



Security Advisory

Workplace Violence Procedures

March 2014

<http://security> | call 3-1-1





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Introduction

It's inevitable that some form of conflict will occur in a work environment, whether between employees, employees and customers, clients or contractors or employees involved in domestic situations. Everyone is expected to resolve conflicts without resorting to threats or violence. The City has a responsibility to investigate incidents of workplace violence under occupational health and safety legislation. Any threat or violent act made by or against an employee or City property will be investigated and appropriate disciplinary action will be taken.

What is workplace violence?

Under the Occupational Health and Safety Code (2009), the definition of "violence" is:

whether at a work site or work related means the threatened, attempted or actual conduct of a person that causes or is likely to cause physical injury.

Examples of workplace violence include, but are not limited to:

- Actions that are perceived to be intimidating, frightening, or threatening to employees and that generate a genuine concern for personal safety. These actions can include direct, conditional or veiled threats, stalking and aggressive harassment.
- Overt acts that result in physical injury or death. These include assaults with or without weapons – pushing, shoving, hitting, kicking or biting – and, in the worst examples, lethal violence inflicted by means of shooting, stabbing, bombing or other deadly means.
- Threats or deliberate damage to property.
- Words or actions indicating an employee may harm him or herself at the workplace.
- Domestic conflicts and other off-duty incidents that exhibit any of the above and continue or may continue in the workplace.



Roles & Responsibilities

Employee (see Policy: includes City employees, contractors, suppliers, volunteers, and members of the public)	<ul style="list-style-type: none">• Reports <i>all</i> incidents.• Participates in investigations and implementation of corrective actions, as requested.
Leader (any employee with direct report(s))	<ul style="list-style-type: none">• Makes sure all incidents are reported• Reports incidents on behalf of employees when necessary.• Ensures thorough investigations are completed and documented for all reported incidents.• Identifies responsibility and time frame for corrective actions.
Corporate Security	<ul style="list-style-type: none">• Triage all incidents with Human Resources (HR).• Coordinates with other business units as required.• Informs Environmental and Safety Management (ESM) of reported workplace violence incidents as outlined in OH & S Code requirements.• Facilitates activation of the Threat Assessment Team as required.
Environmental & Safety Management (ESM)	<ul style="list-style-type: none">• Provides general oversight of The City's Occupational Health & Safety Management System (OHSMS) and incident management standards.
Business Unit Safety Advisor	<ul style="list-style-type: none">• Informs Corporate Security of reported incidents.• Assists with investigations as requested.
Human Resources (HR)	<ul style="list-style-type: none">• Triage all incidents with Corporate Security.• Assists with investigations as requested.
Threat Assessment Team (TAT)	<ul style="list-style-type: none">• Gathers and assesses information. May participate in developing, implementing, or monitoring a threat management plan involving concerns and incidents of workplace



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	<p>and domestic violence, where appropriate.</p> <ul style="list-style-type: none">• May be activated as a preventative measure or as part of an incident response.
Threat Assessment Team (TAT) Coordinator	<ul style="list-style-type: none">• Coordinates training for members of the TAT.• Assesses TAT activation; assembles appropriate team members as specific situations require.• Coordinates and chairs meetings of TAT members.• Obtains expert advice for the TAT as required.• Communicates with stakeholders on behalf of TAT.• Arranges for TAT debriefing post incident or conclusion of a case.• Monitors the implementation of the recommendations and referrals made by TAT and ensures follow up on decisions made by TAT.• Maintains and secures all records and documentation pertaining to a case/incident.• Produces annual reports on team statistics and an overview of TAT activities including training and education.
Unions & Associations	<ul style="list-style-type: none">• Supports members who have been subjected to threats or violent acts.• Partners with The City of Calgary to prevent workplace violence.



Employees

Employees are responsible for reporting all signs and incidents of workplace violence in accordance with the Workplace Violence Policy.

Employees should not intervene in any violent situation unless they are confident they can do so without risk of injury to themselves or others.

If a situation presents an imminent threat to an employee's safety, he or she should:

- Quickly attempt to remove him/herself from the situation and seek out a safe location.
- Summon help from co-workers or other people in the area, if safe to do so.
- Call 9-1-1 and ask for assistance from the Police.
- Contact Corporate Security at 403-268-8868 and ask to speak with an Integrated Security Centre (ISC) Supervisor.

Employees can report workplace violence in a number of ways:

- To their leader or any member of their business unit's management group.
- To their business unit safety advisor and/or ESM by filling out [X519 Occupational Health & Safety Hazardous Condition Near Miss Report/Follow-up](#) or [X75 Occupational Incident Report/Investigation](#) forms.
- To HR.
- To Corporate Security by phone at 403-268-8868 and ask to speak with an ISC Supervisor or online using the [Security Incident e-Reporting Tool](#).
- To their union.

Leaders

Leaders play a critical role in preventing and responding to workplace violence incidents. It is the responsibility of all leaders within the Corporation to ensure reasonable measures have been taken to ensure the safety, security and well-being of their employees.

To help prevent workplace violence, leaders are responsible for:

- Ensuring their employees are familiar with The City's Workplace Violence and Respectful Workplace policies.
- Completing hazard assessments and informing their employees of outcomes, including issues and any actions taken to minimize and/or eliminate danger.
- Ensuring employees are trained in techniques to avoid escalating situations where applicable, especially if working in high risk environments.



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- Educating employees on how to report incidents of suspected or actual workplace violence.

If an incident is taking place, leaders must:

- Call 9-1-1 for Police assistance if the situation is an emergency.
- Call Corporate Security at 403-268-8868 and ask to speak with an ISC Supervisor.
- Take immediate action to reasonably ensure the safety, security and well being of the employee(s).

Once the incident is over and employees are safe, leaders are responsible for:

- Reporting the incident to Corporate Security by phone at 403-268-8868 or online via the [Security Incident e-Reporting Tool](#).
- Documenting all actions taken for future reference, including filling out an [X519 Occupational Health & Safety Hazardous Condition Near Miss Report/Follow-up](#) or [X75 Occupational Incident Report/Investigation](#) form.
- Seeking advice or consultation on how the situation may be resolved (e.g., mediation, formal investigation).
- Keeping the employee(s) informed of what action has been or will be taken to resolve the matter.
- Implementing recommended actions to help resolve the situation and assist in preventing further occurrences.
- Consulting, referring, involving or cooperating with other City or external resources that may assist with the incident or provide support to the employee(s) (e.g. Employee Family Assistance Program, safety, Police).
- Monitoring any employment obligation agreement: e.g. return to work requirements or continual fitness for duty evaluations that an employee may be required to follow as part of an intervention process (e.g. anger management classes).
- Working with applicable unions and associations to develop and implement procedures to deter or limit the risk of violence in the workplace.



Prevention

The best measure to protect individuals from workplace violence is prevention. There are a number of tools and resources available to leaders and their employees to help prevent workplace violence incidents.

Hazard Assessments

Hazard assessments are completed by leaders in conjunction with business unit safety advisors. These assessments are conducted regularly, including when significant changes are made to a work area.

Hazard assessments must address, but are not limited to, specific criteria including:

- The physical layout of the work area.
- Work routines, schedules, procedures, and practices.
- Geographical location, hours of operation, and staffing complements.
- Past incidents or occurrences of threats or violent acts.
- Risk of threats and violence in the workplace.

Threats and acts of violence may be potentially higher in situations where employees are:

- Carrying out inspection or enforcement duties (e.g. bylaw enforcement, building inspections, prosecutors, claims adjusters).
- Involved in situations where there is potential for emotional outbursts of frustration or anger (e.g., denial of City service due to non-payment of bills).
- Working in politically charged situations (e.g. controversial development applications or construction projects).
- Handling cash.
- Working alone or in isolated areas.

Education and Training

Education and training plays a key role in helping employees recognize workplace violence when they see it. Corporate Security offers training on a number of topics by request, including:

- Workplace violence
- Personal safety
- Internal theft protection
- Cash handling support
- Bomb threat management



Corporate Security

All incidents of workplace violence must be reported to Corporate Security. If an employee is in imminent danger, Corporate Security will:

- Dispatch a security guard to assist in the situation, providing the security guard is not put at risk.
- Dispatch a security advisor or team lead to assist in the situation, providing they are not put at risk.
- Activate the Threat Assessment Team to respond and/or convene, if necessary.

Corporate Security will report workplace violence incidents to ESM through the appropriate business unit safety advisor or at safety@calgary.ca. The Division may also report incidents to the Police if deemed appropriate.

Investigations

Corporate Security will triage and facilitate the investigation of all reported cases of workplace violence using an Investigation Matrix. The Division will maintain a database of reported incidents and their resolution.

Investigations conducted by Corporate Security will consist of, but not be limited to:

- Interviewing the victim and aggressor, and documenting relevant information and other contributing factors including observed behaviours of the aggressor and victim.
- Interviewing any and all witnesses to the events and documenting their statements.
- Reviewing personnel files and civil or criminal information (e.g. restraining orders, financial judgments), where appropriate.
- Facilitating a hazard assessment for the employee and/or the work site where appropriate.
- Activating and consulting the Threat Assessment Team, if necessary.
- Advising the Police of the situation or potential situation at work or elsewhere, if necessary.
- Advising the victim who initiated the complaint of file completion.
- Notifying applicable employee(s) of potential issues and threats that may arise as a result of the completed investigation.

In cases where workplace violence incidents are reported directly to the Police, Corporate Security will assist with the investigation.

Threat Assessment Team



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Corporate Security may require a coordinated response between multiple business units to conduct an investigation in some circumstances. If necessary, Corporate Security will activate the Threat Assessment Team (TAT) to help coordinate this response.

The TAT will consist of members representing the following areas:

- TAT Coordinator
- Corporate Security
- HR
- Management from affected business unit (s)

Additional members may consist of representatives from:

- Police
- ESM
- Unions or associations
- Other professionals (e.g. psychologist, lawyer, communications)

When activated, the TAT will be responsible for:

- Meeting and planning a response to a workplace violence situation where there is a potential risk from escalating violence.
- Deciding if/when to intervene in a workplace violence situation.
- Reviewing any available, relevant information to the incident.
- Reviewing requirements for enhanced security of employees and assets.
- Assisting with messaging to the victim and others in the organization.
- Referring employee(s) to applicable resources for obtaining court orders (e.g. restraining orders).
- Issuing Trespass Notifications, if applicable.
- Consulting and providing advice and/or direction on dealing with concerns and incidents of workplace and domestic violence, where appropriate.
- Assisting with other issues that may arise.



TAT Coordinator

The TAT Coordinator will be responsible for coordinating training for TAT members. At the time of an incident the Coordinator will be responsible for assembling appropriate team members based upon specific situational requirements. The Coordinator will chair the TAT meetings and will arrange for expert advice for the team as required. The TAT Coordinator will communicate with the stakeholders on behalf of the TAT. They will ensure follow up on decisions made by the team and monitor the implementation of recommendations and referrals made by the team. The Coordinator will maintain and secure all records and documentation pertaining to an incident or case. The Coordinator will produce time specific management reports on team statistics which will also include an overview of their activities including training and education.

Environmental & Safety Management

ESM will establish and review the incident management standards for reporting and responding to incidents, near misses and hazardous conditions, including those related to workplace violence. Incidents of workplace violence will be included as part of safety audits under ESM's review.

Business Unit Safety Advisors

Business unit safety advisors will provide leaders with technical assistance, such as how to report potential or actual workplace violence incidents to Corporate Security as soon as they are received from employees or leaders. The business unit safety advisor will also provide technical assistance to the leader to investigate reported incidents and complete and work with business unit management and ESM in forwarding legislatively mandated reports to Alberta Human Services as required by the Occupational Health and Safety Incident Management Directive.

Human Resources

HR will report known workplace violence incidents to Corporate Security.

HR will become involved in a workplace violence investigation if the perpetrator is an employee of The City of Calgary and may respond if the incident is deemed in contravention of the Respectful Workplace Policy or the Workplace Violence Policy. Disciplinary action for violating the Workplace Violence Policy may be imposed pursuant to the Labour Relations Policy, Exempt Staff Policy, or other agreements in place.

Unions & Associations



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Unions and Associations play a critical role in supporting members who have been subjected to threats or violent acts in the workplace.

City unions and associations are invited to be active partners in preventing workplace violence issues. All unions and associations are encouraged to:

- Have their executives, officers and stewards participate in education and training programs on workplace violence.
- Promote The City's Workplace Violence Policy and Procedures in newsletters or at meetings.
- Give input into workplace violence communication, education, and training materials.
- Participate in site-specific procedures to deter or limit employee exposure to threats and violent acts.
- Inform leaders of workplace violence issues that have been brought to their attention by members.
- Refer members to City-provided resources when necessary (e.g. business unit safety advisors, Corporate Security, Employee Family Assistance Program).

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Contacts & Resources

Calgary Police Service Emergency phone: 9-1-1 Non-emergency phone: 403-266-1234	<ul style="list-style-type: none">• Emergency situations
Corporate Security Phone: 403-268-8868 Security Incident e-Reporting Tool	<ul style="list-style-type: none">• Investigations• Preventative measures• Education and training• Coordination of reported incidents and data analysis• Hazard assessments
Environmental & Safety Management Business unit safety advisors http://safety	<ul style="list-style-type: none">• Hazard assessments
Human Resources HR Service Centre: 403-268-5800 http://myCity/HR	<ul style="list-style-type: none">• Questions about Employee Family Assistance Program and resources
City of Calgary Policies Administration Policy Library Labour Relations: 403-268-2236	<ul style="list-style-type: none">• Workplace Violence Policy• Respectful Workplace Policy• Labour Relations Policy• Occupational Health and Safety Policy• Substance Use Policy
Employee Family Assistance Program (EFAP) Phone: 1-800-663-1142 www.homewoodhumansolutions.com	<ul style="list-style-type: none">• Counseling for employees who have been threatened or involved in a violent incident at work, either as victim or instigator• Referral to external resources (e.g., victim support services)• Assistance on determining fitness for work• Anger management courses• Critical Incident Stress Management (CISM)
Legislative References	<ul style="list-style-type: none">• <u>Alberta Occupational Health and Safety Act</u>, Regulations and Code• Criminal Code