CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS
Sitting/Acting as (if applicable)
Study Session Worksheet

Presentation Date: May 9, 2017   **Approx Start Time:** 10:30 am   **Approx Length:** 1/2 hour

Presentation Title: Workplace Violence Prevention Resolution and Plan

Department: Human Resources-Risk Management/Leadership Academy

Presenters: Dwayne Kroening, Risk Manager; Jeff Jorgensen, Facilities Manager; Leadership Academy Work Group members (Jim Bunker, Dave Devore)

Other Invitees: Workplace Violence Prevention Team members (Teresa Christopherson, Kim Wollenburg, Dan Johnson, Tony Kollias, Joel Hale)

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?   We are seeking the support for County-wide Workplace Violence (WV) Prevention efforts, to include the adoption of a Resolution and Order around workplace violence prevention, which includes the phased development and implementation of the Workplace Violence Prevention Plan.

EXECUTIVE SUMMARY: Efforts around workplace violence prevention began in 1999 with the adoption of Employment Policy and Practice (EPP) #34 – Violence in the Workplace Policy. The policy was focused on individual responsibility and the reporting of workplace violence incidents. Because of an increase in serious incidents across the nation with widely publicized media attention, a renewed emphasis began in late 2013 to encourage and assist departments with creating individualized plans to address their WV exposure. The BCC has been involved in some discussions on this subject over the past couple of years.

In 2016 a Leadership Academy work group took on the challenge of analyzing the needs around WV prevention and creating a plan to address these needs. Jeff Jorgensen, Facilities Manager and Dwayne Kroening, Risk Manager, sponsored the project and Don Krupp, County Administrator, was the project champion. The work group's effort resulted in the creation of a Preventing Workplace Violence Report (Attachment A) (http://www.clackamas.us/leadership/documents/wpvreport.pdf) which includes a comprehensive draft Workplace Violence Prevention Plan (Attachment C).

One of the components of the Plan was to create a Workplace Violence Prevention Team (WVPT). This Team has been meeting during the past couple of months. Part of their work has been to review and refine the BCC Resolution and Order (Attachment B) created by the Leadership Academy group, as well as edit the proposed Plan.

Phase 1 of the Plan, the development by departments of their internal workplace violence prevention plans and review by the WVPT, is underway. Additional phases around training, infrastructure needs and development, and threat communication are being developed.

The Board's support is of critical importance in creating adequate accountability that empowers departments to develop and implement sustained workplace violence prevention efforts.

FINANCIAL IMPLICATIONS (current year and ongoing): The primary cost during the current year relates to the staff time of the WVPT to refine and implement Phase 1 of the Plan.

Of an ongoing nature, one of the specific points for discussion with the Board will be the recommendation in the Plan for the creation of a Workplace Security Coordinator position at some point in the future.

The success of this effort will depend on the resources that can be dedicated to it.

LEGAL/POLICY REQUIREMENTS: As the proposed Resolution and Order states, workplace violence is a growing concern at all levels of Clackamas County government. EPP #34 was written to recognize the obligation of the County to protect its employees. The new Plan expands this effort to include providing a safe environment to members of the public as well.

PUBLIC/GOVERNMENTAL PARTICIPATION: N/A

OPTIONS:
1. Direct staff to place the Workplace Violence Prevention Resolution and Order on the next regular business meeting consent agenda for formal adoption.
2. Acknowledge support for the County Administrator's role in approving the phased development and implementation of the Workplace Violence Prevention Plan on behalf of the BCC.
3. Direct staff to delay any action at this time to address specific concerns of the Board.

RECOMMENDATION:

Staff respectfully recommends the Board direct staff to place the Workplace Violence Prevention Resolution and Order on the next regular business meeting consent agenda for formal adoption. In addition, acknowledge support for the County Administrator's role in approving the phased development and implementation of the Workplace Violence Prevention Plan on behalf of the BCC.

ATTACHMENTS: Attachment A (link): Workplace Violence Prevention Leadership Academy Report
Attachment B: Resolution and Order
Attachment C: Workplace Violence Prevention Plan

SUBMITTED BY:
Division Director/Head Approval   DDK
Department Director/Head Approval
County Administrator Approval _____

For information on this issue or copies of attachments, please contact Dwayne Kroening, Risk Manager
503-655-8576

BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON

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Page 1 of 2</td></tr>
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WHEREAS, violence in the workplace is a growing concern at all levels of Clackamas County government; and

WHEREAS, violence against Clackamas County employees and members of the public visiting Clackamas County facilities can take many forms including harassment, threats, and physical acts of violence; and

WHEREAS, Clackamas County, in accordance with Employment Policy and Practice 34 - Violence in the Workplace Policy, recognizes its obligation to provide a safe work environment and strives to also provide a respectful and harmonious work environment for each of its employees; and

WHEREAS, Clackamas County strives to provide an environment for members of the public that is free from violence and threats of violence; and

WHEREAS, because of the unique nature of their work, some public sector employees may be at higher risk of violence in the workplace;

NOW, THEREFORE, the Clackamas County Board of County Commissioners do hereby resolve and order:

1. The policy of Clackamas County ("County") shall be that threats and acts of violence that include conduct against persons and property that is sufficiently severe, offensive, or intimidating to alter the employment conditions at Clackamas County or to create a hostile, abusive, or intimidating work environment shall not be tolerated.

2. All threats to employee and public safety from any source, including violence that occurs outside of work but affects the employee or workplace, will be taken seriously and addressed appropriately.

3. The BCC supports the County Administrator acting on their behalf to implement this Resolution and the WVPT's charge as outlined below.

4. The Workplace Violence Prevention Team ("WVPT") shall be formed under the direction of the County Administrator and will recommend strategies for prevention, action and reaction to incidents of workplace violence and threats of violence and provide each department, office, division or agency of the County with technical assistance and/or consultative services in order to implement this policy and the Workplace Violence Prevention and Response Plan ("Plan").

5. Each County department, no later than September 30, 2017, shall formulate protocols and procedures for implementing the Plan. These protocols and procedures must adhere to the guidelines of the Plan, and must be approved by the WVPT prior to their implementation.

6. In formulating its protocols and procedures, each County department shall give due regard to the importance of increasing awareness of and education about workplace violence, including domestic violence affecting the workplace, and informing employees of available resources for assistance. Each department shall provide to the WVPT a training implementation plan for awareness and prevention training for all employees, supervisors, and managers.

In order to implement this Resolution and Order, the WVPT shall:

1. Use the Workplace Violence Prevention Program Plan to oversee the creation of department-specific violence in the workplace protocols and procedures that address prevention, response, mitigation and training as well as conduct an annual review.

2. Provide consultation and technical assistance to each County department in the development and implementation of its protocols and procedures, either upon the department's request or at the initiative of WVPT upon review of the plan as submitted by the department;

3. Receive, approve, and maintain copies of the protocols and procedures as issued and modified by the various departments; and

4. Prepare and submit to the County Administrator, on an annual basis beginning on January 15, 2018, a report regarding the implementation of this Resolution and Order.

Copies of this Resolution and Order shall be distributed to all County departments, and a summary of the Resolution and Order shall be displayed in prominent locations in department offices and facilities.

Adopted this _____ day of _____, 20 ___.

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

_____
Chair

_____
Recording Secretary

Workplace Violence Prevention Plan

STATEMENT OF PURPOSE

Clackamas County (County) is deeply committed to the safety and health of our employees and the public we serve. Threats, threatening behavior, or acts of violence against employees, visitors, guests, or other individuals sufficiently severe, offense, or intimidating to alter the employment conditions at Clackamas County will not be tolerated. This commitment was formally memorialized with the development of the Violence in the Workplace Policy (EPP #34), adopted on March 30, 2004, and the Domestic and Other Related Violence Awareness & Assistance Policy (EPP #60), adopted on April 1, 2014. These policies provide the foundation for which these plans were developed. See http://www.clackamas.us/des/epp.html.

The intent is to assist departments County-wide in the development of Workplace Violence Prevention Plans. The purpose of these plans is to educate and empower staff to address any likely incident that may occur and to make every effort to ensure that all County staff and anyone doing business with the County or on County facilities (including vehicles) are provided with a safe environment.

GOALS
- To provide safe workplaces where we may conduct business in the community.
- To provide guidance regarding direct or indirect threats to an employee or when an employee believes they will encounter a potentially dangerous or violence situation.
- To ensure employees understand their roles and responsibilities in creating and maintaining safe workplaces.
- To ensure all employees are familiar with the Plan, including them as a part of initial and on-going training, and to regularly reinforce the responsibility of all employees to create and maintain safe workplaces.

This Plan is a tool to ensure that all employees, supervisors and managers adhere to work practices that are designed to make the workplace more secure and do not engage in verbal threats or physical actions which create a security hazard for others in the workplace.

The County will make this written Plan available to employees and union representatives upon request.

The Plan will be reviewed and updated annually by the Workplace Violence Prevention Team.

WHAT IS WORKPLACE VIOLENCE?

For County and the Plan purposes, workplace violence includes threats or acts of violence conducted against persons or property that is sufficiently severe, offensive, or intimidating to alter the employment conditions at Clackamas County, or to create a hostile, abusive, or intimidating work environment in County owned or leased property, a location where County business is conducted, or a site where an employee is considered "on-duty." County vehicles or private vehicles being utilized for County business are included in this definition.

Violence in the workplace includes, but is not limited to:
- Disruptive behavior, including but not limited to:
  - Verbal abuse
  - Shouting
  - Harassment
  - Bullying
  - Intimidation
  - Obscene language or gestures
  - Making false statements
- Aggressive or threatening behavior including, but not limited to:
  - Threatening with an object
  - Verbal threats of assault
  - Obscene or threatening calls
  - Being followed or stalked
- Physical assault including, but not limited to:
  - Pushing
  - Grabbing
  - Striking with an object
  - Sexual assault
  - Stabbing
  - Shooting
  - Homicide

PLAN APPLICATION AND OVERVIEW
The County's Plan covers all employees, vendors, contractors, consultants and others who do business with the County whether in a County facility or off-County location. The Plan provides the following:
- Definition of workplace violence.
- County employee and management responsibilities.
- Incident reporting responsibilities.
- Establishment of a Workplace Violence Prevention Team to manage workplace violence prevention and response.
- Creation or identification of a Workplace Security Coordinator.

RESPONSIBILITIES
County Administration: The County's Workplace Violence Prevention Plan Administrator is the County Administrator who has the ultimate authority and responsibility for approving and implementing the provisions of this Plan for the County.

Managers, Supervisors, and Leads: Each director, manager, supervisor, or lead (management) is responsible for:
- Ensuring that all safety policies and procedures involving workplace security are clearly communicated with acknowledgement by each employee.
- Enforcing the rules fairly and uniformly.
- Implementing and maintaining individual department plans. The County encourages employee participation in designing and implementing department plans.

- Promptly and accurately report all workplace violence incidents whether or not physical injury has occurred.
- Supporting, not punishing, victims of workplace or domestic violence.
- Adopting and practicing fair and consistent disciplinary procedures that follow established rules and union contract requirements.
- Include compliance with workplace security measures in employee performance evaluations. Recognizing employees who perform work practices which promote security in the workplace. Take all threats seriously.

Workplace Security Coordinator: The Workplace Security Coordinator (Coordinator) is responsible for:
- Primary staff liaison for Workplace Violence Prevention Team.
- Research rules, regulations, and best practices for County minimum standards.
- Track risk assessment and mitigations submitted by departments.
- Analyze trends and provide recommendations about workplace violence to County-wide initiatives.
- Assist departments with development of and updates to workplace violence and safety plans.
- Work with Facilities Management on planning for activities such as building evacuation drills.
- Serve as a liaison with law enforcement around workplace violence issues.
- Assist departments with workplace violence training.
- Assisting County departments in responding to violence in the workplace.
- Implements program for the coordination of security aspects of Workplace Violence Prevention Plan in line with industry best practices.

All Employees: Employees have the right to expect a work environment that promotes safety from violence, threats, and harassment. They can actively contribute to preventive practices by doing the following:
- Using safe work practices and securing their own workplace.
- Acceptance and adherence to the County's preventive policies and practices.
- Assisting in maintaining a safe and secure work environment.
- Promptly and accurately report all workplace violence incidents whether or not physical injury has occurred.
- Become aware of and report violent or threatening behavior by coworkers or other notification of other warning signs.
- Follow procedures established by the County Plan, and individual department workplace violence plans, including those for reporting incidents.
- Be familiar with the resources of the Employee Assistance Program.
- Take all threats seriously.

Employees who have obtained an order of protection are expected to notify management and the Workplace Violence Prevention Team of any orders that list County facilities as protected areas. Victims of domestic violence who believe the violence has the potential to spread into the

workplace are encouraged to notify their management or the Workplace Violence Prevention Team. Confidentiality will be maintained to the greatest extent possible.

Unions: Unions should regard workplace safety, including safety from violence, as an employee's right, just as deserving of union defense as any contractual right. The County requests unions include the below among its obligations to its members:
- Support for County's Workplace Violence Prevention Plan.
- Being a partner in designing and carrying out violence prevention programs.
- Defending employees' rights to due process, but also supporting appropriate disciplinary actions that protect everyone's safety (e.g. sanctions for bringing a weapon to the workplace).
- Cooperating with and contributing to training efforts.

WORKPLACE VIOLENCE PREVENTION TEAM
The Workplace Violence Prevention Team (Team) is formed under the direction of the County Administrator and its role will include, but not be limited to, the following responsibilities:
- Guide the work of the Workplace Security Coordinator in conducting comprehensive risk evaluations of County workplaces to identify any factor that may place employees or the public at risk of violence.
- Review and evaluate all department prevention plans using components consistent with an accepted risk assessment model.
- Conduct employee surveys and interviews to obtain feedback on risk factors employees believe are present in the workplace.
- Oversee the development and coordination of employee training and education programs for the prevention and response to violence in the workplace.
- Review departmental and safety committee workplace violence investigations and support recommended corrective measures. Add Team recommendations where appropriate.
- Assist the Workplace Security Coordinator with analyzing Workplace Incident Reports to identify trends and determine effectiveness of mitigating actions taken.
- Review this Plan at least annually and update as needed. Ensure all departments receive updated Plan.

The Team shall consist of members who have the full authority to represent their department and possess the adequate knowledge and skill to carry out the mission of the Team.

Members shall include:
Risk Manager _____Phone: 503-655-8576
Facilities Manager_____Phone: 503-557-6414
As well as a representative from at least the following departments: H3S; CCSO; Tech Services; DTD; WES

COMPLIANCE
The County has established this Plan to ensure compliance with policies and guidance on preventing and responding to violence in the workplace and workplace security.

Management is committed to ensuring that all safety policies and procedures involving workplace security are clearly communicated and understood by employees. All employees are responsible for using safe work practices, for following all directives, policies and procedures, and for assisting in maintaining a safe and secure work environment.

This Plan and system ensures that all employees, including management, comply with work practices that are designed to make the workplace more secure and includes:
- Informing employees and management about this Plan.
- The establishment and training of workplace violence threat/incident reporting.

TRAINING
The County has legal and ethical obligations to promote a work environment free from threats and violence. Although acts of workplace violence cannot be exactly predicted, knowledge of how to respond can help employees minimize their risk of violence or injury. In addition, the County can face economic loss as the result of violence in the form of lost work time, damaged employee morale and productivity, increased workers' compensation payments, medical expenses, and possible lawsuits and liability costs.

The Team will work with the County and individual County departments to come up with training on workplace violence prevention and response. Some of the training implemented will include:
- Crime awareness, including identification of specific behaviors that signal an escalating situation.
- Adopting a workplace violence policy and prevention program and communicating the policy and program to employees.
- Conducting violence in the workplace training during onboarding and ensuring regular training in preventive measures for all new/current employees, supervisors, and managers. This training will include, at a minimum:
  - The requirements of the law.
  - Ways to defuse hostile or threatening situations.
  - The risk factors in their workplace.
  - The location and availability of the Plan.
  - Employee routes of escape and security procedures (the location and operation of safety devices such as alarm and notification systems).
  - Steps employees can take to protect themselves from workplace risks.
  - How to report threats of violence.
- Measures to prevent violence in the workplace, including procedures for reporting workplace security hazards or threats to managers and supervisors.
- Fostering a climate of trust and respect among employees and between employees and management.
- When necessary, seeking advice and assistance from outside resources, including threat-assessment psychologists, psychiatrists and other professionals, social service agencies, and law enforcement.

Other specific training for employees will include:
- Location and operation of alarm systems, panic buttons, and other protective devices.
- Communication procedures.

- Proper work practices for specific workplace activities, occupations or assignments, such as law enforcement, health care, public transportation, etc.
- Self-protection.
- Dealing with angry, hostile, or threatening individuals.
- Using the "buddy" system or other assistance from co-workers.
- Awareness of indicators that lead to violent acts by customers/clients/service recipients.
- Employee assistance programs.
- Review of anti-violence policy and procedures.
- Managing with respect and consideration for employee well-being.
- Pre-employment screening practices.
- Role-playing a violent incident.

Training and instruction will be provided when this Plan is first established and periodically thereafter. It shall also be provided to all employees, supervisors, and managers given new job assignments for which specific workplace security training for the job assignment has not previously been provided. Additional training and instruction will be provided to all personnel whenever the employer is made aware of new or previously unrecognized security hazards.

In addition, the Team, in coordination with Human Resources (HR) will ensure there is specific instructions available for all employees regarding workplace security hazards unique to their job assignment, to the extent that such information was not already covered in other training.

Our system ensures that all employees, including management, comply with work practices that are designed to make the workplace more secure and do not engage in threats or physical actions which create a security hazard for others in the workplace.

THREAT/INCIDENT COMMUNICATION
The County recognizes that to maintain a safe, healthy, and secure workplace we must have open, two-way communication between all employees, including management, on all workplace safety, health, and security issues. The County has designed a communication system that will encourage a continuous flow of safety, health, and security information between management and employees without fear of reprisal and in a form that is readily understandable.

Our communication system consists of the following items:
- New employee orientation on workplace security policies, procedures, and work practices.
- Periodic review of the Plan with all employees.
- Training programs designed to address specific aspects of workplace security unique to the County.
- Include security discussions in regularly scheduled staff meetings with all employees.
- Posted or distributed workplace security information.
- A system for employees to inform management about workplace security hazards or threats of violence.
- Procedures for protecting employees who report threats from retaliation by the person making the threats.

WORKPLACE REVIEW

Hazard assessment involves a step-by-step, commonsense look at individual department workplaces to find existing or potential hazards for violence and is an essential component in preventing violence in the workplace. Assessments can include:

- Analyzing and submitting records of violence at work to Risk Management for tracking.
- Examining specific violent incidents carefully.
- Surveying employees to gather their ideas and input.
- Annual inspections of individual workplaces to identify risk factors.

The Team will oversee the performance of workplace hazard assessments to identify workplace violence and security issues and will then make recommendations to management and employees.

Individual departments will use Risk Assessment Kit and Preparedness Review (Appendices A and B) to identify and evaluate workplace security hazards and threats of workplace violence. At a minimum, reviews are performed at least annually and:

- At the initial establishment of the Workplace Violence Prevention Plan and program.
- When new, previously unidentified security hazards are recognized.
- When workplace violence threats or injuries occur.
- Whenever workplace security conditions warrant a review.

INCIDENT REPORTING AND INVESTIGATION

The first obligation of County employees is to assist in maintaining a secure and safe workplace by adhering to the Plan and their department's workplace violence prevention response plan. Departments will investigate all threats, regardless of their nature, to verify the source of information.

Reporting

All employees are responsible to notify a manager or supervisor of any reportable workplace violence incident. See Workplace Violence Incident Report form at Appendix C. In the event of a workplace violence incident or violation of the Plan, employees are advised to adhere to the below reporting procedures to the fullest extent possible.

Internal Reporting Procedures

Any County employee, upon becoming aware of an instance of violence in the workplace, whether physical or verbal, must take the threat seriously and follow the steps below to report the threat/incident:

Employees:

- Inform an immediate supervisor, division or workgroup manager, or department director.

Management:

- If a violent act is imminent, call 911 or 9+911.
- Secure work areas where incident/threat occurred.
- Warn other employees.
- Notify Risk Management at 503-209-1130 or 503-568-3072 or 503-867-3331.

<u>Investigation</u>
Procedures for investigating incidents of workplace violence—threats and physical injury—at a minimum, must include:
- Reviewing all previous incidents.
- Visiting the scene of an incident as soon as possible.
- Interviewing threatened or injured employees and witnesses.
- Examining the workplace for security risk factors associated with the incident, including any previous reports of inappropriate behavior by the perpetrator.
- Determining the cause of the incident.
- Taking corrective action to prevent the incident from recurring.
- Recording the findings and corrective actions taken and submitting to the Workplace Violence Security Coordinator within three (3) business days of incident/threat.

The County will follow all federal, state and local laws and procedures in the reporting of workplace violence incidents.

SUPPORT FOR THOSE AFFECTED BY THE INCIDENT
Everyone affected by an incident, including co-workers, management, witnesses, clients, visitors, the public and, at times, family member will benefit from offers of support—including counseling, transportation, and other logistical assistance that would help ease the pain. Post-incident debriefings and counseling can reduce psychological trauma and stress among victims and witnesses.

Counseling is currently available for employees through the Employee Assistance Program (EAP). County employees and eligible family members covered by the program are entitled and encouraged to use the confidential counseling services. See current copy of EAP flyer at Appendix D.

On the County's Violence in the Workplace Resource Center (http://web1.clackamas.us/vwr/), employees and management can find more information and resources related to workplace violence.

RECORDKEEPING
Note: Care must be taken to ensure appropriate confidentiality of medical and personnel records, as required by Oregon OSHA, HIPAA (Health Insurance Portability and Accountability Act), ADA (Americans with Disabilities Act) and other applicable regulations or policies.

Records on workplace violence incidents must be kept per County records retention schedule and as protection for the County should the County be subject to an Oregon OSHA investigation based on workplace violence. Additionally, maintaining records enables the County and departments to monitor on-going efforts, to determine if workplace violence prevention and response efforts are working, and to identify ways to improve.

At a minimum, departments need to keep the following in a confidential file and maintain in compliance with record retention schedule:
- Workplace Violence Incident Reports.

- A Workplace Violence Incident reporting log (see sample at Appendix E).
- Investigation notes and other documents.
- Recommendations of law, legal, consultants, or other employees.
- Records of all training programs and attendance.
- Up-to-date records of actions taken to reduce violence, including assessment, review, and Mitigation Plans (see Appendix F).

DOCUMENT REVIEW

Periodic updates and reviews of the following workplace violence reports and records will be made:
- Occupational Safety and Health Administration (OSHA) 300 logs.
- Workplace Violence Incident reports.
- Insurance records.
- Police reports.
- Workplace surveys.
- Training records.
- Grievances.
- Review information.
- Other relevant records or information.

The records review will be performed on the following schedule:_____.

Appendices

Appendix #	Title
A	Risk Assessment Kit
B	Preparedness Review
C	Workplace Violence Incident Report
D	Employee Assistance Program Flyer
E	Sample Workplace Violence Incident Log
F	Mitigation Plan

Violence in the Workplace

Risk Assessment Kit

CLACKAMAS COUNTY

Version: V1   Effective: 10/19/2016

DESCRIPTION

This Risk Assessment Kit is part of the Workplace Violence Prevention Plan (Plan) for Clackamas County and is used to define the various standards/best practices to prevent/respond to violence in the workplace. These standards are reviewed and updated as required annually by the Workplace Violence Prevention Team (Team). Based on these standards, along with specific departmental requirements, a Preparedness Review (see Appendices) is generated to be utilized by each department annually to assess the status of the department related to violence in the workplace preparedness. The results of the review are used to generate a Mitigation Plan (see Appendices) based on the identified deficiencies in meeting the standards/goals as set forth in the Plan and this Risk Assessment Kit (Kit).

The Kit is divided into two (2) levels of standards and requirements. The County standards do not supersede the regulatory standards, rather are in addition to supplement any associated regulatory standards. This includes some regulatory requirements that are not directly related to workplace violence, but may have some overlap (Internal Revenue Service, etc.). Some standards may be duplicated or are co-requirements depending on the standard and how it is applied at the County.

- REGULATORY   Rules & regulations set by other authorized agencies (local, state, federal)
- COUNTY   Rules & policies set by the County

The kit is further divided into 3 areas of scope which include, but not limited to:

- INFRASTRUCTURE
  - County owned, leased and Co-operated facilities
  - County operated vehicles
  - Alarms and Alerts
  - Monitoring and Tracking
  - Architectural Design
  - Security related personnel

- POLICY
  - County Standards
  - Best Practices

- TRAINING
  - Non-event – Preventative measures
  - During event - Response
  - Post-event - Support and recovery

PREPAREDNESS REVIEW

The Preparedness Review is a survey generated from the regulatory and County requirements of the Kit that includes the three (3) overall goals of the Workplace Violence Prevention Plan and some departmental specific requirements.

Each department is responsible to perform the review (inclusive of any departmental requirements) annually coordinated by the Workplace Violence Prevention Team. See Appendix for a sample Preparedness Review survey.

For those departments with multiple locations, a separate review is required per location as determined by the Team. The results of the review will show which requirements/goals have been satisfied, those that have not, and those that are in progress and their status.

Mitigation Plan

For each department, the results of the Preparedness Review are utilized to generate a Mitigation Plan based on the requirements/goals that were not satisfied. The Mitigation Plan is used by both the department and the County to create an overall joint plan for the next fiscal year to resolve unsatisfied requirements. See Appendix for a Mitigation Plan template.

It is the responsibility of the department, in cooperation with the Team and County administration, to prioritize the action items of the Mitigation Plan and the allocation of resources to complete these action items.

Addendum

Information/documents in the addendum are utilized as additional reference materials in support of identified policies/best practices identified in the sections above. The addendum number references the level (Regulatory or County requirement) the scope area, and the item number.

Appendix

Documents linked in the appendix are utilized as samples or templates in support of identified policies/best practices identified in the sections above.

1.   <u>INFRASTRUCTURE</u>

The following resources, standards, and best practices relate to building related aspects of security, both preventative and response, to be utilized as the basis for the development and measurement of violence in the workplace preparedness.

Resources: Available resources that can assist the development/measurement of standards.

- OSHA Standards & Guidelines
- Federal Emergency Management Agency (FEMA) – Standards and Guidelines
- Oregon Occupational Safety & Health Division – Standards and Guidelines
- Clackamas County EPP #34 – Violence in the Workplace

	#	Title	Description
R E G L A T O R Y	1		

	#	Title	Description
C O U N T Y	1	Design - Egress	Well defined, multiple safe egress routes
	2	Design – Safe Areas	Safe areas & locations established, locks, secure doors
	3	Design – Control Zones	Public areas designed to protect staff, reduce threats
	4	Design – Review	New & remodeled areas undergo design review
	5	Access Control System	County standard access system for door access
	6	Incident Alert System	Buildings will integrate with County incident alert system
	7	CCTV Monitoring	High risk areas will have CCTV coverage / monitoring
	8	Annual Drills	Departments will have annual drills of alarms / policy
	9	Intrusion Detection	Buildings will have County standard intrusion alarms
	10	Vehicle Tracking System	Ability for County to track County vehicle location
	11	Mobile Panic System	Ability for staff in the field to initiate incident alert
	12	Mobile Device Tracking	All County mobile telecomm devices can be tracked

2. **POLICY**

The following resources, standards, and best practices relate to policy related aspects of security, both preventative and response, to be utilized as the basis for the development and measurement of violence in the workplace preparedness.

Resources: Available resources that can assist the development/measurement of standards.

- OHSA Standards
- Oregon OHSA Violence in the Workplace Procedures
- Clackamas County DES/RISK/Facilities Management Policy Requirements
- Clackamas County EPP #34 – Violence in the Workplace

	#	Title	Description
R E G L A T O R Y			

	#	Title	Description
C O U N T Y	1	Risk Workplace Violence Policy	All departments will have a Risk approved workplace violence plan
	2	Account Termination	Non-active accounts will have access/badge removal
	3	Recovery Component	All will have a recovery component as part of department plans
	4	Crisis Response Team	Crisis Response Team utilized as part of recovery

3.   TRAINING

The following resources, standards, and best practices relate to training related aspects of security, both preventative and response, to be utilized as the basis for the development and measurement of violence in the workplace preparedness.

Resources: Available resources that can assist the development/measurement of standards.

- OHSA Standards
- Oregon OHSA Violence in the Workplace Procedures
- Clackamas County DES Training Requirements
- Clackamas County EPP #34 – Violence in the Workplace

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<tr><td rowspan="10">C O U N T Y</td><td>1</td><td>Onboard Staff - Standard</td><td>Staff will attend standard onboarding to include workplace violence</td></tr>
<tr><td>2</td><td>Onboard Staff - Dept.</td><td>Staff will attend department specific workplace violence policy review</td></tr>
<tr><td>3</td><td>Onboard Management</td><td>Management will review workplace violence policy/plan with Risk</td></tr>
<tr><td>4</td><td>Manager EAP Training</td><td>EAP training is part of management training series</td></tr>
<tr><td>5</td><td>De-escalation Training</td><td>Training for early intervention and prevention of violence</td></tr>
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ADDENDUM

Information/documents in the addendum are utilized as additional reference materials in support of identified policies/best practices identified in the sections above. The addendum number references the section, <u>R</u>egulatory or <u>C</u>ounty requirement, and the item number.

1.R.1

1.C.1   Design – Egress

Utilizing best practices and recommendations from sources such as OSHA, all County facilities will incorporate in the design of office/work areas with at least one (1) secure egress route for staff that can be used in the event of an incident. Design specifics will vary with the available resources and overall floor plan of the work area, but as possible should include the following considerations:

- At least one (1) secure route from the building from any location
- Depending on size of facility/work area—a egress route that does NOT utilize public entry points should be available (aka "the back way out")
- Primary egress route will be well marked and documented
- Egress routes will include secure access to stairs/elevators as required

1.C.2   Design – Safe Areas

Utilizing best practices and recommendations from sources such as OSHA, all County facilities will incorporate in the design of office/work areas the use of safe areas and safe practices to reduce access to work areas, especially in the event of an incident. Design specifics will vary with the available resources, size of the work area, fire marshal regulations and overall floor plan of the work area, but as much as possible should include the following considerations:

- All Conference rooms and offices have doors that are lockable from the inside
- All rooms that have doors open to the inside
- All rooms with automatic lighting have the ability to manually shut off the lights and override the auto-lights on function.

1.C.3   Design – Control Zones

Utilizing best practices and recommendations from sources such as OSHA, all County facilities will incorporate in the design of office/work areas the use of control zones and other methods to manage public areas, flow of traffic, access control, and establish secure working conditions in high risk working areas such as public receptions and cashiers. Design specifics will vary with the available resources, overall floor plan of the work area and risk considerations but as possible should include the following considerations:

- Use of secure access points, such as locked doors with buzzer entry, into work areas outside of the public reception. No direct access to non-public areas by unauthorized staff.

- Public traffic flow should include some reception area to assist customers and waiting area for those waiting for other staff. Reception staff should be able monitor and control all access to work areas beyond the public area.
- Where appropriate, use of security doors (equipped with mag release) between public areas and working areas should be utilized. Doors can be either locked at all times with security card access or open at all times with lock down capability during an event.
- Wherever appropriate, doors used to direct/manage traffic flow should be on the County Access Control System.
- The design of public/waiting area should be to manage traffic flow to ensure non-authorized personnel must be checked in by the reception staff and not have direct access to the non-public areas of the office. Entire area should be visible by the reception staff. Public waiting areas should be designed to minimize stress, maintain confidentiality and provide a comfortable yet relaxed environment.
- Use of secure reception desks/cashiers.
- Use of County standard CCTV monitoring should be utilized in all public access areas. See addendum 1.C.7 for more details.

1.C.4 Design – Review

A design review that incorporates all workplace violence goals and standards (within architectural, budget, and regulatory constraints) will be performed as part of any new facility or remodeling project. This includes new builds, remodels, office reorganizations, and major moves to ensure all staff/public areas are safe as can be designed without compromising the ability of staff to serve the public. The review will include all identified design standards/best practices as identified in this assessment.

1.C.5 Access Control System

All security related doors should be on the standard County Access Control System. This includes, but is not limited to:

- All exterior access doors (while not preventing or restricting egress).
- All interior doors that are for traffic flow or security management.
- All doors to communication rooms, electrical or plumbing rooms, maintenance closets or other Facility/Technology Services secure locations.
- All doors to secure/high risk areas such as vaults, cashiers, pharmacy, and required storage.
- Installation shall conform to all local code requirements.

1.C.6 Incident Alert System

All County buildings will fully utilize and/or integrate with the County standard system for alerting the required staff/management/agencies when an incident occurs in a County facility. The approved system is _____ systems by _____ vendor. System will have at a minimum the following capabilities:

- Panic buttons in all public receptions and lobbies, cashiers, interview or mediation rooms, patient treatment rooms, and other identified high risk areas.

- Alarms will be sent to (to include strobe and announcement and/or tone)
  - Immediate area with prearranged message based on department policy
  - Adjacent areas with "do not go to …" message
- Alerts will be sent to (via all media possible—email, screen alert, text, etc.)
  - County key staff (Facilities, senior management, Risk)
  - Alarm monitoring company
  - Local law enforcement
  - CCOM
  - Department management
  - If available, immediate area computer screen alert messages
  - Alerts will trigger other actions as required by department workplace violence plan such as auto-locking doors, lighting controls, etc.
- System will integrate with existing systems (paging, intercom, panic) as much as possible except for fire alarm systems which will be maintained independently
- Installation shall conform to all local code requirements

1.C.7 CCTV Monitoring

All high risk areas will have County standard CCTV cameras covering areas such as:

- Primary points of entry/egress
- Public lobbies and reception desks
- Cash registers or cash handling areas
- Vaults
- High risk meeting areas such as customer, client, and public meeting rooms
- Other high traffic areas

All cameras in these areas will be available for monitoring on demand at designated video monitoring stations in case of an event, locations to include:

- CCOM
- Facilities Management
- Clackamas County Sheriff Office stations
- Key pre-designated locations for incident management (video walls)
- County / Department management as designated

System specifications include:

- Standard supported digital or analog cameras
- Genetec management system
- HD resolution when available
- 15 FPS or more when recording on motion
- Full color if available
- Standard County retention period on video storage
- No Audio

1.C.8   Annual Drills

As part of an overall readiness assessment (to include equipment testing in the building, policy readiness, and staff training status) the Risk Assessment Department (or designates to include representatives from Faculties and Risk Management) will coordinate with the departmental staff of each department to perform at least one (1) workplace violence preparedness drill a year. This will be a full drill of a simulated event, and other various aspects, to test the preparedness and response of the department, policies, training, and infrastructure in accordance with the department's workplace violence Policy. This may or may not be integrated with other drills (such as fire) depending on the direction from the Workplace Violence Prevention Team. From an infrastructure aspect, this drill should at least cover:

- Test the functionality of the Incident Alert System (if available).
- Test the overall design of the working/public areas to meet design standards.
- Test the response of staff as required by the department workplace violence plan.
- Work in concert with other drill parameters to assist in the preparedness of the policy and training aspects of the drill and confirm compliance with the County Risk and department workplace violence plan and policies.
- The Workplace Violence Prevention Team will generate a report on the success/failures of the drill related to infrastructure that includes recommendations to resolve issues to be incorporated into the department Preparedness Review and Mediation Plan.

1.C.9   Intrusion Detection System

All County buildings, larger than 500 square feet, will incorporate an Intrusion Detection System (IDS) as part of the overall facility security. The extent of coverage of the system will vary based on departmental/facility requirements and resources. The IDS is to be used in conjunction with the CCTV Monitoring, Incident Alert System, and Access Control System to provide an integrated, overall managed secure facility covering multiple threat possibilities. The IDS should include, but is not limited to:

- Monitoring of all exterior doors and access ways.
- Monitoring of motion in key hallways and work areas.
- Monitoring of motion and doors in high risk areas such as:
  - Vaults and cash storage areas
  - Pharmacy
  - Secure records storage
  - Any other required secure area
- Alerts will be sent to (via all medias possible—email, direct alert, text)
  - County key staff (Facilities, senior management, Risk)
  - Alarm monitoring company
  - Local law enforcement
  - CCOM
  - Department management
  - Other based on departmental policy
- Installation shall conform to all local code requirements.

1.C.10   Vehicle Tracking

All County vehicles should have a cellular connected device installed that allows a periodic update to a County monitoring system that can display the current location of all County vehicles. The device should utilize the cellular service, where possible, to maintain the updates with the County monitoring system. Some specifics should include:

- Restricted access to the monitoring system, only for use in locating a vehicle:
    - When a vehicle is stolen or location is of concern.
    - When there is a valid concern for the safety or status of a staff member.
    - Access to monitoring system is restricted to a designated monitoring service in a specified department, not available for general use or access.
- The device will automatically update the monitoring system on a set timetable during business hours (i.e. every five (5) minutes).
- The device can be "pinged" to report location by the monitoring system if needed.
- History of locations is only stored for a restricted period of time (24 hours as a minimum).

1.C.11   Mobile Panic Button

All County issued cellular devices (phone and tablet) should have an application installed on the device that allows the user to quickly activate a mobile version of a panic button. The result of activating the mobile panic button should include:

- No audible alarm will be made on the device.
- The phone number, user and location (if available) is sent as part of the alert
- Alerts will be sent to (email, text):
    - County key staff (Facilities, senior management, Risk)
    - Alarm monitoring company
    - Local law enforcement (either direct or via alarm monitoring company)
    - CCOM
- The user will have the ability to cancel false alarms.

1.C.12   Mobile Device Tracking

All County issued cellular devices (phone and tablet that have cellular data service) should have an application installed on the device that allows a periodic update to a County monitoring system that can display the current location of all County devices. The application should utilize the cellular service, where possible, to maintain the updates with the County monitoring system. Some specifics should include:

- Restricted access to the monitoring system, only for use in locating a device:
    - When a device is lost or stolen.
    - When there is a valid concern for the safety or status of a staff member.
    - Access to monitoring system is restricted to a designated monitoring service in a specified department, not available for general use or access.
- The device will automatically update the monitoring system on a set timetable during business hours (i.e. every five (5) minutes).
- The device can be "pinged" to report location by the monitoring system if needed.

- History of locations is only stored for a limited period of time (24 hours as a minimum).

2.C.1 Risk Workplace Violence Department Policy

As part of the County overall Workplace Violence Prevention Plan (Plan), every department will have a department workplace violence plan to cover the standards required by the County and any additional requirements/specifics of the department. The department will use the approved County plan template as the basis for developing the department's plan (see appendix for template). The department's plan will include the following:

- Include components to cover County/department requirements for:
  o Infrastructure and facilities requirements
  o Policy and best procedures
  o Training requirements for staff and management
  o Preventative measures
  o Response and recovery measures
  o Identification of high-risk areas and any additional security protocols
- Department specific policy and procedures, including location specific aspects.
- Provision for annual review and updates by department.
- In coordination with the Workplace Violence Prevention Team, provision for annual Preparedness Review and drills to develop Mitigation Plans for constant enhancement and improvement.
- Metrics to integrate with Performance Clackamas to measure progress.
- Integrated into management performance reviews to ensure continued progress.

2.C.2 Account Termination

Active County employees and authorized persons of interest (POI) who have County issued badges and/or access to information systems have access to County resources and areas beyond that available to the public. This includes the ability to access buildings and secure areas. Therefore, such access should only be authorized for active County staff/POI accounts. Access should be terminated immediately upon account termination or suspension for such actions as, but not limited to:

- Staff resignation, retirement, or termination as soon as possible
- Contractor or POI end of contract or term
- Long term family medical leave or leave of absence
- Administrative leave

To prevent unauthorized access to buildings or systems, account termination should include:

- Deactivation of access to all County facilities.
- Deactivation of County network account and remote access.
- County badge/ID should be turned into the County.
- County keys, access cards, or other access devices should be turned into the County immediately before final day of employment.
- Depending on the situation, intrusion detection system arming codes may need to be changed.

- Depending on the situation, public reception staff that manage access to work areas may need to be notified.

2.C.3   Workplace Violence Recovery Component

While it is the goal of the County to prevent violence in the workplace as much as possible, and to be ready to respond to a threat or incident if one should occur, any complete workplace violence plan also needs to address the possibility to recover from an incident. All department workplace violence plans, along with components to cover prevention, response, policy, and training, will have a component to recover from an event. Recovery is critical in order to reduce the overall impact (short-term and long-term) of an event as much as possible, preserve the trust of the public, return operations to normal as soon as possible, and maintain the welfare of County employees. While each department will have recovery plans that vary to meet the specific needs of the department, staff and public customers, the plan should have provisions for:

- Emergency action plan which involves the preparation for, responding to, and recovering from a workplace violence-related incident. Can include, but not limited to:
  - o Threats to staff by visitor (written, verbal, or by phone or email)
  - o Escalating or upset visitor
  - o Physical violence without a weapon
  - o Active threat with a weapon
  - o Threats to off-site employees
  - o Employee/coworker threats or acts of violence
  - o Disruptive behavior requiring exclusion from building
- Identification of recovery requirements and needs, both short-term and long-term, such as post traumatic stress, depression, counseling, outreach, etc.
- Utilization of the Employee Assistance Program (EAP) to identify and respond to employee needs immediately after event and for as long as required.
- Utilization and deployment of a Crisis Response Team (CRT) as part of the response process of an incident to assist in the containment and immediate response to an event, development of a recovery plan and facilitating the recovery immediately after an incident.
- Post event review to determine what aspects of the County/department workplace violence plans worked, what didn't, and where improvements/adjustments can be made both for the County and the department.
- Public outreach to calm public concerns and rebuild trust in security.

For a sample of a department workplace violence plan with a recovery component, see the H3S Workplace Violence Sample in the appendix.

2.C.4   Crisis Response Team

A major component of the County and/or department workplace violence plans is the recovery after an event. To help facilitate the recovery, beginning in the response phase and continuing through out the recovery, the Crisis Response Team (CRT) analyzes the situation, develops response and recovery strategy, coordinates implementation, and assists in the post event analysis. The analysis is part of the overall improvement process to tune the

workplace violence plans. The CRT is comprised of County professionals in various disciplines who are trained in group and individual support and intervention to regain stability in the wake of a crisis. In addition to specialized skill sets, they also share training and perspective on process and procedure. They have the capacity to respond during/after a crisis in a way that promotes safety, security and facilitates the processing of the event.

3.C.1   New Employee On-boarding: Standard Training

In order for any policy/procedure to be effective, employees must be aware of the policy and familiar with its requirements, procedures, conditions, and action items. This is especially critical in the case of the County's Plan. All staff, regardless of position or classification, will have part of the County on-boarding process dedicated to the County Plan, the role of the Workplace Violence Prevention Team and the need for constant training and drills to be performed to maintain preparedness.

3.C.2   New Employee On-boarding: Departmental Specific Training

In addition to County on-boarding of new employees, each department will supplement the on-boarding process with additional time dedicated to review of the department workplace violence plan specific to the additions/adjustments in the department plan. This ensures employees are aware of what is expected in response to a situation such as alerts, alarms, threats, and events.

3.C.3   Management Review of Policy with Risk

It is department management's responsibility to be familiar with the County and department workplace violence plans as well as ensuring staff are trained and prepared accordingly. To ensure management understands their responsibility and requirements, Risk Management will meet with departments to review the County and department workplace violence plans and to address any concerns or gaps as identified in the Preparedness Review or Mitigation Plan. Meetings should be part of the management's on-boarding process as well as periodic meetings with the entire management team. This will help maintain relevance to the department, communicate issues and updates, and ensure management is prepared to maintain their role in support of the workplace violence plans.

3.C.4   Manager Employee Assistance Program Training

As part of each department's workplace violence plan, the recovery component requires for the department to have a recovery plan in place in the event of an incident. Part of plan must include utilization of the County Employee Assistance Program (EAP) to be available as required to assist in the recovery phase. In order to efficiently utilize this resource, every manager, supervisor, and lead should attend a County class on the EAP to include:

- What resources are available via the EAP.
- How to request and apply for services.
- How to activate EAP resources in the event of an incident.
- How to promote utilization and increased accessibility of EAP to employees.

3.C.5   De-escalation Training

It is always better to be able to prevent an event versus having to respond to one, even though employees should be fully prepared for both. De-escalation training emphasizes early intervention and non-physical methods for preventing or managing disruptive behavior. With a focus on prevention, the core training equips employees with strategies for safely defusing anxious, hostile, or violent behavior at the earliest possible stage. Skills are developed to train and prepare employees to safely remove themselves and others from a potentially dangerous situation. All County employees, including management, should be required to take this training in order to be more prepared to identify and manage a potential threat before it escalates. Some of the goals of the training would include:

- Awareness and identification of behaviors that could lead to a crisis.
- Effective responses to each behavior to prevent the situation from escalating.
- Use of verbal and nonverbal techniques to defuse hostile behavior and resolve a crisis before it can become violent.
- Coping with your own fear and anxiety.
- How to assess risk levels and consider the issues that impact decision-making.
- How to avoid injury if behavior becomes physical.

APPENDIX

Document links in the appendix are utilized as samples or templates in support of identified policies/best practices identified in the sections above.

RISK WORKPLACE VIOLENCE PLAN   Sample Template

H3S WORKPLACE VIOLENCE POLICY   Sample Policy w/ Recovery Component

PREPAREDNESS REVIEW   Sample Template

MITIGATION PLAN   Sample Template

Violence in the Workplace

Preparedness Review

CLACKAMAS
C O U N T Y

Version: Draft   Effective: 10/19/2016

This Preparedness Review is part of the Workplace Violence Prevention Plan (Plan) to be used by the Workplace Violence Prevention Team (Team) in conjunction with the Risk Assessment Kit, individual department workplace violence plans and preparedness drills to determine the status of the infrastructure, policy and training of the department related to workplace violence preparedness.

REVIEW INFORMATION					
Department				**Dates**	
Division					
Review Team	**Name**	**Initials**		**Building**	
- Coordinator				**Address**	
- Facilities					
- Facilities					
- RISK					
- RISK					
- TS					
- Dept Coord					
- Dept					
- Other					
- Other					

<u>INSTRUCTIONS</u>

The general status section below is to assess to overall level of risk and preparedness based on the department services, confidence of the department staff and overall results of the workplace violence drill(s).

The infrastructure, policy and training sections relate to the corresponding sections in the Risk Assessment Kit that outlines the requirements this review is follow. Scores are based on:

- PASS   Standard is fully met, all requirements satisfied
- PARTIAL   Standard is not fully met, requirements are in progress, need completion
- FAIL   Standard is not met, requirements are not even partially satisfied

GENERAL STATUS

This part of the review relates to overall level of risk and preparedness based on the department services, confidence of the department staff, and overall results of the workplace violence drill(s). Some of the responses may be results from surveys, polling of staff, or other methods to measure status.

Issue	Title	Status			Note
1	Status of last department's drill	PASS	PART	FAIL	
2	Staff feels safe from violence the workplace	PASS	PART	FAIL	
3	Staff is familiar with County and department Workplace Violence Plan(s)	PASS	PART	FAIL	
4	Staff feels the County is committed to violence in the workplace safety	PASS	PART	FAIL	
5	All exits are clearly marked and easy to access by staff	PASS	PART	FAIL	
6	Facilities are secure after hours of operation	PASS	PART	FAIL	
7	Staff have access to all related materials & resources				

Issue	Title	Status
1	Location of public areas	- - -
2	Use of cash/drug storage	
3	Presence or service to high risk customers	
4	Presence or service to high stress customers	
5	Proximity of parking to work area	
6	Use of special events or public meetings	
7	Public access impromptu or by appointment	
8	Recent events or threats	
9	Staff work offsite or at non-County facilities	

1. <u>INFRASTRUCTURE</u>

This part of the review relates to the infrastructure portion of the Risk Assessment Kit to include regulatory and County standards.

- PASS   Standard is fully met, all requirements satisfied
- PARTIAL   Standard is not fully met, requirements are in progress, need completion
- FAIL   Standard is not met, requirements are not even partially satisfied

	Standard	Title	Status			Note
R E G U L A T O R Y			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
		Title	**Status**			**Note**
C O U N T Y	**1.C.01**	Design - Egress	PASS	PART	FAIL	
	1.C.02	Design – Safe areas	PASS	PART	FAIL	
	1.C.03	Design – Control Zones	PASS	PART	FAIL	
	1.C.04	Design - Review	PASS	PART	FAIL	
	1.C.05	Access Control System	PASS	PART	FAIL	
	1.C.06	Incident Alert System	PASS	PART	FAIL	
	1.C.07	CCTV Monitoring	PASS	PART	FAIL	
	1.C.08	Annual Drills	PASS	PART	FAIL	
	1.C.09	Intrusion Detection	PASS	PART	FAIL	
	1.C.10	Vehicle Tracking System	PASS	PART	FAIL	
	1.C.11	Mobile Panic System	PASS	PART	FAIL	
	1.C.12	Mobile Device Tracking	PASS	PART	FAIL	

INFRASTRUCTURE (continued)

	Standard	Title	Status			Note
D E P A R T M E N T			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	

Topic	Note
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2. __POLICY__

This part of the review relates to the policy portion of the Risk Assessment Kit to include regulatory and County standards.

- PASS   Standard is fully met, all requirements satisfied
- PARTIAL   Standard is not fully met, requirements are in progress, need completion
- FAIL   Standard is not met, requirements are not even partially satisfied

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<tr><td>2.C.01</td><td>RISK VWP Policy</td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
<tr><td>2.C.02</td><td>Account Termination</td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
<tr><td>2.C.03</td><td>Recovery Component</td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
<tr><td>2.C.04</td><td>Crisis Response Team</td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
<tr><td></td><td></td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
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<tr><td></td><td></td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
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POLICY (*continued*)

	Standard	Title	Status			Note
D E P A R T M E N T			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	

Topic	Note
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3. **TRAINING**

This part of the review relates to the training portion of the Risk Assessment Kit to include regulatory and County standards.

- PASS   Standard is fully met, all requirements satisfied
- PARTIAL   Standard is not fully met, requirements are in progress, need completion
- FAIL   Standard is not met, requirements are not even partially satisfied

<table>
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<tr><th rowspan="15">C O U N T Y</th><td></td><td>Title</td><td colspan="3">Status</td><td>Note</td></tr>
<tr><td>3.C.01</td><td>Onboard Staff - Standard</td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
<tr><td>3.C.02</td><td>Onboard Staff - Dept</td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
<tr><td>3.C.03</td><td>Onboard Management</td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
<tr><td>3.C.04</td><td>Manager EAP Training</td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
<tr><td>3.C.05</td><td>De-escalation Training</td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
<tr><td></td><td></td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
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<tr><td></td><td></td><td>PASS</td><td>PART</td><td>FAIL</td><td></td></tr>
</table>

TRAINING (*continued*)

	Standard	Title	Status			Note
D **E** **P** **A** **R** **T** **M** **E** **N** **T**			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	
			PASS	PART	FAIL	

Topic	Note
1	
2	
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9	
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Workplace Violence Incident Report

Date of Incident	Year	Month	Day of Week

Location of Incident (map and sketch on reverse side)

Name of Victim	Gender:
	Male Female

Victim Description:	Member of Union?
Employee (Job Title):	Yes
Client:	No
Visitor:	

Assigned Work Location (if employee)

Supervisor/Manager Name	Supervisor notified?
	Yes No

Describe the threat/incident.

List any witnesses (name and phone).

Did the threat or assault involve a firearm? If so, describe.

Did the threat or assault involve another weapon (not a firearm)? If so, describe.

Was the victim injured? If yes, please describe.

Who made the threat and/or committed the assault?

Name (if known):

What is his/her status to the victim?

What was the gender of the person(s) who made the threat and/or committed the assault?

   Male   Female

Please check any risk factors applicable to this incident.

… Contact with the public.

… Working with money.

… Delivery of passengers, goods, or services.

... Having a mobile workplace.

… Working with unstable/volatile persons in health care, social services, or criminal justice.

… Working in isolation.

… Working late at night or during early morning hours.

... Guarding valuable property or possessions.

… Working in community-based settings.

… Poor lighting outside of worksite.

... Other risk factor:

... Other risk factor:

What steps could be taken to avoid a similar incident in the future? (Sound judgment should be exercised in deciding when to request this information to avoid recreating the stress of the incident.)

Send completed form to:

Employee Assistance Program
Pointing You In The Right Direction

TheStandard®

We all experience times when we need a little help managing our personal lives. Your employer understands this and is providing the Employee Assistance Program (EAP) to covered employees in connection with your group insurance from The Standard‡, to offer support, guidance and resources to help you and your family find the right balance between your work and home life.

What Can The EAP Do For Me?

Experienced master's-degreed clinicians will confidentially consult with you over the telephone and direct you to the solutions and resources you need. You may also receive referrals to support groups, community resources, a network counselor or your health plan. These services are available for covered employees, their dependents, including children to age 26, and all household members.

The EAP Services Can Help With:

- Child care and elder care
- Alcohol and drug abuse
- Life improvement
- Difficulties in relationships
- Stress and anxiety with work or family
- Depression
- Goal-setting
- Emotional well-being
- Financial and legal concerns
- Grief and loss
- Identity theft and fraud resolution
- Online will preparation

How Do I Access EAP Services?

Follow the directions on the wallet card on this page.

Is It Confidential?

Your calls and all counseling services are confidential. Information will be released only with your permission or as required by law.

continued on reverse

This EAP service is not affiliated with The Standard. The EAP service is not an insurance product.

‡ The Standard is a marketing name for StanCorp Financial Group, Inc. and subsidiaries. Insurance products are offered by Standard Insurance Company of 1100 SW Sixth Avenue, Portland, Ore., in all states except New York, where insurance products are offered by The Standard Life Insurance Company of New York of 360 Hamilton Avenue, Suite 210, White Plains, NY. Product features and availability vary by state and company, and are solely the responsibility of each subsidiary. Each company is solely responsible for its own financial condition. Standard Insurance Company is licensed to solicit insurance business in all states except New York. The Standard Life Insurance Company of New York is licensed to solicit insurance business in only the state of New York.

Call 877.851.1631 or visit www.eapbda.com. The EAP is always ready to assist you. We've also provided a handy reference card for your wallet.

How To Access EAP Online

1. Enter this address in your Web browser: **www.eapbda.com**
2. Enter **standard6** as the login ID (in all lowercase letters) when prompted.
3. Enter **eap4u6** as the password (In all lowercase letters) when prompted.

Note: It is a violation of your company's contract to share this information with individuals who are not eligible for this service.

— Fold —

EAP For Policyholders of The Standard

Call this toll-free number for access to EAP services.
877.851.1631
TDD 800.327.1833
Available 24 hours a day, 365 days a year.

Standard Insurance Company

The Standard Life Insurance Company of New York

www.standard.com

When Is The EAP Available?

Over-the-phone consultation and online access to EAP services are always available. Simply call the toll-free number or log on to **www.eapbda.com**. In emergency situations, you may call the toll-free number to speak with a master's-degreed clinician who can also connect you to emergency services.

Your program also includes up to six face-to-face assessment and consultative sessions per issue. A clinician will work with you to schedule appointments according to your needs.

What Can WorkLife Services Do For Me?

WorkLife services can save you countless hours by researching and providing referrals for important needs like:

- Child care and elder care
- Education
- Adoption
- Pet care
- Daily living
- Travel

A broad range of educational materials and guide books on dependent care topics are also available.

How Much Does It Cost?

The EAP and WorkLife services are provided to you in connection with your employer-sponsored group insurance from The Standard. If you accept a referral to services that are not a part of your EAP program, you may be responsible for the costs associated with those services.

All The Help You Need Online

The EAP provides the following online services:

- Informative guides and articles
- Monthly webinars and bulletins
- Options to search on your own for:
  - Child care or elder care services
  - Pet care
  - Adoption resources
- Detailed maps for every search
- Self-assessments
- Healthy lifestyle guidance, from tools for diet and fitness to smoking cessation
- Videos and articles on topics like understanding depression, nutrition advice and preparing for childbirth
- Financial and legal information, including a program for completing a simple will and identity theft consultation recovery and prevention services
- Detailed calculators used to help solve common financial concerns, such as computing college finances

Sample

Workplace Violence Incident Log

Date	Time	Description	Location	Witness Name	Witness Address & Phone #	Police Called Report #	Officer Name (Badge #)

Violence in the Workplace

Mitigation Plan

Version: Draft   Effective: 10/19/2016

This Mitigation Plan is part of the Workplace Violence Prevention Plan to be used by the Workplace Violence Prevention Team and the departments, in conjunction with the Risk Assessment Kit, individual department plans, results of the preparedness drills and Preparedness Review to identify those gaps in the status of the infrastructure, policy, and training of the department related to workplace violence prevention and response.

REVIEW INFORMATION				
Department			**Dates**	
Division				
	Name	Initial	**Building**	
Prepared By			**Address**	

<u>INSTRUCTIONS</u>

The Workplace Violence Prevention Team (Team) and department management work in cooperation to evaluate the results of the department drill(s) and the Preparedness Review to determine gaps in infrastructure, policy and training as established in the County Workplace Violence Prevention Plan (Plan), individual department plans and Risk Assessment Kit. Those gaps that need additional action (either by the County and/or the department) are listed in priority order. Those specific to the drill are identified on the Drill Actions Sheet. Those related to the review or any other aspect of preparedness are listed on the Review Sheet.

Additional comments are utilized to identify specific issues, situations, additional actions or follow up actions/questions.

Special considerations is where any special issues, budget requirements, legal or regulatory issues etc. are outlined for additional attention.

The Mitigation Plan is to be utilized as a road map for the department and County (as coordinated by the Team) for addressing the gaps before the next drill/review as much as possible. This also is used in the identification of required resources, such as capital funds for new alarms etc. During following reviews, the actions in the Mitigation Plan are reviewed to determine if progress has been made.

DRILL ACTION PLAN

This part of the Mitigation Plan relates to any corrective actions, adjustments, additions, etc. that are required as a result of the department's workplace violence drill. These are in addition to the review actions.

Issue	Title	Priority			Action
1		LOW	MED	HIGH	
2		LOW	MED	HIGH	
3		LOW	MED	HIGH	
4		LOW	MED	HIGH	
5		LOW	MED	HIGH	
6		LOW	MED	HIGH	
7		LOW	MED	HIGH	
8		LOW	MED	HIGH	
9		LOW	MED	HIGH	
10		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	

ADDITIONAL COMMENTS

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REVIEW ACTIONS PLAN

This part of the Mitigation Plan relates to any corrective actions, adjustments, additions, etc. required as a result of the department workplace violence preparedness review. Actions should be sorted in priority order and relate to all aspects of the review (infrastructure, policy and training).

Standard	Title	Priority			Action
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
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		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	

REVIEW ACTIONS (*continued*)

Standard	Title	Priority			Action
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	
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		LOW	MED	HIGH	
		LOW	MED	HIGH	
		LOW	MED	HIGH	

ADDITIONAL COMMENTS

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SPECIAL CONSIDERATIONS / COSTS

ITEM	COMMENTS	COSTS
1		
2		
3		
4		
5		