response system when an alarm is triggered.

2.1.3 *Intentionally blank.*

2.1.4 *Intentionally blank.*

2.1.5 Place curved mirrors at hallway intersections or concealed areas.

2.1.6 *Intentionally blank.*

2.1.7 Provide employee safe rooms for use during emergencies.

2.1.8 Provide waiting areas designed to maximize comfort and minimize stress.

2.1.9 Arrange furniture to prevent entrapment of staff. In interview rooms or crisis treatment areas, furniture should be minimal, lightweight, without sharp corners or edges, and/or affixed to the floor. Limit the number of pictures, vases, ashtrays, or other items that can be used as weapons.

2.1.10 Provide lockable and secure bathrooms for staff members.

2.1.11 Lock all unused doors to limit access in accordance with fire codes.

2.1.12 Install bright, effective lighting indoors and outdoors.

2.1.13 Replace burned-out lights, broken windows, and locks.

2.1.14 Keep automobiles well-maintained. Always lock automobiles.

### **3.0 ADMINISTRATIVE AND WORK PRACTICE CONTROLS**

3.1 Administrative and work practice controls affect the way jobs or tasks are performed. The following examples illustrate how changes in work practices and administrative procedures can help prevent violent incidents.

3.1.1 State clearly to employees that violence is not permitted or tolerated.

3.1.2 Establish liaisons with local police and state prosecutors. Report all incidents of violence. Provide police with physical layouts of facilities to expedite investigations.

3.1.3 Require employees to report all assaults or threats to a supervisor or manager (e.g., can be confidential interview). Keep log books and reports of such incidents to help in determining any necessary actions to prevent further occurrences.

3.1.4 If needed, advise and assist employees of procedures for requesting police assistance or filing charges when assaulted.

3.1.5 Provide management support during emergencies. Respond promptly to all complaints.

3.1.6 Set up a trained response team to respond to emergencies.

3.1.7 Use properly trained security/police officers, when necessary, to deal with aggressive behavior, or dial 911 or 9-911, as appropriate. Follow written security procedures.

3.1.8 *Intentionally blank.*

3.1.9 *Intentionally blank.*

3.1.10 *Intentionally blank.*

3.1.11 Institute a sign-in procedure with passes for visitors. Enforce visitor hours and procedures.

3.1.12 Control access to facilities other than waiting rooms or other public access rooms.

- 3.1.13 Prohibit employees from working alone in areas of substantial risk, particularly at night or when assistance is unavailable.
- 3.1.14 Establish policies and procedures for secured areas and emergency evacuations.
- 3.1.15 *Intentionally blank.*
- 3.1.16 Treat and/or interview aggressive or agitated individuals in relatively open areas that still maintain privacy and confidentiality (e.g., rooms with removable partitions).
- 3.1.17 *Intentionally blank.*
- 3.1.18 *Intentionally blank.*
- 3.1.19 *Intentionally blank.*
- 3.1.20 *Intentionally blank.*
- 3.1.21 Provide staff with identification badges, preferably without last names, to readily verify employment.
- 3.1.22 Provide staff members with security escorts to parking areas in evening or late hours. Parking areas should be highly visible, well-lighted, and safely accessible to the building.
- 3.1.23 Use the Buddy system, especially when personal safety may be threatened. Encourage employees to avoid threatening situations. Staff should exercise extra care in elevators, stairwells, and unfamiliar surroundings; immediately leave premises if there is a hazardous situation; request security/police escort if needed.
- 3.1.24 *Intentionally blank.*
- 3.1.25 Establish a daily work plan for field staff to keep a designated contact person informed about workers' whereabouts throughout the workday. If an employee does not report in, the contact person should follow up.
- 3.1.26 Conduct a comprehensive post-incident evaluation for employees who have been subjected to abusive behavior.

### ATTACHMENT 3 VIOLENCE INCIDENT STATEMENTS

<b>VIOLENCE INCIDENT SUMMARY</b>			
<i>NOTE: The contents of this document shall be kept confidential with its contents released only to individuals with a legitimate need to know or unless it becomes public record by virtue of an appeal to a court or other adjudicative body.</i>			
<b>Date of Incident</b>		<b>Place of Incident</b>	
<b>Time of Incident</b>	-	<b>Unit</b>	
WITNESSES			
Name and Title	Phone Number	Unit/Organization/ Address	Statement Taken?
<b>DESCRIPTION OF INCIDENT. Describe incident in detail. Answer the questions WHO, WHAT, WHEN, WHERE, HOW, and WHY. Use additional sheets as needed.</b>			
<b>Report Completed By:</b>		<b>Date</b>	
<b>Distribution:</b>			

<b>VIOLENCE INCIDENT WITNESS STATEMENT</b>			
<i>NOTE: The contents of this document shall be kept confidential with its contents released only to individuals with a legitimate need to know or unless it becomes public record by virtue of an appeal to a court or other adjudicative body</i>			
<b>Witness Name</b>		<b>Witness Title</b>	
<b>Witness Phone (work and home)</b>		<b>Witness Unit/Address</b>	
<b>Date of Incident</b>		<b>Place of Incident</b>	
<b>Time of Incident</b>	-	<b>Incident Unit</b>	
<b>DESCRIPTION OF INCIDENT. Describe incident in detail. Answer the questions WHO, WHAT, WHEN, WHERE, HOW, and WHY. Use additional sheets as needed.</b>			
<b>Certification:</b>	<i>I certify that the above information is accurate and true to the best of my knowledge.</i>		
<b>Witness Signature:</b>		<b>Date</b>	
<b>Statement Taken/ Received by:</b>		<b>Date</b>	
<b>Distribution:</b>			

**ATTACHMENT 4  
REFERENCE MATERIALS**

The following pages contain reference materials which may be used as tools and for training employees.

### **Recognizing Inappropriate Behavior**

Inappropriate behavior is often a warning sign of potential hostility or violence. When left unchecked it can escalate to higher levels. Employees who exhibit the following behaviors should be reported in accordance with the operating procedures in AG CENTER PS-36.

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

When dealing with an agitated employee, watch for physical movement, mental attitudes, speech and postural clues that indicate a person may physically attack — pacing the floor, advancing and retreating; facial grimacing; clenching and unclenching fists; extreme excitability euphoria, distrust or paranoia; angry, loud or forceful speech; fragmentary sentences; command hallucinations.

### **Personal Conduct to Minimize Violence**

- **DO** project calmness; move and speak slowly, quietly and confidently.
- **DO** be a good listener; encourage the person to talk, and listen patiently; focus your attention on the other person to demonstrate your interest in what he/she has to say; acknowledge the person's feelings by gestures such as nodding your head.
- **DO** maintain a relaxed yet attentive posture and position yourself at an angle rather than directly in front of the other person.
- **DO** ask the person to move to a less public, quiet area if appropriate.
- **DO** establish ground rules if unreasonable behavior persists. Calmly describe the consequences of any violent behavior.
- **DO** use delaying tactics which will give the person time to calm down. For example, offer a drink of water (in a disposable cup).

- **DO** be reassuring and point out choices. Identify and deal with specific issues.
- **DO** ask for his/her recommendations and accept criticism in a professional manner. Repeat back to him/her what you feel he/she is requesting of you.
- **DO** position yourself so that a visitor cannot block your access to an exit.
- **DO** maintain appropriate eye contact, but watch their hands. This is most likely where an act of violence will originate. Be alert for weapons or other nearby items that could be used as weapons.
- **DO NOT** make false statements or promises you cannot keep. Do not attempt to bargain with a threatening individual.
- **DO NOT** try to impart a lot of technical or complicated information when emotions are high.
- **DO NOT** take sides or agree with distortions.
- **DO NOT** invade the individual's personal space. Make sure there is a space of 3' to 6' between you and the person.
- **DO NOT** use styles of communication which generate hostility such as apathy, brush off, coldness, condescension, going strictly by the rules, or giving the run-around.
- **DO NOT** reject all of an individual's demands from the start.
- **DO NOT** pose in challenging stances such as standing directly opposite someone, hands on hips or crossing your arms. Avoid physical contact, finger-pointing, or long periods of fixed eye contact.
- **DO NOT** make sudden movements which can be seen as threatening. Notice the tone, volume, and rate of your speech.
- **DO NOT** challenge, threaten, or dare the individual. Never belittle the person or make him/her feel foolish. Do not criticize or act impatiently toward the agitated individual.
- **DO NOT** try to make the situation seem less serious than it is.
- **DO NOT** back the individual into a corner physically or psychologically.

## ADMINISTRATIVE AND WORK PRACTICE CONTROLS ASSESSMENT

Unit \_\_\_\_\_

	CONTROL ITEM	RECOMMENDATIONS
	State clearly to employees that violence is not permitted or tolerated.	
	Know how to contact local law enforcement. Establish liaisons if possible. Ensure that all employees know the procedures for contacting law enforcement.	
	Report all serious incidents of violence.	
	Have map of physical layout of facility to expedite investigations.	
	Require employees to report all assaults or threats to a supervisor or manager.	
	Establish system for developing and maintaining documentation of incidents, designating location of records and person responsible for maintaining records.	
	Establish record-keeping process for Violence-Free Workplace policy, plan and training materials, designating location of materials and person responsible for maintaining records.	
	Establish unit Violence Prevention Team and provide time and resources for training.	
	Post Violence-Free Workplace Policy.	
	Ensure adequate and qualified staff coverage for facility at all times.	
	Is there a sign-in/sign-out procedure for employees? Consider instituting a monitoring system for visitors if appropriate for facility.	
	Control access to facilities other than waiting rooms or other public access rooms. Are access and freedom of movement limited to those persons who have a legitimate reason for being there?	
	Prohibit or otherwise limit employees working alone in areas of substantial risk, particularly at night or when assistance is unavailable.	
	Establish policies and procedures for secured areas and emergency evacuations.	
	Interview and/or provide service to aggressive or agitated individuals in relatively open areas that still maintain	

	privacy and confidentiality as appropriate.	
	Prepare contingency plans to deal with individuals who are making verbal or physical attacks or threats.	
	Encourage use of the buddy system, especially when personal safety may be threatened. Is this considered when making work assignments?	
	Encourage employees to avoid threatening situations and use extra care in elevators, stairwells, and unfamiliar surroundings; immediately leave premises if there is a hazardous situation; request assistance if needed.	
	Consider how off-site visits will be conducted and the presence of others during the visits.	
	Are employees aware of safety considerations when traveling?	
	Consider methods of determining when employees may refuse to provide services in a clearly hazardous situation.	
	Establish a daily work plan for field staff to keep a designated contact person informed about workers' whereabouts throughout the workday. If an employee does not report in, the contact person should follow up.	
	Train employees to recognize and control hostile and escalating aggressive behaviors and manage assaultive behavior.	
	Assess and analyze past violent incidents in the unit.	
	Assess the current climate in the unit in terms of the occurrence of threatening, verbally or physically abusive behavior, or use of racial or sexual remarks between employees. Do supervisors and managers accept this behavior as a part of the job?	
	Are employees and supervisors aware of the procedures for securing immediate medical attention?	
	If alarm systems are available, are employees trained in how to use them? Similarly, are employees trained in how to use other available electronic devices such as portable phones and intercoms.	
	Are electronic and security devices tested and maintained on a regular basis?	
	Are vehicles maintained on a regular basis to ensure reliability and safety?	

Signature of Person Preparing \_\_\_\_\_ Date \_\_\_\_\_

**Return to Ag Center HRM Office by November 30, 1998.  
TRAINING REPORT**

**FOR  
VIOLENCE-FREE WORKPLACE PLAN**

**Unit** \_\_\_\_\_

Violence-Free Workplace training of all employees in this unit has been completed. This training was conducted as follows:

I understand that training should be provided on an on-going basis. I also understand that new employees must receive training within the first three months of employment through the orientation process.

**Unit Head Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Return to Ag Center HRM Office by January 1, 1999.**