



UNIT - 4

DESIGN TRAINING AND RESPONSE PROGRAMS FOR ANGER MANAGEMENT

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Describe what workplace violence is
- ✓ Identify some warning signs of violence

Unit 4

Design Training and Response Programs for Anger Management

Developing a Program

Norman Keith has identified an eight-step plan for developing a training program. The most important element is that the training program is unique to the workplace and based on the results of the risk assessment.

Step One: Analysis

Analyze the situations to identify the areas for training. This can often be taken from the risk assessment.

Step Two: Definition

Decide what preventative actions you want to train employees in to address the areas identified in step one. Examples: self-defense, problem solving, or negotiation.

Step Three: Skill Identification

What skills, knowledge, and abilities will participants need to perform the actions identified in step two?

Step Four: Objectives

Identify the learning objectives for the training. Some examples: understand how to defuse a violent situation, identify some self-defense methods that will work for you, or develop some negotiation skills.

Step Five: Develop the Program

Now that you have identified the purpose of the program, specific learning objectives, and skills to be learned, you can develop the program itself. Items to be prepared will include the content, delivery methods (such as lecture, group work, or case studies), and any equipment to be used (such as a projector, VCR, white board, or flip chart).

Step Six: Develop Measurements

Summary

Remember that training will differ depending on the organization. Even within an organization, different training should be given to managers, employees, security personnel, and human resource personnel. You will likely want expert help on developing and delivering your workplace violence training.

Developing Emergency Response Plans

Guide to Developing a Plan

Events to Plan For

Another key aspect of violence prevention is developing a plan in case something does happen. This can stop threatening behavior before it escalates into violence. As well, if a violent incident does occur, you want to minimize the number of casualties.

You cannot prepare for every type of violent incident or crisis. As well, plans will differ from organization to organization. Some of the incidents you must be prepared for include:

- ✓ Harassment
- ✓ Robbery
- ✓ Threats
- ✓ Assault
- ✓ Rape
- ✓ Homicide
- ✓ Suicide
- ✓ Domestic violence
- ✓ Stalking
- ✓ Hostage incidents
- ✓ Terrorist attacks

People to Include

Like training programs and security measures, the policy needs to be developed by a team of people, including the risk assessment team, senior management, human resources representatives, and local law enforcement. You will likely also want legal counsel and experts in the various areas.

Items to Address

Some items to address in your emergency response plan will include:

- ✓ What the worker should do if the incident happens to them
- ✓ What the worker should do if they witness an incident
- ✓ What escape routes should be used
- ✓ What security procedures they can take
- ✓ Who they should inform (for example, press panic button, call 911, or call security)
- ✓ How the responsible party should proceed, including how to inform staff
- ✓ How staff should respond when a particular emergency is declared

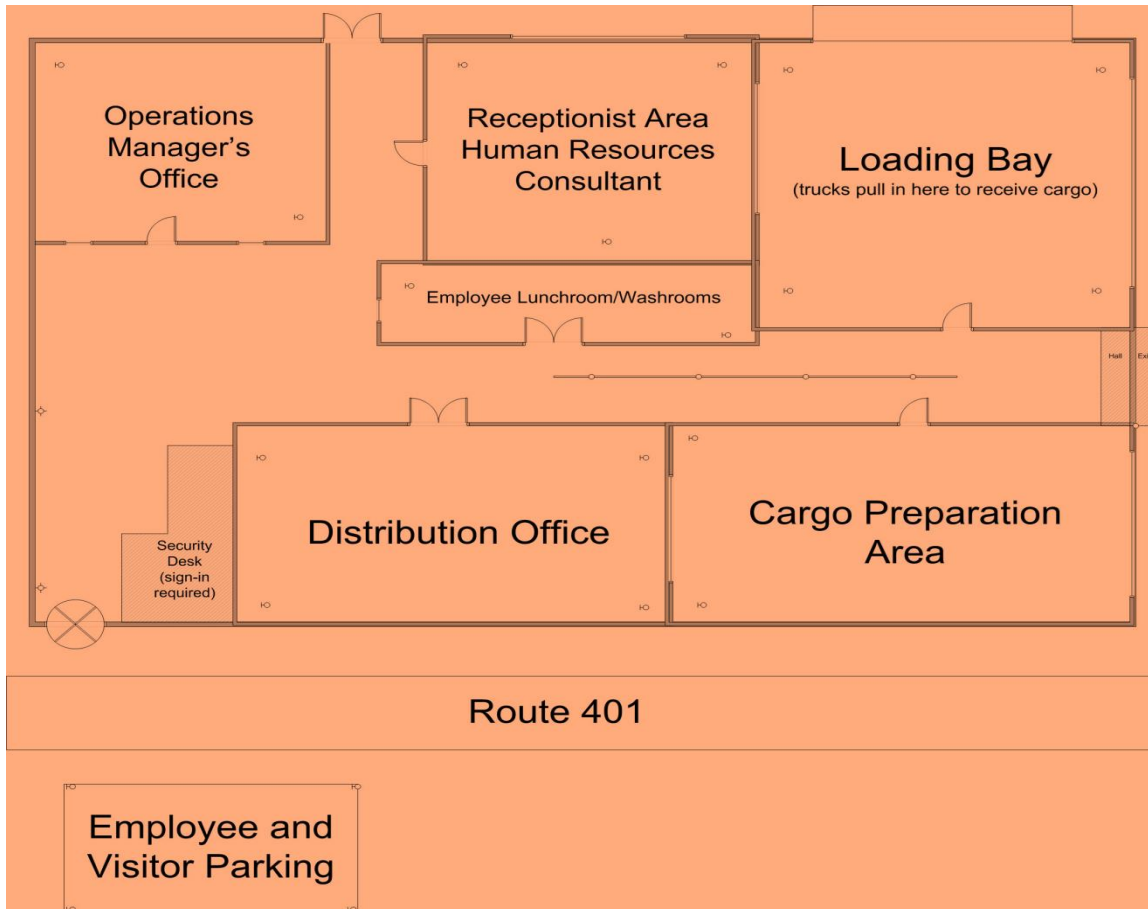
Emergency Response Plans for the Acme Widgets Company

Case Study

The Acme Widget Company manufactures and distributes widgets. It occupies the main floor of a warehouse in a waterfront neighborhood that has experienced gang violence. Employees use public parking across the street.

The floor plan looks like this:





The staff and their hours are outlined below. (The Acme Widgets Company made some changes based on their risk assessment.)

Staff Member	Responsibility	# of Staff	Hours Worked
Security guards	Patrol every half hour	6	7 am to 7 pm (Sun-Wed)
	Monitor security desk and cameras	6	7 am to 7 pm (Thu-Sat)
		6	7 pm to 7 am (Sun-Wed)
	Two guards are stationed inside cargo bay at all times	6	7 pm to 7 am (Thu-Sat)
		1	Backup; varies
Operations manager	Oversee all staff	1	8 am to 4 pm
Distribution clerks	Check invoices and	2	7 am to 7 pm (Sun-Wed)

	prepare cargo	2	7 am to 7 pm (Thu-Sat)
	Transport cargo to loading bay	2	7 pm to 7 am (Sun-Wed)
		2	7 pm to 7 am (Thu-Sat)
		1	Backup; varies
HR consultant	Manage all human resource issues, including personal counseling, hiring, firing	1	8 am to 4 pm, although can be called in off-hours
Receptionist	Respond to incoming phone calls, e-mails, faxes	3	8 am to 4 pm
		2	4 pm to midnight
	Prepare invoices and send to distribution clerks	2	Midnight to 6 a.m.
Warehouse workers	Let trucks into loading bay, place cargo onto trucks, and ensure paperwork is signed and cash received	4	8 am to 4 pm
		4	4 pm to midnight
		4	Midnight to 6 a.m.

Security systems include:

- ✓ Panic button in each room and in hallway that alerts the security desk that there is an emergency
- ✓ Intercom from each room to security desk
- ✓ Security guards have walkie-talkies to communicate
- ✓ Security desk has a lockdown command that locks all doors and windows
- ✓ Security desk also has direct line to police, fire, and ambulance that is separate from house line

Task

Develop a basic emergency response plan for your assigned threat.

These auditing procedures should be outlined in the violence prevention policy.

Developing a Threat Response Process

Introduction

Drs. James Turner, Michael Gelles, and Chris Hatcher have spent decades managing, preventing, and responding to workplace violence. Their research has changed the way thousands of organizations respond to workplace violence and has saved hundreds of lives.

Today we are going to walk through their 14-stage process of responding to a violent threat. Yesterday we emphasized how one size does not fit all when it comes to developing a violence prevention program and policy. The same goes for the violence response process; your organization should modify this process to reflect its policies and plans. However, today will give you a good framework to base your response process on.

The 14 Stages

Here is an overview of the 14 stages.

1. Immediate response and investigation
2. Review of incident response and decisions with labor and threat assessment experts
3. Identification of further information needed
4. Review of security
5. Determine re-evaluation factors
6. Determine threatened individuals and develop action plan
7. Determine interviewing need
8. Determine who will conduct interview
9. Determine risk level and response
10. Review of investigation
11. Determine legal options (civil or criminal)
12. Co-ordinate on site security responses
13. Co-ordinate off site security responses
14. Track individuals impacted

The Threat Review Team

A threat review team is key to these threat response stages. This team should be made up of people who have experience in assessing and managing workplace threats. Members should include human resource consultants, management, and security personnel. It is also wise to have experts in law and threat

assessment available; these resources can be internal or external. You may also require additional experts depending on the situation and your specific organization.

The Immediate Response

What To Do When Violence Happens

Employee Responsibilities

If an employee witnesses or is the victim of violence in the workplace, the first thing they need to do is protect themselves. They should get as far away from the violent person as possible, preferably to the security desk.

Once the employee is safe, they can then concern themselves with protecting others. They should also initiate any appropriate alarms, notify security, and then notify management and/or human resources. (All of these steps should be explained in the organization's emergency response plan.)

Next Steps

Human resources, security personnel, or management should then take the following steps. (The proper person to perform these steps should also be explained in the organization's emergency response plan.)

- ✓ Call police.
- ✓ Secure work area where violence occurred.
- ✓ Preserve the scene's integrity while ensuring the safety of workers.
- ✓ Ensure that no area is left short-staffed and that employees remain in groups.
- ✓ Assess the scene for safety hazards (such as broken glass, weapons, or blood).
- ✓ Quickly debrief affected workers, including victims and witnesses. These conversations must be kept confidential.

Stage One of the Threat Response Process

Once the scene is secured and workers are safe, management needs to decide if the incident warrants triggering the threat response process.

If the process is triggered, then the threat assessment team must gather the following information:

- ✓ Description of the threat or threatening behavior
- ✓ Determine immediate action (call police) versus prompt action (team review)

- ✓ Determine if threat is general (directed towards company) or specific (directed to a building or person)
- ✓ Determine who heard/observed/received the threat or threatening behavior
- ✓ Determine if team or manager has any knowledge of warning signs (threat, threatening communication, angry outbursts, or violence)
- ✓ Determine level of distress by persons receiving, observing, or being targeted
- ✓ Determine if threat requires immediate security presence or removal of employees from environment
- ✓ Determine availability of external consultants and contact as needed

We recommend setting up a command center in a safe location and recording all information on a white board or flip chart in an organized manner.

Obviously the shape this process will take depends on the threat. If a person walks into a bank with a gun, there's no time for the threat assessment team to sit down and decide what to do. In this case, the threat is immediate, so it would make sense for the emergency response plan to be activated immediately.

However, let's say that one of your employees receives a letter stating that the bank will be bombed tomorrow. In this case, the threat assessment team would have time to have a meeting, perform basic fact-finding as described above, and determine a course of action.

Case Study

Robert has worked for the Acme Widgets Company for ten years as a warehouse worker. He hated his job, hated the manual labor, and hated the long hours, but he stuck it out because he had to support his family. Yesterday, Joe Smith (the operations manager) took him into his office. He said, "Robert, I've got some bad news. We lost the DHP contract, so we're going to have to lay you off in two weeks. We'll pay out your vacation, of course..."

But just then Robert interrupted him. He stood up, leaned over the desk, and said, "I'll be back here tomorrow, but not to work. I'm going to bring in a gun and kill every single miserable person that works here." With that, he stormed out of the office, past the security desk, and out the door. Joe then called the head of the threat assessment team and asked that the threat assessment process be launched.

Questions

What was the threat or threatening behavior?

Who heard the threatening behavior? Who witnessed the threatening behavior?

Is the team or manager aware of any warning signs? If so, what were they?



What is the level of distress of the threatened persons and the witnesses?

Does the threat require immediate security presence?

Does the situation warrant removal of employees from the workplace?

Does the threat require immediate police response?

What external consultants should be brought in?

Consulting with the Experts

Stage Two

Once the threat assessment team has established the basic facts of the case, they should bring in (or have a conference call with) their external consultants.

One member of the threat assessment team should be appointed spokesperson. They should have a summarized report prepared, outlining the facts gathered in Stage One.

In order for the consultants to provide the best information, you should ensure that the facts gathered in Stage One are as correct and precise as possible and that only the facts are conveyed, not impressions, judgments, or opinions.

The information gathered in the conference call should be noted and added to the Stage One analysis. Once again, it is important that the recorded notes be as correct and precise as possible.

Gathering Additional Information

Gathering Information

Stage Three



The third stage is to determine what additional information needs to be gathered, from whom, and how. You will want to interview employees and people outside the workplace to gather information. You may also want to perform a background check; be sure you check this with your Human Resources department to make sure it's legal. And, you may want to establish a liaison with local law enforcement, if appropriate.

Case Study

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Questions

Who in the workplace will need to be interviewed?

What questions would you ask each person?

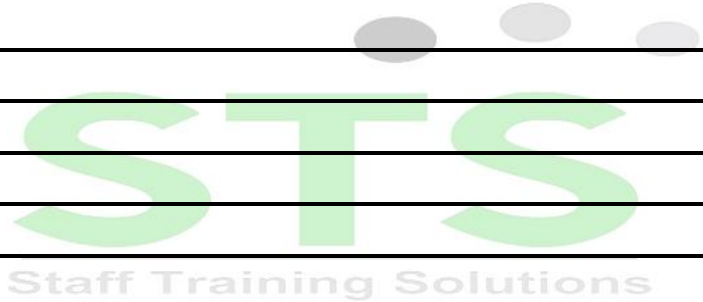


Who outside the workplace will need to be interviewed?

What questions would you ask each person?

Who will perform these interviews?

Would you want to do a background check?



What purpose would a law enforcement liaison serve?

Re-Evaluating Information

Stage Four

Stages four and five involve the re-evaluation of information. At stage four, the threat assessment team must review the information gathered from the interviews and add it to the assessment performed in stage one. Then, they can use this information to determine what new security measures should be taken (if any) and what additional resources they may need.

For example, in our case study, the company may want to offer some type of security for Robert’s family and have domestic violence experts on hand to help his family deal with the crisis.

Stage Five

At stage five, the threat assessment team should determine what new information would cause a re-evaluation of security measures. For example:

If Robert...	We will...
<ul style="list-style-type: none"> ✓ Threatens his family (via telephone or in person) 	<ul style="list-style-type: none"> ✓ Inform the police ✓ Ensure the family’s safety
<ul style="list-style-type: none"> ✓ Visits the office 	<ul style="list-style-type: none"> ✓ Call the police immediately ✓ Lock down the premises
<ul style="list-style-type: none"> ✓ Calls the office 	<ul style="list-style-type: none"> ✓ Record the call ✓ Add information to threat assessment and re-evaluate as necessary

These measures can serve as contingency plans, to ensure that if something does change in the situation, the team is prepared to deal with it. (Of course, the impacted individuals should be notified of the plans as well.)

Communicating Incidents and Threats

Deciding What to Say

Stage Six

Now that the threat assessment team has gathered information and has a fairly good idea of the situation and possible ramifications, it’s time to communicate with your staff and external people. If you have a communications or public relations department, these people should be involved at this stage. Remember that this message will be seen as issuing from the company, so it’s crucial that the message be correct and come from the proper channels. Prior to this stage, the process must be performed as confidentially as possible.

First, the threat assessment team must decide what the company will say to its employees. Typically, you need only address those individuals or sites that are at risk. However, if it is a small company, you may want to address the entire company to cut off the rumor mill.

Then, the team must decide what to say to non-employees who are, or may be, at risk. Again, this should be done on a need-to-know basis. It is crucial not to hide information about a potentially violent person in the workplace; otherwise, the company could be held liable in the event that something happens.

Next, the team should identify resources that can be offered to the affected individuals, including counseling, security measures, or assistance programs.

Finally, the team should identify a spokesperson (typically senior management or someone from the communications or human resources department) to relay the message to everyone concerned.

Developing a Communication Plan

Case Study

Robert has worked for the Acme Widgets Company for ten years as a warehouse worker. He hated his job, hated the manual labor, and hated the long hours, but he stuck it out because he had to support his family. Yesterday, Joe Smith (the operations manager) took him into his office. He said, “Robert, I’ve got some bad news. We lost the DHP contract, so we’re going to have to lay you off in two weeks. We’ll pay out your vacation, of course...”

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Staff List

Staff Member	Responsibility
Security guards	<ul style="list-style-type: none">✓ Patrol every half-hour✓ Monitor security desk and cameras
Operations manager	<ul style="list-style-type: none">✓ Oversee all staff

Distribution clerks	<ul style="list-style-type: none">✓ Check invoices and prepare cargo✓ Transport cargo to loading bay
HR consultant	<ul style="list-style-type: none">✓ Manage all human resource issues, including personal counseling, hiring, firing
Receptionist	<ul style="list-style-type: none">✓ Respond to incoming phone calls, e-mails, faxes✓ Prepare invoices and send to distribution clerks
Warehouse workers	<ul style="list-style-type: none">✓ Let trucks into loading bay✓ Place cargo onto trucks✓ Ensure paperwork is signed and cash received

Questions

Who inside the company needs to be informed of the incident?

Who outside the company needs to be informed of the incident?

What would you say to each group?

Ideally, what resources would you offer?

Looking at the staff list, who would you ask to perform the notifications? (Choose one person from your group to be this staff member.)

Interviewing Employees

Stages Seven and Eight

Stage Seven

The next two stages in the threat response process involve interviewing the employee. For stage seven, the threat assessment team needs to determine the purpose of the interview.

- ✓ Do we want to assess the current threat level?
- ✓ Do we want to determine what behaviors the alleged perpetrator is engaging in or may engage in?
- ✓ Do we need to determine what caused the distress?
- ✓ Do we need to determine what could escalate the person's level of anger and violence?

Typically, your employee interview will cover all of these questions. The purpose is to get a better idea of what caused the violence and how to de-escalate the person. The employee interview should be performed whenever possible, but it must be done so safely and wisely.

Stage Eight

In stage eight, the threat assessment team will need to determine who should conduct the interview. For safety reasons, the person performing the interview should be experienced and trained in these matters. The location should be secure and neutral. You may also want to have security personnel standing by.

When considering who should perform the interview, consider your internal resources as well as external consultants. The threat assessment team should compare experience, training, availability, and the relationship to the perpetrator and/or incident for each interviewer they consider.

Test your knowledge

By stage nine, the threat assessment team will have gathered the basic facts; consulted with outside experts; interviewed employees, witnesses, non-employees, and the perpetrator; and performed extensive risk and threat analyses. Now that we have all this information, we must analyze the level of risk that this threat poses. Violence experts Dr. James Turner and Dr. Michael Gelles propose this five-level system for analyzing threats.

Category 1 (Most Severe)

- ✓ Available data suggests high violence potential
- ✓ Behavior meets state criteria for arrest or hospitalization
- ✓ Requires major organizational response
- ✓ Has demonstrated violent behavior in the past
- ✓ Example: "I'm going to kill everyone in this building."

Category 2

- ✓ Available data suggests high violence potential
- ✓ Behavior does not meet state criteria for arrest or hospitalization
- ✓ Threat is quid pro quo (this will happen if that demand is not met)
- ✓ Example: "I'm going to kill everyone in this building if I don't get my job back."

Category 3

- ✓ Available data is insufficient to determine violence potential
- ✓ Data supports that victims feel threatened/distressed
- ✓ Purpose is to cause emotional harm rather than physical harm
- ✓ Example: "You're so stupid; I wish you would just die."

Category 4

- ✓ Available data is insufficient to determine violence potential
- ✓ Data supports that victims feel threatened/distressed
- ✓ Infliction of distress is unintended
- ✓ Threat or behavior is a single event

Category 5 (Least Severe)

- ✓ Available data is insufficient to determine violence potential
- ✓ Data does not support that victims feel threatened/distressed
- ✓ Report of threat may be unfounded

Case Studies

Scenario One

Mohammed has had a long, hard morning. He walked into the cafeteria and opened the fridge, only to find that his sandwich container was missing. He looked around and saw Sarah, the office manager, eating his sandwich. He walked over to her and said, “If you ever touch my lunch again, I will rip your lips off.”

What category does this behavior fall in?

Scenario Two

The marketing team at the Acme Advertising Company has been struggling for weeks to get a new campaign pulled together. Shawn, Darlene, and Samantha are all on the core team. Darlene and Samantha have heard that Shawn has been involved in some domestic violence incidents and are very careful not to upset him. One night they are working late, and they realize their latest idea just isn't working out. Shawn starts throwing things, leans out the window and starts yelling at passersby. Darlene and Samantha ask him to calm down, and he responds hysterically, “Keep them away!!!”

What category does this behavior fall in?

Scenario Three

The operations department of the Acme Accounting Company is having their monthly staff meeting. Kara gets very frustrated midway through the meeting, throws her pencil across the room, and leaves, slamming the door. The other employees are very distressed and feel threatened.

What category does this behavior fall in?

Scenario Four

Robert has worked for the Acme Widgets Company for ten years as a warehouse worker. He hated his job, hated the manual labor, hated the long hours, but he stuck it out because he had to support his family. Yesterday, Joe Smith (the operations manager) took him into his office. He said, “Robert, I’ve got some bad news. We lost the DHP contract, so we’re going to have to lay you off in two weeks. We’ll pay out your vacation, of course...”

But just then Robert interrupted him. He stood up, leaned over the desk, and said, “I’ll be back here tomorrow, but not to work. I’m going to bring in a gun and kill every single miserable person that works here.” With that, he stormed out of the office, past the security desk, and out the door.

What category does this behavior fall in?

Reviewing the Options



Stage Ten

Stage ten involves a comprehensive review of the information and actions to date to decide on a long-term plan. This meeting should involve legal counsel, the threat assessment team, and the threat assessment consultant.

Note that the threat assessment consultant should not be present during discussions about the perpetrator’s employment status, nor should they be involved in personnel decisions (such as hiring, firing, and disciplinary action). Once a decision has been made, however, they can be asked to help develop risk reduction strategies based on the employment decision.

Possible Outcomes

Typically, the outcome is either discipline or counseling.

Discipline

Counseling

✓ Can include written warnings, suspension, or termination	✓ Can involve sessions with trained professional, workshops, personal development
✓ Serves as deterrent to others	✓ Typically not a deterrent
✓ Typically does not help employee grow or change problem behavior	✓ Possibility for rehabilitation, growth, and education
✓ Shows that company takes stance against inappropriate behavior/violence	✓ Shows that company takes stance against inappropriate behavior/violence and that it cares about its workers' health
✓ Appropriate for major offences (breaking the law, human rights violations)	✓ Appropriate for minor offences (outbursts, inappropriate displays of anger)

About Termination

Termination should be used as a last resort. Termination usually only serves to make the employee angrier. It will not likely help them resolve the issues that led to the violence, although you cannot refrain from firing someone simply because they may have a reaction or you won't be able to run your business. It may, however, be necessary to terminate an employee if a major violation has occurred, or if problem behavior recurs. It is wise to seek legal counsel before terminating an employee for violence issues.

Stages Eleven, Twelve, and Thirteen

During the next three stages, the threat assessment team and their resources should look at civil law options, criminal law options, on-site security responses, and off-site security responses. An action plan can then be laid out and implemented.

Analyzing the Impact

About Stage Fourteen

The final stage of the threat response process is assessing and responding to the people involved in the violent incident. You want to make sure that these people have adequate resources and counseling. There are three main parts to this stage.

Part One: Victim Identification

The first task is for the threat analysis team to identify those affected by the violent incident. They should include people who witnessed the incident, those who experienced the violent behavior, and those close with the violent person. If the company is small, all employees may be included on the list.

Part Two: Victim Analysis

Once the affected people are identified, the appropriate personnel (typically human resources) should conduct an interview with each individual to identify the level of impact. The interviewer can then decide what action is appropriate to help the individual deal with the violent incident: counseling, supervisor follow-up, or other employee assistance programs.

Part Three: Follow-Up

Once the action plan has been established, a member of the human resources department (or other appropriate team) should follow all impacted individuals and ensure that the action plan is being implemented. They must continue evaluating the success of the action plan to ensure it is working and is adequate. Supervisors should also monitor all employees and watch for signs of stress. They must ensure that their staff is getting the help that they need.

Debriefing for the Threat Assessment Team

Once the threat has been resolved, a neutral third party who is not on the team should come in to debrief the threat assessment team. This gives each team member an opportunity to discuss their feelings during the process and helps them de-escalate. These conversations must be kept entirely confidential.

It is also useful to perform an evaluation of the threat assessment process after resolution has been achieved (or at least after the crisis is over).

Helping the Healing

Ensuring that the violent person gets appropriate follow-up is crucial to this stage. If counseling or other non-disciplinary measures have been chosen as a resolution to the issue, it is important that the perpetrator be assigned a human resources representative to ensure that the action plan is being followed and that it is working. This representative must have the authority and the resources to alter the action plan if the behavior is not changing.

Incident Response Checklist

Dr. Robert Turner has developed a framework checklist that the threat assessment team can use throughout the process. This checklist will need to be adapted to your organization’s specific needs and your jurisdiction’s legal requirements, but you can use it as a starting point.

1. Initial Team Consultation

People Involved

- ✓ Threat assessment team
- ✓ Management
- ✓ Legal consultants
- ✓ Risk assessment consultants
- ✓ Security staff

Checklist

Member	Name	Cell Phone/Pager Number
Human resources		
Security staff		
Legal counsel		
Risk assessment consultant		

2. Immediate Action Taken

Checklist

Action	Yes	No
Employee removed from worksite?		

Administrative leave?		
Benefits suspended?		
With pay?		
Restricted access to site and staff (physical)?		
Restricted access to staff (phone/e-mail)?		
Process completed?		

3. Contact Labor Law Counsel

People Involved

- ✓ Threat assessment team

Checklist

	Yes	No
Is labor law counsel required?		
If Yes, has counsel been contacted?		

4. Contact Risk Assessment Consultant

People Involved

- ✓ Threat assessment team

Checklist for Risk Assessment Consultant

Action	Yes	No
Seek assessment of situation stability, areas overlooked, areas needing additional inquiry		
Options for obtaining further information		

Related Information

Determine conditions for further interviews:

- ✓ Conducted by management and security personnel (internal)
- ✓ Risk assessment specialist (external)

If risk assessment specialist will be involved, determine level of involvement:

- ✓ Risk assessment specialist helps to script interview for company personnel
- ✓ Risk assessment specialist conducts interviews
- ✓ Establish threshold where risk assessment specialist will conduct interviews

5. Background Check

People Involved

- ✓ Security staff

Checklist

Action	Yes	No
Confirm if check is legal		
Complete background check		

Related Information

Results of check:

6. On-Site Security Enhancement

People Involved

- ✓ Security staff

Checklist

Action	Yes	No
Personnel needed?		
Areas identified?		
Personnel assigned?		

7. Off-Site Security Enhancement

People Involved

- ✓ Security staff

Checklist

Action	Yes	No
Restrict access to site?		
Restrict access to co-workers?		

8. Law Enforcement Liaison Established

People Involved

- ✓ Security staff

Checklist

Action	Yes	No
Law enforcement liaison required?		
Command officer on duty at time of employee interview?		
Backup staff identified?		
Prepare briefing card with specifics of violent person?		

Name of command officer at law enforcement agency: _____

9. On-Site Interviews of Co-Workers

Interview List

Name	Phone Number	Cell Phone/Pager Number

Checklist

Action	Yes	No
Are co-workers scheduled to work on the day/time of the interview?		
Are co-workers entitled to union representation?		
If “Yes,” has union been notified?		
If “No,” who will inform union and when?		
Have co-workers been notified of the interview?		
Circle method of notification: Via memo or written Verbally		
Is there agreement about communication to co-workers?		

10. Management of At-Risk Staff

People Involved

- ✓ Management
- ✓ Security staff

Checklist

Action	Details

Who is designated management liaison to at-risk employees?	
Will there be security considerations for at-risk employees at the work site? (Examples: parking place close to building, security escort, cell phone or pager loan)	
Will there be security considerations for at-risk employees away from the work site? (Examples: time off, paid trip out of town, police liaison)	
What contact, if any, will be maintained with the spouse or family of the at-risk employee?	
If employee is referred to employee assistance program, who will contact program manager to ensure personalized referral and provide briefing?	
If employee intends to use health resources, who will contact provider to ensure personalized referral and provide briefing?	

11. On-Site Interviews of Violent Employee

Preparation Checklist

Action	Yes	No
Is employee scheduled to work on the day/time of the interview?		
Is employee entitled to union representation?		
If "Yes," has union been notified?		
If "No," who will inform union and when?		
Has the employee been notified of the interview?		
Circle method of notification: Via memo or written	Verbally	

Is there agreement about communication to the employee?		
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Related Information

Employee name and number: _____

Which management member will note the employee agreement to attend to interview and have employee initial this agreement?

Which management member will greet employee and introduce interviewers?



Interview Checklist

Ensure that the following points are covered during the interview.

Question or Statement	Reviewed
Interview is an internal review of problem behavior between employee and others	
Interview is not confidential	
All information gathered may be provided to management, shared with threat assessment team and outside consultants	
Employee has access to the management member of risk assessment team during the interview; provide phone number	
Management member of risk assessment team will meet with employee after interview if appropriate	

Employee can take breaks at any time	
Employee can consult with union representative at any time (if applicable)	
Refreshments are available in the room	

12. Assessment of Threat Categories

People Involved

- ✓ Threat assessment consultant
- ✓ Threat assessment team

Category Checklist

Circle the current category level.

Level	Details	Anticipated Response
Category 1 (Most Severe)	Available data suggests high violence potential	
	Behavior meets state criteria for arrest or hospitalization	
Category 2	Available data suggests high violence potential	
	Behavior does not meet state criteria for arrest or hospitalization	
Category 3	Available data is insufficient to determine violence potential	
	Data supports that victims feel threatened/distressed	
Category 4	Available data is insufficient to determine violence potential	
	Data supports that victims feel	

	threatened/distressed	
	Infliction of distress is unplanned	
Category 5 (Least Severe)	Available data is insufficient to determine violence potential	
	Data does not support that victims feel threatened/distressed	
	Report of threat may be unfounded	

13. Post-Risk Assessment Interview (Feedback Session)

People Involved

- ✓ Risk assessment consultants
- ✓ Risk assessment team
- ✓ Legal counsel
- ✓ Security personnel

Related Information

Date, time, and location of feedback session:

People involved:

Who, beyond the risk assessment team, needs to know what (safety vs. privacy) from the interview results?

(People to consider: Threatened employees, witnesses, general employee population, and workplace visitors)

14. Post-Risk Assessment Interview (Security Enhancements)

People Involved

- ✓ Risk assessment team
- ✓ Security staff
- ✓ Risk assessment consultants

Checklist

Action	Yes	No
Personnel needed?		
Areas identified?		
Personnel assigned?		
Restraining order warranted?		

Related Information

What behaviors should be looked for?

What behaviors warrant considering further contact (such as additional interviews) with violent person?

What behaviors warrant contacting law enforcement?

15. Post-Risk Assessment Interview (Personnel Action)

People Involved

- ✓ Risk assessment team
- ✓ Legal counsel

Related Information

Personnel action to be taken:

Behaviors personnel action is based on:

Process Application

We've covered the entire threat response process. Let's look over the process and see how it could be applied to the scenario we started out with in Session Nineteen.

Time	Stage of Process	Action Taken
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Time	Stage of Process	Action Taken
11:05 a.m.	Initiation	Robert says to operations manager Joe Smith, “I’ll be back here tomorrow, but not to work. I’m going to bring in a gun and kill every single miserable person that works here.” Robert then leaves workplace.
11:07 a.m.	Initiation	Joe Smith alerts security and calls threat assessment team.
11:10 a.m.	Initiation	Security team initiates emergency response plan to secure workplace and address immediate threat.
11:30 a.m.	Stage One	Threat assessment team meets and analyzes data.
12:00 p.m.	Stage Two	Threat assessment team has conference call with legal counsel. HR representative Mary Anderson presents.
12:30 p.m.	Stage Two	Threat assessment team has conference call with threat assessment consultant. HR representative Mary Anderson presents.
1:00 p.m.	Stage Three	Threat assessment team appoints June Mayfield (head of security) as police liaison; she makes contact with local law enforcement.
1:10 p.m.	Stage Three	Threat assessment team decides on people to interview, questions to be asked, and interviewers. Background checks not legal in this state unless have employee’s permission, so will not be performed at this time.
1:30 p.m.	Stage Three	Interviews performed by Mary Anderson and Joe Smith.
3:00 p.m.	Stage Four	Threat assessment team meets to review all information. Determined that may need expert on domestic violence; Mary Anderson to set this up.
3:30 p.m.	Stage Five	Contingency plans developed.
4:30 p.m.	Stage Six	Public relations consultant (Hubert Redbord) brought in to help develop staff communications.

Time	Stage of Process	Action Taken
5:30 p.m.	Stage Six	Joe Smith and Hubert Redbord communicate with staff currently on-site. Inform security that anyone coming on shift must go to lunch room first to meet with Joe and Hubert.
5:30 p.m.	Stage Six	Police confirm Robert is not at home. Mary Anderson and June Mayfield meet with Robert’s wife and children.
7:30 p.m.	Stage Seven and Eight	Threat assessment team meets. Plans employee interview questions for when Robert is located. June Mayfield and Mary Anderson will conduct interview.
8:00 p.m.	Stage Nine	Threat assessment team reviews information to date. Categorizes Robert as Level One threat.
8:15 p.m.	Stage Ten	Threat assessment team conferences with threat assessment consultant and legal expert. Mary Anderson summarizes and presents data. Risk control measures (increased security at site, police alerted) to date reviewed. No new measures needed.
8:45 p.m.	Stage Ten	Threat assessment consultant leaves. Decision is made to suspend Robert with pay for two weeks minimum. Robert must attend counseling and have psychiatric evaluation. Decision on return to work will be made by supervisor, HR consultant, and counselors.
9:30 p.m.	Stage Eleven	Threat assessment team conferences with legal expert. Possibility of filing criminal charges of uttering a threat; civil charges not appropriate at this point.
10:00 p.m.	Stage Twelve	On-site security responses reviewed and confirmed. Security staff briefed on communication to share with employees arriving at work.
10:10 p.m.	Stage Thirteen	No off-site security responses. Police ensuring safety of Robert’s family.

Further Reading:

