



Workplace Violence Prevention
Draft Program

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WORKPLACE VIOLENCE PREVENTION PROGRAM

I PURPOSE:

This program was developed to reduce the risk of workplace violence on our campus and to become better equipped to handle violent situations should they occur.

The content within this program and the StFX Violence in the Workplace Policy and Stfx FIREARMS AND WEAPONS PROHIBITION POLICY(See Appendix A and B) cover the requirements of Section 82 of the Nova Scotia Occupational Health and Safety Act: Violence in the Workplace Regulations.

As defined under Section 82 of the Nova Scotia Occupational Health and Safety Act “violence” means any of the following:

- (i) threats, including a threatening statement or threatening behaviour that gives an employee reasonable cause to believe that the employee is at risk of physical injury,
- (ii) conduct or attempted conduct of a person that endangers the physical health or physical safety of an employee.

II OUTLINE:

The goal of this program is to provide guidance on the following requirements:

1. Risk assessment of workplace violence
2. Communicate risks
3. Violence prevention
4. Response/Reporting violence
5. Training

1.0 RISK ASSESSMENT

Risk assessments of the workplace must be conducted to determine risks of injury to workers from violence arising out of their employment. Certain campus workplace situations are recognized as presenting significantly greater risks than others. The responsibility for risk assessment lies with the supervisor/manager/chair.

1.1 Factors Influencing the Risk of Violence at a University

Employees should be aware of the possibility that violence can occur on our campus and employees should plan a response to it before it happens.

General factors which may influence the risk of violence:

- Individuals could commit a crime, such as robbery, burglary or sexual assault on campus.
- Employees who deal with money should never count it in view of the public. Availability of valued items, e.g., money, alcohol, pharmaceuticals, can be factors in influencing the risk of violence.
- Simple things, such as locking valuables in offices and the trunk of your car, not working late at night by yourself and planning an escape route from your areas should the need ever arise, can make great strides towards keeping you from being the victim of a crime.
- Working with clients, customers, visitors, co-workers, former employees, or students known or suspected to have a history of violence.
- Performing campus security functions (includes residence life assistants).
- All individuals will be treated equally and fairly as per the Nova Scotia Human Rights Commission. (<http://www.gov.ns.ca/humanrights/>)

Students

- Student violence can occur on our campus for example; students may be upset with grades, denial of expected benefits, or other services to which they think they are entitled.
- Incidents of improper student conduct should be reported to the Dean of Student Services who will oversee the process as per the StFX Community Code.

To evaluate the risk of violence in particular workplaces, Supervisor/Manager/Chair may ask their local safety committee to assist with conducting a hazard assessment. As part of such assessments, the Supervisor/Manager/Chair will be asked to complete the *StFX Workplace Violence Hazard Assessment Form*. See Appendix C.

The supervisor/manager/chair shall forward the completed form to the Occupational Health and Safety Officer. The supervisor/manager/chair shall review their assessment annually and as roles/situations change within their department/area.

2.0 COMMUNICATION RISKS

Workers must be informed by their supervisor/manager/chair, of the nature and the extent of the risk of violence in the workplace. Unless otherwise prohibited by law, workers must be provided with information related to the risk of violence from persons who have a history of violent behavior and who may be encountered by a worker in the course of his or her work.

3.0 VIOLENCE PREVENTION

If a risk of injury to a worker from violence in a workplace is identified by an assessment, then the supervisor/manager/chair is responsible to ensure that controls such as written procedures and work environment arrangements are established in order to eliminate, if possible, or minimize the risks.

Workers who may be exposed to the risk of violence must be instructed in:

3.1 How to recognize the potential for violence.

3.2 How to implement controls: the procedures, policies and work environment arrangements related to the potential violence on campus and specific to their department/area.

3.3 How to defuse a potentially violent situation.

3.1 Recognizing the potential for violence

Workplace violence may start as a series of small incidents involving negative remarks and inappropriate behavior which escalates to physical or psychological violence. It is much easier to prevent violence by addressing these small incidents than trying to deal with the aftermath of a crisis.

It's extremely important to understand that the following behaviors do not mean a person will become violent but they may indicate that a person is experiencing high levels of stress. Each situation is unique and professional judgment may be necessary to determine if intervention is necessary.

Always take particular note if:

- There is a change in a person's behavior patterns.
- The frequency and intensity of behaviors are disruptive to the work environment.
- A person is exhibiting several of these behaviors rather than just a few.

Warning signs include:

- Crying, sulking or temper tantrums
- Excessive absenteeism or lateness
- Disregard for the health and safety of others
- Disrespect for authority
- Increased mistakes or errors, or unsatisfactory work quality
- Refusal to acknowledge job performance problems
- Faulty decision making
- Testing the limits to see what they can get away with
- Social isolation
- Swearing or emotional language
- Overreaction to criticism
- Complaints of unusual and/or non-specific illnesses
- Making inappropriate statements
- Forgetfulness, confusion and/or distraction
- Inability to focus
- Insistence that he or she is always right
- Misinterpretation of communications from supervisors or co-workers
- Blaming others for mistakes
- Complaints of unfair treatment
- Talking about the same problems repeatedly without resolving them
- Personal hygiene is poor or ignored
- Faulty decision making
- Sudden and/or unpredictable change in energy level

Some physical signs that a person may be becoming violent include:

- Red-faced or white-faced
- Sweating
- Pacing, restless, or repetitive motions
- Trembling or shaking
- Clenched jaws or fists
- Exaggerated or violent gestures
- Change in voice
- Loud talking or chanting
- Shallow, rapid breathing
- Scowling, sneering, or use of abusive language
- Glaring or avoiding eye contact
- Violating your personal space

3.2 Controls

All employees of the University community are responsible for creating and maintaining a safe workplace, to the extent of each employee's power and authority to do so. In developing work practices and procedures, measures to reduce workplace violence, appropriate to a department specific circumstances, must be considered. As necessary, site specific procedures will describe actions to take in the event of a violent incident and what actions and training will be implemented to prevent an incident.

Three categories of preventive measures which can be used to minimize risks of violence:

I. Workplace design is the physical building. To reduce the risk you can do things like:

- use electronic surveillance & post signs indicating this.
- use locks or install barriers like high counters to separate clients from the worker if necessary.
- keep workplace, entrances/exits, parking areas well lit
- limit the number of access points to a building
- place emergency call buttons in strategic areas and post emergency numbers.
- have access to communication

II. Administrative procedures are decisions made about how business/work is done.

To reduce the risk you can do things like:

- keep cash to a minimum. Post signs to indicate this.
- vary the time of day the cash is moved or stored.
- develop procedures, make workplace adjustments and train employees in procedures and prevention strategies.
- train employees to report incidents. Follow up on all reports and be proactive about making any recommended changes.
- ensure that staff are not working alone or in isolated locations;
- restrict business hours to safe times and locations.

III. Work procedures are the activities employees do on the job to minimize risk.

To reduce the risk you can do things like:

- lock the doors and limit client access at certain times if the risk rises.
- plan escape routes.
- train workers not to enter any situation where they feel unsafe.
- train workers to identify signs of escalating behavior that could lead to violence and how to defuse such a situation.
- train workers what to do if they are robbed or attacked.

Other strategies to consider to reduce the risk of violence you can do things like:

- remove or restrict access to equipment that could be used as a weapon;
- lock doors to “staff only” areas and ensure that only staff have (and use) keys;
- provide a “safe area” for workers to retreat to in the event of an emergency.
- Limit client interaction to times when there is “safety in numbers” for your staff.
- Change the method of contact between clients and employees to a “remote” service - use telephone or correspondence instead of face-to-face interaction.
- provide effective management and supervision - know where your workers are and what is happening in the workplace, both immediately and in the longer term;

Remove the motivation or incentive for violence:

- reduce cash holdings by encouraging use of electronic payment methods;
- reduce stocks of valuable items to minimum levels;
- advertise that your business has security measures to detect aggressors;
- Ensure that staff limit their personal valuables in the workplace.

3.3 How to defuse a potentially violent situation

It is not uncommon that in the course of daily campus life there are internal or external customers with concerns to be addressed. At times, tension and anxiety may be involved. There may be extreme situations that require the intervention of others.

See Appendix D entitled Personal Conduct to Minimize Violence which offers suggestions in your daily interactions with people to de-escalates potential situations.

Dealing with Hostile Persons

Predicting when an individual may be at risk to commit a violent act. These are general tips only. Departments should develop policies and procedures to deal with situations/risks specific to their area.

Pay attention to the nonverbal communications that you express toward the violent individual and those that he or she exhibits to you. Some strategies to dealing with potentially hostile people are:

- Give the potentially violent person enough physical space (two to four feet is adequate and if possible, have furniture or a large solid object between you and the person)
- Avoid staring, which may be perceived as a challenge

- Stay conscious of how you are delivering your words (keep the volume low, and speak slowly)
- Listen carefully and don't be judgmental (use silence as a calming tool and clarify what you are hearing)
- Observe the individual's body language
- Use caution if the person exhibits one or more of the following:
 - Red face
 - Sweating
 - Pacing
 - Trembling or shaking
 - Crossed arms and legs
 - Clenched jaws or fists
 - Shallow, rapid breathing
 - Glaring or avoiding eye contact
- Remain as calm as possible

4.0 RESPONSE/REPORTING VIOLENCE

Employee must be instructed in the appropriate response to incidents of violence, including how to obtain assistance. See Appendix E Armed Robbery Prevention

Emergency procedures, including those set out in StFX Violence and Bullying In The Workplace Policy and StFX Emergency Procedures Manual addresses the response procedure and emergency call out plan for the campus.

4.1 Reporting Emergencies; phone Security x-3981 and 9-1-1

Threats of violence, assaults or other violent incidents that require an immediate response must first be reported to Security x-3981 and 9-1-1. Provide critical information including the nature of the incident, what emergency services are required and if the perpetrator(s) are present, etc. Also advise 9-1-1 if a violent act has occurred.

How To Respond If You Are In An Emergency Situation:

- For crimes in progress, violent incidents or specific threats of imminent violence, call StFX Security at x-3981 and call 911 for emergency responders.
- When confronted with a situation where another person is armed with a weapon or a person is behaving in such a manner that causes your to fear for your safety or that of another, immediately contact Security x-3981 and 911.
- If possible, use a phone out of site/hearing of the individual.
- Do not attempt to intervene physically or deal with the situation yourself.
- Get yourself and others to safety as quickly as possible.
- If you don't have an exit away from your subject, lock yourself in a room and call 911.
- If possible, keep an open line to the 911 operator until emergency responders arrive. If you cannot stay on the line, give them as much information as possible and tell them where you are at so they can come to you.
- All contact with the press and media should be funneled through the appropriate University Communications procedure.
- Emergency Response Team (ERT):
The University may use the Emergency Response Team in order to effectively deal with acts of violence. This team is comprised of representatives from departments who have the delegated authority to deal with these acts. In the event of violence on campus, Security will be notified and it will be determined whether the ERT will convene to provide direction in response to these acts.

4.2 Reporting Non-Emergencies

Threatening statements or behaviors that give one reasonable grounds to believe that there is a potential for workplace violence must also be reported. Such reports may assist in identifying patterns of potential violence and may assist in the prevention of emergency situations in the future. All such circumstances must be reported immediately to the immediate Supervisor/Manager/Chair and Human Resources who will evaluate the situation and consult with others, as necessary, regarding further investigation and/or the initiation of appropriate action.

4.3 Documentation

All acts of violence must be documented on the StFX Accident Investigation Report 6.7.A Appendix F and/or <http://www.stfx.ca/campus/admin/health-safety/> and copies given to the Coordinator of Records and/or the Occupational Health and Safety Officer.

4.4 Investigation

All reports of incidents or potential incidents will be taken seriously and will be dealt with appropriately. The form of the investigation will depend largely on the circumstances and may involve some or all of the following people; the Supervisor/Manager/Chair of the department, Security, employees, witnesses, Dean of Students, Equity Officer, Human Resources, and as appropriate, external law enforcement agencies. The investigation may result in the matter being dealt with under the provisions of relevant collective agreement(s), Human Resources Policies, the Community Code for Student Conduct and/or legislation such as the Criminal Code.

5.0 TRAINING

Training and supervision for employees as per Section 11 of the Violence in the Workplace Regulations;

In accordance with the procedure in an employer's workplace violence prevention plan, an employer must provide adequate training on all of the following for any employee who is exposed to a significant risk of violence:

- (a) the rights and responsibilities of employees under the Act;
- (b) the workplace violence prevention statement;
- (c) the measures taken by the employer to minimize or eliminate the risk of violence;
- (d) how to recognize a situation in which there is a potential for violence and how to respond appropriately;
- (e) how to respond to an incident of violence, including how to obtain assistance;
- (f) how to report, document and investigate incidents of violence.

6.0 REFERENCES

1. Violence in the Workplace Regulations made under Section 82 of the Nova Scotia Occupational Health and Safety Act
<http://www.gov.ns.ca/just/regulations/regs/ohsviolence.htm>
2. Canadian Center of Occupational Health and Safety, www.ccohs.ca
3. St. Francis Xavier University “Violence and Bullying in the Workplace Policy”
<http://www.stfx.ca/administration/hr/policies.htm>
4. St. Francis Xavier University “Firearms And Weapons Prohibition Policy”
<http://www.stfx.ca/administration/hr/policies.htm>
5. Combating Workplace Violence: Guidelines for Employers and Law Enforcement. International Association of Chiefs of Police. 1996.
<http://www.theiacp.org/documents/pdfs/Publications/combatingworkplaceviolence.pdf>

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Appendix A

VIOLENCE AND BULLYING IN THE WORKPLACE POLICY

Preamble

StFX University recognizes that violence is an occupational health and safety hazard. The University also recognizes the physical and emotional harm which results from violence. Any form of violence in the University workplace is unacceptable. The University is committed to minimizing and, to the extent possible, eliminating the risk of violence in the workplace.

Employees covered by this policy This policy applies to all employees (including employed students) at StFX University.

A. Purpose and scope

1. It is the goal of StFX University to promote a safe, respectful and productive work environment in which to deliver quality academic programs and administrative services. To this end, the University will not tolerate, condone or ignore threatening or violent behavior and/or bullying in the workplace as described in this policy.
2. Each department head, manager, supervisor and employee is responsible for keeping the workplace free of threatening or violent behavior and bullying. This includes threatening or violent behavior by employees or non-employees (students, vendors, job applicants, visitors, spouses, etc.) against self, others, University property, or property on University premises belonging to others.
3. This policy covers all University premises and University-sponsored events as well as off-campus sites, if the violent, threatening or bullying behaviour arises out of or in connection with an employee's employment.

B. Existing related law and policy

1. StFX is responsible for providing a safe, secure environment for all employees: Nova Scotia Occupational Health and Safety Act; Violence in the Workplace Regulations.
2. Both federal and provincial laws prohibit discrimination as identified in the University's Equity, Discrimination & Discriminatory Harassment Policy. Employees who believe they are victims of or have observed such discrimination or harassment are strongly urged to contact either the HR Department or the Human Rights and Equity Advisor.

3. The University policy: Firearms and Weapons Prohibitions Policy, prohibits employees from unauthorized possession of weapons, including firearms or other items deemed by the Campus Security and/or Police to be dangerous, on University premises or at University events.

4. Certain violent or threatening behaviour can constitute a breach of criminal and/or civil law. When appropriate, the University will refer cases for criminal prosecution or civil action.

C. Threatening Behavior

1. Threatening behavior is defined as an expressed or implied threat to harm or interfere with an individual's health or safety, or with the property of the University, or property on University premises belonging to others, which causes a reasonable apprehension or fear that such harm or injury is about to occur.

2. Any employee who engages in threatening behavior will be subject to serious disciplinary action, which may include termination of employment. Examples of threatening behavior include, but are not limited to:

- Direct or indirect threats of harm or injury;
- Words or gestures which create a reasonable fear of harm or injury;
- Prolonged or frequent shouting which creates a reasonable fear of harm or injury;
- Stalking an individual.

D. Violent Behavior

1. Violent behavior is defined as the use of physical force or violence to inflict harm to others, to endanger the health or safety of another person or the property of the University or property on University premises belonging to others, or restrict the freedom of action or movement of another person.

2. Violent behavior is so serious that employees who engage in it can expect termination of their employment. Examples of violent behavior include, but are not limited to:

Unwelcome physical contact;

- Slapping, punching, striking, pushing, or otherwise physically attacking a person;
- Throwing, punching, or otherwise handling objects in an aggressive manner.

E. Bullying

1. Bullying is a form of violence in the workplace. Workplace bullying adversely affects the health and well-being of individual employees or groups of employees. StFX University recognizes its responsibility to prevent and eliminate bullying in the

workplace. All employees have the right to work in an environment free from workplace bullying.

2. Bullying behaviours range from the very obvious such as physical and verbal assault and abuse through to the very subtle such as continually insulting or demeaning another person. The following are examples of the types of behaviour that might constitute bullying:

- behaviour aimed to demean, humiliate or intimidate employees either as individuals or as a group;
- less favourable treatment of a person by another in the workplace, beyond that which may be considered reasonable and appropriate workplace practice;
- unwelcome and unreasonable behaviour that creates a hostile, uncomfortable, offensive or 'charged' work atmosphere leading to stress;
- misuse of relative and/or assumed power;
- comments intended to discredit or demean an employee or to unjustifiably devalue his or her work or capacity for work;
- continual ignoring or exclusion of an employee or group of employees from normal conversation, work assignments, work-related social activities and networks; derogatory or intimidating remarks;

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Appendix B

StFX FIREARMS AND WEAPONS PROHIBITION POLICY

Employees covered by this policy: This policy applies to all employees (including employed students) at StFX. A. Introduction

1. Providing a safe and secure environment is one of the University's foremost obligations to all members of the University community, a fundamental prerequisite for fulfilling the University's mission to remain Canada's Premier Undergraduate Experience. StFX University is committed to maintaining a workplace that is free of violence and the threat of violence. This obligation includes eliminating recognized hazards from campus communities that contribute to violence or serious harm.

B. Policy

1. While on University premises, University-controlled sites and at University-directed activities, employees are prohibited from possessing, using, buying, selling, or otherwise introducing to such locations any unauthorized weapon, including firearms, ammunition, other weapons, explosives, or items deemed by Campus Security and/or Police to be dangerous.

C. Violation of this policy

1. Any employee who becomes aware of a violation of this policy is required to immediately notify Campus Security and/or Police, or his or her supervisor.
2. Violation of this policy is considered a serious offense that endangers the safety of those within the University community. Any violation of this Policy may result in immediate termination of employment for cause.

D. Definitions

1. An employee is any StFX University employee, (regardless of employment status), whether faculty or staff designation.
2. An unauthorized weapon includes any weapon, regardless of whether the owner has a valid permit to carry the weapon. The following weapons are excluded from this definition:

A weapon in the possession of a law enforcement officer who is authorized to possess the weapon, either on or off duty, and who is employed by the RCMP or local police.

3. University premises refers to all StFX University properties.

4. A University-controlled site refers to all permanent StFX University facilities on the campus or other locations. It includes any temporary facilities that the University uses to conduct an activity intended primarily for faculty, staff, students, or invited guests of the University, rather than for the general public.

5. A University-directed activity is an event intended primarily for StFX University faculty, staff, students, or invited guests of the University; it is not intended for the general public. These activities include, but are not limited to, graduation events, receptions, meetings, and conferences.

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Appendix C
St. FX Workplace Sample Violence Risk Assessment

Part One:

Name of Organization _____

Assessment Date: _____

Assessors: _____

Workplace or Tasks Covered by this Assessment: _____

Part Two Questions

- When you are open to the public, are there times when only one employee is present?
Yes ___ No___
- Do your employees handle cash or other valuables? Yes ___ No___
- Do your employees provide a service where they may deal with troubled persons? Yes ___ No___
- Do your employees care for others? (i.e. health care or community workers). Yes ___ No___
- Are your employees involved in disciplining others? (i.e. teachers). Yes ___ No___
- Do your employees deliver or collect items of value? Yes ___ No___
- Do your employees exercise control over others? (i.e. enforcement officers). Yes ___ No___
- Do your employees inspect other people's private property? (i.e. planning inspectors, assessment officers). Yes ___ No___
- Do your employees exercise security functions? (i.e. sheriffs). Yes ___ No___
- Do your employees sell or dispense drugs or alcohol? Yes ___ No___
- Do your employees work in community-based settings? (e.g. nurses, social workers and other home visitors). Yes ___ No___
- Do your employees work during periods of intense organizational change i.e. conciliators during strikes or lock-outs. Yes ___ No___
- Do your employees deal with or handle firearms or similar weapons? Yes ___ No___
- Has this workplace or task experienced violence in the past? Yes ___ No___
- Have similar workplaces or tasks in other organizations experienced violence? Yes ___ No___

Other factors to consider;

- late hours of the night or early hours of the morning
- office location/isolated work areas
- overdue utility bill cut-off dates
- tax return season
- pay days
- Christmas
- performance appraisals
- report cards or parent interviews

Nature and Extent of the Potential for Violence

Each "Yes or Unknown" answer in Part Two should be reviewed to determine specific potential areas of violence risk which need action. Each of these violence risks should be described separately, with the following information:

Violence Risk #

i) What activity or feature of the workplace or task may trigger violence? (i.e. presence of money, interaction with customers)

ii) Describe how frequently the activities occur (i.e. if describing "presence of money", the frequency may be "Daily"; if describing "interaction with customers", the frequency may be "500 customers served per year")

iii) Describe the size of the activity that creates the violence risk (i.e. the amount of cash handled is \$20, 000 per day; on average, 10 customers become upset each day)

iv) State who is at risk from this violence, preferably using job titles as opposed to personal names

Predicted type of violence (i.e. physical assault, robbery, threats, etc.)

Is there any other information or factor that should be described and considered? (i.e. highlight "peaks" such as "During Christmas, our cash registers may hold twice as much money as normal" or highlight product return policies that are known to frustrate customers)

Determining the Significance of the Risks

There are ways for coming up with a value for risk. Most risk assessment tools involve determining the chances of an event happening and the consequences or impact of the event happening. Risk assessment involves ranking the probability, or chance, of an event happening with the amount of impact of the event. This means you would be developing a matrix or box of risk. At its simplest the ranking can range from High/High - the chance of something happening is high and the impact or seriousness of the event is high, to Low/Low.

To use this risk assessment tool, take each Violence Risk you described in Appendix A and estimate its significance using the following three steps:

Step One: Estimate the Probability

In this step, estimate the probability of the Violence Risk occurring.

Category Name Characteristic

A	Frequent	Will likely happen often in next year
B	Likely	Will likely happen in next year
C	Occasional	Will likely happen sometime in next several years
D	Remote	Unlikely but event could be experienced in next several years
E	Highly unlikely	Event will not be experienced

Step Two: Determine the Impact

In this step, estimate the most serious, **reasonably possible** outcome (as opposed to the “most likely” outcome) for the Violence Risk you are considering.

For example, for a bank robbery, the most likely outcome is Category 1 - No Injury. However, in several cases, bank employees have been killed. Thus, the most serious, **reasonably possible** outcome is Category 4 - Fatality. Thus, the Impact of a bank robbery should be recorded as Category 4.

Category Name Characteristic

4	Catastrophic	Fatality, coma
3	Critical Severe injury	loss of, or use of limbs, hospitalization
2	Marginal	Minor injury - bruises, cuts
1	Negligible	No injury

Step Three: Determine the Risk

Probability		Impact Categories			
		Catastrophic 4	Critical/Severe injury 3	Marginal 2	Negligible 1
	A Frequently	<u>4A</u>	<u>3A</u>	<u>2A</u>	1A
	B Likely	<u>4B</u>	<u>3B</u>	<u>2B</u>	1B
	C Occasional	<u>4C</u>	<u>3C</u>	<u>2C</u>	1C
	D Remote	<u>4D</u>	<u>3D</u>	2D	1D
	E Highly Unlikely	4E	3E	2E	1E

Having estimated the Probability in Step One and the Impact in Step Two, combine the two answers to determine where on the table below the Violence Risk you are considering falls.

4A, 4B, 4C, 3A, 3B, 2A Significant and unacceptable risks; Address immediately through a violence prevention plan.

4D, 3C, 3D, 2B, 2C - Significant risks. Include in the violence prevention plan.

4E, 3E, 2D, 2E, 1A, 1B - Not significant for the purposes of requiring a violence prevention plan. Should be addressed through regular health and safety measures.

1C, 1D, 1E - Not significant for the purposes of requiring a violence prevention plan.

- This section outlines practical ways to eliminate or minimize violence and aggression in your workplace.
- You should select the most suitable risk controls for your business. Having more than one control measure for a particular risk would be an effective way of preventing workplace violence.
- Drawing from this range of risk controls, you should select those most suitable for your business. Customers too can benefit from your workplace violence prevention efforts.

Appendix D Personal Conduct to Minimize Violence

Follow these suggestions in your daily interactions with people to de-escalate potentially situations	
Do	Do Not
€ Assess the situation & determine if you feel comfortable in handling it alone.	€ Use styles of communication which generate hostility such as apathy, brush off, coldness, condescension, going strictly by the rules or giving the runaround.
€ Project calmness, move and speak slowly, quietly and confidently.	€ Reject all of a client's demands from the start.
€ Be an empathetic listener: Encourage the person to talk and listen patiently.	€ Pose in challenging stances such as standing directly opposite someone, hands on hips or crossing your arms. Avoid any physical contact, finger pointing or long periods of fixed eye contact.
€ Focus your attention on the other person to let them know you are interested in what they have to say.	€ Make sudden movements which can be seen as threatening. Notice the tone, volume and rate of your speech.
€ Maintain a relaxed yet attentive posture and position yourself at a right angle rather than directly in front of the other person.	€ Challenge, threaten, or dare the individual. Never belittle the person.
€ Acknowledge the person's feelings. Indicate that you can see he/she is upset.	€ Criticize or act impatiently toward the agitated individual.
€ Establish ground rules if unreasonable behavior persists. Calmly describe the consequences of any violent behavior.	€ Attempt to bargain with a threatening individual.
€ Be reassuring and point out choices. Break big problems into smaller, more manageable problems.	€ Try to make the situation seem less serious than it is.
€ Accept criticism in a positive way. If the criticism seems unwarranted, ask clarifying questions.	€ Make false statements or promises you cannot keep. Don't take side or agree with distortions.
€ Ask for his/her recommendations. Repeat back to him/her what you feel he/she is requesting of you.	€ Try to use a lot of technical or complicated information.
€ Arrange yourself so that a visitor cannot block your access to an exit.	€ Invade the individual's personal space. Normally 3-6 feet is an adequate distance.
Signal for assistance if you think the situation is getting out of control. Have a pre-arranged distress signal, like a brief phrase such as "let Susan know that I can't make our meeting" which alerts others to call Security. If the situation escalates, try to find a way to leave the area quickly as possible and call Security x-3981 and/or 9-1-1.	

Appendix E

Armed Robbery Prevention

Being the victim of an armed robbery is very traumatic. Having a plan about how you would respond will make you better prepared to cope with the situation.

Remember don't be a hero. *Keep It Short and Smooth*

- The longer the robbery takes, the more nervous the robber becomes
- Handle the situation as if you were dealing with a customer
- The average robbery takes less than two minutes

Obey the Robber's Orders

- Robbers seldom hurt people who cooperate with them
- Let the robber know that you intend to comply
- Keep calm and observe what the robber looks like and what he or she is wearing
- Remember exactly what he or she says
- Try to note the robber's exact height as he or she exits the store (if it is safe to do so)

Tell the Robber about Any Possible Surprises

- If you must reach for something or move in any way, tell the robber what to expect
- If someone is in the back room or is expected back, tell the robber

Don't Argue or Fight With the Robber

- Give him all the cash and merchandise he or she wants
- The money isn't worth risking harm to you
- Once the robbery has started, it is too late for the robber to change his or her mind
- Trying to attack an armed robber is foolhardy, not heroic

Don't Use Weapons, Another weapon will lead to violence

- The robber's weapon is already one too many

When it is Safe, Call the Police at 9-1-1 and Security at x-3981

- Write down exactly what the robber said and list all "distinguishing" features
- Protect the crime scene; don't touch any evidence

Don't Chase or Follow the Robber

- To chase a robber is to invite violence, the police, too, could shoot, mistaking you for one of the robbers

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