

Technical Guide for Developing Policies, Protocols and Procedures Workplace Violence, Including Domestic Violence Affecting the Workplace Universal Policy

By August 1, 2010, each state department shall formulate policies, protocols and procedures for implementing the Universal Policy. These policies, protocols and procedures must adhere to the Universal Policy and must be approved by the Department of Personnel & Administration before their implementation.

This Technical Guide is designed to assist individual departments in developing their policies, protocols and procedures. The specific nature of the responsibilities and duties of each department will dictate the applicability of individual guidelines in this document.

PLANNING AND ASSESSMENT

I. Determining staff roles:

- A. Designate the duties and responsibilities of Executive Directors, or equivalent executive authorities, appointing authorities, managers and supervisors, human resources, and employees.
- B. To the extent possible, identify and create a threat assessment team (for prevention efforts and responding to critical incidents). A threat assessment team is an interdisciplinary group of professionals having expertise in the areas of human resources, security/law enforcement, law, risk management, domestic violence, behavioral sciences (CSEAP), communications, and state buildings. Consider consulting with those outside of state government, including local law enforcement. The role of a threat assessment team includes:
 1. Identifying potential violence and trying to take action to prevent violence.
 2. Responding to individual acts of violence: guiding investigations and interventions, as appropriate.

II. Conducting safety and security assessment (*See Appendix #1*):

- A. Workplace location(s): office building, courthouse, working outside the office, travel, visiting clients, etc.
- B. Number of employees, clients, others in the workplace.
- C. Security assessment.

DEVELOPMENT OF PROTOCOLS AND PROCEDURES

III. Responding to incidents of workplace violence

In developing workplace violence protocols, departments are encouraged to consider the following issues.

- A. Types of workplace violence:
 1. Criminal (robbery, assaults, etc. by strangers).
 2. Violence directed at an employee by customers, clients, patients, students, inmates, or others.

3. Violence against a co-worker, supervisor, or management by an employee.
 4. Domestic violence affecting the workplace.
- B. Types of response include (*See Appendix #2 and Appendix #3*):
1. Emergency situations (when an injury has occurred or there is an immediate threat of physical harm)
 2. Non-emergency situation (where threat is not imminent, however, needs further investigation)
- C. Additional considerations:
1. Safety planning measures to include prevention efforts and critical incident response.
 2. Reporting procedure, including consideration of confidentiality and those who “need to know.” The reporting procedure should result in a vortex* or central repository for all related information.
**In many departments this will be Human Resources.*
 3. Aftermath plan, including CSEAP, critical incident response, and public relations/media procedure (*See Appendix #4*).
 4. Human resource procedures to respond to perpetrators and victims of domestic violence who are state employees or volunteers.

IV. Domestic Violence affecting the workplace: additional considerations include:

- A. Response to victims who are state employees may include actions such as:
1. Creating open door policy so victims and coworkers feel comfortable in reporting.
 2. Providing to the extent practical, confidentiality provisions that focus on workplace safety.
 3. Providing safety planning for victims (including office location, parking, protection orders, referral to community resources, etc.).
 4. Providing safety planning for workplace (including obtaining a protection order of the workplace, dealing with stalking, and dealing with phone harassment).
 5. Encouraging victims to report when they are protected parties in a protection order so the workplace can take steps to protect them and other employees.
 6. Addressing legal issues as appropriate (*See Appendix #5*).
 7. Offering resources such as local domestic violence programs and C-SEAP.
 8. Providing leave in compliance with §24-34-402.7, CRS
- B. Response to perpetrators who are state employees may include, as warranted:
1. Conducting investigation to identify or rule out use of state property (computers, vehicles, etc.) used to stalk or harass victim.
 2. Referring to C-SEAP to assist the employee in maintaining safe, successful, and appropriate performance on the job.
 3. Administering disciplinary procedures as appropriate.
 4. Regarding incidents where the victim is also a state employee (IV A).

- V. Specific issues that need to be considered:
- A. Whether an employee's job duties require an employee to report to appointing authority or designee if they are convicted of or plead guilty to a crime of violence.
 - B. Whether an employee's job duties require an employee to report to an appointing authority or designee if they involved in a violent incident on duty or off duty.
 - C. Whether an employee's job duties require that an employee to report to appointing authority or designee if they are a restrained party to a permanent protection order.
 - D. Whether an employee who is a protected party to a permanent protection order is encouraged to report to appointing authority or designee.
 - E. Development of an Outcome Plan regarding an incident to include:
 - 1. Whether accusations were founded or unfounded.
 - 2. Action plan or re-entry plan for the alleged perpetrator and victim.
 - 3. Plan to address the culture of the workplace regarding the incident.
 - 4. Identification of what information can be shared with the perpetrator, victim and others.
 - 5. Include time frames and follow up.
 - F. Inclusion in contract workers' contracts provisions requiring adherence to State of Colorado's Workplace Violence Policy, Including Domestic Violence Affecting the Workplace, to the extent allowed without creating an employee/employer relationship. Agencies shall seek legal advice regarding when and how to include such provisions.
 - G. Whether a department wants to develop a plan to respond to incidents that have not been reported.

TRAINING AND IMPLEMENTATION

- VI. Development of training and implementation plan:
- A. Education regarding workplace violence and domestic violence affecting the workplace, including informing employees of available resources for assistance. Training is mandatory and must be available to all managers, supervisors, employees, new employees, and transfers (*See Appendix #6*).

RESOURCES

VII. Resources

For developing procedures:

Colorado Department of Personnel and Administration

Division of Human Resources (DPA) 303-866-2393 or job.eval.comp@state.co.us

<http://www.colorado.gov/dhr/>

** available for statewide policy and personnel rule guidance, including Victim Protection Leave (unpaid leave available to all state employees).*

Colorado Department of Personnel and Administration

Colorado State Employee Assistance Program (C-SEAP)

<https://cseap.colorado.gov/>

Colorado Department of Labor and Employment

<http://www.coworkforce.com/>

Colorado Department of Human Services

Domestic Violence Program

<http://www.colorado.gov/cdhs/dvp>

U.S. Department of Labor, Safety and Health Administration,

Occupational Safety and Health Administration

<http://www.osha.gov/SLTC/workplaceviolence/>

Corporate Alliance to End Partner Violence

<http://www.caepv.org/>

For training and additional information:

Colorado Department of Personnel and Administration

Colorado State Employee Assistance Program (CSEAP)

<https://cseap.colorado.gov/>

Colorado Department of Human Services

Domestic Violence Program

<http://www.colorado.gov/cdhs/dvp>

Colorado Bar Association

Domestic Violence: Make It Your Business

<http://www.makeityourbusiness.org>

Colorado Coalition Against Domestic Violence

<http://www.ccadv.org>

Appendix #1
Sample Safety and Security Assessment

IDENTIFYING ENVIRONMENTAL RISK FACTORS FOR VIOLENCE
Risk Assessment

	Violence Assessment	
	<i>Analyze Workplace Violence Records</i>	
	<ul style="list-style-type: none"> ▪ How many incidents occurred in the last 2 years? ▪ What kinds of incidents occurred most often (assault, threats, robbery, vandalism, etc.)? ▪ Where did incidents most often occur? ▪ When did incidents most often occur (day of week, shift, time, etc.)? ▪ What job task was usually being performed when an incident occurred? ▪ Which workers were victimized most often (gender, age, job classification, etc.)? ▪ What type of weapon was used most often? ▪ Are there any similarities among the assailants? ▪ What other incidents, if any, are you aware of that are not included in the records? ▪ Of those incidents you reviewed, which one or two were most serious? 	
	Current year	
	Stranger Client/3 rd Party Co-worker Dom Violence	Comments:
	Past year	
	Stranger Client/3 rd Party Co-worker Dom Violence	Comments:
	Costs	
	Current year	
	Fatalities Physical injuries Psychological impact Legal/other costs	Comments:

	Past year	
	Fatalities Physical injuries Psychological impact Legal/other costs	Comments:

General questions about approach:

- Are safety and security issues specifically considered in the early stages of facility design, construction, and renovation?
- Does the current violence prevention program provide a way to select and implement controls based on the specific risks identified in the workplace security analysis? How does this process occur?

Specific questions about the environment:

- Do crime patterns in the neighborhood influence safety in the facility?
- Do workers feel safe walking to and from the workplace?
- Are entrances visible to security personnel and are they well lit and free of hiding places?
- Is there adequate security in parking or public transit waiting areas?
- Is public access to the building controlled, and is this system effective?
- Can exit doors be opened only from the inside to prevent unauthorized entry?
- Is there an internal phone system to activate emergency assistance?
- Have alarm systems or panic buttons been installed in high-risk areas?
- Given the history of violence at the facility, is a metal detector appropriate in some entry areas? Closed-circuit TV in high-risk areas?
- Is there good lighting?
- Are fire exits and escape routes clearly marked?
- Are reception and work areas designed to prevent unauthorized entry? Do they provide staff good visibility of patients and visitors? If not, are there other provisions such as security cameras or mirrors?
- Are patient or client areas designed to minimize stress, including minimizing noise?
- Are drugs, equipment, and supplies adequately secured?
- Is there a secure place for employees to store their belongings?
- Are "safe rooms" available for staff use during emergencies?
- Are door locks in patient rooms appropriate? Can they be opened during an emergency?
- Do counseling or patient care rooms have two exits, and is furniture arranged to prevent employees from becoming trapped?
- Are lockable and secure bathrooms that are separate from patient-client and visitor facilities available for staff members?

Assessing the Influence of Day-to-Day Work Practices on Occurrences of Violence

- Are identification tags required for both employees and visitors to the building?
- Is there a way to identify patients with a history of violence? Are contingency plans put in place for these patients—such as restricting visitors and supervising their movement through the facility?
- Are emergency phone numbers and procedures posted or readily available?
- Are there trained security personnel accessible to workers in a timely manner?
- Are waiting times for patients kept as short as possible to avoid frustration?
- Is there adequate and qualified staffing at all times, particularly during patient transfers, emergency responses, mealtimes, and at night?

- Are employees prohibited from entering seclusion rooms alone or working alone in emergency areas of walk-in clinics, particularly at night or when assistance is unavailable?
- Are broken windows, doors, locks, and lights replaced promptly?
- Are security alarms and devices tested regularly?
- Are there adequate systems for staff who work off sight, including visiting clients? (Use of cell phones, periodic checking in with the office, etc.)

(Adapted from OSHA Guidelines for Preventing Workplace Violence for Health Care and Social Service Workers, 2004, found at <http://www.osha.gov/Publications/OSHA3148/osha3148.html>)

Appendix #2
Sample Response Procedure

Workplace Violence Non-Emergency (Threatening) Response Procedure

A threatening situation is defined as a situation where:

One person, through intimidating words or gestures has induced fear and apprehension of physical or other harm in another person but there is no immediate danger of such harm being inflicted.

Step 1: Notify HR or on-site manager

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| <ol style="list-style-type: none">1. Notification should occur on the same day as the incident or situation2. If the incident/situation occurs on a Friday, notification should occur on Friday when possible, or on Monday (within 48 hours)3. If HR personnel are unavailable, notify on-site manager4. If an on-site manager is notified, he/she must notify HR as soon as possible5. HR staff should notify the appointing authority |
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Step 2: HR begins an investigation

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| <ol style="list-style-type: none">1. Meet with any or all of the following to determine the facts and seek resolution, if possible:<ul style="list-style-type: none"><input type="checkbox"/> the target or victim of the threat<input type="checkbox"/> the subject of the complaint<input type="checkbox"/> the supervisor of the subject of the complaint and victim's supervisor<input type="checkbox"/> any witnesses2. If deemed appropriate, consult with the TAT3. If appropriate, conduct a threat assessment4. If all parties agree, attempt to resolve the conflict5. Maintain appropriate documentation | <ul style="list-style-type: none"><input type="checkbox"/> What is the behavior?<input type="checkbox"/> What is causing the behavior?<input type="checkbox"/> Are the causes work-related or non-work related (personal)? |
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Step 3: HR meets with the TAT to assess options and develop an action plan

1. Possible options for non-work related causes impacting behavior include:
 - EAP referral/counseling services
2. Possible options for work-related causes impacting behavior include:
 - EAP referral/counseling services
 - Time off
 - Training
 - Revise policies or procedures
3. Consult CSEAP for advice
4. Keep agency head informed

Step 4: HR implements action plan and HR and TAT monitor outcome

1. Ensure that the appropriate actions have been taken by the proper individuals

Step 5: If necessary, implement disciplinary action

1. Determine if disciplinary action is necessary
2. Consult C-SEAP for advice
3. Implement the most appropriate step in the progressive discipline process (i.e., verbal warning, written warning/reprimand, suspension, termination)
4. Ensure the rights of employees are not violated

Step 6: If an emergency situation develops, follow steps for emergency response procedure

1. A situation is an emergency if: 1)an injury has occurred OR 2) .there is an immediate threat of physical harm or injury
2. If the situation escalates to an emergency or possible emergency, follow the steps outlined in the Emergency Response Procedure

Step 7: HR and TAT regularly conduct a review of incidents

1. Perform an internal review of incidents at least twice a year to identify patterns and take appropriate actions to prevent recurrences.
2. Work with resource agencies/contacts such as C-SEAP to identify and modify work practices to reduce risk

Workplace Violence Emergency Response Procedure

A situation is an emergency if:

- 1) An injury has occurred OR
- 2) There is an immediate threat of physical harm or injury

You should consider your personal safety first in all emergency situations. If possible, you should use the following response procedure.

Step 1: First person on the scene quickly assesses the situation and any risk

<ol style="list-style-type: none"> 1. What’s happening? 2. Who’s involved? How many? 3. How dangerous is the situation? 4. Are weapons involved? What kind? 	<ul style="list-style-type: none"> <input type="checkbox"/> Keep yourself safe <input type="checkbox"/> Remain calm <input type="checkbox"/> Think rationally <input type="checkbox"/> Don’t overreact
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Step 2: First person on the scene calls for assistance

<ol style="list-style-type: none"> 1. Dial 911 (from cell will reach State Police from hard line will reach local police) <ul style="list-style-type: none"> <input type="checkbox"/> Identify yourself <input type="checkbox"/> State the nature of the emergency <input type="checkbox"/> Provide details about persons injured and the perpetrator <p>If you <i>are not</i> in danger and time permits:</p> <ol style="list-style-type: none"> 2. Notify internal security 3. Notify HR office or an On-Site supervisor, manager, or appointing authority 	<ul style="list-style-type: none"> <input type="checkbox"/> If you’re in doubt about whether to call, call <input type="checkbox"/> If necessary, ask a bystander to assist you in getting help <input type="checkbox"/> Become familiar with how you can quickly access the appropriate phone numbers <input type="checkbox"/> Do not attempt to physically remove the perpetrator(s) - Let the police do it
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Step 3: HR office notifies appropriate personnel.

<ol style="list-style-type: none"> 1. Executive Director, or equivalent executive authority, is notified immediately 2. Executive director, or equivalent executive authority, must notify the Governor’s Office 3. HR ensures that law enforcement has been notified by double checking that 911 and internal security have been called 4. HR notifies other intended target(s), if known, to ensure their safety 5. HR also notifies appropriate supervisors, managers, and appointing authorities

Step 4: First person on the scene ensures that the needs of the injured are met

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| <ol style="list-style-type: none">1. Utilize internal agency resources such as first aid kits, employees who are certified to administer first aid, qualified paramedics, and emergency medical technicians (EMT's)2. If required, ambulance services can be summoned by contacting 911 |
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Step 5: As appropriate, HR separates the parties involved until they can be interviewed

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| <ol style="list-style-type: none">1. Do not send employees/witnesses home2. Put each individual in a separate room; ask someone to stay with them so that they will not have to be alone – Help the individual to remain calm and do not ask the individual any questions | <ul style="list-style-type: none"><input type="checkbox"/> Remain non-judgmental about who's right and wrong<input type="checkbox"/> Do not physically try to remove an individual; this is a police responsibility |
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Step 6: HR coordinates securing the affected areas and assessing damage

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| <ol style="list-style-type: none">1. Close a door, station someone near the area, or use a sign to prohibit entrance to affected areas2. Make sure that nothing in the affected area is touched3. If possible, provide coverage for affected work areas |
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Step 7: HR seeks intervention assistance from CSEAP

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| <ol style="list-style-type: none">1. Consult with C-SEAP to plan an effective response2. Assist in any efforts to defuse the situation3. Reassess the situation to make sure it does not rekindle4. Assist in making referrals as determined by appropriate professionals5. Document all actions and statements |
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Note: If A Weapon Is Involved, Use Your Own Best Judgment

1. Stay calm and signal for help
2. Maintain eye contact
3. Try to negotiate to get as many “Yes” responses as possible to your requests - Stall for time – Keep the person talking
4. Do not argue - Do what you are told
5. Do not try to be a hero by grabbing the weapon
6. If you have an opportunity to escape, do so if you can do it quickly, quietly, and safely

Workplace Violence
Follow-Up Emergency Response Procedure

Step 1: HR conducts investigation by taking appropriate statements and conducting interviews

<ol style="list-style-type: none"> 1. If applicable, contact law enforcement and coordinate activities 2. Request appropriate staff, including the alleged subject of the complaint, to complete agency’s incident report 3. As with any other investigation, conduct interviews with victims and witnesses and maintain documentation, and interview the subject of the complaint 4. Document all interviews 5. Check background of the subject of the complaint (history of violence, stress level, warning signs) 6. Review pertinent records, such as medical, work performance, and grievance records 7. Identify causes that may have contributed to the situation 	<ul style="list-style-type: none"> <input type="checkbox"/> Remain objective and professional <input type="checkbox"/> This step should be taken as soon as possible following an incident or report/complaint. <input type="checkbox"/> Collect facts on who, what, when, where, why, and how <input type="checkbox"/> Ensure protection from discrimination <input type="checkbox"/> The alleged subject of the complaint may be placed on paid administrative leave during the process of investigation if the incident is sufficiently serious.
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Step 2: HR convenes TAT to develop an action plan

<ol style="list-style-type: none"> 1. Convene the TAT or other appropriate personnel to review findings from investigation and develop an action plan 2. Keep the Executive Director, or equivalent executive authority, informed 3. Draft recommendations for: <ul style="list-style-type: none"> <input type="checkbox"/> Corrective action(s) <input type="checkbox"/> Changes in controls, procedures, and policies to prevent a recurrence <input type="checkbox"/> Organizational recovery actions 	<p>The TAT should consider how to handle internal communications as well as the press and media.</p> <ul style="list-style-type: none"> <input type="checkbox"/> CSEAP should be offered as an option to employees and the agency, as appropriate. <p>If discipline is contemplated, the pre-disciplinary requirements of the Regulations, contract, and/or Loudermill decision must be complied with, as appropriate.</p> <ul style="list-style-type: none"> <input type="checkbox"/> CSEAP has experience in workplace violence and is available for assistance and consultation as needed.
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Step 3: HR implements approved course of action

<ol style="list-style-type: none">1. Anticipate the potential behavior of the subject of the complaint following the investigation and/or subsequent disciplinary action and plan a response2. If appropriate, continue to attempt to ensure the physical safety of the victim(s) and witness(es)3. Handle appeals of disciplinary actions4. Make arrangements to respond to ongoing medical and psychological needs of employees5. Publish and distribute policy/procedure changes to all employees6. Train managers and supervisors concerning specific changes	<ul style="list-style-type: none"><input type="checkbox"/> Administrative options include administrative leave, work restrictions, conditional medical leave, disability retirement<input type="checkbox"/> Appropriate disciplinary actions include verbal warning, written warning/reprimand, suspension, termination<input type="checkbox"/> Obtain advice from internal counsel or Office of the Attorney General, when necessary<input type="checkbox"/> Coordinate with C-SEAP for support services
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Step 4: HR and the TAT monitor the outcome

<ol style="list-style-type: none">1. Complete investigation and documentation2. Conduct on-site reviews of the workplace regularly3. Follow-up with victim(s) and witness(es)4. Provide support to employees

Step 5: HR and the TAT regularly conduct a review of incidents

<ol style="list-style-type: none">1. Perform an internal review of incidents at least twice a year to identify patterns and take appropriate actions to prevent recurrences2. Work with resource agencies/contacts such as C-SEAP to identify and modify work practices to reduce risk

(Adapted from The State of Connecticut: Violence in the Workplace Policy and Procedures, June 2007, found at <http://www.ct.gov/opm/lib/opm/olr/wpv/workplaceviolencemanualrevised060107.pdf>)

Appendix #3

Workplace Violence INITIAL and UPDATED Incident Report

Responsible parties are encouraged to review the Technical Guide for Developing Policies, Protocols and Procedures related to the Workplace Violence Universal Policy in preparing these reports.

PREPARED BY (Name, Title):

CONTACT INFO: (Ph, Email):

Date of Incident:

Location of Incident: (street address, floor, office or room number, office name if any):

Time and approximate duration of incident, or note if “ongoing” situation:

Direct parties to the incident and their titles (if employee) and contact information:

For each direct party, supervisor name and contact information:

Any of the above parties known to have been involved in other or similar incidents? If ‘yes’, specify and describe:

Witnesses to the incident: names, titles, and contact information (note: witnesses include those who may have *heard* an event, as well as eye-witnesses):

Describe incident: What actions, statements, and events occurred or are alleged to have occurred. Describe events or reported events in the sequence in which they occurred:

Were firearms involved? (If so, describe type, if known, and whether weapons were recovered, and current custody of weapons.)

Were other weapons involved? (If so, describe type, if known, and whether recovered and current custody.)

Did this incident involve domestic violence or possible domestic violence? If yes, what was the relationship of the parties involved, if known?

Were police, sheriffs, state patrol, or other law enforcement entity notified? If yes, what police jurisdiction?

Names, badge numbers, phone contacts of involved law enforcement officers:

Were injuries observed or reported?

If 'yes', to whom:

Describe nature and extent of injuries as currently known:

Were emergency medical services (e.g., ambulance, paramedics) on scene?

Was treatment provided to any parties on the scene?

Were any parties transported to off-site medical facilities? If 'yes', what facility (if known)?

Parties notified internal to the agency or location (e.g., appointing authority, division director, executive director's office, building security):

C-SEAP notified for consultation on incident assessment and follow up:

(By whom? C-SEAP staff member involved, name: _____)

Threat Management Team activated? If so, names and affiliations of TMT members consulted:

FOR UPDATED WORKPLACE VIOLENCE REPORT, add:

Recommendations received from threat management team or other consultants:

Detail steps taken to:

Assist and support any targets or victims within the workforce:

Respond appropriately to any perpetrators within the workforce:

Support and assist employees and workgroups who were not direct parties but possibly adversely impacted:

Detail additional steps anticipated or being considered:

Mail or fax to: Human Resources Unit

Appendix #4
Sample Aftermath Plan

Workplace Violence

Aftermath Plan and Critical Incident Debrief

Step 1: Secure the premises. Secure the evidence.

<ul style="list-style-type: none"> • Secure Premises • Safeguard all evidence • Cooperate with authorities • Identify a single spokesperson to have all contact and exposure to media • Contact legal counsel if necessary 	<ul style="list-style-type: none"> ☐ Spoilage of evidence could be very detrimental in resolving the issue.
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Step 2. Identify and place emergency response team – C-SEAP counselors, threat management team, trained specialists, and/or security personnel.

<ul style="list-style-type: none"> • Create a secure and structured setting for affected persons and witnesses to receive information and support related to emotional self-care and prevention of traumatic stress. • Place professional consultants so that direct contact can be made with those suffering acute distress and those who need to talk through the circumstances. Don't forget those remote to the location but invested emotionally and psychologically. • Review Policies and consult with HR to determine the best course of action for those leaving work or unable to work. • Communicate with all regarding work stoppages, temporary closures, temporary changes in duties; decisions regarding those excused from work; decisions regarding pay while not at work, etc. 	<ul style="list-style-type: none"> ☐ Have counselors remain on site as long as is practical. ☐ Don't forget those invested but not physically present ☐ Share as much information as the situation permits so that people can gain confidence and security or make informed decisions about whether or not to remain on site. ☐ Ensure protection from discrimination ☐ The alleged subject of the complaint may be placed on paid administrative leave during the process of investigation if the incident is sufficiently serious.
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Step 3: Conduct a Critical Incident Stress Analysis of Workplace

<ul style="list-style-type: none"> • Conduct a Support and Information Session in the Workplace - Identify a trained critical-incident consultant from C-SEAP and conduct a debriefing, perhaps in combination with organizational leadership, to provide information regarding self-care and coping skills, and to obtain information from management about observed reactions among the workforce. • Management are encouraged to meet with C-SEAP staff following the Support and Information session to review any additional recommended steps or to identify persons of particular concern. • Providing Support to Management - The consultant helps management to structure its response to the crisis as the situation evolves and to evaluate the need for particular services. The consultant may also be able to provide the personal and objective support needed by management in a time of great stress. 	<ul style="list-style-type: none"> ☐ This debriefing should be separate and apart from a press briefing. ☐ The goal is to prevent long-term trauma or emotional distress. ☐ A debriefing is usually most effective when it is conducted within three days of the precipitating incident. ☐ Participation must be voluntary. ☐ Stress confidentiality.
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Step 4: On-Going Management Monitoring

<p>Anticipate a reduction in productivity and performance. Don't punish with threats of performance management or layoff. Educate Managers and Supervisors on leading, communicating with, and assessing subordinates who may be suffering from post-traumatic stress disorder. Keep lines of communication open with C-SEAP or other trained professionals. Keep news, updates and websites current. Consider town hall or other group informational meetings. Monitor on-line activity, news, posting, blogs that could be false, misleading or threatening in any way and work with hosts to edit, redact, and shut down where violations of posting policies occur or threats to the organization surface.</p>	<ul style="list-style-type: none"> ☐ Strong leadership goes a long way to reestablishing security and confidence in the workplace. ☐ Encourage action of a charitable nature to assist victims and allow employees' altruism to resonate. ☐ Obtain advice from webmaster, online hosts, AG's office, DPA, etc. if online communications are concerning or threatening. ☐ Coordinate with C-SEAP for support services.
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Step 5: HR and the TAT regularly conduct a review of incidents

<ol style="list-style-type: none"> 1. Perform an internal review of incidents at least twice a year to identify patterns and take appropriate actions to prevent recurrences. 2. Work with resource agencies/contacts such as C-SEAP to identify and modify work practices to reduce risk.
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Appendix #5
Legal Issues in Domestic Violence Cases

HELPFUL STATUTES

Restraining orders for businesses:

A civil restraining order can be issued to protect employees and patrons if there is an imminent danger of violence. However, the business cannot be held liable for failing to obtain a restraining order. [§13-14-102 (4)(b)]

Unemployment benefits

Victims who have to quit their jobs because of domestic violence can receive unemployment benefits if the victim provides evidence of the violence or seeks counseling or other services. These benefits are paid out of the state's reserve and not out of the employer's unemployment account. [§8-73-108 (4)(r), C.R.S.]

Leave for domestic violence victims:

Employers with 50 or more employees are required to permit an employee to take up to three working days of leave in any 12-month period, with or without pay, if the employee is a victim of domestic violence, sexual assault, or stalking. The employee can use the time to seek a civil restraining order, secure their home, seek legal assistance, or obtain medical or mental health care for themselves or their children. [§24-34-402.7, CRS]

Right to testify in criminal case:

An employer cannot fire or discriminate against someone who has been subpoenaed to testify in a criminal proceeding, whether the criminal proceeding is domestic violence related or not. [§24-4.1-303 (8), CRS]

Insurance Benefits:

Insurance companies are prohibited from denying or canceling insurance (including health insurance) merely because the insured or potential insured is or was a victim of domestic violence [§10-3-1104.8, CRS].

Appendix #6 Sample Training Topics

What training should cover

The training should cover topics such as:

- The Workplace Violence, Including Domestic Violence, Universal Policy;
- Risk factors that cause or contribute to assaults;
- Early recognition of escalating behavior or recognition of warning signs or situations that may lead to assaults;
- Ways to prevent or diffuse volatile situations or aggressive behavior and manage anger;
- A standard response action plan for violent situations, including the availability of assistance, response to alarm systems and communication procedures;
- Ways to deal with hostile people other than patients and clients, such as relatives and visitors;
- Progressive behavior control methods;
- The location and operation of safety devices such as alarm systems, along with the required maintenance schedules and procedures;
- Ways to protect oneself and coworkers, including use of the "buddy system;"
- Procedures for reporting and recordkeeping;
- Information on multicultural diversity to increase staff sensitivity to racial and ethnic issues and differences; and
- Procedures for obtaining medical care, counseling, workers' compensation or legal assistance after a violent episode or injury.

Training for supervisors and managers

Supervisors and managers need to learn to recognize high-risk situations, so they can ensure that employees are not placed in assignments that compromise their safety. They also need training to ensure that they encourage employees to report incidents.

Supervisors and managers should learn how to reduce security hazards and ensure that employees receive appropriate training. Following training, supervisors and managers should be able to recognize a potentially hazardous situation and to make any necessary changes in the physical plant, staffing, and/or procedures to reduce or eliminate the hazards.

Training for security personnel

Security personnel need specific training regarding ways to handle aggression and defuse hostile situations.

The training program should also include an evaluation. At least annually, the team or coordinator responsible for the program should review its content, methods and the frequency of training. Program evaluation may involve supervisor and employee interviews, testing and observing and reviewing reports of behavior of individuals in threatening situations.

Training on Domestic Violence

The training should include how employees can recognize, respond and refer victims and perpetrators of domestic violence.

(Adapted from OSHA Guidelines for Preventing Workplace Violence for Health Care and Social Service Workers, 2004, found at <http://www.osha.gov/Publications/OSHA3148/osha3148.html>)