

ATTACHMENT 1: WORKPLACE ANALYSIS

1. General

- A.** A workplace analysis involves a step-by-step, common sense look at the workplace to find existing or potential hazards for workplace violence. This procedure involves reviewing specific procedures or operations that contribute to hazards and specific locales where hazards may develop.
- B.** The Threat Assessment Team, a subcommittee of the Campus Safety Committee and other appropriate University officials shall assess the vulnerability to workplace violence and determine the appropriate preventive actions to be taken. The Threat Assessment Team would have the following members:
 - 1. Vice President, University Affairs
 - 2. EEO/ADA Compliance Officer.
 - 3. Director of Human Resources.
 - 4. Director of Environmental Health & Safety.
 - 5. Director of the Counseling Center.
 - 6. Director of University Police.
 - 7. Vice-President, External Affairs
 - 8. Faculty Representative.
 - 9. Student Representative.
- C.** The Threat Assessment Team shall review injury and illness records and workers' compensation claims to identify patterns of assaults that could be prevented by workplace adaptation, procedural changes, or employee training. As the team identifies appropriate controls, these should be instituted.
- D.** The program for workplace analysis includes, but is not limited to analyzing and tracking records, monitoring trends and analyzing incidents, screening surveys, and tracking workplace security.

2. Workplace Analysis Program.

- A. Records Analysis and Tracking**

This activity includes reviewing medical (as far as permitted), safety, workers' compensation, and insurance records to pinpoint instances of workplace violence; the review of unit logs, employee and police reports of incidents or near-incidents of assaultive behavior to identify and analyze trends in assaults relative to particular departments, units, job titles, unit activities, work stations, and/or time of day; and the tabulation of these data to target the frequency and severity of incidents to establish a baseline for measuring improvement.
- B. Monitoring Trends and Analyzing Incidents**

The use of data to track trends of injuries and incidents of actual or potential workplace violence. This may require the review of records and reports of actual or potential incidents of workplace violence reported during the past five calendar years.
- C. Workplace Security Analysis**
 - 1.** The Threat Assessment Team shall inspect the workplace and evaluate employee tasks to identify hazards, conditions, operations, and situations that could lead to violence every six months. This process shall include employee feedback and follow-up.
 - 2.** To determine or locate areas requiring further evaluation, the Threat Assessment Team shall:
 - a.** Analyze incidents, including the characteristics of assailants and victims develop an account of what happened before, during, and after the incident, and the relevant details of the situation and its outcome. A copy of the University Police report, if such was written, with its recommendations will be included.

- b.** Identify jobs and/or locations with the greatest risk of violence as well as processes and procedures that put employees at risk of assault, including frequency and time, day, date.
 - c.** Note high-risk factors such as types of clients or patients (e.g. psychiatric conditions or patients disoriented by drugs, alcohol, or stress); physical risk factors of the building; isolated locations/job activities; lighting problems; lack of telephones and other communication devices; areas of easy, unsecured access; and areas with previous security problems.
 - d.** Evaluate the effectiveness of existing security measures; including engineering control measures. Determine if risk factors have been reduced or eliminated, and take appropriate action.
- D.** On a semi-annual basis, independent reviewers, such as safety and health professionals, law enforcement or security specialists, insurance safety auditors, and other qualified persons will be invited to review the program, to review the campus, and requested to offer advice to strengthen the program. It is anticipated that these experts can provide a fresh perspective to improve the University's Violence in the Workplace Prevention Program.

ATTACHMENT 2: HAZARD PREVENTION AND CONTROL

1. General

After hazards of violence are identified through the systematic workplace analysis, the next step is to design measures through engineering or administrative procedures and work practices to prevent or control these hazards. If violence does occur, incident response can be an important tool in preventing future incidents.

2. Engineering Controls and Workplace Adaptation

Engineering controls remove the hazard from the workplace or create a barrier between the worker and the hazard. There are several measures that can effectively prevent or control workplace hazards such as those actions listed below. The selection of any measure(s) should be based upon the hazards identified in the workplace security analysis of each facility.

- A. Assess any plans for new construction or physical changes to the facility or workplace to eliminate or reduce security hazards.
- B. Install and regularly maintain alarm systems and other security devices, panic alarms, hand-held alarms or noise devices, cellular telephones, and private channel radios where risk is apparent or may be anticipated; and to provide for a reliable response system when an alarm is activated.
- C. Where and when appropriate, provide metal detectors, installed or hand-held, to identify guns, knives, or other weapons that can be concealed on the person or in a briefcase or purse. These procedures would be implemented in accordance with a security analysis of a location or an event or activity, or at the recommendation of law enforcement or security personnel.
- D. Use of closed-circuit video recording and monitoring of high-risk areas on a 24 hour basis. Public safety is a greater concern than privacy in these situations.
- E. Placement of curved mirrors at hallway intersections or concealed areas.
- F. Enclose public service areas and install deep service counters and bullet-resistant, shatterproof glass as necessary.
- G. Provide employee "safe rooms" for use during an emergency situation.
- H. Provide waiting areas designed to maximize comfort and minimize stress.
- I. Arrange furniture to prevent entrapment of staff and faculty personnel. In interview rooms or crisis treatment areas, furniture should be minimal, lightweight, without sharp corners or edges, and/or affixed to the floor. Limit the number of pictures with frames, vases, ashtrays or other items than can be used as weapons.
- J. Provide lockable and secure restrooms for staff and faculty personnel separate from student and visitor facilities.
- K. In accordance with fire codes, lock all unused doors to limit and control access.
- L. Install bright, effective lighting indoors and outdoors.
- M. Replace burned-out lights, broken windows, and locks as soon as possible after being reported unserviceable or broken.
- N. Keep automobiles well maintained. Automobiles should be locked at all times.
- O. Request an escort to and from a location if safety and security is a concern.
- P. Lock the door(s) to offices when the office(s) is/are not occupied.

3. ADMINISTRATIVE AND WORK PRACTICE CONTROLS.

Administrative and work practice controls affect the way jobs or tasks are performed. The following are cited as to how changes in work practices and administrative procedures can help prevent violent incidents.

- A. State clearly to students, clients, employees, and visitors that violence is not permitted or tolerated.
- B. Establish liaison with the Office of the City Prosecutor and District Attorney, 10th Judicial District. Report all incidents of violence.

- C.** Require students, clients, employees, and visitors to report all assaults or threats to a department head/dean, a supervisor, or to the University Police. (If possible, the interview will be kept confidential). Maintain logbooks and reports of support of such incidents to assist in or assist in determining any necessary actions to prevent further occurrences.
- D.** If needed, advise and assist employees of procedures for requesting University Police assistance during emergencies. Management will promptly respond to all complaints giving them serious consideration.
- E.** The Counseling Office will be responsible for establishing and training a Threat Assessment Team to respond to all complaints.
- F.** Use University Police officers, when necessary, to deal with aggressive behavior or dial 5431. Provide written security procedures to all employees and students. Employees and students should be instructed to follow these procedures in event of a violence situation or potential for a violence situation or any other emergency.
- G.** The University Police Department will ensure that an adequate and properly trained staff is available for restraining clients, students, visitors, or employees.
- H.** Provide sensitive and timely information to persons waiting in line or in waiting rooms. Adopt procedures to decrease waiting time.
- I.** Ensure adequate and qualified staff coverage at all times, taking into account the times of greatest risk at each facility.
- J.** Where applicable, institute a sign-in procedure with passes for visitors. Enforce visitor hours and procedures.
- K.** Control access to facilities other than waiting rooms or other public access rooms.
- L.** Prohibit employees from working alone in areas of substantial risk, particularly at night or when assistance is unavailable.
- M.** Establish policies and procedures for secured areas and emergency evacuations.
- N.** Ascertain the behavioral history of new clients to learn about any past violence or assaultive behaviors. Establish a system such as chart tags, logbooks, or verbal census reports to identify clients with assaultive behavior problems, keeping in mind client confidentiality and employee and student safety issues. Update as needed.
- O.** Treat and/or interview aggressive or agitated individuals in relatively open areas that still maintain privacy and confidentiality (e.g. rooms with removable partitions).
- P.** Use case management conferences with co-workers and supervisors to discuss ways to effectively treat potentially violent individuals.
- Q.** Prepare contingency plans to deal with individuals who are "acting out" or making verbal or physical attacks or threats.
- R.** Transfer assaultive clients to more restrictive settings.
- S.** Supervisors should periodically survey their facility to remove tools or other items left by visitors or maintenance personnel which could be inappropriately used.
- T.** Provide employees with identification badges/cards to readily verify employment.
- U.** Provide students and employees with security escorts to parking areas at their request. Parking areas should be highly visible, well lighted, and safely accessible to the building.
- V.** Employees and students should be encouraged to use "the buddy" system especially when personal safety may be threatened. Encourage employees and students to avoid threatening situations. Employees and students should exercise extra care in elevators, stairwells, and unfamiliar surroundings. All personnel should immediately leave the premises if there is a hazardous situation. Request a University Police escort if deemed needed.
- W.** Develop policies and procedures addressing how off-site visits will be conducted, the presence of others during the visits, and the refusal to provide services in a clearly hazardous situation.

ATTACHMENT 4: INCIDENT RESPONSE

Incident response and evaluation are essential to an effective violence prevention program.

Victims and witnesses of workplace violence may suffer a variety of consequences in addition to any physical injury or injuries. These may include short and long-term psychological trauma, fear of returning to work, changes in relationships with co-workers and family, feelings of incompetence, guilt, powerlessness, and fear of criticism. Consequently, a strong follow-up program for these employees will help them to deal with these problems.

The following types of assistance are available on campus and can be incorporated into post-incident response:

- Trauma-crisis counseling (University Counseling Center).

- Critical incident stress debriefing (University Counseling Center.)

- Referral to another agency (University Counseling Center.)

Persons assigned to respond to incidents of violence must be well trained and have a good understanding of the issues and consequences of assaults and other aggressive, violent behavior. Appropriate and promptly rendered incident debriefings and counseling should reduce psychological trauma and general stress levels among victims and witnesses.

ATTACHMENT 5: WORKPLACE VIOLENCE CHECKLIST

The checklist below helps identify present or potential workplace violence problems.

Designated competent and responsible observers can readily make periodic inspections to identify and evaluate workplace security hazards and threats of workplace violence. These inspections are scheduled on a regular basis; when new, previously unidentified security hazards are recognized; when occupational deaths, injuries, or threats of injury occur, when a safety, health, and security program is established, and whenever workplace security conditions warrant an inspection.

Periodic inspections for security hazards include identifying and evaluating potential workplace security hazards and changes in employee work practices, which may lead to compromising security.

Checklist

False notations indicate a potential risk for serious security hazards.

T F This University confronts violent behavior and assaults of employees, students, and clients.

T F Violence does not regularly occur where this University is located.

T F Violence has not occurred on the campus or in conducting business.

T F Students, employees, and clients do not assault, threaten, yell, push, or verbally abuse employees, students, or clients or use racial or sexual remarks.

T F Students, employees, and clients are required to report to the employer incidents or threats of violence, regardless of injury or severity.

T F Employees have been trained by the employer to recognize and handle threatening, aggressive, or violent behavior.

T F Violence is not accepted as "part of the job" by budget unit heads, supervisors, and /or employees.

T F Access and freedom of movement within the workplace are restricted to those persons who have a legitimate reason for being there.

T F The workplace security system is adequate, i.e., door locks function, windows are secure, and there are physical barriers and containment systems.

T F Medical and counseling services are made available to employees, students, clients, and visitors who have been assaulted.

T F Alarm systems such as panic alarm buttons, silent alarms, or personal electronic alarm systems are used for prompt security assistance.

T F There is regular training provided on correct response to alarm sounding.

T F Alarm systems are tested on a monthly basis to assure correct function.

T F University Police are employed at the workplace.

T F Closed circuit cameras and mirrors are used to monitor dangerous areas.

T F Metal detectors are available and are used at the University.

T F Employees have been trained to recognize and control hostile and escalating aggressive behaviors, and to manage aggressive behavior.

T F Employees CAN adjust work schedules to use the "Buddy System" to work in areas where they feel threatened.

T F Cellular telephones or other communication devices are made available to employees to enable them to request aid.

T F Vehicles are maintained on a regular basis to ensure reliability and safety.

T F Employees work and students attend classes where assistance is quickly available.

ATTACHMENT 6: RECOGNIZING INAPPROPRIATE BEHAVIOR

Inappropriate behavior is often a warning sign of potential hostility or violence. When left unchecked it can escalate to higher levels. Employees and students who exhibit the following behaviors should be reported and disciplined in accordance with the University's policies:

- A.** Unwelcome name-calling, obscene language, and other abusive behavior.
- B.** Intimidation through direct or veiled threats.
- C.** Throwing objects in the workplace regardless of the size or type of object thrown or whether a person is the target of a thrown object.
- D.** Physically touching another employee in an intimidating, malicious, or sexually harassing manner. That includes such acts as hitting, slapping, poking, kicking, pinching, grabbing, and pushing, and any other unwanted and unwelcome physical contact.
- E.** Physically intimidating others including such acts as obscene gestures, "getting in your face," and fist shaking.

ATTACHMENT 7: PERSONAL CONDUCT TO MINIMIZE VIOLENCE

The following guidelines are suggested for daily interactions with people to defuse potentially violent situations. If at any time a person's behavior starts to escalate beyond one's comfort zone, withdraw from the situation.

DO

- Project calmness: move and speak slowly, quietly, and confidently.
- Be a good listener: encourage the person to talk and listen patiently.
- Focus your attention on the other person to demonstrate your interest in what he/she has to say.
- Maintain a relaxed yet attentive posture and position yourself at an angle rather than directly in front of the other person.
- Acknowledge the person's feelings by gestures such as nodding your head.
- Ask the person to move to a less public, quiet area, if appropriate.
- Establish ground rules if unreasonable behavior persists. Calmly describe the consequences of any violent behavior.
- Use delaying tactics, which will give the person time to calm down. For example, offer a drink of water (in a disposable cup).
- Be reassuring and point out choices. Identify and deal with specific issues.
- Accept criticism in a professional manner.
- Ask for his/her recommendations. Repeat back to him/her what you feel he/she is requesting of you.
- Position your self so that a visitor cannot block your access to an exit.

DO NOT

- Make false statements or promises you cannot keep.
- Try to impart a lot of technical or complicated information when emotions are high.
- Take sides or agree with distortions.
- Invade the individual's personal space. Make sure there is a space of 3 feet to 6 feet between you and the person.
- Use styles of communication, which generate hostility such as apathy, brush off, coldness, condescension, robotism, going strictly by the rules, or giving the run-around.
- Reject all of an individual's demands from the start.
- Pose in challenging stances such as standing directly opposite someone, hands on hips or crossing your arms. Avoid any physical contact, finger pointing, or long periods of fixed eye contact.
- Make sudden movements, which can be seen as threatening. Notice the tone, volume, and rate of your speech.
- Challenge, threaten, or dare the individual. Never belittle the person or make him/her feel foolish.
- Criticize or act impatiently toward the agitated individual.
- Attempt to bargain with a threatening individual.
- Try to make the situation seem less serious than it is.

ATTACHMENT 8: LAW ENFORCEMENT AGENCIES.

Natchitoches Parish

University Police	318-357-5431
Natchitoches City Police Department	318-352-8101
Natchitoches Sheriff's Office	318-352-6432

Caddo Parish

NSU Nursing School Security	318-677-3006 or 318-677-3141
Shreveport Police Department	318-673-5000
Caddo Sheriff's Office	318-681-0812

Vernon Parish

Leesville Police Department	337-238-0331
Fort Polk Security	337-531-1719
Vernon Parish Sheriff's Office	337-238-1311

Rapides Parish

Alexandria City Police Department	318-449-5000
Rapides Parish Sheriff's Office	318-473-6700