DEPARTMENT OF HAWAIIAN HOME LANDS WORKPLACE VIOLENCE ACTION PLAN

I. POLICY

The Department of Hawaiian Home Lands is committed to partnering with its employees to encourage and maintain a safe work environment. Toward this end, all reports of incidents involving acts or displays of violence, threats of violence, intimidation, damage to property, and other disruptive behavior will be taken seriously. Verified incidents of acts or displays of violence, threats of violence, intimidation, damage to property, or other disruptive behavior may be grounds for discipline, as appropriate.

II. RATIONALE

State employees are a valued resource. Each employee is entitled to be always treated with courtesy and respect.

III. DEFINITIONS

"Disruptive behavior" means behavior that interrupts or impedes the progress, movement, or duties or responsibilities of an employee.

"Intimidation" means engaging in actions that include, but is not limited to, stalking or behavior that is intended to frighten, coerce, or induce duress.

"Physical attack" means unwanted or hostile physical contact such as hitting, fighting, pushing, shoving, or throwing objects.

"Property damage" means damage to property, including property owned by the State, State employees, customers, clientele, visitors, or other outside individuals.

"Threat" means an expression, verbal or non-verbal, of an intention to inflict physical or mental harm or injury. An expression constitutes a threat without regard to whether the party communicating the threat has the present ability to carry it out and without regard to whether the expression is contingent, conditional, or expected in the future.

"Workplace violence" means, but is not limited to, intimidation, threats, physical attacks, or property damage, acts of violence committed at the workplace by or against State employees, clients, customers, relatives, acquaintances, *o*r other outside individuals.

IV. SCOPE

This plan applies to all personnel in the Department of Hawaiian Home Lands. It applies to any act or conduct that causes physical harm or property damage, or that makes an employee feel scared, frightened, threatened, worried, or unsafe about his or her physical safety, including incidents involving co-workers, clients, customers, or other outside individuals who represent potential threats in the work environment.

V. RESPONSIBILITIES

A. Department of Human Resources Development (HRD)

HRD shall:

- 1. Conduct periodic workplace violence training programs for supervisors, managers, and employees on how to identify disruptive behaviors, how to investigate complaints, and the potential consequences of failing to act.
- 2. Maintain and provide to the departments a current listing of references and resources available in the community as provided at <u>www.hawaii.gov/hrd/</u>, <u>see</u> Workers Compensation and Safety menu;
- 3. Collect and analyze the data provided on the *Annual Workplace Violence Report*.
- 4. Advise departments if a trend emerges which requires immediate attention; and
- 5. Provide consultative services to departments on an as-needed basis.
- B. Department of Hawaiian Home Lands
 - 1. Department Head
 - a. The Department Head shall:
 - i. Ensure compliance with the statewide policy, *Workplace Violence Program*, DHRD Policy No. 800.002 and this *Workplace Violence Action Plan*; and

- ii. Support a safe work environment by encouraging all employees and outside individuals to practice courtesy, respect, and kindness at all times.
- b. The Department Head may establish departmental procedures or guidelines to supplement the statewide policy.
- 2. Departmental Personnel Office

The Departmental Personnel Office (DPO) shall:

- a. Advise management, supervisors, and others as appropriate, in matters relating to workplace violence.
- b. Identify, coordinate, and/or provide appropriate training for supervisors and employees on various aspects of workplace violence.
- c. Ensure all new employees receive the statewide policy, *Workplace Violence Program*, HRD Policy No. 800.002 and this *Workplace Violence Action Plan*.
- d. Coordinate REACH and other support systems for employees, as appropriate.
- e. Support a safe work environment by encouraging all employees and outside individuals to practice courtesy, respect, and kindness at all times.
- f. Review the *Department Workplace Violence Fact Finding Worksheet* (Attachment D) and implement appropriate corrective actions as warranted; and
- g. Prepare the Annual Workplace Violence Report (Attachment E).

3. Administrators, Managers, and Supervisors

All administrators, managers, and supervisors shall:

- a. Ensure that all employees under their chain of command are aware of and familiar with the terms of this *Workplace Violence Action Plan*, including the consequences of violating such plan.
- b. Ensure that all reports of workplace violence be treated in a confidential manner and that information is shared only on a need-to-know basis.
- c. Identify and initiate efforts to timely rectify working and/or other conditions that may contribute to a violent incident.
- d. As soon as practicable, report all incidents to appropriate department or office head of potentially violent employees, clients, or customers, including all confrontational incidents, domestic violence reports, and those incidents with clients and employees who require the support of colleagues or law enforcement officials to maintain situational control.
- e. Call for help/assistance as appropriate; and
- f. Support and encourage a safe work environment by getting to know employees and practicing courtesy, respect, and kindness at all times.
- 4. Each employee shall:
 - a. Attend a workplace violence training program.
 - b. Comply with work practices designed to make the workplace more secure.
 - c. Refrain from engaging in verbal threats or physical actions which creates a security hazard to other employees, clients, customers, or other individuals in the workplace.
 - d. Report to the immediate supervisor any acts of potentially violent behavior displayed by co-workers, clients, customers, or other individuals.

- e. Inform his/her immediate supervisor of any domestic violence incidents, threats, restraining orders, or any violations to restraining orders as may impact the workplace.
- f. Immediately call 911 when any threat or act of violence is observed or received; and
- g. Support and encourage a safe work environment by practicing courtesy, respect, and kindness at all times.

VI. EVENT PROCEDURES

A. Guidelines for Use of Protocol Options

The following protocol options shall be used as a guideline only. Because each situation will be different, administrators, managers, supervisors, and employees shall not be prevented from using their own good judgment and discretion when responding.

The protocol options listed below in part B below, are also contained in the *Workplace Violence Action Plan Protocol Desk Reference* (Attachment **A**) which may be reproduced and used as a reference.

- B. Protocol Options for Administrators, Managers, Supervisors and Employees
 - 1. Protocol No. 1
 - a. Examples of Protocol No. 1 Behaviors
 - Use of weapons, including items that may be used as weapons)
 - Threats of bodily harm
 - Hostage situations
 - Physical and sexual assaults
 - Bomb threats
 - Temporary restraining order (TRO) violations
 - Property damage
 - Suicide
 - Stalking

- b. Action Steps for Protocol 1 Situations
 - (1) Call 911 immediately.
 - (1a) If bomb threat, follow department bomb threat procedures.
 - (2) Call building security at 620-9350, if no answer call Hawaii Detective and Guard phone (808)498-5416, identify your location as DHHL-Kapolei and reason for call, or internal departmental security, Enforcement staff, at 620-9522, as applicable.
 - (3) Secure the office entrances and exits, as appropriate, until police, internal departmental security, or sheriff arrives.
 - (4) Call for medical assistance, if needed.
 - (5) Notify your DPO at 620-9538.
 - (6) Follow instructions provided by law enforcement.
 - (7) Remain available to provide witness statements.
 - (8) Manager to conduct investigation, if appropriate¹.
- 2. Protocol No. 2
 - a. Examples of Protocol No. 2 Behaviors
 - Threatening Messages
 - E-mail
 - U.S. Mail
 - Phone Calls
 - Fax
 - b. Action Steps for Protocol 2 Situations
 - (1) Call 911 to report threats.
 - (2) Call building security at 620-9350, if no answer call Hawaii Detective & Guard *phone* (808)498-5416, identify your location as DHHL-Kapolei and reason for

¹ In consultation with DPO, consider "Leave with Pay Pending Investigation", if appropriate.

call, or internal departmental security, Enforcement staff, at 620-9522, as applicable.

- (3) Secure the office entrances and exits, as appropriate, until police, internal departmental security, or sheriff arrives.
- (4) Notify your DPO at 620-9538.
- (5) Immediately isolate the e-mail, mail, or fax.
- (6) Immediately document content of phone call.
- (7) Follow instructions provided by law enforcement.
- (8) Remain available to provide witness statements.
- (9) Manager to conduct investigation, if appropriate.²
- 3a. Protocol No. 3A
 - a. Examples of Protocol 3A Behaviors
 - Abusive or vulgar language
 - Yelling
 - Displays of anger
 - b. Action Steps for Protocol 3A Situations
 - (1) Diffuse anger (<u>See Attachments B & C</u>).
 - (2) Remove and isolate the employee to a private area (supervised by 2 or more persons).
 - (3) If necessary, call for assistance (911 or building security at Respite Office phone 620-9350, if no answer call Hawaii Detective & Guard phone (808)-498-5416 or internal department security, Enforcement staff, at 620-9522, as applicable.
 - (4) Notify your DPO at 620-9538 of circumstances.
 - (5) Manager to conduct investigation³.

² In consultation with DPO, consider "Leave with Pay Pending Investigation", if appropriate.

³ In consultation with DPO, consider "Leave with Pay Pending Investigation" or "Department Directed Leave", if appropriate.

- (6) Manager to develop action plan in consultation with DPO.
- (7) Manager to implement action plan.
- 3b. Protocol No. 3B
 - a. Examples of Protocol 3B Behaviors
 - Intimidation
 - Repeated behavior that causes distress in a reasonable person
 - b. Action Steps for 3B Situations
 - (1) Notify your DPO at 620-9538 of circumstances.
 - (2) Manager to conduct investigation⁴.
 - (3) Manager to develop action plan in consultation with DPO.
 - (4) Manager to implement action plan.
- 3c. Protocol 3C
 - a. Examples of Protocol 3C Behaviors
 - Indicators of harmful behaviors to self or others
 - b. Action Steps for Protocol 3C Situations
 - (1) Remove the employee to a private room to calm and reassure him/her, providing continuous observation.
 - (2) Notify your DPO at 620-9538 of circumstances.
 - (3) Contact employee's emergency contact.
 - (4) Contact employee's health care provider, if known, to seek assistance.

⁴ In consultation with DPO, consider "Leave with Pay Pending Investigation" or "Department Directed Leave", if appropriate.

- (5) If employee's emergency contact or health care provider <u>cannot</u> be contacted, call DOH ACCESS Line for assistance:
 - > 832-3100 (Oahu)
 - > 1-800-573-6879 (Neighbor Islands)
- (6) Develop plan of action in consultation with DPO⁵.

VII. POST EVENT PROCEDURES

A. Debriefing

The division, staff office, attached agency administrator, and/or supervisor shall:

- Review and verify the *Department Workplace Violence Fact Finding Worksheet* (Attachment D) and work with employees involved in event to ensure documentation is correct, proper and timely;
- 2. Conduct investigation of incident using *Department Workplace Violence Fact Finding Worksheet* (Attachment D) as a guide and with assistance from the departmental personnel office;
- 3. Analyze facts, events, evidence, etc., and determine if working and/or other conditions contributed to the event and what procedures can be implemented to prevent future occurrences;
- 4. Determine the need and arrange for post-trauma counseling when appropriate; and
- 5. Collaborate with the departmental personnel office to determine if, after an investigation, whether disciplinary action is appropriate.
- B. Reporting Requirement to DHRD/Safety Office

Each department shall submit the *Annual Workplace Violence Report* (Attachment E) to the HRD/Safety Office one month after the conclusion of the reporting period.

⁵ Consider "Department Directed Leave", if appropriate.

VIII. AUTHORITIES AND REFERENCES

Workplace Violence Program, DHRD Policy No. 800.002, effective 12/18/03

Workplace Violence: Prevention, Intervention, and Recovery, Hawai`i Workplace Violence Working Group Committee, October 2001

IX. ATTACHMENTS

Attachment A:	Protocol Desk Reference
Attachment B:	Techniques for Handling Difficult Behavior
Attachment C:	Coping with Threats and Violence
Attachment D:	Department Workplace Violence Fact Finding Worksheet
Attachment E:	Annual Workplace Violence Report form

DEPARTMENT OF HAWAIIAN HOME LANDS WORKPLACE VIOLENCE ACTION PLAN PROTOCOL DESK REFERENCE

	РРОТОС	OL NO. 1				
•	Weapons (including items that may be used	Bomb Threats				
	as weapons)	TRO Violations				
•	Threats of Bodily Harm	Property Damage				
•	Hostage Situations	• Suicide				
•	Physical and Sexual Assaults	Stalking				
1.	Call 911 immediately.					
1a.	If bomb threat, follow department bomb thre	at procedures.				
2.	Call building security at 620-9350, or interna	l departmental security at Respite Office				
	phone 620-9350, if no answer call Hawaii Detective & Guard phone (808)-498-5416 identify					
	your location as DHHL-Kapolei and reason for call, or internal departmental security,					
	Enforcement staff, at 620-9522, as applicable.					
3.	3. Secure the office entrances and exits, as appropriate, until police, internal security, or sheriff					
	arrives.					
4.	4. Call for medical assistance, if needed.					
5.	Notify your DPO at 620-9538.					
6.	Follow instructions provided by law enforcer	nent.				
7.	7. Remain available to provide witness statements.					
8.	Manager to conduct investigation, if appropri-	late ⁶ .				

PROTOCOL NO. 2				
	Threatening Messages			
■ E-mail				
	 U.S. Mail 			
 Phone Calls 				
■ Fax				
(1) Call 911 to report threats.				

- (2) Call building security at Respite Office phone 620-9530, if no answer call Hawaii Detective & Guard *phone (808)-498-5416* identify your location as DHHL-Kapolei and reason for call, or internal departmental security, Enforcement staff, at 620-9522, as applicable.
- (3) Secure the office entrances and exits, as appropriate, until police, internal security, or sheriff arrives.
- (4) Notify your DPO at 620-9538.
- (5) Immediately isolate the e-mail, mail, or fax.
- (6) Immediately document content of phone call.
- (7) Follow instructions provided by law enforcement.
- (8) Remain available to provide witness statements.
- (9) Manager to conduct investigation, if appropriate⁷.

⁶ In consultation with DPO, consider "Leave with Pay Pending Investigation", if appropriate.

⁷ In consultation with DPO, consider "Leave with Pay Pending Investigation", if appropriate.

PRO	TOCOL NO. 3A					
•	Abusive or Vulgar Language					
•	• Yelling					
•	Displays of Anger					
1. Diffuse anger. <u>See</u> Techniques for Handling Difficult Behavior and Copin with Threats & Violence (below)	 4. Notify your DPO at 620-9538 of circumstances. 5. Manager to conduct investigation⁸. 					
2. Remove and isolate the employee to a private area (supervised by 2 or more persons).	 Manager to develop action plan in consultation with DPO. Manager to implement action plan. 					
 If necessary, call for assistance (911 or building security at Respite Office photo 620-9350 first, if no answer contact Ha Detective & Guard <i>phone (808)-498-5</i> identify your location as DHHL-Kapol and reason for call, or internal departm security, Enforcement Staff, at 620-95 as applicable. 	ne awaii 416, ei ent					

PROTOCOL NO. 3B

- Intimidation
- Repeated Behavior That Causes Distress in a Reasonable Person
- 1. Notify your DPO at 620-9538 of circumstances.
- 2. Manager to conduct investigation⁹.
- 3. Manager to develop action plan in consultation with DPO.
- 4. Manager to implement action plan.

	PROTOCOL NO. 3C					
	 Indicators of harmful behaviors to self/others 					
2.	Remove the employee to a private room to calm and reassure him/her, providing continuous observation. Notify your DPO at 620-9538 of circumstances. Contact employee's emergency contact.	 5. If employee's emergency contact or health care provider <u>cannot</u> be contacted, call DOH ACCESS Line for assistance: ▶ 832-3100 (Oahu) ▶ 1-800-573-6879 (Neighbor Islands) 6. Develop plan of action in consultation with 				
	Contact employee's health care provider, if known, to seek assistance.	DPO^{10} .				

Techniques for Handling Difficult Behavior

⁸ In consultation with DPO, consider "Leave with Pay Pending Investigation" or "Department Directed Leave", if appropriate.

⁹ In consultation with DPO, consider "Leave with Pay Pending Investigation" or "Department Directed Leave", if appropriate.

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- 1. Be aware of the individual's and your own nonverbal cues (avoid negative nonverbal signals, lack of sensitivity, empathy).
- 2. Recognize and deal with your own feelings. Focus on not being defensive in your communication.
- 3. If you have to confront the individual, decide to do so with care and respect.
- 4. Use active listening techniques. Do not reply to abusive or destructive statements: Reply only to constructive statements. (This is effective for those who use obscene language and are defensive.)
- 5. Keep focus from shifting away from problems. Be assertive by repeating key ideas. (This is effective for those who are vague, talkative, mentally ill, or visibly restless.)
- 6. Recognize and acknowledge individual's feelings and allow time to vent emotions.
- 7. Refrain from arguing, giving advice, or expressing personal feelings.
- 8. Avoid manipulation. Explain consequences of behavior honestly and directly.
- 9. Explain and clearly define the role of agency and your own role. (The perpetrator's concern and reaction may be due to confusion.)
- 10. Take responsibility for your own behavior apologize when appropriate.
- 11. Show respect by leaving responsibility for change up to perpetrator.
- 12. If behavior continues to be unyielding or dangerous, leave the site of confrontation immediately and seek additional assistance from co-worker or the supervisor by using predetermined code words.

Coping with Threats and Violence

For someone angry or hostile:

- Stay calm. Listen attentively.
- Maintain eye contact.
- Be courteous. Be patient.
- Keep the situation in your control.

For someone shouting, swearing, or threatening:

- Signal co-worker or supervisor that you need help. (Use prearranged code word.)
- Do not make any calls yourself.
- If necessary, call for assistance (911 or building security at Respite Office phone 620-9530, if no answer call Hawaii Detective & Guard at (808)-498-5416, identify your location as DHHL-Kapolei and reason for call, or internal department security, Enforcement staff, at 620-9522), as applicable.

For someone threatening you with a gun, knife or other weapon:

- Stay calm. Quietly signal for help. (Use prearranged code words.)
- Maintain eye contact.
- Stall for time.
- Keep talking but follow instructions from the person who has the weapon.
- Don't risk harm to yourself or others.
- Never try to grab a weapon.
- Don't try to be a hero.
- Watch for a safe chance to escape.

TECHNIQUES FOR HANDLING DIFFICULT BEHAVIOR

- 1. Be aware of the individual's and your own nonverbal cues (avoid negative nonverbal signals, lack of sensitivity, empathy).
- 2. Recognize and deal with your own feelings. Focus on not being defensive in your communication.
- 3. If you have to confront the individual, decide to do so with care and respect.
- 4. Use active listening techniques. Do not reply to abusive or destructive statements. Reply only to constructive statements. (This is effective for those who use obscene language and are defensive.)
- 5. Keep focus from shifting away from problems. Be assertive by repeating key ideas. (This is effective for those who are vague, talkative, mentally ill, or visibly restless.)
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- 9. Explain and clearly define the role of agency and your own role. (The perpetrator's concern and reaction may be due to confusion.)
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COPING WITH THREATS AND VIOLENCE

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- Do not make any calls yourself.
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- Maintain eye contact.
- Stall for time.
- Keep talking but follow instructions from the person who has the weapon.
- Don't risk harm to yourself or others.
- Never try to grab a weapon.
- Don't try to be a hero.
- Watch for a safe chance to escape.

Attachment D

Department Workplace Violence Fact Finding Worksheet

Department:		Division:		
Work unit:				
1.	Describe behavior or activity of the offender:			
2.	Name of person(s) exhibiting, verbalizing, der or activities.	monstrating, or o	therwise conveying t	he behaviors
3.	Date and time and times where the behavior or activity was	of beha exhibited:	vior. If recurring, lis	t past dates
	Date Time Location/Add			
	// am/pm			
	// am/pm			
	// am/pm			
4.	List employee(s) that were subject to or the ta	arget of the beha	vior or activity:	
5.	If a weapon, tool, or items used in the inciden	t, describe the ite	ems (type, kind, size,	etc.
6 - -	Names of individuals present (witness) when t Name Address	he incident occu s/Organization	rred:	Phone

Attachment D

7.	Persons Injured:						
	Name	Organization/Name of Employer		Type of Injury	Body Part		
			· · · · · · · · · · · · · · · · · · ·	, , , , , , , , , , , , , , , , ,	<u> </u>		
		· · · · · · · · · · · · · · · · · ·			<u> </u>		
			·····				
	 State in your own words what happened in the order it occurred, what you saw, and what you heard from those involved in the incident: (Attach additional pages as needed) 						
9.	9. Why/how did the incident occur?						
10.	10. Who started or initiated the behavior or activity?						
11.	Check the behavior(s) that best	describes the situation:					
	□ Race/ethnicity slurs	□ Sexual inferences	□ Fingerir	ng ⊡ Har	assing		
	Disruptive Customer	□ Touching	□ Stalking	g □ Bul	lvina		
	☐ Assaults	☐ Threats w/wo weapo	•		5 5		
		·					
	□ Other (Describe):						
12.	12. Name of other individuals (including non-employees), who were (may have been) involved or in some way contributed to the behavior:						
13.	Name of persons and organiza	itions used to assist in re	solving the	behavior or activ	ity:		
14.	Recommendation(s):						
L							

Attachment D

Submitted by: Name:	
Signature:	; Date:
Division Chief review: Comments/Action by Division Chief:	Date:
Forward to Department Personnel Officer:	Date:
Workplace violence Classification Category (circle): Action by DPO:	ONE TWO THREE
Resources used by the DPO to assist in the resolutio	n of the behavior or activity:

Annual Workplace Violence Report

Department: <u>Hawaiian Home Lands</u> Year:: D					_: 🛛 July – Jun		
Number of V	Workplace V	iolence incid	dents re	ported in the	e period by	categor	y and disposition:
Protocol: Disposition							
	No Action	Counsel/	train	Re-assign	Suspen	ded	Terminated
ONE						_	
TWO						_	
THREE						_	
Use of extern	nal assistance	e/support age	encies us	sed in the dis	position of in	cidents:	
Protocol:	REACH	PD/PSD	DHRD	AG	OTHER*	Gov/r	nedia**
ONE							
TWO							
THREE							
* List agend	cies used to a	ssist in the ac	ddressin	g workplace	violence inci	dents:	
	ents when the violence incid		Commur	nications/mec	lia Office ass	sisted in	the resolution of a
Remarks:							
	bleted by:					Date	