

# Workplace Violence Prevention

## 1-1 Workplace Violence Prevention Program

### 1-1.1 Introduction

Every business organization, whether it is a federal or state program, in the private or nonprofit sectors, large or small, is susceptible to workplace violence. Workplace violence was not identified or recognized as a workplace issue until the mid-1980s.<sup>1</sup> Since that time, broad-based attention has been directed towards workplace violence research and prevention. Local, state, and federal governments, as well as private industry, labor, and academic organizations have all invested efforts to develop workplace violence prevention measures.

The Postal Service remains dedicated to violence prevention through carefully developed policies and programs. A major component of the Postal Service's workplace violence prevention program is the District Threat Assessment Team (TAT).

The most effective way to respond to the problem of workplace violence is to develop a workplace violence prevention program. A violence prevention program provides the foundation for achieving a violence-free workplace. A successful program must also have a universal *Zero Tolerance Policy Statement* and a consistently implemented *Zero Tolerance Action Plan* for the management of threats, assaults, and inappropriate workplace behavior.

This publication sets forth requisites and guidelines to:

- Ensure consistency throughout the organization.
- Enhance the development of Threat Assessment Teams.
- Outline the TAT guidelines that all districts are to implement.

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<sup>1</sup> Watson, Eleanor Lynn (2006). Active Inaction-Symbolic Politics, Agenda Denial or Incubation Period: Twenty Years of U.S. Workplace Violence Research and Prevention Activity. Dissertation, West Virginia University.

The Postal Service will continue to make revisions to this Threat Assessment Team Guide as advances in workplace violence prevention are evidenced through research and the experience of our organization's efforts. All of the supporting information and training materials associated with this guide have been updated to incorporate the revisions put forth in this guide.

The Postal Service has been an image that rests in the literature and review of the history of workplace violence. The August 20, 1986, tragedy at Edmond, Oklahoma, is often viewed as a threshold event in categorizing workplace violence. The Edmond tragedy was not the first of its kind to occur in the private or public sector. However, the magnitude of the loss of life was a mark in time and raised public awareness of workplace violence.

Commitment to a violence-free workplace is a priority for the Postal Service. We remember each and every tragedy and workplace violence fatality — not only in homage to our employees who lost their lives and those whose lives have been impacted by workplace violence, but in our determination to prevent further violence and loss of life.

#### 1-1.2 **Zero Tolerance Policy and Action Plan**

*Zero tolerance* means that every act or threat of violence, regardless of the initiator, elicits an immediate and firm response. The response may involve the issuance of corrective action, up to and including termination of the offender from employment in the Postal Service.

The concept of zero tolerance is based on the belief that no employee should have to work in the atmosphere of fear and intimidation that results when threats and inappropriate behavior remain unaddressed. Every employee is entitled to a safe work environment. Thus, *zero tolerance* is the most important facet of a district's commitment to providing employees with a violence-free workplace.

It is common for the term *zero tolerance* to be interpreted as resulting in a uniform and automatic response to all reported incidents. Even though the meaning of *zero tolerance* is set out correctly in Postal Service policy, many employees focus on a very narrow interpretation of the concept. Therefore, it is important for TAT members to be prepared to respond to this matter. Local management and TAT members can provide understanding to the employee by

explaining that the term sets a standard of workplace behavior (violent and threatening conduct is not acceptable), not a system of corrective action.<sup>2</sup>

Correction action may be imposed for violation of the *zero tolerance* policy, but such decisions should be based on the specific factual circumstances of each separate incident.

By implementing a *Zero Tolerance Policy Statement*, the Postal Service reaffirms the objectives of the *Joint Statement on Violence and Behavior in the Workplace*. See exhibit 1-1.2a for a sample *Zero Tolerance Policy Statement*.

The issuance of an action plan for Postal Service management to deal with acts of workplace violence is essential. See exhibit 1-1.2b for a sample action plan that can be used as a model for developing local plans.

### 1-1.3 Violence Prevention Strategies

The six organizational strategies for reducing workplace violence are the following:

- *Selection* — Hire the right individual for the right job.
- *Security* — Ensure appropriate safeguards for employees, customers, and property.
- *Communication of policy* — Consistently communicate and enforce Postal Service policy regarding violent and/or inappropriate behavior.
- *Environment and culture* — Create a work setting and maintain an atmosphere that is perceived to be fair and free from unlawful and inappropriate behavior.
- *Employee support* — Ensure that all Postal Service employees are aware of the resources available to assist them in coping with problems at work and at home.
- *Separation* — When separation is necessary, handle the process professionally, including an assessment for potential violent and inappropriate behavior. See Publication 106, *Guide to Professional Parting*, for details on handling separations.

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<sup>2</sup> National Center for the Analysis of Violent Crime (2002). *Workplace Violence: Issues in Response*. Critical Incident Response Group. FBI Academy, Quantico, Virginia.

## 1-2 Threat Assessment Team

A TAT uses a cross-functional, multidisciplinary team approach to assist in assessing threatening situations and to develop risk abatement plans that minimize the potential risk for violence. The TAT is one component of the Postal Service's comprehensive Workplace Violence Prevention Program. Each district must establish and maintain a TAT.

## 1-3 Glossary

■ **Assault** (broadly defined) — Any willful attempt to inflict injury on another person, coupled with the apparent ability to inflict injury, or any intentional display of force that would give the victim reason to fear or expect immediate bodily harm.

**Note:** An assault may be committed without touching, striking, or doing bodily harm to another person (e.g., throwing a brick at a person that does not actually strike the person).

■ **Credible threat** (as defined by the Inspection Service) — A statement or action that has the apparent capability of inflicting harm and is directed in a manner that causes individuals to know that they are the target of the threat and that puts them in fear for their safety or that of their immediate family.

■ **Crisis management** — Management with the purpose of delegating specific roles and responsibilities to crisis team members for dealing with violent crises, providing for the care and support of victims and their families, and establishing an orderly return to normal operations. The focus is confined to the management of violent incidents at the crisis and post-crisis stage.

■ **Situation or incident** — A difficult or risky state of affairs or a combination of circumstances over time that has led to or could lead to violence.

■ **Threat** (broadly defined) — A statement or act that carries the intention to inflict harm or injury on any person, or on his or her property. Threats also include words or actions intended to intimidate another person or to interfere with the performance of his or her official duties (e.g., standing in front of a corridor with a menacing posture and not permitting another person access to load a Postal Service vehicle).

■ **Threat maker** — A person reported to the TAT or later identified by the TAT as a person with a risk of violence toward others or oneself, or a person who has committed an act of physical violence.

■ **Violence** (as defined by the Postal Service) — Any verbal or physical threat or assault on a person that has the intention of injuring or results in injury.

**Note:** Violence is not limited to fatalities or physical injuries. Intentional words, acts, or actions meant to provoke another can escalate and result in injury if not immediately and appropriately addressed by management. Threats of suicide are considered acts of violence.

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# Threat Assessment Team Purpose and Objectives

## 2-1 Mission Statement

The mission of the TAT is to prevent workplace violence.

## 2-2 Purpose

The TAT assesses the danger or harm that may result from a threat, both to the victim and to others affected, and recommends an appropriate risk abatement plan.

## 2-3 Goals

The goals of the TAT are to:

- Identify individuals who have shown signs of violence toward others in the workplace, toward themselves, or who have committed acts of physical violence.
- Assess the risk posed by the overall circumstances of the threats.
- Manage the case to reduce risk to employees, customers, and the organization.
- Contribute toward a safe workplace for every employee.
- Help reduce incidences of inappropriate behavior and resolve conflicts.

## 2-4 Means to Achieve Goals

To achieve these goals, the TAT must be prepared to:

- Respond quickly to incidents that may endanger employees and customers or disrupt the workplace.
- Support management personnel, labor unions, and management organizations in handling difficult situations.

- Act as a resource and offer support, including information and recommendations.
- Act in the best interests of the Postal Service and its employees.
- Follow up on any incident to ensure that the threat is mitigated.
- Identify proactive strategies and mechanisms to maintain a safer workplace.

The TAT addresses issues defined within the scope of the Postal Service definitions of *violence* and *credible threat* (see the glossary at 1-3).

## 2-5 Three Primary Tasks

The three primary tasks of the TAT are to:

- *Identify threat makers* — The TAT must identify the threat makers and the environmental conditions, societal factors, and contributing events in a situation.
- *Assess risk* — The TAT must assess the risk level of a situation or incident.
- *Recommend a risk abatement plan* — The TAT must develop a recommended risk abatement plan for managing an identified situation or incident. The primary focus of the risk abatement plan is to reduce risk and liability.

## 2-6 Paramount Considerations

### 2-6.1 General

TAT members are responsible for being careful and diligent in guarding the individual's contractual, civil, and legal rights. TAT members must evaluate the workplace environmental conditions and risk factors that may indicate a potential for violence. See exhibit 2-6a for risk indicators and exhibit 2-6b for environmental conditions, societal factors, and contributing events — additional factors are provided to remind TAT members that *final assessment and planning are not accomplished until all relevant factors and events that contribute to the potential for violence are examined*.

When appropriate, the local TAT alerts the District Emergency Manager to the potential for or serious nature of the incident. For more information consult the Integrated Emergency Management Plan (IEMP), available at the Postal

Inspection Service's National Preparedness website, <http://blue.usps.gov/nationalpreparedness/>. In the right-hand column, under "Important Resources," click *IEMP*.

## 2-6.2 Domestic Violence and Stalking

Workplace violence includes domestic violence. Domestic violence needs to be an integral part of any workplace violence prevention program. "Every year, according to a Justice Department study, approximately 18,700 violent workplace events are committed by an intimate of the victim: a current or former spouse, lover, partner, or boyfriend/girlfriend."<sup>3</sup> Further, according to a study by the University of Iowa Injury Prevention Research Center, 5 percent of workplace homicides (that is about one-third of homicides not associated with a robbery or other "stranger" crime) fall into this category.<sup>4</sup> See exhibit 2-6c for behavior that may suggest to a manager that an employee is being victimized in a violent relationship.

A victim of domestic violence may be particularly susceptible in the workplace because the abuser knows the victim's work location, and it is easier for a victim to change residence or phone numbers than to change jobs. Also, a domestic violence victim may work at the same location as the abuser or the abuser may have access to the work site from another job function.

The domestic violence abuser can exhibit stalking behavior. However, stalking is not always from a prior relationship. Stalking may be the result of a person's desired or imagined relationship with another. Stalking legislation has existed in the United States since 1991; however, it varies from state to state.

In some cases, stalking begins in the workplace and follows the victim outside the workplace. In other cases, stalking begins outside the workplace and follows the victim into the workplace. Regardless of how stalking arrives at the workplace, organizations should manage reports of stalking similar to traditional workplace threat and violence cases.<sup>5</sup>

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<sup>3</sup> ASIS International (2005). *Workplace Violence Prevention and Response Guideline*. Alexandria, VA: ASIS.

<sup>4</sup> National Center for the Analysis of Violent Crime (2002). *Workplace Violence: Issues in Response*. Critical Incident Response Group. FBI Academy, Quantico, Virginia.

<sup>5</sup> Beatty, D., and Beatty, T. (2002). Bureau of Justice Assistance, South Carolina Department of Public Safety. *Workplace Stalking: A Guide for Criminal Justice Professionals*. Washington, DC: Justice Solutions.

It may be difficult to navigate the boundary between personal and work-related issues. The report of a threat emanating from a personal relationship merits the same attention as any other threat in order to assess the risk and implement measures to reduce any likelihood of harm to employees, their coworkers, or the workplace at large. The TAT should involve Employee Assistance Program (EAP) services and utilize the EAP consultant as a situational advisor to threat assessments. The EAP consultant will also be available to provide information and services to the employee.

## Establishing a Threat Assessment Team

### 3-1 Threat Assessment Team Composition

The TAT comprises three categories of members: core members, situational advisors, and ad hoc members.

### 3-2 TAT Members and Their Responsibilities

#### 3-2.1 Core Membership

Core members of the TAT are:

- Human Resources Manager.
- Labor Relations Manager.
- Safety Manager.
- District Manager or Operations Designee.
- Senior Plant Manager or Operations Designee.

#### 3-2.2 Core Member Responsibilities

Core team members of the TAT normally address incidents of extreme or high-priority risk (see the Priority Risk Scale in exhibit 3-1.2). All core members should become subject matter experts in the area of workplace violence because they serve as both specialists and generalists.

The major responsibilities of each core team member are described below. These lists are not intended to be all-inclusive; other responsibilities may be assigned to core team members.

### **Human Resources Manager**

- Coordinating and overseeing the TAT.
- Determining whether or not to convene the TAT.
- Determining whether or not ad hoc resources are to be used.
- Assigning TAT member duties and monitoring core-team assignments.
- Determining what outside resources are needed and who is to contact them.
- Determining who is to prepare and maintain official records for the TAT.
- Reviewing history of workplace interventions and climate assessments.

### **Labor Relations Manager**

- Providing guidance on issues regarding an employee's work status (i.e., placing employees on administrative leave or in a non-duty, non-pay status).
- Serving as a resource to postmasters, managers, or supervisors regarding administrative and/or corrective action.
- Meeting with employees, witnesses, and concerned employees as needed and apportioned.
- Reviewing an employee's disciplinary record.
- Communicating to the TAT relevant information regarding contractual issues.

### **Safety Manager**

- Reviewing the employee's safety or accident profile.
- Communicating relevant information to the TAT.
- Preparing a brief summary of the employee's safety record for the TAT.

### **District Manager or Operations Designee**

- Providing knowledge on how to minimize disruption of work-site operations.
- Providing information about security needs.

### **Senior Plant Manager or Operations Designee**

- Providing knowledge on how to minimize disruption of work-site operations.
- Providing information about security needs.

### 3-2.3 Situational Advisors

The responsibilities of situational advisors are described below. These lists are not intended to be all-inclusive; other responsibilities may be assigned.

Situational advisors include:

- Area Manager, Workplace Environment.
- Postal Inspector.
- Postal Service legal counsel.
- Employee Assistance Program consultant.
- Outside mental health professional.

### 3-2.4 Situational Advisor Responsibilities

#### Area Manager, Workplace Environment

- Providing organizational development recommendations and resources to the core team on abatement strategies.
- Providing guidance on any immediate efforts that may be needed to address issues impacting the workplace where the incident occurred.
- Serving as a consultant to District TATs as requested or as needed.

#### Postal Inspector

- Reviewing a current or former employee's military records.
- Contacting Federal Bureau of Investigation (FBI), state, and local law enforcement agencies for an employee's criminal record.
- Reviewing gun registration records, vehicle identification information, or both.
- Conducting criminal background checks.
- Meeting with a current or former employee.
- Conducting a formal investigation of an incident.
- Preparing an investigative memorandum and submitting it to Postal Service management.
- Preparing a Presentation Letter (Consider for Presentation) of an incident for the United States Attorney or District Attorney.

- Acting as a liaison with other law enforcement agencies.
- Consulting with management about security for affected work sites.

#### **Postal Service Legal Counsel**

- Providing legal guidance in the best interests of the organization.
- Providing legal advice to management.
- Advising on confidentiality and privacy concerns.
- Providing legal developments in the area of workplace violence.
- Providing the latest information on statutes, regulations, and guidelines about violence prevention.

#### **Employee Assistance Program Consultant**

- Providing guidance on how to approach the situation or incident.
- Recommending and assisting, when indicated, the need to refer an employee to the EAP.
- Serving as an information expert on domestic violence in TAT-managed cases.

#### **Outside Mental Health Professional**

- Providing guidance to defuse a situation or incident.
- Interviewing an employee at the first indication of potentially violent behavior for an initial risk assessment.

### **3-2.5 Ad Hoc Resources**

The ad hoc team may include two or more employees. Factors to be considered in assignments are:

- Representation of bargaining and nonbargaining employees.
- Diversity of the workplace (i.e., gender, race, and cultural differences).

The coordinator for the ad hoc team is the Human Resources Manager. Ad hoc resources may include:

- Postmaster, manager, or supervisor (at the site of an incident).
- Occupational Health Nurse Administrator.

- Human Resources Generalist or Human Resources Generalist Principal.
- Health and Resource Management Manager.
- Equal Employment Opportunity (EEO) Alternative Dispute Resolution (ADR) Specialist.
- Security Control Officer.
- Union and management organization leaders.\*
- Others as deemed necessary.

\*The use of union and management organization officials is encouraged whenever appropriate to assist the TAT in managing a case. Teams are encouraged to develop a collaborative relationship with unions with respect to workplace violence prevention efforts.

At the highest level of collaboration, the union role should include: (a) supporting the Postal Service's workplace violence and prevention program; (b) participating in designing and carrying out prevention efforts; (c) attending TAT meetings by the team's invitation; and (d) cooperating with and participating in training efforts.<sup>6</sup>

### 3-2.6 Ad Hoc Resource Responsibilities

Although the core TAT deals with higher-level incidents of risk, the district may benefit from having these ad hoc resources assist in dealing with lower-level incidents. Ad hoc resources are district employees who may be available to assist the TAT and offer the organization the opportunity to assess, intervene, and abate a given situation at priority risk scale levels 3 and 4 to deal with inappropriate behavior before it escalates further. See exhibit 3-1.2 for the priority risk scale.

Ad hoc resources may visit sites where low-level complaints have been received to gather information for the core TAT. If appropriate, ad hoc resources may also offer intervention services, i.e., conflict resolution or mediation. The Human Resources Manager decides whether or not ad hoc resources should be assigned to those incidents or situations perceived as lower priority. Districts using this approach have succeeded in preventing further escalation of conflict.

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<sup>6</sup> National Center for the Analysis of Violent Crime (2002). *Workplace Violence: Issues in Response*. Critical Incident Response Group. FBI Academy, Quantico, Virginia.

The major responsibilities of ad hoc members are described below. These lists are not intended to be all-inclusive; other responsibilities may be assigned to ad hoc members.

#### **Postmaster, Manager, or Supervisor at the Site of an Incident**

- Continuing to manage the incident site.
- Determining whether or not security measures are adequate.
- Submitting the employee's work performance history to the TAT.
- Preparing a brief summary of the incident or situation for the TAT.
- Consulting with Labor Relations about administrative and/or corrective action.

#### **Occupational Health Nurse Administrator**

- Reviewing an employee's medical records, fitness-for-duty examinations, and current medical history.
- Contacting an employee's private treating physician.
- Providing specific employee medical information to the TAT on a need-to-know basis.
- Scheduling fitness-for-duty examinations when warranted.

#### **Health and Resource Management Manager**

- Reviewing an employee's injury compensation files.
- Noting whether an Office of Workers' Compensation Programs (OWCP) claim has been controverted based on medical documentation.
- Noting whether an OWCP claim has been accepted or rejected.
- Communicating relevant information to the TAT.
- Preparing a brief summary of the employee's injury compensation records for the TAT.

#### **Human Resources Generalist or Human Resources Generalist Principal**

- Reviewing an employee's Official Personnel Folder (OPF).
- Reviewing an employee's work history.

- Determining any history of wage garnishments.
- Preparing a brief summary of the employee's OPF for the TAT.
- Communicating relevant information to the TAT.

### 3-2.7 **Criteria for Selecting Ad Hoc Resources**

Persons identified to assist the TAT must have the knowledge, skills, and abilities outlined in the roles of ad hoc members. Although any single person does not need to meet all of the following criteria, ad hoc team members should be able to demonstrate knowledge of the skills and abilities listed below.

- Ability to analyze problems and complaints by listening to and observing employee behavior.
- Ability to gather, organize, and interpret information.
- Ability to communicate with difficult employees.
- Ability to document, prepare, update, and maintain confidential client records.
- Knowledge of Postal Service regulations and policies.
- Ability to know when they are "in over their heads" (i.e., have the ability to recognize the skill and knowledge limitations of their paraprofessional role and seek consultation when necessary to ensure successful resolution of any situation).
- Ability to work independently.
- Ability to make follow-up assessments and recommendations.
- Ability to demonstrate sensitivity to a wide variety of issues, to be flexible and open, and not to have a rigid belief structure regarding labor-management relationships.

Districts are encouraged to use TAT core members, ad hoc members, and/or situational advisors as field investigators to assist in work needs assessments and other formal workplace interventions. The experience of the ad hoc members for the TAT prepares them to be in a support role and contribute knowledge of their respective functions.

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## Threat Assessment Team Process

### 4-1 Tat Notification of an Incident or Situation

An employee who is involved in or witnesses an incident should immediately report it to management of the Inspection Service. This instruction does not supersede guidelines established by local management.

### 4-2 Incident Response

The following action steps provide guidance for addressing an incident or situation:

#### 1. Make an Initial Assessment

The Human Resources Manager makes an initial assessment of the risk level and determines whether the TAT needs to intervene.

- Open a case file and track in a local database.

#### 2. Assign Resources

- If a meeting *is* called, refer to the roles of the involved team members.
- If a formal meeting *is not* called, the Human Resources Manager assigns resources to ensure that the incident or situation receives appropriate attention. If the situation appears to be one of workplace harassment, it may be appropriate to utilize the processes outlined in Publication 552, *Manager's Guide to Understanding, Investigating, and Preventing Harassment*.

- Enter assignments and response activities in a local database.

#### 3. Contact the Inspection Service

TAT members should contact the Inspection Service in the situations described below. This instruction does not supersede local guidelines established by Postal Service managers or the Inspection Service:

- An emerging situation poses a risk to an employee.
- Incidents such as physical assaults or credible threats are occurring at the work site.

#### **4. Collect Information**

- Obtain documentation from employees reporting the situation and from any witnesses.
- Use a postal inspector in the role of situational advisor to obtain relevant background information from family members.
- Arrange for the incident site's postmaster, manager, or supervisor to participate in the TAT meeting to provide the team with additional information and insight. When a management representative is not available to attend, a TAT member should have summary information to present at the meeting.

The initial collection of information may determine that there is no further need for in-depth investigatory measures as outlined in steps 5 through 8 below. This situation is applicable where a priority risk level of 3 or 4 is indicated. Steps 9 and 10 should be completed regardless of the risk level.

#### **5. Make a Background Inquiry**

Check the following information sources:

- Personnel records.
- Disciplinary records.
- Safety records.
- Medical records.
- Injury compensation records.
- Other sources such as the employee's postmaster, manager, supervisor, and coworkers, as well as former employees.

Identify and document, if already publicly known, any current psychosocial stressors, such as:

- Job-related difficulties.
- Financial difficulties.

- Legal difficulties.
- Marriage and family difficulties.
- Medical issues.
- Mental health issues.
- Substance abuse issues.

#### 6. Review and Analyze the Case

- Review and consider all data.
- Assess the need for further interviews with victims and witnesses.
- Assign a final priority risk level to the incident.

#### 7. Document the Final Assessment

- Keep incident notes and TAT minutes to a minimum.
- Document the case summary in a local database. Include in the case summary all noted risk indicators, workplace environmental conditions, societal factors, and potential contributing events that have influenced or may influence the situation and the final assessed level of risk for the incident (see exhibits 2-6a, 2-6b, and 2-6c).

#### 8. Develop a Risk Abatement Plan

Recommend a plan to alter or adjust the conditions or situation to reduce the current and future potential for violence (see exhibits 2-6a, 2-6b, 2-6c, and 3-1.2). The risk abatement plan is a collaborative effort among (a) the TAT; (b) the incident or situation site postmaster, manager, or supervisor; and (c) the next higher level manager. Current plans should take into account all past interventions or actions.

Risk abatement plans *may* include the following *as warranted by the situation*:

- Encouraging EAP appointments.
- Assessing workplace needs.
- Recommending fitness-for-duty examinations.
- Identifying labor-management issues.
- Monitoring the work site, as appropriate.

- Increasing office security.

This list is not all-inclusive. The risk abatement plan may be communicated formally or informally; however, some type of record must be kept of the agreed-upon course of action.

#### 9. Disposition

- Enter the incident disposition (open or closed) in the local database.
- Include discussion of the situation or incident on the agenda for the next official TAT meeting.

#### 10. Follow Up

- Monitor the implementation of the risk abatement plan.
- Assess the impact of the risk abatement plan.
- Use the local database to track TAT activities.
- It is mandatory to conduct post-incident review and analysis of each Priority 1 and Priority 2 incident.

### 4-3 Meetings and Minutes

The TAT must meet *at least once a quarter* to review team responsibilities and unresolved action items as necessary.

The quarterly TAT meetings should have all available core members in attendance, as well as those in designated roles of situational advisors and ad hoc members particular to cases under review or discussion. The Inspection Service should be notified whenever a meeting is scheduled. In addition to having updated information from the site managers of the individual cases, teams are encouraged, when reasonable, to have management representation in attendance at the meeting. Each TAT should foster an environment of involvement and direct communication of individual cases with the management at the particular work site. Union officials may be considered for invitation at times when there is an opportunity for maintaining or advancing risk abatement.

Minutes must be kept of each TAT meeting. Although they should be kept to a minimum, the minutes must include risk assessment findings (including information indicating a situation of extreme (level 1) or high (level 2) priority rating) and risk abatement actions.

To manage cases, the TAT determines what is to be done, who is to do it, when it is to be completed, and time frames for reporting updates and completion of objectives to the TAT. The TAT also assigns action items related to a specific incident and regularly follows up on an agreed-upon risk abatement plan.

Before the close of each meeting, the TAT assigns responsibilities for implementing all action items. A core TAT member should be identified to monitor individual assignments.

Copies of minutes must be sent to the district manager and local postal inspector. Verification that minutes were disseminated must be logged in the TAT Membership and Meeting Tool.

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## Training and Communication

### 5-1 TAT, Postmaster, Manager, and Supervisor Training

#### 5-1.1 Threat Assessment Team Training

All core members are required to complete Threat Assessment Team Training (course # 10015093).

- Training dates must be entered for each core member in the TAT Membership and Meeting Tool.
- Ad hoc members should take the training course only at the recommendation of the core TAT members.

Upon completion of the training course, the participants will be aware of:

- The Postal Service's commitment to a strategic plan for reducing violence in the workplace.
- The Postal Service's approach to the TAT process.
- The importance of implementing a local TAT.
- Behavioral signs of potential workplace violence.
- Steps to take when an incident of workplace violence occurs.

#### 5-1.2 Workplace Violence Enhancement Training

Periodically, Workplace Violence Enhancement training (course # 21201-71) will be available for all employees who have completed the TAT training course. The course is recommended for all core team members and ad hoc members upon core team approval. The topics may include areas such as current trends in workplace violence research, case studies of workplace incidents, or domestic violence. TAT training (course # 10015093) is a prerequisite to the enhancement course.

Every TAT will notify the local Inspection Service of the course topic and training availability.

## 5-2 Workplace Violence Awareness Training

### 5-2.1 Postmaster, Supervisor, and Manager Training

Situations in day-to-day operations may arise where postmasters, managers, and/or supervisors may have to cope with some degree of workplace violence (e.g., disrespect, bullying, harassment, or threats). Being able to identify potential threatening situations and behavioral warning signs of at-risk employees can actually prevent more serious acts from occurring. All postmasters, managers, and supervisors with subordinate employees are required to complete Workplace Violence Awareness training (course # 10014893). In order to accommodate offices of all sizes, this training course is also available on a compact disc (course # 10015196).

To keep informed of the most current information and practices affecting the workplace environment, including workplace violence awareness and prevention, the Office of EAP/WEI develops periodic articles, posters, and procedures to assist postmasters, managers, and supervisors in addressing and managing incidents as they arise. To find these support materials:

- Go to <http://blue.usps.gov/>.
- Under "Employee Resources," in the right-hand column, click *Visit New Human Resources Website*.
- Under "Browse by Subject," click *Workplace Environment*.
- Click tab *EAP/Workplace*.

The direct URL is <http://blue.usps.gov/humanresources/workplaceenvironment/home.shtml>.

### 5-2.2 Acting Supervisor (204b) Training

When an employee who is detailed to a supervisory position frequently or for extended periods, local management will determine whether to schedule the employee for Workplace Violence Awareness Training. This determination will be based on local circumstances, such as the availability and proximity of other supervisors or managers who have received the training, and the frequency and length of time the employee is used as a supervisor. Proof of training must be submitted to the District Human Resources Manager. A TAT designee will enter the name of the acting supervisor and date of the training into a local database.

## 5-3 Information Is Prevention

It is imperative that all employees be made aware that the Postal Service has a national *Zero Tolerance Policy*, as defined in the 1992 *Joint Statement on Violence in the Workplace*. It is equally important to ensure that all employees are made aware of the existence of their local TAT and the local systems and processes put in place to support zero tolerance. In addition, all *new* employees should be introduced to the *Zero Tolerance Policy* as part of Postal Service employee orientation efforts. This information can be disseminated through a number of field communication methods, such as:

- Area updates.
- District newsletters.
- Pay envelope inserts.
- Bulletin board postings.
- Direct mailings.
- New employee orientation sessions.
- Publication 45, *Achieving a Violence-Free Workplace Together (Revised June 2009)*.
- Other employee communications.

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## Workplace Violence Prevention Compliance Measures

The following list sets out tasks and action items for districts to ensure the consistent application of violence prevention measures. All districts must be able to demonstrate their adherence to the following items.

- Core team assembled as described in chapter 3.
- All workplace violence incidents tracked in a local database and cross-referenced with an incident and risk abatement plan file.
- Core team and selected ad hoc team members trained via course # 10015093.
- Core team member training entered in the TAT Membership and Meeting Tool.
- Quarterly meeting dates entered in the TAT Membership and Meeting Tool.
- Quarterly meeting minutes recorded, sent to the district manager and local postal inspector, and updated in the TAT Membership and Meeting Tool.
- Post-incident analysis conducted on all cases ranked Priority 1 or Priority 2.
- Workplace Violence Prevention Self Audit completed during Quarter 4 each fiscal year.
- Self Audit date entered in the TAT Membership and Meeting Tool.
- TAT policy information issued, at a minimum, once per fiscal year. This information includes the *Zero Tolerance Policy Statement* and reporting procedures for all employees. An example is provided in exhibit 1-1.2a.

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## Sample Zero Tolerance Policy Statement



All Employees [district, area, or Headquarters unit name]

A Postal Service employee has a right to perform his or her assigned duties in an atmosphere free of threats, assaults, and other/or acts of workplace violence. We are committed in the effort to ensure a safe working environment for all employees.

Threats or assaults made directly or indirectly toward any employee or Postal Service customer, even in jest, will not be tolerated. This misconduct causes very real concern and apprehension on the part of employees and customers to whom this type of action is directed.

This *Zero Tolerance Policy* places all employees on notice that threats, assaults, or other acts of violence committed against other Postal Service employees or customers will result in corrective action, up to and including removal from the Postal Service. Any employee who has been subjected to a threat or assault is by this policy instructed to immediately report the incident to a postmaster, manager, or supervisor and/or to the Inspection Service. Employees should report any unusual situation that has the potential to cause workplace violence. Threats of suicide are considered acts of violence. Reports to the Inspection Service, at the request of the employee who reports the incident, will be handled anonymously.

Below are definitions to help you understand and clarify when a threat, assault, or other act of workplace violence has occurred:

**Threat (broadly defined)** — A statement or act that carries the intention to inflict harm or injury on any person, or on his or her property. Threats also include words or actions intended to intimidate another person or to interfere with the performance of his or her official duties (e.g., standing in front of a corridor with a menacing posture and not permitting another person access to load a Postal Service vehicle).

**Assault (broadly defined)** — Any willful attempt to inflict injury upon the person of another, when coupled with an apparent ability to do so, or any intentional display of force that would give the victim reason to fear or expect immediate bodily harm. *Note:* An assault may be committed without touching, striking, or doing bodily harm to another person (e.g., throwing a brick at a person that does not actually strike the person).

Violence is not limited to fatalities or physical injuries. We recognize that any intentional words, acts, or actions meant to provoke another can escalate and result in injury if they are not immediately and appropriately addressed by management.

[ name ]

District Manager

[ name ]

Senior Plant Manager

## Sample Action Plan for Threats and Assaults



DATE:

MEMORANDUM FOR MANAGERS, POSTMASTERS, AND SUPERVISORS

SUBJECT: Action Plan for Threats and Assaults

A Postal Service employee has a right to perform his or her assigned duties in an atmosphere free of threats and assaults. We are committed in the effort to ensure a safe working environment for all employees.

Due to the seriousness of these situations, threats or assaults made directly or indirectly toward any employee or Postal Service customer, even in jest, will not be tolerated. This misconduct causes very real concern and apprehension on the part of employees and customers to whom this type of action is directed.

All threats and assaults are to be taken seriously and reported immediately to the appropriate Postal Service management officials and to the Inspection Service. Also, all unusual situations that have the potential to cause workplace violence should be reported immediately to these officials.

All management personnel must recognize when these circumstances exist and take prompt, appropriate action when necessary to eliminate the possible causes of violence in the workplace. Failure to take the necessary appropriate action, as determined by a thorough investigation, may result in disciplinary action.

In light of the above, the attached Action Plan has been developed to aid you in dealing with potential situations of violence. This plan should be strictly adhered to by all management employees in all Postal Service facilities.

[ name ]

District Manager

[ name ]

Senior Plant Manager

## Sample Action Plan for Threats and Assaults

1. An employee who has been the victim of a threat or assault will immediately report the situation to any Postal Service management official. The management official to whom the incident is reported will immediately report the matter to the Postal Inspection Service and the District Human Resources Manager. In those cases where an employee has been the victim of a threat or assault perpetrated by his or her supervisor, the employee will report the incident to the manager of the supervisor concerned, who will immediately report the incident to the Inspection Service and the District Human Resources Manager. This reporting requirement must be adhered to without exception for all incidents involving threats and assaults. Upon receiving notification, the Inspection Service will determine the extent to which they will or will not become involved in the matter.
2. Immediately following an incident, all parties to the incident should be interviewed by a TAT member, postmaster, local manager or supervisor, as directed by the Human Resources Manager or the TAT team member tasked to review the incident. Every effort must be made to have witnesses, including the participants, provide a written statement. In most instances of actual physical violence, if possible, and with the employee's permission, the management official should obtain photographs of the employee's injuries.
3. Any employee found to be responsible for a threat or assault is to be immediately placed in a non-duty, non-pay status pending further investigation of the matter. This should be done in accordance with the appropriate article of the applicable craft national agreement, unless the Inspection Service advises to keep the employee on-site in support of their investigation. A third-party supervisor will be assigned to the employee to address issues such as escorting the employee to obtain personal items from his or her locker or to pickup a paycheck. The employee is required to provide a telephone number and address where he or she can be reached during regularly scheduled working hours. If nonbargaining unit employees are involved in inappropriate behavior, refer to *Employee and Labor Relations Manual* 651.4, Emergency Placement in Off-Duty Status. Normally, within 72 hours of the incident, a determination should be made as to the appropriate action to be taken. Be careful to ensure that the parties in an incident are issued corrective action appropriate to each party's involvement.
4. If the situation does not appear dangerous, take the following actions: (a) separate the employees involved and isolate them until interviewed; (b) interview all employees (individually) who have information concerning the incident immediately, while the facts are fresh in their minds; (c) establish circumstances leading to the incident; (d) obtain written statements from each witness and employees who were present but claim they did not hear or see anything; and (e) do not allow witnesses to discuss what happened with each other before preparing their statements.
5. If the situation appears dangerous, i.e., there is a likelihood of physical violence, order the employee to leave the facility immediately. If an employee refuses to leave, contact the local police and the Postal Inspection Service. Under no circumstance should a supervisor personally attempt to physically remove an employee from a facility.
6. All incidents of employee altercations are to be reported to the Human Resources Manager and to the Labor Relations Manager. To ensure that timely action is taken in these instances, requests for disciplinary action, with all supporting documentation, should be sent to the Labor Relations Manager by the management officials where the incident occurred, as soon as possible after the investigation. Additionally, every effort should be made to notify the employee of his or her status within 72 hours.
7. Any employee found responsible for a threat or assault on another employee or customer should be encouraged to make an appointment with the Employee Assistance Program (EAP) by his or her postmaster, manager, or supervisor upon return to duty. Any employee who is found to be a victim in connection with an altercation should also be offered the opportunity to visit with the EAP counselor.

## **Sample Action Plan for Threats and Assaults**

Listed below are definitions to help you understand and clarify what is meant by a threat or an assault. The next page contains a checklist of tests to determine whether or not an actual threat has occurred.

**Threat (broadly defined)** A statement or act that carries the intention to inflict harm or injury on any person, or on his or her property. Threats also include words or actions intended to intimidate another person or to interfere with the performance of his or her official duties (e.g., standing in front of a corridor with a menacing posture and not permitting another person access to load a Postal Service vehicle).

**Assault (broadly defined)** Any willful attempt to inflict injury on the person of another, when coupled with an apparent ability to do so, or any intentional display of force that would give the victim reason to fear or expect immediate bodily harm.

## Sample Action Plan for Threats and Assaults

### Checklist for Threats and Assaults

If you believe that a *crime* has been committed (persons have been injured or property has been damaged):

1. Seek first aid and medical treatment for all those injured.
2. Immediately call the local police and the Inspection Service (and/or postal police officers).
3. Preserve the scene; *do not* allow *anyone* to touch anything.
4. Identify witnesses, especially if they cannot or will not remain at the scene.
5. To the extent possible, ensure that information received remains confidential.
6. Seek additional assistance if needed.

### Otherwise, immediately:

7. Restore order and safety to the work area.
8. Assign involved employees to separate rooms. Instruct or order involved employees to leave the workroom floor, if appropriate. If an employee refuses, call the police.
9. Advise your manager of the incident.
10. Notify the Human Resources Manager and/or Labor Relations Manager.
11. Notify the Inspection Service for guidance if necessary.

### Then:

12. Identify participants and witnesses and obtain statements from them (with concurrence of Inspection Service and/or local police if called).
13. Investigate all observed or reported altercations.
14. Obtain the telephone number and address of each participant.
15. If necessary, place the employee in a non-duty status. When placing an employee in this status, remember to obtain the most current address and telephone number before he or she leaves.
16. Complete the investigation.
17. Notify the Human Resources Manager and the Labor Relations Manager as well as the appropriate management officials in the chain of command.
18. Normally, if circumstances allow, within 72 hours, the employee's supervisor renders a decision and notifies the employee of his or her duty status. If the decision is not to return the employee to duty, the supervisor must send a request for emergency off-duty placement to Labor Relations within 72 hours of that decision.
19. If additional corrective action is to be issued, forward a properly completed request with all supporting documentation to Labor Relations.
20. Encourage the employee found responsible for a threat or assault on another employee or customer to make an appointment with the EAP. Offer the other affected party (or parties) the opportunity to have an on-the-clock appointment with an EAP counselor.

*Remember, prompt and appropriate action is essential to reducing and/or eliminating employee altercations. Failure to conduct an immediate and thorough investigation can be detrimental to disciplinary proceedings.*

## Risk Indicators

Risk indicators include the following:

- Past history of violent behavior, e.g., physical assaults on others.
- Having a concealed weapon or flashing a weapon in the workplace.
- Fascination with semiautomatic or automatic weapons and their capability to cause great harm.
- History of mental health problems requiring treatment, especially a history of arrest before hospitalization.
- Altered consciousness (including blackouts and "lost" or unaccounted-for time lapses).
- History of suicide or homicide risk.
- Odd or bizarre beliefs (magical or satanic beliefs, or sexually violent fantasies).
- Fascination with homicidal incidents of workplace violence and empathy for those who commit acts of violence.
- Preoccupation with violent themes (in movies and literature).
- Inspiration of fear in others (this clearly exceeds mere intimidation).
- Romantic obsession with a coworker characterized by harassment, intimidation, and/or stalking.
- Intimidation and harassment of others.
- Current or history of alcohol or drug abuse.
- Obsessive focus on grudges — often quick to perceive unfairness or malice in others, especially supervisor.
- Especially for males, great concerns or emphasis on sexual fidelity of mate.
- Recent stressful events or severe losses.
- Perceived loss of options.
- Direct or veiled threats of bodily harm toward supervisory personnel, coworkers, or customers.
- Physical deterioration (head injuries, cancer, disability, kidney failure, etc.).
- Extreme sense of moral righteousness about things in general as well as believing that the organization does not follow its own policy and procedures.
- History of poor impulse control and poor interpersonal skills.
- Inability to handle constructive criticism well and projecting blame on others.
- Demonstrated disregard for safety of coworkers.
- Tendency to be a loner with little family or social support and often having an excessive investment in the job.

*Note: Remember, no definite profile exists to determine whether or not a threat maker will ultimately commit an act of workplace violence. However, these signs, especially if they are in a cluster, can help to determine risk abatement action(s) relative to the TAT's initial risk assessment of a potentially violent person. Actions, such as a fitness-for-duty examination, may be necessary to assess the risk more adequately. Recommend these actions only after consulting with the district or area office medical director.*

## **Environmental Conditions, Societal Factors, and Contributing Events**

Evaluation of additional information may help the TAT better understand a pattern of behavior and/or events and thereby help the TAT develop preventive measures to moderate risk and liability. The TAT must evaluate workplace climate issues and potential contributing events that may escalate the potential for violence. For example, additional information such as the following environmental conditions and societal factors and contributing events are relevant considerations:

### **Environmental conditions at the work site:**

- Labor-management relations within the district are strained.
- Ineffective communications between and among managers and employees prevent dissemination of information.
- Preferential treatment and inconsistent application of rules and standards are apparent.
- Conflict management mechanisms (e.g., grievances, EEO complaints, and due process) are not understood or used.
- Discipline is perceived as inappropriate, unfair, or ineffective.
- Complement or resources are inadequate for performance expectations.
- Employees feel depersonalized, like a commodity or tool.
- Changes in management behavior or style have occurred.
- The accident rate is up; safety is compromised or is perceived as compromised.

### **Societal factors:**

- The level of violence in the surrounding community or neighborhood of the threat maker (assaults, rape, suicide, and homicide rates).
- Local news coverage (both amount and detail) of violent events (e.g., September 11, 2001, or the Virginia Tech shootings).
- Activity of violent groups in the community (gangs, militant groups, etc.)
- The level of violence on television, in the movies, etc.

### **Contributing events:**

- Pending divorce.
- Pending financial or legal problems.
- Perceived or pending job suspension or termination.
- Loss of a loved one.
- Onset of a serious health problem.
- Alcohol or other drug relapse.
- Discontinuance of medication or medication not working.
- Discontinuance of therapy sessions with psychiatrist or other mental health professional.

**Note:** The above does not constitute an all-inclusive listing.

## **Recognizing the Warning Signs of Domestic Violence at Work**

These behaviors do not actually signify that a relationship is abusive. They are listed here to provide the scope of behaviors that could indicate someone is a victim of domestic violence. If you have concerns that an employee may be a victim, the manifestation of these behaviors increases the likelihood that they could be, in fact, victims. Managers should ensure that EAP information and contact numbers are posted or available at their facility. Managers must be sensitive and attentive when approaching employees who are suspected to be victims of domestic violence. Managers should immediately contact the EAP if they are seeking additional information or the TAT to report a threat.<sup>7</sup>

### **Physical Indications:**

Abusers know where to strike their victims to inflict pain and not leave any evidence. Look for any of the following apparent physical signs that the victim is in pain or hurting:

- Visible injuries or signs of trauma, like bruises or scars.
- Bruises or handprints on wrist or throat.
- Signs of hair being pulled out.
- Excessive make-up.
- Clothing or accessories that might be worn to cover injured area.
- Limping or tenderness in joints or muscles.
- Moving slowly or carefully because of pain or soreness.

### **Behavioral Indications:**

- Depression
- Guilt
- Fear
- Anxiety
- Withdrawal
- Indecision
- Anger
- Sadness
- Irritability
- Fatigue
- Dependency
- Distracted, unfocused, preoccupied

### **Job Productivity and Performance:**

- Tardiness.
- Leaving early.
- Increased use of sick benefits.
- Mistakes or forgetfulness.
- Fear or reluctance to answer the phone.
- Fear or anxiety about leaving the building or going to the parking lot.
- Absenteeism.
- Excessive time spent on phone or personal tasks.

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<sup>7</sup> Lee, J. (2005) *Addressing Domestic Violence in the Workplace*. Amherst, MA: HRD Press.

Exhibit 3-1.2 (p. 1 of 3)  
**Priority Risk Scale**

Priority Rank	Explanation
<b>Priority 1</b> (Extreme Risk)	<b>A clear and immediate threat of violence to an identifiable target.</b> <ol style="list-style-type: none"> <li>a. Directly stated threat of violence;</li> <li>b. Clearly identified target (person, work site, or organization); and</li> <li>c. Specific description of the intended violent act.</li> </ol>
<b>Priority 2</b> (High Risk)	<b>A threat of violence, usually to an identifiable target, but currently lacking immediacy and/or a specific plan; or a specified plan of violence, but currently lacking a specific target.</b>
<b>Priority 3</b> (Low or Moderate Risk)	<b>A relatively nonspecific threat of violence from a person expressing concerns with personal and/or organizational issues.</b> <ol style="list-style-type: none"> <li>a. The threat maker does not indicate a clear and immediate threat of violence to an identifiable target.</li> <li>b. The threat maker appears to be insufficiently influenced by current circumstances to engage in a dangerous act.</li> </ol> <p><i>Such threats frequently arise from a volatile workplace climate, or deterioration of an employee's personal appearance and workplace relationships.</i></p>
<b>Priority 4</b> (No Risk)	<b>No threat of violence indicated.</b> <ol style="list-style-type: none"> <li>a. No suggestion of current danger or threat of violence.</li> <li>b. Possibility of verbal or other inappropriate communications, which include derogatory comments without specific or implied threats of violence.</li> </ol>

## Priority Risk Scale

### Discussion of Priority Risk Scale

#### Priority 1 (Extreme Risk)

A clear and immediate threat of violence to an identifiable target.

Priority 1 means that the threat maker has:

- Directly stated a threat of violence;
- Clearly identified a target (person, work site, or organization); and
- Appears to have communicated a specific description of the intended violent act, including the means, opportunity, and motivation to carry out the threat.

Priority 1 threats:

- Are specific and credible.
- Have a stated intention by the employee to seriously harm or kill themselves or others, or may be directed at a specific work site.
- Often have a vindictive, revengeful quality in which retribution plays a role.

At priority 1, the degree of danger increases and credibility is enhanced by:

- Signs that the threat maker has specific knowledge of the location, activities, and/or personal life of the target.
- The extent to which the threatened action is realistic or practical in design.
- Repeated, escalating, and increasingly detailed threats.
- A progressive decline in the employee's physical and/or psychological health.
- A person experiencing intolerable levels of frustration or stress, as specified in exhibit 2-6a.
- Substance abuse.

The TAT should give immediate priority to threats at this level, including:

- Continual management of the case.
- Active review of the security for the identified targeted person and/or work site.
- Writing a formal risk abatement plan that includes intervention with the threat maker, and/or organizational unit.
- Plan immediate action to prevent a violent outcome.

## Priority Risk Scale

### Priority 2 (High Risk)

**A threat of violence, usually to an identifiable target, but currently lacking immediacy and/or a specific plan; or a specified plan of violence, but currently lacking a specific target.**

A priority 2 rating indicates a threat that is real and feasible, often with a vengeful, menacing quality, but lacking the level of specificity and credibility of a priority 1 threat.

- The threat maker does not know or has not identified a specific target.
- The threatened action may be vaguely defined, unrealistic, or impractical in design.
- A priority 2 threat may also result from a volatile workplace climate or close connection to work sites previously or currently experiencing threats of violence.
- High-risk indicators may be present (see exhibit 2-6a).

***The TAT's response should include continuing the threat assessment, case monitoring, and intervening at the individual and/or organizational unit as indicated.***

### Priority 3 (Low or Moderate Risk)

**A relatively nonspecific threat of violence from a person expressing concerns with personal and/or organizational issues.**

A priority 3 rating ***does not indicate:***

- A clear and immediate threat of violence to an identifiable target.
- That the threat maker is sufficiently influenced by current circumstances to perform a violent act.

Priority 3 threats ***may include:***

- General expressions of concern or dissatisfaction with personal issues and/or interpersonal relationships.
- General expressions of concern or dissatisfaction with organizational issues that may result from a volatile workplace climate.

***The TAT's response to a Priority 3 risk should include an assessment of the validity of specific complaints or concerns, a reasonable amount of monitoring, and intervention at the individual and/or organizational unit level. Specific concerns include a progressive decline in an employee's physical and/or psychological health and/or worsening of organizational climate.***

### Priority 4 (No Risk)

**No threat of violence indicated.**

Priority 4 means that no current danger or threat of violence exists. The threat maker may engage in verbal or nonverbal communication that includes offensive, inappropriate, or derogatory content, or expressions of anger or dissatisfaction without a specific or implied threat of violence.

# Threat Assessment Data Entry Template

District \_\_\_\_\_

**SECTION 1: INCIDENT SUMMARY** Threat Report Date:

Date of Occurrence:	Reported By:	Injury: Yes No
Location (Station/Facility):		
Phone Contact:	Station/Facility Manager Contact:	
Describe Incident:		

**Priority Risk Scale:** Priority 1      Priority 2      Priority 3      Priority 4

**SECTION 2: EMPLOYEE 1**

Employee 1: Last	First	MI:
Current Position:	DOB:	Male: Female:
Description of Involvement:		

**SECTION 3: EMPLOYEE 2**

Employee 1: Last	First	MI:
Current Position:	DOB:	Male: Female:
Description of Involvement:		

**SECTION 4: INSPECTION SERVICE OR POLICE ACTION**

Inspection Service Involved: YES NO	Investigative Memorandum : YES NO
Weapons Used: YES NO	Police Involved: YES NO [IF YES, COMPLETE NEXT LINE]
Police Action Taken:	Police Report Number:

**Section 5: TAT Assignments**

TAT Members Assigned:

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Recommendations:

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Actions Taken (check all that apply): Administrative      Legal      Other      N/A

**Section 6: Additional Witness(es)/Employee(s)**

Last Name:	First Name:	MI:
Current Position:	Contact Information:	
Last Name:	First Name:	MI:
Current Position:	Contact Information:	
Last Name:	First Name:	MI:
Current Position:	Contact Information:	
Last Name:	First Name:	MI:
Current Position:	Contact Information:	

\_\_\_\_\_  
TAT Member Signature \_\_\_\_\_  
Date