

STOPPING WORKPLACE VIOLENCE: A FEDERAL SUPERVISOR'S GUIDE

by Michael Corum

TABLE OF CONTENTS

PREFACE

TABLE OF CONTENTS

INTRODUCTION

- What is Workplace Violence
- Types of Workplace Violence
 - Criminal Activity
 - Violence by Relations
 - Violence by Clients
 - Violence by Coworkers
- Tools in Dealing with Workplace Violence
 - Passive Preventive Measures
 - Physical Security
 - Administrative Controls
 - Employee Training
 - Pre-Employment Screening
 - Non-Disciplinary Measures
 - Referral to Rehabilitation
 - Administrative Leave
 - Disciplinary Measures
 - Informal Measures
 - Formal Disciplinary Actions
 - Criminal Justice Measures

CHAPTER ONE: THE MOST COMMON MYTHS

- Myth One – Violence is Random
- Myth Two – Violence is a Medical Problem
- Myth Three – Disciplinary Actions Could Worsen the Situation

CHAPTER TWO: PREVENTATIVE MEASURES

- Setting Rules
 - Written Rules
 - Oral Communications
 - New Employee Orientation
 - Spontaneous Discussions
 - Using Examples
 - Rules to Set
 - What is Violence
 - Zero Tolerance
 - Their Obligation to Report
 - What You Recommend They Report
- Teaching Employees
 - Dealing with Difficult People
 - Workplace Violence
- Establishing Procedures
 - Administrative Investigations
 - Reporting
 - Threat Evaluation
 - Disciplinary Procedures
- Dealing with Former Employees
- Pre-Employment Screening
 - Reference Checks
 - Interviewing
 - Behavior-Based Questions
 - Situational Questions
- Probationary Actions
- Profiling People

CHAPTER THREE: VERBAL AND OTHER INTIMIDATING BEHAVIOR

- Formal Disciplinary Actions
 - The Three Elements of a Disciplinary Action
 - Facts
 - Cause for Discipline
 - Penalty
 - Discipline for a Threat
 - Disciplinary Charges
 - Charging an Employee with a Threat
 - The Employee Meant It as a Physical Threat
 - The Words Were Direct and Unconditional
- Other Forms of Actionable Verbal Behavior
 - Disrespectful Language to Supervisors
 - Provocative Language
 - Verbal Outbursts

- Inappropriate Language
- Intimidating Language
- Non-Verbal Intimidating Behavior
 - Gestures
 - Possession of Weapons
 - Other Intimidating Acts
- Penalty Factors
 - Threats
 - Lesser Verbal Acts
- Informal Disciplinary Actions
- Referral to Counseling
- Referral to Medical Examination
- Whether to Involve Law Enforcement

CHAPTER FOUR: PHYSICAL ACTS OF VIOLENCE

- What Are Physical Acts
 - Physical Attack With Intent to Harm
 - Fighting
 - Physical Acts Where Intent to Harm Exists But Cannot be Proven
 - Horseplay
 - Hazing
 - Destruction of Property
- Steps in Dealing with Physical Acts
 - Administratively Removing the Attacker from the Job Site
 - Barring the Employee from the Worksite
 - Appropriate Preventive Security Measures
 - Notifying Law Enforcement
 - Administrative Investigation
 - Interview and Get Written Statements From Any Witnesses
 - Photograph Any Injuries
 - Protect Any Physical Evidence
 - Confronting the Employee
 - Evaluation
 - Initiating Discipline
 - Facts
 - Cause
 - Penalty
- Affirmative Defenses
 - Self-Defense
 - Mental Disabilities

CHAPTER FIVE: VIOLENCE FROM OTHER SOURCES

- Physical Security and Administrative Controls
 - Physical Security

Security Survey
Restrict Access
Enforce the Rules
Administrative Controls
ID Badges
Challenging Others
Escorts
Former Employees

APPENDIX A: SAMPLE DOCUMENTATION

Letter to Employees About Workplace Violence
Informal Letters of Warning
Formal Letter of Reprimand
Letter of Proposed Adverse Action

APPENDIX B: RECOMMENDED PENALTIES FOR WORKPLACE VIOLENCE