

**DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
WORKPLACE VIOLENCE ACTION PLAN
PURSUANT TO DHRD POLICY NO. 800.002,
WORKPLACE VIOLENCE PROGRAM
(JANUARY 2016)**

I. POLICY

The Department of Human Resources Development is committed to partnering with its employees to encourage and maintain a safe work environment. Pursuant to DHRD Policy No. 800.002, any disruptive behavior, intimidation, any behavior that threatens another's physical safety or mental well-being, or conduct that causes physical harm or property damage, including incidents involving co-workers, clients, customers, or other outside individuals who represent potential threats in the work environment is prohibited in the workplace. Toward this end, all reports of incidents involving acts or displays of violence, threats of violence, intimidation, damage to property, and other disruptive behavior will be taken seriously and dealt with appropriately. There shall be no retaliation or discrimination against an employee who submits a report, calls for appropriate assistance, complains of an incident, or who is called upon as a witness.

A violation of this policy may result in disciplinary action, up to and including discharge from State service, in accordance with applicable State laws, rules, policies, and collective bargaining agreements.

II. RATIONALE

State employees are a valued resource. Each employee is entitled to be treated with courtesy and respect at all times.

III. DEFINITIONS

"Disruptive behavior" means behavior that interrupts or impedes the progress, movement, or duties or responsibilities of an employee.

"Intimidation" means engaging in actions that include, but is not limited to, stalking or behavior that is intended to frighten, coerce, or induce duress.

"Physical attack" means unwanted or hostile physical contact such as hitting, fighting, pushing, shoving, or throwing objects.

"Property damage" means damage to property, including property owned by the State, State employees, customers, clientele, visitors, or other outside individuals.

“Retaliation” means any adverse actions that would dissuade a reasonable person from making or supporting a complaint of workplace violence.

“Threat” means an expression, verbal or non-verbal, of an intention to inflict physical or mental harm or injury. 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 expected in the future.

“Workplace violence” means, but is not limited to, intimidation, threats, physical attacks, or property damage, acts of violence committed at the workplace by or against State employees, clients, customers, relatives, acquaintances, or other outside individuals.

IV. SCOPE

This plan applies to all employees in the Department of Human Resources Development.

V. RESPONSIBILITIES

A. Department of Human Resources Development (HRD)

HRD shall:

1. Conduct periodic workplace violence training programs for supervisors, managers, and employees on how to identify disruptive behaviors, how to investigate complaints, and the potential consequences of failing to address workplace violence complaints;
2. Maintain and provide to the departments a current listing of references and resources available in the community as provided at: <http://dhrd.hawaii.gov/state-employees/workers-comp-safety/safety-office/>. See Workplace Violence menu;
3. Collect and analyze the data provided on the *Annual Workplace Violence Report* and provide a summary to the departments;
4. Advise departments if a trend emerges which requires immediate attention; and
5. Provide consultative services to departments on an as-needed basis.

B. Department of Human Resources Development

1. Department Head

a. The Department Head shall:

- (1) Ensure compliance with the statewide policy, *Workplace Violence Program*, DHRD Policy No. 800.002 and this *Workplace Violence Action Plan*; and
- (2) Support a safe work environment by encouraging all employees and outside individuals to practice courtesy, respect, and kindness at all times.

b. The Department Head may establish departmental procedures or guidelines to supplement the statewide policy.

2. Departmental Personnel Office

The Departmental Personnel Office (DPO) shall:

- a. Advise management, supervisors, and others as appropriate, in matters relating to workplace violence;
- b. Identify, coordinate, and/or provide appropriate training for supervisors and employees on various aspects of workplace violence;
- c. Ensure all new employees receive the statewide policy, *Workplace Violence Program*, HRD Policy No. 800.002 and this *Workplace Violence Action Plan*;
- d. Coordinate Resource for Employee Assistance and Counseling Help (REACH) and other support systems for employees, as appropriate;
- e. Support a safe work environment by encouraging all employees and outside individuals to practice courtesy, respect, and kindness at all times;
- f. Review the *Employee's Report of Workplace Violence (Attachment D-1)* and the *Department Workplace Violence Fact Finding Worksheet (Attachment D-2)* and implement appropriate corrective actions as warranted; and
- g. Prepare the *Annual Workplace Violence Report (Attachment F)*.

3. Administrators, Managers, and Supervisors

All administrators, managers, and supervisors shall:

- a. Ensure that all employees under their chain of command are aware of and familiar with the terms of this *Workplace Violence Action Plan*, including the consequences of violating such plan;
- b. Ensure that all reports of workplace violence be treated in a confidential manner and that information is shared only on a need-to-know basis;
- c. Identify and initiate efforts to timely rectify working and/or other conditions that may contribute to conduct that would be considered workplace violence under this Policy;
- d. As soon as practicable, report all incidents to appropriate department or office head of potentially violent employees, clients, or customers, including all confrontational incidents, domestic violence reports, and those incidents with clients and employees who require the support of colleagues or law enforcement officials to maintain situational control;
- e. Conduct investigations of reported workplace violence in a reasonable and timely manner, if appropriate;
- f. Call for help/assistance as appropriate; and
- g. Support and encourage a safe work environment by getting to know employees and practicing courtesy, respect, and kindness at all times.

4. Employees

Each employee shall:

- a. Attend a workplace violence training program;
- b. Comply with work practices designed to make the workplace more secure;
- c. Refrain from engaging in conduct that causes physical harm or property damage, any disruptive behavior, intimidation, or any behavior that frightens or threatens an employee's physical safety or mental well-being;

- d. Report to the immediate supervisor any conduct that would be considered workplace violence under this Policy;
- e. Inform his/her immediate supervisor of any domestic violence incidents, threats, restraining orders, or any violations to restraining orders, as they may impact the workplace;
- f. Immediately call 911 when any threat or act of violence is observed or reported; and
- g. Support and encourage a safe work environment by practicing courtesy, respect, and kindness at all times.

VI. EVENT PROCEDURES

A. Guidelines for Use of Protocol Options

The following protocol options shall be used as a guideline only. Because each situation will be different, administrators, managers, supervisors, and employees shall not be prevented from using their own good judgment and discretion when responding to workplace violence incidents.

The protocol options listed below in part B, are also contained in the *Workplace Violence Action Plan Protocol Desk Reference (Attachment A)* which may be reproduced and used as a reference.

B. Protocol Options for Administrators, Managers, Supervisors and Employees

1. Protocol No. 1

a. Examples of Protocol No. 1 Behaviors

- Use of weapons, including items that may be used as weapons)
- Threats of bodily harm
- Hostage situations
- Physical and sexual assaults
- Bomb threats
- Temporary restraining order (TRO) violations
- Property damage
- Suicide
- Stalking

b. Action Steps for Protocol 1 Situations

- (1) Call 911 immediately.
- (1a) If bomb threat, follow departmental bomb threat procedures.
- (2) Call HRD Director at 587-1100, HRD Deputy Director at 587-1110 or HRD DPO at 587-1150, or Department of Public Safety, Sheriff's Division at 586-1352 or 586-1353, as applicable.
- (3) Secure the office entrances and exits, as appropriate, until police, internal departmental security, or sheriff arrives.
- (4) Call for medical assistance, if needed.
- (5) Notify your DPO at 587-1150.
- (6) Follow instructions provided by law enforcement.
- (7) Remain available to provide witness statements.
- (8) Manager to conduct and conclude an investigation in a reasonable and timely manner, if appropriate¹.

2. Protocol No. 2

a. Examples of Protocol No. 2 Behaviors

- Threatening Messages
 - E-mail
 - U.S. Mail
 - Phone Calls

 - Fax
 - Text or Social Media

b. Action Steps for Protocol 2 Situations

- (1) Call 911 to report threats [this should be customized pursuant to the emergency evacuation plan for each department].

¹ In consultation with DPO, consider "Leave with Pay Pending Investigation" or "Department Directed Leave," if appropriate.

- (2) Call HRD Director at 587-1100, HRD Deputy Director at 587-1110 or HRD DPO at 587-1150, or Department of Public Safety, Sheriff's Division at 586-1352 or 586-1353, as applicable.
- (3) Secure the office entrances and exits, as appropriate, until police, internal departmental security, or sheriff arrives.
- (4) Notify your DPO at 587-1150.
- (5) Immediately isolate the e-mail, mail, or fax.
- (6) Immediately document content of phone call.
- (7) Follow instructions provided by law enforcement.
- (8) Remain available to provide witness statements.
- (9) Manager to conduct and conclude investigation in a reasonable and timely manner, if appropriate.²

3a. Protocol No. 3A

a. Examples of Protocol 3A Behaviors

- Abusive or vulgar language
- Yelling
- Displays of anger, such as kicking or pounding on office furniture
- Threatening or humiliating behavior
- Verbal abuse
- Name calling

b. Action Steps for Protocol 3A Situations

- (1) Diffuse anger (See Attachments B & C).
- (2) Remove and isolate the employee to a private area (supervised by 2 or more persons).

² In consultation with DPO, consider "Leave with Pay Pending Investigation" or "Department Directed Leave," if appropriate.

- (3) If necessary, call for assistance (911), or Department of Public Safety, Sheriff's Division at 586-1352 or 586-1353, as applicable.
- (4) Notify your DPO at 587-1150 of circumstances.
- (5) Manager to conduct and conclude an investigation in a reasonable and timely manner, if appropriate³.
- (6) Manager to develop action plan in consultation with DPO.
- (7) Manager to implement action plan.

3b. Protocol No. 3B

a. Examples of Protocol 3B Behaviors

- Intimidation
- Intentional work interference
- Sabotage
- Repeated behavior that causes distress in a reasonable person

b. Action Steps for 3B Situations

- (1) Notify your DPO 587-1150 of circumstances.
- (2) Manager to conduct and conclude an investigation in a reasonable and timely manner, if appropriate⁴.
- (3) Manager to develop action plan in consultation with DPO.
- (4) Manager to implement action plan.

3c. Protocol 3C

a. Examples of Protocol 3C Behaviors

- Indicators of harmful behaviors to self or others

³ In consultation with DPO, consider "Leave with Pay Pending Investigation" or "Department Directed Leave," if appropriate.

⁴ In consultation with DPO, consider "Leave with Pay Pending Investigation" or "Department Directed Leave," if appropriate.

b. Action Steps for Protocol 3C Situations

- (1) Remove the employee to a private room to calm and reassure him/her, providing continuous observation.
- (2) Notify your DPO at 587-1150 of circumstances.
- (3) Contact employee's emergency contact.
- (4) Contact employee's health care provider, if known, to seek assistance.
- (5) If employee's emergency contact or health care provider cannot be contacted, call DOH Access Line for assistance:
 - 832-3100 (Oahu)
 - 1-800-573-6879 (Neighbor Islands)
- (6) Develop plan of action in consultation with DPO⁵.

VII. POST EVENT PROCEDURES

A. Debriefing

The division, staff office, attached agency administrator, and/or supervisor shall:

1. Review and verify the *Employee's Report of Workplace Violence (Attachment D-1)* and *Department Workplace Violence Fact Finding Worksheet (Attachment D-2)* and work with employees involved in the event to ensure documentation is correct, proper and timely;
2. Conduct an investigation of the incident using the *Employee's Report of Workplace Violence (Attachment D-1)* and *Department Workplace Violence Fact Finding Worksheet (Attachment D-2)* as a guide and with assistance from the departmental personnel office;
3. Analyze facts, events, evidence, etc., and determine if working and/or other conditions contributed to the event and what procedures can be implemented to prevent future occurrences;

⁵ Consider "Department Directed Leave," if appropriate.

4. Determine the need and arrange for post-trauma counseling when appropriate; and
5. Collaborate with the departmental personnel office to determine if, after an investigation, disciplinary and/or other action is appropriate.

B. Reporting Requirement to DHRD/Safety Office

Each department shall submit the *Annual Workplace Violence Report (Attachment F)* to the HRD/Safety Office one month after the conclusion of the reporting period.

VIII. AUTHORITIES AND REFERENCES


Workplace Violence Program, DHRD Policy No. 800.002, revised 02/15/12

Workplace Violence: Prevention, Intervention, and Recovery, Hawai'i Workplace Violence Working Group Committee, October 2001

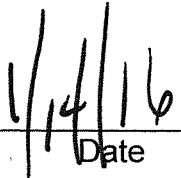
IX. ATTACHMENTS

- Attachment A: *Workplace Violence Action Plan Protocol Desk Reference*
- Attachment B: *Techniques for Handling Difficult Behavior*
- Attachment C: *Coping with Threats and Violence*
- Attachment D-1: *Employee's Report of Workplace Violence*
- Attachment D-2: *Department Workplace Violence Fact Finding Worksheet*
- Attachment E: *Investigator's Summary Report*
- Attachment F: *Annual Workplace Violence Report*

APPROVED:



James K. Nishimoto, Director
Department of Human Resources Development



Date

**DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
WORKPLACE VIOLENCE ACTION PLAN PROTOCOL DESK REFERENCE**

PROTOCOL NO. 1

- | | |
|---|--|
| <ul style="list-style-type: none"> • Weapons (including items that may be used as weapons) • Threats of Bodily Harm • Hostage Situations • Physical and Sexual Assaults | <ul style="list-style-type: none"> • Bomb Threats • TRO Violations • Property Damage • Suicide • Stalking |
|---|--|

1. Call 911 immediately. 1a. If bomb threat, follow department bomb threat procedures.
2. Call HRD Director at 587-1100, HRD Deputy Director at 587-1110 or HRD Administrative Services Officer at 587-1150, or Department of Public Safety, Protective Services at 586-1352 or 586-1353, as applicable.
3. Secure the office entrances and exits, as appropriate, until police, internal security, or sheriff arrives.
4. Call for medical assistance, if needed.
5. Notify your DPO at 587-1150.
6. Follow instructions provided by law enforcement.
7. Remain available to provide witness statements.
8. Manager to conduct investigation, if appropriate.¹

PROTOCOL NO. 2

- Threatening Messages
 - E-mail
 - U.S. Mail
 - Phone Calls
 - Fax

- (1) Call 911 to report threats.
- (2) Call HRD Director at 587-1100, HRD Deputy Director at 587-1110 or HRD Administrative Services Officer at 587-1150, or Department of Public Safety, Protective Services at 586-1352 or 586-1353, as applicable.
- (3) Secure the office entrances and exits, as appropriate, until police, internal security, or sheriff arrives.
- (4) Notify your DPO at 587-1150.
- (5) Immediately isolate the e-mail, mail, or fax.
- (6) Immediately document content of phone call.
- (7) Follow instructions provided by law enforcement.
- (8) Remain available to provide witness statements.
- (9) Manager to conduct investigation, if appropriate.²

¹ In consultation with DPO, consider "Leave with Pay Pending Investigation," if appropriate.

² In consultation with DPO, consider "Leave with Pay Pending Investigation," if appropriate.

PROTOCOL NO. 3A	
<ul style="list-style-type: none"> • Abusive or Vulgar Language • Yelling • Displays of Anger 	
<ol style="list-style-type: none"> 1. Diffuse anger. See Techniques for Handling Difficult Behavior and Coping with Threats & Violence (below) 2. Remove and isolate the employee to a private area (supervised by 2 or more persons). 3. If necessary, call for assistance (911), or Department of Public Safety, Protective Services at 586-1352 or 586-1353, as applicable. 	<ol style="list-style-type: none"> 4. Notify your DPO at 587-1150 of circumstances. 5. Manager to conduct investigation.³ 6. Manager to develop action plan in consultation with DPO. 7. Manager to implement action plan.

PROTOCOL NO. 3B	
<ul style="list-style-type: none"> • Intimidation • Repeated Behavior That Causes Distress in a Reasonable Person 	
<ol style="list-style-type: none"> 1. Notify your DPO at 587-1150 of circumstances. 2. Manager to conduct investigation.⁴ 3. Manager to develop action plan in consultation with DPO. 4. Manager to implement action plan. 	

PROTOCOL NO. 3C	
<ul style="list-style-type: none"> • Indicators of harmful behaviors to self/others 	
<ol style="list-style-type: none"> 1. Remove the employee to a private room to calm and reassure him/her, providing continuous observation. 2. Notify your DPO at 587-1150 of circumstances. 3. Contact employee's emergency contact. 4. Contact employee's health care provider, if known, to seek assistance. 	<ol style="list-style-type: none"> 5. If employee's emergency contact or health care provider <u>cannot</u> be contacted, call DOH Access Line for assistance: <ul style="list-style-type: none"> ➤ 832-3100 (Oahu) ➤ 1-800-573-6879 (Neighbor Islands) 6. Develop plan of action in consultation with DPO.⁵

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⁵ Consider "Department Directed Leave," if appropriate.

Techniques for Handling Difficult Behavior

1. Be aware of the individual's and your own nonverbal cues (avoid negative nonverbal signals, lack of sensitivity, empathy).
2. Recognize and deal with your own feelings. Focus on not being defensive in your communication.
3. If you have to confront the individual, decide to do so with care and respect.
4. Use active listening techniques. Do not reply to abusive or destructive statements: Reply only to constructive statements. (This is effective for those who use obscene language and are defensive.)
5. Keep focus from shifting away from problems. Be assertive by repeating key ideas. (This is effective for those who are vague, talkative, mentally ill, or visibly restless.)
6. Recognize and acknowledge individual's feelings and allow time to vent emotions.
7. Refrain from arguing, giving advice, or expressing personal feelings.
8. Avoid manipulation. Explain consequences of behavior honestly and directly.
9. Explain and clearly define the role of agency and your own role. (The perpetrator's concern and reaction may be due to confusion.)
10. Take responsibility for your own behavior – apologize when appropriate.
11. Show respect by leaving responsibility for change up to perpetrator.
12. If behavior continues to be unyielding or dangerous, leave the site of confrontation immediately and seek additional assistance from co-worker or the supervisor by using predetermined code words.

Coping with Threats and Violence

For someone angry or hostile:

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

For someone shouting, swearing, or threatening:

- Signal co-worker or supervisor that you need help. (Use prearranged code word.)
- Do not make any calls yourself.
- If necessary, call for assistance (911), or Department of Public Safety, Protective Services at 586-1352 or 586-1353, as applicable.

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

- Stay calm. Quietly signal for help. (Use prearranged code words.)
- 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 a weapon.
- Don't try to be a hero.
- Watch for a safe chance to escape.

TECHNIQUES FOR HANDLING DIFFICULT BEHAVIOR

1. Be aware of the individual's and your own nonverbal cues (avoid negative nonverbal signals, lack of sensitivity, empathy).
2. Recognize and deal with your own feelings. Focus on not being defensive in your communication.
3. If you have to confront the individual, decide to do so with care and respect.
4. Use active listening techniques. Do not reply to abusive or destructive statements. Reply only to constructive statements. (This is effective for those who use obscene language and are defensive.)
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- Watch for a safe chance to escape.

Department Workplace Violence Fact Finding Worksheet

Department: _____ Division: _____

Work unit: _____ Island: _____ Date: _____

1. Describe behavior or activity of the offender:

2. Name of person(s) exhibiting, verbalizing, demonstrating, or otherwise conveying the behaviors or activities.

3. Date _____ and time _____ of behavior. If recurring, list past dates and times where the behavior or activity was exhibited:

Date	Time	Location/Address
//___	___ am/pm	_____
//___	___ am/pm	_____
//___	___ am/pm	_____

4. List employee(s) that were subject to or the target of the behavior or activity:

5. If a weapon, tool, or items used in the incident, describe the items (type, kind, size, etc.):

6. Names of individuals present (witness) when the incident occurred:

Name	Address/Organization	Phone
_____	_____	_____
_____	_____	_____
_____	_____	_____

7. Persons Injured:

Name	Organization/Name of Employer	Type of Injury	Body Part
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

8. State in your own words what happened in the order it occurred, what you saw, and what you heard from those involved in the incident: (Attach additional pages as needed)

9. Why/how did the incident occur?

10. Who started or initiated the behavior or activity?

11. Check the behavior(s) that best describes the situation:

- Race/ethnicity slurs Sexual inferences Fingering Harassing
 Disruptive Customer Touching Stalking Bullying
 Assaults Threats w/wo weapons Domestic threats
 Other (Describe): _____

12. Name of other individuals (including non-employees), who were (may have been) involved or in some way contributed to the behavior:

13. Name of persons and organizations used to assist in resolving the behavior or activity:

14. Recommendation(s):

Submitted by: Name: _____ to whom: _____

Signature: _____ Date: _____

Division Chief review: _____ Date: _____

Comments/Action by Division Chief:

Forward to Department Personnel Officer: _____ Date: _____

Workplace Violence Classification Category (circle): ONE TWO THREE

Action by DPO:

Resources used by the DPO to assist in the resolution of the behavior or activity:

Submitted to: _____ Date: _____

Investigator's Summary Report

The objective of an investigation is to obtain facts from what was brought forth for review, ideally, investigations are initiated for the purpose of minimizing the potential for the same or similar situation occurring due to corrective and preventative inactions. Adverse action should not be contemplated until the investigation is completed, causal factors conclusive, and due process procedures observed throughout the investigation, as appropriate. The use of physical force upon another should not be tolerated in the workplace.

Allegation and date occurred:

Issue: WP Violence: Performance: Sexual Harassment: Other: (explain)

Summation of Investigator's interview with parties involved.

Witness 1:

Witness 2:

Witness 3:

Victim 1:

Victim 2:

Perpetrator:

Initial assessment of unacceptable behavior: Identify victim(s), perpetrator(s), instigator(s), group vs. individual activity.

Explain extenuating circumstances that impeded quick resolution of the condition, situation, or problem (relationships, outside influences, management style, etc.).

Identify perpetrator behavior(s): Circle all that apply:

Disruptive	Threat verbal	Suicidal threats
Shows belligerence	Threat non-verbal	Physical fight
Instigates malicious gossip/rumors	Sends unwanted communications	Assaults workers, customers or supervisors
Argues frequently	Stalking	Criminal act(s)
Verbally abuses	Vandalizes property	Displays weapons
Throws, kicks, punches walls	Intentionally wastes property/merchandise	Disobeys departmental policies
Hostage	Harassment	Destruction or property

Other:

Pertinent questions that should be clarified in the interviews include (on separate sheet):

Did the incident involve a weapon (what type, owner, intended use, etc.)?

Did the incident result in any lost work time and/or a workers' compensation claim?

Was the violence or threat directed at a specific individual?

Did the victim or anyone have prior knowledge of, or warning of, a potential incident?

Was the perpetrator involved in any previous incidence of violence?

Has this type of or similar incident happened before?

If yes, what preventative actions were implemented previously, and why did it not prevent a repeat?

Should the incident be reported to the police?

What preventative actions will be implemented to minimize reoccurrence?

Other points of interest:

Collaboration in the resolution of the report or complaint was accomplished with (organization, individual, date, synopsis, e.g., UPW and DPO/LR Tom Jones, 10-10-2003).

Disposition of incident (circle all that apply, provide synopsis and name of individual):

- No action taken
- Verbal warning; date: _____
- Written warning; date: _____
- Suspension; number of days: _____
- Termination; date: _____
- Criminal indictment; charges: _____
- Corrective Action describe: _____
- Other; describe: _____

Remarks (training program, such as Anger Management, Team Building, Workplace Violence, etc. and who attended – perpetrator only, selected employees, or all, etc.):

Recommendations and reoccurrence prevention actions:

Investigation conducted by: _____ Phone No.: _____

Position title: _____ Date: _____

Office: _____

Department/Agency: _____

Annual Workplace Violence Report

Department: _____ **Year:** _____: July – Jun

Number of Workplace Violence incidents reported in the period by category and disposition:

Protocol:	Disposition				
	No Action	Counsel/train	Re-assign	Suspended	Terminated
ONE	_____	_____	_____	_____	_____
TWO	_____	_____	_____	_____	_____
THREE	_____	_____	_____	_____	_____

Use of external assistance/support agencies used in the disposition of incidents:

Protocol:	REACH	PD/PSD	DHRD	AG	OTHER*	Gov/media**
ONE	_____	_____	_____	_____	_____	_____
TWO	_____	_____	_____	_____	_____	_____
THREE	_____	_____	_____	_____	_____	_____

* List agencies used to assist in the addressing workplace violence incidents:

** List incidents when the Governor's Communications/media Office assisted in the resolution of a workplace violence incident:

Remarks:

Report completed by: _____ Date: _____

Signature: _____ Title: _____

