National Aeronautics and Space Administration

NASA DESK GUIDE

FOR

THE PREVENTION OF AND RESPONSE TO WORKPLACE VIOLENCE

Version 1

Office of Human Capital Management
Office of Security and Program Protection
Chief Health and Medical Officer
SREF-3000-0002
February 2008

Document History Log

Status (Basic/Revision /Cancelled)	Revision Date	Description of Change
Basic	2/1/08	Basic Release

TABLE OF CONTENTS

Page

RELEASED - Printed documents may be obsolete; validate prior to use.

Page

APPENDICES

LIST OF TABLES

Table **Page**

SECTION 1 – INTRODUCTION

This section provides an overview of the document content, as well as how the information is arranged.

1.1   General

Each employee has a responsibility to help make the National Aeronautics and Space Administration (NASA) a safe workplace. The expectation is that each employee will treat all other employees, as well as customers and potential customers of NASA's programs, with dignity and respect. You can and should expect management and the Center Security Office to care about your safety and to provide as safe a working environment as possible by having preventive measures in place and, if necessary, by dealing immediately with threatening or potentially violent situations that occur.

Supervisors and Managers, in coordination with Human Resources (HR), Security, and the Employee Assistance Program (EAP) if necessary, have the obligation to deal with inappropriate behavior by their employees and customers; to provide employees with information and training on workplace violence; and to put effective security measures in place.

1.2   Applicability

This desk guide applies to NASA Headquarters and Centers, including Component facilities, resident agencies and other tenants, NASA contractors, visitors, and the Jet Propulsion Laboratory to the extent specified in a contract, grant, or other binding agreement. The applicability for this document is the same as for the NASA Policy Directive (NPD) 1600.3, Policy on Prevention of and Response to Workplace Violence.

1.3   About This Document

This document is an overview of guidelines for workplace violence issues. For ease of readability by all personnel, this desk guide is arranged in sections by topic, with paragraph titles written as questions. Policies and other information regarding workplace violence can be found in paragraph 6.2, Where Can I Find More Information On Workplace Violence?

SECTION 2 – TERMS

This section provides basic explanations for some of the terms commonly used. These descriptions are not meant to be legal descriptions of the terms, nor do they encompass all possible meanings. They are provided here for general reference.

2.1   What Is Workplace Violence?

Workplace violence can be any act of violence against persons or property, threats, intimidation, harassment, or other inappropriate, disruptive behavior that causes fear for personal safety at the work site. Workplace violence can affect or involve employees, visitors, contractors, and other non-Federal employees.

A number of different actions in the work environment can trigger or cause workplace violence (e.g., anger over disciplinary actions or the loss of a job, resistance by a customer to regulatory actions, disagreement by a member of the public with NASA policy or practices, etc.). It may even be the result of non-work-related situations, such as domestic violence, "road rage," or hate incidents or crimes (i.e., violence or intolerance or bigotry, intended to hurt and/or physically intimidate someone because of their race, ethnicity, national origin, religion, sexual orientation, or disability). Workplace violence can be inflicted by an abusive employee, a Manager, a Supervisor, co-worker, customer, family member, or even a stranger. Whatever the cause or whoever the perpetrator, workplace violence is not acceptable behavior.

There is no sure way to predict human behavior, and while there may be warning signs, there is no specific profile of a potentially dangerous individual. The best prevention comes from identifying any problems early and dealing with them.

2.2   What Is A Threat Assessment?

Determining the seriousness of a potentially violent or stressful situation and how to best intervene is the basis of a threat assessment. Since it is impossible to know with any certainty whether a threat is going to be carried out, Center management should always treat threats in a serious manner and act as though the person may carry out the threat.

When necessary, a Threat Assessment team will be established. The purpose of the Threat Assessment team is to provide guidance on managing the situation in a way that protects the employees.

Members of a Threat Assessment team will vary, but typically include representatives from:

- Management
- HR/Employee Relations
- EAP
- Security
- Office of Chief Counsel

Members of the Threat Assessment team may also find it useful to include representatives from one or more of the following:

- Diversity/Equal Employment Opportunity (EEO)
- Safety and Health
- Management Office
- Unions, where applicable
- Office of Inspector General
- Public Affairs
- Resident/Tenant Agency
- Contractor Management

Threat Assessment teams evaluate the risks that the persons under suspicion may pose to particular targets. The approach and the timing for these evaluations will be specific to the circumstances of the potentially violent situation. Threats from sources outside the agency may require additional actions and/or coordination with local law enforcement agencies.

Once a threat assessment is completed, Security, in coordination with HR and management, will decide whether additional measures are needed to close any security gaps. Where appropriate and not a security breach, management will explain to employees and customers the course of action being taken and why, to alleviate misunderstandings and confusion.

2.3   What Is An Incident Response Team?

After the Threat Assessment team evaluates risks and provides threat management guidance; the Supervisor, HR, and Security provide security and medical intervention in handling the violent situation; then the Incident Response team moves into action. The Incident Response team usually consists of many of the same individuals who make up the Threat Assessment team, but their purpose is to deal with the immediate consequences/ramifications of a violent situation and the aftermath, as well as take the necessary steps to prevent similar future occurrences. A representative of the Public Affairs staff should also be a member of this team to deal with any release of information to the public.

The team assists management and employees by:

- Serving as a resource and information source in regards to workplace violence concerns.
- Sharing information with employees so that they are involved.
- Assisting with attempts to de-escalate and manage the situation.
- Facilitating and coordinating response actions to ensure that appropriate follow-up action is taken (e.g., investigations, victim assistance, preventive, and corrective actions).
- Coordinating with the media.
- Addressing administrative issues.

SECTION 3 – NASA ACTIONS

This section provides some of the measures NASA employs with regards to workplace violence issues.

3.1 What Measures Has NASA Taken To Prevent Workplace Violence?

NASA has many programs in place to help prevent workplace violence. Some of the options available to help ensure a safe workplace are:

- **Pre-Employment Screening** – NASA has comprehensive, federally mandated pre-employment screening requirements which consist of background investigations based on position risk and sensitivity levels and reference checks. Drug testing is also conducted if it is appropriate for the position under consideration and consistent with Federal laws and regulations, per NASA Procedural Requirements (NPR) 3792.1B, Plan for a Drug-Free Workplace.
- **Security** – There are a variety of ways that NASA helps to ensure safety and security, including: employee photo identification badges, security police and guard services, and individually coded key cards for access to buildings and grounds.
- **Alternative Dispute Resolution (ADR)** – This program is most effective in resolving disputes when a conflict is identified early and one of the following techniques is used: ombudspersons, facilitation, mediation, interest-based problem solving, and peer review.
- **Threat Assessment Team** – This interdisciplinary team will work with management to assess the potential for workplace violence and, as appropriate, develop and execute a plan to address it.
- **NASA Work and Family Life Programs** - (e.g., flexiplace, child care, maxiflex, etc.) The Agency and Center shall identify and modify, if possible, self-imposed policies and procedures which cause negative effects on the workplace climate.

> **Note:** It is important to remember that different measures may be appropriate for different locations and work settings. For this reason, you should be familiar with your Center policies on workplace violence.

In addition to dealing with immediate situations, Centers also have a responsibility for continuous threat assessment. There are a number of basic security measures that many NASA offices already have in place, sometimes in conjunction with neighboring Federal offices or the facility lessor. There are also ways to create physical barriers between the employee and the hazard, and administrative procedures which can reduce the likelihood of violence. Center management is responsible for putting such measures into place.

3.2   What Emergency Plans Are In Place To Help Ensure A Safe Work Environment?

Each Center has emergency plans (also called crisis response plans) that describe procedures to follow during a fire or other emergency. These plans should also include workplace violence incidents. Co-located agencies should have one unified emergency plan in place. The plan should be specific to the type of facility, building, and the workers it covers. The plan should also describe:

- Procedures for calling for help.
- Procedures for calling for security forces and medical assistance.
- Procedures for notifying the proper authorities or whoever is acting in their place (e.g., security personnel, the police, other armed law enforcement organizations on Center).
- Emergency escape procedures and routes.
- Safe places to escape inside and outside of the facility.
- Procedures for shelter in place.
- Procedures to secure the work area where the incident took place.
- Procedures for accounting for all employees if a facility is evacuated.
- Procedures for identifying personnel who may be called upon to perform medical or rescue duties.
- Training and educating employees in workplace violence issues and the emergency action plan.
- Procedures for regularly evaluating and updating the plan.
- Procedures for debriefing participants to identify lessons learned.

Since these procedures vary from Center to Center, all employees should be familiar with their Center's policies.

> **Note:** If you do not have a copy of the current occupant emergency plan for your facility, contact your Supervisor, the Agency Safety and Health Officer, or the facility Security Office.

3.3   How Are Workplace Violence Issues Addressed?

No matter how effective Agency and Center policies and plans are in detecting and preventing incidents, there are no guarantees against workplace violence. Even the most responsive employers face this issue. When a violent incident does occur, it is essential the response be timely, appropriate to the situation, and understanding of the employee's feelings.

While the actual procedures may vary based on Center needs and specific workplace violence issues, the following table is a general outline of workplace violence issues and how they are addressed:

Table 3-01. Addressing Workplace Violence Issues			
Categories/Levels	**Examples**	**Intervention**	**Who To Call**
LEVEL I – • Implied (Covert) Threats • Verbal/Mental Abuse • Harassment/Badgering • Inappropriate Tones (threatening) or Gestures (menacing)	• Screaming, yelling, belligerent tones • "You'll pay for this." • "You'll be sorry." • Name calling, berating, sarcasm • Unfounded criticism – "You can't do anything right."	<u>Employees:</u> • Report to Supervisor • Document <u>Supervisors:</u> • Report to your Supervisor • Consult with Security, HR, and EAP as necessary • Define/Address the Problem • Document	Supervisor Security HR EAP
LEVEL II – • Threatening Gestures • Specific (Overt) Written or Verbal Threats • Property Abuse/Mishandling • Stalking	• Raising hand or object to strike someone • Any written or verbal threat to harm, avenge, or retaliate • Throwing objects, slamming doors, slamming fists on desk, hitting or kicking walls or objects • Monitoring a co-worker's activities to satisfy personal objectives (unwarranted attention) • Refusing to leave an area (office) when asked to do so • Intentionally crowding to intimidate • Blocking access to or exit from the area	<u>Employees:</u> • Report to Supervisor • Document <u>Supervisors:</u> • Report to your Supervisor • Consult with Security, HR, and EAP as necessary • Plan of action (disciplinary action, mandatory anger management referral, victim assistance) • Document	Security Supervisor HR EAP

Table 3-01. Addressing Workplace Violence Issues			
Categories/Levels	**Examples**	**Intervention**	**Who To Call**
LEVEL III – • "Scuffles" (Physical Contact) • Destruction • Assault – Physical, Sexual, Armed • A presently occurring loss-of-control event creating fear of imminent harm • Unauthorized possession of firearms or other weapons on government premises	• Shoving, grabbing, jabbing, poking, or prodding • Tripping or intentionally bumping or jostling • Breaking equipment • Breaking or putting holes in doors, walls, windows, etc. • Intentional use of objects for purpose of destruction – fire, bombs, chemicals, vehicles, etc. • Any intentional harmful physical contact • Unremitting rampage of loud, threatening, or incoherent speech • Bringing an unauthorized weapon on site	Any/All Staff • Activate Emergency Response Procedures – **Do NOT try to handle on your own!!** • Report to Supervisor • Assist in maintaining calm if possible • Assist in victim care if possible • Leave the area if necessary for your safety • Document Supervisors: • Arrange for debriefing after resolved (all persons impacted) • Coordinate plan of action with HR and EAP after crisis resolved	Security Supervisor HR EAP

Depending on the situation, a Threat Assessment team or Incident Response team may be convened.

3.4   Are Workplace Violence Issues Kept Confidential?

Generally, all incidents of workplace violence are kept confidential to the extent possible. Information obtained during a threat assessment will be released to individuals needing the information to conduct an appropriate investigation into the situation, protect Agency personnel, or confront the person making the threat. Typically, this includes Security staff, employee relations staff, medical personnel (as necessary), and management/supervisory personnel.

EAP counselors are prohibited by the confidentiality regulations from disclosing information obtained from employees without their written consent unless an employee poses a threat to himself or herself or others (such as specifically threatening another). (Refer to the Code of Federal Regulations (CFR) Title 42, Public Health, Part 2.) In the case of an employee posing a threat, the counselor generally will advise the employee that the information will be reported to appropriate authorities, regardless of whether a written consent is provided.

> **Note:** Questions from the news media relating to incidents of workplace violence must be forwarded to the appropriate Center Public Affairs Office.

SECTION 4 – ROLES AND RESPONSIBILITIES

This section provides a listing of some of the major roles and responsibilities as they relate to workplace violence issues.

4.1 What Is Security's Role With Regards To Workplace Violence?

The Center Security Office is the front line for addressing workplace violence. The Security Office should have response procedures in place for actual and potential acts of workplace violence. In accordance with Agency and Center policy, the Security Office may also do the following:

- Participate on the Threat Assessment team.
- Provide properly trained and equipped security forces to prevent, deter, and respond to threats and/or incidents of workplace violence.
- Conduct investigations into threats and incidents, as appropriate.
- Conduct regular threat assessment surveys of the Center and individual facilities to determine emergency plans, evaluate the level of security preparedness, and detect and cure any gaps in security policies and procedures.
- Serve as the facility security expert by keeping management advised of the risk of violence, the security gaps identified by threat assessments, and the means to close those gaps, including use of the latest technologies.
- Work with facility management personnel to improve the physical security aspects of the buildings, grounds, parking lots, etc.
- Train facility personnel in security measures and violence prevention techniques.
- Work closely with facility personnel to ensure buildings, areas, and grounds are safe for employees and visitors.
- Determine jurisdictional restrictions and identify alternative law enforcement agencies that may be able to provide assistance, including notification and liaison planning.
- Provide threat assessment personnel who can assist the Agency in determining the best way to protect personnel.
- Suggest safety and security measures that need to be implemented.
- Escort potentially violent individuals safely off the premises, suspending access to the premises until they have been cleared by HR or EAP for re-entry, and handle individuals who have been terminated.

4.2 What Is HR's Role With Regards To Workplace Violence?

The HR Office works closely with the Security Office, Supervisors and Managers, and the EAP to help prevent and respond to workplace violence by:

- Participating on the Threat Assessment and Incident Response teams.
- Providing supervisory training which may include basic leadership skills (e.g., setting clear standards of conduct and performance, addressing employee problems promptly, and using probationary periods), performance counseling, discipline, ADR, and other management tools conscientiously.

- Providing technical expertise and consultation to help Supervisors determine what course of administrative action is most appropriate in specific situations.
- Ensuring accurate position sensitivity and risk designations are established for all positions in collaboration with Center Security Offices.
- Cooperating with Security and external investigators in connection with required background investigations per the requirements established in NPR 1600.1, NASA Security Program Procedural Requirements, Chapters 2, 3, and 4.
- Collaborating with the Center Security Office to determine whether sufficient evidence exists to justify taking disciplinary or corrective action (once the investigation of any misconduct is complete) and advising management accordingly.
- Helping Supervisors determine proper reasonable accommodation if necessary.

4.3   What Is EAP's Role With Regards To Workplace Violence?

The EAP plays a significant role in workplace violence prevention and response. Below are a few examples of how each Center EAP may be involved in workplace violence:

- Participating on a Threat Assessment team.
- Providing short–term counseling and referral services to employees at no cost.
- Consulting with the Threat Assessment team when a potential for violence exists or an actual incident is reported.
- Consulting with Incident Response teams when a potential for violence exists or an actual incident is reported.
- Participating on Incident Stress Debriefing teams in the event of a violent situation.
- Consulting with Supervisors to identify specific problem areas, develop action plans to resolve problems in the early stages, and encourage employees and Supervisors to contact the EAP for individual counseling.
- Helping in the prevention of workplace violence through:
  o Early involvement in organizational change.
  o Training employees in dealing with angry co-workers and customers, conflict resolution, and communication skills.
  o Training Supervisors to deal with problems as soon as they surface without diagnosing the employee's problem.

Each Center has a confidential EAP with trained counselors who can assess and make recommendations to address workplace stress and violence issues. Using counselors is a way to assess whether a situation needs to be brought to the attention of management. EAP counselors can also be used to strategize ways to deal with uncomfortable or threatening situations. Seemingly insignificant conflicts between co-workers or Managers can sometimes erupt into dangerous situations – especially if the problem goes unchecked. In many cases of worker-on-worker violence, minor non-violent conflicts that went unresolved built up until they were no longer manageable. By intervening early in a conflict between two people, whether it is two workers or a worker and Supervisor, you may be able to resolve the problem before it gets out of control.

Professional counselors are available to discuss problems that can adversely affect job performance and conduct. EAP is required to help employees deal with alcoholism or drug abuse problems.

EAP counselors also help employees with other problems (e.g., marital or financial issues) that may underlie potentially violent situations. EAP counselors often refer employees to other professional services and resources within the community for further information, assistance, or long-term counseling.

EAP may differ from Center to Center in its structure and scope of services. Some are in-house programs, staffed by employees of the Agency, while others are contracted out. Services differ among contracted programs, depending on the terms of the contract and the relationship between the Agency and the contractor.

Confidentiality is an important issue for EAP. Employees who seek EAP services are afforded considerable privacy by laws, policies, and professional ethics of EAP providers. It is common practice for the EAP to inform employees in writing about the limits of confidentiality at the first meeting.

4.4   What Is The Role Of ADR With Regards To Workplace Violence?

ADRs are processes designed to help parties resolve conflicts with the assistance of neutral third parties. ADRs can be used as an alternative to court litigation or Agency adjudications, or to help disputing parties resolve a problem that they cannot resolve on their own. Some ADR processes include facilitation, conciliation, mediation, and ombudsperson programs. Information concerning ADR can be obtained by contacting the Office of General Counsel or the Office of the Center Chief Counsel.

ADRs can help prevent the escalation of conflict into violent or potentially violent situations. The key is using ADR early, before emotions or conduct make discussion a non-option. The following are two examples of how ADR can work:

1. A mediator properly trained in listening and communicating can defuse tensions, clear up misunderstandings, and open the door to further productive dialogue. By helping uncover misunderstandings or enabling an individual to discuss fully in a safe setting, the result may be not only immediate resolution of an issue, but improved relations and communications for the future.
2. An ombudsperson is the "eyes and ears" of the highest level of an organization. Individuals having complaints or grievances about the organization can bring them confidentially to the ombudsperson who can listen, investigate, and recommend solutions to problems.

ADR can be an appropriate vehicle for resolving many kinds of disputes. This is true whether the conflict is between NASA employees or involves individuals outside NASA. ADR may be an option for your problem if:

1. Parties are so committed to their views that progress is stuck.
2. Communication styles between disputing parties require third-party assistance.
3. You want to resolve a dispute but do not want to file a formal complaint.
4. You want to resolve your conflict quickly.

> **Note:** ADR may <u>not</u> be appropriate when the parties are so hostile toward each other that sitting down together might be unsafe.

For an ADR program to be successful, it must be one that is trusted by those who use it. Trust can be created by:

1. Having the users of the program involved in designing the program.
2. Selecting neutral third parties who are competent and truly neutral.
3. Making it voluntary rather than mandatory.
4. Having the program operated by a trusted and respected office/individual.

If you would like to initiate ADR to resolve a conflict, contact your Supervisor, EEO, EAP, or the Center Office of the Center Chief Counsel.

4.5   What Is Facility Management's Role Regarding Workplace Violence?

Facility Management should work closely with the Center Security Office to help maintain a safe environment for all people who access the Center. This includes not only keeping buildings and grounds well maintained, but participating with security personnel in threat assessment surveys, keeping management informed of the physical status of the installation, and supporting budget requests with justification for security upgrades, when appropriate.

4.6   Do The Unions Have A Role In Workplace Violence?

Since the Unions support employee interests, they have a very important role in workplace violence. Union representatives should:

- Be familiar with and actively support policy and contract language on workplace violence prevention.
- Stay alert to security issues and potential threats and report issues accordingly.
- Stay fully abreast of procedures for addressing workplace threats and emergencies.
- Stay up-to-date on programs offered by the EAP, as well as the procedures/policies regarding the ability of designated union officials to make employee referrals to EAP.
- Work closely with all levels of management to ensure that employees are up-to-date on Agency and Center workplace violence policies and procedures.
- Participate fully with management in all phases of workplace violence prevention and response, including membership on Threat Assessment and Incident Response teams, as appropriate.

4.7　As A Supervisor Or Manager, What Are My Responsibilities Regarding Workplace Violence?

As a Supervisor or Manager, you should:

- Take all threats seriously. If any doubts arise as to the seriousness of a threat, contact the Center Security Office, the HR Office, and/or EAP for counseling and/or advice.
- Inform employees of Agency and Center workplace violence policies and procedures.
- Ensure that employees know specific procedures for dealing with workplace threats and emergencies, and how to contact police, fire, and other safety and security officials.
- Ensure that employees with special needs are aware of emergency evacuation procedures and have assistance as necessary regarding emergency evacuation situations.
- Promptly report all threats brought to your attention to: management, the Office of Protective Services, the HR Office, and the EAP if necessary.
- Ensure that events are properly investigated and addressed.
- Coordinate with the Center Security Office, HR, and the EAP staff early on; know who your contacts are in these offices; and what services they can provide for prevention, response, and followup.
- Know that timely response is a measure that leads to success in the prevention of workplace violence.

SECTION 5 – EMPLOYEE ACTIONS

This section provides some of the measures employees can take with regards to workplace violence issues.

5.1   How Are Potential Workplace Violence Situations Identified?

Warning Indicators

Sometimes it's difficult to identify workplace violence before it occurs. The following are warning indicators of potential workplace violence:

- Intimidating, harassing, bullying, belligerent, or other inappropriate and aggressive behavior.
- Numerous conflicts with customers, co-workers, or Supervisors.
- Bringing a weapon to the workplace (unless necessary for the job), making inappropriate references to guns, or making idle threats about using a weapon to harm someone.
- Statements showing fascination with incidents of workplace violence, statements indicating approval of the use of violence to resolve a problem, or statements indicating identification with perpetrators of workplace violence.
- Statements indicating desperation (e.g., over family, financial, and other personal problems) to the point of contemplating suicide.
- Direct or veiled threats of harm.
- Apparent substance abuse.
- Extreme changes in behaviors.
- Hostile language or threats against a person or a group based non-work-related factors such as race, gender, religion, disability, ethnic background, or sexual orientation.

External Threats

You should also be aware of external threats from organizations or the public. The following are some types of external threats you should be aware of:

- **Domestic Terrorist Groups** – Domestic terrorism is defined as the unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives. These are groups of people who have a specific agenda and set of beliefs. They believe that acts of violence, such as arson or sabotage, are an acceptable means to achieve their goals.
- **Special Interest Groups** – These are groups of people who hold a specific belief or work for a specific cause and who might be at odds with governing policy. These groups are not necessarily violent and may not condone violence at all. However, violence may occasionally erupt when emotions prevail, or one person of the group acts on their own and commits an act of violence toward government/NASA employees or facilities.
- **General Public** – An employee may meet a member of the public who is generally upset with NASA or the government, who may be drunk, using drugs or just in a foul mood that has nothing to do with the employee. Any of those people may respond in an inappropriate way.

It is very important to respond appropriately (i.e., not to overreact but also not to ignore a situation) to situations of potential workplace violence. Sometimes the appropriate response may be difficult to determine. Employees are encouraged to discuss these types of situations with their Supervisor/Manager. Supervisors/Managers should inform expert resource staff (i.e., Security, HR, and EAP) to obtain help in determining how best to handle the situation. Refer to Table 3-01, Addressing Workplace Violence Issues, for additional information.

5.2   What Can I Do To Help Prevent Workplace Violence?

Every employee is responsible for helping to prevent workplace violence. The following are a few things that may help prevent workplace violence:

- Familiarize yourself with Agency policy regarding workplace violence.
- Be familiar with Center or local procedures for dealing with workplace threats and emergencies.
- Question and/or report strangers to Supervisors.
- Be aware of any threats, physical or verbal, and/or any disruptive behavior of any individual and report these threats or behavior to Supervisors.
- Be familiar with and take advantage of the resources of the EAP.
- Take all threats seriously.
- When notified to evacuate, shelter in place, or to take other protection measures, do so immediately. Warn, but do not wait for others, and follow the directions of emergency services personnel.

5.3   To Whom Should I Report Workplace Violence?

You should be aware of and follow the guidelines set forth in your Center policy on workplace violence. In general, however, workplace violence should be reported to your Supervisor, Security, HR, and the EAP, if necessary.

As required by NPD 1600.3, Policy on Prevention of and Response to Workplace Violence, each Center should have a Workplace Violence Hotline. This Hotline can make non-emergency referrals to government and contractor human resource departments, EAP program officials, and security forces, and is available to report workplace violence. Refer to Table 3-01, Addressing Workplace Violence Issues, for additional information.

5.4   What Should I Do If I Feel That I Am In Imminent Danger?

If you feel you are in immediate danger, call your Center Security Office or 911. It is better to err on the side of safety than to risk having a situation escalate. Note that you should check with your Center to identify the recommended emergency number and if an outside line is required to dial that number.

If you ever have concerns about a situation that may turn violent, alert your Supervisor immediately, and follow the specific reporting procedures provided by your Center.

> **Important:** Unless there is no other alternative, you should **NOT** confront individuals who appear to be an immediate threat. Contact your Center Security Office or 911 immediately.

5.5   What If I Work In A Remote Location Or Overseas?

NASA has a number of employees who work in the field or in places around the world, sometimes alone. Like other U.S. workers and citizens, NASA field employees are not immune to crime perpetrated against them while on the job, whether the crime is job related or not. Some NASA employees could possibly be threatened and/or attacked while working in off-Center or overseas environments. Each Center Security Office, in coordination with the U.S. Department of State, should provide employees with specific safety guidelines appropriate to situations likely to be encountered by employees traveling in or assigned to an overseas environment.

In general, employees working alone and away from the office should prepare daily work plans and keep a contact person informed of their locations throughout their tour of duty. When necessary and feasible, management can implement a "buddy system" policy or provide for back-up, such as police assistance, so that workers do not enter a potentially dangerous situation alone.

SECTION 6 – TRAINING AND ADDITIONAL INFORMATION

This section provides training information, as well as documents and references for obtaining additional information relating to workplace violence.

6.1   What Training Is Available Regarding Workplace Violence And Who Should Be Trained?

Workplace violence awareness and training are a critical part of workplace violence prevention. Training is necessary for employees, as well as for the staff in offices that may be involved in responding to an incident of workplace violence.

Employees

All employees should be trained on how to recognize and report incidents of violent, intimidating, threatening, and disruptive behavior. Refer to Table 3-01, Addressing Workplace Violence Issues, for additional information on defining incidents and determining who an employee should call in the event of any act of violence. All employees should have phone numbers for quick reference during a crisis or an emergency. Refer to Appendix B, Workplace Violence Quick Reference Phone List, for a chart that may be helpful in collecting these numbers.

Annual training on workplace violence is mandatory in accordance with NPD 1600.3, Policy on Prevention of and Response to Workplace Violence. This training can be found in the System for Administration, Training, and Educational Resources for NASA (SATERN).

Workplace violence training for employees may include the following topics:

- Agency and Center workplace violence policy.
- Encouragement to report incidents and the procedures to do so.
- Ways of preventing or defusing volatile situations or aggressive behavior if possible.
- Diversity training to promote understanding, acceptance, and tolerance of co-workers and customers from different races, genders, religions, abilities, ethnic backgrounds, and sexual orientations.
- Ways to deal with hostile persons.
- Managing anger.
- Techniques and skills to resolve conflicts.
- Stress management, relaxation techniques, and wellness training.
- Security procedures (e.g., the location and operation of safety devices such as alarm systems).
- Personal security measures.
- Programs operating within the Agency that can assist employees in resolving conflicts (e.g., the EAP, ombudspersons, ADR, and mediation).

Supervisors

In addition to the training suggested above for employees, special attention should be paid to general supervisory training. The same approaches that create a healthy, productive workplace can

also help prevent potentially violent situations. It is important that supervisory training include basic leadership skills such as setting clear standards, addressing employee problems promptly, and using probationary periods, performance counseling, discipline, and other management tools conscientiously. These interventions can keep difficult situations from turning into workplace violence. Supervisors do not need to be experts in dealing with violent behavior, but need to know which experts to call, and be committed and willing to seek advice and assistance from those experts.

The following are areas that may be included in supervisory training:

- Ways to encourage employees to report incidents in which they feel threatened for any reason by anyone inside or outside the organization.
- Procedures for consulting EAP, the Office of Protective Services, and the HR Office with any questions regarding the seriousness of a reported incident.
- Skills in behaving compassionately and supportively towards employees who report incidents.
- Skills in taking disciplinary actions.
- Basic skills in handling crisis situations.
- Basic emergency procedures, including who to call and what support resources and services are available.
- Appropriate screening of pre-employment references.
- Basic skills in conflict resolution.

Staff that May Respond to Workplace Violence Issues

Security, HR, and EAP staff that may respond to workplace violence issues should be trained on how to respond to such issues. This training will also allow Center personnel to know experts throughout the Center and Agency who can help when confronted with potentially violent situations.

Agency personnel who serve on assessment and response teams need to be competent in the skill area they are representing and need to know when and who to call for additional help. Participating in programs and training sessions sponsored by government and professional organizations, reading professional journals or other literature, and networking with others in the profession they are representing, are all helpful tools for team members to use in preparing to deal with workplace violence situations. In some cases where participation on a team is a collateral duty, employees may need special supplemental training.

These staff members also need to understand enough about each other's professions to allow them to work together effectively. Assessment and response team training should include discussion of policies, legal constraints, technical vocabulary, and other considerations that each profession brings to the interdisciplinary group.

6.2   Where Can I Find More Information On Workplace Violence?

Each Center Director is required to ensure that a local workplace violence policy is in place. This document is meant as a guide, to work in coordination with the Center's policies. There are regulations that govern workplace violence, as well as a number of other publications that are helpful references and were used in the development of this desk guide. Additional information on preventing and responding to workplace violence can be obtained in the references found in this paragraph.

> **Note:** The Web addresses (and hyperlinks in the electronic version of this document) are accurate as of the publication of this desk guide. They are provided here for your convenience. However, as with all Web links, the locations could change. In the event that these links become broken, please refer to the Web site for the agency responsible for developing the document as listed here.

a. 42 CFR Part 2, *Public Health: Confidentiality of Alcohol and Drug Abuse Patient Records* (http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=dc8ae8feb6ad0471de334e33bd60a8d5&rgn=div5&view=text&node=42:1.0.1.1.2&idno=42)

b. *Combating Workplace Violence: Guidelines for Employers and Law Enforcement*, prepared by the Defense Personnel Security Research Center for the Private Sector Liaison Committee of the International Association of Chiefs of Police (http://www.theiacp.org/documents/pdfs/Publications/combatingworkplaceviolence%2Epdf)

c. *Dealing With Workplace Conflicts and Concerns: A Guide for Employees*, United States Department of Agriculture (USDA) Conflict Prevention and Resolution Center (http://www.usda.gov/da/hrsd/conflicts.pdf)

d. *Dealing with Workplace Violence: A Guide for Agency Planners*, United States Office of Personnel Management, OWR-09 (http://www.opm.gov/employment_and_benefits/worklife/officialdocuments/handbooksguides/workplaceviolence/full.pdf)

e. *NASA Desk Guide for Table of Disciplinary Offenses and Penalties*, Office of Human Capital Management (http://www.hq.nasa.gov/office/codee/Penalties_March_2006.pdf)

f. NPD 1600.3, *Policy on Prevention of and Response to Workplace Violence* (http://nodis3.gsfc.nasa.gov/displayDir.cfm?Internal_ID=N_PD_1600_0003_&page_name=main)

g. NPR 1600.1, *NASA Security Program Procedural Requirements*
    (http://nodis-
    dms.gsfc.nasa.gov/restricted_directives/displayDir.cfm?Internal_ID=N_PR_1600_0001_&
    page_name=main)

h. NPR 3792.1B, *Plan for a Drug-Free Workplace*
    (http://nodis3.gsfc.nasa.gov/displayDir.cfm?Internal_ID=N_PR_3792_001B_&page_name
    =main)

i. *Preventing Workplace Violence: A Union Representative's Guidebook*, American Federation of State,
    County and Municipal Employees (AFSCME)
    (http://www.afscme.org/docs/Preventing_Workplace_Violence.pdf)

j. *Understanding and Responding to Violence in the Workplace*, Department of Health and Human
    Services
    (http://www.hhs.gov/ohr/eap/library/eap3vilm.pdf)

k. *Workplace Violence Prevention Program*, USDA Departmental Regulation 4200-001, May 31,
    2000
    (http://www.ocio.usda.gov/directives/doc/DR4200-001.pdf)

APPENDIX A – ACRONYMS AND ABBREVIATIONS

Acronyms that are used in this desk guide are identified upon first use in this document. Thereafter, the acronym is used. In some cases (e.g., charts, references, etc.), acronyms are not spelled out due to space or other restrictions. All acronyms used are provided here. Since many acronyms and abbreviations have multiple meanings, the following list includes those used in this guide and the applicable meaning:

ACRONYM/ ABBREVIATION	MEANING
ADR	Alternative Dispute Resolution
AFSCME	American Federation of State, County and Municipal Employees
CFR	Code of Federal Regulations
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
HR	Human Resources
NASA	National Aeronautics and Space Administration
NPD	NASA Policy Directive
NPR	NASA Procedural Requirements
OWR	Office of Workforce Relations
SATERN	System for Administration, Training, and Eductional Resources for NASA
USDA	United States Department of Agriculture

APPENDIX B – WORKPLACE VIOLENCE QUICK REFERENCE PHONE LIST

This appendix is provided as a guide for employees to collect all contact information relevant to workplace violence issues. This page can be printed and filled in with information applicable to your department and Center. It is recommended that you keep this information readily available.

QUICK REFERENCE PHONE LIST FOR WORKPLACE VIOLENCE ISSUES		
Title	**Name**	**Phone Number**
Emergency/Immediate Danger		
Center Workplace Violence Hotline		
First Line Supervisor		
Second Line Supervisor		
Manager		
Center Human Resources Office		
Center Security Office		
Ombudsperson		
EAP Representative		
Center Health Unit/ Safety and Health Officer		
Remote/Overseas Assistance		

(This page intentionally left blank.)

National Aeronautics and Space Administration

Headquarters
300 E Street, SW
Washington, DC 20546

www.nasa.gov

SREF-3000-0002