

Engineering Technical Note

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Guide to Natural Gas Utility Workplace Violence Management Practices

The purpose of this technical note is to provide a guide for planning awareness to all business units within the natural gas utility industry regarding workplace violence-related incidents and/or potential incidents internal and external to the utility. Workplace violence management plans or practices are company and facility specific and should be developed, implemented and periodically reviewed by competent professionals.

The technical note consists of two parts: 1) List of practices to consider for preventing/planning for such incidents and 2) Sample company policies, procedures, and presentation materials.

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AGA Natural Gas Security Committee

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INTRODUCTION

Organizations and their employees should take a proactive approach to creating and maintaining respectful organizational cultures. Regardless of position title or level in the organization, it is the job of every employee to help create a professional workplace by demonstrating appropriate behavior, following organizational policies and complying with the law.

PURPOSE

The purpose of the AGA Natural Gas Utility Workplace Violence Management Practices is to provide awareness on the prevention of workplace violence. The practices are written to provide awareness to all business units within the gas industry and attention was used to address incidents and potential incidents internal and external to companies. This technical note is only a guide and is not intended to obligate company implementation of listed practices. Workplace violence management plans or practices are company and facility specific and should be developed, implemented and periodically reviewed by competent professionals.

PART 1 – Industry Practices for Preventing/Planning for Workplace Violence Incidents

1. Characteristics of Potentially Violent Person

There is no single all-inclusive list of predictable behaviors that a potentially violent person may exhibit. There are, however, common indicators that may mark a person's disposition to engage in violent acts. The list below is based on industry experience and must not be misconstrued as all-inclusive. Caution should be exercised in interpreting these warning signs. One or several warning signs may not be determinative, but, if significant, one may be all that is needed to determine additional evaluation is required. However, and in general, victims of violent acts by a coworker usually agree that more than one warning sign was present.

- Exhibits fascination or obsession with dangerous and often exotic weapons
- Seeks positions of power or status
- Frequently expresses opposition with company policies and procedures
- Verbalize direct or indirect threats of harm or potential harm
- Threats of physical violence or statements about getting even
- History of violence against coworkers, family members, other people, or animals
- History of failed relationships with family members, spouses, friends, or coworkers
- Lack of a social support system (friends and family)
- Paranoia and distrust of others
- Blaming others for life's failures and problems
- Claims strange events, such as visits from UFO's
- Alcohol or drug abuse on or off the job
- Frequent tardiness and absenteeism
- Concentration, performance, or safety-related problems
- Carrying or concealing a weapon at work
- Fascination with stories of violence, especially those that happen in the workplace, such as frequent discussions of the post office slayings
- History of intimidation against other people
- · High levels of frustration, easily angered
- Diminished self-esteem
- Inability to handle stressful situations
- Romantic obsession with a coworker

2. Management Commitment

The first step to establishing a workplace violence prevention program should be garnering and documenting support for this initiative from the company owner, senior executives and management. This support may be captured in the form of a policy statement on workplace violence.

This policy statement outlines the commitment an organization is making to ensure appropriate measures are taken to protect employees from violence at work, including domestic violence that may occur on company property. The policy should be posted in a prominent location where it will be seen by staff. A high degree of awareness about

workplace violence is required to ensure staff is able to contribute to a violence-free workplace.

When protective procedures and other aspects of a workplace violence prevention program are implemented, the policy may be revised as necessary to reflect the changes that will be put into place to protect employees.

In addition to a policy statement, procedures should be developed and communicated to staff which detail:

- How to report workplace violence
- How to investigate and document incidents of workplace violence
- How to detect signs that a co-worker could be a victim of domestic violence
- The consequences for perpetrating workplace violence
- The consequences for failing to report workplace violence
- The support available for victims of workplace violence
- Consequences of using company property (i.e. telephone, email, faxes, etc.) to threaten or abuse intimate partners or former intimate partners.
- How workplace violence prevention training will be delivered to staff
- How potential risks will be identified and communicated to staff

3. Employee Screening

- Check employee backgrounds for history or incidents of harassment/violence
- Background screening includes military records, employment, and criminal and civil.
- Perform homeland security checks periodically on existing employees and for new hires

4. Investigation of Workplace Violence Incident

- Convene personnel from Human Resources, Legal, Safety Security, Medical, Operating, Law Enforcement and other Departments as appropriate
- Use individuals who have been trained to collect witness statements and evidence.
- Recognize and collect evidence that may be used in Arbitration or Court
- Customer attack or threat of physical harm
 - Report and document the attack or threat through the appropriate law enforcement channels
 - o Immediate communication of attack or threat
 - Archive the attack or threat report to warn company employees against future exposure.
 - Apply threat codes (degree of severity of the threat) to customer account(s) to alert employees to inherent risk at specific premise

5. Employee suspension and termination

- A company Employee Assistance Program (EAP) or equivalent outside resources available to offer employees being counseled or suspended
- Prepare in advance for any potential employee reaction to suspension or termination,
 e.g., have security personnel present

- Provide notice to employee that returning to Company property is criminal trespass and will be pursued
- Provide notice to all employees who "need to know" that employee is prohibited from company property for stated period of time
- Consider disabling electronic and physical access to company systems and property
- Consider anger management training or other appropriate treatment, e.g., clinical evaluations, during suspensions or re-hire before return to workplace

6. Workplace Domestic Violence

- Employee Responsibilities
 - o Alert supervisor of the abuse
 - Providing copies of any protection orders
 - o Providing HR with current emergency contact
 - Providing Corporate Security with a photograph of the abuser
 - Saving threatening emails and/or voice messages

Employer Responsibilities

- Keep the domestic violence confidential, except when necessary to protect the safety of the victim and/or other employees.
- o Provide employee with contacts for domestic violence resources
- o Provide orientation about domestic violence guidelines for new employees

Other options the employer can consider:

- Change work hours
- Change workspace to a different location or site
- Remove name form telephone directory
- Provide priority parking
- Provide escort to/from transportation
- Allow telecommuting if employee has a safe location

7. Management and Employee Training

- Training for supervisors & managers on workplace violence warning signs
- Mandatory training on Company workplace violence policy and procedures for all employees
- Management training on workplace violence prevention includes legal issues
- Management training on conducting workplace violence interviews, preservation of evidence, and establishing a safe interview room layout
- Receiving knowledge of Temporary Protection Orders (TPO's) or similar Court Orders designed to Protect from Harm
- Response and options to Workplace Violence Threat

8. Field Operations Personnel

- Training on diffusing potential violent situations
- Training on personal Safety techniques

- Training on recognizing and reporting aberrant behavior
- Training on recognizing and reporting potential criminal activity in neighborhoods and customer homes

9. Dealing with potentially violent customers

- Use of Temporary Protection Orders
- Company becomes complainant in Court against threatening customers
- · Consider use of law enforcement escort
- Send "Cease and Desist" letters to customers warning that threatening behavior will not be tolerated
- Place an identifier on customer account to alert employees of a potentially violent customer (based on previous incident with customer), e.g., *Discretion Advised*.

10. Physical Security Office Designs

- Prohibit weapons in the workplace (where permitted by law)
 - o NOTE: Some States do mandate allowing weapons on company property
- Provide access control to prevent unimpeded customer access into service centers, corporate centers and other Company facilities
- Provide employees with a secure location(s) within a facility in the event an intruder accesses a facility

PART 2 – Sample Company Policies, Procedures, and Presentation Materials

Company A

Workplace Violence Prevention Program Summary

It is the policy of Company A to promote a safe environment for employees and we are committed to working with employees to maintain a work environment free from violence, threats of violence, harassment, intimidation, and other disruptive behavior.

It is the intent of our policy for our employees to understand the types of violence in the workplace and also the factors that contribute to violence.

Employees should recognize the company's commitment to preventing violence in the workplace. Employees should also be aware of their own responsibility to help to prevent work violence.

Company A is fully committed to the prevention of workplace violence. The Company has zero tolerance for workplace violence and expects employees to report situations that have, or could have, lead to workplace violence in a prompt manner.

The company will deal appropriately with all report of incidents. Disruptive behavior can include oral or written statements, gestures or expressions that communicate a direct or indirect threat of physical harm.

Employee cooperation is necessary to maintain this policy effectively and to keep a safe working environment. Employees should not ignore violent, threatening, harassing, intimidating or other disruptive behavior regardless of how serious the employee believes the behavior to be. Doing so could result in disciplinary action up to and including termination.

Reports will be handled in a professional manner and as confidentially as possible. If the employee believes it is a necessity, verbal threats or physical assaults can be reported to local authorities by calling 9-1-1, and always should be reported to the employee's supervisor.

The personnel and management of Company A are committed to preventing workplace violence and to providing all employees a safe workplace environment.

The workplace violence prevention program (WPV) includes the following steps to maintain a safe workplace:

- Employee participation in maintaining the WVP program.
- Refusal to tolerate violence in the workplace through implementation of a proactive program to reduce the potential for violent incidents.
- Continued application of WVP policies consistently and fairly to all employees, including supervisors, managers and company officers.
- Mandating prompt and accurate reporting of violent incidents, whether or not actual physical injury has occurred.
- No tolerance for discrimination against victims of workplace violence.
- Making the WVP policy readily accessible to all employees.

The Company A Workplace Violence Prevention program is an annual training program.

Company B

Background

The average employee spends a significant portion of their lifetime engaged in work related activities or time spent at their workplace. With such a significant portion of time engaged in work related activities, there is an increased likelihood of being exposed to the risks of some type of workplace violence. Such incidents can take many forms. Disgruntled workers, domestic related incidents, customer disputes, and crime related activities, are just some of the events that can impact our safety in today's workplace.

Mitigating or eliminating the risks of violence in the workplace is a responsibility that rests with all employees. Promptly reporting incidents or indicators of workplace violence is the key to maintaining a safe workplace Recognizing the signs and symptoms of potential problems helps to prevent such an incident from occurring. Early intervention and a prompt response from supervision and management, has been proven to be beneficial in most instances of potential workplace violence.

The most important, and often the most difficult part, of the prevention process, is initiating the first steps of a response to the problem by alerting key people. Problems and risks cannot be identified without the involvement of people that are affected by such potential violence. Timely notification is critical to begin intervention during the early stages of a potential problem in the workplace.

A comprehensive Workplace Violence Prevention Program is the best means to address potential incidents in the workplace. By involving key people, beginning with the initial notification, we will be able to utilize the resources available to the company to address the situation and maintain a safe workplace.

Policy

All employees have the right to work in a safe environment free of threats or violence. Company B will not tolerate any level of threat or violence in the workplace and will take immediate action on all reported occurrences. Employees reporting such behavior will not be at risk for intimidation or reprisal as a result of taking action.

Forms of inappropriate behavior that can result in an unsafe workplace include but are not limited to:

- Threats or intimidation
- Verbal or physical harassment
- Dangerous conduct or acts of violence against people or property
- Criminal activity

It is the responsibility of all employees, proprietary and contractual, to help in identifying situations that may lead to, or result in, any of the conditions listed above. Supervisory and Management personnel will follow the policy stated in the Employee Handbook and promptly respond to all reported incidents by taking immediate action.

Procedures and Guidelines

<u>Awareness</u>

All employees must be aware of the types of behavior and activities that can develop into a workplace violence incident. Early intervention is the key to successfully resolving any situation when it first becomes known. Immediately reporting an incident to a supervisor or manager is critical. Employees shall not allow situations or incidents to develop into a more serious concern before taking action.

Experience has also shown that there are often pre-incident indicators that an individual shows signs that may lead to violent tendencies prior to engaging in actual workplace violence. Other behavioral actions may also indicate the future potential for violent activity, but it is important to understand the context in which these take place to fully understand the potential of those actions. If these warning signs are recognized in advance of an incident, a pro-active plan can be implemented to prevent potential violent actions.

Some of the more commonly exhibited warning signs by individuals that <u>may</u> be a precursor to workplace violence includes:

- Threats of any kind
- Prior history of violence
- Indication that a person feels that they have been victimized- "Everyone is against me" attitude
- Destructive behavior
- Significant behavioral changes
- Overreaction to incidents or directives
- Deteriorating personal life Divorce or personal loss
- Fear of an individual reported by co-workers
- Anti-social behavior
- Reports or evidence of substance abuse or dependency
- Fascination or obsession with deadly weapons
- Externalizes blame for performance problems
- Humiliation by co-workers with retaliation in mind
- Consistently argues with others.
- Deterioration in personal hygiene and physical appearance.

Response

It is incumbent on all employees to promptly report any person or situation that displays characteristics of a potential workplace violence incident. A prompt response by key individuals in the early stages of a potential incident is necessary to curtail the activity before it can develop into a more serious and dangerous situation.

The response can be initiated on several fronts, but will eventually involve the necessary resources and people to mitigate the situation in a safe and methodical manner. Initial notification can start with:

- Immediate supervisor
- Site Manager
- Human Resources representative
- Security Operations Center (SOC)
- Corporate Security representative

For workplace violence incidents of a serious nature where there is an immediate direct risk of personal harm or a violent incident is in progress, contact local authorities via 911 for an immediate response. The SOC will also be notified ASAP of the incident.

Notify the Security Operations Center promptly of all incidents. Incidents should be reported no matter how trivial they may seem. People reporting the incident should attempt to get as much information as practical to assist in the reporting and subsequent investigation. Utilize the Workplace Violence Reporting Form to assist in gathering specific information for the initial report. The who, what, where, why, and when, of the circumstances surrounding the event are important. The SOC, upon being notified, will make the appropriate contacts following established protocol.

A preliminary threat assessment will be conducted by the Director of Corporate Security or designate, Physician Medical Director, and the Human Resources Director for the business line affected. When the assessment reveals a potential or likelihood for an escalation of the incident, a Critical Incident Response Team (CIRT) will be convened at the direction of the Corporate Security Director. The team may consist of:

- Corporate Security Director
- Human Resources Director of business line
- Legal Department Counsel
- Physician Medical Director or representative
- Manager from business line
- Supervisor of suspected employee or victim if an outside suspect is involved
- Any individuals deemed pertinent

Reasonable precautions will be implemented prior to and during the assessment process to reduce the risk to people and property. This may include removal of suspected persons or affected people from the work environment.

The findings by the CIRT will be used as a guideline for developing a response plan for the incident. The Director of Corporate Security will lead all investigative matters. The results of the investigation will be utilized to assess the level of risk and formulate a corresponding response plan. The response plan will include, but not be limited to the following elements:

- An action plan to mitigate or neutralize the threat or risks to employees
- Monitoring process to reduce the risk of reoccurrence
- Follow-up action to review and refine the response plan

Prevention and Monitoring of Potential Incidents

Employees are encouraged to take ownership in the prevention and reaction to actual and potential workplace violence incidents. Taking proactive steps before problems escalate is the correct response to these incidents. Never assume that workplace violence cannot happen where you work.

Learn to recognize and to be alert for the aforementioned warning signs. Pay close attention to what people say and do and report all potential incidents. Support coworkers for their actions during the reporting and investigative process. Confidentiality will be respected and is of utmost importance.

Obtain assistance and guidance from Human Resources, Corporate Security, Legal, Medical, Employee Assistance Program (EAP) or other company resources to address any problems.

Supervisors must resolve employee grievances promptly. Do not allow problems to fester or escalate. Keep an open line of communications with all employees and encourage two way communications.

Review and utilize the Workplace Violence Prevention Brochure (Corporate Security related link) whenever faced with questions about workplace violence or a potential incident. Corporate Security is available to conduct Workplace Violence Prevention Training upon request.

After resolution, continue to monitor the work environment for signs of a re-occurrence of initial problems. Document activities and relevant observations for future reference if indicators reappear.

Human Resources representatives shall conduct a post incidence conference with affected employees discretely for critique purposes. The Critical Incident Response Team shall reconvene if necessary.

Company C

Putting An End To Harassment And Workplace Violence

Harassment in the Workplace

Title VII of the Civil Rights Act of 1964, prohibits discrimination in the work place on the basis of race, color, religion, sex or national origin.

Putting an End to Sexual Harassment

Anti-Harassment

Putting an End to Sexual Harassmer

Harassment is a form of discrimination where a person is subjected to a hostile or offensive work environment because of threatening, intimidating, embarrassing, or other offensive behavior based on his or her race, religion, age, disability, sex, national origin, or sexual orientation.

Putting an End to Sexual Harassment

Unacceptable Behaviors or Conduct:

Disparaging
Remarks: slurs
directed towards a
protected group

Putting an End to Sexual Harassment

Unacceptable Behaviors or Conduct:

Jokes targeting a protected group, including jokes of or comment or a sexual nature

Putting an End to Sexual Harassment

Unacceptable Behaviors or Conduct:

Posters, fliers, personal attire, etc. designed to promote harassment or discrimination of a protected group

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Unacceptable Behaviors or Conduct:

Unequal treatment of individuals in the protected categories involving recruitment, promotional opportunities, and application of policies, procedures, and regulations

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Unacceptable Behaviors or Conduct:

Acts of violence, threats of violence or other offensive behavior intended to promote a hostile work environment

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Unacceptable Behaviors or Conduct:

Sexual Harassment

Putting an End to Sexual Harassment

What is Harassment?

Conduct that is:

- 1. Unwelcome
- 2. Harmful
- 3. Illegal

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It does not matter!

- Harassment may be:
 - Male supervisor or co-worker harassing Female ...or...
 - Female harassing Male ...or...
 - Female harassing Female ...or...
 - Male harassing Male.
- The victim does not have to be the person harassed, it could be anyone affected by the conduct.

Putting an End to Sexual Harassment and Workplace Violence

Types of Harassment

- Economic Harassment
- Hostile Work Environment
- Retaliation

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Economic Harassment

- Quid pro quo
 - Put out or get out, give to get, you do or I won't, you do and I will
- Company is held liable for most employee offenses within scope of employment relationship
- Tangible employment action must actually occur

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Tangible Employment Action?

Any action causing direct economic harm

- Firing
- Demotion
- Denial of promotion
- Reassignment to a significantly different position
- Any decision causing a "significant change" in the employee's benefits

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Hostile Work Environment

- Offensive conduct verbal or non-verbal
- Intimidating, hostile, or offensive displays
- Sexual harassment
- Automatic liability for supervisors who fail to take corrective action

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Retaliation

Prohibited against any employee who, in good faith, reports a violation of the Anti-Harassment Policy.

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SPEAK UP!

Employee Responsibility

- Immediately state to the harasser that the conduct is unwelcome
- If the conduct is repeated, report the incidents to their immediate supervisor or to the Department of Human Resources
- May be reported in person, by telephone, or in writing

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Investigation

All complaints of harassment, discrimination, or retaliation in the workplace <u>must</u> be investigated

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Investigation

- Every complaint is taken seriously and investigated promptly
- Even if complainer expressly states they do not want an investigation done
- Even if no complaint is made but you observe acts or statements that suggest prohibited activity
- No one is exempt from investigation

and Workplace Violence

Preventing Harassment: Employee Responsibility

- Know and comply with company's policy
- Cooperate with investigations

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Violence in the Workplace

Putting an End to Sexual Harassment and Workplace Violence

Prohibited Activities & Behaviors:

Threatening to use a weapon

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Prohibited Activities & Behaviors:

Use, possession, or sale of any firearm or weapon on company property (including company parking lots)

and Workplace Violence

Prohibited Activities & Behaviors:

Storing any firearm or weapon on company-owned or occupied premises

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Prohibited Activities & Behaviors:

Refusing to allow inspection of storage areas

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Prohibited Activities & Behaviors:

Conviction under any criminal statute for the illegal use or possession or for committing a violent act against the person or property of another

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Prohibited Activities & Behaviors:

Refusing to cooperate in violence-related investigations

and Workplace Violence

Prohibited Activities & Behaviors:

Engaging in violence or verbal or written threats of violence

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Prohibited Activities & Behaviors:

Violation of a restraining order (Order of Protection)

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Prohibited Activities & Behaviors:

Destroying or damaging company property

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SPEAK UP!

If you are a victim or a witness:

- Don't ignore the problem!
- Report all non-emergency incidents to your supervisor and Human Resources within 24 hours.
- Report all emergency situations to emergency responders, company Safety Office, your supervisor, and Human Resources

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Possible Sanctions

- Referral to counseling
- Criminal prosecution
- Disciplinary action up to and including termination

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