Workplace Violence Prevention:
A Guide for Supervisors

Fifth Edition; Includes Domestic Violence

County of Santa Clara

Donald F. Gage  Supervisor, District 1
Blanca Alvarado  Supervisor, District 2
Pete McHugh  Supervisor, District 3
James T. Beall, Jr.  Supervisor, District 4
Liz Kniss  Supervisor, District 5
Peter Kutras, Jr.  County Executive

Employee Services Agency

Luke Leung  Deputy County Executive
Janet Moody  Director of Risk Management
Tom Rudolph  Manager, Occupational Safety &
Environmental Compliance

2310 NORTH FIRST STREET, SUITE 204
SAN JOSE, CA 95131

(408) 441-4280

March 2006

© 1997, 2001, 2005, 2006 County of Santa Clara. By permission, material in this booklet may be used free of charge, but only for materials or publications that are not sold or used in presentations where a fee is involved. If you use any of this material, please cite the source.
Table of Contents

COUNTY OF SANTA CLARA WORKPLACE VIOLENCE PREVENTION POLICY ..................1
Introduction ...........................................................................................................1
Types of Perpetrators ...........................................................................................1
Roles and Responsibilities ...................................................................................1
Physical Security .................................................................................................2
Training and Information ...................................................................................2
WORKPLACE VIOLENCE PREVENTION: A GUIDE FOR SUPERVISORS .................3
At-A-Glance Checklist .........................................................................................3
Introduction .........................................................................................................3
Protection from Violence ....................................................................................3
  Protection through Planning ............................................................................3
  Protection through Building Security ..............................................................4
  Protection from Strangers ...............................................................................5
  Protection from Clients ..................................................................................5
  Protection through Selection and Hiring .........................................................5
Domestic Violence ...............................................................................................5
  What is Domestic Violence? ..........................................................................5
  How Bad is the Problem? ................................................................................6
  Why Is Domestic Violence a Workplace Problem? .......................................6
  Is Domestic Violence Affecting Your Workplace? ........................................6
  Dealing With a Domestic Violence Situation .................................................7
  "Stalkers" ...........................................................................................................9
  Restraining Orders .........................................................................................9
  Employees Who are Batterers in Domestic Violence Situations ..................10
  Legal Liability .................................................................................................10
  Training ..........................................................................................................10
Threats of Violence .............................................................................................10
  Threat Reporting ............................................................................................10
  Threat Investigation .......................................................................................10
  Threat Assessment ........................................................................................11
  Contact with the Perpetrator of the Threat ...................................................11
  Bomb Threats .................................................................................................11
  Letter Bombs ..................................................................................................12
  Threats by Employees ....................................................................................12
  Actions To Take If You Have Some Lead Time ...........................................14
  When Immediate Action is Required .............................................................15
  Support for Threat Victims ............................................................................15
Incidents of Violence ..........................................................................................15
  Immediate Response to Incidents .................................................................15
  Critical Incident Stress Debriefing .................................................................16
  Notification of Relatives and Next of Kin .....................................................16
  Support for Those Affected by the Incident ................................................16
Conclusion ..........................................................................................................17
Appendix A: Resources ......................................................................................18
Appendix B: Suggested Concerns to Address Regarding Domestic Violence ..........21
Bomb Threat Checklist .......................................................................................22
County of Santa Clara
Workplace Violence Prevention Policy

This Section Contains the Policy Approved by the Board of Supervisors on September 26, 1995

Introduction
Santa Clara County is committed to serving a wide range of citizens, some of whom can be under severe stress and have nowhere else to turn. Providing services to these and other persons can place County employees in a position of vulnerability to violence or threatening behavior. The County values its employees and clients and, with this Policy, the Board of Supervisors affirms its commitment to providing workplaces and facilities that are free from violence.

Types of Perpetrators

Strangers
To help protect employees from violent strangers in the community, the County will provide crime prevention information to employees and will address security issues involving worksites and facilities.

Clients
Employees in many departments deal with clients who are distressed and who may make threats or commit acts of violence. The County will provide support and guidance to employees so that threats of violence can be recognized and prudently addressed, and so that acts of violence can be prevented if possible.
Client violence may be difficult to control, and employee exposure to such violence may be a result of working with special client/patient populations. The handling of some client violence situations may properly be the primary function of local law enforcement agencies. As a matter of policy, the County of Santa Clara will not tolerate violent acts or threats of violence by clients or other members of the public towards employees.

Family Members or Acquaintances
If the workplace is affected by a violent act or threat of violence by an employee’s family member or acquaintance, the County will provide support and guidance for the victim and his or her co-workers.

Employees
The County of Santa Clara will not tolerate violent acts or threats of violence (either verbal or implied) by employees. In such cases, the County endorses immediate and definitive use of the disciplinary process up to and including discharge from County employment, consistent with ensuring the safety of co-workers. Criminal prosecution will be pursued as appropriate. The County also advocates a preventive approach whereby merit system rules and regulations are fairly and consistently administered, and where troubled employees receive guidance and, if necessary, professional help.

Roles and Responsibilities

County Executive
The County Executive shall ensure that this Policy is fully implemented and adapted to unique needs at the agency/department level, and that the County organization maintains an effective support structure for responding to acts and threats of workplace violence.
The Executive's Office of Occupational Safety and Environmental Compliance will include the Policy as part of the County's
written Injury and Illness Prevention Program.

Employee Services Agency

The Employee Services Agency has overall responsibility for maintaining this Policy and for identifying resources that agencies and departments can use in developing their training plans and violence prevention measures. The Employee Services Agency will also administer workplace violence prevention measures involving Labor Relations (including compulsory medical or "fitness for duty" examinations) and the Employee Assistance Program, and will coordinate post-incident activities involving employee services and claims management.

Agency and Department Heads

Agency and Department Heads are responsible for ensuring that this Policy is implemented in their respective organizations and that the unique needs of their organizations are addressed through procedures and training. Each agency and/or department must develop a plan for preventing and responding to acts of workplace violence. These plans need not be lengthy, but they shall contain as a minimum a Facility Emergency Plan attachment that includes facility specific procedures (such as alarm buttons and escape routes), notification lists, and a timeline for training designated employees.

Managers and Supervisors

It is the responsibility of managers and supervisors to make safety their highest concern. When made aware of a real or perceived threat of violence, management shall conduct a thorough investigation, provide support for employees, and take specific actions to help prevent acts of violence. Managers and supervisors shall also provide information and training for employees as needed.

Employees

Employees should learn to recognize and respond to behaviors by potential perpetrators that may indicate a risk of violence. Employees shall also place safety as the highest concern, and shall report all acts of violence and threats of violence.

Physical Security

Since the County is a public organization that wishes to remain accessible to its clients to the fullest extent possible, it is not the County's intent to implement a widespread "fortification" of its facilities. The County prefers to train its employees to be the primary means of reducing workplace violence. However, certain facilities, due to the nature of the service provided, may need barriers, cameras, metal detectors, better locks, and the like. Where such structures are necessary, they should be constructed in the least obtrusive way feasible.

Training and Information

Although acts of workplace violence cannot be precisely predicted, knowledge of how to respond to perpetrators can help County employees minimize the risk of violence or injury. The County will provide designated employees with training that will help them take appropriate precautions and respond wisely when confronted with a potentially violent individual. Departments will structure this training to meet the unique needs of each operation.

Since the vast majority of violent acts perpetrated by employees and employee family members are preceded by a number of behaviors that signal an escalating situation, the County will provide employees with written materials that will help them recognize the warning signs of violence, and will recommend professional consultation or initiate intervention measure before a violent act occurs.
Workplace Violence Prevention: A Guide for Supervisors

Introduction

Although the rate of incidents of workplace violence has remained more or less steady for the last fifteen years, government employees are many times more likely to be assaulted at work than private sector employees are\(^1\), and workplace violence is a concern of many Santa Clara County employees. This booklet provides information that will be useful to you as a supervisor when questions or issues arise regarding workplace violence involving a stranger, a client, an employee or an employee family member or acquaintance.


---

At-A Glance Checklist

IF YOU RECEIVE A THREAT OF VIOLENCE:

- Depending on the nature of the threat, call 911 (or 9-911)
- Tell your supervisor and use the resources in Appendix A.
- Investigate.
- Consider Legal Action.
- Review your facility emergency plan.
- Protect your employees.
- Work with local police.
- If possible, deal with the perpetrator

Protection from Violence

Protection through Planning

Work with your facility’s Emergency Response Team Leader(s), Facility Manager, Safety Coordinator, Management, Union Personnel, and Facility Safety Committee to prepare a Workplace Violence Prevention section to your Facility’s Emergency Response Plan. This section does not have to be lengthy, but it should reflect the unique needs of your individual operations. As a minimum, include the following elements:

- Specific roles and responsibilities, such as who goes to the front desk, who calls police, who directs incoming emergency response vehicles, who handles media relations, etc.
- Evacuation routes and safe assembly areas.
- Means of communication, such as portable radios, cordless telephones, cellular telephones, silent alarms, buzzers, and intercom systems. If you have an intercom, you may want to have a code name that the receptionist can use to summon help, such as "Paging Dr. Green" — as well as an all-clear code, such as "Dr. Green says it's safe now."
- Liaison with other agencies and organizations. This may include some of the resources listed at the end of this booklet.
- Notification of relatives and next of kin. (Make sure your plan includes how phone numbers can be obtained.)

A companion booklet, "Workplace Violence Prevention: A Guide for Employees", is available from your department Safety Coordinator.
• Counseling resources for victims, witnesses, and others affected by the incident.

• Media relations. You may want to involve your department or agency public relations manager (if you have one) or coordinate in advance with the County Executive's Office of Public Affairs.

• Training, both initial and ongoing, for designated supervisors and employees. Include a timeline and the types of training (videos, guest speakers, etc.) that will be used. Training may involve a short video and a limited discussion, or for employees who are at greater risk, it may involve a longer video combined with written handout material or even an all-day seminar. Try to assess the specific training needs of your employees and find appropriate training materials to address these needs. This can include pamphlets, cards posted in restrooms, and posters — in addition to copies of this policy. See the back of this booklet for a list of training resources.

• Protective measures for employees who perform tasks such as cash handling that may involve a greater risk of stranger violence.

• Reception desk procedures.

Additional elements can encourage employee use of counseling resources such as the Employee Assistance Program, and the use of supervisory techniques to enhance communication and promote peaceable social interactions.

Once it is written, your Workplace Violence Prevention section should be read, understood, and discussed by all affected employees.

**Protection through Building Security**

Since the County's policy is to keep its facilities as accessible as possible to its clients, the County prefers to not rely on physical security measures as the primary means of preventing workplace violence. However, there are certain measures that will not affect the open appearance of the facility nor greatly impact your department's budget:

• Install a central reception area for each facility. This will enable you to better identify strangers and screen clients.

• Provide employee identification badges.

• Install some kind of physical barrier to the rest of the facility. This can help control client access to employee work areas.

• Provide an escape route for reception personnel. Do not set up your reception area in such a way that the receptionist is blocked in by the client, but have a clear escape route to the back of the desk or to the side so that the receptionist can make a hasty retreat if necessary.

• Check exterior lighting, especially in areas where employees walk to their cars. Discuss lighting needs with your Facility Manager, who can discuss improvements with the Facilities and Fleet.

• If necessary, ask FAF Custodial and Grounds to prune landscaping to eliminate hiding places near entrances, walkways, and parking areas.

• Install a buzzer or silent alarm that alerts employees in the back that a problem exists at the front desk.

• Make sure that all non-public entrances are kept closed and locked, and that signs are posted where necessary directing clients to public entrances. Check with the County Fire Marshal before locking a door that is not equipped with a "panic bar" on the inside.

• Post emergency numbers for police, fire, and medical services. If your phones require dialing "9" first, be sure the notices say "9-911".

• Protect against bombs by placing heavy barriers to keep trucks and vans from parking close to the building.

It may be necessary at some facilities to go beyond the minor physical measures listed above. Installation of such equipment as metal detectors, special locks, and bullet-proof glass may be advisable but are beyond the scope of this booklet. FAF Capital Programs can give you an idea of the costs involved. Be aware that such measures, although effective, are not a fail-safe protection
against workplace violence. Any physical security improvements should also be accompanied by a particularly aggressive implementation of the other suggestions contained in this booklet.

Protection from Strangers

To help your employees protect themselves against violent crimes such as robbery or assault, distribute pamphlets and booklets regarding crime prevention.

Work with your employees to address any work practices (such as cash handling) that may involve a risk of violence. Where appropriate, post signs stating that limited cash is kept on hand.

Protection from Clients

Much of what you as a supervisor can do to prevent client violence has to do with training your employees. Consult one of the resources at the back of this booklet for sources of training and/or training materials.

Some procedures that can help prevent client violence include having clients sign in at the reception area, wear a visitor badge, and/or be escorted if they must enter work areas. Talk with your employees, your supervisor, and one or more of the resources listed at the back of this booklet to get their thoughts about measures that could improve the security of your particular operation.

Many employees ask about security guards. In certain controlled situations, properly trained and screened security guards can be effective, but it is not possible to cover every situation, and security guards are quite expensive. The best protection is to have a trained staff member who knows how to respond appropriately in the event of a threat or a violent act.

Protection through Selection and Hiring

The best way to reduce violence by employees is to not hire potentially violent employees in the first place. Although an applicant's potential for violence may be the farthest thing from your mind during the selection process, the hiring interview is a prime opportunity to probe an applicant's approach to potentially volatile situations. You might base your questions on a scenario, preferably one that is related to the specific job opening and describes a situation where a hypothetical employee is treated in a way that would tend to provoke anger.

Pay close attention to the applicant's responses — they may be subtle, but they may give you valuable information that will help you in your hiring decision.

A second, very important step is to check references and verify employment dates and titles with prior employers before making a job offer. There are a number of legal issues involved with these checks, and many laws restrict what a prospective employer may ask. California law, however, gives law enforcement agencies the right to obtain a peace officer applicant's employment information from previous employers. If you need advice in this area, contact Human Resources.

Domestic Violence

What Is Domestic Violence?

Domestic violence occurs when a person in an intimate or familiar relationship is abused by the other person in that relationship. This abuse may be physical, but it can also be verbal, emotional, or sexual. The abuser often seeks to exert power or to isolate and control the victim by cutting off finances, friendships, and other means of support. Domestic violence can involve persons in a variety of relationships, such as...

- Spouse or former spouse.
- Domestic partner or former partner.
- Dating, former dating or engagement relationship.
- A person with whom the victim has had a child.
- An elderly person who is abused by a grown child, grandchild, or other caregiver.

Because women are six times more likely than men to be injured by domestic violence,

2 California Government Code, sec 1031.1
this Guide uses feminine pronouns when referring to domestic violence. However, a victim can also be male.

How Bad is the Problem?

According to the Bureau of Labor Statistics, about one million women each year are victims of domestic violence. Although statistics indicate that poor women are more likely to be victims, domestic violence is present in all levels and circles of society. In Santa Clara County, the District Attorney's Office receives over 100 reports of domestic violence per week — 5,000 per year.

Why is Domestic Violence a Workplace Problem?

Domestic violence affects the workplace in many ways. A survey of 100 senior executives in Fortune 1,000 companies found that:

• 33% say that domestic violence affects their balance sheet.
• 49% said that domestic violence had a harmful effect on their company's productivity.
• 66% agreed that a company's financial performance would benefit from addressing the issue.

Domestic violence becomes a workplace safety issue when a perpetrator makes threats against an employer or comes to the workplace seeking to harm a victim. In the United States, 17% of the women killed at work were killed by current or former husbands or boyfriends. One situation in the County organization resulted in this type of employee death.

There is also a human side to the issue. When an abuser tries to keep his victim from having any outside support, a victim of domestic violence may find that her last resort is support from the workplace. Therefore, an employer who is supportive of such a victim may have a key role to play in providing that last link to help. A victim can also change her address and phone number to avoid an abuser but very few victims can afford to leave their employment.

Is Domestic Violence Affecting Your Workplace?

As a supervisor, you may become aware of a domestic violence situation that affects your workplace. But unlike violence or threats involving a stranger, domestic violence is almost always unreported at first. It is only after repeated abuse that a victim is willing to come forward. Therefore, keep your eyes and ears open.

Some signs of possible domestic violence are listed below. Use caution when using this list; just because someone is exhibiting one or more of these signs does not necessarily mean that she is a victim of domestic violence. Do not assume that someone is being abused.

SIGNS THAT A PERSON MAY BE EXPERIENCING DOMESTIC VIOLENCE:

• Nervous or inappropriate laughter or smiling.
• Crying.
• Anxiety.
• Defensiveness, anger.
• Lack of eye contact, or fearful eye contact.
• Minimizes the presence or seriousness of injuries.
• Overly attentive, aggressive or defensive partner.
• Talks about "a friend" who has been abused.
• Refers to a partner's "anger" or "temper".
• Uses health care services repeatedly, especially for psychosomatic complaints or for injury to the same site.
• Tardiness and/or absenteeism.
• Complaints including headaches, sleeping disorders, difficulty concentrating,

---


4 Santa Clara County Domestic Violence Protocol for Health Care Providers, April 1994, pg. 7.
anxiety, depression, fatigue, nightmares, suicide attempts or gestures, abdominal and gastrointestinal complaints, marital problems.

- Repetitive and/or harassing phone calls from the partner or former partner.
- Pamphlets on domestic violence quietly disappear from display racks in your workplace.

**Dealing With A Domestic Violence Situation**

If you have reason to believe one of your employees may be experiencing domestic violence that is impacting your workplace, get advice — from your supervisor or from one of the resources listed in Appendix A at the back of this Guide. Do not take any action without first telling your supervisor.

You have an obligation to respond, but getting started is the hardest part. There is no "trigger" or set of criteria that will indicate exactly what to do since each situation is different.

**GATHER INFORMATION.**

The first step in responding to a domestic violence situation is to gather information. Since this can be difficult, consider the suggestions in this section, and who might be able to help you.

**BARRIERS TO COMMUNICATING WITH VICTIMS**

Some communication barriers that victims of domestic violence may experience are listed below. Before you talk with your employee, take some time to think about how these barriers may be affecting her — and you. Again, get advice and support from others.

### The victim may...

- Be afraid of threats by the abuser.
- Deny the existence or extent of the abuse.
- Be afraid of living alone.
- Feel embarrassed, humiliated or degraded about the abuse.
- Think the injuries are not serious enough to matter.
- Feel responsible or guilty.
- Feel generally overwhelmed by the situation.
- Love the abuser.
- Believe the abuser’s promises that he will stop the abuse.
- Pity the abuser and believe that his behavior can change without help or intervention.
- Be afraid that the abuser will commit suicide.
- Feel a loyalty to the abuser.
- Have an economic dependence on the abuser.
- Have a cultural, ethnic or religious background that inhibits disclosure to non-family members. The Equal Opportunity Division or a community group may be able to help you here.
- Define abuse differently and therefore not consider the situation abusive.
- Think that the situation may reflect negatively on her performance evaluation or promotability.
- Believe that children need two parents and that discussing the abuse may remove the father.
- Not wish to disclose his or her homosexuality.

As a supervisor, you may also face some common communication barriers of your own. You may...

- Be afraid of offending the employee.
- Be afraid the employee may not want to discuss the situation.
- Not want to become involved in a personal matter between intimates.
- Feel helpless given the complexity of the issue.
- Think that it is not your role to ask questions or intervene.
- Believe that it is the employee's responsibility to raise the issue of abuse.
• Assume that if the employee does not bring up the subject, there has been no abuse.
• Blame the employee or feel frustrated that she does not leave the relationship.
• Not believe the employee because you have personally observed the alleged abuser to be very concerned and pleasant.
• Be unaware of or uninformed about the scope and dynamics of domestic violence.
• Assume that people from middle to upper class backgrounds are not at risk of abuse.
• Be uncomfortable with situations where the abuser is a woman or a homosexual partner.

WHAT SHOULD YOU SAY?

Appendix B contains a list of suggested questions that you can choose from when considering what to ask an employee whom you suspect may be a victim of domestic violence. Be careful not to pry into areas of an employee's personal life that she does not want to discuss, but rather be supportive. Emphasize your concern for her safety and the safety of other employees at the work site.

IF THE EMPLOYEE SEEMS UNCOOPERATIVE

When a domestic violence situation spills over into the workplace, it is very embarrassing for the victim. She is often frightened, timid and confused. Since she may be in a state of shock or denial regarding a situation, she may be reluctant to discuss the situation, seek help, or work with you to protect others from the perpetrator.

If this is the case, don't push it. You may be inclined to pressure the victim into cooperation, but it is important that you empathize and try to put yourself in the victim's shoes. Listen to her and her assessment of the situation. Resolutions are most effective when the victim is a willing participant in the solution. You may want to refer her to expert help or consult an expert yourself so that you can better understand how to be supportive in your role as a supervisor.

Make sure to let her know that you are available to talk and listen at any time.

SUPPORT FOR VICTIMS OF DOMESTIC VIOLENCE

Be supportive with your words and deeds. Employees who feel supported by their supervisor will be more willing to share pertinent details that could help protect all the employees at the work site. Your support will also help preserve the victim's morale and loyalty during this difficult time.

This is not a time for timidity. Abusers fear being exposed, and as you and your department's management become involved in supporting the victim, you may need the courage to take steps that the abuser will not like. But that is the whole point of an employer's involvement — to make sure that the victim is not alone, that she has the resources of the County organization supporting her.

The victim will also need support off the job. You may want to refer her to one of the resources listed in Appendix A at the back of this Guide. The resources listed under "Shelters" may be particularly helpful since they have trained staff members who can provide emotional support as well as logistical support. The Employee Assistance Program is a valuable resource. Some departments have internal domestic violence or counseling resources that are available to department employees. The victim's normal health care provider may also offer counseling that would be of some help.

CONFIDENTIALITY VS. RELAYING IMPORTANT INFORMATION

Sometimes information you obtain may need to be shared with others at the workplace for their protection. An example would be the posting of a photo of the abuser at the reception area (for employees' eyes only) with a statement listing pertinent facts such as his name, his relationship to the victim, and his observed behavior (such as threats he has made). Consider the victim's feelings, and discuss with her the importance of releasing enough information to ensure the safety of employees at the work site. Before releasing any information, consult your supervisor, County Counsel, Labor Relations, or other resources listed in Appendix A at the back of this Guide.
WORK PERFORMANCE OF THE VICTIM

Domestic violence can affect the victim's job performance in different ways. Fatigue, fear, or depression may affect efficiency and accuracy; child care or court dates may affect punctuality and attendance. Also, the perpetrator may cause interruptions by calling the victim at work. Although you may feel under pressure to maintain the victim's work performance, consider her feelings and make an extra effort to be supportive during this difficult time.

Discuss with your supervisor the victim's need for time off work, and be flexible with regard to scheduling. Although the County does not have a leave policy for domestic violence situations, remember that reasonable flexibility with regard to a victim's needs to attend to such issues as child care and court dates may enable her to find solutions to a difficult situation. Conversely, insensitivity and an unnecessarily rigid adherence to scheduling may result in the victim's losing her job, her livelihood, and perhaps even her life. Such factors should be weighed carefully, reviewed with your department's management, and discussed with the Office of Labor Relations before making decisions regarding scheduling or job performance.

"Stalkers"

Stalking is when a perpetrator "willfully, maliciously, and repeatedly follows or harasses another person and makes a credible threat with the intent to place that person in reasonable fear for his or her safety". Stalking goes beyond mere harassment in that threats of violence are involved. A stalker will usually focus ("fixate" might be a better word) on a particular individual with whom he has had a real or imagined relationship. A stalker can be an abusive husband pursuing his wife or an anonymous admirer pursuing a fantasy.

If one of your employees is the target of a stalker, take the situation seriously. Stalkers can be quite intelligent and cunning in their methods, especially in their ability to gain information about the habits and whereabouts of their victims. Therefore, be careful that you and your employees do not release any information about the victim's work or home phone number, home address, work location, or schedule.

Once a stalker knows where his victim is, he will try to make contact. If the victim is somewhat protected (by being at work, for instance) the stalker may test the level of protection. For example, he may come to the parking lot at work. Psychologists refer to this type of action as "boundary probing". The actions and measures suggested in this Guide will help keep your workplace boundary strong, which may deter a stalker. Although the stalker may test other boundaries, you have done your job to protect your employees by strengthening the level of security at your workplace.

Restraining Orders

California law permits an employer to obtain a temporary restraining order against a perpetrator (including a perpetrator who is also an employee) who is threatening or stalking an employee, elected official, volunteer, or independent contractor. Employees in urgent need of protection at any time of the day or night — whether or not the courts are open — can request an Emergency Protective Order (very short-term) from the law enforcement agency responding to the incident. Call the police department of the city where the incident occurred.

Restraining Orders, whether obtained by an employee or an employer, can be of value. At the time of this writing, not one of those who obtained a Restraining Order in Santa Clara County has been among the County's domestic violence homicide victims.

But experience has shown that these Orders often do prevent further stalking; instead, they can trigger a violation of the terms of the Order — or a violent act. Restraining Orders should therefore be used with extreme caution, and only after thorough consultation with threat assessment experts and knowledgeable legal counsel.

---

6 Ch. 29, Code of Civil Procedure sec. 527.8
7 Santa Clara County District Attorney’s Office

5 California Penal Code, sec. 646.9
Employees Who are Batterers in Domestic Violence Situations

There may be situations where you suspect that one of your employees is an abuser in a domestic violence situation. Although other employees in the workplace may not be in danger, this type of situation can be difficult. Discuss the situation with your supervisor. Since an employee cannot be disciplined for engaging in activity that is not proven, work with your supervisor and Labor Relations to conduct a confidential investigation of the facts, especially as they may pertain to activities in the workplace. For example, if a County employee is using County time or telephones to convey threatening messages, this can be dealt with using the progressive discipline process. If both the victim and the alleged perpetrator work for the County, you will also want to involve management in the victim’s department.

The batterer should also be referred for counseling to the Employee Assistance Program, or to one of the other resources in Appendix A.

Legal Liability

Some actions you may want to take could create the potential for lawsuits against the County. Rash or inflated statements regarding the seriousness of threats or incidents could embarrass a victim, especially if these statements are made public or are the subject of office gossip. Before posting a photo of the perpetrator or releasing any other information, consult with your supervisor, the victim, and County Counsel.

Training

Since domestic violence in the workplace knows no departmental boundaries, it is important that all County employees understand the issues involved. If your department has not already conducted domestic violence training, consult your supervisor and your departmental training coordinator. Consider showing a domestic violence video at your next safety meeting or using one of the training resources listed in Appendix A.

Threats of Violence

A threat of violence can take many forms. Verbal comments, phone calls, and letters are common, but a threat can include symbols such as mutilated animals – anything that would make a reasonable person fear for his or her safety.

The threat can come from a variety of sources – a disgruntled client, a current or former employee, an abuser in a domestic violence situation, or a member of a group or organization. The target of the threat might be the workplace as a whole or a particular individual.

Threat Reporting

If one of your employees reports a threat of violence, take the threat seriously and tell the employee that reporting the threat was the right thing to do. Assure him or her that the report will be handled discreetly and will only be shared with those who need to know.

Your next step after receiving a threat depends largely on your judgement. If you think that a violent act is imminent, you may want to call the police at 911 (or 9-911) and warn employees immediately. In any case, tell your supervisor about the threat and request that an incident report regarding the threat be conveyed to top level administrators in your department. You may also want to report selected facts about the threat to your Facility Manager, neighboring offices in your building, and, in leased facilities, to the landlord.

Threat Investigation

Work with your supervisor and Labor Relations to investigate all threats, regardless of the nature of the threat. Ask the following questions, and keep proper notes and records.

- Who made the threat?
- Against whom was the threat made?
- What is the alleged perpetrator’s relationship to the victim?
- What was the specific language of the threat?
• Was there any physical contact or other considerations that would lead you to believe the threatening person will follow through?

• The names of witnesses to any threats.

• What was the time and place where the threat occurred?

• Have there been any prior incidents of violence or threats?

• Is there any documentation such as letters or recorded phone messages, or other physical evidence? (If so, save them.)

• Is there any other information or any suggestions that would help in the investigation?

If you feel you should meet with witnesses, do so immediately. Maintain confidentiality except where the release of selected facts is needed to ensure the security of others.

Threat Assessment

A difficult question is: will the perpetrator actually follow through on a threat of violence? Expert threat assessment consultation is available from County Mental Health Director or Mental Health Adult Services. Most police departments are not equipped to conduct threat assessments; their role is primarily to respond immediately to situations involving a violation of the law.

Be alert to an escalating situation, and ask (with discretion and sensitivity) if an employee feels he or she is in danger. Do not act on rumors; make sure that facts are confirmed before you or anyone else confronts a perpetrator or takes action. Along with your supervisor, consult expert help, including County Counsel (see the list of resources in Appendix A under Threat Assessment). When in doubt, err on the side of safety for your employees.

In a situation of domestic violence, threat assessment is often more difficult since the perpetrator cannot be directly observed or interviewed and you will have to rely on statements by the victim and other witnesses. In some cases the victim may have letters, recordings of voice mail messages, or other items that a trained professional can use to make a more accurate threat assessment. Tell the victim to be sure to save any such evidence.

THREAT ASSESSMENT TEAM

Although Santa Clara County does not have a predesignated threat assessment team, your department may have one. If not, you may want to ask your agency and/or department head to convene a meeting of various County or department officials who may be involved with the case. Such a team would include representatives from Mental Health, Labor Relations, Human Resources, County Counsel, and County Executive. The meeting may also involve outside specialists such as security or psychological consultants.

Contact with the Perpetrator of the Threat

If you need to make contact with the alleged perpetrator, do not place yourself in danger by doing so – get help; you should not have to handle difficult situations alone. You may also want to take steps to increase security before making contact. When making contact, as non-threatening open-ended questions. Be supportive in the initial stages of the conversation, but do not suggest that you would be willing to give in to demands made or violate any laws, County policies, contracts, or merit system rules.

Bomb Threats

Bomb threats are a unique kind of threat because the stakes are so high. The two most common reasons for bomb threats are:

• The caller knows about a bomb and wants to minimize injury or property damage. (The caller may be the bomber or someone else who has information about the bomb.)

• The caller wants to create an atmosphere of anxiety and panic in order to disrupt normal operations at a County facility.

Most bomb threats are made by phone. Since most County facilities lack a central switchboard, any employee who receives calls directly could receive a bomb threat. Copy the Bomb Threat Checklist on the last
page of this Guide for your employees to keep under their phones.

Report all bomb threats to your supervisor, your Facility Manager, the Emergency Response Team Leader, and, in some cases, to 911 (or 9-911). The decision to evacuate will be made by the Facility manager based on the amount of detail available and whether the call appears to a legitimate threat or a prank. If an evacuation is needed:

- Pay attention to specific evacuation directions.
- Leave doors and windows open to let the blast wave escape.
- Take your brief case, purse, lunch bag, etc. with you to minimize the search.
- The Facility Manager will work with police to keep anyone from re-entering the building.

The search, if required, needs to be done by people who are familiar with the facility. The police will help, but they do not have the resources to do it alone. If your employees help with search, make sure that they:

- Check their immediate work area and report any suspicious objects to you or the Facility Manager.
- Do not touch any suspicious object – leave removal and disposal for the Bomb Squad.
- Report the object to you or the Facility Manager. (You should then tell the Bomb Squad.)
- Use normal phones for communication – radios or cellular phones can detonate a bomb.

**Letter Bombs**

Letter bombs vary in size and shape, and are usually addressed and booby-trapped to reach a specific target.

Be alert for unusual markings:

- Foreign mail or special delivery.
- Excessive postage.
- Handwritten or poorly typed address.
- Addressed to a title only, or the wrong title with a name.
- Unknown or no return address.
- Misspellings of common words.
- Restrictive markings, such as "personal".

Watch for strange packaging:

- Excessive or lopsided weight.
- Rigid, uneven, or sloppy envelope.
- Protruding wires or foil.
- Oil or grease stains; strange odor.
- Excessive tape or string.

If you suspect that a package may be a bomb, do not try to open it. Isolate it, keep everyone back at least 25 feet, open doors and windows, and call 911 (or 9-911).

**TRUCK BOMBS**

Report suspicious or unattended trucks or vans to the police and to the Facility Manager. This is especially true if the facility recently received a bomb threat.

**Threats by Employees**

You may encounter a situation where the alleged perpetrator is a County employee. If you become aware of such a situation, conduct an investigation as described above. Keep an open mind. Remember that a report of a threat may have been fabricated in order to retaliate against the alleged perpetrator. To make sure the information you have is firsthand, try to talk with several people who directly observed the threatening behavior.

Use common sense in taking any personnel actions, and call your departmental personnel unit and Labor Relations if you need guidance. They may recommend placing the alleged perpetrator on administrative leave while you investigate further. Ask Labor Relations how to best obtain additional information, and specifically about a compulsory medical examination to determine fitness for duty. If Labor Relations recommends that you interview the perpetrator, discuss with them beforehand what, if any, security measures should be taken during the interview.
WHEN AN EMPLOYEE FRIGHTENS OTHERS

There can be times when a troubled employee becomes a troubling employee. This usually begins when a pattern of behavior escalates to the point where co-workers are afraid of an employee, or it can be a crisis that ultimately leads to a violent act. However, people rarely commit a violent act "out of the blue", and people don't "just snap". A violent act is almost always preceded by a number of warning signs or changes in behavior. Since these changes can be subtle, it is important to observe behavior carefully. Some of these warning signs are listed below.

Use caution when reading this list — it is not intended as an evaluation tool for you to assess the stability of an employee, since a display of one or more of these signs does not necessarily mean that a person will become violent. This list is simply a summary of the kinds of behaviors displayed by individuals who have at times committed violent acts. The purpose of this list is to heighten your awareness and to help you to determine if you have a cause for concern. Consider these behaviors as a whole, and don't focus on one isolated act.

- Veiled or open threats of violence, e.g., predicting "bad things are going to happen", especially threats that are detailed or appear to be well planned.
- A history of discipline or litigation; reacting poorly to discipline or performance evaluations.
- Irritability, belligerence, hostility.
- Excessive focus on guns, police or the military; subscription to paramilitary magazines such as "Soldier of Fortune" or boasting of weapons collections.
- Changes in behavior, such as a deterioration of work performance or in increase in concentration problems; becoming inappropriately withdrawn, increasingly angry, or agitated, or out of touch with reality. This may also signal a substance abuse problem.
- A resumption or escalation of drug and/or alcohol abuse.
- Reacting with great stress to workplace events such as layoffs, discharges, demotions, reorganizations, labor disputes, or to personal/family problems such as divorce, bankruptcy, etc.
- Blaming others; inability to accept responsibility. Holding a grudge, especially against a supervisor, or a co-worker who is alleged to have received some "favor" such as a promotion at the perpetrator's expense.
- Depression.
- Paranoia — indicated by statements that everyone is against him or her, or by panicking easily.
- An increased propensity to push the limits of normal conduct, with disregard to the safety of self or co-workers.
- Crossing a co-worker's or supervisor's physical boundaries ("getting in their face"), physical posturing or aggressiveness, stalking, excessive phone calls, etc.
- A known personal history of violent, reckless, or anti-social behavior.
- References to or identification with mass murderer and infamous incidents of workplace violence, such as Post Office shootings. Having a fascination with recent incidents of workplace violence, and expressing approval of the use of violence under similar circumstances.
- An obsessive involvement with the job, which becomes the sole source of identity.
- A "Ioner", with little or no involvement with co-workers.
- A combination of the use of stimulants, paranoid behavior, and the purchase of weapons can be a particularly risky combination.

If you observe a change in an employee's behavior that fits the overall pattern of this list, it is a cause for concern. It is important that you communicate any concern immediately. Tell your supervisor, and call Labor Relations, and Mental Health Director, or Mental Health Adult Services. Do not attempt to determine whether or not an employee is
going to become violent based on behavior you observed; leave this kind of assessment to the experts. At the same time, do not become complacent nor put off calling the numbers above if you have a concern.

DISCIPLINE AND DISCHARGE

If one of your employees becomes a troubled employee it is important to start appropriate personnel actions immediately. Remember that the County's Workplace Violence Prevention Policy prohibits any violent or threatening behavior and provides for disciplinary action as needed. This may include suspension or discharge. The progressive discipline process includes a wide range of options. Since the Americans with Disabilities Act gives some protection to employees who are mentally ill, it is important to consult with the Office of Labor Relations before taking actions.

Do not let such problems persist unaddressed. The worst thing you can do is to ignore a problem or have an employee transferred to another department, because the problem will just crop up there.

Document all behaviors that contribute to your concern. This includes comments made to you or other employees, threats – either written or verbal, or behaviors that seem either inappropriate or scary.

The investigation may establish that you have reasonable cause to put the employee on administrative leave pending the initiation of discharge procedures. If you decide to place the employee on administrative leave, plan carefully (in consultation with Labor Relations) before you meet with the employee to inform him or her of your decision. The following steps may help to reduce the likelihood that the employee will resort to violent behavior.

- Always treat the employee with respect.
- Inform the employee prior to the meeting of his or her right to union representation during the meeting.
- Do not dwell on the reasons for your decision.
- Do not negotiate. Your decision is final.

If the discipline process results in the employee’s separation from the County, two more steps may be helpful:

- Ask the employee where he or she would like you to forward his or her mail. This will help the employee understand that the discharge is in fact final, but at the same time gives him or her a sense of control.
- Ask the employee what he or she would like you to tell future employers who call regarding references. This again gives the employee some sense of control and helps address one of the primary fears of an employee who is fired – how what you will say to a prospective employer will affect his or her prospects of getting another job.

OTHER FOLLOW-UP ACTIONS

The investigation may reveal that accusations against the alleged perpetrator were false. In this case, you may have to dig deeper to determine and deal with the root causes of such false accusations.

You may want to consult with one of the threat assessment experts in County Mental Health Director or Mental Health Adult Services regarding other actions to be taken. If the investigation determines that the employee is not a threat, but still has personal problems that need addressing, you may refer him or her to the Employee Assistance Program for counseling.

If the threat assessment determines that the employee is a threat, warn all potential victims as soon as possible.

In some cases, a violent act can be averted by overriding an established policy to give the perpetrator what he or she is demanding. Although the decision to override a policy should not be taken lightly, and will likely need to be made by upper management, such actions have been successful in averting violent acts. If you are considering overriding a policy, you or your supervisor should notify the County Executive’s Office.

Actions to Take If You Have Some Lead Time

Although a situation may not require immediate action, lives may still be in danger. Lives
have been saved by a supervisor’s decisive action. Such actions might include:

CONDUCT A THREAT ASSESSMENT
Call and/or refer the victim to threat assessment consultation from County Mental Health Director or Mental Health Adult Services.

IMPROVE PHYSICAL SECURITY
Review the violence prevention plans for your facility. Actions you can take to improve security for your employees and/or a single victim include:

- Hiring a police officer to be on hand at the work site. Call the County Sheriff’s Reserves. There is an hourly fee for this service.
- Moving the victim’s desk to another area or to a more secure facility.
- Posting a photo (if available) of the alleged perpetrator at reception areas (for employee eyes only). Be careful about legal issues surrounding this.
- Purchasing additional equipment (such as panic buttons for the reception desk, cellular phones, intercom and/or public address systems, violence prevention pamphlets, etc.

CONDUCT TRAINING
Conduct violence prevention training, emphasizing the response procedures contained in this Guide and in your building’s emergency plan. Brief employees and other facility occupants regarding the threats.

WORK WITH LOCAL POLICE
If time permits, you may want to establish a relationship with either a threat assessment team or an individual in your local police department so that if the situation becomes critical, persons within the police department will already be familiar with the situation. This can improve both the level of response and the level of officer safety, because officers will already have prior knowledge of the level of dangerousness of the perpetrator when they are responding to an urgent threat of domestic violence.

When Immediate Action Is Required
Due to their complex nature, you may not hear about a domestic violence situation as soon as you would like. Because of potential embarrassment, and/or other reasons, the victim may not have shared enough information with you until it is too late for a more leisurely intervention. In other words, you may be dealing with a situation where there is a shortened warning period and you may need to take action now. In such situations, take the following steps:

- Call the Police 911 (or 9-911) and stay on the line until the dispatcher hangs up. Do not hang up first. If you cannot speak, just leaving the receiver off the hook will allow the dispatcher to hear noises that will help determine what kind of response is needed.
- Evacuate the building if possible. If not, flee and find some place to hide.
- If confronted by the perpetrator, do not argue with him. This is not a time for heroism, and the perpetrator will not be thinking logically anyway. Give him what he wants, no questions asked. There may be situations where you can use your best judgment to help resolve the situation.

Support for Threat Victims
In the flurry of activity following a threat of violence, remember to consider the needs of the victim(s). Since threat victims can become anxious or fearful, take the time to listen to their concerns, offer your support and, within the confines of confidentiality, keep them informed. If necessary, refer them to counseling through the Employee Assistance Program.

Incidents of Violence

Immediate Responses to Incidents
Your response to an incident of violence will depend on the situation, and whether or not there are injuries or deaths involved. The Workplace Violence Prevention section of your Facility Emergency Plan can help guide your actions. If you have not prepared such
as section, you may want to take the following actions:

- Call 911 (or 9-911)
- Assign persons to handle:
  - Evacuation (if needed).
  - Directing incoming Emergency Response Vehicles.
  - Communication with outside agencies.
  - Media relations.
- If needed, use Evacuation Routes and go to your Assembly Point(s).
- Decide on means of communication, such as portable radios, cordless telephones, cellular telephones, silent alarms, buzzers, and intercom systems.
- Call other agencies and organizations. This may include some of the resources listed at the end of this booklet.

**Critical Incident Stress Debriefing**

All those affected by the incident can benefit from a Critical Incident Debriefing. Contact one of the counseling resources listed in Appendix A. Such services can reduce negative long-term effects of the event. Be sure to arrange for follow-up sessions, as well as additional debriefing sessions if needed.

**Notification of Relatives and Next of Kin**

If an employee is severely injured or killed in an act of workplace violence, the likelihood of future claims and lawsuits can be reduced if the notification process is carried out professionally and sensitively. Since notification of next of kin should be handled at the top levels of the County’s organization, be sure you or your supervisor contacts your agency/department head prior to making any such notification.

**Support for Those Affected by the Incident**

All those affected by the incident, including co-workers, supervisors, witnesses, clients and survivors and next of kin will benefit from offers of support – including counseling, transportation, and other logistical assistance that would help ease the pain. In summary, any gesture of kindness during this time will do a great deal to provide comfort and support – and help to prevent future claims and lawsuits by family members. Since expenses for such support can be an issue, especially when out-of-town family members are flying in, decisions regarding payment should be made by the executive managers involved.

It will help the emotional well being of co-workers if clean-up procedures required by an incident begin immediately so that the work site is restored to a normal appearance as soon as possible. This may include replacing broken windows, painting, carpet replacement, etc. Ensure this work is done quickly and professionally – ideally within one working day.

Organizations such as The Center for Living with Dying listed on the back of this guide can provide some additional guidance in this area. You may also want to provide some kind of activity where the deceased or injured can be remembered. This may be a memorial service, a wake, or some other type of activity. One organization provided flowers and blank books in deceased employee’s offices so co-workers could record their thoughts and feelings regarding their departed co-workers. It is little touches like these that go a long way toward facilitating the healing process.
Conclusion

You and your employees may never be involved in an incident of workplace violence. However, due to the types of services the County provides, and the violent history of many of our clients, it is important to understand how to help prevent, prepare for, and respond to such incidents. This booklet has provided a starting point for such an understanding, but you should now discuss specific training and preparedness needs with your employees, and work with your supervisor to fully address those needs.

Because of the complexities of workplace violence, you may want to consult with one of the resources listed in the Appendix or refer the victim to one of these resources. In doing so, you should be aware of the tendency for various organizations to recommend solutions in their own areas of specialty. For example, law enforcement agencies will tend to recommend a law enforcement-related solution, psychologists will want to conduct interviews and assessments, and attorneys will want to pursue a legal solution. While all of these may be necessary, it remains up to you, the supervisor, in consultation with your department's management, to exercise your best judgment as to the best course of action to take, since each case is different.
Appendix A: Resources

Workplace Violence Contacts:
- Assistance with difficult clients: Office of Human Relations 792-2300
- Assistance with difficult employees: Office of Equal Opportunity 299-5865
- Building Modifications: Fire Marshal 993-4604; FAF Building Operations 299-3682; FAF Capital Programs 993-4600
- Claims management (in the event of an incident involving injuries or property damage): ESA Risk Management 441-4300
- Counseling: Employee Assistance Program 241-7772
- Counseling (incident recovery): Center for Living With Dying 980-9801
- Cultural guidance: information about the County’s Sexual Harassment Policy: Equal Opportunity Division 299-5865
- Hiring guidance: Human Resources 299-6816
- Incident response: Emergency 911 (or 9-911)
- Incident response: Emergency Response Teams (trained County employees). Ask your Facility Manager for the ERT members in your facility; call 441-4343 for program information.
- Landscape pruning: FAF Custodial and Grounds 918-2791
- Legal advice: County Counsel 299-5900
- Media relations: County Executive’s Office of Public Affairs 299-5154
- Next of kin notification (in the event of serious injury or death): County Executive’s Office 299-5105
- Personal action guidance, including compulsory medical/fitness for duty examinations: Labor Relations 299-5820
- Security Services: County Sheriff’s Reserves 808-4570
- Threat assessment: Mental Health Director 885-5782.
- Threat assessment: Mental Health Adult Services 800-704-0900
- San Jose Police Family Violence Center Threat Assessment Unit 277-3700.
- Training videos: Occupational Safety and Environmental Compliance 441-4280

Domestic Violence Contacts:
- Domestic Violence Resources: 24-hour Victim Counseling and Referrals, Battered Women’s Shelters, 3-year Protective Orders. Foreign Languages as indicated.
  - Family Violence Center 125 Gish Rd., San Jose (Domestic Violence Assault Unit of the San Jose Police; other on-site resources) 277-3700.
  - Support Network for Battered Women 800-572-2782 (English, Spanish 24 hours, Cantonese/Mandarin weekdays).
  - Next Door Solutions to Domestic Violence (Central County) (English, Spanish, Persian). 279-2962 (hotline); 279-7578 (advocate at the Family Violence Center).
  - Community Solutions (So County, Gilroy 842-7138) (English, Spanish). 24 hour Hotline 683-4118.
  - Asian Women’s Home (San Jose) 975-2739 (English, Cambodian, Cantonese, Korean, Lao-Mien, Laotian, Mandarin, Tagalog, Thai, Vietnamese).
  - MAITRI (San Jose) 888-862-4874 (Bengali, Gujarati, Hindi, Kannada, Konkani, Malayalam, Marathi, Marwari, Oriya, Punjabi, Sindhi, Sinhalese, Tamil, Telgu, and Urdu)
  - Asian Women’s Shelter (San Francisco) 415-751-0880
  - NISA (Palo Alto) 888-275-6472 (North-American Islamic)
  - SAVE (Fremont) 510-794-6055.
  - Women’s Crisis Support (Santa Cruz) 831-425-4030
• Woman, Inc. (updated info on shelter vacancies) (Spanish) 415-864-4722.
• National Domestic Violence Hotline 800-799-7233

• Domestic Violence Batterer’s Programs
  • Bata/Starr Counseling 450-8370
  • Center for Human Development 298-8115
  • Community Solutions 842-3118
  • Lighthouse Counseling 264-5877
  • Domestic Violence Counseling and Intervention 261-5890
  • Turning Point Counseling and Educational Services 739-2171

• Legal Advice and Attorney Referrals:
  • Asian Law Alliance 287-9710
  • Santa Clara Bar Association 279-7550
  • Community Solutions (South County) (Spanish) 842-3118
  • East San Jose Community Law Center 254-0444
  • Family Court Clinic 882-2900 x2926
  • Family Violence Counseling Associates 246-1507
  • George & Katherine Alexander Community Law Center 288-7030
  • Legal Aid Society of Santa Clara County 998-5200
  • National Traffic Safety Institute 297-7200
  • Next Door Solutions to Domestic Violence (Central County) 501-7550
  • Senior Adults Legal Assistance 295-5991
  • Support Network (North County) Spanish 800-572-2782
  • Support Network Crisis Line for Battered Women 541-6100

• Spanish, Vietnamese:
  • Family Children Services (Spanish) 288-6200
  • North County Counseling Associates 737-7047

• Other Domestic Violence Resources:
  • Santa Clara County District Attorneys Office 299-3099
  • Employees who plan to leave with their children (applies only to children for whom the abusive partner is the biological or adoptive parent) should call the Child Abduction Investigator at 792-2921 or one of the shelter lines (above) to learn how to file a "Good Cause Report" which can protect them from kidnapping charges.
  • Victim/Witness Assistance Center 295-2656
  • Child Abuse and Neglect Reporting 299-2071
  • Elder Adult Protective/Reporting Center (for those 60 years old & over) in Community 928-3860
  • Dependents or Elders in Facilities: Long-term care ombudsman daytime hours 944-0567; after 5 PM 800-231-4024, or call local police
  • Parental Stress Hotline 650-327-3333
  • Gay & Lesbian Info & Referral 293-4525

• Domestic Violence Websites:
  • U.S. Dept of Labor: www.dol.gov
  • Federal Occupational Safety and Health Administration: www.osha.gov
  • California Department of Health Services, Epidemiology and Prevention for Injury Control Branch: http://www.dhs.ca.gov/epic/fdv/defaul t.htm
  • Long Island Coalition for Workplace Violence Awareness and Prevention Fact Sheet and Model Program: http://www.osha.gov/workplace_viole nce/workplaceViolence.intro.html
  • Family Violence Prevention Fund — Workplace Impact of Domestic Violence: http://endabuse.org/
Partial Bibliography
If you need help right now:


If you need general information:

• Abbot, Linda. Violence in the Workplace. San Jose CA, San Jose State University 1994, *Seminar support material.*


• Lemon, Nancy. Domestic Violence Law—A Comprehensive Overview of Cases and Sources. Austin & Winfield (*to order call (800) 99-AUSTIN*).

• Oregon/OSHA: Guidelines for Preventing Violence in the Workplace. Salem, OR.


• U.S. Department of Agriculture: Departmental Administration; Human Resources Management: Domestic Violence Awareness Handbook.


Training Resources

• Call to Action: Managing Violence in the Workplace and other videos are available for free loan from the County Supervisors Association of California Excess Insurance Authority. Contact OSEC at 441-4285 for details.

• Videos available from Occupational Safety and Environmental Compliance at 441-4280 include:
  - Conflict Communication Skills
  - Diffusing Hostility Through Customer Service
  - Nonviolent Crisis Intervention: Preventative Techniques
  - Nonviolent Crisis Intervention: Therapeutic Physical Intervention
  - Public Building Safety
  - Reduce Your Risk (vehicle related crime)
  - Workplace Violence
  - Workplace Violence: The First Line of Defense
  - Workplace Violence: The Calm Before the Storm
  - Violence in the Workplace

• The District Attorney's Office offers Domestic Violence training and has Domestic Violence videos available for loan. 792-2533
Appendix B: Suggested Concerns to Address Regarding Domestic Violence

If you have reason to believe that one of your employees may be experiencing domestic violence, you or your supervisor may want to use this list as a starting point for discussion of what your role might be in providing support. Since this is not a checklist, it has more questions than you will want to ask. Therefore, select certain questions to develop your own list.

Carefully consider the entire situation before you interview the employee. Approach the employee with sensitivity and be careful not to intrude where your questions are not welcome.

TYPES OF QUESTIONS NOT TO ASK

- Are you a battered woman (or a victim, or some other “title”)?
- What keeps you with a person like that?
- Do you get something out of the violence?
- What did you do at that moment that caused him to hit you?
- What could you have done to avoid or defuse the situation?

QUESTIONS REGARDING WORK

These questions concern a domestic violence situation that might be affecting the work site. Remember, don’t ask all of these questions.

- Have you ever had to be late for (or miss) work because of a situation related to domestic violence?
- Has your partner prevented you from going to work?
- Has your partner followed you to work?
- Has your partner had to know where you are at all times? Even when you are at work?
- Has your partner called work excessively?
- Has domestic abuse affected your work in other ways? How?
- Has your partner ever phoned or contacted you at work to threaten you?
- Do you have any voice or E-mail recordings (or other evidence) of threats made to you? (If so, tell her to keep them).
- Has your partner ever come to work to check up on you or threaten you?
- Has your partner ever visited the parking lot at work in a way that made you afraid?
- Has your partner ever brought a gun or other weapon to your work site or to the parking lot at work?
- Has your partner made threats regarding the County, your work site or the people you work with?
- Have you ever been afraid for the safety of your co-workers?
- Is there reason for a higher level of concern at this particular time (due to an event such as a release on bail, a breakup, the serving of a restraining order, etc.)?
- Are you concerned about your safety at work or the safety of your co-workers?
- Are you concerned about your safety when walking to your car?

QUESTIONS ABOUT WHERE TO GO FROM HERE:

- How dangerous do you think your partner is?
- What do you think he is capable of?
- Do you have any current injuries or health problems that have to do with this situation?
- Is there anything specific we can do to help you feel safe at work or when walking to your car?
# Bomb Threat Checklist

Place this list under your telephone for easy reference.

## 1. Exact Wording of the Threat:

Remain calm and keep the caller on the line as long as possible. Ask to have the message repeated.

## 2. Ask the caller:

There are a lot of people who could be injured. What can you tell me?

- When is the bomb going to explode?
- Where is the bomb right now?
- What kind of bomb is it?
- What will cause it to explode?
- Did you place the bomb?
- Why?
- What is your address?
- What is your name?

## 3. Report the threat immediately to your supervisor, the Facility Manager, and (in some cases) 911 (or 9-911).

Be prepared to describe the threat in as much detail as possible to the police. Record information here.

### A. Voice characteristics:

- Calm
- Angry
- Excited
- Slow
- Rapid
- Soft
- Loud
- Laughter
- Crying
- Normal
- Deep
- Ragged
- Distinct
- Slurred
- Lisping
- Raspy
- Clearing Throat
- Deep Breathing
- Nasal
- Stuttering
- Cracking
- Disguised
- Accent
- Familiar

If the voice is familiar, whom does it sound like?

### B. Background Noises:

- Street Noises
- Restaurant
- Factory Machinery
- PA System
- Office Machinery
- Music
- Household Noises
- Animal Noises
- Motor(s)
- Voices
- Local
- Long Distance
- Clear
- Static
- Other

### C. Threat Language:

- Well Spoken
- Foul
- Incoherent
- Taped
- Irrational
- Message read

### D. Other Details:

Remarks:

Time of Threat: Date: Phone # where threat was received:

Your Name: Your Position: