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Personnel

VIOLENCE IN THE WORKPLACE

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This instruction implements and extends the guidance of AFRPD 36-27, *Social Action*. It establishes a crisis management plan and team for responding to, evaluating, and preventing workplace violence. It also provides guidance for managers, supervisors, and employees in responding to workplace situations involving violence, alcohol and other drug use, intoxication, or distribution of drugs. This instruction applies to all individuals at the 440th Airlift Wing, located at General Mitchell IAP-ARS WI.

1. Basic Authority:

1.1. Wing Commander. The 440 AW Commander will publish a statement that states violence and aggression, either from within or outside this organization, is incompatible with federal employment and will not be tolerated.

1.1.1. When a potential for violence has been identified, the wing commander will assemble a crisis management team to assess the situation and recommend appropriate preventive measures and course of action (paragraph 1.4.).

1.1.2. The wing commander and other management officials have the responsibility to make employment decisions. This includes taking preventive action and intervening in situations that may lead to workplace violence, including ensuring a safe and secure work environment.

1.2. Supervisors. Supervisors must maintain an environment which promotes good interpersonal relationships, and in effect:

1.2.1. Be aware of the cultural and religious diversities of employees and create a work environment free from discrimination.

1.2.2. Keep employees informed of rules and standards of conduct, and maintain conduct and discipline consistent with established policy and procedures.

- 1.2.3. Promote job ownership by involving employees and their labor representatives in decision-making processes that affect personnel policies, procedures, or working conditions.
 - 1.2.4. Empower employees to do their work.
 - 1.2.5. Promote good lines of communication by being receptive to information.
 - 1.2.6. Document and immediately investigate all reported threats of violence and reports of suspected use or intoxication from alcohol or other drugs in the workplace.
- 1.3. Employees. Employees should discharge their duties conscientiously, respect the administrative authority of those directing work, and observe laws, rules, regulations, and policies governing conduct. Employees should report all instances of threatened violence, and all instances where warning signs are observed, through one of the following channels:
- 1.3.1. Immediate supervisor, manager, or Division Chief above immediate supervisor, within the chain-of-command.
 - 1.3.2. Civilian Personnel Office (DPC) if the situation involves a civilian.
 - 1.3.3. Military Personnel Office (DPM) if the situation involves a military member.
 - 1.3.4. Security Forces if direct intervention is required. In the case of an IMMEDIATE EMERGENCY, i. e., a direct threat to life or property, call security Police. Be prepared to accurately describe the situation and exact location. This will ensure that the appropriate response is sent.
- 1.4. Crisis Management Team. When a threat for violence exists, the Battle Staff is convened in order to immediately assess the situation and recommend appropriate action to ensure a safe working environment.
- 1.4.1. The team will be augmented with appropriate management representatives and other officials with special skills deemed necessary, on a case-by-case basis.
 - 1.4.2. Team members will share information in order to resolve and determine appropriate corrective and preventive measures and will also ensure that privacy and confidentiality are preserved.
 - 1.4.3. The Battle Staff and supporting activities have the following responsibilities:
 - 1.4.3.1. Wing Commander. chairs the team, decides when to convene the team and which members should be included, based upon the nature of the incident.
 - 1.4.3.2. Military Personnel Flight. Provides advice and information on matters related to military members' benefits, entitlements, and assistance programs, and provides managers guidance on taking disciplinary actions, personnel movement, and other options on a case-by-case basis.
 - 1.4.3.3. Civilian Personnel Flight. Provides advice and information on matters related to civilian employees' benefits, entitlements, and Employee Assistance Program, and provides managers guidance on taking disciplinary or adverse action, personnel movement, and other options on a case-by-case basis.
 - 1.4.3.4. Staff Judge Advocate. Provides legal advice and support to the commander, managers, and supervisors.
 - 1.4.3.5. Security Police. Provides technical assistance in physical security protection, personnel security administration, and investigative services.

1.4.3.6. Employee Assistance Program. Provides initial counseling to assist clients in problem identification and short-term coping techniques. Provides referral service, if required. Assists management in assessment of an individual's potential for acts of violence.

1.4.3.7. Chaplain. Provides spiritual and emotional assistance to military victims, family, co-workers, and other affected parties.

1.4.3.8. Public Affairs. Deals with local and national media in response to requests for information.

1.4.3.9. Union Representatives. Work with management and employees in support of a safe working environment.

1.4.3.10. Family Readiness Office. Works with management and primarily military members and their families to resolve potential problems.

2. Violence Prediction and Prevention:

2.1. Commanders, managers, and supervisors will:

2.1.1. Create a Positive Work Relationship. Provide a sound framework for management and employee relationships. Treat everyone with dignity and respect.

2.1.2. Immediately consult with the appropriate management official, military or civilian personnel representative if an employee exhibits profile characteristics of a violent employee or has been identified as a drug or alcohol abuser.

2.1.3. Promote communication channels that keep employees from feeling helpless. Allow these channels to be used to resolve conflict. Individuals who know that they can approach management, or use one of the reporting or complaint resolution processes without fear of reprisal, will generally be confident that their concerns will be taken seriously and respected.

2.1.4. Consider the following when dealing with employees who are receiving disciplinary or adverse actions and who may have the potential for violence:

2.1.4.1. A disciplinary or adverse action is highly stressful and may trigger a violent act.

2.1.4.2. Disciplinary or adverse action notices should be given at the earliest opportunity considering factors such as the availability of support if problems are anticipated. If an employee meets the profile for violence, have another management official present when the notice is given. Ensure the availability of legal, civilian personnel, military personnel, or security, if necessary. If the action is termination of employment, provide an escort from the location of the termination meeting to the exit of the building.

2.1.4.3. Allow employees to remove personal items from the desk or work area only in the presence of the supervisor.

2.1.4.4. Notify employees placed on leave, indefinite suspension or otherwise in a non-duty status by registered mail. If hand delivery is necessary, make arrangements through security for an escort.

2.1.5. Consider Physical Security Measures. Air Force facilities provide general physical security protection from violence by casual visitors. This is not the case in workplace violence that may occur without warning from co-workers, from customers granted access to conduct business,

or from friends or family members who request entry to visit an employee. These vulnerable situations require increased security consciousness, and appropriate precautionary steps by supervisors and employees.

2.1.5.1. Never meet alone with customers where circumstances are confrontational. Assess each situation and take appropriate safeguards.

2.1.5.2. Inform the Battle Staff in cases where a restraining order has been issued or an employee otherwise fears for his/her safety from an abusive individual. This will ensure that the person identified will not be allowed access, and that the proper authorities are notified.

2.1.5.3. Conduct periodic physical security surveys. Assess the need for increased security measures and alternatives.

3. Reporting Observations and Conducting Investigations:

3.1. Commanders, managers and supervisors will:

3.1.1. Report any act of violence or any statement that is perceived to be threatening, made in the presence of any employee, and concerns the 440 AW or the person making the statement. Employees who may be concerned about reporting incidents to the immediate supervisor because the incident involves the supervisor, or who don't want to be known as a troublemaker by co-workers, or may be afraid of jeopardizing their own safety, should report the incident to their supervisor, Division Chief, or one of the supporting activities. The importance of reporting such incidents cannot be overstated.

3.1.2. Conduct an Immediate Investigation. When a threatening statement or threatening behavior is observed by the supervisor, or reported by an employee to someone other than the supervisor, the Battle Staff must be notified and will conduct or direct an immediate investigation.

3.1.2.1. The designated team member first interviews the person who made the report.

3.1.2.2. The interview should determine the exact statement made or the exact behavior that occurred, the circumstances surrounding the statement or behavior, the relationship between the parties involved, and the names of any others who may have witnessed the incident.

3.1.2.3. All witnesses should be interviewed and all interviews should be conducted by the same person, thereby allowing a more accurate assessment of the information.

3.1.2.4. The Battle Staff will evaluate the results, and recommend appropriate action.

3.2. Determine the Course of Action:

3.2.1. The Crisis Management Team will:

3.2.1.1. Ensure the checklist is completed by the individual who reported the incident, any witnesses, the supervisor, and by the team member conducting the initial investigation. This documentation may be used later if disciplinary or other adverse action is warranted.

3.2.1.2. Immediately call security for assistance when there is any actual or threatened violence. Take precautions necessary to preserve the safety of all employees.

3.2.1.3. Instruct the supervisor or person who has responsibility in the work area where the actual or threatened violence has/is expected to occur to:

3.2.1.3.1. Try to calm the situation, if possible, pending arrival of security personnel. If the employee is uncontrollable, or poses an immediate threat to self, others, or government property, call Security Police. The supervisor should accompany security or the police and the employee, complete the checklist, provide a written statement, or otherwise document the situation.

3.2.1.3.2. Remove the employee from the workplace and restrict the employee from entry pending a complete investigation and decision on appropriate action. Coordinate such action with the Battle Staff prior to implementation.

3.2.1.3.3. Initiate immediate action to ensure the employee is placed in a non-sensitive position, until a final suitability determination is made if the employee has access to classified material or performs sensitive duties. This applies to employees assigned to critical-sensitive or non-critical-sensitive positions, and other positions that involve national security, the protection of life and property, public health or safety, or other functions requiring a high degree of trust and confidence.

3.2.1.3.4. Instruct the supervisor to gather all information, facts, and circumstances leading to and supporting all actions. Contact DPC for civilian employees or DPM for military members for appropriateness of disciplinary action and referral to an employee assistance program.

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Commander