



DECA MANUAL 30-24.01

WORKPLACE VIOLENCE PREVENTION, ASSISTANCE, AND RESPONSE (PAR)

Originating Component:	Chief of Staff
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Releasability:	Unlimited. This directive is approved for public release and is located on the Defense Commissary Agency's (DeCA) internet website at www.commissaries.com .
Establishes	DeCA Manual (DeCAM) 30-24.01 "Workplace Violence Prevention, Assistance, and Response," June 22, 2018
Approved by:	Teena P. Standard Chief of Staff

Purpose: This manual:

- Establishes policies and procedures for managing DeCA's "Workplace Violence Prevention, Assistance, and Response."
- This manual, assigns responsibilities, standard practices to be used in the prevention of workplace violence, and provides guidance in dealing with incidents of actual or potential workplace violence and implements DeCA Directive (DeCAD) 30-24, "Workplace Violence Prevention, Assistance, and Response" (PAR).
- Is established in compliance with Department of Defense Directive (DoDD) 5105.55, "Defense Commissary Agency (DeCA)," and DeCAD 70-2, "Internal Control Program"

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This Manual applies to all DeCA personnel (military, civilian, and local nationals), employees of other Federal agencies assigned or detailed to DeCA. Contractor and other individuals working at DeCA are responsible for following all policies, procedures, laws, and regulations in effect at respective military installations.

1.2. POLICY. It is DeCA's policy that:

a. All DeCA supervisors, subordinates, and contractors work together as a team to achieve a safe workplace free of violence and the threat of violence.

b. Violence, threats, harassment, intimidation, and other disruptive behaviors in our workplaces will not be tolerated.

c. All reports of incidents will be taken seriously and will be dealt with appropriately.

SECTION 2: RESPONSIBILITIES

2.1. DeCA DIRECTOR.

a. In accordance with (IAW) DoD Instruction (DoDI) 1438.06, develop and implement a workplace violence prevention and response program that reflects DeCA's strong commitment to the safety of its personnel, patrons, and business partners IAW DeCAD 30-24, June 22, 2018.

b. Establish and formally designate a trained DeCA response team that addresses Agency workplace violence concerns.

c. Ensure the workforce is trained and in compliance with the Agency's policy regarding the prevention of and response to workplace violence and familiarize themselves with the identities and functional responsibilities of the members of the Threat Management Team (TMT).

2.2. THREAT MANAGEMENT TEAM (TMT). The TMT will:

a. Provide supervisors and managers with the necessary guidance and training to recognize the signs of and the potential for violence in the workplace, and provide support in dealing with related issues, should they arise.

b. The TMT is designed to assist management in the continuous assessment of the work climate to detect areas susceptible to workplace violence incidents.

(1) Recommend policies, procedures, and training programs aimed at the prevention of and response to violence in the workplace.

(2) Periodically review current policies, procedures, and training programs to determine their effectiveness in providing the necessary guidance to supervisors and employees in dealing with the prevention of and response to workplace violence.

(3) Notify the DeCA Director and senior leadership, as applicable, of the employee(s) involved in potential or actual workplace violence issues.

c. The Chief of the DeCA Security Division will serve as the chairperson of the TMT. The chairperson will call periodic meetings of the team, at least semi-annually, to discuss statistics, incidents of violence, threats, prevention efforts, and any other issues pertaining to or could lead to disruption in the workplace, or other related topics. The chairperson may appoint other members to the TMT to serve as permanent or guest members.

2.3. SECURITY DIVISION (CCSS). The Security Division will:

- a. IAW Defense Civilian Personnel Advisory Service Guide: Workplace Violence Prevention and Response, provide supervisors and managers with the necessary guidance and training to offer immediate response when notified of potential acts of violence, an act of violence that has taken place, or when circumstances may necessitate the need for restoring order. Conduct inquiries into threats and incidents, as appropriate, and ensure that events are properly investigated and addressed.
- b. Determine if the individual occupies a non-sensitive or sensitive position for reporting purposes.
- c. Keep management apprised of the risk of violence.
- d. At DeCA Headquarters (HQ), coordinate with supporting law enforcement agency to have individuals exhibiting potentially violent behaviors escorted off of the premises. IAW installation access control procedures, support suspending their access to the premises until the TMT has cleared them for reentry.
- e. Ensure that employees with special needs are aware of emergency evacuation procedures and have assistance, as necessary, regarding emergency evacuation situations.
- f. Provide direction, oversight, and training for the DeCA workplace violence prevention policy and procedures.

2.4. THE OFFICE OF GENERAL COUNSEL (GC). GC will provide legal guidance concerning the handling of incidents of violence or threats of violence, and in the development of recommended policies and procedures.

2.5. HUMAN RESOURCES DIRECTORATE (HR). HR will:

- a. Provide assistance and guidance to supervisors of Federal civilian employees concerning personnel actions, including disciplinary and adverse actions related to violence, or threats of violence.
- b. Consult with supervisors to provide guidance in dealing with employees who become obstinate, difficult to supervise, or who appear to be a danger to themselves or others.
- c. Assist supervisors in referring those employees who exhibit unacceptable conduct or behavior, or who appear to be experiencing personal problems to the services available.
- d. Provide assessment, referral, and emergency intervention for Federal employees who commit violent acts, threaten harm to themselves or others, or are themselves victims of such acts. HR will coordinate with Agency officials to schedule emergency evaluations for Federal employees who appear to be violent, homicidal, or suicidal. Federal regulations strictly prohibit disclosure of information learned while providing federally assisted services unless exceptional

circumstances exist (e.g., an employee is judged by the Employee Assistance Program (EAP) to pose an imminent threat of serious harm to others), or unless certain conditions are met (e.g., the employee provides written consent to release information).

2.6. CORPORATE SERVICES BRANCH (CCSAC). IAW the Occupational Safety and Health Act of 1970, work closely with Security, Safety, and Occupational Health Manager, and HR to help maintain a safe environment for all people who access the DeCA HQ worksite. This includes participating with security personnel in threat assessment surveys, keeping management informed of the physical status of DeCA HQ worksites, and supporting budget requests with justification for security upgrades, when appropriate.

2.7. CORPORATE COMMUNICATIONS DIVISION (CCSP). Assist the TMT in publicizing its efforts and will respond to news-media inquiries concerning incidents involving workplace violence.

2.8. ZONE MANAGERS. Assume duties as a field TMT member and work with the DeCA HQ TMT to prevent and respond to workplace violence in their zones.

2.9. SUPERVISORS AND MANAGERS. Supervisors and managers will:

a. Ensure that employees attend mandatory annual awareness training recommended by HR and the TMT to foster workplace violence prevention and public safety awareness. Contract personnel are encouraged to take this training and conduct themselves in a manner that is consistent with the best interests of the Government. IAW host installation, good order and discipline requirements, all other individuals working at DeCA facilities are also encouraged to attend recommended training.

b. Continuously monitor the climate of the workplace, paying special attention to signs of a hostile work environment. Provide all personnel with information concerning Federal, DoD, and DeCA policies and regulations concerning workplace violence.

c. Encourage all personnel to discuss concerns about working conditions that could possibly lead to an incident of workplace violence, such as a hostile work environment (e.g., during staff meetings, through an open-door policy, etc.).

d. Inform staff of the counseling services available through the EAP or other means, especially when they detect, or others report, that an employee appears to be having difficulty dealing with anger frustration, hostility, or other signs of potential violence problems. Supervisors should offer EAP assistance when there is a question concerning the employee's emotional/mental well-being.

e. Promptly report all threats that are brought to their attention to their management chain, HR, and the DeCA Security Division. Submit a DIRep via the automated DIRep submission module on OneNet, ensuring that Personnel Identifiable Information is protected.

f. Coordinate with host law enforcement agency to have individuals exhibiting potentially violent behaviors escorted off of the premises. IAW installation access control procedures, support suspending their access to the premises until the Installation Commander has cleared them for reentry.

2.10. EMPLOYEES. Employees will:

a. Comply with the workplace violence prevention and response policies as set forth in this Manual, applicable laws, and DoD regulations.

b. Refrain from making workplace violence related comments, threats (implied or in gest), innuendos, or engaging in any form of perceived workplace violence behavior.

c. Report all acts or threats of violence to their immediate supervisor, their DeCA HQ supporting Security Manager and HR.

d. Do not attempt to intervene in violent acts **except as a last resort** and call the supporting local police, or 911 for assistance.

e. Familiarize themselves with their office environment, notice changes in the behavior of coworkers, and report what they see and hear.

d. As mandated by DeCA, complete Preventing Workplace Violence for Employees Training annually.

SECTION 3: PROCEDURES

3.1. GENERAL.

a. The first-line supervisor has significant responsibility for monitoring and managing the behavior of employees at work and for ensuring that the workplace is free of safety risks and hazards.

b. It is important for supervisors and managers to be able to identify potentially problematic behavior and to act promptly and properly to the behavior when exhibited.

c. It is essential that the supervisors and managers set the tone for the workplace and ensure all employees are treated with dignity and respect. The golden rule of treating others as one would wish to be treated is a powerful tool in preventing incidents of dissatisfaction, frustration, and stress from escalating to a violent or potentially violent level.

3.2. PREVENTION.

a. Open communication between supervisors and employees cannot be overemphasized. Through open communications, supervisors and managers can assist in reducing the risk of violence or unacceptable behavior.

b. Supervisors must create an environment in which employees feel comfortable conveying concerns, problems and grievances, as well as reporting threats, coercion, intimidation, or potential violent activity through the supervisory chain.

c. Recognizing the early warning signs and intervening quickly to assist the employee are two key elements for preventing potentially violent employees from escalating to the action level.

3.3. HANDLING A WORKPLACE ALTERCATION.

a. The most important action that a supervisor or another coworker (if the supervisor is not readily available), can take is to stop the disruption immediately, since the overriding concern is the safety of the staff and patrons.

b. Intervene by asking the employee to stop the disruptive behavior. If the employee continues the disruptive behavior, request that any other employees who may be involved to return to their respective work areas or, where appropriate, have them leave the immediate worksite and report to another location within the building.

(1) Actions to take when someone displays acts of violence without a weapon:

- Stay calm and listen attentively.
- Maintain eye contact.
- Be courteous and patient.
- Make every effort to keep the situation under control.
- Signal someone that you need help and have them call for help.

(2) Actions to take when someone displays acts of violence with a weapon:

- Stay calm and if able, quietly signal for help.
- Maintain eye contact.
- Stall for time.
- Keep talking and follow instruction from the person who has the weapon.
- Do not risk harm to yourself or others.
- Never try to grab the weapon.
- Watch for a chance to escape to a safe area.

SECTION 4: DeCA GUIDE - WORKPLACE VIOLENCE PREVENTION AND RESPONSE

4.1. GENERAL.

a. The prevention and management of workplace violence is among the most important factors in providing a healthy, cooperative, and safe workplace where management can maintain a high level of productivity. Such incidences involving workplace violence, bodily injury, death, suicide, and physical or emotional threats are cause for concern and have a negative impact on the workplace environment. With proper training, supervisors can often recognize the signs that are characteristic of those who perpetrate violence and hostility in the workplace, and recognize indicators of other potentially harmful incidents. By recognizing these signs, the management official can take action that will reduce the probability that a violent incident will occur.

b. Each incident of workplace violence has its own cause. It may be because employees are frustrated, anxious, impatient, angry, mentally disturbed, or under the influence of alcohol or drugs. These individuals often lash out at the nearest target and essentially that means those in the workplace. Although reasons for workplace violence are numerous, some are noteworthy:

(1). Understaffing, which forces people to work beyond normal limits, thus precipitating stressful situations;

(2) Lack of training for supervisors and employees in recognizing and defusing potentially violent situations;

(3) Failure to design safe workplaces and emergency procedures;

(4) Failure to identify hazardous conditions and develop proper controls, policies, and education programs;

(5) Failure on the part of all personnel to report incidences or potential occurrences of violence or threats;

4.2. Types of Workplace Violence.

a. Stranger on Employee. Violence is committed by a stranger. There is no known relationship to the employee or workplace. The stranger may enter the workplace to commit a violent act or may act outside the “traditional” workplace while the employee is in the course of his or her job.

b. Customer on Employee. Violence is committed by someone who receives a service, such as a current or former employee, customer, or client. The violence can be committed in the workplace or outside the workplace, but while the employee is performing a job related function (e.g., an employee performing an assessment in the field).

c. Partner on Employee. Violence is committed by someone who has a personal relationship with an employee, such as a current or former spouse or partner, a relative, or a friend. This would include the attacker who has a personal dispute with an employee and enters into or around the workplace to harass, threaten, injure, or kill.

d. Employee on Employee. Violence is committed in or outside the workplace by a current or former employee, a prospective employee, or a current or former supervisor or manager.

4.3. EARLY WARNING SIGNS.

a. History. Any history of violent behavior before or after employment with the current employer. An escalating propensity to push the limits of normal conduct, with a disregard for the safety of coworkers. Where there has been a failure to take consistent disciplinary measures against threats of violence or minor incidents of violence, such as pushing or touching that may or may not be associated with a sexual harassment complaint(s).

b. Verbal Threats. Making repeated direct or veiled verbal threats of harm, such as predicting that bad things are going to happen to management officials or coworkers; constantly swearing or using otherwise abusive language directed at others.

c. Intimidating Behavior. Inappropriate, repeated boundary crossing including excessive phone calls, emails, messages, memorandums, office appearances; gift giving; angry confrontations (easily provoked, impulsive, unpredictable); displaying restless and/or agitated behavior; and belligerence towards customers or coworkers. Intimidating others or instilling fear in coworkers (this can be physical or verbal intimidation). Harassing phone calls and stalking are obvious examples.

d. Bizarre Thoughts or Paranoid Behavior. Being paranoid, panicking easily, and often perceiving that the whole world is against him or her. Developed fantasies with self-centered outcomes; irrational violent associations or thoughts; secretive behavior; and emotional mood swings. Fascination with other recent incidents of workplace violence and approval of the use of violence under similar circumstances.

e. Obsessions. An extreme interest in or obsession with weapons, such as paramilitary training, weapons collections (often including semi-automatic weapons). An obsession with hurting a specific person or group of people; an unrequited or excessively intense romantic attachment to someone (generally not a sexual attachment). Especially if these behaviors start spontaneously or are out of character for the person.

g. Extreme Job Involvement. Having an unusual or extreme involvement with the job often with no apparent outside interests. Usually, outside relationships fail or are strained. The workplace becomes the person's sole source of identity. This characteristic, however, may apply to many of the best workers, including those who would never commit a violent act.

h. **Recent Marked Performance Decline.** Attendance problems or absences from work assignments; decreased productivity and inconsistent work patterns; concentration problems; increased accident involvement; poor health and hygiene; continual excuses or blame; and displaying an inability to accept responsibility for even small errors.

i. **Serious Stress in the Employee's Personnel Life.** Financial problems and/or bill collectors; crying; excessive personal phone calls, and losses (i.e., job, marriage, love one).

j. **Serious Stress in the Workplace.** Workplace events generating great stress such as furloughs, terminations, or unwanted reassignment or relocation, poor performance evaluation, being passed over for promotion. Does not take criticism well, holds a grudge, especially against a management official, and will often verbalize a hope for something to happen to the person against whom he or she has a grudge.

k. **Substance Abuse.** Most drugs interfere dramatically with reasoning ability, social inhibitions, and the ability to distinguish right from wrong. Alcohol and certain drugs may agitate, create paranoia, and cause aggressive behavior.

l. **Loner.** Being a loner with little involvement with coworkers, with the possible exception of a romantic interest in a co-worker. This interest will often be so intense that the co-worker will feel threatened and may report the unwanted attention under the sexual harassment policy.

4.4. LEVELS OF VIOLENCE. The following levels of violence will assist supervisors and managers in assessing the risk factors for violent behavior:

a. Level I

- (1) Implied (veiled) threats.
- (2) Verbal or mental abuse.
- (3) Harassment or badgering.
- (4) Inappropriate tones (threatening) or gestures (menacing).

b. Level II

- (1) Threatening gestures.
- (2) Specific (overt) written or verbal threats.
- (3) Mishandling or abuse of property.
- (4) Stalking.

c. Level III

- (1) Scuffles – (physical contact).
- (2) Assault – physical, sexual, armed.
- (3) Destruction.
- (4) A presently occurring loss-of-control event creating fear of imminent harm.
- (5) Unauthorized possession of firearms or other weapons on government premises.

4.5. NEXT STEPS. After careful consideration of the applicable early warning signs, such as those in paragraph 4.3, and the levels of violence in paragraphs 4.4, a supervisor or manager should determine if an incident of workplace violence has occurred, or is reasonably likely to occur. During duty hours, the supervisor will contact the Security Division for guidance regarding appropriate actions to take. During non-duty hours, contact supporting law enforcement office.

GLOSSARY

G.1. ACRONYMS.

CCSAC	Corporate Services Branch
CCSP	Corporate Communications Division
CCSS	Security Division
DeCA	Defense Commissary Agency
DeCAD	Defense Commissary Agency directive
DeCAM	Defense Commissary Agency manual
DoD	Department of Defense
DoDI	Department of Defense Instruction
EAP	Employee Assistance Program
GC	General Counsel
HR	Human Resources
HQ	Headquarters
IAW	in accordance with
PAR	Prevention, Assistance, and Response
TMT	Threat Management Team

G.2. Definitions.

Hostile Work Environment. The perception or description of a workplace or work setting where one or more persons attribute feelings of anxiety, hostility, or bias, affecting their ability to effectively perform their job or work tasks. A situation, usually involving verbal or physical conduct showing hostility or aversion towards an individual based upon race, religion, ethnicity, age, sex, disability, or reprisal, which makes it difficult to work, can be considered hostile to the employee.

Prevention, Assistance, and Response (PAR) capabilities. A network of multi-disciplinary efforts, each led by a functional expert and normally resident on or available at the installation level, that commanders and their equivalent civilian leaders can use to aid them in identifying the level of risk that violent behavior poses to DoD personnel, organizations, installations, or separate facilities, and in developing risk response recommendations to mitigate or remediate this risk.

Workplace Violence. Any act of physical violence against persons or property, physical or verbal threats, intimidation, harassment, or other inappropriate, disruptive behavior that causes fear for personal safety or the safety of another at or outside the work site.

REFERENCES

Defense Civilian Personnel Advisory Service Guide: Workplace Violence Prevention and Response, May 2012

DeCAD 30-24, "Workplace Violence Prevention Assistance, and Response," June 22, 2018

DeCAD 70-02, "Internal Control Program, December 17, 2007

DoDD 5105.55, "Defense Commissary Agency, (DeCA)" March 12, 2008

DoDI 1438.06, "DoD Workplace Violence Prevention and Response Policy, (as amended) through January 16, 2014

Ike Skelton National Defense Authorization Act for Fiscal Year 2011, Subsection 1062 (a) and (c), as amended

The Occupational Safety and Health Act of 1970, as amended January 1, 2004

Table 1. Key Indicators of Potentially Violent Behavior

1. These indicators of potentially violent behavior serve as a ready reference and training aid for DoD personnel, including commanders and their equivalent civilian leaders, to guide them in proactively reporting potentially violent behaviors that could lead to or indicate future violent acts to self or others. The indicators also aid PAR functional experts in determining what assistance they can provide to persons at risk for potentially violent behavior.

2. Preventing violent behavior is significantly enhanced when DoD personnel observe potential indicators and know that their concerns, once reported, will be handled appropriately. Although none of these indicators should be ignored, it is important to understand that they should be documented when they do occur. The list of behaviors and actions below is not exhaustive and is not a checklist, but the list provides possible behaviors and activities that should be reported through all appropriate and mandatory channels if an individual is exhibiting actions that cause reasonable concern to other persons.

3. These indicators were derived from multiple sources, including the Interagency Security Committee and the Federal Bureau of Investigation, Behavioral Science Unit. The Defense Health Agency is also managing ongoing studies to aid in identifying potential violent behavior. When complete and published, the results of these studies will be used to improve this construct. Although no single behavior or action can predict violent behavior or insider activity with certainty, when such events occur, witnesses and victims often report they noticed changes in the individual's behavior, mood, or performance prior to the event. It is very important to respond appropriately, i.e., not to overreact but also not to ignore a situation. Sometimes that may be difficult to determine. Managers should discuss the situation with expert resource staff to get help in determining how best to handle the situation.

4. In addition to being familiar with the indicators listed below, Agency leaders, and all managers and supervisors should also be mindful of DoD personnel who have experienced, or who are experiencing, various organizational or personal events (e.g., loss of employment or loss of a personal relationship) that may signal a need for help or assistance. These changes can take many forms, but often include one or more of the following indicators:

Key Indicator of Potentially Violent Behavior	
Item	Key Indicator
1	Direct, indirect, or veiled threats of harm or violence.
2	Intimidating, belligerent, harassing, bullying, disruptive, or aggressive behavior.
3	Numerous conflicts with supervisors and other employees.
4	Menacing actions with weapons, bringing a weapon to the workplace, making inappropriate references to guns, or unusual fascination with weapons (see note).
5	Statements indicating the individual is involved in criminal activity.
6	Statements showing fascination with incidents of workplace violence, statements indicating approval of the use of violence to resolve a problem, or statements indicating identification with perpetrators of workplace homicides.
8	Drug/alcohol abuse.

9	Extreme changes in behavior, personality, or performance.
10	Undue interest in previous shootings, mass attacks, or explosives.
11	Engaging in conduct that warrants physical restraint or confinement.
12	Stalking or surveilling an individual or individuals.
13	Blatant or intentional disregard for the safety of others.
14	Unusually poor work performance, or disciplinary problems at the work site.
15	Commission of a violent misdemeanor or felony at the work site.
16	Delusional statements or paranoid ideas.
17	Increased isolation.
18	Statement indicating unusual depressed mood or suicidal ideations.

NOTE: IAW the Ike Skelton NDAA for FY 2011, Subsection 1062 (a), as amended, DoD may not collect or record any information relating to the otherwise lawful acquisition, possession, ownership, carrying, or other use of a privately owned firearm, privately owned ammunition, or another privately owned weapon by a member of the Armed Forces or a DoD civilian employee on property that is not:

(1) A military installation; or (2) any other property that is owned or operated by DoD. Pursuant to Subsection 1062 (c), this limit does not apply to:

(2) Creating or maintaining records relating to, or regulating the possession, carrying, or other use of a firearm, ammunition, or other weapon by a member of the Armed Forces or DoD civilian employee while (a) engaged in official DoD duties; or (b) wearing the uniform of an Armed Force;

(3) Creating or maintaining records relating to an investigation, prosecution, or adjudication of an alleged violation of law including regulations not prohibited under subsection (a), including matters related to whether a member of the Armed Forces constitutes a threat to the member or others. (Note that this provision does not apply to DoD civilian employees.); or

(4) Authorizing a health professional, that is a member of the Armed Forces or a DoD civilian employee or a commanding officer to inquire if a member of the Armed Forces plans to acquire, or already possesses or owns, a privately-owned firearm, ammunition, or other weapon, if such health professional or such commanding officer has reasonable grounds to believe such member is at risk for suicide or causing harm to others.