

**SUBJECT:      WORKPLACE VIOLENCE PREVENTION AND RESPONSE POLICY**

Policy Statement: The City of Madison is committed to a safe work environment and to the safety and security of its employees. City managers and supervisors will work to the extent reasonably possible to ensure that employees are free from intimidating, threatening, or violent behavior . The City will not tolerate any on or off-duty intimidating, threatening or violent behavior directed towards any City site or any City employee by: any employee; any customer participating in a City service or program; any vendor while engaged in City business; or any person who has a personal relationship with a City employee if the intimidating, threatening or violent behavior of that person interferes, in any way, with the business interests of the City.

Scope of Policy: City of Madison employees found to have engaged in intimidating, threatening or violent behavior while on duty will be subject to discipline, up to and including discharge for the first offense. Vendors or participants in City programs found to have engaged in intimidating, threatening or violent behavior may have their contracts canceled or eligibility for funding or loans revoked or called or be barred from further participation in City services or programs. City of Madison employees engaging in intimidating, threatening or violent behavior while off duty will be subject to discipline, up to and including discharge for the first offense, if the intimidating, threatening or violent behavior while off duty creates a connection to the workplace and/or which includes a connection to employees working at the workplace.

Reporting: It is the responsibility of City employees to report incidents of intimidating, threatening or violent behavior to their supervisors, their department or division head, the Human Resources Director, the City EAP staff or the City Attorney. It is the responsibility of City managers to investigate any such reports thoroughly and to take appropriate action according to this policy. There will be no retaliation against an employee who makes a good faith report of such behavior.

Violence and Threats Defined: “Intimidating or threatening,” whether on or off duty is:

- Behavior as words or actions that cause a person to avoid social contact or to do or refrain from doing an act, including supervisory discipline, by inducing fear.
- Behavior as words or actions that directly, or indirectly, show an apparent intent to cause physical or emotional harm to another person.
- Behavior as words or actions that a reasonable person would believe creates a danger to a person’s safety or property or to the property of the City.

Workplace Violence Prevention and Response Plan:

1.      Prevention

- a.      Develop and conduct employee and supervisor trainings. Training topics may include:
- Definition of workplace violence
  - Explanation of the City’s policy on workplace violence
  - “Warning signs” of potential workplace violence
  - “Levels of threat” and the appropriate response
  - Management liability regarding workplace violence
  - Process steps for responding when an incident actually occurs

The Human Resources Department will include a review of the workplace violence policy as part of new employee orientation.

The Human Resources Department will also identify further workplace violence training needs based on input from City departments and the Workplace Violence Threat Assessment Team.

- b. Pre-employment screening and background checks with regards to workplace violence:
- i. Interviews: Hiring authorities, with assistance from the Human Resources Department, may include interview questions which measure how candidates might respond to conflict situations. Refer to “A Manager’s Guide to Interviews and Background Checks” provided by Human Resources for additional information.
  - ii. Background Checks: After interviews are conducted, background checks may be run on selected candidates, depending on the nature of the position being filled. The Human Resources Department will review convictions to determine those that are substantially related to the circumstances of a particular job and will screen in accordance with federal, state and local law. This is done by checking official court records and other available sources.

c. Role of EAP

The Employee Assistance Program (EAP), including its Critical Incident Stress Management Program (CISM), will operate in compliance with APM’s 2-12 and 2-15 respectively. When information about intimidating, threatening or violent behavior, as defined in this Workplace Violence Policy, is known to the EAP, the EAP will take action in an attempt to prevent harm. This may include the release of information necessary to prevent harm including obtaining a violence assessment or notifying a potential victim. The EAP may also assist employees and families with recovery, should violence occur.

The EAP’s role includes the following: policy and procedure development; participation in prevention focused training; participation on the Threat Assessment Team when designated by the Human Resources Director; critical incident stress management services (e.g., on scene, pre-incident education, defusings, debriefings); consultation or problem solving, information, referrals, and support to any employee, family member, and/or management who has sought the EAP’s services.

d. Enforcement of Workplace Rules

The possibilities of workplace violence problems are increased where there are inadequate and/or inconsistently enforced work rules. The City’s Rules of Conduct are in Administrative Procedure Memorandum (APM) 2-33. The City’s rules regarding weapons in the workplace are in APM 2-46. All City employees are expected to adhere to the Rules of Conduct outlined in APM 2-33 and the Prohibition of Weapons outlined in APM 2-46.

e. Security

Any City agency can request a security assessment. The security assessment is conducted by a member of the Madison Police Department’s crime prevention staff. It may include:

- A threat assessment specific to that office or agency.
- A review of existing basic security measures, procedures and policies make.
- Recommendations for physical changes or policy and procedure changes.

Where a security assessment determines weaknesses, agencies will develop plans for physical improvements or procedures.

2. Crisis Management

a. Threat Assessment Team

- i. Purpose: A Threat Assessment Team is an ad hoc team that is convened to assess a potential workplace violence threat and to develop a management response plan.
- ii. When Activated: A Threat Assessment Team may be activated by the Human Resources Director or his/her designee at the request of a department or division head or his/her designee in response to the manager's concerns about a potential workplace violence threat.
- iii. Composition: The composition of the Threat Assessment Team will depend on the nature and origin of the reported threat. This team would typically include one or more representatives of the agency affected, the Human Resources Director, the Police Department, the EAP, and the City Attorney. A clinical psychologist or psychiatrist may meet with the team or be consulted by one or more members of the team.

3. Post Incident

First priority would be to contact police or emergency medical services, as needed, for resources and assistance. This contact can be made by anyone who feels it is necessary given the nature of the incident. Once a workplace violence incident occurs, agency managers have a number of responsibilities. Depending on the complexity and/or severity of the incident, the agency manager may wish to consult with the Human Resources Director for the purpose of obtaining assistance with one or more of the following responsibilities.

a. Incident Management

- i. Emergency Management: A post-incident medical examination may be needed even if emergency medical personnel are not called.
- ii. Investigation: Management is responsible for conducting an internal investigation as soon as possible including: interviewing witnesses, collecting evidence, etc. When applicable, this investigation shall be collaborative with law enforcement and may occur after the law enforcement investigation is completed.

b. Critical Incident Response - Where necessary, management may determine the need for critical incident response in accordance with APM 2-15.

c. Disciplinary Action - Where necessary, agency management will implement appropriate disciplinary action up to and including discharge.

d. Post-Incident Review - Following the incident and post incident response, the agency manager will meet with the Human Resources Director and other appropriate City officials (i.e., Workplace Violence Threat Assessment Team) to review the incident and identify what might have been done to prevent it and/or how incident handling could have been improved.



Paul R. Soglin  
Mayor

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