

## Operational Policy

Policy Title:	Applies to:	Reference #
Violence Policy	All Employees	111-HR-15
Approved by:	Dates:	Total # of Pages
Executive Leadership Team	<b>Effective:</b>	01-Jun-06
	<b>Last Review:</b>	15-Feb-23
	<b>Next Review:</b>	15-Feb-26
<b>Authority:</b> People and Organizational Culture		

### 1.0 Purpose

To provide a working environment that does not tolerate violent or intimidating behaviours, gestures or acts within the workplace.

### 2.0 Scope

This policy applies to all City employees, visitors, customers, volunteers working on behalf of the City, individuals in fee for service contracts with the City and any others conducting affairs at the worksite.

### 3.0 Definitions

#### Violence

Violence means the attempted, threatened or actual conduct of a person which causes or is likely to cause injury. It includes any threatening statement or behaviour that gives an employee reasonable cause to believe that the employee is at risk of injury. This includes such acts as threats, assaults, harassment, stalking and other forms of intimidation, as well as gestures and statements that are interpreted by the employee as threatening or intimidating.

#### Occupational Violence

Occupational violence includes any act of violence that is, or has the potential of being, physically or psychologically damaging to employees in the workplace, on City of Regina property or anything related to City of Regina business or bylaw, regardless of the location.

#### Threat

A threat occurs when someone communicates intent to injure you, your property, someone else or his or her property.

#### Worksite

An area at a place of employment where a worker works or is required or permitted to be present.

## **Assault**

An assault occurs when a person, by act or gesture, applies or attempts to apply force to another person, whether or not an injury occurs.

### **4.0 Policy**

The City of Regina prohibits violence in the workplace by any of its employees and/or by the general public. If a proper investigation confirms that such behaviour has taken place, disciplinary action will ensue in accordance with the City of Regina *Corrective Discipline Policy*. The disciplinary action will be immediate; and may be up to and including dismissal. Also refer to *Harassment Policy* for cross-referencing of definitions.

All complaints of internal or external violence will be investigated in conjunction with the People and Organizational Culture Department and/or Regina Police Services and any subsequent action will be completed in an expeditious fashion.

Where a complaint of internal violence is substantiated disciplinary measures will be in accordance with the City of Regina *Corrective Discipline Policy* and/or referred to Regina Police Services.

### **5.0 Roles & Responsibilities**

The *Violence Policy* is to be administered by all personnel who are functioning in a supervisory capacity. It is the responsibility of all employees to report all incidents of violence or potential violence in the workplace, to their supervisor, any OH&S Committee Member or the People and Organizational Culture Department.

**Note:** Never handle a potentially violent situation by yourself. Call 911 in the event of eminent danger to yourself or others.

#### **Management:**

- Ensure a risk assessment (using Appendix C and D) is completed for their particular area and a violence prevention plan is designed and implemented for the work area. The plan will provide direction to the employee who may be involved in a violent situation involving another employee or general public.
- Ensure all applicable employees are trained in the above process and are trained to deal with difficult customers.
- Ensure all complaints involving violence are recorded on the *Violent Incident Report Form* (Appendix B) and then investigated promptly and confidentially.
- Immediately report all violent incidents or complaints to the People and Organizational Culture Department, Manager of Workplace Health and Safety Branch. A completed **written report** of each incident of violence must also be forwarded to the Manager of Workplace Health and Safety. (Appendix B).
- Advise (for their information) Occupational Health Safety Committee Co-Chairs of all incidents involving violence.

- Recommend that the worker(s) exposed to a violent incident consult their physician and/or for Internal employees: Employee Family Assistance Program (EFAP) service provider for assistance.
- Investigate all reports of violence and, in consultation with the People and Organizational Culture Department, apply appropriate disciplinary action, where warranted, to employees who have engaged in violent behaviour.
- Notify the Regina Police Services of all violence complaints that relate to the general public.
- Review your department's violent event emergency plan and processes on a yearly basis, consult with your Workplace Safety Consultant and advise the Occupational Health and Safety Committee.

### **People and Organizational Culture:**

- Ensure support is given to employees by providing information, advice and referrals.
- Communicate the intent and guidelines of this policy to all employees.
- Assist the Department or Branch if requested in investigating complaints and determining appropriate action.
- Review this policy and reporting of incidents to ensure relevance and effectiveness.
- Ensure all Occupational Health and Safety Committees are consulted on the development, implementation and any modifications of this Policy.
- Co-operate with the Ministry of Labour and Workplace Safety's Occupational Health and Safety Division when investigating a violent incident at the place of employment.
- Assist the Department or Branch when requested, to investigate a violent incident or a threat of violence.
- Assist or Facilitate the Department/Branch Threat Risk Assessment.

### **Employees:**

- Refrain from acts of violence.
- Take necessary action to remove themselves from the situation.
- Utilize the violent incident emergency plan designed for the work area, including obtaining assistance from other employees or an emergency call for police assistance.
- Prepare and maintain a written record of the date, time, nature of the behaviour and witnesses (if any). The maintenance of a written record is dependent on the severity and nature of the behaviour and discretion must be exercised by the employee (Appendix B).
- Report the incident or incidents immediately to your immediate Supervisor, Manager, Director or the Manager of the Workplace Health and Safety Branch.

### **Occupational Health and Safety Committees:**

- Participate in the identification of potentially violent situations.
- Be made aware of all violent incidents by the appropriate Department or Branch management.
- Review matters raised by employees concerning the potential for, or the occurrence of, violence or the threat of violence involving employees. Ensure the appropriate supervisor is aware of the circumstances.
- Review reports of violent incidents with the Workplace Health and Safety Consultant and recommend changes in procedures and processes to improve the management of violent situations.

## 5.0 Related Forms

Appendix D – JSA for Threat Risk Assessment Form  
Appendix B – Violent Incident Report Form

### Reference Material

Appendix A – Process Guidelines  
Appendix C – How to Conduct a Risk Assessment

### Reference Documents

*Saskatchewan Employment Act*  
*Provincial Occupational Health and Safety Regulations 1996*

## 6.0 Revision History

Date	Description of Change	(Re)- Approval Required (y/n)
01-Jun-2006	Initial Release.	No
01-Oct-2011	Review	No
01-Apr-2015	Review	No
25-Jan-2019	Revision	Yes
25-Jan-2023	Revision	No

## PROCEDURES FOR RESOLVING A THREAT OF VIOLENCE

### ***Internal Threat/Act***

Employees who feel that a threat of violence has occurred should, wherever possible, first try to resolve the situation by taking the following action:

1. Get to a safe space as soon as possible. Inform the immediate supervisor, or if more appropriate, the next higher level of management, or an Occupational Health & Safety Committee member and place in writing using the *Violent Incident Report Form* (Appendix B). If the written report is to the Occupational Health & Safety Committee member, then the committee member should approach the co-chairpersons of the committee and follow-up with the appropriate level of management.
2. When a Supervisor or Manager receives a complaint, and in consultation with the Co-chairpersons of the Occupational Health Committee, they must investigate the threat of violence themselves or they may ask for assistance from the Workplace Health and Safety Consultant for assistance.
3. Even if the Department decides to investigate the complaint themselves, they will inform the Manager of the Workplace Health and Safety Branch that they have received the complaint.
4. The investigation must include an interview with the employee reporting the threat of violence, the employee making the threat, and any witnesses or others having pertinent information. The Manager (or designate) informs the employee making the threat aware of the reported incident and allows the employee to provide his or her perspective. Employees are offered union or association representation throughout the investigation.
5. The Manager or designate must act immediately by informing the employee making the threat, that any violence or threat of violence is unacceptable and will not be tolerated and appropriate follow up action will be taken which may include discipline.
6. If the threat of violence or the emotional state of the employee making the threat suggests imminent danger to employees or city property, separate the person from the workplace and call the Regina Police Service.

### ***External Threat***

If a threat of violence is made by a member of the public to an employee,

1. Remove yourself if there is an immediate threat of violence.
2. Interrupt the conversation firmly but politely, advising the person that you will not accept abusive treatment and, if necessary you will terminate the conversation and ask the person to leave the building, or work area.

3. If the behaviour persists, terminate the conversation. Ask the person to leave the building or work area. Remove yourself from the scene.
4. Inform your manager/supervisor of the incident as soon as possible. If the person does not agree to leave, immediately advise your manager/supervisor of the incident, including your assessment as to whether the person poses a physical threat.
5. If, in your opinion, the person poses a physical threat, do not return to your workstation and call **911**. Ensure your manager/supervisor or designate is aware of the status of the situation.
6. After the incident is dealt with, the *Workplace Violence Incident Report* must be completed and sent to the Manager of Workplace Health and Safety, People and Organizational Culture Department.

## **PROCEDURES FOR RESOLVING VIOLENT SITUATIONS**

### ***Assume Control of the Situation***


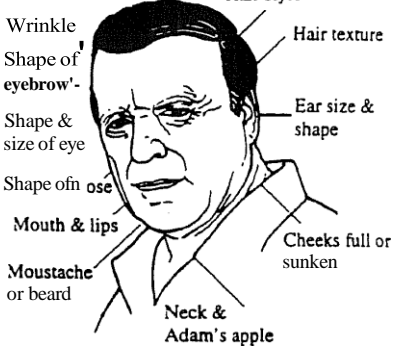
7. Remove all unnecessary bystanders.
8. Separate the offender from the scene.
9. Do not engage any bystanders to gather information.
10. Leave your door open.
11. If possible, allow both of you to have access to escape.
12. Keep calm.

### ***Engage the Offender***

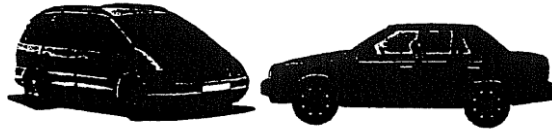
13. Make eye contact.
14. Do not touch the offender.
15. Avoid being judgmental.
16. Do not ask them why they are angry (this may agitate them more).
17. Focus on the "here and now".
18. Keep them talking.
19. Use slow movements and a calm voice.
20. Do not tell them you are feeling overwhelmed.
21. Show your concern.
22. Do not try to disarm the offender. Wait until you have gained their trust and then ask them to set the weapon down; if they refuse, do not push any further.
23. Explore solutions to their problems.

<b>Violent Incident Report Form</b>	
<b>1. General Information</b>	
Date of Incident	Time <input type="checkbox"/> a.m. <input type="checkbox"/> p.m.
Name of Complainant	Complainant's Job Title
Complainant ID	Department _____ Branch _____
Exact Location of Incident	
Type of Violent Incident <input type="checkbox"/> Verbal <input type="checkbox"/> Written/Text <input type="checkbox"/> Physical Contact <input type="checkbox"/> Gesture <input type="checkbox"/> Other (please describe) _____	
Police Called? <input type="checkbox"/> Yes <input type="checkbox"/> No	Advised to Consult a Doctor or EFAP? <input type="checkbox"/> Yes <input type="checkbox"/> No
Medical Attention Required? <input type="checkbox"/> Yes <input type="checkbox"/> No	Workplace Injury Report Form Completed? <input type="checkbox"/> Yes <input type="checkbox"/> No
Investigation Conducted? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In Progress	Human Resources – Workplace Health and Safety Branch called? <input type="checkbox"/> Yes <input type="checkbox"/> No
Immediate Action Taken after the Event	
<b>2. Information About the Suspect</b>	
<input type="checkbox"/> Customer <input type="checkbox"/> Ex-Employee <input type="checkbox"/> Delivery Person <input type="checkbox"/> Other (specify) _____	
Name of Suspect _____ <input type="checkbox"/> Unknown	
Work Branch or Home Address _____	
<b>3. Other Information</b>	
Has the suspect been involved in previous violent incidents? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Will measures be taken to prevent a recurrence? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Please provide any information that you think is relevant:	

## Suspect and Vehicle Identification Report Form

General appearance				Facial appearance		
Sex <input type="checkbox"/> Male <input type="checkbox"/> Female	Age	Height	Weight	Race		
Hair (Colour/style)				Hat (Colour/type)		
Eyes (Glasses)				Coat		
Complexion				Shirt		
Jewellery				Trousers		Below, print those specific facial details that you definitely remember.
Scars/marks				Shoes		_____
Tattoos	Tie	What did the suspect say?				
				Tool or weapon seen		

### Vehicle



Colour	Make	Model	Licence	Body style	Damage/rust	Antenn.
Bumper sticker			Wheel covers		Direction of travel	







Whenever there is direct interaction between workers and the public, the potential for incidents of violence exists. Using the results of a risk assessment, you can develop and implement a violence prevention program to address the specific needs of your departments.

The risk assessment should consider the location, nature and circumstances of the work done by your department and divisions. The assessment should also consider the frequency and nature of previous incidents of violence at the workplace over a period of at least one year.

### **Risk Assessment Checklist**

A risk assessment checklist should cover, but not necessarily be limited to the following factors.

#### **1. Attributes of Workers**

This will include employees’:

- Training and experience
- Age and gender
- Appearance
- Health
- Personalities and attitudes

#### **2. The Nature of the Work Environment**

This will include:

- Work locations
- Staff complement (including situations where workers work alone)
- Workplace layout
- Lighting and security provisions
- Hours of operation

#### **3. Past History of Incidents in Your Workplace and Similar Operations**

This will include:

- Number and frequency of violent incidents
- Type and severity of incidents
- Time and location of incidents
- Job classifications affected
- Attributes of both the workers and the clients involved
- Nature of the interactions between workers and clients

## **Worker Survey**

Conduct a risk assessment by surveying all workers. If there are two or more shifts, be sure to survey each shift. The risks may differ from one shift to another.

In your survey, you will need to identify the following items:

- Potential risks in the work environment.
- Incidents of violence in your department that have occurred over the past 3 to 5 years. (Depending on the number and type of incidents, reviewing altercations over a one-year period may be sufficient.)
- Those worksites where the risk of violence is highest.

## **Typical Survey Questions**

Below are a list of typical survey questions that may be used.

1. What violent incidents have you been exposed to at work?
2. Do you know of other employees who have been exposed to violence at work?
3. What violence-related concerns do you have?

## **Other Sources of Information**

Review your organizational files, WCB reports and other records to identify violence trends, risky work areas and activities of concern.

Check with industry associations and similar businesses to find out what their experience suggests. Ask them what violence prevention policies and procedures they have in place.

Consider controls and activities you can (or have already) put in place to; minimize or eliminate the risk. Consult industry guides, study recommendations from policy and security staff, examine workers' suggestions and review the policies and procedures in place at similar organizations.

Collect information from local police and other law enforcement organizations and develop contingency plans to contain violent situations. Plans should provide workers with information about what to do and what to expect when police respond to violent incidents.

Incorporate the results of the risk assessment and risk management activities into your violence policy statement and prevention program. Include contingency plans in case prevention fails.

## **Actions to Minimize Risk**

Appropriate procedures to prevent injury to workers should be developed and implemented as needed. Consider workplace layout, lighting, routes of entry and exit, as well as concerns identified in your risk assessment.

The Provincial *Occupational Health and Safety Act and Regulations* state:

*“37(3) A policy statement required by subsection 14(1) of the Act must be in writing and must include:*

*(e) the actions the employer will take to minimize or eliminate the risk, including the use of personal protective equipment, administrative arrangements and engineering controls;”*

Actions to minimize or eliminate the risk of violence may include:

- Reorganizing the workplace or worksite.
- Improving lighting and visibility.
- Installing video monitors and alarms.
- Hiring security personnel.
- Establishing mechanisms to summon emergency help.
- Putting up warning displays, signs and placards.
- Using administrative procedures, such as providing additional staff and changing the location of workers.
- Train employees on conflict resolution and how to diffuse situations.
- Train employees in situational awareness.

Document your preventive policies and procedures. The employer is responsible for ensuring that workers understand and comply with them.

## Appendix D THREAT RISK ASSESSMENT

JOB CLASSIFICATIONS:		Department/Branch:	Related Documents:
Date Completed (y/m/d/):	Next Revision: (y/m/d/):		
Past Incidents: Y or N: List examples, give frequency if possible"		Attributes of Workers: Uniform, training, etc	PPE:

The development of a Threat Risk Assessment must consist of a manager or designate and employees. A Hazard is any activity, substance or condition that can cause harm or damage.

### Risk Matrix

		First Aid	Medical Aid	Loss Time Injury	Permanent Disability, Serious Incident, Dangerous Occurrence	Fatal(s)
<b>Likelihood</b>	<b>Inevitable 1:1</b>	5	10	15	20	25
	<b>Likely 1:10</b>	4	8	12	16	20
	<b>Unlikely 1:100</b>	3	6	9	12	15
	<b>Highly Unlikely 1:1000</b>	2	4	6	8	10
	<b>Remote 1:10,000</b>	1	2	3	4	5
	<b>Severity</b>	<b>Minor</b>	<b>Moderate</b>	<b>Serious</b>	<b>Major</b>	<b>Catastrophic</b>
<b>Consequences</b>						

Red = Stop Work, Call Supervisor. Steps must be taken to reduce ranking.
Yellow = Proceed with Caution, Supervisor must approve work before it commences.
Green = Proceed with work.

Job Steps		Hazard Identification	Hazard Control	Risk			Corrective Actions
Steps	Location/task	Existing or potential circumstances	Control in Place Recommend Engineering, Administrative and/or additional PPE Controls	L	S	R= L * S	List any corrective actions recommended to reduce the risk or eliminate the hazard.
1.							

THREAT RISK ASSESSMENT

Job Steps		Hazard Identification	Hazard Control	Risk			Corrective Actions
Steps	Location/task	Existing or potential circumstances	Control in Place Recommend Engineering, Administrative and/or additional PPE Controls	L	S	R= L * S	List any corrective actions recommended to reduce the risk or eliminate the hazard.
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							

THREAT RISK ASSESSMENT

Job Steps		Hazard Identification	Hazard Control	Risk			Corrective Actions
Steps	Location/task	Existing or potential circumstances	Control in Place Recommend Engineering, Administrative and/or additional PPE Controls	L	S	R= L * S	List any corrective actions recommended to reduce the risk or eliminate the hazard.
10.							
11.							
12.							
13.							
14.							

Developed By: (Please print)	Signature:	Date: (y/m/d)
Approved by (Manager or designate):	Signature:	Date: (y/m/d)



