

DEPARTMENT OF THE ARMY
HEADQUARTERS, 101ST AIRBORNE DIVISION (AIR ASSAULT) AND FORT CAMPBELL
2700 Indiana Avenue
Fort Campbell Kentucky 42223-5656
8 March 2010

Civilian Personnel

Critical Incident Management in the Civilian Workplace

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Glossary

1. Purpose

This regulation establishes standard practices to be used in the prevention of critical incidents in the workplace and provides guidance in dealing with incidents should they take place. A critical incident can be defined as any incident that has a negative traumatic effect on those in the workplace.

2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

3. Explanation and abbreviation of terms

Abbreviations and terms used in this regulation are explained in the glossary.

4. Responsibilities

To ensure that adequate systems are in place at Fort Campbell to provide training and education to the workforce on prevention of critical incidents and to give support to those supervisors, managers and employees, should actual incidents occur.

5. Policies

a. When a situation occurs that has the potential for creating danger at the workplace, it is urgent that the supervisor or manager effectively deal with the situation quickly and correctly. If the situation involves a weapon or there is a possibility of injury, the first call should be to the Military Police using the 911 emergency numbers. The supervisor/manager may choose to contact the Crisis Response Team (CRT) for guidance and assistance as well. Once a member of the CRT is notified, he or she will immediately notify others on the team as appropriate to gain assistance in dealing with the particular situation.

b. When an employee appears suicidal, the supervisor should contact the Employee Assistance Program (EAP),

*This regulation supersedes CAM Regulation 600-13 dated 18 October 2007

or in the absence of the EAP, the Department of Behavioral Health, and consult CAM Regulation 600-11, Suicide Prevention and Follow up Program, for further guidance.

c. Employees who observe co-workers making threats or indicating that they are contemplating violence toward themselves or others, should notify the supervisor at the earliest opportunity. The supervisor will then decide what action to take or contact the CRT for further guidance.

6. General

The prevention and management of critical incidents in the workplace are among the most important factors in providing a healthy, cooperative and safe workplace where a high level of productivity can be maintained. Such incidents involving workplace violence, bodily injury, death, suicide, and physical or emotional threats are cause for concern and almost always have a negative impact on the workplace environment. With proper training, supervisors can often recognize the signs that are characteristic of those who perpetrate violence and hostility in the workplace, as well as, recognizing indicators of other potentially harmful incidents. By recognizing the signs, the leader can, in most cases, take action that will reduce the probability that a critical incident will occur.

7. Teams

This regulation establishes the following teams:

- a. Critical Incident Management Team (CIMT)
- b. Crisis Response Team (CRT)

8. Critical Incident Management Team (CIMT)

a. The purpose of the CIMT is to provide supervisors and managers with the necessary guidance and training to recognize the signs of and the potential for critical incidents in the workplace and to provide support in dealing with these issues. Often known as a "Threat Assessment Team" in private industry, the CIMT is designed to make continuous assessment of the work climate at Fort Campbell in order to detect areas susceptible to the occurrence of critical incidents. This team will recommend policies and procedures aimed at the prevention of incidents that may cause death, injury or traumatization to those in the workplace.

b. The CIMT will periodically review the policies and regulations in place to determine their effectiveness in providing the necessary guidance to supervisors and managers in dealing with critical incidents and make adjustments as necessary. In addition, the CIMT will recommend to the command the training needed in order to ensure that an effective critical incident prevention program is maintained.

c. The composition and responsibilities of the CIMT are:

(1) **The Deputy Garrison Commander** will serve as the chairman. The chairman will call periodic meetings of the team, at least semi-annually, to discuss statistics, incidence of violence, threats, violations of safety requirements, prevention efforts, and/or any other issues that could lead to disruption in the workplace, or other related topics.

(2) **The Risk Reduction Office** will maintain statistical information that pinpoints potential areas of concern, as well as recommended training or education for high risk organizations. This training and education should be focused on the prevention of incidents that would impact mission accomplishment.

(3) **The Department of Behavioral Health** will participate in Critical Incident Stress Debriefings (CISD) for organizations where workplace violence, serious injury or other incidents of traumatization requiring intervention have occurred. In addition, it will make available emergency assessment for those civilian employees who commit or threaten to commit acts of violence to themselves or others.

(4) **The Installation Safety Office** will coordinate with other agencies in promoting campaigns and/or programs designed at reducing critical incidents such as violence, threats, and accidental injury in the workplace. Also, it will monitor data obtained through safety inspections, investigations, etc., to assist in identifying areas that have a high potential for workplace violence or serious injury.

(5) **The Provost Marshal** will provide immediate response to organizations when notified of the presence of weapons in the workplace, potential acts of violence, or when an act of violence has taken place, or when circumstances may necessitate the need for restoring order.

(6) **The Staff Judge Advocate** will provide legal guidance concerning the handling of incidents involving violence, threats, or injury, and in the development of recommended policies and regulations.

(7) **The Installation Staff Chaplain** will participate in CISD sessions for organizations where acts of violence or other critical incidents have occurred and by providing pastoral care and counseling as needed.

(8) **The Civilian Employee Health Clinic** will provide stabilizing medical treatment for those traumatized by critical incidents in the workplace, to include medical evaluations of civilian employees who are referred by

themselves, their supervisors, or the EAP for stress-related medical problems. The clinic will refer to the EAP those civilian employees who appear to have personal problems that are causing them concern or where personal problems appear to be a factor in the employee's unacceptable behavior or performance.

(9) **The Management Employee Relations (MER)** will provide assistance/guidance to supervisors of civilian employees concerning personnel actions including disciplinary actions related to violence, threats of violence, or serious injury. It will assist in developing policies for civilian employees concerning workplace violence or threats of violence in compliance with the collective bargaining agreement and applicable laws and regulations. Also, it will encourage supervisors to refer to the EAP those employees who have been identified as having poor job performance or unacceptable behavior or who appear to be having personal problems.

(10) **The Coordinator, Employee Assistance Program** (EAPC) will provide assessment, referral, and/or emergency intervention for civilian employees who commit violent acts or who threaten harm to others or themselves or to those who are victims of such acts. The EAPC will coordinate with Department of Behavioral Health to schedule emergency evaluations for civilian employees who appear to be violent, homicidal, or suicidal. It will consult with supervisors to provide guidance in dealing with employees who become recalcitrant, difficult to supervise, or who appears to be a danger to themselves or others. The EAPC will serve as the point of contact for updates or changes to this regulation. The EAPC will serve as a member of the CRT in providing consultation to supervisors and managers on how to address issues in the workplace involving personal problems. The EAPC will also participate in CISD sessions aimed at helping those in the workplace who have been traumatized by critical incidents.

(11) **The AFGE Local 2022** will be requested to provide a representative to serve as a member of the CIMT. The union will also be requested to work with management to develop policies and guidelines for dealing with acts or potential acts of violence and other critical incidents that might have a negative impact on employees' job performance, behavior, or safety.

(12) **The Public Affairs Office** will assist CIMT in publicizing its efforts in the prevention of critical incidents in the workplace. Also, it will respond to news-media inquiries concerning incidents that may involve workplace violence, accidental death, or safety.

9. Crisis Response Team (CRT)

a. The CRT is a team composed of members who are available to respond to immediate threats or situations where traumatic events have occurred. The composition of this team will be publicized to all supervisors and managers within the organization. The CRT will be available to respond to crisis of both immediate and secondary in nature. This team assists supervisors and managers in dealing with an immediate crisis and/or to provide a team that can help those at the workplace recover from traumatic incidents by providing on-site support and/or counseling.

b. When an immediate incident arises that must be dealt with and where no traumatic incidents have occurred, the supervisor has the option of making a decision on the appropriate course of action to be taken or calling one of the following CRT members for guidance:

- (1) MER: (270) 412-9093
- (2) EAP: (270) 798-5253
- (3) Provost Marshal: (270) 798-7111/7112
- (4) SJA: (270)798-0732

c. The CRT will also be responsible for providing secondary support to individuals and organizations where traumatizing critical incidents have occurred. Should a death, serious injury, or act of violence occur, those in the organization will almost always be affected negatively.

10. Critical Incident Stress Debriefings (CISD)

The CISD session(s) need to be conducted in a timely fashion. The CISD will focus on facilitating those affected by traumatizing events in venting their feelings and dealing with their emotions in a constructive manner. Failure to conduct CISD in a proper and timely manner will often result in those traumatized suffering from Post Traumatic Stress Disorder (PTSD) a disorder that can have long term negative effects. CISD assistance is not limited to those at the scene of an incident, but may include those who must continue to work at the site where violence or other critical incidents have taken place. It is essential that the CISD be conducted as soon as possible after the occurrence of the critical incident, preferably within 24 to 72 hours. When an incident occurs that makes a CISD necessary, it is of utmost importance that supervisors make arrangements to allow time for those affected by critical incidents to participate in the CISD sessions. The command at Fort Campbell will insure that members of the CRT are thoroughly trained in providing adequate intervention assistance to the workforce. Supervisors and managers

can request CISD sessions by contacting the EAP, or in the EAP's absence, one of the other members of the CRT. The members of the CRT that provide secondary support include:

- a. Department of Behavioral Health.
- b. The Civilian Employee Health Clinic.
- c. Installation Staff Chaplain's Office.

11. Supervisors and managers

Supervisors and Managers will:

- a. Continuously monitor the climate of the workplace, paying special attention to signs of a hostile work environment.
- b. Provide all employees with information concerning policies and regulations concerning workplace violence, safety issues, Equal Employment Opportunity (EEO) considerations, etc.
- c. Provide employees with opportunities to discuss concerns about working conditions that could possibly lead to a hostile work environment.
- d. Make employees aware of counseling services available through the EAP, especially when employee(s) appear to be having difficulty dealing with anger, frustration, hostility or other problems. Supervisors should offer assistance to employees through the EAP when there is a question concerning the employee's emotional/mental well-being. Supervisors and managers can find guidance concerning referral of civilian employees in CAM Regulation 690-2, Employee Assistance Program.
- e. When a crisis or a situation with crisis potential develops, contact the CRT as needed.
- f. In those cases where a crisis develops that proposes an immediate threat to safety or well-being requiring medical resources and/or military police support, the supervisor/manager should contact the 911 emergency phone numbers immediately. Cases that would require the contacting of the 911 emergency numbers could be any situation that could prove to be a risk to one's well-being, presence of a weapon, an actual physical attack, etc. Once the emergency number is called, the supervisor/manager should then contact a member of the CRT as appropriate for further guidance or assistance.
- g. Take appropriate corrective/remedial action toward those who make threats or who engage in any other forms of violence or who create a hostile work environment.
- h. Prepare a written memorandum for each incident that requires corrective/remedial action. Written memorandums should contain, but are not limited to, information addressing the below items as applicable:
 - (1) Organization/name and telephone number.
 - (2) Date/time/location and type of incident.
 - (3) Supervisor's name and telephone number.
 - (4) Explanation of injuries and medical treatment received.
 - (5) Name of victim and name of perpetrator.
 - (6) Corrective action taken and/or measures implemented to preclude recurrence.
 - (7) Other factors deemed important to explain the incident or event.

12. Proponent.

The proponent of this regulation is the Directorate of Human Resources (IMSE-CAM-HRA).

FOR THE COMMANDER:



JOHN P. JOHNSON
Colonel, GS
Chief of Staff

DISTRIBUTION:
Intranet

Appendix A References

AR 25-30

The Army Publishing Program

CAM Reg 600-11

Suicide Prevention and Follow-Up

CAM Reg 690-2

Employee Assistance Program

DODI 6055.17, January 13, 2009,pg 24, Appendix to Enclosure 4, Hazard Identification List

DoD Installation Emergency Management (IEM) Program,

E.O.12196, part 1960, Title 29, Code of Federal Regulations

Occupational Safety and Health ACT 1970

National Institute for Occupational Safety and Health, DHHS (NIOSH) Publication No. 96-100

NIOSH [1996]. Current intelligence bulletin 57: violence in the workplace; risk factors and prevention strategies. Cincinnati, OH: U.S. Department of Health and Human Services, Public Health Service, Centers for Disease Control and Prevention

National Institute for Occupational Safety and Health, (NIOSH) Publication No. 2006-144

Department of Health and Human Services, DHHS Centers for Disease Control and Prevention (CDC)

OSHA 3148-01R 2004

U.S. Department of Labor Occupational Safety and Health Administration, (OSHA) Guidelines for Preventing Workplace Violence for Health Care & Social Service Workers

Appendix B Events Normally Viewed as Traumatic

B-1. Individual events usually viewed as traumatic

- Automobile accident
- Rape/Sexual assault
- Any life-threatening experience
- Robbery
- Serious physical injury/abuse
- Perception of serious threat to self or significant other
- Psychological abuse
- Severe injury/death of one's own child
- Suicide of Family Member or coworker
- Injury or death of a child
- Homicide
- Line-of-duty injury or death among Emergency Service Professionals
- Multiple homicides within a community
- Observing any of the individual or community trauma listed above

B-2. Community events usually viewed as traumatic

- Earthquake
- Tornado
- Fires

- Floods
- Large-scale environmental pollution
- Multiple injury/fatality events
- Homicides in the community
- High-publicity crimes of violence or sex
- Community-wide disasters

B-3. Workplace events usually viewed as traumatic

- Serious injury/death of an employee as the result of an accident in the work place
- Serious injury/death of employee as the result of homicide while on duty
- Injury/death as a result of an employee's negligence
- Multiple injuries
- Sudden death outside the work place
- Death of an employee's child
- Employee physically attacked by a non-employee
- Employee injured by another employee
- Teacher injured by a student
- Teacher accused of inappropriate behavior
- Employee arrested for drug dealing
- Employees diagnosed with serious/terminal illnesses
- Robbery in/on work place property
- Major layoff of personnel

B-4. Normal stress symptoms associated with traumatic events

- Mental confusion
- Difficulty making decisions
- Memory dysfunction
- Difficulty concentrating
- Irritability
- Anger
- Feeling overwhelmed
- Anxiety
- Changes in behavioral patterns
- Headaches
- Fatigue
- Elevated blood pressure
- Hunger
- Muscle tension

B-5. Traumatic stress symptoms associated with traumatic events

- Lowering of all higher cognitive functions
- Difficulty making decisions
- Emotional shock
- Emotional numbness
- Heightened anxiety
- Panic feelings
- Loss of emotional control
- Feelings of terror
- Increased heart rate
- Excessive sweating
- Thirst
- Chest pain
- Difficulty breathing

- Cardiac arrest
- Withdrawal from others
- Decreased personal hygiene

B-6. Typical symptoms of post-traumatic stress disorder

- Heightened state of arousal
- Excessive startle reactions
- Tendency to re-experience the trauma
- Avoidance behaviors
- Significant depression
- Severe memory disturbances
- Psychic numbing flashbacks
- Refusal to care for oneself
- Restless, poor sleep
- Chronic fatigue

Appendix C

Guide to the prevention of workplace violence

C-1. Violence in the workplace is fast becoming a common event in our society. An estimated 1,400 people are murdered at work in the United States annually according to a National Traumatic Occupational Fatality Study. According to the U. S. Bureau of Labor Statistics, during the decade of the 1980's, there were 16 incidents of mass murder in the work place. During the first three years of the 1990's there were 21 such incidents. Homicide is the second leading cause of death in the workplace; it is the number-one cause of death for females. Experts feel that with layoffs, downsizing, extreme stress, people with easy access to firearms are more willing to use them. In our culture, violence has often become an acceptable form of expression. Workplace violence can also be costly in terms of money. According to the National Safe Workplace Institute, workplace violence represents a minimum cost to business of \$4.3 billion each year with an average incident cost of \$250,000.

C-2. Why workplace violence?

Each incident of workplace violence has its own cause. Often it is because workers are frustrated, anxious, impatient, angry, mentally disturbed, or under the influence of alcohol or drugs. These people often lash out at the nearest target and often that means those in the workplace. Although reasons for workplace violence are numerous, there are some that stand out as being notably important.

- Understaffing, which forces people to work beyond normal limits, thus precipitating stressful reactions
- Lack of training for supervisors and employees in recognizing and defusing potentially violent situations
- Failure to design safe workplaces and emergency procedures
- Failure to identify hazardous conditions and develop proper controls, policies, and education programs
- Failure on the part of all personnel to report incidents of violence or threats

C-3. Early warning signals

There are numerous signals that can warn that someone has the potential for violence. Listed below are some of the early warning signals that can help alert leaders and co-workers to possible problems.

- Any history of violent behavior before or after employment with the current employer.
- An extreme interest in or obsession with weapons, such as paramilitary training, weapons collections (often including semi-automatic weapons), and compulsive reading and collecting of gun magazines. If this behavior starts spontaneously or is out of character for the person, it should be considered.
- Making either direct or veiled verbal threats of harm, such as predicting that bad things are going to happen to fellow workers or leaders.
- Intimidating others or instilling fear in co-workers. (This can be physical or verbal intimidation.) Harassing phone calls and stalking are obvious examples.
- Having an obsessive involvement with the job often with no apparent outside interests. (Usually, outside relationships fail or are strained.) The workplace becomes the person's sole source of identity. This

characteristic, however, may apply to many of the best workers, including those who would never commit a violent act.

- Being a loner with little involvement with co-workers, with the possible exception of a romantic interest in a co-worker. This interest will often be so intense that the co-worker will feel threatened and may report the unwanted attention under a sexual harassment policy.
- Being paranoid, panicking easily, and often perceiving that the whole world is against them
- Does not take criticism well, holds a grudge, especially against a leader or supervisor, and will often verbalize a hope for something to happen to the person against whom they have the grudge. A classic example is holding a grudge over being denied a promotion.
- Expressing extreme desperation over recent family, financial, or personal problems.
- Fascination with other recent incidents of workplace violence and approval of the use of violence under similar circumstances.
- An escalating propensity to push the limits of normal conduct with a disregard for the safety of co-workers.
- Where there has been a failure to take consistent disciplinary measures against threats of violence or minor incidents of violence, such as pushing or touching that may or may not be associated with a sexual harassment complaint.
- Workplace events generating great stress such as layoffs, terminations, labor disputes or job closures.
- Workplace locations and activities that expose workers to the threat of violent behavior from those outside the workplace.

C-4. What about Fort Campbell?

There is often a tendency to think that military installations are protected environments and are immune to the problems seen in the private sector. It is important to remember that the military and civilian personnel at Fort Campbell represent a cross-section of our society in general and many of the problems of society are likely to surface in this environment as well.

Glossary

Section I Abbreviations

AFGE

American Federation of Government Employees

EAPC

The Coordinator, Employee Assistance Program

CIMT

Critical Incident Management Team

CISD

Critical Incident Stress Debriefings

CRT

Crisis Response Team

EAP

Employee Assistance Program

EEO

Equal Employment Opportunity

MER

The Management Employee Relations

SJA

The Staff Judge Advocate

Section II Terms

Army Regulation

A directive that sets for missions, responsibilities, and policies, delegates authority, sets objectives, and prescribes mandated procedures to ensure uniform compliance with those policies.

Critical Incident

Any event that can be seen as having an imminent threat of harm to a supervisor, employee or customer; to include serious or violent confrontations and or threats of self harm by an individual, whether or not that individual was known by others or not. Can include verbal or perceived threats to superiors or coworkers, actual verbal altercations and physical altercations or assaults.

Hostile work environment

The perception or description of a workplace or work setting where one or more persons attribute feelings of anxiety, hostility or bias, affecting their ability to effectively perform their job or work tasks. These actions or behaviors can be attributed to supervisors, coworkers or customers.

Post Traumatic Stress Disorder (PTSD)

Diagnosis of a set of behaviors that can appear following a persons involvement in a traumatic event. The event can be direct in nature or when the individual was a witness (indirectly involved) in such stated traumatic event.

Proponent

The agency or command responsible for initiating, developing, coordinating, approving content, and issuing a publication, and identifying them for removal. Each publication only has one proponent.

Enclosed:

- Summary of Changes
- Email from SJA stating "no legal objection". (union)
- FC Form 6 (1st edition)
- Command Policy #8 (Prevention of Workplace Violence)

Please contact **Angela Hamilton** for pick-up.

Phone: 798-3333

Email: angela.n.hamilton@us.army.mil

SUMMARY OF CHANGES CAM REG 690-3

1. Changed letterhead address to read 2700 Indiana Avenue.
2. Changed signature block to Colonel Johnson.
3. Added paragraph 10, proponent.
4. Changed date of regulation to 16 February 2010.
5. Changed regulation number from 600-13 to 690-3 to more closely align numbering with civilian personnel management.

RMD

* Edited Format

* Change date to 1 March 2010

* Added "FOR THE COMMANDER"

YNU Hamilton 17 Feb 10

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- (3) Provost Marshal: (270) 798-7111/7112
- (4) SJA: (270)798-0732

c. The CRT will also be responsible for providing secondary support to individuals and organizations where traumatizing critical incidents have occurred. Should a death, serious injury, or act of violence occur, those in the organization will almost always be affected negatively.

10. Critical Incident Stress Debriefings (CISD)

The CISD session(s) need to be conducted in a timely fashion. The CISD will focus on facilitating those affected by traumatizing events in venting their feelings and dealing with their emotions in a constructive manner. Failure to conduct CISD in a proper and timely manner will often result in those traumatized suffering from Post Traumatic Stress Disorder (PTSD) a disorder that can have long term negative effects. CISD assistance is not limited to those at the scene of an incident, but may include those who must continue to work at the site where violence or other critical incidents have taken place. It is essential that the CISD be conducted as soon as possible after the occurrence of the critical incident, preferably within 24 to 72 hours. When an incident occurs that makes a CISD necessary, it is of utmost importance that supervisors make arrangements to allow time for those affected by critical incidents to participate in the CISD sessions. The command at Fort Campbell will insure that members of the CRT are thoroughly trained in providing adequate intervention assistance to the workforce. Supervisors and managers

can request CISD sessions by contacting the EAP, or in the EAP's absence, one of the other members of the CRT. The members of the CRT that provide secondary support include:

- a. Department of Behavioral Health.
- b. The Civilian Employee Health Clinic.
- c. Installation Staff Chaplain's Office.

11. Supervisors and managers

Supervisors and Managers will:

- a. Continuously monitor the climate of the workplace, paying special attention to signs of a hostile work environment.
- b. Provide all employees with information concerning policies and regulations concerning workplace violence, safety issues, Equal Employment Opportunity (EEO) considerations, etc.
- c. Provide employees with opportunities to discuss concerns about working conditions that could possibly lead to a hostile work environment.
- d. Make employees aware of counseling services available through the EAP, especially when employee(s) appear to be having difficulty dealing with anger, frustration, hostility or other problems. Supervisors should offer assistance to employees through the EAP when there is a question concerning the employee's emotional/mental well-being. Supervisors and managers can find guidance concerning referral of civilian employees in CAM Regulation 690-2, Employee Assistance Program.
- e. When a crisis or a situation with crisis potential develops, contact the CRT as needed.
- f. In those cases where a crisis develops that proposes an immediate threat to safety or well-being requiring medical resources and/or military police support, the supervisor/manager should contact the 911 emergency phone numbers immediately. Cases that would require the contacting of the 911 emergency numbers could be any situation that could prove to be a risk to one's well-being, presence of a weapon, an actual physical attack, etc. Once the emergency number is called, the supervisor/manager should then contact a member of the CRT as appropriate for further guidance or assistance.
- g. Take appropriate corrective/remedial action toward those who make threats or who engage in any other forms of violence or who create a hostile work environment.
- h. Prepare a written memorandum for each incident that requires corrective/remedial action. Written memorandums should contain, but are not limited to, information addressing the below items as applicable:
 - (1) Organization/name and telephone number.
 - (2) Date/time/location and type of incident.
 - (3) Supervisor's name and telephone number.
 - (4) Explanation of injuries and medical treatment received.
 - (5) Name of victim and name of perpetrator.
 - (6) Corrective action taken and/or measures implemented to preclude recurrence.
 - (7) Other factors deemed important to explain the incident or event.

12. Proponent.

The proponent of this regulation is the Directorate of Human Resources (IMSE-CAM-HRA).

FOR THE COMMANDER:



JOHN P. JOHNSON
Colonel, GS
Chief of Staff

DISTRIBUTION:
Intranet

Appendix A References

AR 25-30

The Army Publishing Program

CAM Reg 600-11

Suicide Prevention and Follow-Up

CAM Reg 690-2

Employee Assistance Program

DODI 6055.17, January 13, 2009,pg 24, Appendix to Enclosure 4, Hazard Identification List

DoD Installation Emergency Management (IEM) Program,

E.O.12196, part 1960, Title 29, Code of Federal Regulations

Occupational Safety and Health ACT 1970

National Institute for Occupational Safety and Health, DHHS (NIOSH) Publication No. 96-100

NIOSH [1996]. Current intelligence bulletin 57: violence in the workplace; risk factors and prevention strategies. Cincinnati, OH: U.S. Department of Health and Human Services, Public Health Service, Centers for Disease Control and Prevention

National Institute for Occupational Safety and Health, (NIOSH) Publication No. 2006-144

Department of Health and Human Services, DHHS Centers for Disease Control and Prevention (CDC)

OSHA 3148-01R 2004

U.S. Department of Labor Occupational Safety and Health Administration, (OSHA) Guidelines for Preventing Workplace Violence for Health Care & Social Service Workers

Appendix B Events Normally Viewed as Traumatic

B-1. Individual events usually viewed as traumatic

- Automobile accident
- Rape/Sexual assault
- Any life-threatening experience
- Robbery
- Serious physical injury/abuse
- Perception of serious threat to self or significant other
- Psychological abuse
- Severe injury/death of one's own child
- Suicide of Family Member or coworker
- Injury or death of a child
- Homicide
- Line-of-duty injury or death among Emergency Service Professionals
- Multiple homicides within a community
- Observing any of the individual or community trauma listed above

B-2. Community events usually viewed as traumatic

- Earthquake
- Tornado
- Fires

- Floods
- Large-scale environmental pollution
- Multiple injury/fatality events
- Homicides in the community
- High-publicity crimes of violence or sex
- Community-wide disasters

B-3. Workplace events usually viewed as traumatic

- Serious injury/death of an employee as the result of an accident in the work place
- Serious injury/death of employee as the result of homicide while on duty
- Injury/death as a result of an employee's negligence
- Multiple injuries
- Sudden death outside the work place
- Death of an employee's child
- Employee physically attacked by a non-employee
- Employee injured by another employee
- Teacher injured by a student
- Teacher accused of inappropriate behavior
- Employee arrested for drug dealing
- Employees diagnosed with serious/terminal illnesses
- Robbery in/on work place property
- Major layoff of personnel

B-4. Normal stress symptoms associated with traumatic events

- Mental confusion
- Difficulty making decisions
- Memory dysfunction
- Difficulty concentrating
- Irritability
- Anger
- Feeling overwhelmed
- Anxiety
- Changes in behavioral patterns
- Headaches
- Fatigue
- Elevated blood pressure
- Hunger
- Muscle tension

B-5. Traumatic stress symptoms associated with traumatic events

- Lowering of all higher cognitive functions
- Difficulty making decisions
- Emotional shock
- Emotional numbness
- Heightened anxiety
- Panic feelings
- Loss of emotional control
- Feelings of terror
- Increased heart rate
- Excessive sweating
- Thirst
- Chest pain
- Difficulty breathing

- Cardiac arrest
- Withdrawal from others
- Decreased personal hygiene

B-6. Typical symptoms of post-traumatic stress disorder

- Heightened state of arousal
- Excessive startle reactions
- Tendency to re-experience the trauma
- Avoidance behaviors
- Significant depression
- Severe memory disturbances
- Psychic numbing flashbacks
- Refusal to care for oneself
- Restless, poor sleep
- Chronic fatigue

Appendix C

Guide to the prevention of workplace violence

C-1. Violence in the workplace is fast becoming a common event in our society. An estimated 1,400 people are murdered at work in the United States annually according to a National Traumatic Occupational Fatality Study. According to the U. S. Bureau of Labor Statistics, during the decade of the 1980's, there were 16 incidents of mass murder in the work place. During the first three years of the 1990's there were 21 such incidents. Homicide is the second leading cause of death in the workplace; it is the number-one cause of death for females. Experts feel that with layoffs, downsizing, extreme stress, people with easy access to firearms are more willing to use them. In our culture, violence has often become an acceptable form of expression. Workplace violence can also be costly in terms of money. According to the National Safe Workplace Institute, workplace violence represents a minimum cost to business of \$4.3 billion each year with an average incident cost of \$250,000.

C-2. Why workplace violence?

Each incident of workplace violence has its own cause. Often it is because workers are frustrated, anxious, impatient, angry, mentally disturbed, or under the influence of alcohol or drugs. These people often lash out at the nearest target and often that means those in the workplace. Although reasons for workplace violence are numerous, there are some that stand out as being notably important.

- Understaffing, which forces people to work beyond normal limits, thus precipitating stressful reactions
- Lack of training for supervisors and employees in recognizing and defusing potentially violent situations
- Failure to design safe workplaces and emergency procedures
- Failure to identify hazardous conditions and develop proper controls, policies, and education programs
- Failure on the part of all personnel to report incidents of violence or threats

C-3. Early warning signals

There are numerous signals that can warn that someone has the potential for violence. Listed below are some of the early warning signals that can help alert leaders and co-workers to possible problems.

- Any history of violent behavior before or after employment with the current employer.
- An extreme interest in or obsession with weapons, such as paramilitary training, weapons collections (often including semi-automatic weapons), and compulsive reading and collecting of gun magazines. If this behavior starts spontaneously or is out of character for the person, it should be considered.
- Making either direct or veiled verbal threats of harm, such as predicting that bad things are going to happen to fellow workers or leaders.
- Intimidating others or instilling fear in co-workers. (This can be physical or verbal intimidation.) Harassing phone calls and stalking are obvious examples.
- Having an obsessive involvement with the job often with no apparent outside interests. (Usually, outside relationships fail or are strained.) The workplace becomes the person's sole source of identity. This

characteristic, however, may apply to many of the best workers, including those who would never commit a violent act.

- Being a loner with little involvement with co-workers, with the possible exception of a romantic interest in a co-worker. This interest will often be so intense that the co-worker will feel threatened and may report the unwanted attention under a sexual harassment policy.
- Being paranoid, panicking easily, and often perceiving that the whole world is against them
- Does not take criticism well, holds a grudge, especially against a leader or supervisor, and will often verbalize a hope for something to happen to the person against whom they have the grudge. A classic example is holding a grudge over being denied a promotion.
- Expressing extreme desperation over recent family, financial, or personal problems.
- Fascination with other recent incidents of workplace violence and approval of the use of violence under similar circumstances.
- An escalating propensity to push the limits of normal conduct with a disregard for the safety of co-workers.
- Where there has been a failure to take consistent disciplinary measures against threats of violence or minor incidents of violence, such as pushing or touching that may or may not be associated with a sexual harassment complaint.
- Workplace events generating great stress such as layoffs, terminations, labor disputes or job closures.
- Workplace locations and activities that expose workers to the threat of violent behavior from those outside the workplace.

C-4. What about Fort Campbell?

There is often a tendency to think that military installations are protected environments and are immune to the problems seen in the private sector. It is important to remember that the military and civilian personnel at Fort Campbell represent a cross-section of our society in general and many of the problems of society are likely to surface in this environment as well.

Glossary

Section I Abbreviations

AFGE

American Federation of Government Employees

EAPC

The Coordinator, Employee Assistance Program

CIMT

Critical Incident Management Team

CISD

Critical Incident Stress Debriefings

CRT

Crisis Response Team

EAP

Employee Assistance Program

EEO

Equal Employment Opportunity

MER

The Management Employee Relations

SJA

The Staff Judge Advocate

Section II Terms

Army Regulation

A directive that sets for missions, responsibilities, and policies, delegates authority, sets objectives, and prescribes mandated procedures to ensure uniform compliance with those policies.

Critical Incident

Any event that can be seen as having an imminent threat of harm to a supervisor, employee or customer; to include serious or violent confrontations and or threats of self harm by an individual, whether or not that individual was known by others or not. Can include verbal or perceived threats to superiors or coworkers, actual verbal altercations and physical altercations or assaults.

Hostile work environment

The perception or description of a workplace or work setting where one or more persons attribute feelings of anxiety, hostility or bias, affecting their ability to effectively perform their job or work tasks. These actions or behaviors can be attributed to supervisors, coworkers or customers.

Post Traumatic Stress Disorder (PTSD)

Diagnosis of a set of behaviors that can appear following a persons involvement in a traumatic event. The event can be direct in nature or when the individual was a witness (indirectly involved) in such stated traumatic event.

Proponent

The agency or command responsible for initiating, developing, coordinating, approving content, and issuing a publication, and identifying them for removal. Each publication only has one proponent.