



Santa Barbara Countywide Policy Manual

Subject/Title: Workplace Violence Prevention Policy	Number:
Responsible Department: General Services (Safety), County Executive Office (Risk Management), County Human Resources (Employee Relations)	Dept. Reference: N/A
Approved by: Board of Supervisors	
Original Policy: 02/28/23 Revisions:	
Meet and Confer Obligations: All recognized employee organizations	
Scope of Application: This policy all County employees in all departments. Individual Departments may develop department specific implementation/ supplemental procedures that align with this policy.	

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I. Introduction

The County of Santa Barbara is actively engaged in establishing a safe and secure working environment reasonably free from fear of violence, aggression, intimidation, harassment or retaliation for all employees. Title 8, Section 3203 of the California Code of Regulations mandates employers to maintain an effective Injury and Illness Prevention Program (IIPP) which stipulates that responsible persons perform worksite analyses, identify hazards, and establish controls and training programs to reduce or eliminate hazards to worker health and safety. Accordingly, the County of Santa Barbara has developed a protocol for handling violent or potentially violent situations and added it to the County IIPP.

The County of Santa Barbara Agencies/Departments are encouraged to develop supplemental policies and/or procedures as may be required to address specific operational needs to further prevent workplace violence.

II. Scope

The County of Santa Barbara's Workplace Violence Prevention Policy provides an overview of policy, processes, and protocols that the County adopted to help identify and prevent threatening behavior and violence affecting the workplace and resolve threats and violence that occur.

A separate Workplace Violence Prevention and Intervention Plan describes the personnel within the organization typically involved in prevention and intervention efforts; outlines a proactive organizational approach to workplace violence focused on prevention and early intervention; and proposes ways, in which the organization can better detect, investigate, manage, and whenever possible, resolve behavior generated concerns for workplace safety from violence.

III. Categories of Workplace Violence

This policy and procedure considers the hazards known to be associated with the three major types of workplace violence as outlined by Cal OSHA.

- **Type I** involves a violent act or threat of violence by an individual with no legitimate relationship to the workplace who enters the workplace to commit a criminal act.
- **Type II** involves a violent act or threat of violence by a recipient of service provided by our County such as a client, patient, customer, probationer, inmate or juvenile ward.

- **Type III** involves a violent act or threat of violence by a current or former employee, supervisor or manager or any other person who has some employment-related involvement with the County, such as an employee's spouse or significant other, an employee's relative or friend, or another person, other than a recipient of service, who has a dispute with a County employee.

IV. County of Santa Barbara Workplace Violence Prevention Policy

The County of Santa Barbara is committed to providing a safe and secure workplace and will not tolerate acts or threats of violence in the workplace. The workplace includes any location where County of Santa Barbara business is conducted, including vehicles and parking lots. Any violation of this Policy may lead to criminal prosecution, and/or disciplinary action, up to and including termination.

a. **Prohibited Behavior**

Employees are prohibited from participating in or promoting acts of intimidation, violence, threats, coercion, and/or assault toward any person while in the course of County of Santa Barbara employment. The County of Santa Barbara has zero tolerance for any conduct that references workplace violence, even if it was intended to be harmless, humorous, a prank, blowing off steam, or venting.

b. **Workplace Violence**

“Workplace violence” is defined as any conduct that causes an individual to reasonably fear for his or her personal safety or the safety of his or her family, friends, and/or property. Specific examples of workplace violence include, but are not limited to, the following:

- i. Threats or acts of physical harm directed toward an individual or his/her family, friends, associates, or property;
- ii. The destruction of, or threat of destruction of County of Santa Barbara property or another employee’s personal property;
- iii. Fighting, challenging another person to fight, or participating in dangerous or threatening horseplay;
- iv. Striking, punching, slapping, or assaulting another person;
- v. Harassing or threatening phone calls;
- vi. Making threatening gestures;
- vii. Aggressive or hostile behavior that might create a reasonable fear of emotional distress;
- viii. Surveillance intentionally recording by video or audio a co-worker or employer without their consent for the purpose of eavesdropping, exploitation or other harmful intent ;
- ix. Stalking, the act of purposefully and repeatedly following or harassing a co-worker or employer in circumstances that would

cause intimidation or reasonable fear of injury especially because of express or implied threats;

- x. Using a weapon(s) during work hours unless the County of Santa Barbara issues the weapon(s) for performance of the job. Using or displaying a firearm, chemical agent, club or baton, knife, or any other device, tool, or implement that can cause bodily harm in such a manner to harass, intimidate, instigate others, cause harm or threaten a person with harm is an explicit violation of the policy;
- xi. Committing acts motivated by, or related to, domestic violence; or
- xii. Committing acts motivated by, or related to, any type of harassment including but not limited to harassment based on gender, sexual orientation, disability, religious affiliation, age, national origin, ethnic background, or race. .

c. Reporting Procedures

- i. Employees who have been a victim of, or have witnessed, workplace violence, are expected to report incidents to a departmental supervisor, manager or department director. The supervisor, manager or department director will immediately report the matter to the County Safety Officer and Human Resources Department Employee Relations Division.
- ii. The County Human Resources Department or designee will document the incident, including the employee names(s), date/time, location, incident description, witness names and statements, description of unidentified parties, description of the act(s) and/or behavior arising from the incident, action taken, and provide any other relevant information regarding the incident.

d. Dangerous/Emergency Situations

- i. In the case of imminent threat or danger to an employee or others, employees should attempt to retreat to safety. Once in a safe situation, the employee should **dial 911** to reach local law enforcement authorities. Employees should then contact at least one of the following: their supervisor, human resources representative, or other member of management. The employee should not attempt to take matters into his/her own hands but should wait for law enforcement officials to arrive.

e. Prevention

Each Department Head has authority to enforce this Policy by:

- i. Ensuring supervisors and staff attend training regarding their responsibilities under this Policy;

- ii. Assuring that reports of workplace violence are accurately and timely documented and addressed;
- iii. Notifying the County Human Resources Department, Risk Management and/or law enforcement authorities of any incidents;
- iv. Making all reasonable efforts to maintain a safe and secure workplace; and
- v. Maintaining records and follow up actions as to reports of workplace violence.

The County's Safety Officer and Physical Security Coordinator periodically inspect worksites to assess and manage potential workplace violence vulnerabilities through appropriate hazard control measures. County employees should report any behavior comprising overt or implied threats of physical harm or injury, loud and disruptive or abusive language, any agitated or hostile behavior that suggests a potentially explosive situation, and any other suspicious or questionable behavior that puts an employee in fear for his/her safety or the safety of others.

If employees are unsure whether they are dealing with a potentially volatile or explosive situation, they should contact their supervisor or other appropriate manager, immediately, so appropriate measures may be taken to de-escalate the situation, remove any disruptive individual from the premises, or notify the appropriate authorities.

While County management does not expect employees to be skilled at identifying potentially dangerous persons, they are expected to exercise good judgment and to inform their supervisor, County Human Resources or other members of management if any individuals exhibit behavior which could be a sign of a potentially dangerous situation. Such behavior may include but is not limited to:

- i. Discussing weapons or bringing them to the workplace;
- ii. Displaying overt signs of extreme stress, resentment, hostility or anger;
- iii. Making threatening remarks;
- iv. Sudden or significant deterioration of performance;
- v. Displaying irrational or inappropriate behavior.

Employees are expected to report such behavior, by notifying their supervisor, or Human Resources, or another member of management if they are involved in personal situations in which they have been threatened by either co-workers or by other individuals from outside the workplace. Employees are also encouraged to call the County Safety Hotline at 1-805-884-6879 or the County Safety Officer directly at 1-805-319-5968 to report suspicious behavior. Once a report consisting of potential for violence is received, an investigation and evaluation will be performed. Appropriate measures necessary to prevent a possible violent or hostile situation will be taken.

f. Restraining Orders

Employees who obtain a restraining order listing their workplace, person, or County property as a protected area must provide a copy of the temporary restraining order or the permanent restraining order to their supervisor and/or Department Head. The department must inform County Human Resources Department, Risk Management and County Counsel in the event this occurs. The County has an obligation to provide a safe workplace and can only meet this obligation if it receives information concerning individuals who have been ordered to maintain a distance from its facilities and/or employees.

While an employee may go to court and obtain a personal restraining order, California Code of Civil Procedure Section 527.8 allows an employer to go to court to obtain temporary and permanent restraining orders even though the employee has not filed for a personal restraining order.

g. Training

Appropriate Workplace Violence Prevention awareness and training shall be provided to employees as follows:

- i. Upon hire and as needed if a department-specific plan is adopted by a County department.
- ii. When identified as a corrective action through annual safety audits and inspections

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1. Key Elements of The County of Santa Barbara's Workplace Violence Prevention and Intervention Plan

The County of Santa Barbara has established a program that outlines a policy, procedures and practices for workplace violence prevention and intervention. The following general components are included.

- *Workplace Violence Prevention Policy*
 - The policy will be clearly communicated to employees at the time of hire and during employment. The policy states the County of Santa Barbara's commitment to providing a safe workplace and sets forth a code of conduct that prohibits all violence, threats, and behavior that could be interpreted as intent to cause physical harm.
- *Incident Notification and Communication Process*
 - The notification matrix provides a basic outline for internal and media communications process flow.
- *Threat Management Team*
 - An interdisciplinary team has been created to respond to incidents or reports of troubling behavior under the workplace violence prevention policy. This team is comprised of representatives from Human Resources Department, Risk Management, General Services Department, County Counsel, Sheriff's Office, Public Health Department, Behavioral Wellness Department as well as a representative from the impacted department. After an initial assessment of the situation has been made, the team may expand to include other appropriate staff.
- *Incident Management Process*
 - The program includes a pre-determined process by which the Threat Management Team will investigate, manage, and resolve reports made under the County of Santa Barbara's Workplace Violence Prevention Policy.
- *Physical Security Measures*
 - Physical security measures such as access control and visitor management, intrusion detection and alarm monitoring, closed circuit television and other systems will be addressed as part of the overall design of risk

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mitigation solutions. In addition, response procedures for employee safety during and after workplace violence situations are included.

2. Categories of Workplace Violence

This prevention and intervention plan address the hazards known to be associated with the three major types of workplace violence as outlined by Cal/OSHA.

- **Type I** involves a violent act or threat of violence by an individual with no legitimate relationship to the workplace who enters the workplace to commit a criminal act.
- **Type II** involves a violent act or threat of violence by a recipient of service provided by our County such as a client, patient, customer, probationer, inmate or juvenile ward.
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3. Physical Security Assessments

The Physical Security Coordinator and the County Safety Officer may assist with facility safety/security audits and inspections. This can be scheduled annually, upon request or as a result of a recent incident involving a County employee or property. This process will consist of identification and evaluation of the potential hazards of any changes in workplace function. Records of workplace violence inspections, including the name of the person conducting the inspection, are to be recorded and retained for five years.

Supervisors, Facility Managers or Department Safety Representatives should perform workplace hazard assessment for workplace security in the form of periodic (quarterly) safety inspections (see County's or department's Injury/Illness Prevention Program or contact the County Safety Officer in Risk Management).

Inspections for Type I workplace security hazards may include assessing the following:

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- The exterior and interior of the workplace for its attractiveness to criminal activity.
- The need for security surveillance measures, such as mirrors or cameras.
- Posting of signs notifying the public that limited or no cash is kept on the premises.
- Procedures for employee response during a robbery or other criminal act.
- Procedures for reporting suspicious persons or activities.
- Posting of emergency telephone numbers for law enforcement, fire and medical services where employees have access to a telephone with an outside line.
- Limiting the amount of cash on hand and using time access safes for large bills.

Inspections for Type II workplace security hazards may include assessing:

- Access to and freedom of movement within, the workplace.
- Adequacy of workplace security systems, such as door locks, security windows, physical barriers and restraint systems.
- Frequency and severity of threatening or hostile situations that may lead to violent acts by persons who are service recipients of our establishment.
- Employees' skill in safely handling threatening or hostile service recipients.
- Effectiveness of systems and procedures to warn others of a security danger or to summon assistance, e.g., alarms or panic buttons.
- The use of work practices such as "buddy" systems for specified emergency events.
- The availability of employees' escape routes.

Inspections for Type III workplace security hazards may include assessing:

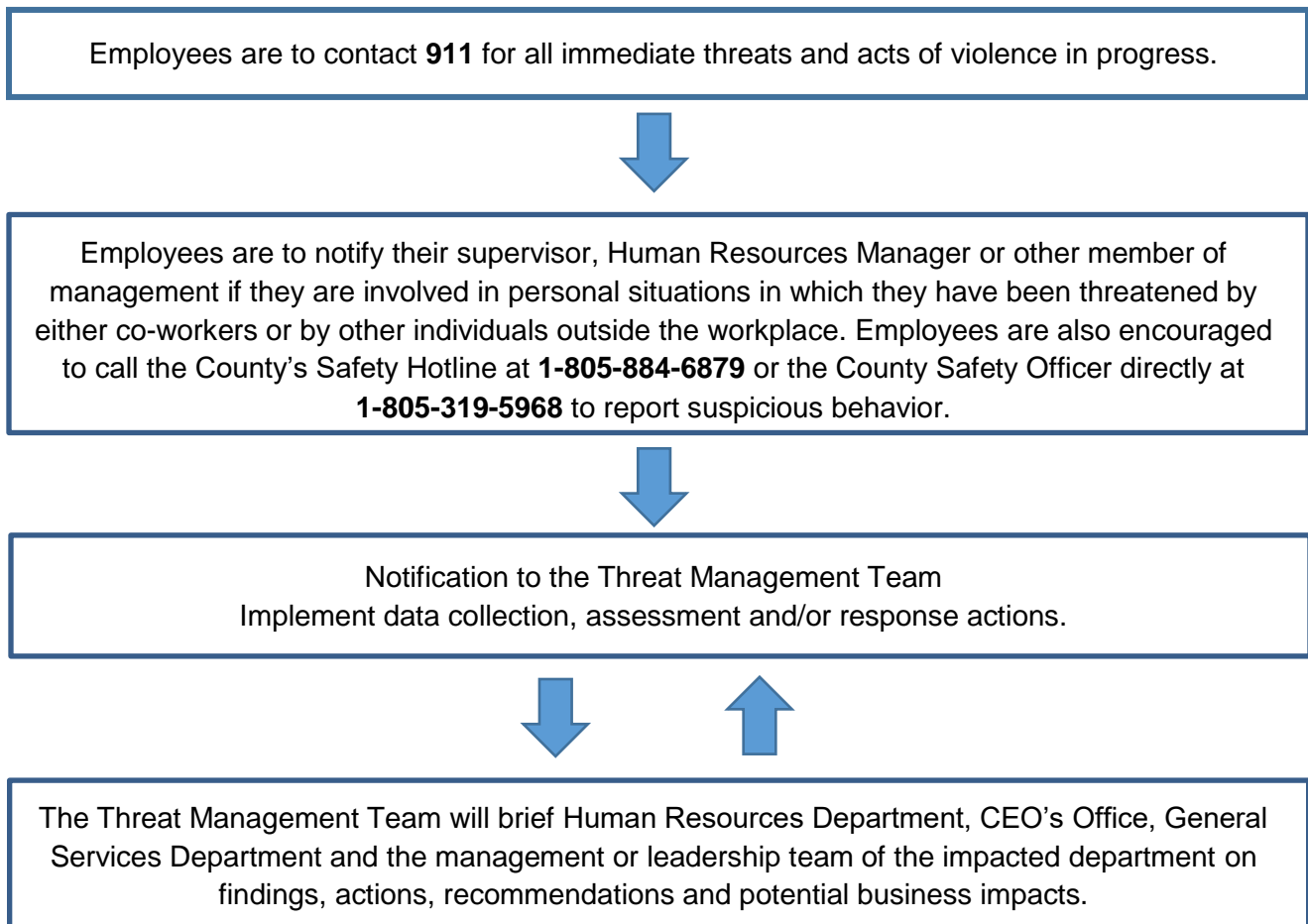
- How well our Anti-Harassment policy has been communicated to workers, supervisors or managers.
- How well our management and employees communicate with each other.
- Our workers', supervisors' and managers' knowledge of the warning signs of potential workplace violence.
- Access to, and freedom of movement within, the workplace by non-employees, including recently discharged workers or persons with whom one of our workers is having a dispute.
- Frequency and severity of worker reports of threats of physical or verbal abuse by managers, supervisors or other workers.
- Any prior violent acts, threats of physical violence, verbal abuse, property damage or other signs of strain or pressure in the workplace.

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- Worker disciplinary and discharge procedures.

All employees are encouraged to take an active role in creating a safe work environment. Any questions or concerns regarding this prevention and intervention plan should be directed to their Department Management, Human Resources Department, Physical Security Coordinator or County Safety Officer.

4. Incident Notification and Communication Process



All communications to media will be directed to and handled by a designated County communications manager.

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5. Threat Management Team

A multi-disciplinary group of personnel to receive, respond and disseminate initial reports of problematic behavior made under the County's Workplace Violence Prevention Policy.

Gary Thompson
Physical Security Coordinator
General Services Department
Office: 805.681.5590
Mobile: 805.448.1734
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Jon Menzies
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Risk Manger
Risk Management Division/CEO's Office
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Michelle Montez
Division Chief
Santa Barbara County Counsel's Office
805.568.2950
mmontez@countyofsb.org

As needed: Behavioral Wellness Department Representative, Sheriff's Office (Special Investigations Bureau), Human Resources Department (Director and Employee Relations Division Chief), District Attorney's Office (Investigations Commander), , Representative from Impacted Department

6. Incident Management Process

A pre-determined general process by which the Threat Management Team will investigate, manage and respond to reports made under the Workplace Violence Policy and Prevention & Intervention Plan is outlined in this section.

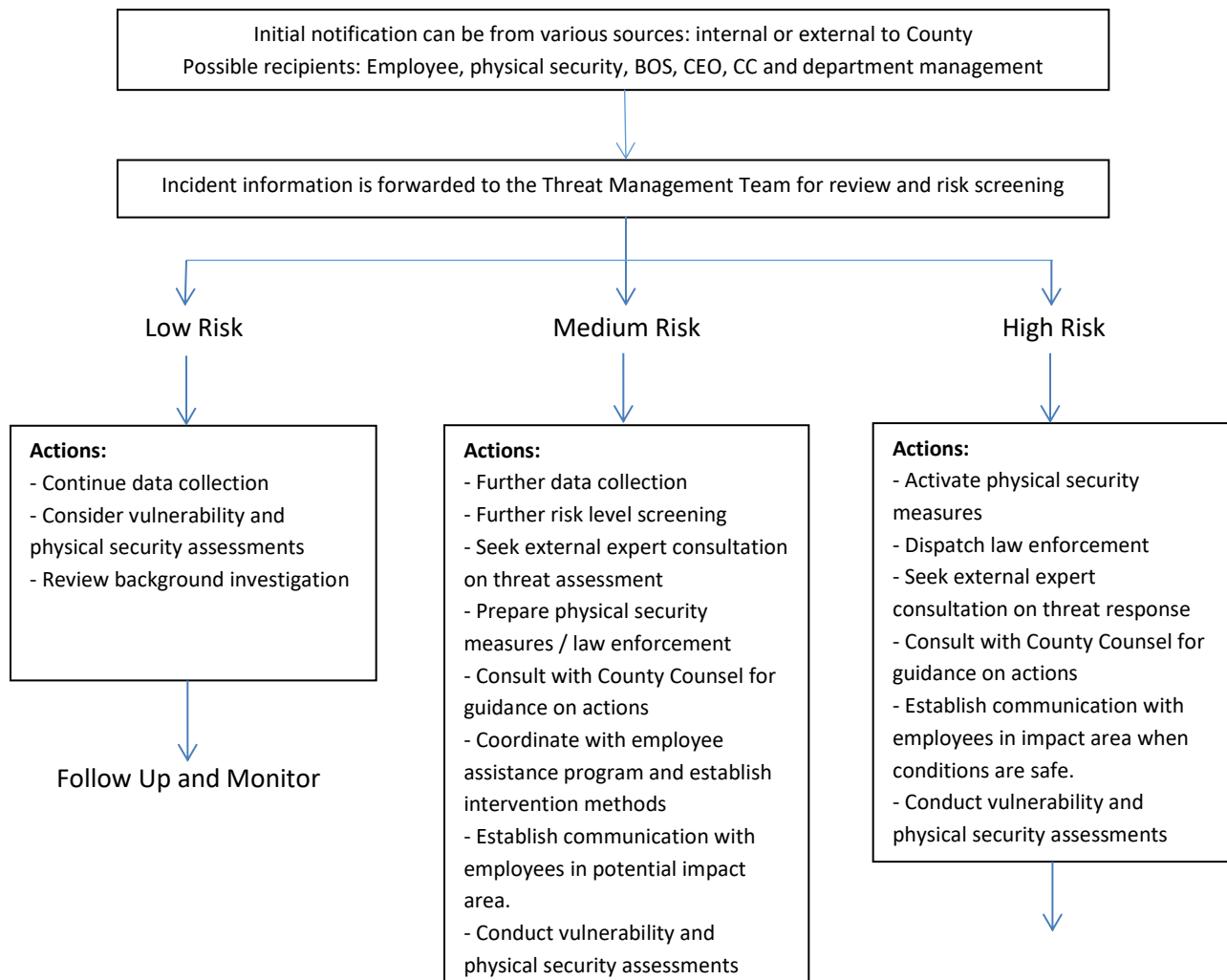
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Inappropriate behavior and communications by a perpetrator usually will precede a violent incident. Conduct by a perpetrator that falls short of actual violence often creates disruption and fear in the workplace prompting a need for formal intervention. The Threat Management Team will examine a full range of factors and circumstances, including an individual's personal history, grievances, motives, justifications, intentions and actions. Information gathered will typically reveal a level of risk posed by a person and provide necessary data to plan response strategies.

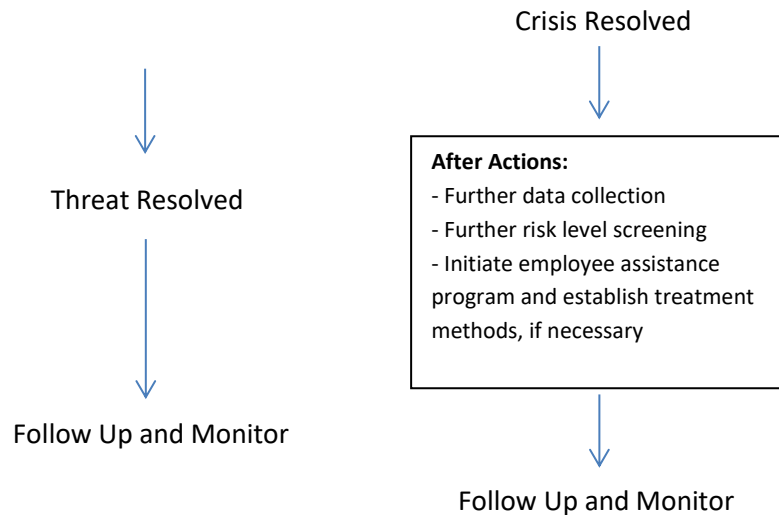
The Threat Management Team will remain alert to:

- Verbal abuse or harassment by any means or medium
- Chronic, unsubstantiated complaints about injustice; victim mindset
- Erratic or bizarre behavior that generates fear among co-workers
- High degree of emotional distress
- Fascination with weapons and an interest in violent events

6.1 Incident Management Process Flow



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6.2 Data Gathering and Risk Screening

Upon notification of a situation, the Threat Management Team will gather readily-available information and conduct a screening to judge the general level of risk posed by the behavior or circumstances in question.

An initial risk screening aims to assist the Threat Management Team in determining the urgency of the situation and appropriate initial actions to take. Information gathering should include the “who, what, when, where and why” of an incident.

Relevant Questions for Identifying Risk Factors:

- What is motivating the individual to make statements or take actions that led to concerns about the safety of the workplace and employees?
- What has the individual communicated concerning intentions, whether by words or other disclosures or actions?
- What interest has the individual shown in violence or its justification, violent preparation or weapons?
- Has the individual engaged in planning and preparation for violence, such as approaching a target or site; breaching protocols; or monitoring, harassing, or stalking employees?
- Does the individual have a known or suspected current or history of mental disorder or substance abuse? Has individual exhibited paranoia, delusional ideas, extreme agitation or suicidal tendencies?
- Does the individual blame others and exhibit a strong sense of entitlement or intolerance for others?

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- Has the individual experienced any serious personal or financial stressors?
- Has the individual expressed genuine remorse for making threats or engaging in behavior that has generated concern for safety?
- Has the individual engaged in appropriate problem-solving or sought professional treatment or legal recourse to manage the situation or problems?
- What services have been offered to the individual, and which have been accessed?

6.3. Assessment Criteria

Assessment criteria are aids, not diagnostic instruments or operational instructions. They are to be used for initial review of potential threat situations.

Assessments are to be further evaluated by an external violence and risk assessment expert or our Sheriff's Office representative.

	Low Risk	Moderate Risk	High Risk
Aggression	<ul style="list-style-type: none"> • One or two indirect threats or intimidating actions • One or two angry outbursts/hostile in nature • One or two perceived harassment incidents • Incidents short of physical action or property damage. 	<ul style="list-style-type: none"> • Two or more threats with specific time, target and method • Intimidation or repeated bullying • Repeated angry outbursts • Vandalism or destruction of another's property • Intentionally restricting movement of another person 	<ul style="list-style-type: none"> • Clear, direct, multiple threats, especially to authority with evidence of a violent plan • Intense anger • Fear-inducing, seeking direct contact, stalking, violating physical security protocols with malicious intent • Grabbing, striking, hitting, slapping or clearly using harmful force
Weapons Involvement	<ul style="list-style-type: none"> • Weapons in home • Long term sanctioned use, hunting, target practice 	<ul style="list-style-type: none"> • Weapons in vehicle • Increased weapons training without reason • Emotions stimulated by use of weapons • Acquires weapons in connection with an event • Inappropriate display of weapons not directed toward others 	<ul style="list-style-type: none"> • Carries weapons on person outside of home • Escalates training on weapon for emotional release • Intense preoccupation with comments on violent use of weapons • Use or display of weapons to intimidate or harm
	<ul style="list-style-type: none"> • Intermittent sadness, agitation • Tendencies toward suspiciousness, 	<ul style="list-style-type: none"> • Pervasive sadness • Regular mood swings, agitation 	<ul style="list-style-type: none"> • Depression with anger • Rapid mood swings, sustained agitation

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<p>Negative Mental Status</p>	<p>blaming others, jealousy or defensiveness</p> <ul style="list-style-type: none"> • Low/moderate substance abuse with links to violent behavior 	<ul style="list-style-type: none"> • Paranoid thinking, hallucinations and/or delusions, blaming others, hostile attitude • Methamphetamine, cocaine alcohol abuse other controlled substance • Lacks empathy 	<ul style="list-style-type: none"> • Paranoia, homicidal/suicidal thoughts, psychotic thoughts • Substance abuse drives aggression • Perception of being alone, unconnected to others • Feels humiliation or injustice over disciplinary action or relationship issue, feels to be a target of provocation
<p>Negative Organizational Issues</p>	<ul style="list-style-type: none"> • Possible discipline, negative performance review, suspension or non-violent related termination • Bypassed for raise, promotion or opportunity 	<ul style="list-style-type: none"> • Recent/pending disciplinary action • Unstable employment history • Probable suspension, termination or demotion, reinstatement unlikely 	<ul style="list-style-type: none"> • Separation/termination inevitable • Terminated & all legal resources for reinstatement or compensation exhausted; rules against subject
<p>Personal Stressors</p>	<ul style="list-style-type: none"> • Mild financial problems • Minor legal issues • Minor health problems 	<ul style="list-style-type: none"> • Significant financial pressures • Chronic, demoralizing health problems • Negative coping skills 	<ul style="list-style-type: none"> • Loss of relationship • Serious financial crisis • Serious health issues • Serious legal issues • Destructive coping skills
<p>History of Violence</p>	<ul style="list-style-type: none"> • Early problems at home • Behavior related job turnovers 	<ul style="list-style-type: none"> • Victim or witness to family violence • Arrests/convictions for non-violent offenses • Serious work-related confrontations • Prior restraining orders/protective orders 	<ul style="list-style-type: none"> • Credible evidence of violent history • Arrests/convictions for violent crimes • Violation of restraining/protective orders

6.4. Threat Response Actions

When an initial risk screening indicates that a concern for violence is unwarranted, the Threat Management Team will direct the incident to be handled by the departmental Human Resources contact under normal disciplinary and employee relations protocols.

The Threat Management Team should consider the following actions when directly involved with the person of concern:

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- Conduct a more detailed investigation including searches of workplace computers, public records, databases, social media, and other sources legitimately available for information pertinent to expressed hostilities.
 - Engage with external experts and/or Sheriff's Office personnel to conduct a formal risk assessment and to counsel the department on steps it can take to address and mitigate the situation.
 - Consider discipline, suspension or separation of employment. These actions may include the referral to EAP.
 - Consult with County Counsel and the County Disability Manager to determine obligations under the Americans with Disabilities Act and related state laws.
 - If the threat is third party, consideration will be made to use the services of professional surveillance experts.
 - Consider taking legal action such as restraining or protective order.

The Threat Management Team should consider the following actions for the victim or target:

- Refer the employee to professionals who can provide emotional counseling and safety training, such as EAP and community-based programs.
- Discuss possible employment actions with the employee, such as relocation or transfer, administrative leave, or other accommodations within employee relations protocols.
- Consider County Disability Manager referral if assistance is needed with workplace accommodations
- Instruct the employee to communicate all future contacts by the threat.
- The Threat Management Team should remain in close contact with victim or target until the situation is resolved.
- Instruct employees and victims to report criminal activity and threats to local law enforcement.

6.5. Threat Response Criteria

	Low Risk	Moderate Risk	High Risk
	<ul style="list-style-type: none"> • Initial data intake by Threat Management Team • Interviews with victims, witnesses and instigator 	<ul style="list-style-type: none"> • Initial data intake by Threat Management Team • Interviews with victims, witnesses and instigator • Consult with violence risk assessment expert 	<ul style="list-style-type: none"> • Initial data intake by Threat Management Team • Violence risk assessment expert conducts interviews onsite with Threat

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Risk Assessment			Management Team, victims, witnesses and instigator
Security		<ul style="list-style-type: none"> • Consider law enforcement liaison • Initiate security plan for interviews with management, victims, witnesses and instigator 	<ul style="list-style-type: none"> • Coordinate law enforcement liaison • Initiate security plan for interviews with management, victims, witnesses and instigator • Coordinate personal security plans for individuals targeted
County Counsel	<ul style="list-style-type: none"> • CC audit of employment related issues and action, including Title VII, privacy, harassment • CC consultation on incident management strategies, including communications to maintain privilege and control and direction of background investigations 	<ul style="list-style-type: none"> • CC audit of employment related issues and action, including Title VII, privacy, harassment • CC consultation on incident management strategies, including communications to maintain privilege and control and direction of background investigations • Suspension/Separation action review • Consider civil (restraining order) or referral for criminal action 	<ul style="list-style-type: none"> • CC audit of employment related issues and action, including Title VII, privacy, harassment • CC consultation on incident management strategies, including communications to maintain privilege and control and direction of background investigations • Separation action review • Consider civil (restraining order) or referral criminal action

7. Physical Security Response & Access Control

When an individual poses a threat to the organization or an employee is targeted with violence, the Threat Management Team will implement additional safety and security measures.

1. Access Control:

- i. Each department will develop and implement a department specific access control procedure as appropriate to the work area. The outcome from the hazard assessment, conducted in conjunction with the IIPP audit, will be used to determine the appropriateness of these procedures.
- ii. Access to Premises: Employees should be on the premises only during normal business hours or authorized hours of work.

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- iii. Visitors: Individuals not employed by the County should be accompanied by a County employee when they are afforded access to non-public areas normally restricted to employees only.

7.1. Parking and Vehicle Escorts (External Threat)

- Victims may receive a parking space in front of the County facility in which they work. The parking space will be reserved with an orange cone or other identifiable mechanism. In some cases, the victim's vehicle will be parked in a location that is captured by CCTV.
- At County facilities with contract security services, security officers will position themselves at the main entry to the building or designated parking space. The security officer will make sure the victim enters the building safely. At County locations without contract security services, the Physical Security Coordinator will schedule and coordinate a security officer to be onsite to perform escort functions until the threat has passed.
- The victim will contact the security desk when ready to depart at any time during the day. The victim will meet the security officer in the building lobby.
- The security officer will scan the immediate area before proceeding to the vehicle.
- Security officers will proceed with escort to the victim vehicle from the building lobby.
- During evening hours, the security officer will wear an emergency vest and utilize a flashlight.
- Once the victim departs property, the security officer will ensure the designated parking space is reserved for future use.

Additional Recommendations:

- If a victim goes outside during the day without a security escort, it is recommended that the individual stay within a group of people. Avoid moving to and from the workplace alone.
- The victim is to be instructed to depart at different times and not to keep a predictable schedule.

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7.2. BOLO Distribution

A be on the look-out (BOLO) form will be issued to security staff or applicable personnel. The form will include a photo of the threat/instigator (if available), name, height, weight, and hair color and vehicle information (if available). Security staff will be instructed to contact the Physical Security Coordinator if threat/instigator is on property or follow any other protocol provided for this specific situation.

7.3. Physical Security Considerations for Meetings with Potentially Volatile Employees

When requested by a member of management or a Human Resources representative, the Physical Security Coordinator will assist by providing a safe environment during meetings with potentially volatile employees. The below listed steps are recommended.

- Request for assistance should be directed to the Physical Security Coordinator at 805-448-1734 or 404-877-2515. The Physical Security Coordinator will obtain as much information about the issue as possible. (employee name, department, title, unusual behavior, areas of concern, and any other relevant information). If request for assistance is received by a security officer or member of the Threat Management Team, the information will be securely forwarded to the Physical Security Coordinator.
- The two-person rule will be in place in response to the separation meeting for safety purposes. Responding parties will include the Physical Security Coordinator and a security officer.
- The Physical Security Coordinator will be the primary respondent and assist management or Human Resources personnel as requested. The security officer will act as a back-up (safety) officer. The security officer will take a position within the immediate area to assist if needed. The security officer will take direction from the Physical Security Coordinator.
- Depending on the situation, the separated employee may be escorted by the Physical Security Coordinator and/or security officer off property or to their vehicle.
- The supervisor of the separated employee or Human Resources representative will have the responsibility of ensuring all property belonging to the employee, not taken at the time of departure, is delivered in a timely manner to that separated employee.

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- Security personnel will not take possession of or handle a separated employee's property during escort unless authorized by the Physical Security Coordinator.
- If the employee is acting in a disorderly or violent manner during or at the conclusion of the separation meeting, the steps listed below will be followed:
 - If needed, contact 911 and dispatch law enforcement.
 - Upon arrival, law enforcement will be escorted to the incident location or to the subject location.
 - Law enforcement will be asked to issue a criminal trespass warning.
 - If the separated employee performs criminal actions, law enforcement may be asked to engage and proceed with incarceration.
- Upon conclusion, the Physical Security Coordinator will document the actions taken and provide to the Threat Management Team.
- Post meeting briefings are to be held to record lessons learned and document feedback and to determine mitigation against any future threats.

8. Best Practices for Meeting with Potentially Volatile Employees

If an employee is engaged in significant misconduct or posing safety risks it does not mean the employee needs to be separated quickly. Most employees have due process rights that must be followed. Hasty, spur-of-the-moment separations often lead to questionable decisions, sloppy execution and elevated emotions. Take time to plan safety measures.

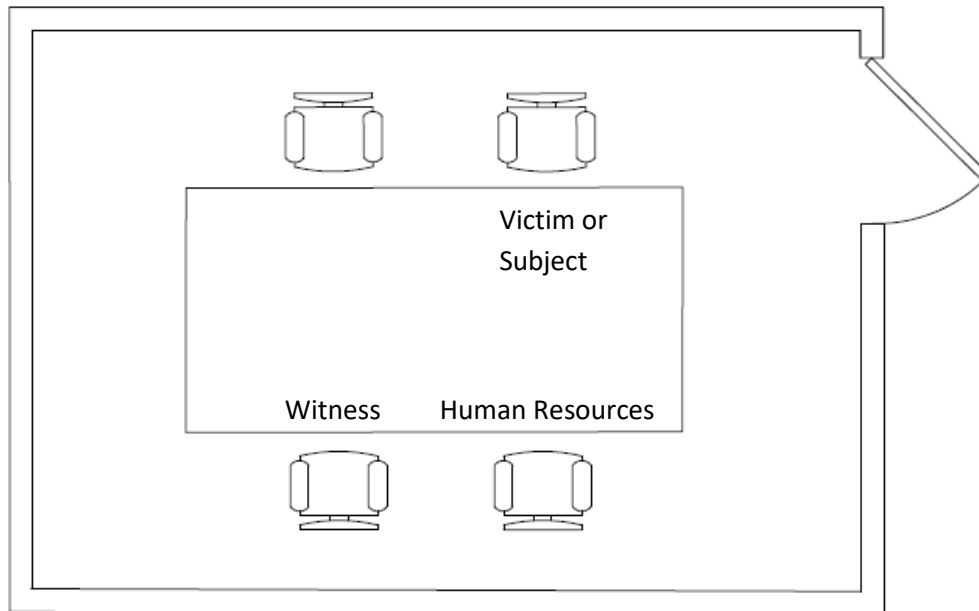
8.1 Location

While it is not always possible to find the perfect location for the meeting, the location is one of the most critical components. The setting should be private, with a minimal amount of distractions. Typically, a conference room often represents the best balance in achieving the right environment. Meeting locations should be selected on the ground floor away from large populations of employees. Conference rooms without glass windows are preferred for the purpose of reducing subject or victim embarrassment and at the same time ensuring privacy.

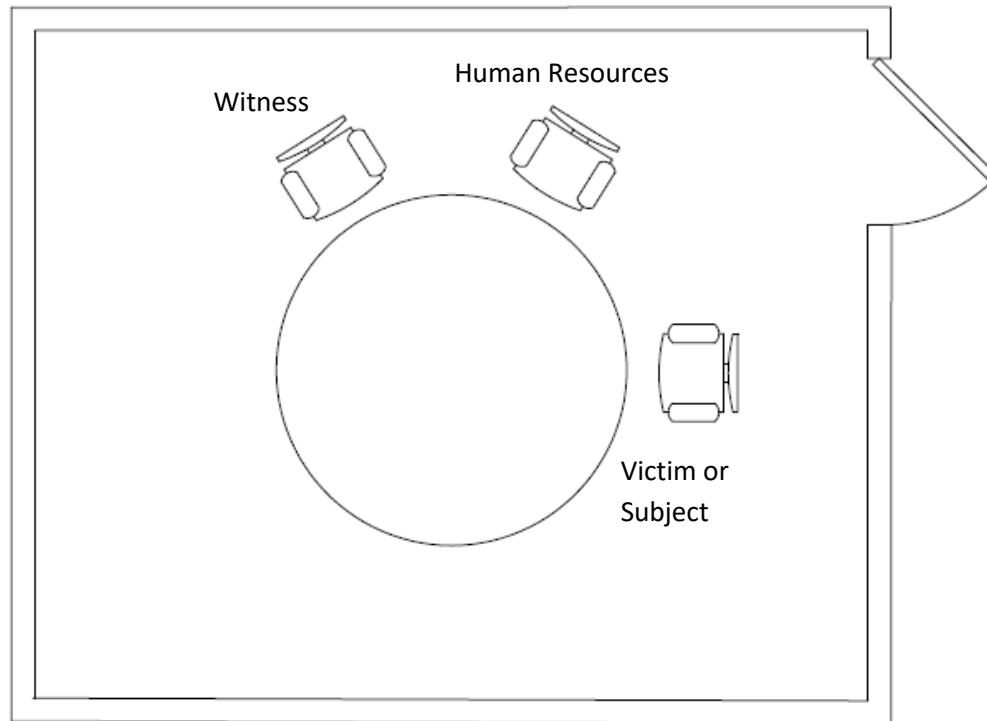
8.2 Seating

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Subject or victim should sit with a clear exit path. The purpose is to reduce anxiety and the fear of being trapped. Every effort should be made to make them feel comfortable and less contained and have confidence in the process. The Physical Security Coordinator should be notified prior to all meetings where behavioral concerns exist.



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8.3 Hazardous Contents

It is important to make sure any potential weapons are removed prior to the meeting. People can muster many objects when they perceive they are being threatened and want to lash out. The following example items are to be removed from the meeting location:

- Scissors
- Loose pens and pencils
- Letter openers
- Blunt objects
- Coffee mugs
- Drinking glasses

9. More Best Practices for Meeting with Potentially Volatile Employees

- Coordinate with law enforcement if threat is perceived (history of violence and behavior issues). Management should contact the Threat Management Team for consultation.

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- If warranted, the Physical Security Coordinator will coordinate with local law enforcement and contact security vendors to provide appropriate security and safety measures during and after the separation meeting.
- The separation meeting should be conducted by a Human Resources representative with a member of management and/or neutral witness. If the presence of management is likely to anger the subject, it is recommended that the Department Head refrains from participating in the meeting.
- The Physical Security Coordinator will notify local law enforcement. Law enforcement will take note and communicate internally. They will not respond unless called. However, they will know ahead of time of the situation and be prepared.
- Management and Human Resources representatives are to report behavioral issues immediately. The Physical Security Coordinator and Human Resources are to conduct meetings with department executives ahead of time to identify employees who may have violent tendencies or are dealing with known issues outside of work that may escalate their emotions.
- The Physical Security Coordinator will schedule a security officer or law enforcement at locations with potential issues. Responding parties will be asked to stay “out of site out of mind” unless needed. This reduces the risk of upsetting suspected individuals and building anxiety amongst impacted employees.
- Management and human resources representatives are to report threats immediately to the Threat Management Team. Threats will be assessed and acted on accordingly.
- There should be a “no tolerance” rule in effect. Any employee who makes verbal or physical threats is to be removed from the premises immediately and noticed for dismissal after due process rights have been observed. In response, the Physical Security Coordinator will coordinate law enforcement involvement (frequent patrols of location, staffing security or law enforcement at location, initiate law enforcement investigation process)
- Meetings should be held in an area captured by CCTV surveillance.
- Risk Management will conduct after action meetings as necessary.

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10. Collection of County Property

County property must be collected at the conclusion of any separation meeting (laptops, communication devices, access badges). Notification to network administration and the Physical Security Coordinator is required following the meeting to ensure persons do not have access to intellectual property and County facilities.

11. Use of Administrative Leave

“Administrative Leave pending review” may be more effective in easing tensions than a rushed separation. Placing an employee on Administrative Leave accomplishes several things:

- Removes the employee from the workplace and from official interaction with co-workers and customers;
- Allows a “cooling off” period for emotions (employee, managers, co-workers);
- Allows time for gathering facts, documentation and witness information;
- Reduces the “intimidation factor” for witnesses when the subject employee is absent from the workplace;
- Lets the employee know the County is carefully reviewing his/her employment status or incidents affecting that status;
- Allows time to obtain the employee’s response to the alleged conduct;
- Allows time for HR and/or legal review; and
- Allows time to review safety concerns and put appropriate security measures into effect.

12. Training

Appropriate Workplace Violence Prevention awareness and/or training shall be provided to employees as follows:

- Upon hire and as needed if a department-specific plan is adopted by a County department.

When identified as a corrective action through annual safety audits.

Additional training, including training in de-escalation strategies and in other areas, may be provided through County preferred training partners and internal subject matter experts upon departmental request.