



THE ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

06 July 2022

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Supervisor Handbook – Workplace Violence Preparedness and Response

Reference: (a) DoDI 1438.06, DoD Workplace Violence Prevention and Response Policy

Operational readiness is critical to maintaining our warfighting capability. Disruptive or malicious behavior can interfere with the mission and must be recognized and dealt with expeditiously. I want to ensure supervisors and managers are equipped with the tools and knowledge required to recognize any indicators and mitigate behaviors that may lead to workplace violence. Supervisors and managers play a key role in workplace violence prevention, assessment, preparedness, reporting, and response (reference (a)).

This updated handbook is designed to support a more holistic approach to the myriad of issues involved in assessing risk factors that may lead to incidents of workplace violence and provide available resources to either reduce or eliminate these risk factors and ensure that the workplace is prepared to deal with any such incidents should they occur.

The handbook is not intended to be a substitution for other workplace risk assessment training including, but not limited to, “Workplace Violence Prevention” and “Operations Security,” which are both available in Total Workforce Management System (TWMS).

I strongly encourage all supervisors to review the updated handbook, engage in continued dialogue with their employees to ensure they are able to recognize any warning indicators, and ensure appropriate resources are available and/or corrective actions are taken to maintain mission readiness while keeping the workplace safe.

Questions may be directed to Ms. Christina Lhamon, Director, Workforce Relations and Compensation, at christina.a.lhamon.civ@us.navy.mil.

A handwritten signature in black ink that reads "Robert D. Hogue".

Robert D. Hogue
Acting

Attachment:
As Stated

DISTRIBUTION:
ASN (EI&E)
ASN (FM&C)

SUBJECT: Supervisor Handbook – Workplace Violence Preparedness and Response

ASN (M&RA)

ASN (RD&A)

GC

CMC

ACMC

CNO

VCNO

DUSN

AUDGEN

CHINFO

CNR

DMCS

DNS

JAG

DON CIO

NAVIG

NCIS

OLA

OSBP

Echelon 1 and 2 Commands

Supervisor's Handbook Workplace Violence Preparedness and Response

Department of the Navy

July 2022





Supervisor's Handbook

Workplace Violence Preparedness and Response

Table of Contents

Introduction	1
What Is Workplace Violence?.....	1
Roles and Responsibilities	2
Role of the Command Security Office.....	2
Role of Human Resources.....	2
Role of the Civilian Employee Assistance Program.....	3
Role of the Alternate Dispute Resolution (ADR) Program.....	4
Role of Facility Management.....	4
Role of the Union	4
Role of the Supervisor and Manager.....	5
Workplace Violence Prevention.....	5
Identifying Risk.....	5
Identifying Risk with Insider Threat	5
Information Sharing & Accountability	6
Encouraging Early Reporting.....	6
Providing Resources to Prepare for and Address Incidents of Workplace Violence.....	7
Civilian Employee Assistance Program (CEAP).....	7
Alternative Dispute Resolution.....	8
Insider Threat Analytic Hub.....	8
Providing Workforce Training.....	8
How to Address Workplace Violence?	9
Post Incident Response and Recovery	12
Communication.....	12
Involving Behavioral Health and CEAP	12
Employee/Survivor Benefits as a Result of Workplace Violence.....	13
Returning to Work.....	14
Tip Sheet 1: Management Steps to Help Employees Recover from Workplace Violence	15
Tip Sheet 2: Filing Notification of Traumatic Injury/Illness	17
Tip Sheet 3: Supervisor's Guide to Traumatic Injury Compensation Claims.....	18
Tip Sheet 4: Overview of Benefits Available to Beneficiaries of Deceased Federal Employees.....	20
Appendix A – Workplace Violence Quick Reference Phone List.....	21



Supervisor's Handbook

Workplace Violence Preparedness and Response

Introduction

Violent incidents in the workplace are relatively rare, however, they do occur and may cause injury or death. Quite often when these unfortunate incidents occur, management initially focuses on continuity of operations; however, preparing for and mitigating the impact these incidents have on our workforce is equally important.

This updated handbook is designed to provide practical recommendations for prevention, preparedness and incident recovery, including: pre-employment screening to recognize the potential risk indicators and early reporting of concerning behaviors; understanding availability of Civilian Employee Assistance Program (CEAP); ensuring personnel accountability and readiness; discussing workplace considerations regarding leave; alternative worksites and behavioral health services; and explaining what supervisors need to know regarding available employee and survivor benefits as a result of workplace violence incidents. Additional details on supervisor and manager responsibilities for workplace violence prevention, assessment, reporting, and response can be found in the existing mandatory training on Workplace Violence Prevention housed in the Total Workforce Management System (TWMS).

This handbook is intended to complement existing Department of Defense (DoD), Department of Navy (DON), and Federal Government publications on workplace violence. It does not replace established procedures for evaluating, reporting or responding to threats and violence.

What Is Workplace Violence?

Workplace violence can be any act of violent behavior, verbal or non-verbal threats of physical violence, harassment, intimidation, bullying or other threatening, disruptive behavior that occurs at or outside the workplace. Violent behavior is the intentional use of physical force or power, threatened or actual, against an individual or group of people that either results in or has a high likelihood of injury, death, or psychological harm to oneself or others. Workplace violence can affect or involve employees, former employees, visitors, contractors, military personnel and other non-Federal employees.

A number of circumstances in the work environment can trigger or lead to workplace violence incidents (i.e., anger over disciplinary actions or the loss of a job, resistance by a visitor to DON requirements, a member of the public who disagrees with DoD/DON policy or practices). It may be the result of non-work-related situations including, but not limited to: domestic violence, "road rage," and hate incidents or crimes (i.e., violence motivated by intolerance and/or bigotry, intended to hurt and intimidate someone because of their race, ethnicity, national origin, religion, sexual orientation, or disability). Workplace violence can be inflicted by abusive employees, managers, supervisors, military personnel, co-workers, customers, family members, significant others, or even a stranger. There is no sure way to predict human behavior and, while there may be warning signs, there is no specific profile of a potentially dangerous individual. The best prevention comes from identifying problems early and taking appropriate steps to address them.



Supervisor's Handbook

Workplace Violence Preparedness and Response

Roles and Responsibilities

This section provides a listing of some of the major roles and responsibilities as they relate to workplace violence issues.

Role of the Command Security Office

The Security Office is the front line for addressing workplace violence. The Security Office should have response procedures in place for actual and potential acts of workplace violence. In accordance with any applicable policy, the Security Office may also do the following:

- Participate on the Threat Assessment Team.
- Provide properly trained and equipped security forces to prevent, deter, and respond to threats and/or incidents of workplace violence.
- Conduct inquiries into threats and incidents, as appropriate.
- Conduct regular threat assessment surveys of DON facilities to determine emergency plans, evaluate the level of security preparedness, and detect and cure any gaps in security policies and procedures.
- Serve as the facility security expert by keeping management advised of the risk of violence, the security gaps identified by threat assessments, and the means to close those gaps, including use of latest technology.
- Work with facility management personnel to improve the physical security aspects of the buildings, grounds, parking lots, etc.
- Train facility personnel on security measures and violence prevention techniques.
- Work closely with facility personnel to ensure buildings, perimeter areas, and grounds are safe for employees and visitors.
- Determine jurisdictional restrictions and identify alternative law enforcement agencies that may be able to provide assistance, including notification and liaison planning.
- Provide threat assessment personnel who can assist DON organizations in determining the best way to protect personnel.
- Make suggestions regarding safety and security measures that may need to be implemented.
- Escort potentially violent individuals safely off the premises, and suspending access to the premises until they have been cleared for reentry.
- Provide assistance in dealing with individuals who are being terminated or removed.

Role of Human Resources

The servicing Human Resources Office (HRO) works closely with their Security Office, Supervisors and Managers, and the CEAP to help prevent and respond to workplace violence by:

- Participating on Threat Assessment and Incident Response Teams.
- Providing supervisory training which may include setting clear expectations for standards of conduct and performance, promptly addressing employee performance or conduct issues, effective use of probationary periods, conflict management, performance management,



Supervisor's Handbook

Workplace Violence Preparedness and Response

discipline, and other management tools and general leadership skills.

- Providing technical expertise and consultation to help supervisors determine what course of administrative action is most appropriate in specific situations.
- Collaborating with Security Office, as needed, to determine whether sufficient evidence exists to justify taking disciplinary or corrective action (once the investigation of any misconduct is complete) and advising management accordingly.
- Providing logistical support and guidance to supervisors when issuing disciplinary actions to include coordination with the Security Office, as necessary.
- Ensuring accurate position sensitivity and risk designations are established for all positions in collaboration with Security Office.
- Coordinating with Security and external investigators in connection with required background investigations.
- Assisting supervisors, in collaboration with the employees and the servicing Equal Employment Opportunity Office (EEO) to determine when reasonable accommodations are required.

Role of the Civilian Employee Assistance Program

The CEAP plays a significant role in workplace violence prevention and response. Below are a few examples of how CEAP may be involved in workplace violence:

- Participate on a Threat Assessment Team.
- Provide short-term counseling and referral services to employees at no cost.
- Consult with the Threat Assessment Team when a potential for violence exists or an actual incident is reported.
- Consult with supervisors to identify specific problem areas, develop action plans to resolve problems in the early stages, and encourage employees and supervisors to contact the CEAP for individual counseling.
- Assist in the prevention of workplace violence through:
 - Early involvement in organizational change.
 - Training employees to deal with angry co-workers and customers, conflict resolution, and communication skills.
 - Training supervisors to deal with problems as soon as they surface without diagnosing the employee's problem.

The CEAP provides confidential services with trained counselors who can assess and make recommendations to address specific workplace stress and violence issues. Using counselors is a way to assess whether a situation needs to be brought to the attention of higher levels of management. CEAP counselors can also be used to strategize ways to deal with uncomfortable or threatening situations. Seemingly insignificant conflicts between co-workers or supervisors can sometimes erupt into dangerous situations – especially if the problem goes unchecked. In many cases, incidents of worker-on-worker violence begin with minor non-violent conflicts that went unresolved and built up until they were no longer manageable.



Supervisor's Handbook

Workplace Violence Preparedness and Response

Role of the Alternate Dispute Resolution (ADR) Program

ADR techniques can help prevent the escalation of conflict into violent or potentially violent situations. The key is involving ADR early, before emotions or behavior make discussion a non-option. For example, a mediator properly trained in listening and communicating can defuse tensions, clear up misunderstandings, and open the door to further productive dialogue. By helping uncover misunderstandings or enabling an individual to fully discuss an issue in a safe setting, the result may be not only immediate resolution of that issue, but improved relations and communications in the future.

ADR can be an appropriate vehicle for resolving many kinds of disputes. ADR may be an option for a problem if:

- Parties are so committed to their views that progress is stuck.
- Differences in communication styles between disputing parties require third-party assistance.
- Individuals want to resolve a dispute, but do not want to file a formal complaint.
- There is a desire to resolve the conflict quickly.

Note: ADR may not be appropriate when the parties are so hostile toward each other that sitting down together might be unsafe.

Role of Facility Management

Facility Management should work closely with the Security Office and/or the servicing HRO to help maintain a safe environment for all people who access the worksite. This includes not only keeping buildings and grounds well maintained, but participating with security personnel in threat assessment surveys, keeping management informed of the physical status of the installation, and supporting budget requests with justification for security upgrades, when appropriate.

Role of the Union

Since the Unions represent employees, they have a very important role in assisting their bargaining unit members regarding workplace violence issues. Union representatives should:

- Be familiar with and actively support policy and contract language on workplace violence prevention.
- Stay alert to security issues and potential threats and report issues accordingly.
- Stay informed regarding procedures for addressing workplace threats and emergencies.
- Stay up-to-date on programs offered by the CEAP, as well as the procedures/policies regarding the ability of designated union officials to make employee referrals to the CEAP.
- Work closely with all levels of management to ensure that employees are up-to-date on DoD and DON workplace violence policies and procedures.
- Participate fully with management in all phases of workplace violence prevention and response, including membership on Threat Assessment and Incident Response Teams.



Supervisor's Handbook

Workplace Violence Preparedness and Response

Role of the Supervisor and Manager

Supervisors and Managers shall:

- Take all reports of concerning behavior and/or threats seriously. If any doubts arise as to the seriousness of a report, contact the Security Office and/or servicing HRO for advice and guidance.
- Inform employees of DoD and DON workplace violence policies and procedures.
- Ensure that employees know specific procedures for dealing with workplace threats and emergencies, and how to contact police, fire, and other safety and security officials in accordance with local plans, protocols, and procedures.
See Appendix A – Workplace Violence Quick Reference Phone List
- Review all applicable provisions in respective Collective Bargaining Agreements.
- Ensure that employees with special needs are aware of emergency evacuation procedures and have assistance, as necessary, regarding emergency evacuation situations.
- Promptly convey information regarding reports of concerning behavior and/or threats to higher levels of management, HRO, and/or CEAP as necessary.
- Ensure that reported events are properly investigated and addressed.
- Coordinate with the Security Office, HRO, and the CEAP early on; know who the contacts are in these offices and what services they can provide for prevention, response, and follow-up.
- Understand that timely response is a measure that leads to success in the prevention of workplace violence.

Workplace Violence Prevention

Identifying Risk

Because individuals who engage in violent or bullying behavior may have a history of such actions, background investigations and thorough reference checks with previous supervisors should be conducted. Experts in human resources, equal employment opportunity, personnel security, insider threat, and legal counsel can advise supervisors and managers regarding how to conduct a thorough and legal evaluation of an applicant in an effort to reduce employer liability during the hiring process.

Identifying Risk with Insider Threat

Approximately 2 million people in the DON have access to DoD information systems, installations, and/or facilities. The potential of harmful acts, wittingly or unwittingly, such as espionage, unauthorized disclosure, and workplace violence pose a great insider risk and insider threat. Insider risk typically develops in five stages:

- 1st poor decision making
- 2nd concerning behavior
- 3rd risk
- 4th danger
- 5th harm



Supervisor's Handbook

Workplace Violence Preparedness and Response

Supervisors play a crucial role in deterring, detecting, reporting, and correcting concerning or threatening behavior. It's not about turning people in, it's about turning people around. Supervisors and peers have the greatest potential to recognize poor decision making and intervene prior to harmful acts. Indicators of poor decision making that can lead to concerning behavior could include:

- Drastic and/or sudden changes in personality causing an increase in workplace conflicts
- Decline in work performance
- Behavior casting doubt on reliability or trustworthiness
- Attempts to use unauthorized devices
- Repeated security violations
- Suspicious travel
- Financial problems or change in financial situation
- Behavior or comments, including on social media, suggesting violence or dissatisfaction

Supervisors who observe instances of poor decision making and/or concerning behavior should consult their servicing HRO and/or Security Office for guidance. Supervisors may also report concerning behavior to the Insider Threat Analytic Hub.

Information Sharing & Accountability

All employees should know who to call in the event of an emergency, and supervisors must know how to contact or locate employees during or after an incident. To best prepare for an emergency, supervisors and managers should:

- Provide installation security and law enforcement telephone numbers to employees. Ensure Human Resources (HR) specialists with CEAP duties share this information with CEAP counselors.
- Update organizational social media accounts to inform employees where they can find information during and after an incident.
- Maintain an accountability roster and have a separate copy that is accessible outside of the workplace in the event the office and/or devices (e.g., cell phone, laptop) are inaccessible. Provide a copy of that roster to the commander/manager in charge and any acting supervisors.
- Provide employees with contact information (i.e., phone tree) of their work team and supervisory chain of command to use in the event of an emergency.
- Periodically review employees' personal and emergency contact information to ensure that information has been updated and that the accountability roster is accurate.
- Know employee schedules and provide a copy of those schedules to any acting supervisors.
- Maintain contact information for Public Affairs. Questions from the news media relating to incidents of workplace violence should be forwarded to the appropriate public affairs staff for your office.

Encouraging Early Reporting

Early reporting of concerning behaviors provides for well-timed intervention and can be instrumental



Supervisor's Handbook

Workplace Violence Preparedness and Response

in resolving issues of workplace disruption and bullying before such issues escalate into physical violence. All workers should be encouraged to report early warning signs and incidents with the assurance that management will take such reports seriously and act on them promptly and appropriately.

Indicators of a potentially violent employee are discussed in the “Workplace Violence Prevention” course found in TWMS. Threats of workplace violence must be reported immediately to management and appropriate military or civilian authorities as determined by local threat reporting protocol. Appropriate authorities may include security and/or safety organizations, CEAP, threat assessment team (if established), or others as determined locally.

In some situations, such as dealing with an employee who frightens co-workers, but who has not actually done or said anything overtly threatening or warranting discipline, the CEAP can assist with conflict resolution when situations are reported early enough for such an intervention.

Employees who engage in threatening behavior may also be subject to disciplinary action. Supervisors should consult with their servicing HRO to determine an appropriate course of action to reduce the risk of additional or future threatening behavior or violence.

Providing Resources to Prepare for and Address Incidents of Workplace Violence

Civilian Employee Assistance Program (CEAP)

The CEAP has trained counselors who can confidentially address workplace stress and violence issues, in addition to alcoholism, drug abuse, marital, financial, and other difficulties experienced by employees that may underlie or potentially lead to violent situations. By intervening early in a conflict between two or more people, whether it is between co-workers or an employee and a supervisor, you may be able to resolve the problem before it gets out of control. CEAP counselors can provide:

- Consultation and guidance to supervisors in dealing with employees who exhibit performance and/or conduct problems
- Problem assessment for employees experiencing personal problems on and off the job
- Short-term counseling and referral service to employees
- Referrals to appropriate treatment resources for employees needing long-term counseling

Resources:

- CEAP through Magellan, 24/7 Assistance for Emotional, Health, Wellbeing Concerns, Legal, Financial Service, and Work-Life Program:
(844) DONCEAP / (844) 366-2327; TTY: (888) 262-7848
<https://magellanascend.com/>
<https://portal.secnnav.navy.mil/orgs/MRA/DONHR/DONCEAP/Pages/default.aspx>
-



Supervisor's Handbook

Workplace Violence Preparedness and Response

Alternative Dispute Resolution

Alternative Dispute Resolution (ADR) is comprised of processes designed to help resolve interpersonal conflicts with the assistance of neutral third parties. ADR can be used as an alternative to grievances, complaints and litigation, or to help disputing parties resolve a workplace conflict they cannot resolve on their own. The DON ADR program utilizes facilitation, mediation, conflict coaching, and ombudsperson programs. Information concerning ADR program can be obtained by contacting the servicing Equal Employment Opportunity (EEO) or Human Resource Offices.

ADR, as a preventative strategy, is encouraged at the earliest stage for peer-to-peer interpersonal differences that may have a potential negative impact on the workplace environment and before an employee's conduct rises to a level that warrants disciplinary action. Mediation uses a neutral third party (mediator) to assist the parties in voluntarily reaching an acceptable resolution of issues in dispute. It is useful in highly polarized disputes where the parties are either unable to initiate a productive dialogue or in cases where the parties have been talking and have reached a seemingly insurmountable impasse.

Resources:

- SECNAVINST 5800.13C, Alternative Dispute Resolution Policy and Mission of the Department of the Navy Alternative Dispute Resolution Program Office
- <https://portal.secnav.navy.mil/orgs/MRA/DONHR/ADR/Pages/default.aspx>

Insider Threat Analytic Hub

The Insider Threat Analytic Hub (Hub) provides the capability to gather, integrate, review, assess, and respond to potential insider threat information. Hub subject matter experts can provide DON organizations with research, analysis, options, and recommendations. The Hub analytic products help aid a commander's decision-making and mitigation of insider risk. Reports can be made to the Hub via Insiderthreat.fct@navy.mil, <https://www.secnav.navy.mil/itp/Pages/default.aspx>, or 703-695-7700.

Providing Workforce Training

One of the most critical components of an effective workplace violence prevention program is training. Management must ensure all employees take the mandatory "Workplace Violence Prevention" training. This training, in accordance with DoD policy, instructs employees to:

- Refrain from making threats or engaging in workplace violence
- Promptly report all acts or threats of violence to their immediate supervisor and appropriate military or civilian authorities
- Report all incidents of any person on a DoD facility who is the subject of, witness to, or victim of threatening behavior or a violent act, to their immediate supervisor and appropriate military or civilian authorities



Supervisor's Handbook

Workplace Violence Preparedness and Response

In addition to mandatory supervisory training in TWMS, supervisors should consider seeking out other resources such as “Managing Conflict, Creating an Engaging Work Environment” and “Crucial Conversations” courses to enhance their interpersonal and communication skills.

Supervisors should also consider conducting drills and other response exercises. Evacuation, shelter-in-place, and active shooter drills can help train the workforce on how to respond during a real-life incident. Employees should know where to assemble, muster and otherwise be accounted for in the event they are not in their usual workspace when an incident occurs (e.g., attending meeting, out for lunch).

Leadership teams should continually assess their workplace, employees, and organizational climate to ensure training and mitigation measures address the current organizational climate and real world events. Planning, training and assessment should evolve as events dictate.

How to Address Workplace Violence?

While the ultimate objective is to prevent workplace violence, DON organizations, Managers and Supervisors need to be prepared to address workplace violence by addressing it at the inception of behavior that could become violent or escalate to even more violent behavior. No matter how effective organizational policies and plans are in detecting and preventing incidents, there are no guarantees against workplace violence. Even the most responsive employers face this issue. When an incident of workplace violence does occur, it is essential the response be timely, appropriate to the situation, and understanding of employees’ perspectives and needs.

While the actual procedures may vary based on organizational needs and specific workplace violence issues, the following table is a general outline of workplace violence issues and how they may be addressed:

Table 1 - Addressing Workplace Violence Issues			
Categories/Levels	Examples	Intervention	Who To Call
LEVEL I – <ul style="list-style-type: none"> • Implied threats • Verbal/mental abuse • Harassment/badgering • Threatening tones and/or menacing gestures 	<ul style="list-style-type: none"> • “You’ll pay for this.” • “You’ll be sorry.” • Name calling, berating, sarcasm • Screaming, yelling, disruptive behavior 	<u>Employees:</u> <ul style="list-style-type: none"> • Report to Supervisor • Document <u>Supervisors:</u> <ul style="list-style-type: none"> • Report to your Supervisor • Consult with Security, HR, and CEAP as necessary • Define/Address the Problem • Document 	Security Supervisor HR CEAP



Supervisor's Handbook

Workplace Violence Preparedness and Response

Table 1 - Addressing Workplace Violence Issues			
Categories/Levels	Examples	Intervention	Who To Call
<p>LEVEL II –</p> <ul style="list-style-type: none"> • Threatening gestures • Express written or verbal Threats • Property abuse / mishandling • Stalking 	<ul style="list-style-type: none"> • Raising hand or object to strike someone • Any written or verbal threat to harm, avenge, or retaliate • Throwing objects, slamming doors, slamming fists on desk, hitting or kicking walls or objects • Monitoring a co-worker's activities to satisfy personal objectives (unwarranted attention) • Refusing to leave an area (office) when asked to do so • Intentionally crowding to intimidate • Blocking access to or exit from the area 	<p><u>Employees:</u></p> <ul style="list-style-type: none"> • Report to Supervisor • Document <p><u>Supervisors:</u></p> <ul style="list-style-type: none"> • Report to your Supervisor • Consult with Security, HR, and CEAP as necessary • Plan of action (disciplinary action, mandatory anger management referral, victim assistance) • Document 	<p>Security Supervisor HR CEAP</p>



Supervisor's Handbook

Workplace Violence Preparedness and Response

Table 1 - Addressing Workplace Violence Issues

Categories/Levels	Examples	Intervention	Who To Call
<p>LEVEL III –</p> <ul style="list-style-type: none"> • Physical altercations • Destruction • Assault – Physical, Sexual, Armed • A presently occurring loss-of- control event creating fear of imminent harm • Unauthorized possession of firearms or other weapons on government premises or Federal leased facilities 	<ul style="list-style-type: none"> • Shoving, grabbing, jabbing, poking, or slapping • Tripping or intentionally bumping or jostling • Breaking equipment • Breaking or putting holes in doors, walls, windows, etc. • Intentional use of objects for purpose of destruction – fire, bombs, chemicals, vehicles, etc. • Any intentional harmful physical contact • Unremitting rampage of loud, threatening, or incoherent speech • Bringing an unauthorized weapon on site 	<p><u>Any/All Staff:</u></p> <ul style="list-style-type: none"> • Activate emergency response procedures in accordance with local instructions, protocols and/or procedures – Do NOT try to handle on your own. • Report to a Supervisor or Manager • Assist in maintaining calm, if possible • Assist in victim care if possible • Leave the area if necessary for your safety • Document <p><u>Supervisors:</u></p> <ul style="list-style-type: none"> • Arrange for debriefing after resolved (all persons impacted) • After crisis has resolved and situation has stabilized, coordinate plan of action with HR and CEAP (disciplinary action, mandatory anger management referral, victim assistance). 	<p>Security Supervisor HR CEAP</p>



Supervisor's Handbook

Workplace Violence Preparedness and Response

Post Incident Response and Recovery

After a workplace violence incident, there is a temptation to focus narrowly on caregiving responses such as debriefings and counseling. As essential as these services are, they are only part of the picture. The way a supervisor conducts themselves after an act of workplace violence can play a crucial role in an employee's recovery. Understanding and paying attention to an employee's daily behaviors during a "normal" day of work and comparing it to the employee's behavior after a violent incident can play a crucial role in the recovery process.

Note: Labor unions may have the right to be present during formal meetings and/or investigations following an incident of workplace violence. Management should consult with the servicing HRO prior to engaging employees in such formal meetings/discussions and/or investigations.

Communication

During a workplace violence incident, employees should receive notification and instructions to follow established emergency evacuation and shelter-in-place procedures, as appropriate to the situation. Following incidents of violence, supervisors and managers must consider how best to communicate with employees, including by what means, and how frequently. Information strategies should be simple and adaptable. A notice board, social media, or recorded messages on a "hotline" may suffice for the basics. Union representatives can also help in reassuring employees after an incident and in sharing information with employees.

Expect and plan to spend ample time with employees, as they will need to be reassured and have an opportunity to voice their concerns. Senior management should ensure immediate supervisors are supported in this role, relieved of unnecessary duties, and not pulled away from their subordinates unnecessarily. Share information as rapidly and honestly as possible, so false reports and irrational fears do not spread and make the situation worse. Questions from the news media relating to incidents of workplace violence should be forwarded to the appropriate public affairs staff. Supervisors and managers should be mindful that the media may publicize disturbing information related to high visibility workplace violence incidents, which may cause further distress to employees and require additional support or assistance.

Involving Behavioral Health and CEAP

A behavioral health response may be needed, depending on the nature of the incident, how many individuals are affected, and the magnitude of significant emotional distress among those involved. Qualified crisis response counselors are available through the CEAP. Consider requesting a critical incident stress debriefing from the CEAP provider. Supervisors and managers should advise employees that they may access CEAP services to assist with any strong emotions, anger, sleep problems, or other normal reactions to the abnormal event. In addition, most Federal employees will have mental health services available through their Federal health insurance benefits.

Commander, Navy Installations Command (CNIC), Fleet Family Readiness (FFR) assists Sailors and their families, and Command efforts, in maintaining Sailor and family readiness, including offering free counseling by Fleet Family Support Services (FFSC). The Marine Corps Community Service



Supervisor's Handbook

Workplace Violence Preparedness and Response

(MCCS) similarly assists Marines and their families.

Contact the local FFR Center/FFSC or MCCS to determine if they will assist with counseling for DON civilians affected by on-site workplace violence.

Resources:

- Tip Sheet 1: Management Steps to Help Employees Recover from Workplace Violence
- CEAP through Magellan, 24/7 Assistance for Emotional, Health, Wellbeing Concerns: (844) DONCEAP / (844) 366-2327; TTY: (888) 262-7848 <https://magellanascend.com>
- Navy Special Psychiatric Rapid Intervention Team (SPRINT)
SPRINT East (757) 660-3533; SPRINT West (619) 971-5625
- OPM, A Manager's Handbook, Handling Traumatic Events: <https://www.opm.gov/policy-data-oversight/worklife/reference-materials/traumaticevents.pdf>

Employee/Survivor Benefits as a Result of Workplace Violence

While supervisors and managers will not be expected to know the details and process of every benefit available to employees and survivors, they should have a general awareness of the following basics. For subject matter expertise, refer inquiries regarding eligibility, filing, and payment to the command injury compensation specialist in the servicing HRO or the Navy Civilian Benefits Center (CBC).

Workers' Compensation

Employees injured in the performance of duty are eligible for Federal Employees Compensation Act (FECA) benefits to cover expenses for rehabilitation, medical, surgical and other required treatment. The FECA also provides for payment of benefits to dependents if a work-related injury or disease causes an employee's death. Injured employees may be entitled to Continuation of Pay (COP) of their full salary for up to 45 calendar days from the date of injury. If the disability continues beyond 45 calendar days, employees receive compensation based on 66 2/3% of their weekly wages (or 75% of their weekly wages for those with at least one qualified dependent) at the time of injury.

FECA death benefits include monthly compensation benefits for the eligible spouse and dependent children. Additionally, FECA provides \$800 for funeral and burial expenses for employees who die in the performance of duty as well as a \$200 allowance will be paid in consideration of the expense of terminating the deceased's status as a Federal employee.

Death-in-Service

Upon approval of a FECA death claim by the Office of Workers' Compensation (OWCP), the DON may provide a discretionary death gratuity payment of \$9,000 to the personal representative of an employee who dies as a result of injuries sustained in the performance of duty (*funeral payments and the death gratuity benefit may not exceed \$10,000*).

Designated beneficiaries of deceased employees may also receive payment for unused leave as well as employee funds from the Thrift Savings Plan and life insurance policy. If needed, the Civilian Benefits Center, at the request of the family, will coordinate with the funeral home to confirm the amount of expected life insurance payments. Outside agencies/organizations also provide resources



Supervisor's Handbook

Workplace Violence Preparedness and Response

for victims of crimes. This information is shared with the family members during benefit counseling sessions.

Resources:

- Tip Sheet 1: Management Steps to Help Employees Recover from Workplace Violence
- Tip Sheet 2: Filing Notification of Traumatic Injury/Illness
- Tip Sheet 3: Supervisor's Guide to Injury Compensation Claims
- Tip Sheet 4: Overview of Benefits Available to Beneficiaries of Deceased Federal Employees

Returning to Work

While some employees will be ready and willing to return immediately, others may require assistance from professional experts, such as physicians and psychotherapists, but also the direct support of co-workers, supervisors and leaders. Following an incident of workplace violence, the workplace may be a crime scene or otherwise inaccessible for an unknown duration. Supervisors should:

- Obtain professional assistance in case further security measures need to be taken to provide a safe workplace for the victim(s) and other employees.
- Provide a flexible plan for employees returning to work, taking into consideration the incident and recommendations of professional counselors.
- Seek guidance from servicing HR and EEO Offices regarding employees' requests for reasonable accommodation based on disabilities.

Leave

Employees who desire or need to be away from the workplace may request an appropriate category of leave to include: sick leave, annual leave, advanced annual leave, advanced sick leave, leave under the Family and Medical Leave Act (FMLA), donated leave under the voluntary leave transfer program, leave without pay, credit hours, and compensatory time off.

Alternative Worksites

Requests for telework by employees who are eligible and telework-ready should be thoughtfully considered. Unless telework or approved absence is granted, employees for whom workspace is made available are expected to report to work to perform regular duties as scheduled and instructed. If the worksite is not accessible, Weather and Safety leave may be appropriate when employees are not telework eligible/ready and an alternative worksite is not available.

Additional Resources:

- DODI 1438.06 DoD Workplace Violence Prevention and Response Policy
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/143806p.pdf>
- OSHA Workplace Violence website: <https://www.osha.gov/workplace-violence>
- Federal Protective Service: <https://www.dhs.gov/fps-what-we-do-fps-services>
- Interagency Security Committee, Violence in the Federal Workplace: A Guide for Prevention and Response: https://www.cisa.gov/sites/default/files/publications/isc_workplace_violence_guide_-_2019_0.pdf



Supervisor's Handbook

Workplace Violence Preparedness and Response

Tip Sheet 1: Management Steps to Help Employees Recover from Workplace Violence

Ensure a management presence

Spend ample time with your employees. Employees need to be reassured about their concerns and be able to ask questions. Include bargaining unit representatives as appropriate.

Implement additional office safety measures (i.e. new entry system, new door locks, security cameras, safe rooms). Ensure additional measures are include measures employees will see.

Refer employees to crisis response professionals

If employees are having a difficult time dealing with the situation, refer them to the DON CEAP, where licensed, experienced CEAP counselors can provide short-term counseling to assist with stress and personal concerns.

Provide on-going communication

Frequent and open communication following a critical incident keeps employees informed and provides transparency. Lack of communication can cause conflict, tension, anxiety, and may lead to low morale and poor organizational results.

Support informal debriefing

Permit employees to talk informally with one another when they feel a need to discuss the experience. A comfortable break area and flexibility about break times may be all that is needed.

Support care-giving within work groups

Keep work groups together as much as possible, and try not to isolate employees from their normal groups at work. Show respect and support for employees' efforts to care for one another.

Handle critical sites with care

It is helpful if employees don't have to come back to work and face painful reminders. However, the site of the incident should not be so "sanitized" that it gives the appearance that management is pretending that nothing happened. Various areas throughout the building may be a focus of grieving, and they need to be respected as such.

Help employees face feared places or activities

Having support of a loved one or work associates when first returning may make the first step much easier.



Supervisor's Handbook

Workplace Violence Preparedness and Response

Remember the healing value of work

Getting back to work can be reassuring and having a mission to perform can help the group recover its morale. Employees will find the situation, whatever it is, less painful if co-workers who care about them are there to listen or lend a hand if needed. Manage the return to work in a way that conveys appropriate respect for the deceased, the injured and the traumatized.

Set clear work standards.

Set clear and reasonable expectations and give employees some freedom in working out ways to meet them. Be as flexible as possible with regard to working conditions such as work hours, administrative leave, and alternative work sites.

Make it clear that this is a difficult period, and that it's OK to share feelings of anxiety, fatigue, or frustration.

If you can, set a positive example by letting people know you can do a good job even though you are not feeling your best. The message should not be, "Poor us," but rather, "This is hard, but we're going to do this together and get through it."

Don't underestimate the impact of stress on you as an individual.

Attend to your own stress management program, and use your resources for professional consultation and counseling. You will find it easier to take care of your work group if you also take care of yourself.



Supervisor's Handbook

Workplace Violence Preparedness and Response

Tip Sheet 2: Filing Notification of Traumatic Injury/Illness

Federal employees who believe that they have sustained an injury/illness or have been temporarily or permanently incapacitated in the performance of their duties by the incident of violence should notify their supervisor as soon as possible using Department of Labor (DOL) Form CA-1 Federal Employee's Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation or DOL Form CA-2 Notice of Occupational Disease and Claim for Compensation. A traumatic injury is a wound or other condition of the body caused by external force, including stress or strain. The injury must be caused by a specific event or incident, or a series of events or incidents, within a single day or shift. An occupational disease or illness is a condition produced by the work environment over a period longer than one work day or shift.

Employees injured in the performance of their duties may be eligible for benefits under the Federal Employees' Compensation Act (FECA) to cover expenses for rehabilitation, medical, surgical and other required treatment. Injured employees may be entitled to Continuation of Pay (COP) of their full salary for up to 45 calendar days and, if the disability continues beyond 45 days, may receive compensation based on 66 2/3% (or 75% for those with at least one dependent) of their weekly wages at the time of injury. All claims for benefits are adjudicated by the DOL, pursuant to the established legal requirements for compensation under the FECA.

- As soon as possible, employees should notify their supervisor of any job-related injury. Notification should be made regardless of whether or not an employee plans to file a claim for medical expenses or COP. Claims may be made up to three years after the incident; however, notification must be made within 30 days to be eligible for COP.
- Supervisors should contact their servicing Human Resources Office (HRO) for assistance in providing the employee the necessary documentation to file a notice of injury/illness.
- Employees should file their claims electronically using the Employee's Compensation and Management Portal (ECOMP) located at <https://owcp.dol.gov/#/> as soon as possible, but no later than 30 days following the date of injury if making a claim for COP; however, injury claims may be filed within 3 years of the date of injury.
- The supervisor should complete the supervisor portion of Form CA-1/CA-2, sign the Receipt of Notice of Injury section on page 4 of that form, and provide a copy to the employee. The completed Form CA-1/CA-2 with the original (wet) signature will be provided to the servicing HRO and the electronic version will be submitted to DOL for processing.
- If an employee is entitled to COP, supervisors are responsible for managing employee time and attendance within the applicable timekeeping system.
- Medical documentation must be submitted to the HRO within 10 workdays or the employing organization may stop COP.

For more information on injury compensation please visit:

DON's Injury Compensation Program page (CAC-enabled) at:

<https://portal.secnav.navy.mil/orgs/MRA/DONHR/Injury-compensation/Pages/default.aspx> or

DOL's Office of Workers' Compensation Program page at:

<https://www.dol.gov/general/topic/workcomp>.



Supervisor's Handbook

Workplace Violence Preparedness and Response

Tip Sheet 3: Supervisor's Guide to Traumatic Injury Compensation Claims

1. Injury Reported - Must submit CA-1 to receive OWCP claim numbers

- An immediate investigation of the claim should occur on notification that an injury has occurred. The Injury Compensation Program Administrator (ICPA)/Human Resources Office (HRO) or Safety Office should also investigate, if necessary.
- Print, sign, and have employees sign the claim form, received via the ECOMP application email link (Website: <https://owcp.dol.gov/#/>) and then give the wet signature claim form to the responsible ICPA.
- Electronically submit CA-1 (Traumatic Injury) using the ECOMP email link.
- For Recurrence claims, sign and submit CA-2a manually to ICPA.

2. Notify the Safety Office

- Submit local safety forms to the Safety Office.
- If the Safety Office asks for copies of claim form or medical, notify the ICPA or BSO/Command's FECA Program Manager.
- *Do not provide Safety Office with the OWCP claim forms or medical documentation.*

3. Medical Documentation - Must be signed by a physician (medical doctor)

- CA-20, attending physician's report (provide to employee, but must be returned directly to the ICPA).
- CA-17, Duty Status report (for completion after each change in treatment- can be returned to supervisor).
- *Injured employee must notify physician that agency offers light duty.*

4. Continuation of Pay (COP) - Must be supported by Medical Documentation

- Up to 45 calendar day entitlement following date of traumatic injury (CA-1 must be received within 30 days of the date of injury).
- Medical documentation must be submitted to ICPA within 10 workdays or the agency may stop COP
- Timekeeping for COP: "LU" for date of Injury & "LT" 45 days lost time after injury.
- Four digit codes for time card are month and day of injury.
- If claim is denied, immediately change COP to Sick Leave (LS), Annual Leave (LA) or other applicable leave status

5. Medical Authorization - Must be supported by Medical Justification

- Physician requests authorization: Phone 844-493-1966 or <https://owcpmed.dol.gov>
- Medical provider must have a CNSI provider number to receive authorization.
- Physician must provide ICD-10 code (diagnosis code), CPT (procedure code) and OWCP claim number. Requested treatment/procedure must match accepted condition.

6. Compensation after 45 days of COP - Must be supported by Medical Documentation

- Must be in a OWCP LWOP (Leave without pay) status, timekeeping code "KD".
- Complete a CA-7, Claim for Compensation, every two weeks until notified by OWCP.
- Submit SF-1199, Direct Deposit along with first CA-7 submitted.



Supervisor's Handbook

Workplace Violence Preparedness and Response

- After 80 hours of OWCP LWOP, supervisor should submit a Request for Personnel Action (SF-52) to HRO to document period of LWOP.
- Pay rate is 75% with dependents or 66 2/3% with no dependents.

7. Medical Bills

- Website: <https://owcpmed.dol.gov>
- Medical Provider must have a CNSI Provider Number to receive payment.
- Bills submitted manually must be submitted on HCFC-1500, OWCP-1500, or UB-04.
- Mailing address: Department of Labor, OWCP/DFEC, PO BOX 34450, San Antonio, TX 78265
- CNSI Customer Service Number is 844-493-1966.

8. Reimbursement

- OWCP-915 Medical expense reimbursement, submit with required documentation.
- OWCP-957 Medical Travel and reimbursement, submit with medical documentation.
- Send complete forms, along with medical documentation to Department of Labor, OWCP/DFEC, PO BOX 34450, San Antonio, TX 78265.



Supervisor's Handbook

Workplace Violence Preparedness and Response

Tip Sheet 4: Overview of Benefits Available to Beneficiaries of Deceased Federal Employees

The following benefits/payments may be available to beneficiaries as a result of the deceased employee's service as a Federal employee with the Department of the Navy (DON).

Unpaid Compensation — Unpaid compensation is the unpaid, earned salary up to the date of death.

Annual Leave Balance — Payout of the deceased employee's annual leave balance. Payments are processed by the Defense Finance and Accounting Service (DFAS).

Life Insurance — Payouts vary based on the type of coverage, if any. Survivor claims are processed by the Office of Federal Employee's Group Life Insurance (OFEGLI) via the Civilian Benefits Center (CBC). The CBC will counsel the next of kin or survivors on possible benefit entitlements.

Thrift Savings Plan (TSP) — A deceased employee may have had a TSP account; however, account balance information is not releasable by the DON. The TSP determines who is entitled to a deceased employee's TSP account. The CBC provides counseling on the available account options.

Retirement Contributions — The eligible spouse* and dependent children (18 and under or if student up to age 22) of a deceased employee may be eligible for a monthly retirement benefit from the Office of Personnel Management (OPM). Spouses may be eligible for a survivor "lifetime" monthly annuity (some exclusions may apply). Annuity amounts vary based on high three salary and length of service.

Federal Employees Compensation Act (FECA) Benefits — The eligible spouse* and dependent children of a deceased employee may apply to receive monthly compensation benefits. Additionally, FECA provides \$800 for funeral and burial expenses for employees who died in the performance of duty as well as a \$200 allowance will be paid in consideration of the expense of terminating the deceased's status as a Federal employee.

Important Note: Survivors must choose between the annuity benefit from OPM and the monthly benefit from FECA — they cannot receive both benefits. Typically, the FECA compensation benefit is a higher amount because it is "tax free."

Health Insurance — A surviving spouse* may have the option of continuing health care coverage. The CBC will counsel the spouse if eligible to enroll or continue health coverage.

Line of Duty Death Gratuity Benefit — The DON may pay up to an additional \$9,000 to the personal representative of an employee who dies as a result of injuries in the line of duty. (Section 651 of Public Law 104-208, the Omnibus consolidated appropriations Act). (*funeral payments and the death gratuity benefit may not exceed \$10,000*)

Social Security Benefits — Social security benefits vary among survivors. Survivors, including dependent children, should seek counseling from the Social Security Administration (SSA) to determine if eligible for a monthly benefit. SSA benefits are offset by the amount received in FECA benefits.

* *Domestic Partners: To be eligible for benefits, there must be evidence of a marriage. Also, some states recognize "common law" marriage. In either case the partner/spouse is required to provide supporting documentation.*



Supervisor's Handbook

Workplace Violence Preparedness and Response

Appendix A – Workplace Violence Quick Reference Phone List

This appendix is provided as a guide for supervisors and employees to obtain contact information relevant to workplace violence issues. This page can be reproduced and populated with information applicable to the employing organization and work location.

OFFICE/TITLE	NAME	PHONE NUMBER	EMAIL ADDRESS OR WEBSITE
Installation Emergency Services			
Security Office			
Local/On-site Fleet Family Readiness Center			
Fleet Family Support Services - Counseling		800-FSC-Line (800-372-5463)	
Marine Corps Community Service Distress Line		CONUS: 877-476-7334 OCONUS: 098-970-7734	https://www.usmc-mccs.org/services/support/distress-line/
First Line Supervisor			
Second Line Supervisor			
Commander			
DCHR			
DON CEAP		844-366-2327 TTY: 888-262-7848	https://magellanascend.com
Command CEAP POC			
Employee Relations			
Public Affairs			
Injury Compensation Program Administrator			
Chaplain			
Command Physical Security			
Command Insider Threat			
Command Information Systems Security Manager (ISSM)			
Insider Threat Analytic Hub		703-695-7700	Insiderthreat.fct@navy.mil, https://www.secnav.navy.mil/itp/Pages/default.aspx ,