

# Appendices: Possible Prevention Policy, Strategy Documents and Checklists

## Appendix 1

### **Possible Mission Statement on Client-initiated Violence**

This organisation aims to provide a working environment that promotes courtesy, trust, equity, and mutual respect across the workforce and to clients of our services. Our mission is to achieve “best practice” in the prevention of violence. All acts of threatening behaviour, harassment, intimidation, threats, and physical violence are expressly prohibited. In order to ensure widespread adoption of our zero-tolerance policy, a consultative framework involving management, employees, others on-site, and representatives of clients who use our services, will be maintained.

## Appendix 2

### **Possible Client-initiated Violence Prevention Policy**

*It is the policy of (named organisation) to provide a safe work environment. We:*

- (a) recognise the potential for violence arising during work and undertake to do all that is reasonably practicable to eliminate or reduce the risks to everyone on-site;
- (b) will develop a violence prevention policy, strategies, and guidelines tailored to this worksite and work process in consultation with the OHS committee;
- (c) undertake to assess the potential for violence associated with the worksite and work processes, to identify groups of workers especially at risk, take all practical steps to eliminate/reduce the risks, and to provide adequate budgetary resources;
- (d) undertake to conduct regular occupational violence audits/risk assessments;
- (e) require clients to abide by the violence prevention policy;
- (f) will address the special risks for those working alone, off-site and after hours;
- (g) require full reporting of all violent incidents, including threatening behaviours, abuse, harassment, and intimidation;
- (h) will take seriously, and investigate, all reports from employees about the potential for occupational violence;
- (i) will investigate all incidents through the tripartite OHS committee;
- (j) agree that corporate response to all forms of violence will be consistent with the zero-tolerance policy and without favour. The policy *requires* investigation of each alleged incident, and mediation procedures with clients after significant aggressive behaviour—which may result in restriction of access to future services;
- (k) agree that the CEO, all managers/supervisors and the OHS committee are responsible for implementing and maintaining the violence prevention program;
- (l) will identify/name the contact person responsible for the implementation of the violence prevention policy and strategies;
- (m) require contractors on-site to abide by the violence prevention policy, and to adopt comparable security procedures *as part of normal contract conditions*;
- (n) will, in consultation with the OHS committee and employee representatives, provide full training and regular re-training to workers who may be at risk of violence to enable them to recognise potentially violent persons or situations;
- (o) affirm that employees are instructed not to take risks on behalf of the employer to protect the employer’s property;
- (p) will provide support and care, including counselling and professional care where appropriate, to those who have experienced a violent incident;
- (q) will agree wherever possible to a change of duties/location for a person who is unable to perform their former duties as a result of violence, without prejudice to future prospects;
- (r) will regularly monitor and evaluate the violence prevention policy and strategies in consultation with the OHS committee and employee representatives. Consultation will also occur prior to the design of any new worksite, or major change in work procedures; and
- (s) will adopt legal counsel recommendations.

Date:..... signed by CEO:..... Policy last updated:.....  
(Manufacturing, Science and Finance Union (MSFU) 1994, 1995 cited in Chappell and Di Martino 1998, p. 98; Davis 1997, p. 175; Long Island Coalition for Workplace Violence Awareness and Prevention 1996, p. 33)

## Appendix 3

<b>Possible Legal Vulnerability Checklist</b>		
	<i>yes</i>	<i>no</i>
• This organisation has a mission statement that defines client-initiated violence	<input type="checkbox"/>	<input type="checkbox"/>
• This organisation has a violence prevention policy that sets out strategies implemented in the organisation to eliminate/reduce violence, mechanisms to involve the workforce in violence prevention planning and implementation of risk control strategies, and post-incident supports	<input type="checkbox"/>	<input type="checkbox"/>
• All personnel have been made aware of the violence prevention policy through induction procedures, an information campaign, and on-going monitoring by the occupational health and safety committee	<input type="checkbox"/>	<input type="checkbox"/>
• Adherence to zero-violence is obligatory for all clients	<input type="checkbox"/>	<input type="checkbox"/>
• As new information becomes available the policy and strategy will be updated	<input type="checkbox"/>	<input type="checkbox"/>
(adapted from Davis 1997, pp. 174–76)		

## Appendix 4

### **Possible CEO Statement of Commitment to Zero-tolerance of Violence**

This organisation takes seriously our duty of care obligations and will work constructively with all members of the workforce and our client representative groups to encourage a participatory management style, foster teamwork, improve employer/employee communication, and adopt an “open door” policy to eliminate all instances of violence.

We have assigned specific responsibility for violence prevention to (*insert name*) who has the authority and responsibility for implementing the strategy, and for conducting regular occupational violence audits on-site. Nonetheless, under the regulatory framework in the Australian state of (*insert name*) this organisation recognises that primary responsibility for occupational health and safety—of which violence prevention is a part—rests with the employer/CEO. These responsibilities for a safe work site and process of conducting work are broadly known as the “Duties of Care”. All workers are responsible for following the violence prevention policy, observing all directives, and for assisting in maintaining a workplace that is free from threats, harassment, intimidation or physical violence. All incidents of occupational violence will be investigated and offending clients may be forbidden future access to our services.

(developed from CAL/OSHA 1994, p. 3)

## Appendix 5

### **Possible Communication Strategy for Client-initiated Violence Prevention**

*This organisation will:*

- communicate the violence prevention policy to all clients as far as is possible, for example in waiting area noticeboards and through provider/client liaison group meetings;
- restrict access to the worksite of clients and members of the public with a history of violence. If violent clients require urgent assistance or treatment, appropriate security for staff will be provided;
- on admission, the code of behaviour expected will be made clear to all clients. This code includes curfew, visitors, drug and alcohol use, security and general conduct expectations;
- communicate the violence prevention policy to all supervisors and workers through bulletin board notices, with all employment contracts, in staff newsletters and through other appropriate means, for example changes notified with pay advice slips;
- develop and distribute violence prevention information through the OHS committee;
- include the zero-tolerance violence policy and strategies in new worker orientations;
- regularly re-train all "at risk" staff in violence prevention;
- periodically review the violence prevention policy and strategies;
- ensure that violence prevention is on the agenda of each meeting of the OHS committee;
- restrict access to the worksite of past and recently discharged violent clients;
- instigate and maintain a reporting system by which victims of violence can remain anonymous to protect them from fear of retribution (while retaining natural justice provisions for alleged client/perpetrators); and
- conduct post-incident support and counselling procedures in a manner which maintains personal confidentiality, and without prejudice.

(adapted from WorkCover New South Wales 1996, p. 7; CAL/OSHA 1994, pp. 3, 7)

## Appendix 6

### **Possible Occupational Violence Audit/Risk Assessment Form**

On (*insert date*) an on-site violence audit was carried out.

The audit was conducted by:.....

Employer representative:.....

Employee representative: .....

OHS committee representative:.....

*Records reviewed:*

Incident reports since last audit: .....

“Near miss/near assault” reports:.....

Off-site incidents:.....

Insurance reports:.....

Police reports:.....

Grievances/mediations: .....

Training records:.....

Other relevant records:.....

From these records, we have identified the following issues that need to be addressed:

.....

*“Walk-through” audit:*

Security/building access: .....

Reception: .....

Working alone/isolated/off-site: .....

Shiftwork/atypical hours:.....

Client/perpetrators:.....

Review of tasks and workloads:.....

From the “walk-through” violence audit, we have identified that the following issues

need to be addressed:.....

.....

*Semi-structured interviews with (anonymous) staff members:*

Number of interviews conducted:.....

Areas of worksite/work process covered (only if does not identify individuals):.....

Gender/ethnicity/youth breakdown of interviews:.....

Client/perpetrators:.....

Working alone/isolated/atypical hours/off-site: .....

From the interviews with staff, we have identified that the following issues need to be

addressed:.....

*Overall risk controls recommended:*

Engineering/security controls:.....

Work area and work process:.....

Off-site:.....

Working alone/isolated:.....

Training:.....

Client/perpetrators who may require early mediation, restriction or exclusion:.....

Adequacy of existing control measures:.....

.....

Other risk controls recommended (resources required, proposed implementation date,

evaluation due date):.....

(adapted from Long Island Coalition for Workplace Violence Awareness and Prevention

1996. See alternative audits in WorkCover South Australia 1998a, p. 22; WorkCover

New South Wales 1996, pp. 18–21)

## Appendix 7

### Possible Checklist: Warning Signs of Impending Client-initiated Violence

<i>Does the client:</i>	<i>yes</i>	<i>no</i>
• complain regularly about provision of services	<input type="checkbox"/>	<input type="checkbox"/>
• refuse to cooperate	<input type="checkbox"/>	<input type="checkbox"/>
• demonstrate "cries for help" in some way	<input type="checkbox"/>	<input type="checkbox"/>
• indicate a heightened level of anxiety or depression	<input type="checkbox"/>	<input type="checkbox"/>
• have rapid breathing, clenched fists/teeth, flared nostrils, flushing, loud talking or chanting, restless repetitive movements/pacing, make semi-violent gestures for example pointing	<input type="checkbox"/>	<input type="checkbox"/>
• swear excessively and/or use sexually explicit language	<input type="checkbox"/>	<input type="checkbox"/>
• threaten or verbally abuse workers	<input type="checkbox"/>	<input type="checkbox"/>
• have noticeable mood swings and/or unprovoked outbursts	<input type="checkbox"/>	<input type="checkbox"/>
• have a condition that has been associated with an increased potential for violence, for example paranoid schizophrenia	<input type="checkbox"/>	<input type="checkbox"/>
• tend to be solitary with few social contacts; unstable family life	<input type="checkbox"/>	<input type="checkbox"/>
• sexually harass staff	<input type="checkbox"/>	<input type="checkbox"/>
• blame others for all difficulties	<input type="checkbox"/>	<input type="checkbox"/>
• cause anxiety or unrest through aggressive behaviour	<input type="checkbox"/>	<input type="checkbox"/>
• argue frequently and intensely	<input type="checkbox"/>	<input type="checkbox"/>
• blatantly disregard organisational policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>
• throw, sabotage or steal equipment or property	<input type="checkbox"/>	<input type="checkbox"/>
• have a substance abuse problem	<input type="checkbox"/>	<input type="checkbox"/>
• send violent or sexual comments via phone, email, or letter	<input type="checkbox"/>	<input type="checkbox"/>
• make strange or exotic claims (losing touch with reality)	<input type="checkbox"/>	<input type="checkbox"/>
• have a fascination with weapons and/or military hardware	<input type="checkbox"/>	<input type="checkbox"/>
• have a history of violence	<input type="checkbox"/>	<input type="checkbox"/>
• make verbal threats to hurt workers or other clients	<input type="checkbox"/>	<input type="checkbox"/>
• tell other clients about their plans to initiate violence	<input type="checkbox"/>	<input type="checkbox"/>
• destroy property	<input type="checkbox"/>	<input type="checkbox"/>
• have physical confrontations	<input type="checkbox"/>	<input type="checkbox"/>
• display and/or use weapons	<input type="checkbox"/>	<input type="checkbox"/>
• commit sexual assaults or arson	<input type="checkbox"/>	<input type="checkbox"/>
• talk about self-harm or suicide?	<input type="checkbox"/>	<input type="checkbox"/>

Date:..... Client name:..... Staff member signature:.....

(See USOPM 1998, pp. 17, 46; Davis 1997, pp. 11, 14, 21, 30, and 54; Randall 1997, pp. 53–54; Heskett 1996, p. 445; Kinney 1996, p. 307; Editor, 1995, p. 29; Witkowski 1995, p. 216; Seger 1993, p. 141)

# Appendix 8

## Possible Client-initiated Violent Incident Report Form

*Instructions:*

All incidents must be reported as soon as possible, and not later than 3 days.  
 A separate incident form is to be completed for each event.  
 All incidents of abuse, verbal threat, or aggressive behaviour where no actual harm has occurred should be recorded as the pattern may indicate the need for strategies to prevent future tragedies.

Type of incident:  abuse       harassment       threats       assaults       robbery  
 Mechanism used:  face-to-face       phone       email       letter       other

Name of victim:.....

Position (job task):.....

Name of client/perpetrator (if known):.....

Address of client/perpetrator (if known):.....

Any known relationship between victim and perpetrator (for example, nurse caring for patient):.....

Time of occurrence:       a.m.       p.m.

Day of week:       Sun.       Mon.       Tues.       Wed.       Thurs.       Fri.       Sat.

Location/area where incident took place:.....

Activity underway at time of incident:.....

Other persons present at time:.....

Nature of injuries sustained:

    Body part injured (for example, arm/head):.....

    Type of injury (for example, laceration/emotional):.....

How the incident arose and progressed (narrative data):.....

.....

.....

Contributing causes:.....

.....

Total lost time:    Victim:..... hours:..... minutes:.....

                          Replacement staff: ..... hours:..... minutes:.....

                          Investigator(s): ..... hours:..... minutes:.....

Costs:    Lost time:.....    Equipment/building damage:.....    Other:.....

    Estimated total costs:.....

Outcomes of incident (for example, treatment/charges by police):.....

.....

.....

.....

Date:..... Signature:..... (form last updated: .....).

(Long Island Coalition for Workplace Violence Awareness and Prevention 1996)

## Appendix 9

### **Possible Record/File Kept By Victim of Client-initiated Violence**

1. *Written record/diary of all incidents, threats, or physical attacks:*
  - each incident should be recorded separately;
  - date, time, place;
  - name of client/perpetrator;
  - details of what happened; and
  - name(s) of witnesses.
2. *Correspondence to client/perpetrator (or his/her formal representative) following any incidents:*
  - all correspondence must be retained;
  - statement(s) made by victim to deny or correct remarks, statements or claims by client/perpetrator;
  - date all statement(s) and enter the dates mailed or delivered to client/perpetrator;
  - if there has been a reply from client/perpetrator or his/her representative, attach to record and date; and
  - if there is no reply or response from client/perpetrator, this should be recorded.
3. *Correspondence from client/perpetrator following any incidents:*
  - all correspondence must be retained;
  - statement(s) made by perpetrator to deny or correct remarks, statements or claims by victim; and
  - date all statement(s) and record the dates correspondence mailed/delivered to victim.
4. *Records of correspondence between service provider/employer and perpetrator and client liaison group:*
  - meeting(s) between service provider, client/perpetrator and/or client liaison group (record date, items discussed, names of those present);
  - written correspondence (dated and copies filed);
  - verbal discussion notes, including telephone discussions (date, time, people involved); and
  - correspondence forwarded and received.
5. *HRM, Employee Assistance Program (EAP), or counsellors approached:*
  - records should be kept of dates, items discussed, names of those (a) contacted and (b) present at meetings, and (c) copies of any written notes should be attached to the file; and
  - If there is more than one victim, or more than one incident from the same client, a group complaint from victims may be appropriate.
6. *Correspondence and meetings with union delegate or officials:*
  - confidential meeting(s) with Union delegate or official (date, names of those present, items discussed);
  - copies of any notes taken during these verbal discussions should be attached to the file;
  - written correspondence with Union delegate or official (date and file correspondence/photocopies);
  - copies of correspondence forwarded by Union delegate or official on behalf of victim filed;
  - anonymous survey of member's experiences of violence and actions taken; a special union meeting to discuss violence; and encouragement of members to be well-informed/trained in violence prevention; and
  - negotiations commenced with employer for improved anti-violence strategies.
7. *Guidance:* always stick with the facts and avoid statements that could be interpreted as ill-feeling, personality conflicts, or dislike of client/perpetrator or his/her condition. (developed from UNISON 1996)

# Appendix 10

## Possible *Anonymous Client-initiated Violence Survey of Staff*

The OHS committee requested this anonymous survey of staff to identify occupational violence risks and potentially useful prevention methods. A person independent of the organisation undertook the survey, and only grouped data was returned to the company. Date:.....

### 1. *Violence policies and strategies:*

Does your organisation have a client-initiated violence prevention *policy*?  yes  no  don't know

The violence policy here is:

excellent  fairly good  okay  not very good  terrible

Does your organisation have a client-initiated violence *strategy*?  yes  no  don't know

The violence strategy is:

excellent  fairly good  okay  not very good  terrible

Does the organisation hold regular meetings so everyone can discuss violence openly?  yes  no  don't know

Is there a violence contact person?  yes  no  don't know

Are there formal violence reporting procedures?  yes  no  don't know

### 2. *Occupational violence experiences:*

Do you know what to do if you are having trouble with a client?  yes  no  not sure

Have you experienced from clients:  harassment  abuse  threats  assaults  robbery

Number of incidents in past 12 months (specify type): .....

If yes, did this violent incident come from:  client/ex client  stranger  staff member(s)

Please describe: .....

If yes, did you report this to anyone here:

yes, on the report form  yes, but informally  no (please explain why not)

Have you missed work in the last 12 months because of something that a client did?  yes  no

If yes, please describe: .....

To your knowledge, has there been any other violence from clients here?  yes  no  don't know

### 3. *Violence prevention training:*

The violence prevention training here was:

excellent  fairly good  okay  not very good  terrible/useless

Violence prevention training was provided to me:  during induction only  re-training (date):.....

at other organisation (name):..... (date):.....  other (date):.....

### 4. *Action taken by organisation post-incident:*

investigated and made changes to fix situation  investigated and made no changes

made life difficult for me  did not report incident  other

5. *Recommended changes:* .....

(Long Island Coalition for Workplace Violence Awareness and Prevention 1996.

See alternative possible survey in Vandenbos and Bulatao 1996, p. 285)

## Appendix 11

### **Possible Client-initiated Violence Security Measures Checklist**

In this organisation the security system is prevention oriented, but allows quick reaction to an emergency.

*(a) Security provisions include:*

- restrictive access devices for all staff, for example card keys with photo identification;
- a requirement for clients, maintenance workers and visitors who go into restricted areas to wear short-term access badges—these are issued at reception;
- physical barriers prevent access by clients to most working areas (and delivery bays are either locked except when in use or completely separate from other staff areas);
- there are security locks or bars on all public access doorways and windows;
- client waiting areas are comfortable, decorated in muted colours, and spacious;
- there is bright and effective lighting in all areas of the site;
- there is improved lighting in stairwells, car parks, and Closed Circuit Television (CCTV) where appropriate;
- curved mirrors have been placed at hall intersections or areas where a client could conceal his or her presence;
- security cameras are placed in high-risk areas, for example emergency treatment rooms;
- additional security measures are in place where drugs are stored or being distributed;
- staff are well trained or re-trained in appropriate responses to client-initiated violence;
- there are prominently displayed signs that the premises are monitored;
- glass in windows and doors near client access areas is shatter-proof;
- signs are posted that notify the public that limited cash or drugs are kept on-site;
- access of clients with a history of violence is restricted. When clients with a history of violence need to be seen, additional security measures will be adopted, for example security guards will be present;
- the emergency/crisis response plan requires: control of client/perpetrators (with restraining provisions where appropriate);
- security staff escort all high-risk clients on-site;
- additional security procedures are implemented for staff working late or unusual hours, travelling for work, and for those working with high-risk clients;
- there are detailed security provisions for staff who work off-site or visit clients in their home or on another site, including the provision of mobile phones, standardised phone-in check times, and recording of client details prior to the off-site meeting;
- all staff are required to report suspicious, violent or unusual behaviour to security;
- there are no obstacles to good visibility in the grounds, for example bushes near entrance;
- all weapons (including knives and screwdrivers) are banned and metal detectors are in place at the worksite;
- staff are escorted by security to parking areas after hours or in “high risk” situations; and
- maintenance, repair, testing and monitoring procedures are checked weekly.

*Continued next page*

## Appendix 11 *(continued)*

### **Possible Client-initiated Violence Security Measures Checklist** *(continued)*

*(b) Emergency/crisis response plan:*

- on every phone is a sticker that states “in the event of an emergency, contact reception/security on *(insert number)*”;
- an emergency alarm button is installed at reception and in all client-interview rooms;
- electronic as well as manual alarm systems are in place;
- an emergency/crisis response plan is in place;
- the emergency/crisis team meets regularly in conjunction with the OHS committee;
- the emergency/crisis team members have been trained in early threat recognition, and have liaised with relevant outside authorities;
- all personnel are aware of the emergency/crisis team;
- there is a floor/unit emergency warden system in place that is checked regularly;
- escape routes have been planned and are practiced regularly; and
- the emergency/crisis response plan includes: post-incident control of the immediate working environment; control of violent clients; provision of information to law enforcement agencies; guidelines for provision of media statements; post-incident investigation and analysis; and confidential debriefing of staff.

form last updated: .....

(Developed from USOPM 1998, p. 22; CAL/OSHA 1998, p. 9; Kinney 1996, p. 309; Long Island Coalition for Workplace Violence Awareness and Prevention 1996, p. 60; CAL/OSHA 1995, p. 10. See also Wynne et al. 1996, pp. 30–32)

# Appendix 12

## Possible Security Plan Audit Form

On *(insert date)* a security plan evaluation was carried out.

The security plan audit was conducted by:

Employer representative: .....

Employee representative: .....

OHS committee representative:.....

Security staff representative:.....

Client group representative:.....

*Does the Security control plan include:*

- |  |                              |                             |  |
|--|------------------------------|-----------------------------|--|
| mission statement                                    | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| policy statement                                     | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| violence incident report form                        | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| violence audit checklist                             | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| emergency /crisis plan                               | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| off-site work with clients                           | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| floor plans posted with<br>emergency exits/equipment | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |

*Methods of control:*

- |                                |                              |                             |  |
|--------------------------------|------------------------------|-----------------------------|--|
| reception/access control       | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| emergency response plans       | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| reporting procedures           | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| work processes                 | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| training program               | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| computer/records security      | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| after hours security           | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| vulnerable employee protection | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| off-site workers               | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |

*Reviews undertaken by OHS committee:*

- |                                 |                              |                             |  |
|---------------------------------|------------------------------|-----------------------------|--|
| past incidents by type          | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| past incidents by area          | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| past incidents by gender        | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| past incidents by position/task | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |
| anonymous survey of staff       | <input type="checkbox"/> yes | <input type="checkbox"/> no | <input type="checkbox"/> yes, but inadequate |

Plan last audited on: ..... (date)

Plan last updated on: .....

(adapted from Long Island Coalition for Workplace Violence Awareness and Prevention 1996, p. 60)

## Appendix 13

### **Possible Guidelines for Interviewing/Treating a High-risk Client On-site**

- Make sure the interview or treatment is not conducted in isolation and others know where you are and who you are interviewing.
- Do not arrange to meet anyone when you know you will be alone in the building.
- Make sure the client knows their presence has been recorded.
- Use a room in which you are visible to others, for example glass (security) windows, but where confidential discussions cannot be overheard.
- If a room where you can be seen is not available, ensure someone else drops in to check on you frequently, for example bring cup of tea (but keep disruptions to a minimum).
- Ensure there is a duress alarm system of some sort (phones can disrupt interviews).
- Stay near the door—preferably have a room with two doors.
- Keep equipment in room to a minimum as many things can be used as a weapon.
- Ensure furniture is comfortable but robust enough not to be thrown.
- Make sure room is well lit.
- At the first sign you are in distress staff should know who will respond and what immediate action to take.
- Keep waiting time to a minimum. If the interview is delayed, ensure client is informed.
- Shake hands and introduce yourself by name and explain your job task.
- Use language the client will understand.
- If escorting a client to a room walk beside them on the same level, in front going upstairs, and behind them going downstairs.
- If the client is reacting badly to you because of your age, sex, and class, try to match the client with a more appropriate staff member (if client agrees).
- If the client has a history of aggression, find out about prior incidents to aid your interview process.
- Dress appropriately, including low-heeled shoes with good grip (in case you need to move quickly) and no jewellery (necklaces can be used to strangle).
- Attempt to have equal height seating with the client, at an angle, and leave greater inter-personal space with aggressive people.
- Maintain eye contact and adopt a relaxed posture rather than a closed arms posture.
- Maintain empathy/sympathy and paraphrase client comments.
- Try to solve some problems immediately to demonstrate that you are trying to find solutions.
- If you are governed by rules of some kind try to explain them.
- Avoid provocative expressions such as “calm down”.
- Never get drawn into aggression.
- Listen, and show you are listening by nodding and using words such as “I see”.
- Avoid tapping pens, fiddling or doodling.
- Don’t set deadlines in case you cannot keep them, or time limits irritate client.
- If the situation is escalating take a break to diffuse aggression (Cardy 1992, p. 110).

## Appendix 14

### **Possible Guidelines to Prevent Client-initiated Violence When Working Off-site**

- Where possible, arrangements are made to bring clients to the worksite.
- The days and situations when violence is more common are identified and patterns are monitored.
- Staff are aware of the limits of their physical mobility and strength.
- Records are kept of names, contact numbers and home address of off-site staff.
- Detailed timetables are kept of where staff are, whom they are with, how long they should be, and when they are expected back.
- If a stranger rings for an appointment, it is routine to call back to check details of client.
- Clients are assessed for violence potential before staff visit them off-site.
- Diaries are kept at the central site of: client name, car registration, medicare, and driver's licence numbers and the reason that the worker is visiting the client/accompanying the client to another destination.
- Procedures are in place for staff who feel at risk, change plans, or are delayed.
- Procedures are in place *and followed* if staff cannot be contacted or do not return/check in when expected.
- Additional precautions are made, and records kept if staff are likely to be unwelcome at site to be visited, or if the client has some history of aggression; for example staff go in pairs and alert police prior to the visit taking place.
- Before any off-site visit, a code word, phrase or sentence is agreed that can be incorporated in a telephone conversation to indicate danger.
- Off-site clients are visited in daylight only if possible.
- Off-site staff are issued with personal alarms, mobile phones and public phone change/card.
- Vehicles used for off-site visits have sufficient fuel, with spare in case staff are lost.
- Staff do not go out for meals or to other sites with clients they are uncertain about.
- When staff arrive at destination, parking location is assessed for nearest exit route.
- Staff always park cars in well-lit areas.
- Lock-up procedures are followed for cars, car keys, alarms, and safety equipment.
- Staff take only what is essential with them to visit a client. Staff do not carry information that clients should not read. Staff never carry their diary with them because a missing diary can help in tracing. Also, if a client is violent, a diary provides private information about the staff member and his/her friends.
- Staff carry a mobile phone with a charged battery with them into the house.
- Staff carry a personal alarm with them into the house.
- When staff knock on the door, they stand to one side and not in a position where the opening of a screen door can trap them.
- On arrival staff ensure the clients know who they are and why they are there.
- Staff wait to be asked inside, and let the client lead the way.
- Inside the house, staff try to ensure they have a clear exit line.
- If staff receive an aggressive reception, they leave immediately if possible.
- Staff try to avoid reacting to house, for example smell, surroundings, and untidiness.

*Continued next page*

## Appendix 14 *(continued)*

### **Possible Guidelines to Prevent Client-initiated Violence When Working Off-site** *(continued)*

- At all times staff remain alert to sudden changes in client mood.
- In the client's home, staff are respectful to the client as they may be perceived to be invading the client's personal space.
- Staff do not spread their belongings around so that if they need to leave quickly they have time to collect belongings.
- If staff feel at risk—they leave immediately—or make a very big fuss if they can't.
- When staff are helping someone escape a domestic violence situation, they choose the time of day to visit the home and collect belongings carefully. If large belongings have to be removed, the help of police or security guards is enlisted if possible. If large belongings are being loaded, a second car is parked where exit cannot be blocked—in case a quick departure is necessary.
- If staff are working in a shelter or a public place where clients may be sleeping, caution is exercised when waking them. If possible clients are woken via voice rather than touch.
- On leaving the client or site, staff approach their car with keys in hand.
- The back seat of the car is checked before staff climb into the driving seat.
- If there are people hanging around the car as staff approach, they do not go and ask them what they are doing as this will identify staff as the driver/owner. Staff are instructed to cross over, walk away and call the police.
- When transporting a client, there are sufficient personnel, the lighter and mirror on the passenger side are removed as these may be used as weapons, and staff drive in the left hand lane in case they have to stop quickly and get out.
- If staff are travelling by public transport, they plan to leave base just before the bus/train arrives; they always sit where they can see their upcoming stop; when stepping off ensure that they are not being followed; and if possible have someone meeting them afterwards at their destination bus stop.
- Staff are instructed to do whatever is necessary to protect themselves, and not to worry about failure of task.
- Procedures for staff working in other people's homes are fully understood and well practised.
- Staff are forewarned that the potential for violence depends on why the worker is there, for example estate agents may be more welcome than a building inspector

If staff believe that they are at special risk, additional measures include:

- routes to and from work are varied (particularly if valuables or drugs are carried);
- a work car is used for off-site visits; and
- a work colleague accompanies "at risk" staff to the car park or public transport stop, or a work colleague drives "at risk" staff home.

(Cherry and Upston 1997, pp. 6–10; WCBBC 1995, pp. 13–14; Cardy 1992, pp. 38, and 111–112)

## Appendix 15

### **Possible Working From Home Violence Prevention Checklist**

- Request a “silent” home telephone number.
- Do not have your name on doorbell. If not possible, use only initials and family name on doorbell and in the telephone book.
- Have name removed from Commonwealth, State and Local government electoral rolls.
- Work under former name if you have changed your name through marriage.
- Only divulge your given name to clients if possible.
- Contact the State Government department responsible for car registration to ensure your home address cannot be traced from your personal car registration number.
- Remove any stickers on your car that may identify the suburb in which you live.
- Fit a deadlock to each external door, and security bolts or screens to all accessible windows. Ensure the doorframe can withstand an attack on the locking points.
- Never leave keys in “safe” external places, for example under doormats.
- Never give keys to people working in or delivering to your home.
- Fit a spyhole to the door.
- Ensure any callers identify themselves and check their identity.
- Fit a door chain and use it.
- Draw curtains and blinds after sunset.
- Do not advertise that you are alone or live alone.
- If anyone comes to the door for help such as to use the phone, do not let them in but offer to make a call for them.
- If you hear strange noises outside do not investigate them; call the police.
- If you lose your keys, change the locks.
- Have a second phone line for work so that your private line remains confidential.
- Have a post office box for all work mail so your home address remains private.
- Only meet people at your home if you are completely sure that you are safe.
- Have someone check you periodically to ensure you are okay.
- If you are away from your normal base, arrange for a friend or neighbour to call when you are expected home to make sure you are safe.
- Do not carry your diary. If you went missing your diary could help in tracing movements. If a client attacks or robs you, a diary provides information about relatives and friends.
- If you must go to places you feel uneasy about, take someone with you.
- Avoid after hours meetings.
- If someone attacks you, scream; if your purse is grabbed do not resist and do not chase the attacker.
- Call the police after any incident and report appearance and mannerisms of perpetrator (see WCBBC 1995, pp. 13–15 and 26 for a suspect identification checklist; Cherry and Upston 1997, pp. 6–7, and 10; Cardy 1992, pp. 116–17).

## Appendix 16

### Possible “Tips” for Victims of Stalking

- Document every contact with the stalker, including telephone calls, messages, letters and deliveries. Also record all cases of being followed by car or on foot, or being watched. This documentation will provide evidence that you have been stalked.
- Contact the police every time the stalker makes any kind of contact. The police should also maintain documentation. Ask for copies of the police log. Request that the police crime prevention unit assess the security of your home.
- Use an answering machine on your home telephone, and have a telephone with a caller-identification screen. Log all calls from the stalker and clearly record the date, time and nature of the contact, for example “heavy” breathing. You could have a trace put on your phone, or record all messages and conversations yourself. Change your number to an unlisted one and only give it to people with a need to know. A mobile phone can provide emergency services access when you are in a car, away from home, or if your home number has been disconnected.
- Advise your co-workers, friends, family and neighbours of the situation. Ask co-workers and neighbours to watch for any unusual activities near your home, car or workplace.
- Keep the outside of your home well-lit and free of excessive bushes that might provide a stalker with a place to hide.
- Install extra locks, deadlocks, window security, flood lights, security screens and door alarms. Consider getting a large dog.
- Join “Neighbourhood Watch” or seek other outside assistance.
- File a restraining order against the stalker through your solicitor.
- Never enter into conversation with the stalker. Most stalkers are very personable and persuasive and are able to solicit a reply from the victim (often provoking anger).
- Consider enrolling in a self-defence class. Do not purchase a weapon as this may lead to other problems.
- Carry a personal security alarm.
- Keep another person with you as much as possible when running errands.
- Vary your routines. For example, go to different shops by different routes at different times and arrive at work at different times.
- If you are travelling by public transport, plan your arrival time just before the bus/train arrives; always sit where you can see your upcoming stop; when stepping off ensure that you are not being followed; and if possible have someone meet you at your home bus stop.
- Organisational support is crucial to success if the stalking occurs at, or near, work.

(adapted from USOPM 1998, pp. 40–42; Schneid 1998, pp. 394–96; Cherry and Upston 1997, pp. 6–7, and 10; Heskett 1996, p. 40; WCBBC 1995, pp. 13–14)

## Appendix 17

### **Possible Client-initiated Violence Prevention Training Course Components**

*In this organisation:*

- all workers have induction training that includes client-initiated violence prevention; and
- regular re-training is provided to “at-risk” staff.

*Training components include:*

- a definition of occupational violence;
- an explanation of the violence prevention policy and strategies in place;
- employer/CEO commitment and responsibilities;
- employee responsibilities;
- OHS legal requirements;
- the name of the violence contact officer;
- typical client-initiated violent behaviours and their impacts;
- off-site violence prevention strategies;
- warning signs of impending violence, including body language;
- mechanisms to report a violent incident;
- the aim of regular occupational violence audits/risk assessments;
- the process of risk identification, risk assessment, and risk control;
- risk factors specific to this organisation/work tasks, for example hostage survival skills;
- conflict and dispute resolution skills, and ways to help diffuse hostile situations;
- security and emergency response plans; and
- EAP contacts and other post-incident supports.

(see USOPM 1998, pp. 19–22). Date course last updated: .....

## Appendix 18

### **Resource Needs for an Client-initiated Violence Prevention Training Program**

*Aim:* to ensure employees can define the range of violent behaviours, are aware of the client-initiated violence prevention policy and strategies, can recognise warning signs of impending violence, understand the occupational violence audit process, and are aware of legal responsibilities.

*Objectives:* at the end of the program employees will be able to identify inappropriate client behaviours and warning signs, understand impacts on victims, complete an incident report, conduct an occupational violence audit, complete violence checklists, and recommend preventive actions.

*Time required:* 1.5 hours.

*Target groups:* all employees; representatives of client groups.

*Resources:*

- whiteboard;
- pens and paper;
- handouts on organisation violence prevention policy and strategies and checklists;
- handouts on typical client-initiated violent behaviours and risk factors;
- handouts on security guidelines, on-site procedures for interviewing high-risk clients, and off-site work guidelines;
- photocopies of recent legal case outcomes; and
- overview of OHS legislative framework for specific state.

*Environment:* large room with breakout space for small group role plays/discussions.

*Timetable:*

introduction	(10 minutes)
definition of occupational violence	( 5 minutes)
employer/CEO duty of care	(10 minutes)
violence prevention policy	( 5 minutes)
violence prevention strategies	(20 minutes)
off-site violence prevention strategies	(10 minutes)
occupational violence audits/risk assessment checklists	(10 minutes)
break-out role plays	(20 minutes)

(adapted from Cardy 1992, p. 168)

# Appendix 19

<b>Possible Client-initiated Violence Prevention Policy and Strategy Evaluation Checklist</b>		
<i>In this organisation:</i>	<i>yes</i>	<i>no</i>
• all workers and OHS committee members are trained in violence prevention, to recognise the warning signs of violence from clients, and in recording procedures	<input type="checkbox"/>	<input type="checkbox"/>
• all clients are required to fully comply with the organisational violence prevention policy and strategies	<input type="checkbox"/>	<input type="checkbox"/>
• violent incidents are tracked over time, and analysed by severity, work section, workload and workforce characteristics, for example gender, age, tasks, unit, and job security	<input type="checkbox"/>	<input type="checkbox"/>
• an anonymous survey of staff is conducted at least once a year to identify non-reported violence issues	<input type="checkbox"/>	<input type="checkbox"/>
• client group representatives have an input into the violence prevention strategies	<input type="checkbox"/>	<input type="checkbox"/>
• all contractors and outsourced staff who come on-site are required to fully comply with the organisational policy and strategies	<input type="checkbox"/>	<input type="checkbox"/>
• the pattern of violent incidents is reviewed by the tripartite OHS committee	<input type="checkbox"/>	<input type="checkbox"/>
• the risk control strategies are formally evaluated.		
Critical questions asked include:		
(a) do the strategies implemented successfully control the identified risk factors and situations?	<input type="checkbox"/>	<input type="checkbox"/>
(b) what is the cost of client-initiated violence (including diminished productivity estimates)?	<input type="checkbox"/>	<input type="checkbox"/>
(c) have new/additional preventive measures been evaluated?	<input type="checkbox"/>	<input type="checkbox"/>
• this evaluation process is documented, and grouped data is provided to all staff	<input type="checkbox"/>	<input type="checkbox"/>
• the violence data are included in annual reviews of supervisor and staff performance	<input type="checkbox"/>	<input type="checkbox"/>
• shortcomings in training and re-training are identified and corrected	<input type="checkbox"/>	<input type="checkbox"/>
date last formal evaluation completed:.....		
date evaluation checklist last updated:.....		
(adapted from Long Island Coalition for Workplace Violence Awareness and Prevention 1996)		

## Appendix 20

### **Possible Hostage Survival Behaviour**

- The overall aim is to survive the hostage episode. The actions/words to achieve this may be against your nature or distasteful at times.
- Do not argue with hostage taker over any issue, particularly over his/her reasons or behaviour.
- If a person targeted for violence is not available, sometimes others can be taken in lieu.
- Try to establish a rapport with the hostage taker and try to relate to the plight of the hostage taker (if you are valued the chances of harm are lower).
- The more positive the emotional rapport the better. Do not appear to be unemotional or uninvolved.
- Encourage him/her to talk with you and be a sympathetic and sincere listener.
- Engage in conversation with the hostage taker as much as possible and talk about personal hopes, family and other matters that build on your identity as a “real” person. Ask his/her advice if possible.
- Focus on the future in conversations and your (modest) hopes with your family.
- Gently encourage the hostage taker to refer to you by your nickname.
- Do not try to reason with him or her, to defend the organisation or even yourself. He or she will be resentful of your authority, how you used it, and your insensitivity to his/her interests.
- Do not grovel, but be remorseful, empathetic and respectful. Do not tell him or her you know how they feel because they know that you cannot.
- Do not be condescending in any way.
- Do not be self-righteous in any way.
- Do not give the impression that you think he or she will fail or that you expect the situation to come out alright.
- Permit him or her to view him/herself as the master of your fate.
- Do not watch him or her all of the time. Make it appear you submit to his/her control and mercy.
- Side with the hostage taker in all matters and join with him or her against the authorities, but don’t oversell it.
- Carefully test the permitted range of movement while engendering trust.
- Recognise that the authorities may need your assistance at some time to help you.

(Capozzoli and Mcvey 1996, pp. 117–19)