



NATIONAL CAPITAL REGION
MEDICAL DIRECTORATE
ADMINISTRATIVE INSTRUCTION



NUMBER 1400.08
JUL 29 2016

PERS

SUBJECT: Workplace Violence Program

References: Enclosure 1

1. PURPOSE. This Administrative Instruction (AI), in accordance with (IAW) the authority in References (a) through (i), establishes policy, guidance, and procedures for preventing, evaluating, and taking appropriate courses of action regarding all forms of workplace violence.
2. APPLICABILITY. This AI applies to the National Capital Region Medical Directorate (NCR MD), Walter Reed National Military Medical Center and subordinate clinics, Fort Belvoir Community Hospital and subordinate clinics, and the Joint Pathology Center. Hereafter, these facilities are collectively referred to as Joint Medical Treatment Facilities (MTFs) and Center.
3. POLICY. It is NCR MD policy that:
 - a. A safe workplace environment is paramount in protecting our most valuable resource: our employees. Violent behavior toward any civilian, military or contracting personnel shall not be tolerated. When warranted, disciplinary actions, up to and including termination of employment shall be initiated promptly to avoid perpetuation of disruptive incidents.
 - b. Prohibited workplace behavior includes any acts of violence, threats, harassment, intimidation, bullying, possession or use of a weapon unless required as a condition of employment or dangerous instrument, and other disruptive behavior reasonably perceived to be a threat of physical harm via any means such as face-to-face, cyber, telephonic, etc.
 - c. Work-related incidents of domestic violence, sexual violence, and stalking, attempted or threatened acts by or against employees, and/or employees' families or property are under the domain of workplace violence.
 - d. Responding to workplace violence is not exclusively a security, human resources, management and higher level supervisory, or behavioral health problem, but draws on multiple stakeholders, as effective prevention and intervention strategies require a multidisciplinary approach within the organization.

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e. Violence and threats of violence are taken seriously. Supervisors should respond accordingly, to include contacting onsite security or police.

f. During all workplace violence investigations, there shall be no discrimination against an employee for political beliefs, physical disabilities, sex, race, religion, color, national origin, or age.

g. Anonymity shall be maintained to the maximum extent possible to protect the employee who feels threatened; however, respondents may willingly participate in legal proceedings. Privacy and trust will be respected at all times.

h. The presidential mandate is institutionalized to cover domestic violence and Joint Commission standards.

4. STATEMENT

a. NCR MD is a Directorate that is committed to the well-being and delivery of high-quality healthcare for all its beneficiaries and providing an environment free of violence for beneficiaries and employees.

b. This AI includes procedures for:

- (1) Identifying warning signs and how to take appropriate action.
- (2) Roles and responsibilities for employee and supervisors.
- (3) Threat action before, during, and after incident.
- (4) Incident reporting procedures.
- (5) Mandatory employee and supervisory refresher training.

5. RESPONSIBILITIES. See Enclosure 2

6. WARNING SIGNS OF POTENTIAL VIOLENCE. See Enclosure 3

7. PROCEDURES. See Enclosure 4

8. INFORMATION REQUIREMENTS. See Enclosure 5

9. RELEASABILITY. **Cleared for public release.** This AI is approved for public release and is available from the NCR MD Website at www.capmed.mil.

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10. EFFECTIVE DATE. This AI:

- a. Is effective upon publication to the NCR MD Website; and
- b. Will expire 10 years from the publication date if it has not been reissued or cancelled before this date in accordance with DoD Instruction 5025.01(Reference (e)).



D. A. Lane
Rear Admiral, MC, USN
Director

Enclosures

1. References
2. Responsibilities
3. Warning Signs of Potential Violence
4. Procedures
5. Information Requirements

Glossary

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ENCLOSURE 1

REFERENCES

- (a) Presidential Memorandum, "Establishing Policies for Addressing Domestic Violence in the Federal Workplace," April 18, 2012
- (b) DoD Instruction 1438.06, "DoD Workplace Violence Prevention and Response Policy," January 16, 2014
- (c) NCR MD Memorandum, "Workplace Violence," July 15, 2014
- (d) DHA-Procedural Instruction 5025.01, "Publication System," August 21, 2015
- (e) DoD Directive 5500.07, "Standards of Conduct," November 29, 2007
- (f) DoD Instruction 1400.06, "Civilian Disciplinary and Adverse Actions," April 17, 2015
- (g) The Joint Commission Environment of Care Chapter: EC.02.01.01
- (h) DoD Instruction 1010.09, "DoD Civilian Employee Drug Free Workplace Program," June 22, 2012
- (i) U.S. Department of Labor, Occupational Safety and Health Administration, "Guidelines for Preventing Workplace Violence for Health Care and Social Service Workers, No. OSHA 3148-01R 2004

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ENCLOSURE 2RESPONSIBILITIES

1. DIRECTOR, NRC MD. The NCR MD Director will:
 - a. Oversee the implementation of the Workplace Violence Program outlined in this AI.
 - b. Appoint a Workplace Violence Prevention Program Coordinator/Manager (WVPPC/M).
 - c. Coordinate with the MTFs/Center to ensure timely exchange of program updates.
 - d. Monitor program efforts throughout NCR MD.
 - e. Uphold annual compliance of uniform refresher training curricula for each MTF/Center.
 - f. Ensure a system of record keeping for the workplace violence incidents is centralized.
2. WORKPLACE VIOLENCE PROGRAM COORDINATOR/MANAGER. The WVPPC/M will:
 - a. Manage the Workplace Violence Program for NCR MD, including the MTFs and Center.
 - b. Ensure the incident report forms are handled with the highest degree of confidentiality.
 - c. Apply strictest security measures to all incident report data.
 - d. Provide annual report on workplace violence data to include number of incidences, categories of violence, lessons learned, investigation results warranting terminations, and observed patterns of violence to the MTFs/Center and affiliates (Labor Management and Employee Relations (LMER)).
 - e. Establish annual workplace violence awareness month event.
3. MTFs/CENTER. The MTFs and Center will:
 - a. Respond promptly to all onsite workplace violence incidents and investigate each thoroughly.
 - b. Ensure that all employees affected by workplace violence are offered the necessary support to regain a safe environment and peace of mind (e.g., counseling, alternative schedules, etc.).
 - c. Respond promptly to incident report forms from management or anonymous employee.

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d. Provide a point of contact (POC) who will be the recipient for the incident report forms.

e. POC is to send workplace violence incident report form to the WVPPC/M at: NCR MD Workplace Violence Mailbox dha.bethesda.wrnmmc.mbx.ncr-md-workplace-violence@mail.mil., and a copy to LMER.

4. SUPERVISORS AND CHAIN OF COMMAND. The supervisor and the chain of command will:

a. Treat all employees with dignity and respect; foster a healthy and safe workplace environment; recognize and de-escalate violence.

b. Function as the first line of defense; identify potentially problematic behavior; recognize workplace violence; and take immediate appropriate action(s) to protect employees.

c. Ensure employees are aware of this policy and know how to contact safety and security officials.

d. Create and maintain open communication with employees. Keep an open dialogue, reduce the risk of violence or unacceptable behavior, and protect staff and patients.

e. Ensure employees maintain a Joint Knowledge Online (JKO) account and complete the annual workplace violence refresher training.

f. Use the manager's toolkit located at: www.capmed.mil/employeeservices/personnel to provide guidance/resources to employees experiencing personal issues encountered outside of the workplace that affect their work performance (e.g., domestic violence, depression, anger issues, etc.).

g. Prevent and take action against retaliation directed toward employees reporting and/or experiencing workplace violence.

5. EMPLOYEES. The military, civilian or contractor employee will:

a. Immediately report all threats, verbal and physical altercations, and all other actions defined as "workplace violence" to their immediate or higher level supervisor.

b. Familiarize themselves with the work rules and directives provided by their supervisors.

c. Refrain from making false allegations.

d. Inform appropriate personnel (immediate or higher level supervisor) about any civil protection or restraining orders so that supervisors may assist with precautions at the worksite.

e. Seek appropriate assistance (e.g., Employee Assistance Program (EAP), immediate or higher level supervisor) if experiencing undue personal or work-related stress.

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ENCLOSURE 3

WARNING SIGNS OF POTENTIAL VIOLENCE

1. While there is no specific identifying factor of a potentially dangerous person, the following behaviors should be viewed with concern:
 - a. Direct or veiled threats of harm.
 - b. Numerous conflicts with supervisors and employees; verbal comments indicating expression of hostility directed at co-workers, supervisors, or others.
 - c. Harboring grudges, an inability to handle criticism, habitually make excuses, and blaming others.
 - d. Fascination with weapons, a preoccupation with violent themes of revenge, and an unusual interest in recently-publicized violent events, if communicated in a manner that creates discomfort for co-workers.
 - e. Extreme or uncharacteristic changes in behavior or displays of emotional duress.
 - f. Obsessive intrusion upon others or persistent unromantic pursuit.
 - g. Intimidation, bullying, or other threatening behavior, aggressive outbursts or comments, or excessive displays of anger.
 - h. Signs of drug/alcohol abuse.
2. The following behaviors may be contributing factors preceding workplace violence.
 - b. Withdrawal from friends, co-workers, and/or one's social circle.
 - c. Reduced productivity.
 - d. Unexplained absence from work area or marked increase in tardiness and/or absenteeism.
 - e. A major change in personal hygiene and appearance.
 - f. Suffering a recent emotional or financial stressor such as financial hardship, divorce, death in the family or legal challenges.
3. While a person may exhibit one or more warnings and never resort to violence, it warrants the need for careful examination and at times formal intervention through LMER protocols.

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ENCLOSURE 4PROCEDURES1. BEFORE THE INCIDENT. Prevention strategies:

a. Minimizing workplace violence perpetration via proactive methods:

(1) Communication. Establish an open-door policy where employees are able to air concerns, problems and grievances, report threats, coercion, intimidation, or potential violent activity through the supervisory chain.

(2) Training. All new employees must successfully complete workplace violence training during their onboarding process. Workplace violence prevention will be part of annual training via JKO for all employees.

2. DURING THE INCIDENT. Resolution process:

a. Employee or manager observes inappropriate behavior or manager receives complaint from employee. Management chain differs based on type of employee:

(1) Military. Utilize their chain of command.

(2) Federal Civilians. Notify their direct or higher level supervisor.

(3) Contractors. Notify their contracting officer representative (COR).

b. Contact the police/MPs for orange and red workplace violence level infractions (see manager toolkit for violence continuum levels).

c. If the person exhibits hostility (e.g., shouting, swearing, or threatening):

(1) Remain calm.

(2) Show respect; attend to the person's need to be heard.

(3) Acknowledge the person's feelings of anger.

(4) Do not argue.

(5) Do not call security while talking to the person, but signal a colleague to make the call.

d. If the person is threatening with a weapon or dangerous instrument:

(1) Alert authorities.

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- (2) Stay calm and signal for help.
- (3) Listen to the person and do not interrupt or respond with defensive words or angry gestures.
- (4) Maintain eye contact without staring.
- (5) Stall for time, engage the person, ask questions, but do not argue or accept blame for the problem.
- (6) If you have an opportunity to escape, do so, if you can do it quickly, quietly and safely.
- (7) Following the incident, complete the workplace violence incident report form and submit it to the WVPPC/M at: NCR MD Workplace Violence mailbox dha.bethesda.wrnmmc.mbx.ncr-md-workplace-violence@mail.mil. Complete and submit the workplace violence incident report form even if the incident has been resolved by management as these reports are also used for tracking purposes and program alignment. Provide a copy of the workplace violence incident report form to LMER for their awareness.
 - e. Chain of command and first-line supervisor will conduct a thorough investigation of the allegations. Depending on violence level/offense, this investigation may include cooperating with outside parties (i.e., police) while security or law enforcement conducts their own investigation.
 - f. During the investigation, the chain of command should take measures to avoid additional or escalated violence by contacting LMER to avoid continued interactions. In the case of severe infractions, LMER will determine appropriate administrative and/or disciplinary actions including immediate dismissal/removal from duty.
 - g. If the allegation cannot be validated or is proven to be deliberately false:
 - (1) Inform the alleged victim that no further action will be taken at this time.
 - (2) When warranted, counsel the accuser that purposeful, malicious false allegations will result in adverse administrative action.
 - h. If the incident was not reported as resolved by management, the chain of command will refer the victim(s) and/or perpetrators to counseling and evaluation as needed.
 - i. Final referred office (e.g., supervisor, chain of command, mental health clinic, etc.) will complete the post assessment portion of the incident report form and submit a scanned copy of the completed form to the WVPPC/M.
 - j. Once the incident is considered resolved and data have been gathered from the form, the original will be destroyed by the chain of command.

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3. AFTER THE INCIDENT. Recovery process:

a. MTFs/CENTER ensure the incident report post assessment is complete and accurate before submitting to the WVPPC/M.

b. MTFs/CENTER review the incident and examines the precipitating event(s) for effective resolution. Change in workplace conditions and/or procedures may curtail similar incidents in the future.

c. Management will assist in employee's recovery by offering resources available at the MTF/Center (e.g., stress debriefing sessions, post-traumatic counseling recommendations), and/or offer continued alternative working conditions.

d. Critical incident stress is a normal reaction to an abnormal situation. Employee may experience lingering effects after a traumatic event, which often include:

(1) Feeling jumpy, anxious, and irritable.

(2) Poor concentration, inability to make decisions and think clearly.

(3) Having difficulty returning to the scene of the incident.

(4) Intrusive vivid recollections of the event that cannot be "turned off."

e. Supervisors should provide support services to the affected employee(s) such as EAP for civilians and Pastoral Care for others.

f. When the person of concern is permitted to continue his or her employment following an incident, management should instruct relevant supervisor(s) to:

(1) Enforce standards of appropriate workplace behavior.

(2) Closely monitor the workplace conduct of the employee in question.

(3) Report immediately any future concerns to the MTFs/Center chain of command.

g. Retaliation or reprisals of any kind are strictly prohibited. Management should warn the assailant retaliation will not be tolerated and will result in adverse action.

4. MANDATORY EMPLOYEE AND SUPERVISORY REFRESHER TRAINING

a. This AI is the basis of annual refresher training for all civilian, military and contracting personnel. The intent of the refresher training is to gain a baseline understanding of workplace violence: the warning signs, prevention and intervention strategies, and resolution.

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b. Mandatory refresher training will occur annually for employees and supervisors during their birth month. This refresher training curriculum will be added to the JKO workplace violence module.

c. Employees are required to take the refresher training through the JKO. Each employee must establish and maintain an active JKO account.

d. Supervisors are required to take the refresher training through installation education and training organizations. This session will enable supervisors to better detect behaviors of concern and to properly curtail the possibility of a violent incident through scenario-based refresher training.

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ENCLOSURE 5
INFORMATION REQUIREMENTS

Appendix 1 – Workplace Violence Incident Report

Appendix 2 – Workplace Violence Program Manager Toolkit

Appendix 3 – Employee Pamphlet

Appendix 4 – Domestic Violence Desk Card

Appendix 5 – Domestic Violence Guide for Supervisors

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APPENDIX 1



WORKPLACE VIOLENCE INCIDENT REPORT

Each section of the form should be completed by the specified person.

SECTION 1: TO BE COMPLETED BY THE PERSON SUBJECT TO OR OBSERVED THE INCIDENT

Date of Incident:	Time:
Address/Location of Incident:	

Report submitted by <u>(May Remain Anonymous)</u> :	Date:
Title:	Telephone:
Chain of command notified of the incident? Yes No	

SECTION 2: TO BE COMPLETED BY: WRNMMC FORT BELVIOR JPC HQ

Individuals involved in the incident (use additional sheet(s) if necessary):

Name: (Violence directed towards) <input type="checkbox"/> Civilian <input type="checkbox"/> Military <input type="checkbox"/> Contractor <input type="checkbox"/> Other	Assailant's Name: <input type="checkbox"/> Civilian <input type="checkbox"/> Military <input type="checkbox"/> Contractor <input type="checkbox"/> Other
Title:	Title:
Division:	Division:
Phone:	Phone:
Immediate or Higher Level Supervisor:	Immediate or Higher Level Supervisor:
Has victim been notified of your intent to complete this form? Yes <input type="checkbox"/> No <input type="checkbox"/>	Has the assailant's supervisor been notified of the incident? Yes <input type="checkbox"/> No <input type="checkbox"/>

Assailant Relationship to Employee

<input type="checkbox"/> Co-worker	<input type="checkbox"/> Supervisor
<input type="checkbox"/> Other (specify)	

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Category of (Check one or more)

Threat

<input type="checkbox"/> Communicated directly to victim	<input type="checkbox"/> Verbal	<input type="checkbox"/> Nonverbal	<input type="checkbox"/> Phone	<input type="checkbox"/> Electronic
<input type="checkbox"/> Communicated to another person	<input type="checkbox"/> Verbal	<input type="checkbox"/> Nonverbal	<input type="checkbox"/> Phone	<input type="checkbox"/> Electronic
<input type="checkbox"/> Other (specify)				

Harassment and/or Sexual

Being Harassed:	<input type="checkbox"/> Verbally	<input type="checkbox"/> Nonverbally	<input type="checkbox"/> Via Phone	<input type="checkbox"/> Via Electronic (Email/Social Media)
<input type="checkbox"/> Other (specify)				

Intimidation / Bullying

<input type="checkbox"/> Stalking
<input type="checkbox"/> Engaging in actions intended to frighten, coerce, or induce duress
<input type="checkbox"/> Other (specify)

Physical Attack

<input type="checkbox"/> Hitting, fighting, pushing, shoving, or sexual assault
<input type="checkbox"/> Use of object as weapon (specify)
<input type="checkbox"/> Use of weapon such as gun, knife, etc. (specify)
<input type="checkbox"/> Other (specify)

Substance Abuse

<input type="checkbox"/> Drugs
<input type="checkbox"/> Alcohol
<input type="checkbox"/> Other (specify)

Did the incident result in any of the following categories?

<input type="checkbox"/> Physical injury	<input type="checkbox"/> Trauma/Emotional injury
<input type="checkbox"/> Medical care required	<input type="checkbox"/> Death

Initial Response: (Check all that apply)

<input type="checkbox"/> Situation defused – no further action needed	<input type="checkbox"/> Medical Staff notified
<input type="checkbox"/> Security notified	<input type="checkbox"/> Supplementary Program referral (e.g., EAP, Pastoral Care, FB's _____, JPC's _____)
<input type="checkbox"/> Installation Police notified	<input type="checkbox"/> Other (specify)

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POST ASSESSMENT

SECTION 3: TO BE COMPLETED BY: WRNMMC FORT BELVIOR JPC HQ

What were the contributing factors of the incident: (Check all that apply):

<input type="checkbox"/> Conflict with co-worker(s)/former co-worker	<input type="checkbox"/> Alcohol/drugs in the workplace
<input type="checkbox"/> Conflict with supervisor	<input type="checkbox"/> Receiving disciplinary action
<input type="checkbox"/> Other (specify)	

Follow-up Response: (Check all that apply)

<input type="checkbox"/> Medical treatment provided to victim	<input type="checkbox"/> Victim referred to counseling
<input type="checkbox"/> Medical treatment provided to assailant	<input type="checkbox"/> Assailant referred to counseling
<input type="checkbox"/> Workers' Compensation claim filed	<input type="checkbox"/> Administrative action taken

What other support services were provided to the victim?

<input type="checkbox"/> EAP	<input type="checkbox"/> Support Group
<input type="checkbox"/> Stress Debriefing	<input type="checkbox"/> Other (specify _____)
<input type="checkbox"/> Hotline Number	

What can be done to prevent a future incident?

--

Overall, does the victim feel the situation was resolved adequately?

--

What can be done to improve the follow-up process?

--

APPENDIX 2



Cover page of Workplace Violence Program Manger Toolkit shown. Visit www.capmed.mil/employeeservices/personnel to view full toolkit.

APPENDIX 3

EMPLOYEE PAMPHLET

**Workplace
Violence
Program**



Zero tolerance for any workplace violence, threats of violence, harassment, intimidation, bullying, and other disruptive behavior

**Workplace Violence
Prevention Tips**

- ✓ Create/sustain an inclusive and accepting environment
- ✓ Educate yourself (see Additional Resources)
- ✓ Use a "buddy system" in isolated and dimly light areas
- ✓ Resolve all conflicts before they escalate into harassment or acts of violence
- ✓ Quickly report all incidents and threats of any magnitude



Unreported incidents of any level typically result in future incidents and even escalation of violence. Report any problems and threats immediately to avoid growing issues later.



Workplace violence isn't limited to physical assaults. Report any of the following:

Violence Level	Assault Actions
Yellow	<ul style="list-style-type: none"> • Intimidation/bullying • Disrespectful (overt and passive-aggressive) • Verbally abusive (curse words, demeaning, etc.)
Orange	<ul style="list-style-type: none"> • 2+ yellow infractions of similar actions • Verbal and/or written threats of violence to victim and victim's personal effects (such as car) • Stalking (co-worker or outside party perpetrating domestic violence) • Expressing empathy or align with those who resort to violence • Suicide threat with no recent attempt, preparatory behavior or rehearsal of act
Red	<ul style="list-style-type: none"> • 3+ orange infractions of similar actions • Physical alteration of any severity • Aggressive posturing/demonstration of rage during verbal altercation • Purposeful sabotage/vandalism/stealing of agency and employee property • Persistent suicidal ideation or threat • Bringing weapon on site • Utilization of an object as a weapon to harm others (not limited to guns)

Reporting Process



Security by Location

Contact your local security for all threats or assaults that require immediate attention

FBCH (571)231-0333 (Hospital Police)

WRNMC/NCR MD (301)295-1246 or (301)295-1247 or 777 (Red Level)

JPC (301)295-7545 or (301)819-0063

Additional Resources

Your Manager

www.capmed.mil/employee-services/personnel

NCR MD Workplace Violence Coordinator

Barbra Isen (301)295-1923

dha.bethesda.wrnmc.mbx.ncr-md-workplace-violence@mail.mil

Employee Assistance Program (EAP)
(800) 222-0364

APPENDIX 4

DOMESTIC VIOLENCE DESK CARD

AM I EXPERIENCING DOMESTIC OR SEXUAL VIOLENCE OR STALKING?

- ▶ Is my relationship unsafe or disrespectful?
- ▶ Is someone threatening me or my family, hurting me or my family, or making me feel afraid?
- ▶ Have I experienced unwanted or forced sexual contact or assault?
- ▶ Is someone following or laying in wait for me in places I frequently go, such as my home, work or school?
- ▶ Is someone sending me repeated and unwanted emails, texts and messages, or constantly calling me?

If you answered YES to any of these questions, there are resources that can help.

IS VIOLENCE IMPACTING MY WORK?

- ▶ Have I been late or missed work because of the violence?
- ▶ Have I missed work to talk to the police, go to court, see a doctor, or for some other violence-related reason?
- ▶ Am I finding it hard to concentrate at work?
- ▶ Have I received harassing or threatening emails/phone calls/texts at work?
- ▶ Has the perpetrator come to my workplace?
- ▶ Are there other reasons I feel unsafe at work or traveling to and from there?

If you answered YES to any of these questions, your job, and the safety of everyone in the workplace, may be at risk.

NATIONAL HOTLINES/RESOURCES

National hotlines can connect you to your local advocates and other resources and provide support.

For free help 24 hours a day, call:

National Domestic Violence Hotline

1-800-799-SAFE
(1-800-799-7233)

TTY 1-800-787-3224

To be connected to a local rape crisis center, call:

Rape, Abuse, Incest National Network (RAINN)

1-800-656-HOPE
(1-800-656-4673)

Your workplace can help you stay safe, connect you to resources, and create a comprehensive, proactive workplace program that focuses on prevention as well as response.

For free information and resources visit www.workplacesrespond.org

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AM I SAFE AT WORK?



KNOW YOUR RIGHTS

Sometimes employers penalize or fire employees who have experienced violence. Consider this information:

- ▶ Only a few states prohibit employers from firing someone just because he or she experiences violence; most do not.
- ▶ Some state laws give employees who experience violence unpaid time off from work to meet with the police, prosecutor, advocate, or attorney, or to seek medical attention; but many state laws do not require this.
- ▶ Most state laws allow someone who loses or quits a job due to domestic or sexual violence or stalking to be eligible for unemployment insurance benefits.
- ▶ Some workplaces have policies that provide employees with leave, or the ability to telecommute or relocate.

Before disclosing your situation, learn about the protections in your state (at www.womenslaw.org or <http://www.legalmomentum.org/what-we-do/violence/victims-of-violence-employment/state-law-guides>)

SAFETY PLANNING

If you experience domestic or sexual violence or stalking, it is not your fault. You deserve to be safe and treated with respect.

If you have been attacked or believe your safety is at risk:

1. Call 911 if you are in immediate danger.
2. Talk to someone you trust for help in calling the local or national domestic or sexual violence hotlines for information on safety planning and local resources.
3. Prepare a kit in case you suddenly have to leave or relocate, with:
 - ▶ Important papers and documents: birth certificate, social security card, drivers license, passport, medical records, lease, bills, etc.
 - ▶ House keys, car keys, cash, checkbook, credit cards, medicine, important numbers, cell phone.
 - ▶ If you are bringing your children, remember to pack their important papers, legal documents, and a change of clothes.

WORKPLACE SAFETY PLANNING

Your employer and/or union can make changes at work to help you and your co-workers stay safe and productive. Some options include:

- ▶ Time off to talk to the police, get an order of protection, see a doctor, or meet with an advocate
- ▶ Different work location
- ▶ Different work hours
- ▶ New telephone extension
- ▶ Inclusion of the workplace in an order of protection, and notification of security

RESOURCES IN THE WORKPLACE

Should you ask anyone at work for help?

- ▶ Will they be helpful -- for example, will they help me get contact information for local advocates? Will they help me stay safe?
- ▶ Will they maintain my privacy and confidentiality?
- ▶ Will they respect my decisions? For instance, if I don't want to go to the police, will they respect that?

If you answered YES to any of these questions, considering reaching out to a co-worker, a supervisor, union representative, human resources, or the employee assistance program (EAP) in your workplace. Find local resources to help you get safe.

APPENDIX 5

Domestic Violence Guide for Supervisors

Background

Following the Presidential mandate to develop a comprehensive domestic violence policy and report to U.S. Office of Personnel Management, the Workplace Violence and Prevention Program will encompass domestic violence as well.

Domestic Violence is a Workplace Issue

The effects of domestic violence can show up at work in the form of reduced work productivity, absenteeism, increased medical expenses, and increased risk of violence at the workplace. This section of the guide will help the supervisor to understand that:

There are Ways You, as a Supervisor, Can Be Supportive

There are a number of ways that you can provide support and help to empower the employee. In this section of the guide, you can learn how to recognize the possible signs of domestic violence, how to broach the topic if violence is suspected, and where to refer the employee for the right kind of help.

The Federal Workplace Offers Powerful Tools to Help Employees in Crisis

The Federal workplace offers powerful tools for protecting the safety of employees who are being abused and for supporting them as they go about rebuilding their life. You can play an important role by making sure that employees know about, and have easy access to these tools.

There are Places to Turn in the Workplace for Support

Security, the EAP, Human Capital Office, and workplace violence teams can provide assistance to victims of domestic violence who wants to increase their safety. While employees must ultimately decide whom in the workplace they want to turn to and what kinds of protections they need, you can explain to them the kinds of assistance that each resource offers.

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Know What to Say to the Employee Who May Be Experiencing Abuse

First, be aware of possible signs of domestic violence:

- Changes in behavior and work performance.
- Preoccupation/lack of concentration.
- Increased or unexplained absences.
- Harassing phone calls to the workplace.
- Bruises or injuries that are unexplained or come with explanations that just do not add up.

Knowing what to say to an employee and how to say it in a way that is respectful of his/her privacy is considered one of the most challenging aspects of domestic violence as a workplace issue. Do not be afraid to approach the employee in a non-threatening way by focusing on the employee's behavior *at work*. It is always appropriate for a supervisor to show concern for an employee who seems seriously distressed, and to support the employee in getting professional help. You should not try, however, to *diagnose* the employee's problem; do not presume that the employee is being abused. And make it clear that it is their choice whether or not to confide in you.

The following steps for approaching the topic with an employee you suspect is being abused are suggested:

- Let the employee know what you have observed -- "I noticed the bruises you had last week and you look upset and worried today."
- Express concern that the employee might be abused -- "I thought it was possible that you are being hurt by someone and I am concerned about you."
- Make a statement of support -- "No one deserves to be hit by someone else."
- If the employee chooses not to disclose, no further questions or speculations should be made. A referral for assistance should be given at the end of the conversation.

If the employee discloses that they are experiencing problems with domestic violence, resist any temptation to direct the employee's safety; he/she is the best judge about what will keep him/her safe and *there are risks on the path to safety*. For civilians, make a referral to the EAP and explain that this is a confidential resource for assistance. The EAP is able to intervene in ways you cannot or should not. Their early intervention can have a significant impact on getting the right kind of assistance in place. If the employee is a contractor or service member, refer him/her to Pastoral Care. Let employees know that you will keep what they have disclosed confidential, but in the case of a clear threat to the workplace, you, and anyone else who knows, are obliged to seek help.

If employees have confided in you, but are still resistant to letting anyone else at work know, including the EAP, you must respect their need for confidentiality, and refer them to the National Domestic Violence Hotline (1-800-799-7233).

Most important, do not ignore the situation. If workplace intervention is appropriate, either at the employees' request or to respond to a threat to the workplace, early intervention can provide

advantages. In many cases, early intervention can prevent an incident of violence that could devastate the entire workplace. Work may be the only resource an employee has left, particularly if the abuser has succeeded in cutting off other sources of support. If you are an immediate supervisor, your role can be especially important because you are in a position to initiate supportive actions on the part of the organization, if this is what they want.

The spirit and tone of your words and actions can make a big difference to employees. Even if you feel confident about how you would handle a situation, consider consulting with the EAP for guidance about your role and about how you can communicate your support.

Consider Workplace Flexibilities

Of all the personnel flexibilities, the Federal leave system is the most readily available option for employees who may need time to free themselves from a situation of domestic violence. Employees threatened by domestic violence may need time off to go to court, find a new place to live, or recover from injuries. They may need a different workspace or different schedule to keep the abusers from tracking them down on the job. They may need their phone calls screened, a workstation that is not conspicuous to visitors, or additional security at their worksites. Some employees may appreciate a temporary adjustment to their work responsibilities.

While these tools are not labeled as "domestic violence" measures, they are simply the flexibilities and entitlements available to every Federal employee under appropriate circumstances. You can make sure that all employees know the flexibilities and benefits available to them and assist any threatened employee to obtain the kind of help he/she thinks is needed.

Each of these arrangements, with good planning, usually involves little disruption to the office and can be adjusted according to the circumstances. Supervisors should first contact the Civilian Human Resources Center (CHRC) when considering the use of personnel flexibilities to assure that all labor relations obligations are met.

First Consider Paid Leave Options

Annual Leave

A supervisor provides an invaluable form of assistance by granting annual leave while an employee initiates a transition to safety.

When Federal employees are faced with incapacitation to perform their job duties for medical reasons, or if he/she or a family member is facing medical treatment or incapacitation, there are several Federal leave programs in place.

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Sick Leave

Federal employees have the right to use their accrued sick leave when they are incapacitated for the performance of their duties due to illness, injury, or to get medical care.

Sick Leave for Family Medical Care

Federal employees may use up to 104 hours of sick leave to give care to a family member with an illness or injury. The regulations cite some of the specific conditions under which sick leave can be used for family care -- for physical or mental illness, injury, pregnancy, childbirth, medical, dental or optical exam or treatment, or to make arrangements for or to attend the funeral of a family member.

Leave Transfer

With leave transfer, Federal employees voluntarily donate *annual* leave to other Federal employees who have personal or family medical emergencies and who have exhausted their own leave. For a personal medical emergency, employees must use their annual and sick leave before applying for leave transfer. For a family medical emergency, employees must exhaust their annual leave and the sick leave flexibilities for family care before applying for leave transfer.

Advanced Sick or Annual Leave

If an employee's sick or annual leave balance is depleted, you may have the discretion to grant advanced sick or annual leave. Check with CHRC about the entitlements to leave. *Leave options discussed up to this point allow the employee to receive paid leave, but there are several other options for employees which involve unpaid leave.*

Unpaid Leave Options are Available

Family and Medical Leave Act

The Family and Medical Leave Act of 1993 (FMLA) gives employees nationwide the option to use up to 12 weeks of unpaid leave during any 12-month period (beginning when the employee first uses the FMLA entitlement) for specified family and medical needs.

A person in an abusive relationship may suffer many forms of physical and emotional abuse that can result in serious conditions requiring medical attention. Also, domestic violence occurs between intimate partners, but the couple's children or parents in the household may suffer, as well. An employee may request family medical leave to care for a child or parent who is suffering from serious injury or illness.

Check with CHRC for specific information regarding FMLA coverage and entitlements.

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Leave Without Pay

Another leave option is Leave Without Pay (LWOP). Since LWOP is considered an approved absence, employees must request it. The granting of LWOP is at the discretion of management in most cases. Extended LWOP can affect employee's eligibility to entitlements so it is recommended that you contact the CHRC prior to approval of any LWOP exceeding 30 days.

Alternative Worksite Arrangements Can Offer Safety and Support

Telework/Temporary Assignment

In certain cases, telework can be a key part of a safety plan. Telework allows an employee to work at home or at a "satellite" or telecenter (an alternate office setting for employees who otherwise would travel a longer distance between home and work) for all or part of the work week.

Telework, if appropriate for the circumstances, may be easy to arrange with management, at least for a short period, to protect the employee's safety and to protect the safety of the workplace. In situations where telecommuting cannot be arranged, consider a temporary assignment to place the employee in a different location for the necessary time to achieve safety. If appropriate, contact CHRC for additional information.

Work Schedule Flexibilities Can Be Arranged

Sometimes the best solution is the simplest one, which can be the case with alternative work schedules. For the employee juggling different demands, life transitions, or who has safety concerns, a flexible work schedule, which adjusts when the work day begins and ends, may be a very suitable arrangement. Please contact the CHRC for more information and proper procedures if you are considering this option.

Identify Resources Available at the Worksite

Security

If there is a threat to the workplace, consult with security personnel right away. All employees, particularly management, should know in advance whom to call in the case of an emergency. Ask your security manager whom to call and post this number by your telephone. Keep in mind, however, that even in cases where a workplace threat exists, the manager, to the fullest extent possible, needs to maintain the confidentiality of the employee and inform only those with a "need to know."

In the absence of a clear threat to workplace safety, employees must have the final word about the kinds of interventions they would like to have and who to inform of their situation since they are in a better position to know the risks. Employees who are facing domestic violence need to direct their own decisions in matters concerning their safety since any time a person in an abusive relationship takes steps toward safety, there are risks involved. It is common for an

abuser to escalate violence as he/she makes attempts to separate. A manager would be overstepping his or her role by dictating a safety plan to the employee or trying to conduct a threat assessment. Managers can, however, inform the employee about the full range of assistance available from different agency representatives.

Installation/MTF Police

If employees want to increase their safety at work, a key intervention you can suggest is to contact the Police. However, do not alert the police yourself unless the employee requests this kind of help or there is a clear threat to the workplace. The police may have good suggestions about the appropriate security measures to take, which may include providing the installation gate guards with the abuser's name and photograph.

Employee Assistance Program (EAP)

The EAP is a non-punitive administrative program that provides confidential and timely problem identification/assessment services to civilian employees and their families. The EAP promotes the well-being of employees and supports the supervisor in helping the employee with personal problems that may be affecting work performance.

Know How to be Supportive

As a conscientious manager, you know to leave the counseling to professional counselors and security to security professionals. But there are things you can do to be supportive in managing employees who are probably facing a lot of uncertainty and change in their life.

- Protect confidentiality. Assure employees that you will maintain confidentiality to the fullest extent possible. Practice prudence when considering, together with employees, who in the chain of command, have a "need to know." Explain that if there is a clear threat to workplace safety, you will need to inform security.
- Be understanding and approachable. In most stressful situations, one source of anxiety for victims is a sense of being out of control. Employees will feel better if they are comfortable approaching you with their questions.
- Convey that the employee is a valued part of the team. Having a chance to be productive can do wonders for the battered self-esteem and sense of isolation that often go along with being a victim. One way of doing this is by addressing an employee's performance if it has been declining.
- Address performance/conduct problems. If an employee is experiencing any performance or conduct problems, document deficiencies and consult with the CHRC. Whether or not formal action is appropriate at this time, it is essential to counsel the employee about the deficiency and refer the employee to the EAP. It may seem cruel to confront a person who is obviously suffering, but sometimes this is the only way to help.

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- Meet with the employee privately to identify clearly the performance or conduct problems. You could state that you understand that sometimes "personal issues" can interfere with good performance or conduct, but do not assume that there is violence. If there are clear signs of abuse, gently encourage him/her to discuss what may be upsetting them. Whether or not they disclose the abuse, offer a referral to the EAP. Finally, suggest ways that performance or conduct improvements can be achieved with the advice of the CHRC.
- Consult with CHRC. Keep the CHRC in mind as a resource to both the employee and you on issues involving performance or pay and absences.
- Educate yourself about domestic violence. Inaccurate attitudes and beliefs about domestic violence hinder your ability to help. Domestic violence is a complex issue, and for many people, is hard to understand. Education emphasizes important points about the obstacles employees face, and reminds us not to be judgmental or to think there are "quick fixes" to this problem.

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GLOSSARYPART I. ABBREVIATIONS AND ACRONYMS

AI	Administrative Instruction
CHRC	Civilian Human Resources Center
DHA	Defense Health Agency
FBCH	Fort Belvoir Community Hospital
IAW	In Accordance With
JKO	Joint Knowledge Online
JPC	Joint Pathology Center
LMER	Labor Management and Employee Relations
MTFs	Medical Treatment Facilities
NCR MD	National Capital Region Medical Directorate
POC	Point of Contact
WRNMMC	Walter Reed National Military Medical Center
WVPPC/M	Workplace Violence Prevention Program Coordinator/Manager

PART II. DEFINITIONS

The NCR MD is committed to providing a safe workplace that is free from violence, harassment, the lingering effects of domestic violence and any other action that disrupts our employees. Before the actions can be addressed, what constitutes these actions must be mutually understood.

Unless otherwise noted, the following definitions only apply to this Instruction.

Domestic Violence. Infliction of emotional, psychological, verbal, and/or physical abuse by one household member or significant other on another in the workplace.

Employee Assistance Program (EAP). Provides short-term counseling and referral services to civilian employees who are encountering difficulties with stress, family, relationships, alcohol,

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work or other concerns which impact job performance and overall quality of life. For supervisors, coaching is available on how to deal with difficult employees, have difficult performance conversations, and be a better manager. EAP services are confidential and no cost.

Harassment. Creating an unpleasant or hostile situation through uninvited and unwelcome verbal or physical conduct.

Intimidation. Installation of fear or a sense of inferiority through verbal and/or physical urgings, demands, threats, insinuations, insults, etc.

Sabotage. An act to destroy, damage, incapacitate, or contaminate property, equipment, supplies, or data to cause injury, illness, or death to humans; or to interfere with, disrupt, cripple, disable, or hinder the normal operations or missions of the organization.

Workplace Violence. Any violent act directed toward others at work through offensive or threatening language, physical violence, and inappropriate body language whether direct or indirectly, including, but not limited to vandalism, arson, and sabotage occurring in the workplace.