



# **WORKPLACE VIOLENCE PREVENTION PROGRAM**

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## WORKPLACE VIOLENCE PREVENTION PROGRAM

### WHAT IS WORKPLACE VIOLENCE?

The National Institute for Occupational Safety and Health defines workplace violence as the act or threat of violence, ranging from verbal abuse to physical assault, directed toward people at work or on duty.

This includes written threats, verbal threats, and threatening behavior, like throwing objects or even shaking fists at another person. Therefore, workplace violence is any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the worksite. It ranges from threats and verbal abuse to physical assaults and even homicide.

Workplace violence can affect and involve employees, clients, customers, and visitors.

### POLICY

It shall be the policy of **Indeed Flex** to provide all employees and members of the public with a safe and healthful work environment.

It shall be the policy of **Indeed Flex** to take appropriate actions to protect, as fully as possible, our employees and members of the public from acts of violence, threats, intimidation and harassment which may occur at our workplaces, and during the performance of duties.

**Indeed Flex** shall also take action, including involving state or local law enforcement, in pursuing prosecution through judicial or other appropriate administrative remedies when such incidents occur.

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## **PURPOSE**

The purpose of the "Workplace Violence Prevention Program" is to ensure that **Indeed Flex** provides employees and members of the public with a place to conduct the business of **Indeed Flex** free of threats, intimidation, harassment, and acts of violence.

**Indeed Flex prohibits any type of employee retaliation for the reporting of workplace related violence.**

## **LEGAL AUTHORITY**

California State Senate Bill 553:  
Effective May 31, 2023

California Code of Regulation Title 8

Section # TBD California Labor Code Section 6400:  
Requires every employer to furnish a safe and healthful place of employment.

California Government Code Section 19572:  
Prohibits workplace violence, discourteous treatment, negligence and/or recklessness, and constitutes cause for discipline.

## **DEFINITIONS**

**Act of Violence** - An act of violence is the attempt (coupled with the ability), or actual use of force of violence with the intent to threaten, harass, intimidate, commit a violent injury, or damage/destroy property.

**Threat** - A threat is a statement (verbal, written or physical) which is intended to intimidate by expressing the intent to either harass, hurt, take the life of another person, or damage/destroy property. This includes threats made in jest but which others could perceive as serious.

**Harassment** - The creation of a hostile work environment through unwelcome words, actions, or physical contact not resulting in physical harm. Verbal harassment may include disparaging or derogatory comments or slurs, unreasonable or excessive criticism, or name calling.

**Intimidate** - To make afraid; to frighten, alarm, annoy, or scare. To force a person into, or deter them from, some action by inducing fear by, or as if by, threats.

**Stalking** - Stalking occurs when any person willfully, maliciously and repeatedly follows or harasses another and makes a credible threat with the intent to place that person in reasonable fear for his/her safety or the safety of his/her immediate family.

**Workplace** - A workplace shall be anywhere an employee is conducting authorized business, or enroute to and from (excluding normal commute) to a location where IndeedFlex business is, will be, or has been, conducted.

**Workplace Violence** - These are the major types of workplace violence:

**Type I - Criminal Intent Violence:** The aggressor has no legitimate business relationship to the workplace and usually enters the affected workplace to commit a robbery or other criminal act such as robbery.

**Type II - Customer/Client Violence:** The aggressor is either the recipient or the object of a service provided by the affected workplace or the victim, such as a current or former client or customer.

**Type III - Worker on Worker Violence:** The aggressor has some employment-related involvement with the affected workplace such as a current or former employee, supervisor, manager. For example, this may be a disgruntled former employee who returns to their workplace to “seek revenge” for being disciplined or “told on” by another employee.

These types of violent acts are more likely to happen after an employee is fired, or when hiring managers do not use due diligence throughout the hiring or promotion processes. Factors that contribute to Worker on Worker Violence may include understaffing, downsizing, frustration over poorly defined job roles, poor management styles, and/or a high rate of grievances and disputes.

**Type IV - Personal Relationship Violence:** This type of violence is typically committed by individuals who do not have a relationship with the workplace but has a personal relationship with one of the employees. Personal Relationship Violence is perhaps the most difficult kind of violence to prevent because it involves an individual who is an employee at the workplace, and another who does not.

It is also challenging to prevent because the public may be able to access the work environment easily during normal business hours. Additionally, employees who experience this type of violence may sometimes be unable to transfer to other work locations in a timely manner, if different units and sections of the department are in one location. Compared to men, women are at a higher risk of experiencing this type of violence.

### **Forms of Workplace Violence**

Workplace violence may take many forms, including but not limited to written threats by letter, fax, and electronic mail; text messages or online posts; or verbal threats delivered in person or by telephone.

Other forms of workplace violence include intimidation, harassment (including sexual harassment) mugging, robbery or attempted robbery, as well as destruction of property.

Extremely serious ones could be physical assault, bomb threats or mass/ active shooter threats, rape and/or murder.

#### ● **Assault:**

Physical or verbal attack on someone, which results in bodily or emotional injury, pain and/or distress. Assault may involve hitting, punching, poking, kicking and/or use of a weapon.

#### ● **Threat:**

Any written or oral expression or gesture that could be interpreted by a reasonable person to convey an intent of physical harm to persons or property. There are **several types of threats** to be aware of:

- **Direct Threats** - Straightforward and explicit statements of an intent to commit harm
- **Indirect Threats** - Vague, unclear, and ambiguous statements whereby the plan, the intended victim, the motivation, and other aspects of the threat are masked or equivocal

- **Veiled Threats** - Indirect, vague, or subtle statements suggesting potential harm. This includes statements such as “He won’t get away with this”, “I’ll get her or show her” or, “They’ll see.”
- **Conditional Threats** - Statements intending harm and specifying either conditions or demands to be met in order to stop the harm or conditions under which the threat will be carried out.
- **Implausible Threats** - Statements of intended harm that are unrealistic and impossible to carry out.

#### ● **Intimidating or Harassing Behavior:**

Threats or other conduct which can lead to hostile work environments, impede operations, and/or inhibits and frightens others.

#### ● **Physical Intimidation or Harassment:**

This may involve blocking movement, holding, grabbing, following, touching or any other inappropriate physical contact.

#### ● **Psychological Intimidation or Harassment:**

This may involve making malicious, rude, derogatory, disrespectful, insubordinate, disparaging, false, obnoxious, or abusive statements with the intent to hurt the reputation of others.

### **RESPONSIBILITY**

**The WVPP administrator, Kevin McKinley, EHS Manager, has the authority and responsibility for implementing the provisions of this plan for Indeed Flex.**

**All managers and supervisors are responsible for implementing and maintaining the WVPP in their work areas and for answering employee questions about the WVPP.**

Manager/Supervisor - Managers and supervisors are responsible for ensuring / maintaining compliance with the provisions of the *Workplace Violence Prevention Program* at their particular **Indeed Flex** worksite.

Employee - All employees are expected to act professionally, courteously, and responsibly at all times. It is the responsibility of each and every employee to immediately report any and all acts of workplace violence to their supervisor or manager without fear of reprisal.

**NOTE:** Management should take all reports seriously. The initial verbal report must be followed up with written documentation which should include the following critical information:

*Names of the involved parties (i.e. perpetrator, victim and witnesses), exactly what occurred, when the incident occurred, where the event took place, and if known why it happened.*

## **COMPLIANCE**

**Indeed Flex** is committed to ensuring that all safety and health policies and procedures involving workplace violence prevention are clearly communicated and understood by all employees.

All employees are responsible for using safe work practices, for following all directives, policies and procedures, and for assisting in maintaining a safe, healthy and secure work environment.

Our system of ensuring that all employees, including supervisors and managers, 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, include:

1. Training employees, supervisors, and managers of the provisions of **Indeed Flex's** Workplace Violence Prevention Program (WVPP) when they are hired and periodically through memos, electronic mail, staff meetings, and training.

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2. Evaluating employees to ensure compliance with **Indeed Flex's** WVPP.
3. Recognizing employees who demonstrate work practices that promote the WVPP in the workplace.
4. Providing training and/or Employee Assistance Program services to employees whose compliance is deficient with the WVPP.
5. Disciplining employees for failure to comply with WVPP.



6. Ensuring proper notice to all employees of **Indeed Flex's** WVPP.

## COMMUNICATION

**Indeed Flex** recognizes that to maintain a safe, healthy and secure workplace we must communicate to all employees, including managers and supervisors, all workplace safety, health and security issues.

We have a communication systems, (The Beam, SafesForce and internal Newsletter) designed to encourage a continuous flow of safety, health and security information between management and our employees without fear of reprisal and in a form that is readily understandable.

We will communicate **Indeed Flex's** WVPP policies and procedures.

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1. New employee orientation.
2. Periodic (designated timeframe based on the frequency and severity of workplace violence incidents) review of our WVPP with all employees.
3. Training programs designed to address specific aspects of workplace violence prevention and security unique to each **Indeed Flex** California location.
4. Posting and distributing workplace violence prevention information.
5. Reporting workplace violence/security hazards or threats of violence.
6. Protecting employees who report incidents of workplace violence from retaliation by the person making the threats. Employees who report incidents of workplace violence will be protected from the person making the threats by **Indeed Flex** immediately taking the appropriate actions such as removing the person making the threats from the work area until the situation is resolved. [**NOTE: For serious threats or acts of violence, the local police will be called**].
7. Addressing security/workplace violence issues at the workplace where Branch Operation Managers hold meetings to discuss

violence prevention. (*Each incident of workplace violence that occurred in California will be universally communicated to every branch and each branch will discuss the matter to see if and how it could apply to their location*).

8. Other: (*Branch staff may address specific requirements that may be specific to their location (i.e. high crime area, recent alert via news, etc.)*)

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### **Incident Reporting Procedures**

1. Call 911 whenever prudence dictates (*i.e. if there is a conflict or emergency situation or if someone has been seriously injured*).
2. Report all threats or acts of workplace violence to your supervisor or manager.
3. The supervisor or manager should complete an Incident Report Form (**Appendix TBD**) and give it to Kevin McKinley, EHS Manager.

### **Violent incident log**

**Indeed Flex** will maintain a log of all incidents of workplace violence even if the incident did not result in injury. This log will include information on every workplace violence incident, based on employee statements, witness statements, and investigation findings. Incident information will include at least the following:

- Incident date, time, location.
- Workplace violence “Type” (1, 2, 3, and/or 4).
- Detailed description of the incident.
- Classification of who committed the violence.
- The circumstances at the time of the incident.
- Where the incident occurred.
- Specific incident characteristics, such as physical attacks, weapon involvement, threats, sexual assault, animal incidents, or other events.
- What the consequences of the incident were, including any involvement of law enforcement.
- What steps were taken to protect employees from further threat or hazards.

- Who completed the log, including their name, job title, and the date completed.

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## **HAZARD ASSESSMENT**

**Indeed Flex** will perform a workplace hazard assessment for workplace violence prevention/security in the form of periodic inspections.

Periodic inspections to identify and evaluate workplace violence/security hazards and threats of workplace violence are performed by: (*hub location specific person's name*)

Periodic inspections are performed according to the following schedule:

1. When the Workplace Violence Prevention Program is implemented;
2. No less than once a quarter, (see **Appendix** TBD)
3. When new, previously unidentified workplace violence/security hazards are recognized;
4. When occupational injuries or threats of injury occur; and
5. Whenever workplace conditions warrant an inspection. [**NOTE:** *Within 30 days of the reported incident a follow-up inspection is warranted*].

Periodic inspections for violence prevention/security hazards consist of identification and evaluation of workplace hazards and changes in business practices, and may require assessing for more than one type of workplace violence.

Each **Indeed Flex** hub performs inspections for each type of workplace violence by using the methods specified below to identify and evaluate workplace hazards. **Indeed Flex** will focus on the *three primary types* of workplace hazards.

Inspections for **Type I** workplace security hazards include assessing:

1. The exterior and interior of the workplace for its attractiveness to

- robbery or other criminal acts.
- 2. The need for security surveillance measures, such as mirrors or cameras.
- 3. Posting of signs notifying the public that limited cash is kept on the premises.
- 4. Procedures for employee response during a robbery or other criminal act.
- 5. Procedures for reporting suspicious persons or activities.
  
- 6. Limiting the amount of cash on hand.
  
- 7. Building alarm systems and Crime Prevention through Environmental Design (may need to work with facilities managers).
- 9. Other: Including landscaping, lighting, building design.

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Inspections for **Type II** workplace security hazards include assessing:

- 1. Access to, and freedom of movement within, the workplace.
- 2. Adequacy of workplace security systems, such as door locks, security windows, physical barriers, and restraint systems.
- 3. Frequency and severity of threatening or hostile situations that may lead to violent acts by persons who are service recipients of our establishment.
- 4. Employee's skill in safely handling threatening or hostile service recipients.
- 5. Effectiveness of systems and procedures to warn others of a security danger or to summon assistance, e.g., alarms or panic buttons.
- 6. The use of work practices such as "buddy" systems for specified emergency events.
- 7. The availability of employee's posted escape routes.
- 8.

Other: \_\_\_\_\_

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Inspections for **Type III** workplace security hazards include assessing:

1. How well our establishment's workplace violence prevention policy has been communicated to employees, supervisors, or managers.
2. How well our establishment's management and employees communicate with each other.
3. Our employees', supervisors' and managers' knowledge of the warning signs of potential workplace violence.
4. Access to, and freedom of movement within, the workplace by non-employees, including former employees or persons with whom one of our employees is having a dispute.
5. Frequency and severity of worker reports of incidents of physical or verbal abuse by managers, supervisors or other employees.
6. Any prior violent acts, threats of physical violence, verbal abuse, property damage or other signs of strain or pressure in the workplace.
7. Worker progressive disciplinary procedures.

## **INCIDENT INVESTIGATIONS**

**Indeed Flex** has established the following policy for investigating incidents of workplace violence.

Our procedures for investigating incidents of workplace violence, which includes threats and acts of violence, include:

1. Reviewing all previous incidents.
2. Visiting the scene of an incident as soon as possible.
3. Interviewing involved employees and witnesses.
4. Examining the workplace for security risk factors associated with the incident, including any previous reports of inappropriate behavior by the perpetrator.
5. Determining the cause of the incident.
6. Taking corrective action to prevent similar incidents from occurring.
7. Recording the findings and ensuring corrective actions are taken.
8. Obtain any reports completed by law enforcement.

## **HAZARD CORRECTION**

Hazards, which threaten the security and safety of employees, shall be corrected based on severity when they are first observed or discovered.

Corrective measures for **Type I** workplace security hazards can include:

1. Making the workplace unattractive to robbers and other criminal acts. This may include effective lighting, ensuring that no one is at the branch alone, having barriers in place to prevent direct public access, etc.
2. Utilizing security guards and surveillance measures, such as cameras or mirrors, to provide information as to what is going on outside and inside the workplace.
3. Reporting procedures for notifying designated employees of suspicious persons or activities.
4. Posting emergency telephone numbers for law enforcement, fire and medical services where employees have access to a telephone with an outside line.
5. Posting signs to notify the public that limited cash is kept on the premises.
6. Training on emergency action procedures for employees, supervisors and managers.
7. Using alarm systems and access control systems.
8. Applying Crime Prevention through Environmental Design practices.

Corrective measures for **Type II** workplace security hazards include:

1. Controlling access to the workplace and freedom of movement within it, consistent with business necessity.
2. Ensuring adequate workplace security/access control systems, such as door locks, security windows, physical barriers, and restraint systems.
3. Providing worker training in recognizing and handling threatening or hostile situations that may lead to violent acts by persons who are service recipients of our establishment.
4. Placing effective systems to warn others of a security danger or to summon assistance, e.g., alarms or panic buttons.
5. Providing procedures for a "buddy" system for specified emergency events.
6. Ensuring adequate emergency escape routes.

Corrective measures for **Type III** workplace security hazards include:

1. Communicating effectively our department's workplace violence prevention policy to all employees, supervisors, and managers.
2. Improving how well our establishment's management and employees communicate with each other.
3. Increasing employees, supervisors', and managers' awareness of

the warning signs of potential workplace violence.

4. Controlling access to, and freedom of movement within, the workplace by non- employees, including recently discharged employees or persons with whom one of our employee's is having a dispute.
5. Providing counseling to employees, supervisors or managers who exhibit behavior that represents strain or pressure which may lead to physical or verbal abuse of co- workers.
6. Ensuring all reports of violent acts, threats of physical violence, verbal abuse, property damage or other signs of strain or pressure in the workplace are handled effectively by management and that the person making the report is not subject to retaliation by the aggressor.
7. Ensuring worker disciplinary and discharge procedures address the potential for workplace violence.
8. Applying crime prevention measures through environmental design and administrative measures including but not limited to:
  - well lighted areas
    - security/controlled access to work area
    - Employees must visibly display employee ID badge at all times while in a Department facility
    - code word recognized by coworkers to indicate you need help
    - visitor sign-in
    - visitor badges
      - well lighted parking lots and area surrounding the building
  - buddy system for walking to car or locations away from the building
  - security cameras
  - bullet resistant glass
  - mounted area mirrors
  - onsite security guards
  - eliminate hiding places in areas surrounding the building, i.e. overgrown shrubs, dark areas
  - panic buttons
  - locks on restroom doors
  - remove sharp objects from view that could be used as a weapon (offices with public access)
  - caller ID on phones
  - field staff check in (cell phones)



- cash locked in vault

## TRAINING AND INSTRUCTION

**Indeed Flex** has established the following policy with respect to training all employees on workplace security:

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1. All employees, including managers and supervisors, shall have training and instruction on general and job-specific workplace security practices.
2. Training and instruction shall be provided when the Workplace Violence Prevention Program (WVPP) is first established and periodically thereafter.
3. Training shall also be provided to all new employees, to other employees for whom training has not previously been provided and to all employees, supervisors, and managers given new job assignments for which specific workplace security training for that job assignment has not previously been provided.
4. Additional training and instruction will be provided to all personnel whenever the employer is made aware of new or previously unrecognized security hazards.

General workplace security training and instruction includes, but is not limited to, the following:

1. Specific WVPP and crime prevention training to develop and maintain the workplace violence prevention program.
2. Explanation of the WVPP including measures for reporting any violent acts or threats of violence.
3. Recognition of workplace security hazards including the risk factors associated with the three main types of workplace violence.
4. Measures to prevent workplace violence, including procedures for reporting workplace security hazards or threats to managers and supervisors.
5. Ways to defuse hostile or threatening situations.



6. Measures to summon others for assistance.
7. Routes of escape.
8. Notification of law enforcement authorities when a criminal act may have occurred.
9. Emergency medical care to be provided to a victim of any violent act upon a worker.
10. Post-event trauma counseling for those employees desiring such assistance.
  
11. California Victim Compensation and Government Claims Board.

In addition, we provide specific instructions to all employees regarding workplace security hazards unique to their job assignment, to the extent that such information has not previously been covered in other training.

We have chosen the following checked items for **Type I** training and instruction for managers, supervisors, and employees:

- Crime awareness.
- Location and operation of alarm systems.
- Communication procedures.
- Proper work practices for specific workplace activities, occupations, or assignments, such as late night customer service representatives, couriers, or security guards.

We have chosen the following checked items for **Type II** training and instruction for managers, supervisors and employees:

- Self-protection.
- Dealing with angry, hostile or threatening individuals.
- Location, operation, care, and maintenance of alarm systems and other protective devices.
- Communication procedures.
- Determination of when to use the "buddy" system or other assistance from co- employees.
- Awareness of indicators that lead to violent acts by service recipients.

We have chosen the following checked items for **Type III** training and

instruction for managers, supervisors and employees:

- Pre-employment screening practices.
- Employee Assistance Programs.
- Awareness of situational indicators that lead to violent acts.
- Managing with respect and consideration for worker well being.
- Review of the workplace violence policy and procedures.

## **INCIDENT REPORTING**

### **RECORDKEEPING**

An effective record keeping system helps in selecting the appropriate level of controls to prevent recurrence and in determining required training.

Records should be kept up to date.

- **OSHA 300** - Pursuant to Title 8 California Code of Regulations, Sections 14300 through 14400, employers are required to record on their OSHA 300 Log all fatalities and illnesses and specified injuries which occur as a result of work related injuries or illnesses including workplace violence:

Those injuries which are recordable are those which result in the following:

1. Loss of consciousness;
2. Restriction of work or motion;
3. Transfer to another job or termination of employment; or
4. Medical treatment beyond first aid.

Workplace violence includes assaults that take place on the employer's premises and at other locations where employees are engaged in work related activities or are present as a condition of employment.

The following records should be kept in a separate file for Workplace Violence Prevention Incident Reports in accordance with departmental policies:

- **Incident Reports** - *any* acts of aggression should be recorded; they may be threatening to the worker, but may not result in injury, (i.e. pushing or shouting). The report should describe who was threatened or assaulted, the type of activity, (i.e. unprovoked sudden attack), and all other circumstances of the incident. The records should include a description of the location/environment, potential or actual costs, lost time, nature of injuries sustained, etc.
- **Post-Incident meetings** - a meeting should occur after the incident to discuss the matter and a record should be taken which should contain findings, corrective actions recommended relative to

workplace violence, along with the branches's response and completion dates for action items.

- **Employee questionnaires** - Along with inspections, it may be suggested that Branches conduct these questionnaires, which should assess employee views of high risk work areas and activities.
- The following records should be maintained.
  - **Training records** - which should include dates that training was conducted, type of training given, employees trained, etc.
  - **Inspection records** - which should include dates of inspection, areas inspected, all findings and recommendations, any control measures implemented, etc.

## **APPENDIX A**

### **Workplace Violence Prevention Employee Awareness Information**

This appendix describes the different types of workplace violence and what can be done to prevent or minimize incidents of violence, threats, harassment, intimidation, and other disruptive behavior.

#### ***Definitions and Examples***

The California Occupational Safety and Health Administration (Cal/OSHA) has categorized violence into three primary types. For purposes of this policy and related procedures, **Indeed Flex** may use these three type categories, which are defined as follows:

***Type I*** – The aggressor has no legitimate business relationship to the workplace and usually enters the affected workplace to commit a robbery or other criminal act such as robbery.

***Type II*** – The aggressor is either the recipient or the object of a service provided by the affected workplace or the victim, such as a current or former client, patient, customer, passenger, criminal suspect, inmate or prisoner.

***Type III*** – The aggressor has some employment-related involvement with the affected workplace such as a current or former employee, supervisor, manager.

[***Type IV*** – A current/former spouse or significant other, a relative, friend; or some other person who has a dispute with an employee of the affected workplace]. *If we want to actively include Type IV??*

## ***EXAMPLES OF WORKPLACE VIOLENCE***

Hitting or shoving an individual;

Verbal harassment, directly or indirectly, in person or by phone;

Threatening an individual or his/her family, friends, associates, or property with harm;

The intentional destruction or threat of destruction of **Indeed Flex** property;

Harassing surveillance or stalking;

The suggestion or intimidation that violence is appropriate;

Unauthorized possession or inappropriate use of firearms or weapons; Terrorist threats.

### ***Prevention - Before an Incident Happens:***

Know the warning signs. Research into incidents of workplace violence shows the presence of at least several of the following characteristics in the potentially violent individual. Clearly, not every one who exhibits one or more of these warning signs is potentially violent. Understanding these signs, recognizing them when they occur and acting on that knowledge and recognition are vital steps in heading off possible tragedy:

#### **GENERAL WARNING SIGNS**

- Making direct or veiled threats;
- Intimidating, belligerent, harassing, bullying, or other inappropriate and aggressive behavior;
- Numerous conflicts with supervisors and other employees;
- Bringing a weapon to the workplace, brandishing a weapon in the workplace, making inappropriate references to guns, or fascination with weapons;
- Statements showing fascination with incidents of workplace violence, statements indicating approval of the use of violence to resolve a problem, or statements indicating identification with perpetrators of workplace homicides;
- Statements indicating desperation (over family, financial, and other personal problems) to the point of suicide;
- Extreme changes in behavior.

#### ***TYPE I WARNING SIGNS***

- Purposeful Attitude. There are few warning signs for a Type I incident.

Usually, someone who is about to commit a robbery or some other violent act enters the premises looking very purposeful, knowing what they want to accomplish and where they must go to accomplish the act.

- Lingerer/Stalker/Suspicious Person. Pay attention to anyone who may linger around the premises who seems to be checking out the building, the actions of employees, or the routine of the office.
- Familiar Vehicle. Notice if someone has been driving around the building on several occasions casing out the area.

### ***TYPE II WARNING SIGNS***

- Easily Irritated. Notice if the employee or customer is showing signs of irritability or anger, or if their temper flares up easily when dealing with an employee or with another person at the branch.
- Combative Attitude. A combative employee or customer may glare at another employee / other people, use threatening remarks, or make physical gestures. This attitude may be caused by personal disagreements or other related issues.
- Fatigue. Employees or Customers may become tired of waiting in long lines for long periods of time. They may show signs of fatigue, which will increase the possibility of an uneasy demeanor.
- Anger. Just plain anger over any issue, in general but primarily with pay matters or being terminated, where they may want to verbally express their discontent.

### ***TYPE III WARNING SIGNS***

- Attendance Problems. Excessive sick leave or tardiness, leaving work early, peculiar or improbable excuses for absences, higher absentee rate than other employees, leaving the work site without notice.
- Decreased Productivity. Be aware of any employee with a satisfactory performance record in the past whose work performance suddenly changes or deteriorates.
- Inconsistent Work Patterns. Alternating periods of high and low productivity may indicate substance abuse or alcohol abuse. Monitor degrees of productivity to see if there is a pattern.

- ❑ Poor Co-worker Relationships. Warning signs include belligerent behavior, overreaction to criticism, mood swings, verbal harassment of others.
- ❑ Concentration Problems. A troubled employee is usually distracted and often has difficulty recalling job instructions, project details, deadline requirements.
- ❑ Safety Issues. Becoming more accident-prone is a clear indicator of stress.
- ❑ Poor Health and Hygiene. Marked deterioration in personal grooming habits is a warning sign of internal conflict.
- ❑ Unusual or Changed Behavior. This can include emotional outbursts, physical violence such as hitting a wall or a piece of equipment, inappropriate remarks or threats, delusional statements such as the end of the world, being spied on, secretive behavior.
- ❑ Fascination with Guns or Weapons. Talks frequently about guns and is obsessed with the power of guns.
- ❑ Evidence of Possible Drug/Alcohol Abuse. Employees may act secretly around his personal workspace, meet other employees or visitors in remote areas, or take long lunches.
- ❑ Evidence of Serious Stress in the Employee's Personal Life. Crying, excessive personal phone calls, bill collectors, recent separation or death of a loved one.
- ❑ Continual Excuses/Blame. Inability to accept responsibility for even the most inconsequential errors.
- ❑ Unshakable Depression. Demonstrates depressed behavior for long periods of time. Low energy, little enthusiasm, expresses cynicism or despair.



## ***Do's & Don'ts when confronted with potential***

### ***violence: ACTIVE STAGE***

When a potential or actual violent incident occurs, follow these do's and don'ts:

#### **DO . . .**

- Your best to stay calm;
- Speak to the other person quietly and calmly;
- Try to put some space between yourself and the perpetrator;
- Create physical barriers of protection, using objects, movement and communication to stop the perpetrator;
- Obey the perpetrator's orders as in a robbery;
- Evacuate the area, if possible; or
- Try to take cover, such as under a desk, if it is not possible to evacuate the area and you are not the immediate victim;
- Notify your manager/supervisor when it is safe to do so;
- Document conversations immediately, perpetrator's description, and what occurred, obtaining names and any identification (driver's license or registration), if possible;
- If you are a supervisor/manager and your employee has reported a violent act, report it to the proper authorities, then to your manager, and then notify safety and HR;
- If there is immediate danger, call for emergency assistance by dialing 9-1-1, ;
- If there is no immediate danger, report the incident to your supervisor/manager, and, if available, a Security Guard. Your supervisor/manager will then notify HR and Safety;

- If an employee has been injured, file an First Report of Injury and contact safety and HR;
- If you work in a field office, immediately telephone your **Indeed Flex** representative; and
  - Provide critical incident or personal counseling through the Employee Assistance Program (EAP). EAP provides an employee with free, easily accessible and confidential resource for addressing personal concerns;

and . . .

**DO NOT . . .**

- Try to out shout the other person or make any aggressive moves toward him/her;
- Argue with the perpetrator;
- Use defensive sprays or weapons (unless in self-defense of yourself or others from imminent bodily harm or death);
- Fight with the perpetrator;
- Chase the perpetrator; or
- Try to break up or intervene in a violent act unless you are at risk of bodily harm or death. Do not risk getting hurt yourself.

## RESPONSIBILITIES

### **MANAGERS/SUPERVISORS**

#### PREVENTIVE STAGE

Managers and supervisors are accountable for recognizing a potentially threatening situation. Before a potential or actual violent incident occurs, managers and supervisors shall:

**ALL HOST EMPLOYERS IN CALIFORNIA MUST HAVE A WPVPP. THIS POLICY MUST INCLUDE OUR FIELD EMPLOYEES (FLEXERS). THE HOST EMPLOYER MUST TRAIN OUR FLEXERS ON THIS POLICY AND PROVIDE CONFIRMATION THAT THE TRAINING HAS BEEN COMPLETE.**

Foster a supportive, harmonious work environment. Mutual respect can help reduce harassment and hostility in the workplace;

Communicate openly and give employees support and recognition;

Train managers, supervisors and employees on how to resolve

conflicts;

Develop skills in effective communications, team building and resolving disputes;

In the field, keep the building free of potential hiding places and maintain clear views of lobbies and workplaces; and

Know the available community resources, building ingress and egress, and geographical layout of the building.

In order to reduce or eliminate any violent incidents from occurring, the following guidelines should be adhered to by managers/supervisors:

New Employee: Conduct a pre-employment screening on each candidate. Check references if more than one previous employer

New and Current Employees: Review the application and resume for inconsistencies in employment; and

- Note questions by the interviewee during an interview that may indicate a problem or violent behavior.

## ***EMPLOYEES***

Support and comply with the workplace violence program by:

- Understanding, supporting and complying with the department's Workplace Violence Prevention policy;
- Reporting any witnessed threat, harassment, assault, intimidation, or activity which he/she feels could lead to violence, promptly to his/her immediate superior; i.e., supervisor, manager, chief, etc.; and
- Recognizing and reporting potential trouble [Case studies of workplace violence have found repeatedly that co-staff usually see the problem developing before management does].

### ***Who Do I Report Incidents to?***

You should report incidents to your supervisor or manager. If that's not possible, call Safety and HR.

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**APPENDIX B**

**Workplace Violence Incident Report Form**

Part I through Part VI should be completed by the designated person based on information provided by the employee(s) involved in the incident.

**PART I - NATURE OF INCIDENT** - *(check all that apply)*

Section A

Threat Verbal Written Harassment Physical with Injury

Physical without Injury

Behavioral Observation Information Only

Other \_\_\_\_\_

Section B

Date of incident: \_\_\_\_\_ Approximate Time: \_\_\_\_\_ a.m./p.m.

Description of observation, threat, incident, or activity. Continue on a separate sheet of paper if necessary.

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**PART II - INCIDENT DIRECTED AT:**

Person(s): \_\_\_\_\_

Place: \_\_\_\_\_

Structure: \_\_\_\_\_



**PART III - INCIDENT INITIATED BY:**

Person(s):

\_\_\_\_\_ [Circle One]

Male Female Employee

Classification: \_\_\_\_\_

Worksite: \_\_\_\_\_

—



**PART IV - TYPE/LOCATION INCIDENT OCCURRED**

Section A

Type of Contact:

In person Telephone Mail Observation Recording E-Mail

Fax

Other \_\_\_\_\_

Was the employee alone? Yes No

Section B

Location of Incident:

Worksite Employee's Residence

Other \_\_\_\_\_

Section C

Address/Location where incident occurred:

\_\_\_\_\_ Street  
City State Zip Code

Section D

What type of incident was it [Circle One]? **Type I Type II Type III** Were any threats made before the incident occurred [Circle One]? **Yes No**

Did the employee(s) ever report to the department that he/she was threatened, harassed, or suspicious that the attacker may become violent [Circle One]? **Yes No**

Was the perpetrator a stranger, client/patient, co-worker, or otherwise familiar person?

\_\_\_\_\_  
\_\_\_\_\_

Was a weapon used [Circle One]? **Yes No**

If yes, what type of weapon?

\_\_\_\_\_

Section E

Were there injuries [Circle One]? **Yes No**

If yes, who was injured?

**Name:** \_\_\_\_\_ **Phone:** \_\_\_\_\_ **Injury Description:**

\_\_\_\_\_

**Name:** \_\_\_\_\_ **Phone:** \_\_\_\_\_ **Injury Description:**

\_\_\_\_\_

**Witnesses(s) to the incident:**

Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_  
Address: \_\_\_\_\_  
Street City State Zip Code

Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_  
Address: \_\_\_\_\_  
Street City State Zip Code

Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_  
Address: \_\_\_\_\_  
Street City State Zip Code



**PART V - ACTION TAKEN-REPORTING SUPERVISOR**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Law enforcement or other outside agencies contacted [*Circle One*]? **Yes No**

Agency Name: \_\_\_\_\_

Case # If Applicable: \_\_\_\_\_

Were Employee Assistance Program services provided [*Circle One*]? **Yes No**



**PART VI - ADMINISTRATIVE ACTION:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## WORKPLACE VIOLENCE PREVENTION

### PROGRAM PROGRESSIVE BEHAVIOR ACTION

#### GUIDELINES

<b>Behavior Level</b>	<b>Behaviors</b>	<b>Manager/Supervisor's Guidelines for Action</b>
<b>Level I</b>	<b>The employee may:</b>	
	Show signs of increasing stress, perhaps involving negative changes in behavior	Observe, ask if the employee how they are doing, and document
	Show signs of a deterioration in work performance	Engage employee in conversation to gain insight into behavior, document
	Show signs of increasingly unkempt appearance	Carefully offer help
	Show signs of alcohol or substance abuse	Report concerns, if continuing, to next higher-level supervisor, seek consultation from your Personnel Office and EAP consulting services for managers/supervisors.
	Show signs of distress over personal or workplace problems	
	"act strange" or "unusual" by appearing confrontational, argumentative, stressed, anxious, withdrawn or secretive	
	Behavior is such to cause concern for person's own well-being or possibly others	
<b>Level II</b>	<b>The employee may:</b>	
	Make veiled threats to harm	Report concerns to next higher-level supervisor before any effort to engage person

	Intimidate others	Engage person in conversation, if appropriate, to gain insight into potential for violent behavior and document.
	Have a history of violent behavior and lose temper easily	
	Be chronically disgruntled, inflexible	Consult with next higher level of administration as follow-up
	Refuse to take responsibility for problems or actions	Seek consultation from your Personnel Office
	Find fault with and blame others	
	Have a deep sense of entitlement	
	Have an obsession with weapons and empathy with those who resort to violence	

<b>Behavior Level</b>	<b>Behaviors</b>	<b>Manager/Supervisor's Guidelines for Action</b>
Level III	The employee may:	
	Make blatant threats to harm others and/or destroy property	Warn those who may be in immediate danger
	Carry a weapon on campus	Immediately report behavior to next higher-level authority and press for quick intervention
	Engage in aggressive behavior such as verbal abuse, physical "in your face" posturing	If employee is present and seriously acting out, call 9-1-1 and ask for assistance
Level IV	The employee:	
	Is violent toward others or property Displays overt acts of violence or out-of control behavior	Call 9-1-1 for immediate assistance. Attempt to get others out of harms' way.
	May or may not use a weapon or cause death	Inform next higher-level authority.

**WORKPLACE VIOLENCE PREVENTION/SECURITY  
SELF INSPECTION SECURITY CHECKLIST**

	Facility:		
	Inspector:		
	Date of Inspection:		
		<b>Yes</b>	<b>No</b>
1	<b>Security Control Plan:</b> If yes, does it contain:		
	(A) Policy Statement		
	(B) Review of Employee Incident Exposure		
	(C) Methods of Control If yes, does it include: Engineering:		
	Work Practice		
	Training		
	Reporting Procedures		
	Recordkeeping		
	Counseling (EAP)		
	(D) Evaluation of Incidents		
	(E) Floor Plan		

	(F) Protection of Assets		
	(G) Computer Security		
	(H) Plan Accessible to All Employees		
	(I) Plan Reviewed and Updated Annually		
	(J) Plan Reviewed and Updated When Tasks Added or Changed		
2	<b>Policy Statement by Employer</b>		
3	<b>Work Areas Evaluated by Employer</b> If yes, how often?		
4	<b>Engineering Controls</b> If yes, does it include:		
	(A) Mirrors to see around corners and in blind spots		
	(B) Landscaping to provide unobstructed view of the workplace		
	(C) "Fishbowl effect" to allow unobstructed view of the interior		

	(D) Limiting the posting of sale signs on windows	Yes	No
	(E) Adequate lighting in and around the workplace		
	(F) Parking lot well lighted		
	(G) Door Control(s)		
	(H) Panic Button(s)		
	(I) Door Detector(s)		
	(J) Closed Circuit TV		
	(K) Stationary Metal Detector		

	(L) Sound Detection		
	(M) Intrusion Detection System		
	(N) Intrusion Panel		
	(O) Monitor(s)		
	(P) Video Tape Recorder		
	(Q) Switcher		
	(R) Hand Held Metal Detector		
	(S) Hand held video camera		
	(T) Personnel traps ("Sally Traps")		
	(U) Other		
5	<b>Structural Modifications</b> (Plexiglas, glass guard, wire glass, partitions, etc.) If yes, comment:		
6	<b>Security Guards</b>		
	(A) If yes, is there an appropriate number for the site?		
	(B) Are they knowledgeable of the company's WPVP Policy?		
	(C) Indicate if they are: Contract Guards or In-house Employees		
	(D) At Entrance(s)		
	(E) Building Patrol		
	(F) Guards provided with communication? If yes, indicate what type:		
	(G) Guards receive training on Workplace Violence situations?		

	(H) Comments:		
7	<b>Work Practice Controls</b> If yes, indicate:		
	(A) Desks Clear of Objects which may become Missiles		
	(B) Unobstructed Office Exits		

	(C) Vacant (Bare) Cubicles Available	Yes	No
	(D) Reception Area Available		
	(E) Visitor/Client Sign In/Out		
	(F) Visitor(s)/Client(s) Escorted		
	(G) Barriers to Separate Clients from Work Area		
	(H) One Entrance Used		
	(I) Separate Interview Area(s)		
	(J) I.D. Badges Used		
	(K) Emergency Numbers Posted By Phones		
	(L) Internal Phone System		
	(M) Internal Procedures for Conflict (Problem) Situations		
	(N) Procedures for employee dismissal		
	(O) Limit Spouse & Family Visits to Designated Areas		
	(P) Key Control Procedures		
	(Q) Access Control to the Workplace		
	(R) Objects which may become Missiles Removed from Area		

	(S) Parking Prohibited in Fire Zones		
	Other:		
8	<b>Off Premises Work Practice Controls</b> (For staff who work away from a fixed workplace, such as: social services, real estate, utilities, policy/fire/sanitation, taxi/limo, construction, sales/delivery, messengers, and others.)		
	(A) Trained in hazardous situation avoidance		
	(B) Briefed about areas where they work		
	(C) Have reviewed past incidents by type and area		
	(D) Know directions and routes for day's schedule		
	(E) Previewed client/case histories		
	(F) Left an itinerary with contact information		
	(G) Have periodic check-in procedures		
	(H) After hours contact procedures		
	(I) Partnering arrangements if deemed necessary		
	(J) Know how to control/defuse potentially violent situations		
	(K) Supplied with personal alarm/cellular phone/radio		
	(L) Limit visible clues of carrying money/valuables		
	(M) Carry forms to record incidents by area		
	(N) Know procedures if involved in incident (see also Training Section)		

		Yes	No
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	(A) Prior to Initial Assignment		
	(B) At Least Annually Thereafter(		
	(C) Does it Include:		
	Components of security control plan		
	Engineering and Workplace Controls Instituted at Workplace		
	Techniques to Use in Potentially Volatile Situations		
	How to Anticipate/Read Behavior		
	Procedures to Follow After an Incident		
	Periodic Refresher for On-Site Procedures		
	Recognizing Abuse/Paraphernalia		
	Opportunity for Q and A with Instructor		
	On hazards unique to job tasks		
10	<b>Written Training Records Kept</b>		
11	<b>Are Incidents Reported</b> If yes, are they:		
	Reported in Written Form		
	First Report of Injury Form (If Employee Loses Time)		
12	<b>Incidents Evaluated</b>		
	EAP Counseling Offered		
	Other Action (Reporting Requirements, suggestions, reporting to local authorities, etc.)		
	Are Steps Taken to Prevent Recurrence?		
13	<b>Floor Plans Posted Showing Exits, Entrances, Location</b>		



	<b>of Security Equipment, Etc.</b> If yes, does it:		
	Include an Emergency Action Plan, Evacuation Plan, and/or a Disaster Contingency Plan?		
14	<b>Do Employees Feel Safe</b>		
	Have employees been surveyed to find out their concerns		
	Has the employer utilized the crime prevention services and/or lectures provided by the local or State police?		
15	<b>Security Observations</b>		
	(1) Entry Barriers		
	(2) Signs		
	(3) Lighting		
	(4) Windows		
	(5) Equipment Near Street Level Windows		
	(6) Interior Patrol Visibility		
	(7) Burglary Resistant Glazing Materials		

	(8) Shrubbery		
	(9) Skylights		
	(10) Vents		
	(11) Air Conditioners		
	(12) Grills and Gratings		

	(13) Doors and Door Frames		
	(14) Strikes		
	(15) Key Control		
	(16) Equipment Locks		
	(17) Hinge Protection		
	(18) Roof Accessibility		
	(19) Fences		
	(20) Vehicle Security		
	(21) Padlocks		
	(22) Hasps		
	(23) Chains		
	(24) Safes		
	(25) Inventories and Engraving		
	(26) Reporting Crimes		
	(27) Employee Participation		
	(28) Additional Recommendations		
	(29) Armored Car Service		
	(30) Emergency Preparedness and Evacuation Plan		
	(31) Dealing with Difficult Customers		
	(32) Alarm System		
	(33) Cash Handling		

Comments:

General Comments/Recommendations:

## Post Incident Assessment

1. Were there any physical injuries [Circle One]? **Yes No**

2. If yes, please describe. (employee/person's name, type of injury, type of care provided)

Name:

\_\_\_\_\_ Type

of Injury: \_\_\_\_\_

3. Type of Care Provided:(First Aid, Occupational Clinic, Emergency Room)

\_\_\_\_\_

4. Where did the incident occur?

\_\_\_\_\_

\_\_\_\_\_

5. Was the employee(s) alone [Circle One]? **Yes No**

6. Was a security guard on duty [Circle One]? **Yes No**

If yes, was security notified and did he/she respond [Circle One]? **Yes No** 7.

What time did the incident occur? \_\_\_\_\_

8. Was the perpetrator a stranger, client/patient, co-worker or otherwise familiar person?

\_\_\_\_\_

9. Were any threats made before the incident occurred [Circle One]? **Yes No**

10. Did the worker(s) ever report to the employer that he/she was threatened, harassed, or suspicious that the attacker may become violent [Circle One]? **Yes No**

If yes, what was the employer's response?

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11. What type of weapon did the attacker use against the worker?

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12. How did the perpetrator obtain the weapon?

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13. Did the worker ever receive training in workplace violence issues [Circle One]? **Yes No**

14. What were the main factors that contributed to the incident?

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15. Was "Critical Incident Stress Debriefing and Post-Trauma Counseling services provided [Circle One]? **Yes No**

If yes, describe:

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16. What can be done to prevent future incidents?

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17. What new prevention measures were put into place as a result of this incident?

**Prevention Measure    Date Completed**

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