

THE ALABAMA NATIONAL GUARD
Workplace Violence Prevention Plan

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CHAPTER I - OVERVIEW

1-1. General. Workplace violence has become one of our country's fastest growing types of violence and it can come from within or outside the workplace. Workplace violence is an unfortunate reality and it can strike any workplace. Violence in the workplace is a threat to our people, resources, and our mission. Our approach to this problem involves both prevention and planned intervention.

1-2. Purpose. Information contained in this plan is intended to help create a safer work environment.

1-3. Responsibility. Under the General Duty Clause, Section 5(a)(1) of the Occupational Safety and Health Act (OSHA) of 1970, employers are required to provide their employees with a place of employment that "is free from recognizable hazards that are causing or likely to cause death or serious harm to employees."

CHAPTER 2 - MANAGEMENT PLANNING TEAM

2-1. The TAG will form a Management Planning Team to evaluate the Alabama National Guard's current ability to handle violent incidents and to develop a contingency plan to strengthen our response capability. The Management Planning Team will consist of the following members or representatives:

- a. Chief of Staff (Army)
- b. Director of Support (Air)
- c. Human Resources Officer
- d. Staff Judge Advocate (SJA)
- e. Military Personnel Officer
- f. Family Support Representative
- g. Union Representatives
- h. Public Affairs Officer (PAO)
- i. Labor Relations Specialist
- j. State Equal Employment Manager
- k. Technician Assistance Program Coordinator
- l. Safety and Occupational Health Officer
- m. Plans Operation and Military Support
- n. Director of Logistics
- o. Surface Maintenance Manager
- p. 200th Regiment (Leadership) Representative
- q. State Employee Representative
- r. Inspector General

2-2. Responsibilities.

- a. Works for and reports to the Adjutant General.
- b. Conducts initial threat assessment.
 1. Identifies Sources of Threats.
 - (a) External: Criminals, protesters, spouses, ex-spouses, customers, clients, etc.
 - (b) Internal: Employees, former employees, contract employees, etc.
 2. Identifies Precipitating Events (Loss of job, laid off, unemployment, retirement, passed over for promotion, rejection/end relationship, divorce, fatal attraction, discrimination, conflicts with supervisors/co-workers, victims of harassment, personal problems brought to work, drug/alcohol abuse, etc.)
- c. Reviews existing security and crisis plans and procedures.
- d. Develops contingency plan and establishes priorities to deal with threats/crisis situations.
 1. Protect human life.
 2. Prevent or minimize injury.
 3. Protect or reduce exposure of physical assets.
- e. Develops a basic employee relations statement that provides a framework for management/employee communication and conflict resolution.
- f. Evaluates organizational needs and makes recommendations to the Adjutant General.
- g. Develops responsive policies and procedures regarding verbal and physical threats.
- h. Assesses employee and leader perceptions regarding workplace climate as a result of internal procedures, external actions, and policies which increase stress, anxiety, or fear in the workplace.

CHAPTER 3 - PREVENTION

3-1. Policy.

a. It is the Alabama National Guard's policy to promote a safe environment for its employees, visitors, and members. The Alabama National Guard is committed to working with its employees to maintain a work environment free from violence, threats of violence, harassment, intimidation, and other disruptive behavior. Reports of such incidents shall be taken seriously and will be dealt with appropriately.

b. Possession or use of personal privately owned firearms in Alabama National Guard buildings and armories is prohibited except for possession of such firearms by authorized law enforcement officers.

3-2. Early Warning Signals. No one can predict human behavior and there is no specific "profile" of a potentially dangerous individual. However, indicators of increased risk of violent behavior are available. These are some of the indicators:

- a. Direct or veiled threats of harm;
- b. Intimidating, belligerent, harassing, bullying, or other inappropriate and aggressive behavior;
- c. Numerous conflicts with supervisors and other employees;
- d. Bringing a weapon to the workplace, brandishing a weapon in the workplace, making inappropriate references to guns, or fascination with weapons;
- e. Statements showing fascination with incidents of workplace violence, statements indicating approval of the use of violence to resolve a problem, or statements indicating identification with perpetrators of workplace homicides;
- f. Statements indicating desperation (over family, financial, and other personal problems) to the point of contemplating suicide;
- g. Drug/alcohol abuse; and
- h. Extreme changes in behaviors.

CHAPTER 4 - REPORTING AND RESPONSE

4-1. Reporting.

a. All employees will take threats and possible sources of trouble seriously and will report any incidents immediately to their supervisor or someone in their chain-of-command. A Crisis Response Phone Numbers Form is provided at Appendix 1 and should be used appropriately.

b. Report just the facts. Describe the act and the attacker, the where and when it happened, who witnessed it, and what was said by whom. To help document the facts, the Incident Report Form at Appendix 2 will be completed for all incidents and forwarded as soon as possible.

4-2. General Response.

a. A wire diagram recommending how to react to a given situation is at Appendix 3. Also at Appendix 4 is a sheet outlining some actions you should (or should not) take in a hostile or threatening situation. Review the information often so you will know what to do if you are confronted by an angry, hostile, or threatening customer or coworker. Each situation will be different and will require a judgment call on your part. Keep in mind that the safety and well being of our employees is always our first priority. Do not change anything at the scene where violence has occurred until released by proper authority.

b. Know how to use warning codes to alert others of danger.

c. Know how to reach safety quickly.

4-3. Specific Response - See Appendix 5.

CHAPTER 5 - TRAINING

5-1. Training Requirements. The following 3 entities have been identified for required training:

- a. Assessment Teams and the State Response Team.
- b. Full-time Civil Service, AGR and State of Alabama personnel employed with the Alabama Army and Air National Guard.
- c. M-Day members of the Alabama Army National Guard assigned to the 200th Regiment (Leadership)

5-2. Procedures.

a. Training will be coordinated and scheduled by AL-HRO. The 200th Regiment (Leadership) will locate and screen potential instructional programs in cooperation with AL-HRO to determine the most professional and affordable program. AL-HRO will determine the audience to attend the initial sessions with the intent being to train supervisors who will return to their organizations and conduct a training session similar to the one they received.

b. AL-HRO will coordinate with the ARNG Multi-Media Center located at Ft. Rucker, Alabama to capture and edit the training sessions. The ARNG Multi-Media Center will prepare a video, which will be viewed by all new employees as a portion of their inprocessing procedure. AL-HRO will obtain enough copies of the video in order to provide a copy to all supervisors who will be conducting the training for their subordinates.

c. The 200th Regiment (Leadership) is responsible for adapting the instruction and developing an instructor core to expand the target audience to all members of the AL ARNG and AL ANG.

CHAPTER 6 - ASSESSMENT TEAMS

6-1. Organizational Assessment Team

a. This team will be command based and will be established at each Army Guard MACOM and subordinate elements down to battalion, each Air Guard Wing and Geographically Separated Unit, and each purely TDA organization down to Division Chief levels.

b. The members will include legal, security, medical, safety, union representative, and personnelists.

6-2. State Assessment Team. This team will be comprised of the State Provost Marshall, Union Representative (Air and Army), State Judge Advocate, State Safety Officer, Medical Personnel, and the Technician Assistance Program Coordinator.

6-3. Duties. These teams will be responsible for routinely assessing the work areas for risks and making recommendations for appropriate strategies and security measures to protect the employees and workplace. The Security Inspection Checklist at Appendix 6 can be used and modified as necessary.

6-4. Reporting. All recommendations will be promptly provided in writing to the State Response Team.

6-5. Training. Assessment Team members will need to be trained in the following areas: threat assessment, fact finding/investigation, crisis counseling, conflict resolution, and mediation.

CHAPTER 7 - STATE RESPONSE TEAM

7-1. Purpose. The purpose of the State Response Team (SRT) is to effectively react to traumatic incidents thus reducing the impact of the incident on employees or the organization. These incidents include but are not limited to:

- a. Workplace Violence
- b. Criminal Acts Against Employees

7-2. Responsibilities. The team will be organized and trained to respond to a crisis, in accordance with established policies and procedures.

7-3. Membership. The selection of individuals for the team is very important. To be effective, certain sections/commands must be represented on the State Response Team. However there are three (3) basic things that should be considered when choosing its membership.

- a. Strong Organizational and Planning Skills
- b. Sensitivity and People Skills
- c. Broad Organizational Representation

7-4. Function:

a. The State Response Team will be the organization at State level to oversee the ALNG Workplace Response Program. The SRT will:

1. Respond to any reported violation of the Adjutant General's zero tolerance policy toward workplace violence;
2. Receive all reports of threats or violent acts;
3. Verify and investigate threats or violent acts. Gather as much information as possible from the supervisor, co-workers, employee records, etc.;
4. Determine the level of risk, using available resources and determine the best course of action. The action recommended will be based on a complete analysis of the incident. Once this analysis is completed, the HRO, the Chief of Staff (Army), or the Director of Support (Air) will discuss the situation with the immediate supervisor of the offending individual, recommending appropriate adverse or disciplinary action in accordance with applicable established regulation/guidelines (i.e. AR's, NGR's, SMDR's, TPM, and State Regulations).

5. Use established regulatory procedures to interview the violent employee to gather information.

6. Notify local law enforcement when appropriate.

7. Implement and monitor the plan of action.

8. Document all activities of the SRT.

b. In the event of a crisis, the SRT will be responsible for interfacing with police, paramedics, and the public. Also, within the scope of their training, assist distressed employees.

7-5. Organizational Chart for Response Team:

TAG



Deputy Adjutant General (Army) and Assistant Adjutant General (Air)



Response Team

Chairpersons: HRO (FTS), COS (Army) and Director of Support (Air)

Supv Pers Mgmt Spec
Military Personnel (Air)
State Aviation Officer
Safety
Chaplain
Medical

Mil Duty Mgmt Officer
Military Personnel (Army)
Public Affairs
Cont Facility Maint Officer
Employee Relations Specialist
Surface Maintenance Manager

JAG
Security
TAP Coordinator
Union (ACT)
Security
POMS

and

One Representative from each Major Command

HQ AL ANG
187th Fighter Wing
117th Air Refueling Wing
226th Combat Communication Group

HQ STARC
167th Support Command
62nd Troop Command
122d Chemical Brigade
142nd Signal Brigade
20th Special Forces

BY ORDER OF GOVERNOR SIEGELMAN



WILLIE A. ALEXANDER
Major General, AL-ARNG
The Adjutant General

OFFICIAL:



WILLIAM H. PETTY
Colonel, AL ARNG
Human Resources Officer

DISTRIBUTION:

A

CRISIS RESPONSE PHONE NUMBERS

DIAL 911 OR EMERGENCY #

CALL POLICE:

FIRE DEPARTMENT:

HOSPITAL:

AMBULANCE:

SUPERVISOR:

NEXT HIGHER HEADQUARTERS:

ASSESSMENT TEAM:

HUMAN RESOURCES OFFICER:

CHIEF OF STAFF (ARMY):

DIRECTOR OF SUPPORT (AIR):

GIVE LOCATION AND DETAILS OF EXISTING EMERGENCY OR CRISIS.

PROVIDE SUFFICIENT INFORMATION FOR A RESPONSE.

GO TO A SAFE AREA.

APPENDIX 1

INCIDENT REPORT FORM

1. DATE/TIME CONTACTED HRO/COS (ARMY)/DIRECTOR OF SUPPORT(AIR):

2. INDIVIDUAL CONTACTING HRO/COS/DIRECTOR OF SUPPORT:

3. DATE/TIME OF INCIDENT:

4. TYPE OF INCIDENT:

PHYSICAL VIOLENCE	YES	NO
THREATENING BEHAVIOR	YES	NO
BIZARRE BEHAVIOR	YES	NO
OTHER _____	YES	NO

5. COMPLETE IN DETAIL: (ATTACH ADDITIONAL PAGES AS NEEDED)

A. WHO (List all individuals involved)

B. WHAT (A detailed description of the incident)

C. WHEN (Date/time - Start and End)

D. WHERE (Location of where the incident took place)

6. ADDITIONAL INFORMATION:

APPENDIX 2

INCIDENT GUIDE FOR WORKPLACE VIOLENCE

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

NO YES → Immediately call the police, clear the area, and notify your supervisor or someone in your chain-of-command.

↓

2. Is physical violence involved?

NO YES → Call the police if necessary, attempt to remove or have the aggressor removed from the area. Notify your supervisor or someone in your chain-of-command. Be very careful whatever action is taken that it does not increase the danger or physical violence to those involved.

↓

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

NO YES → Get the facts, remove the individual from the area if necessary, talk with the aggressor on the seriousness of the incident, notify your supervisor or someone in your chain-of-command.

↓

4. Is the action one of bizarre behavior?

NO YES → Get the facts, talk to the individual to identify the problem, remove the individual from the work area if necessary, notify your supervisor someone in your chain-of-command.

APPENDIX 3

COPING WITH THREAT AND VIOLENCE

For an angry or hostile customer or coworker

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

For a person shouting, swearing, and threatening

- Signal a coworker, or supervisor, that you need help.
- Use a duress alarm system or prearranged code words.
- Do not make any calls yourself.
- Have someone call security or local police.

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

- Stay calm. Quietly signal for help.
- Use a duress alarm or 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.
- Watch for a safe chance to escape to a safe area.

Telephone Threats

- Keep calm. Keep talking.
- Don't hang up.
- Signal a coworker to get an extension.
- Ask the caller to repeat the message and write it down.
- Repeat questions if necessary.
- For a bomb threat, ask where the bomb is and when it is set to go off.
- Listen for background noises and write down a description.
- Write down whether it's a man or a woman; pitch of voice; accent; anything else you hear.
- Try to get the person's name, exact location, telephone number.
- Signal a coworker to immediately call security or the local police.
- Notify your immediate supervisor.

APPENDIX 4

Checklist for Employee Workplace Violence Threats

Today's workplace is frequently the site of workplace violence. Frequently, specific verbal threats are communicated by an employee to co-workers, supervisors, or others. **In today's world there is no such thing as a "joke"**. Every episode of a threatening remark by any employee is to be immediately communicated to the person in charge of the facility/operation. Every person should understand that threats of workplace violence are extremely serious. It is impossible to conclude that any person making a threatening statement "really does not mean it" because the only way we have to determine if the threat is real or not is for the threat to be carried out. Therefore, these instructions are issued and should be followed in every case involving a threat of workplace violence.

1. The supervisor or person in charge of any facility where a threat of violence is made should immediately report the threat. Threats involving FTS personnel will be reported to HRO. Threats involving M-Day personnel will be reported to the Chief of Staff's Office for the AL ARNG or to the Director of Support for the AL ANG.

2. Immediate action should be taken to remove the person making the threat from the environment. This may be accomplished by contacting local law enforcement authorities. Employees should not attempt to handle this matter. Immediate action should be taken by the supervisor to initiate whatever type of leave is available to remove the employee from the workplace environment until a complete investigation is completed. If the employee is a technician, the immediate removal from the workplace environment should be in accordance with the Technician Personnel Manual for Supervisors. If the employee is a state employee, action to remove the employee from the immediate work environment should be consistent with the rules of the State Personnel Board. If the employee is a full time AGR member, appropriate action to remove the employee from the workplace must be coordinated with the Military Duty Management Office.

3. A complete and thorough investigation should be immediately undertaken to determine the facts and circumstances surrounding the alleged threat. This investigation must be completed not later than five calendar days after the threat has been communicated. The investigation should include statements from every person who heard the alleged threat and must include statements regarding the facts and circumstances in which the threat was communicated.

4. The report of investigation must be delivered (FTS to HRO, M-day Army to Chief of Staff, M-day Air to Director of Support) not later than five days after the initiation of the investigation. The report of investigation, in consultation with appropriate staff members, shall be reviewed and a recommendation for appropriate disciplinary action will be initiated if the threat is shown to have been made.

APPENDIX 5

5. The employee making the threat may be referred to any available employee assistance office.

6. Any recommendation for disciplinary action must be made not later than seven calendar days after the initiation of the investigation.

7. The employee shall not be allowed to return to the work site after being removed. Any personal property belonging to the employee will immediately be inventoried and secured by the supervisor. If the employee communicating the threat wishes to obtain his personal property before this matter is resolved, they may do so by communicating in writing, to the person in charge of the facility/operation. Property will then be mailed by certified mail, return receipt requested, to the employee's last known address.

8. The employee communicating a threat will not be allowed into the work site or any other facility pending the outcome of any disciplinary hearing. If the employee is found not to have communicated the threat, the employee will be returned to his work assignment and shall be entitled to any pay or allowances that have been withheld. Normally no pay or allowances will be withheld pending the outcome of disciplinary action. Any accusation of communicating a threat in the workplace that is made by any co-employee and is later found to be unfounded or without substance shall constitute a basis for a disciplinary action against the person reporting the threat.

9. It is to be emphasized that employees who are the subject of the threat should contact civilian law enforcement immediately and should take all action to safeguard their person. **This does not allow an employee who has been threatened to bring unauthorized weapons into areas where personal weapons are not allowed.**

10. If possible, when the employee making a threat is removed from the workplace all keys to sensitive areas, including the work site itself, should be taken from the person of the employee who has been accused of making the threat.

11. The employee must be notified by first class mail not later than the day following the removal from the work site that he is barred from entering upon any work area he has previously occupied until the report of investigation and recommendation for possible disciplinary action has been completed. The supervisor communicating this directive should not delay any attempt to contact civilian law enforcement upon receiving notice of the threat. Notification to the employee can be by regular United States First Class Mail.

APPENDIX 5

12. It is to be emphasized that supervisors or other employees should not attempt to take this matter into their own hands but should immediately contact civilian law enforcement personnel, or where appropriate military law enforcement, to cause an employee who has communicated a threat to be removed from the work site.

13. Upon receipt of this document every supervisor shall communicate to employees under his supervision that **"all threats of workplace violence will be treated the same and will result in removal from the work site until investigation and recommendation for disciplinary action is completed."**

14. Supervisors or other employees are encouraged not to attempt to "evaluate" a threat but rather to follow these instructions upon learning of a work place violence threat. Again, it is to be emphasized that the only true way to know if a threat is valid or not is to wait until the threat is carried out.

15. The policy enunciated in this communication directs supervisors to institute this procedure for **any and all** threats of workplace violence. Even if the subsequent report of investigation determines the threat of workplace violence was a "joke" it can and will form the basis of appropriate disciplinary action.

APPENDIX 5

SELF INSPECTION SECURITY CHECKLIST

FACILITY:

INSPECTOR:

DATE OF INSPECTION:

	YES	NO
I. Security Control Plan (If yes, does it contain)		
a. Policy Statement		
b. Review of Employee Incident Exposure		
c. Methods of Control (If yes, does it include)		
1. Engineering		
2. Work Practice		
3. Training		
4. Reporting Procedures		
5. Recordkeeping		
6. Counseling		
d. Evaluation of Incidents		
e. Floor Plan		
f. Protection of Assets		
g. Computer Security		
h. Plan accessible to all employees		
i. Plan reviewed and updated annually		
j. Plan reviewed and updated when tasks added or changed		
II. Policy Statement By Employer		
III. Work Areas Evaluated by Employer (If yes, how often?)		
IV. Engineering Controls (If yes, does it include)		
a. Mirrors to see around corners and in blind spots		
b. Landscaping to provide unobstructed view of workplace		
c. "Fishbowl effect" to allow unobstructed view of interior		
d. Limiting the posting of sale signs on windows		
e. Adequate lighting in and around the workplace		
f. Parking lot well lighted		
g. Door Control(s)		
h. Panic Button(s)		
i. Door Detector(s)		
j. Closed Circuit TV		
k. Stationary Metal Detector		
l. Sound Detection		
m. Intrusion Detection System		
n. Intrusion Panel		
o. Monitor(s)		
p. Video Tape Recorder		
q. Switcher		
r. Hand held video camera		
s. Personnel traps ("Sally Traps")		
t. Other		
V. Structural Modifications (Plexiglas, glass guard, wire, partition, etc.) If yes, comment.		

APPENDIX 6

SELF INSPECTION SECURITY CHECKLIST (CONT)

	YES	NO
VI. Security Guards (If yes:)		
a. Are there an appropriate number for the site?		
b. Are they knowledgeable of the WV Prevention Plan?		
c. Indicate if they are:		
1. Contract Guards		
2. In-House Employees		
d. At entrance?		
e. Building Patrol?		
f. Guards provided with communication? If yes, indicate what type:		
g. Guards receive training on WV situations?		
Comments:		
VII. Work Practice Controls (If yes, indicate:)		
a. Desks clear of objects which may become missiles		
b. Unobstructed office exits		
c. Vacant (bare) cubicles available		
d. Reception area available		
e. Visitor/Customer Sign In/Out		
f. Visitor(s)/Customer(s) escorted		
g. Barriers to separate customers from work area		
h. One entrance used		
i. Separate interview area(s)		
j. I.D. Badges used		
k. Emergency numbers posted by phones		
l. Internal phone system (If yes, indicate:)		
1. Does it use 120 VAC building lines?		
2. Does it use phone lines?		
m. Internal procedures for conflict		
n. Procedures for employee dismissal		
o. Limit spouse and family visits to designated areas		
p. Key control procedures		
q. Access control to the workplace		
r. Objects which may become missiles removed from area		
s. Parking prohibited in fire zones		
t. Other		
VIII. Off Premises Work Practice Controls		
a. Trained in hazardous situation avoidance		
b. Briefed about areas where they work		
c. Have reviewed past incidents by type and area		
d. Know directions and routes for day's schedule		
e. Previewed customer's case history		
f. Left an itinerary with contact information		
g. Have periodic check-in procedures		
h. After hours contact procedures		

SELF INSPECTION SECURITY CHECKLIST (CONT)

	YES	NO
i. Partnering arrangements if deemed necessary		
j. Know how to control/defuse potentially violent situations		
k. Supplied with personal alarm/cellular phone/radio		
l. Limit visible clues of carrying money/valuables		
m. Carry forms to record incidents by area		
n. Know procedures if involved in incident		
IX. Training Conducted (If yes, is it:)		
a. Prior to initial assignment		
b. At least annually thereafter		
c. Does it include:		
1. Components of security control plan		
2. Engineering and workplace controls instituted at site		
3. Techniques to use in potentially volatile situations		
4. How to anticipate/read behavior		
5. Procedures to follow after an incident		
6. Periodic refresher for on-site procedures		
7. Recognizing abuse/paraphernalia		
8. Chance for questions and answers with instructor		
9. On hazards unique to job tasks		
X. Written Training Plans Kept		
XI. Are Incidents Reported (If yes, are they:)		
a. Reported in written form		
b. First Report of Injury Form (If employee loses time)		
XII. Incidents Evaluated		
a. Technician Assistance Program (TAP) counseling offered		
b. Other action (Reporting requirements, suggestions, reporting to local authorities, etc.)		
c. Are steps taken to prevent recurrence?		
XIII. Floor Plans Posted Showing Exits, Entrances, Location of Security Equipment, Etc. (If yes, does it:)		
a. Include an emergency action plan		
b. Include an evacuation/disaster contingency plan		
XIV. Do Employees Feel Safe		
a. Have employees been surveyed for their concerns		
b. Has the employer used the crime prevention services and/or lectures provided by the local or state police		

COMMENTS:

RECOMMENDATIONS: