



Federal Aviation
Administration

WORKPLACE VIOLENCE

PREVENTION
AND RESPONSE



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Introduction

Federal Aviation Administration employees and contractors are our greatest resource. We care about the safety, security, and well-being of our employees, and we're always working to ensure the safest and most secure working environment possible. The Office of Security and Hazardous Materials Safety (ASH) established a strong internal security program, and the Office of Human Resource Management (AHR) developed *Standards of Conduct* and the *Employee Assistance Program*, which sponsors our *WorkLife* programs.



This guide is designed to address the lifecycle of workplace violence. According to a Special Report by the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, the average rate of workplace violence between 2005 and 2009 was five violent crimes per every 1,000 employed persons age 16 or older. In addition, approximately 564 work-related homicides occur each year in the United States which represents about 10 percent of all fatal work injuries. Although the FAA falls well below the national average for workplace violence incidents, it's still very important that we know what to do and how to respond to a workplace violence event from an active shooter to bullying.

Our goal is to stop an event before it happens. We must be vigilant, speak up, and report concerns about suspicious activity or behavior. Working together and speaking up is how we can maintain a safe and secure work environment. This guide offers a toolset to help understand, identify, prevent, respond and recover from a workplace violence event.

Workplace Violence Overview

Workplace violence can be committed by a co-worker; an individual that is known to your co-worker but unknown to you (e.g., domestic partner, relative, friend); someone you provide a service to (e.g., a customer, co-worker from another agency); or an individual without any affiliation to you or your organization (e.g., a stranger). Workplace violence can fall into any one of the categories listed below:



Bullying, Harassment, or Intimidation:

Where a person feels that they may be **injured** or **harmed** through verbal or non-verbal cues which infer use of force or are threatening, disturbing or humiliating.



Threats or Threatening Behavior:

Intentional behavior or language which causes a person to **fear injury or harm**. It includes acts of aggression such as yelling, pounding on desks, slamming doors, blocking or cornering, and verbal, e-mailed or other written threats.



Verbal Altercations:

An angry or heated discussion, quarrel or argument where one person **fears that they will be injured or harmed.**



Physical Altercations:

A confrontation, tussle or physical aggression that may or may not result in **injury**. Physical altercations are distinguished from verbal altercations by the use of physical force or contact, to include violent aggressive sexual contact (i.e., rape or sexual battery).



Weapons Involvement:

Use of a weapon with the **intent to harm** oneself, or coerce other persons or property.

Workplace Violence is any physical assault, threatening behavior or verbal abuse directed toward a person at work or on duty. The key in all instances is that a person must fear that harm or violence will take place or that actual violence has already taken place.

The emergence of a threat is usually detected first by co-workers or an immediate supervisor. Deciding if a particular statement or action constitutes a threat or creates a hostile work environment is difficult. **A threat is the clearest indicator** that violence will follow, and you must exercise good judgment in making such determinations. Threats do not always involve a weapon.

There are typically three types of verbal threats:

1. Direct Threats

I'll get even with him.

2. Veiled Threats

This place would shut down for days if the mainframe crashed and the backup was damaged.

3. Conditional threats

If I'm fired, there'll be hell to pay.

When you are aware of threatening remarks, **do not ignore them**, even if you do not believe the threat is serious. Speak up and report your concerns to your manager or Servicing Security Element (SSE).

Bullying

While all instances of bullying don't qualify as workplace violence, those actions are prohibited within the FAA. If you think you are a victim or have witnessed any form of bullying at work, report it to your manager, your Servicing Security Element (SSE), Office of Civil Rights (ACR), or the Accountability Board.

What is Bullying? A pattern of deliberate, inappropriate, and unwelcome behavior that a reasonable person would find intimidating, humiliating, or threatening.

Bullying is a form of **aggressive behavior** manifested by the use of force or coercion to affect others, particularly when the behavior is habitual and involves an imbalance of power. The "imbalance of power" may be social power and/or physical power. The victim of bullying is sometimes referred to as a "target."

Bullying consists of three basic types of abuse – **emotional, verbal, and physical**. It typically involves subtle methods of coercion such as intimidation.

Bullying ranges from simple one-on-one bullying to more complex bullying in which the bully may have one or more individuals who are willing to assist the primary bully in his or her activities. Bullying in the workplace is also referred to as peer abuse.

Bullying behavior may include name calling, verbal or written abuse, exclusion from activities or social situations, physical abuse, or coercion. People bully to be perceived as popular or tough or to get attention. They may bully out of jealousy or act out because they are bullied by others.

Bullying often takes place in the presence of a large group of relatively uninvolved bystanders. In many cases, the bully's ability to create the illusion that he or she has the support of the majority instills the fear of "speaking out" to protest. Unless the 'bully mentality' is effectively challenged early on, it often becomes an accepted norm within the group.

What does bullying in the workplace look like?

- **Excluding you** or stopping you from working with people or taking part in activities that relate to your work.
- **Playing mind games**, ganging up on you, or other types of psychological harassment.
- **Raising voice, yelling and screaming**, criticizing, spreading malicious gossip or rumors, playing harmful or cruel practical jokes.
- **Intimidation** (making you feel less important and undervalued).
- **Giving you pointless tasks** that have nothing to do with your job.
- **Giving you impossible jobs** that can't be done in the given time or with the resources provided.

- **Deliberately changing your work hours** or schedule to make work difficult for you.
- **Deliberately holding back information** you need for getting your work done properly.
- **Pushing, shoving, tripping and grabbing** you in the workplace.
- **Attacking or threatening** with equipment, knives, guns, clubs or any other type of object that can be turned into a weapon.
- **Initiation or hazing** - where you are made to do or tolerate humiliating or inappropriate things in order to be accepted as part of the team.
- **Threat to professional status** - including belittling opinions, public professional humiliation, accusations regarding lack of effort, intimidating use of discipline or competence procedures.





- **Threat to personal standing** - including undermining personal integrity, destructive comments and sarcasm, making inappropriate jokes, persistent teasing, name calling, insults, intimidation.
- **Isolation** - including preventing access to opportunities, physical or social isolation, withholding necessary information, keeping the target out of the loop, ignoring or excluding.
- **Overwork** - including undue pressure, impossible deadlines, unnecessary disruptions.
- **Destabilization** - including failure to acknowledge good work, allocation of meaningless tasks, removal of responsibility, repeated reminders of blunders, setting employees up to fail and shifting goals without telling the employee.

Act on any behavior or activity that causes you alarm or concern. To ensure your safety, don't be silent, and report your concerns about bullying to your manager, local SSE, ACR, or the Accountability Board.

Indicators of Potential Violence

To intervene before a violent act is committed, we need to identify behaviors that signal the risk of violence. While there is no specific profile to predict that an individual will become violent, you should be alert to behaviors that could indicate the potential for violence.

Changes in behavior, especially extreme changes, can often signal an increased risk of violent behavior. You may notice changes in the behavior of someone who:

- Is part of the organization (e.g., a past or present employee).
- Uses the services of the organization (e.g., a customer or client).
- Is known to an employee of the organization (e.g., a spouse or relative).

Working with colleagues and regular customers or clients, you are likely to notice when they become seriously affected by **stress, loss, illness or other forms of distress.**





Stress can come from factors within or outside the workplace.

- **Stress due to work** – being marginalized, terminated from work, passed over for a promotion, laid off, treated unfairly, etc.
- **Stress in personal life** – losing a partner, child or parent; experiencing relationship difficulties; facing financial or legal issues; etc.

The list of behaviors below is not comprehensive, nor is it intended to diagnose violent tendencies. It is to enable you to be more aware of your surroundings, and the behavior exhibited by individuals that occupy your surroundings. If you observe any of the indicators listed below, and they cause you great concern, speak up and report your concerns to your manager or Servicing Security Element (SSE).

List of Indicators

- Increased use of **alcohol** and/or illegal and prescription **drugs**.
- Unexplained **increase in absenteeism**; vague physical complaints.
- Noticeable **decrease in attention to appearance** and hygiene.
- **Depression** / withdrawal.
- Resistance and **overreaction to changes** in policy and procedures.
- Repeated **violations of policies** and procedures.
- Increased severe **mood swings**.
- Noticeably **unstable**, emotional responses.
- Explosive outbursts of **anger or rage** without provocation.
- **Suicidal**; comments about “putting things in order”.
- Behavior which is suspect of **paranoia**, (“everybody is against me.”)
- Increased comments about **problems at home**.





- **Escalation of domestic problems into the workplace;** talk of severe financial problems.
- Talk of **previous incidents** of violence.
- **Empathy** with individuals **committing violence**.
- Increase in unsolicited comments about **firearms**, other **dangerous weapons** and **violent crimes**.
- The appearance of **noticeable injuries** (e.g., bruises)
- The co-worker is being **harassed or threatened** by a known acquaintance.
- Any activity or behavior that **causes you alarm or concern**.

Sometimes warning signs may be non-specific, and you may overlook the potential for workplace violence. You may also be concerned that you are overreacting to what appears to be an isolated or singular incident. However, **abnormal behavior** is seldom isolated and may be a warning sign of a growing problem that requires intervention. Act on any behavior or activity that causes you alarm or concern. To ensure your safety, don't be silent and report your concerns to your manager or SSE.

Ways to Prevent Workplace Violence

Successful prevention of violence in the workplace rests on:

- Being able to intervene at the earliest opportunity when potentially violent behavior becomes noticeable.
- Implementing workplace-specific security measures and preventive practices.
- Knowing how to respond in case tense situations go undetected and reach a hostile level.

To ensure the safety and security of yourself and your co-workers, it is important to:

- **Follow the security measures** for your facility. Those measures have been specifically designed and implemented to protect you from an outside threat and always should be followed.
- **Be familiar with the organization's workplace violence policies and practices**, and follow them. If you aren't sure about the policies, speak to your manager or contact your Servicing Security Element (SSE).
- **Be responsible for securing your own workplace.** Make sure your office doors are secured.
- **Be aware of the warning signs** for potential violence by coworkers and customers/clients.



- **Be familiar with your Facility Security Plan (FSP)** and actions you should take during an emergency.
- **Treat all threats seriously!** Do not isolate yourself. Alert your manager or, if present at your facility, the security officer/guard force personnel to any safety concerns – including the presence of strangers in the workplace.
- **Do not assume anything** and **do not minimize** or underestimate potential danger.
- **If confronted** with potential violence, **do not overreact** or become emotional.
- **Immediately report all incidents** of aggressive or disturbing behavior to your manager.

Reporting Workplace Violence Events

All workplace violence events or concerns must be reported immediately.


NON-EMERGENCY SITUATIONS

Immediately contact your manager, building security officers/guards (if present), or your Servicing Security Element (SSE) if an individual:

- Makes threats of physical harm toward you, others, or him/herself.
- Has a weapon.
- Behaves in a manner that causes you to fear for your own or another person's safety.

Immediately document the events. At a minimum, **make sure you document the following:**

- **WHAT happened?** Report the facts as accurately and completely as you can. Add your assessment, but be clear to distinguish opinion from fact.
- **WHEN did the event occur?** Did other events lead up to it? Did anyone witness the event?

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- **WHERE did it occur?** Provide the specific location.
 - **WHO was involved?**
 - **Any physical conduct** that would substantiate an intention to follow through on the threat.
 - **Any history** leading up to the incident.

EMERGENCY SITUATION

For crimes in progress, violent incidents or specific threats of imminent violence, **call 911**. Know how to dial 911 from your facility. If possible, use a phone out of sight and hearing of the individual. The police will respond and take appropriate action.

- **Do not attempt to intervene physically** or deal with the situation yourself. The police must handle any incident that can or does involve physical violence.
- **Get yourself and others to safety** as quickly as possible.
- **If possible, keep a line open to police until they arrive.** If you cannot stay on the line, call 911 and the dispatcher will direct the police to you. The more information the police receive (description, location, anything you hear, etc.), the more likely they can bring a potentially violent situation to a safe conclusion.

Responding to a Potential Workplace Violence Event

No matter how careful you are, you may be in a potentially violent situation. If someone is exhibiting violence indicators or their behavior is causing you alarm or concern, don't overreact and become a part of the problem. Take the following steps to keep the situation calm until you can leave the area or signal for help.

Physical space.

Give the person the physical space she or he needs. Where you stand or sit with regard to anxious people makes a difference. For example, when you move within two feet of someone, you are normally entering their private space. Moving into their space can create discomfort.

Do not isolate yourself with an individual you believe may be dangerous.

Maintain a safe distance, do not turn your back, and stay seated if possible. If you are in an office environment, leave the door open or open a closed door if possible. Try to sit near the door. Try to ensure a co-worker is near.

Never touch the individual yourself to try to remove him or her from the area.

Even a gentle push or holding the person's arm may be interpreted as an assault by an agitated individual who may respond with violence or file a lawsuit.

Signal for assistance.

The individual may be antagonized if you call for assistance. Establish and use a prearranged 'distress' signal with another co-worker, and have your co-worker check on you to determine how you are. If you need help, the co-worker should alert your manager and/or the police/security.

Do not mention discipline or the police if you fear an angry or violent response.

The threat of discipline or law enforcement intervention may cause the individual to react violently. Remain calm. Take whatever action you need to protect yourself including calling police.

If the situation escalates, find a way to excuse yourself, leave the room and get help.

Responding to an Active Shooter

An Active Shooter is a person actively engaged in killing or attempting to kill people in a confined and populated area. In most cases, active shooters use firearms and there is no pattern or method to how they select victims. Active shooter situations are unpredictable, and evolve quickly. The immediate deployment of law enforcement is required.



Because active shooter situations are often over within minutes, even before law enforcement arrives on the scene, employees must be prepared both mentally and physically to deal with an active shooter situation.

The following guidelines are provided from the U.S. Department of Homeland Security's booklet, "Active Shooter: How to Respond." In an Active Shooter situation, you must:

Evacuate:

If there is an accessible escape path, evacuate the premises. Be sure to:

- Have an escape route and plan in mind.
- Evacuate regardless of whether others agree to follow.
- Leave your belongings behind.

- Prevent individuals from entering an area where the active shooter may be.
- Keep your hands visible.
- Follow the instructions of any police officers.
- Do not attempt to move wounded people.
- Call 911 when you are safe -- as soon as possible.

Hide:

If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.

Your hiding place should:

- Be out of the active shooter's view.
- Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door). Do not trap yourself or restrict your options for movement.



To Prevent an Active Shooter From Entering Your Hiding Place:

- Lock the door -- Block the door with heavy furniture.
- Close any blinds or curtains.

If Shooter is Nearby

- Lock the door.
- Silence your cell phone and/or pager.

- Turn off any source of noise (e.g. computers, radios, televisions).
- Hide behind large items (e.g. cabinets, desks).
- Remain quiet.

If Evacuation and Hiding Are Not Possible:

- Remain calm.
- Dial 911, if possible, to alert police to the shooter's location.
- If you cannot speak, leave the line open and allow the dispatcher to listen.

Take Action Against the Active Shooter:

As a last resort, and only when your life is in imminent danger, you may attempt to disrupt or incapacitate the shooter by:

- Acting as aggressively as possible against him/her.
- Throwing items and improvising weapons.
- Yelling "Help."



How to React When Law Enforcement Arrives:

- Remain calm, and follow officers' instructions
- Put down any items in your hands and raise your hands, spread your fingers
- Keep hands visible at all times

- Avoid making quick movements toward officers
- Avoid pointing and/or screaming
- Do not stop to ask officers for help or direction when evacuating
- Proceed in the direction from which officers are entering the premises

Information to provide to Law Enforcement or 911 Operator:

- Place of the shooter(s)
- Description of shooter, what is happening, etc.
- Number and type of weapons held by the shooter(s).
- Number of potential victims at the location.

The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises.



Once you have reached a safe location or an assembly point, you likely will be held in that area by law enforcement until the situation is under control and all witnesses have been identified and questioned. Do not leave the safe location or assembly point until law enforcement authorities have instructed you to do so.

Employee Assistance Program

This section is intended for FAA government employees. FAA contractor employees should check with their company/ business entity to find out what type of services are available to them, if any.

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. The FAA has an Employee Assistance Program (EAP) in place that serves as an excellent, confidential resource available to all employees to help them identify and deal with problems.

The EAP is available 24/7 at 1-800-234-1327, TTY 1-800-456-4006. The EAP has developed a comprehensive, nationwide network of licensed and experienced counselors, including psychologists, clinical social workers, and marriage, family and child counselors. These counselors are located at offices convenient to your home or work. The EAP is a service already paid for by the FAA that offers up to eight counseling sessions.

EAP Counselors:

- Provide short-term counseling and referral services to employees at no cost.
- Help in the prevention of workplace violence by providing the following services:

- Early involvement in organizational change.
- Training employees in dealing with angry coworkers and customers, conflict resolution, and communication skills.
- Training supervisors to deal with problems as soon as they surface without diagnosing the employee's problem.
- Consultation with supervisors to identify specific problem areas, develop action plans to resolve problems in the early stages, and encourage employees to contact the EAP for individual counseling.
- Consultation with incident response teams when a potential for violence exists or an actual incident is reported.
- Participation on critical incident stress debriefings teams in the event of a violent situation.



CONFIDENTIALITY: All calls and counseling sessions are confidential, except as required by law (e.g. when a person's emotional condition is a threat to him or herself, or others, or there is suspected abuse of a minor, and in some states, spousal or elder abuse).

Magellanhealth.com/member is another way for the EAP to help you. This web site has information and resources on a wide range of personal issues. A special section is devoted to supervisory/managerial problems. Self-help tools are available. Visit www.magellanhealth.com/member (use 8002341327 as the log-on number).

Frequently Asked Questions

What is the EAP contractor's number?

1-800-234-1327

TTY 1-800-456-4006

Who can use the EAP?

You, your family/household members, legal dependents, and retirees within the last six months.

When can I call the EAP?

24/7

Will I be charged for using the EAP?

No. The EAP is a pre-paid benefit offered by the FAA. If you need help beyond the eight sessions, your counselor may refer you to another resource. You or your Federal Employee Health

Benefits (FEHB) would be responsible for any fees associated with your use of additional resources outside the EAP. We understand that every problem and every budget is different, and will help you find an affordable solution.

Is the EAP just for workplace problems?

No. You can use the EAP to deal with any number of concerns, big or small, whether they have a direct impact on your work environment or not.

Is there a website?

Yes, <http://www.magellanhealth.com/member>

Can I call the EAP even if my concern is not a crisis?

Yes. The EAP is a life management tool; designed to help you sort through whatever is happening in your life. Call your EAP when you need a new perspective on things. Call when you need help identifying your options and making informed choices. EAP services are provided to help you live healthy and work well.



Human Resources (HR) Contact information

Mike Monroney Aeronautical Center

Human Resource Management Office, AMH-1

6500 South Mac Arthur Blvd.

Oklahoma City, OK 73169

Mailing Address: P.O. Box 25082

Oklahoma City, OK 73125

Main Number: (405) 954-3501

L/ER Manager: (405) 954-4146

Alaskan Region

Human Resource Management Office, AAL-10

222 West 7th Ave, #14

Anchorage, Alaska 99513-7587

Main Number: (907) 271-5471

L/ER Manager: (907) 271-5409

State: Alaska

Central Region

Human Resource Management Office, ACE-10

DOT Regional Headquarters Building

901 Locust, Room 402

Kansas City, MO 64106

Main Number: (816) 329-2650

L/ER Manager: (816) 329-2674

States: Kansas, Nebraska, Iowa and Missouri

Eastern Region

Human Resource Office, AEA-10
159-30 Rockaway Blvd., Room 207
Jamaica, New York 11434-4809

Mailing Address: 1 Aviation Plaza Jamaica,
New York 11434-4809

Main Number: (718) 553-3132

L/ER Manager: (718) 553-3408

States: Delaware, Maryland, New Jersey, New York,
Pennsylvania, Virginia, West Virginia and District of Columbia

Great Lakes Region

Human Resource Management Office, AGL-10
2300 E. Devon Avenue
Des Plaines, IL 60018

Main Number: (847) 294-7316

L/ER Manager: (847) 294-7724

States: Illinois, Indiana, Michigan, Minnesota, North Dakota,
Ohio, South Dakota and Wisconsin

New England Region

Human Resource Management Office, ANE-10
12 New England Executive Park
Burlington, MA 01803

Main Number: (781) 238-7280

L/ER Manager: (781) 238-7270

States: Connecticut, Maine, Massachusetts, New Hampshire,
Rhode Island and Vermont

Northwest Mountain Region

Human Resource Management Office, ANM-10

1601 Lind Avenue, SW

Renton, WA 98055

Main Number: (425) 227-2010

HR Fax: (425) 227-1010

Fax: (425) 227-2199

L/ER Manager: (425) 227-1230

States: Colorado, Idaho, Montana, Oregon, Utah, Washington and Wyoming

Southern Region

Human Resource Management Office, ASO-10

1701 Columbia Avenue

College Park, GA 30337

Mailing Address: P.O. Box 20636

Atlanta, GA 30320-0631

Main Number: (404) 305-5300

L/ER Manager: (404) 305-5371

States: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee and Virgin Islands

Southwest Region

Human Resource Management Office, ASW-10

2601 Meacham Blvd.

Fort Worth, TX 76193-4298

Main Number: (817) 222-5810

L/ER Manager: (817) 222-5821

States: Arkansas, Louisiana, New Mexico, Oklahoma and Texas

William J. Hughes Technical Center

Human Resource Management Office, ACT-10

Atlantic City International Airport

Atlantic City, NJ 08405

Main Number: (609) 485-6620

L/ER Manager: (609) 485-6627

Western Pacific Region

Human Resource Management Office, AWP-10

15000 Aviation Blvd.

Lawndale, CA 90261

Mailing Address: PO Box 92007

Los Angeles, CA 90009-2007

Main Number: (310) 725-7800

L/ER Manager: (310) 725-7820

States: Arizona, California, Nevada, Hawaii, Guam and
American Samoa

FAA Washington Headquarters

Human Resource Management Office, AHP-200

800 Independence Ave., SW

Washington, DC 20591

Main Number: (202) 267-8012

L/ER Manager: (202) 493-4626

Servicing Security Element (SSE) Contact Information

Headquarters

Office of Security and Hazardous Materials Safety
800 Independence Avenue SW, Room 300 East
Washington, DC 20591

Phone: (202) 267-7211

Fax: (202) 267-8496

- Office of Hazardous Materials Safety (202) 385-4919
- Office of Security (202) 493-5405
- Office of Emergency Operations, Communications, and Investigations (202) 267-7211

Office of Executive and Center Operations

William J. Hughes Technical Center

Federal Aviation Administration
Security and Hazardous Materials Division
Atlantic City International Airport

Atlantic City, NJ 08405

Phone: (609) 485-4000

Mike Monroney Aeronautical Center

Federal Aviation Administration
Security and Hazardous Materials Division
P.O. Box 25082

Oklahoma City, OK 73125

Phone: (405) 954-3212

Fax: (405) 954-0031

Regional Offices

Alaska

Federal Aviation Administration
Joint Security and Hazardous Materials Office
222 West 7th Avenue, Suite 14
Anchorage, AK 99513
Phone: (907) 271-5557

Central— Iowa, Kansas, Missouri, and Nebraska

Federal Aviation Administration
Joint Security and Hazardous Materials Office
901 Locust, Room 541
Kansas City, MO 64106-2641
Phone: (816) 329-3700
Fax: (816) 329-3753
24-hour operation center: (816) 329-3000

Eastern — Delaware, Maryland, New Jersey, New York, Pennsylvania, Virginia, West Virginia, and the District of Columbia

Federal Aviation Administration
Joint Security and Hazardous Materials Office
1 Aviation Plaza, Room 236
Jamaica, NY 11434-4809
Phone: (718) 553-3104
Fax: (718) 977-6720
24-hour operation center: (718) 553-3100

**Great Lakes — Illinois, Indiana, Michigan, Minnesota,
North Dakota, Ohio, South Dakota, and Wisconsin**

Federal Aviation Administration

Joint Security and Hazardous Materials Office

2300 East Devon Avenue, Room 203

Des Plaines, IL 60018

Phone: (847) 294-7122

Fax: (847) 294-7816

24-hour operation center: (847) 294-8400

**New England — Connecticut, Maine, Massachusetts, New
Hampshire, Rhode Island, and Vermont**

Federal Aviation Administration

Joint Security and Hazardous Materials Office

12 New England Executive Park

1 Aviation Plaza

Burlington, MA 01803

Phone: (781) 238-7700

Fax: (781) 238-7716

24-hour operation center: (781) 238-7001

**Northwest Mountain — Colorado, Idaho, Montana,
Oregon, Utah, Washington, and Wyoming**

Federal Aviation Administration

Joint Security and Hazardous Materials Office

1601 Lind Avenue SW, Room 530

Renton, WA 98057-4056

Phone: (425) 227-2700

Fax: (425) 227-1700

24-hour operation center: (425) 227-2000

Southern — Alabama, Florida, Georgia, Kentucky, North Carolina, Mississippi, South Carolina, and Puerto Rico

Federal Aviation Administration

Joint Security and Hazardous Materials Office

1701 Columbia Ave. Room 420

College Park, GA 30337-2745

Phone: (404) 305-6750

Fax: (404) 305-6754

24-hour operation center: (404) 305-5180

Southwest — Arkansas, Louisiana, New Mexico, Oklahoma, and Texas

Federal Aviation Administration

Joint Security and Hazardous Materials Office

2601 Meacham Blvd.

Fort Worth, TX 76137-4298

Phone: (817) 222-5700

Fax: (817) 222-5990

24-hour operation center: (817) 222-5006

Western-Pacific — Arizona, California, Nevada, Hawaii, Guam, and American Samoa

Federal Aviation Administration

Joint Security and Hazardous Materials Office

15000 Aviation Blvd

Hawthorne, CA 90250

Phone: (310) 725-3700

Fax: (310) 725-6878

24-hour operation center: (310) 725-3300

On-line Resources

FAA EAP/WorkLife websites:

https://employees.faa.gov/org/staffoffices/ahr/program_policies/emp_relations_worklife_benefits/emp_assistance/

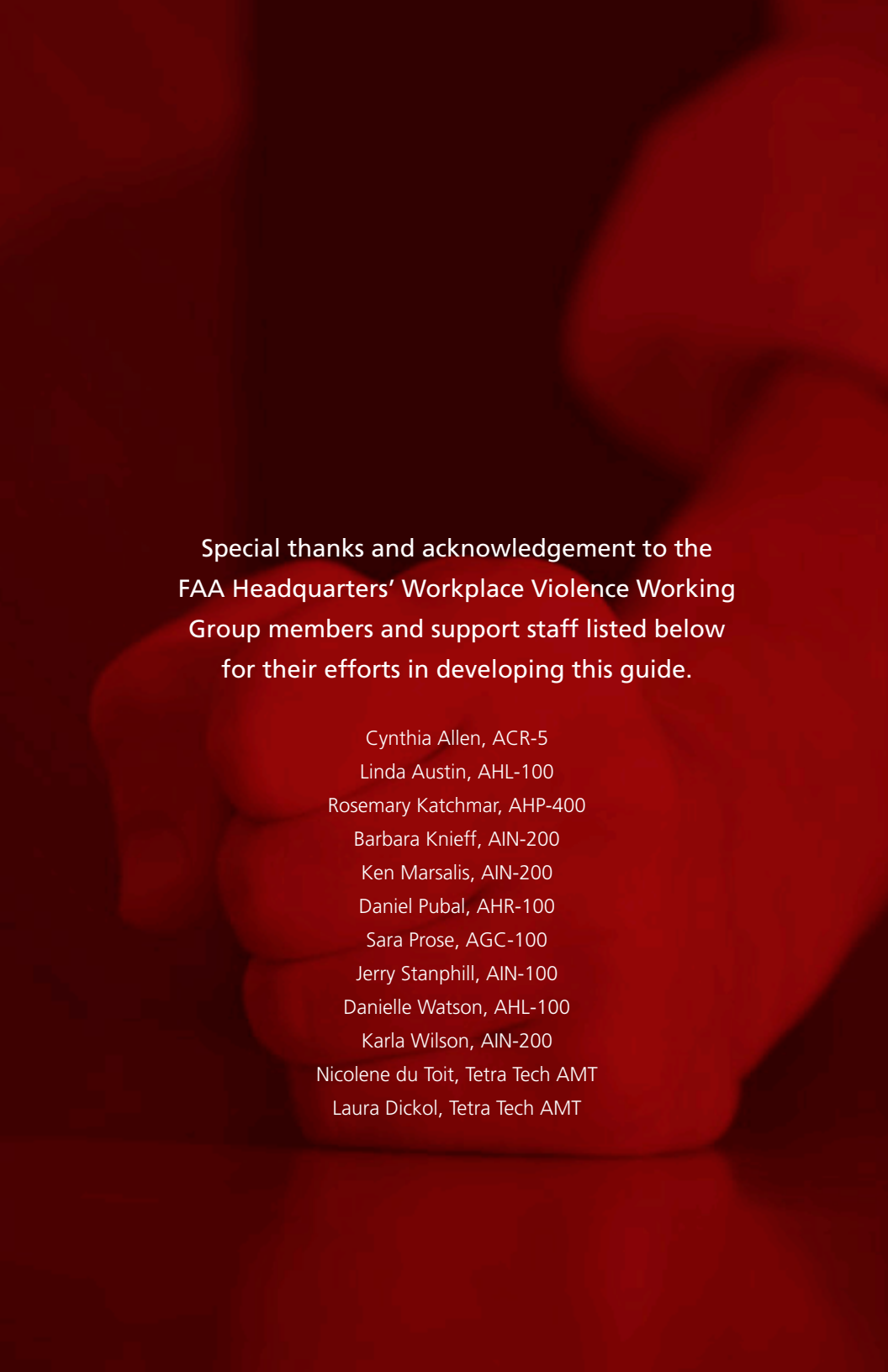
<http://www.magellanhealth.com/member>

FAA Manager Guide to Preventing Workplace Violence:

https://employees.faa.gov/org/staffoffices/ahr/emp_labor_management_relations/emp_relations/

FAA Standards of Conduct (ER-4.1):

https://employees.faa.gov/org/staffoffices/ahr/program_policies/policy_guidance/hr_policies/hrpm/er/ER-4-1/



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Daniel Pubal, AHR-100

Sara Prose, AGC-100

Jerry Stanphill, AIN-100

Danielle Watson, AHL-100

Karla Wilson, AIN-200

Nicolene du Toit, Tetra Tech AMT

Laura Dickol, Tetra Tech AMT