

UCSD WORKPLACE VIOLENCE EMPLOYEE HANDBOOK

(Understanding & Preventing)

TABLE OF CONTENTS

<u>SECTION</u>	<u>Page</u>
I. INTRODUCTION	1
Classifications	2
II. UCSD - ZERO TOLERANCE POLICY	3
III. EMPLOYEE Responsibilities	4
IV. SUPERVISOR Responsibilities	4
V. MANAGEMENT Responsibilities	5
VI. RISK ASSESSMENT (Behavioral Indicators)	5
Performance Issues	5
Warning Signs	6
VII. THREAT MANAGEMENT	6
Threat Assessment Group (TAG)	7
Strategies	7
VIII. SITUATION MANAGEMENT	8
Safety Plan	8
Confrontations	9
Adverse Administrative Proceedings	9
IX. POST SITUATION MANAGEMENT	10
X. REFERRAL SERVICES	11

I. Introduction

In order to fulfill the mission of the University of California, San Diego, it is essential that UCSD employees are able to work in an environment that is safe and free from acts of intimidation, threats of violence or actual violence. To the extent that a better informed community is a safer community, this handbook has been prepared to aid in the understanding and prevention of workplace violence. You are encouraged to read this pamphlet--it contains valuable information that should prove helpful in the assessment and management of workplace violence situations.

Workplace violence is a serious problem for which there are no easy answers or solutions. Since no one nor any instrument can accurately predict someone's potential for violence, all reasonable precautions should be carefully considered and implemented where appropriate and necessary. We cannot guarantee that whatever changes you make or strategies you employ will prevent future violence; however, if you are frightened or anxious about going to work because of the repeated inappropriate behavior of another employee, you are encouraged to report it. **The sooner acts of intimidation or threats of violence are addressed, the sooner they can be resolved. Conversely, the longer you wait, the more difficult such problems will be to resolve.**

While the UCSD Police Department offers advice regarding safety strategies, remember, you have the primary responsibility for your own safety. This brochure provides you with a variety of safety suggestions; however, the decision to implement any of the strategies is yours.

The creation of a safer UCSD workplace starts with a **Zero Tolerance Policy** regarding acts of intimidation, threats of violence, or acts of violence. The next step is to provide employees with the information necessary to recognize potential workplace violence situations in order to prevent or minimize an escalation. In addition, it is important that all UCSD employees clearly understand their duties and responsibilities with respect to this policy. The final and most important step is to hold all UCSD community members accountable to a fair interpretation of this policy.

There are five common classifications of violence which can occur in the workplace.

Employee workplace violence:

Violence which occurs in the workplace as a result of a workplace relationship.

Affiliated workplace violence:

Violence which occurs in the workplace, but which stems from the conflicts of a relationship outside the workplace.

Occupational workplace violence:

Violence which occurs in the workplace as a result of a person's occupation.

Random workplace violence:

Violence which occurs in the workplace where the offender has no apparent connection with the workplace.

Hate violence:

Violence which occurs in the workplace as the result of a bias against another person's ethnicity, race, national origin, religion, gender, sexual orientation, disability, and/or political views.

The focus of this handbook is on **employee workplace violence**. However, regardless of the type of intimidation, threat of violence or act of violence, each incident should be promptly reported to the appropriate campus authority.

There are no exact answers to the issues and problems surrounding affiliated workplace violence, nor is there a single best approach toward the management of these situations. Indeed, each situation is unique and each situation presents a different complex set of challenges. Nonetheless, this handbook will provide the reader with important information in order to better understand affiliated workplace violence and how to better manage these situations.

THIS HANDBOOK IS NOT WRITTEN TO CAUSE APPREHENSION OR ALARM. THE INTENT OF THIS PUBLICATION IS TO CALMLY AND OPENLY ADDRESS THE ISSUES SURROUNDING EMPLOYEE WORKPLACE VIOLENCE IN AN EFFORT TO PREVENT SUCH OCCURRENCES.

II. UCSD - Zero Tolerance Policy

Sec. 1

Any intentional act of intimidation, threat of violence, or act of violence committed against any person or to the property of another while on the property of the University of California, San Diego is prohibited.

Act(s) of intimidation: (Implied threat)

Any willful act/behavior directed toward another person, the result of which causes the other person to reasonably fear for his/her safety or the safety of others.

Threat(s) of violence: (Actual threat)

Any willful act/behavior directed toward another person which threatens the other person or which threatens damage to the property of another, under such circumstances that would cause the other person to reasonably fear for his/her safety, the safety of others or damage to said property.

Act(s) of violence:

Any willful act/behavior committed against another person or the property of another, the result of which causes bodily injury, however slight, to the other person or damage to the property of another.

Sec. 2

No person shall possess or have control of any firearm, deadly weapon, prohibited knife (626.10PC) or explosive device while on the property of the University of California, San Diego, except as required in the lawful course of business or as authorized by the UCSD Chief of Police.

Sec. 3

Any UCSD employee (non-supervisor, non-manager) who is the subject of, or a witness to a suspected violation of this policy **should** report the violation to the next-in-line supervisor who is not a party to the violation. Any emergency, perceived emergency, or suspected criminal behavior shall be immediately reported to the UCSD Police Department.

Sec. 4

Any UCSD supervisor, manager, or person in authority who is the subject of, a witness to, or who receives a report of a suspected violation of this policy **shall** document, investigate and report the suspected violation to the appropriate authority.

Sec. 5

Any UCSD employee found to be in violation of this policy shall be subject to disciplinary action, up to and including dismissal, pursuant to applicable Personnel Policies or Collective Bargaining Agreements.

III. EMPLOYEE RESPONSIBILITIES

Adherence to this policy is required of all UCSD employees. All UCSD employees who are neither supervisors nor managers are encouraged to report all suspected violations of this policy to their next-in-line supervisor who is not a party to the violation. **No employee shall be subjected to criticism, reprisal, retaliation or disciplinary action for reporting acts pursuant to this policy.**

It is the responsibility of every UCSD employee to assist and cooperate in making the UCSD workplace as safe as possible. In order to accomplish this task, all employees need to fully understand and adhere to the **Zero Tolerance Policy**. As is necessary and safe, employees shall assist management in their efforts to accurately assess, minimize and investigate workplace violence situations.

Any “conduct or joke(s)” which involve acts of intimidation and/or threats are considered inappropriate for the workplace and shall be taken seriously and investigated.

IV. SUPERVISORY RESPONSIBILITIES

Adherence to this policy is required of all supervisory personnel. It is the responsibility of all supervisors to report any suspected violation of this policy to their respective supervisor. Supervisors shall document all suspected violations of this policy which have been brought to their attention. Supervisors shall assist as necessary and safe in the assessment, investigation and management of workplace violence situations.

Supervisors play a critical role in the creation of a safe workplace environment by reducing the potential for workplace violence through the fair, impartial, and consistent application of recognized supervisory practices. Actual case histories of workplace violence situations strongly suggests that violence can be greatly reduced when supervisors:

- Treat employees with respect
- Treat employees fairly
- Treat employees with consistency
- Reward employees for good performance/behavior
- Hold employees accountable for poor performance/behavior

Supervisors who treat their employees in the above manner are better positioned to take the necessary steps toward corrective action and/or remedial training. Adherence to UCSD policies, workplace rules and regulations, along with accurate documentation of employee performance will greatly assist in the prevention of workplace violence through early detection and intervention.

Supervisors need to remember that s/he is not alone, that help and assistance is readily available. The battle against workplace violence is a collaborative multi-disciplinary effort that is best waged with the assistance from Human Resources, Faculty, Staff and Assistance and the Police Department.

V. MANAGEMENT RESPONSIBILITIES

Adherence to this policy is required of all UCSD management personnel. It is the responsibility of all managers to encourage their employees to report any suspected violation of this policy. Moreover, managers who have knowledge of a suspected violation of this policy **shall** cause the situation to be documented and fully investigated.

Issues surrounding workplace violence are difficult to accurately assess and properly manage. Therefore, it is strongly suggested that department managers seek the advice of other available resources such as Employee Relations, Labor Relations, the Faculty and Staff Assistance Program or the Police Department. Problem solving (strategy) sessions with personnel from these various support units can provide tremendous assistance in identifying suitable action plans that will help minimize or avert violence.

VI. RISK ASSESSMENT (Behavioral Indicators)

There is a well-established myth that employees who commit violence in the workplace can be easily identified by some existing psychological or behavioral profiling. The truth is that while there are some common sense indicators available to predict individual tendencies, science has not yet developed a tool that will accurately predict a person's future violent behavior. However, experience strongly suggests that performance related issues often provide the first signs of a potential problem.

Performance Issues

- **Attendance problems** (absenteeism/tardiness/unexplained absences)
- **Poor work performance** (work product and work habits deteriorating)
- **Poor workplace relationships** (unusual verbal conflicts, emotional outbursts)
- **Acts of insubordination** (failure to follow instructions, unusual acts of disobedience)
- **Blames others for difficulties** (life is miserable because of everyone else)
- **Indications of substance abuse** (physical decline, behavior swings, tardiness, forgetfulness, anxiety attacks)
- **Subtle acts of intimidation** (posturing, behavior intended to intimidate)
- **Poor hygiene/appearance** (decline in personal appearance/cleanliness)

The following indicators are warning signs that should be carefully considered when evaluating the potential for violence. However, these indicators should not be viewed as a comprehensive list. If an employee is exhibiting several of these behaviors, consultation with support personnel from the UCSD Faculty and Staff Assistance Program is advisable.

Warning Signs

- **Fits of rage, and angry outbursts** (screaming/yelling, swearing, wild gestures)
- **Veiled threats of violence** (statements/behavior which imply violence)
- **Feelings of persecution/paranoia** (expressed distrust, especially with management)
- **Deep cynicism of the system** (blames management for every wrong)
- **Holds a grudge** (holding a grudge toward a specific person)
- **Fascination with workplace violence** (likes to discuss incidents of violence)
- **Acts of intimidation** (specific behavior intended to frighten others)
- **Odd behavior** (bizarre/weird - out of character obsessions or behavior)
- **Preoccupation with weapons** (frequent discussions about weapons)

VII. THREAT MANAGEMENT

Regardless of the source, all threats or indications of potential violence should be taken seriously. Violations of the Zero Tolerance Policy should be reported as indicated in this policy. If deemed necessary, a member of the Threat Assessment Group (TAG), described below should be notified.

This notification will set in motion a specialized multi-unit evaluation of the situation, along with real time problem-solving strategy sessions. **Any threat of violence or act of violence should be immediately reported to the UCSD Police Department by dialing 44357.**

The analysis and management of a threat of violence can be complicated, and will often involve several different units within the University. Due to the complex nature of threats, such situations are best handled by an experienced multi-disciplinary team approach. All situations are different and solutions will differ greatly. However, within the context of the who, what, when, where, why and how of **threatening behavior(s)**; all threats should be taken seriously, reported and properly investigated.

Threat Assessment Group (TAG)

TAG may be comprised of key personnel from:

- The affected department
- Police Department
- Labor Relations Department

- Employee Relations Department
- Faculty and Staff Assistance Program (FSAP)
- Other UCSD departments or professionals as deemed necessary

(TAG is an ad-hoc group whose members are brought together, as needed, to consult and strategize on specific case situations.)

Strategies

TAG recognizes that affiliated-type workplace violence situations are dynamic in nature and that a particular strategy deemed appropriate one week may not be deemed appropriate the following week. Therefore, good case management often requires continued reassessment. Based upon continued reassessment, the following strategies (not necessarily in order) should be considered.

- Meet and develop safety/security strategies with the intended victim(s)
- Make referral information available to victim
- Meet and develop strategies with management of the affected department
- Implement an office safety plan
- Simply monitor the situation
- Employer directs offender to cease the behavior
- Police personnel directs the offender to cease the behavior
- Detach and separate victim from the offender
- Initiate corrective action
- Initiate remedial training
- Place offending employee on investigatory leave
- Require medical evaluation to determine fitness for duty
- Police to remove offender from campus for trespassing
- Assist victim in obtaining a Protection Order
- University to obtain a Protection Order
- Arrest offender for any unlawful behavior

VIII. SITUATION MANAGEMENT

Workplace violence is primarily an organizational issue long before there is any law enforcement involvement. Supervisors/management have typically been alerted to work performance problems and/or behavioral issues. Therefore, it is very important that any inappropriate employee workplace behavior be taken seriously and that corrective action and/or remedial training be implemented immediately.

Situations will differ greatly; as such, they will dictate different responses. However, to the extent possible, all reports, investigations, and actions taken relative to suspected violations of the Zero Tolerance Policy shall remain confidential.

The particular circumstances of a given situation will suggest in which order the following should be accomplished; however, the following provides the basic building blocks for the development of a safety plan.

Safety Plan

Think about what "I" would do in a given situation

- Discuss and coordinate safety strategies with co-workers
- Develop pre-arranged procedures to alert others that help is needed
 - Signals (do not move, go here, go there, etc.)
 - Codes/Alarms (type of situation, code words, location, etc.)

- Identify emergency evacuation procedures
 - Pre-determine possible escape routes
 - When it can be safely done, leave the area
 - At the safest opportunity, report to police by dialing 9-1-1
- Mentally "map out" a personal survival strategy
 - An imminent threat of violence will initiate the "fight or flight" response, therefore, maintain self-control, "think," and do not panic
 - Initiate pre-arranged survival plan
 - Secure your surroundings, lock doors, call for help
- Identify physical security needs of the department
- Limit access, arrange for authorized access only
- Establish protocol for calling the police (emergency/non-emergency)
- Install "help or panic buttons" at strategic locations
- Develop a procedure to cease operations and secure the premises
- Evaluate the need for security alarms, cameras, security personnel

Confrontations

- Activate pre-arranged safety plan
- If appropriate, evacuate employees
- If possible, persuade the offender to discuss the problem in private
- If possible and appropriate, have another employee in the room
- If possible, remove all potential weapons (scissors, letter opener, etc.)
- Allow some distance between you and the offender
- Allow for an avenue of escape
- Do not challenge
- Maintain a calm and controlled demeanor
- Demonstrate interest in resolving the problem
- Ask the offender for his/her assistance in solving the existing problem
- If possible, establish parameters for the conduct of the conversation
- Observe, listen and take notes when appropriate
- If possible, point out any Zero Tolerance Policy violations

Adverse administrative proceedings

Adverse administrative proceedings can be difficult particularly when it involves a grievance, discipline, reassignment, demotion or termination. The manner in which management deals with an employee who is the subject of an adverse administrative process will significantly influence the employee's response to the process.

UCSD managers do not stand alone in having to deal with these kinds of adverse proceedings. In such instances, various UCSD departments can assist in the proper planning and execution. (See Referral Services)

- Adverse administrative hearings should be conducted at a location that best meets the needs of the department, taking into consideration the employee's level of dissatisfaction and the potential for an adverse reaction.
- The focus of the proceedings should center on the facts of the situation, not the personality of the employee.
- When there is a belief that an adverse administrative hearing may erupt into violence, management should consider consulting with police personnel prior to the meeting.

- The manner in which the employee is treated is a critical component in minimizing the potential for workplace violence. Management must treat employees faced with adverse administrative proceedings with respect and employees must be treated fairly at all stages of the process.

IX. POST SITUATION MANAGEMENT

Emergency response personnel will be available to handle all emergencies. However, it remains the responsibility of UCSD employees, supervisors and managers to work closely together to normalize the environment following a workplace violence incident. The aftermath can be traumatic--cluttered with confusion and disorientation. The wave of panic, fear, disbelief, and uncertainty will pass, and in its place will be the reality of having to return to the workplace. Depending upon the severity of the incident and the recommendations of the Threat Assessment Group (TAG), a variety of UCSD departments will be called upon to assist in this post incident/situation normalization and debriefing.

Included in this normalization process will be a debriefing of employees who have been either directly or indirectly affected by an incident/situation. Two different types of debriefings have been designed to assist employees during the post incident phase; an **informational** and **psychological** debriefing.

The informational debriefing is designed for all affected employees for the purpose of providing them with accurate and pertinent information surrounding the incident. Providing accurate and timely information to employees is necessary in order to allay the anxieties of the unknown and to prevent false rumors from developing and spreading. An informational debriefing may be conducted by representatives of the affected department, Human Resources and/or Police Department. In most instances, the informational debriefing will be the only debriefing required.

In severe situations, both an informational and psychological debriefing will be conducted, in that order. Once the informational debriefing is completed, for those who are interested, the psychological debriefing will follow. The psychological debriefing is conducted privately with the affected employees by a trained professional from the Faculty and Staff Assistance Program (FSAP). The purpose of the psychological debriefing is to provide the opportunity for individuals to talk about the incident as a group, to assess any signs of abnormal coping, and to promote healing and resolution. (It is strongly recommended that the psychological debriefing take place within 72 hours of the incident.)

X. REFERRAL SERVICES

• Human Resources	42810
• Labor Relations	
• Employee Relations	42812
• Faculty & Staff Assistance Program	45523
• Equal Opportunity/Staff Affirmative Action	43694
• Vocational Rehabilitation	46743
Environmental Health and Safety	44360
Office of Sexual Harassment Prevention & Policy	48297
Risk Management Office	43782
University Communications	43120
Academic Personnel	40068
Student Safety Awareness Program	45793
Student Policies and Judicial Affairs	44374
Psychological and Counseling Services	43755
Student Affirmative Action Office	46708
UCSD Police Department	
• Emergency	9-1-1
• Crime Prevention Unit	43644
• Detective Bureau	44359