



# **Violence in the Workplace: Prevention and Response Plan**

October 2021

# **Table of Contents**

<b>Violence in the Workplace Statement.....</b>	<b>3</b>
1.1 Violence Definition .....	3
<b>Violence Risk Assessment Model .....</b>	<b>3</b>
2.1 Violence Risk Assessment Considerations.....	3
2.2 Violence Risk Assessment Frequency.....	4
2.3 Violence Risk Assessments at Saint Mary’s University .....	4
2.4 Ongoing Assessments.....	5
<b>Violence Prevention Plan .....</b>	<b>5</b>
3.1 Safe Work Practices.....	5
3.2 Reporting, Responding to, and Investigating Workplace Violence .....	5
3.3 Employees Exposed to Violence .....	6
3.4 Students Exposed to Violence .....	7
3.5 Workplace Violence Orientation and Training .....	7
3.6 Safe Money Handling and Robbery Prevention .....	7
3.7 Domestic Violence in the Workplace.....	7
<b>Awareness Plan.....</b>	<b>8</b>
<b>Emergency Management Policy and Communications Plan .....</b>	<b>8</b>
<b>Saint Mary’s University Security.....</b>	<b>9</b>
6.1 Working or Studying Alone .....	9
6.2 Safe Walk on Campus .....	9
6.3 Husky Patrol .....	9
<b>Conflict Resolution Services .....</b>	<b>9</b>
<b>University Occupational Health and Safety Services.....</b>	<b>10</b>
<b>Appendix A - Safe Work Practices .....</b>	<b>11</b>
1 – Preparing for a Potentially Negative Interaction .....	12
2 – Identifying a Potentially Violent Person .....	13
3 – Dealing with a Potentially Violent Person .....	15
4 – Responding to a Physical Attack.....	16
5 – Resolving Problem Behaviour.....	17
6 – Terminating Negative Interactions .....	18
7– Responding to a Robbery .....	19
<b>Appendix B - University Bomb Threat Checklist.....</b>	<b>20</b>
<b>Appendix C - Quick Reference Post Investigation Debriefing.....</b>	<b>23</b>

# Violence in the Workplace Statement

Saint Mary's University is committed to its responsibility to ensure the health and safety of its employees. While violent acts are not pervasive at Saint Mary's, no university is immune from such behaviour. Saint Mary's University acknowledges that physical violence/threatening behaviour in the workplace is an occupational health and safety hazard that can cause physical and emotional harm. The University views any acts of violence or threats of violence in the workplace as unacceptable. As such, it is committed to working to prevent workplace violence/threatening behaviour and to responding in an appropriate manner if it occurs. All members of the University community, including faculty, staff, students and visitors, are responsible for the creation and maintenance of a safe environment.

## 1.1 Violence Definition

The NS *Violence in the Workplace Regulations* define violence in the following way:

“violence” means any of the following:

- (i) threats, including a threatening statement or threatening behaviour that gives an employee reasonable cause to believe that the employee is at risk of physical injury,
- (ii) conduct or attempted conduct of a person that endangers the physical health or physical safety of an employee.

Every reasonable effort will be taken to identify and reduce possible sources of violence and implement procedures to eliminate or reduce risks in all areas of the university.

Violence and or threatening behaviour covered by this legislation includes those behaviours that occur:

- when the target is a university employee and at work;
- when the behaviour occurs on Campus and/or;
- when the behaviour is related to a university activity.

Incivility, rudeness, passive occupation of a space by a protest group, and other disruptive or disrespectful actions, which do not endanger the physical health or the physical safety of an employee, would not be covered by these regulations. Disrespectful behaviour which could escalate to violence or threat of violence is referenced from the perspective of trying to avoid an incident of violence. This includes disrespectful face to face, telephone and electronic communications.

## Violence Risk Assessment Model

The Violence Risk Assessment Model used to develop this Violence in the Workplace: Prevention and Response Plan was created and delivered to members of the Saint Mary's Community by the CN Centre for Occupational Health and Safety. See Section 2.4 for more information on the assessment.

## 2.1 Violence Risk Assessment Considerations

The *Violence in the Workplace Regulations* require:

- (1) An employer must conduct a violence risk assessment for each of their workplaces in accordance with this Section to determine if there is a risk of violence in the workplace and prepare a written report concerning the violence

risk assessment detailing the extent and nature of any risk identified by the assessment.

- (2) In conducting a violence risk assessment, an employer must take all of the following into consideration:
  - (a) violence that has occurred in the workplace in the past;
  - (b) violence that is known to occur in similar workplaces;
  - (c) the circumstances in which work takes place;
  - (d) the interactions that occur in the course of performing work;
  - (e) the physical location and layout of the workplace.
- (3) An employer must consult with any committee established at the workplace when conducting a violence risk assessment and must provide the committee with a copy of the written report of the assessment.

## **2.2 Violence Risk Assessment Frequency**

The *Violence in the Workplace Regulations* require that a Violence Risk Assessment must be re-assessed:

- if a new or different type of violence occurs in similar workplaces;
- if there is a significant change in either the work, the way employees interacts with the public or the physical location or layout of the workplace; if a new facility is erected or an existing facility renovated;
- if ordered to do so by an Occupational Health and Safety Officer;
- at least every five years.

## **2.3 Violence Risk Assessments at Saint Mary's University**

Two primary risk assessments were performed as part of the overall Violence risk assessment. The first assessment, assessing the physical workplace, was performed by an external consultant using CPTED (Crime Prevention Through Environmental Design) principles.

CPTED (Crime Prevention Through Environmental Design) has three main principles. They are:

- ***Natural Surveillance:*** Creating sightlines that permit activity to be observed and that inhibit the ability to conceal. This could be as broad as external lighting or as simple as trimming vegetation away from windows;
- ***Natural Access Control:*** Using architectural features to delineate activity (through use of coloured tile or swing gates) or creation of single points of access into buildings; (e.g. controlled access at the Homburg Centre)
- ***Natural Territorial Reinforcement:*** Having individuals on Campus take ownership of their space. This could be having staff in buildings being aware of and greeting strangers, having students recognize that unacceptable behaviour is taking place and taking action to rectify it, or having all the Campus population take pride in their surroundings and upkeep.

A copy of this report can be obtained by contacting the OHS Office at [valerie.wadman@smu.ca](mailto:valerie.wadman@smu.ca).

The second assessment was conducted by a survey to all full and part time employees. To conduct this violence risk assessment, the Human Resources department partnered with the Saint Mary's Joint Occupational Health and Safety Committee and a group of researchers from the CN Centre for Occupational Health and Safety, specializing in workplace violence, health, and safety. Survey content was designed to investigate the occupational risks of violence associated with campus environments in relation to employees' direct and indirect experiences of workplace violence.

Results were coded and analyzed and have been compiled in summary format for the purpose of this report. A copy of this report may be found on the OHS website at: <http://www.smu.ca/about/ohs-resources.html>.

Additionally, all violence related incident reports were reviewed and various groups and employees across Campus were interviewed to determine their potential for violence in their daily activities.

## **2.4 Ongoing Assessments**

All violence related incident reports are reviewed by the University's Joint Occupational Health and Safety Committee, the Science Safety Sub-committee and the Administrative Units Sub-committee. These committees make recommendations to the employer regarding preventing violence on Campus, as required. The Security Manager and other Saint Mary's employees also review and monitor reports of violence or potential violence, participate in the investigation of these incidents and develop appropriate response and prevention plans, to address these incidents.

## **Violence Prevention Plan**

In response to the findings of the violence risk assessments and requirements of the Violence in the Workplace Regulations, this plan has been created and will be widely communicated to members of the Saint Mary's Community. This plan has been created in consultation with a Violence in the Workplace Working Group comprised of members of the Administrative Units Safety Sub-committee and the Science Safety Sub-committee. Training on creating a Violence Prevention Plan was provided to both sub-committees by the Worker's Compensation Board of Nova Scotia. A working group was then formed, representing both committees to develop and promote the plan. The plan has also been reviewed by and approved by the University JOHSC. The safe work practices, included in this plan, are based, to a great extent, on the Canadian Centre for Occupational Health and Safety (CCOHS) Violence in the Workplace Prevention Guide. It is the University's intent to follow the CCOHS guide, wherever possible. A copy of the CCOHS guide can be obtained through the OHS Office.

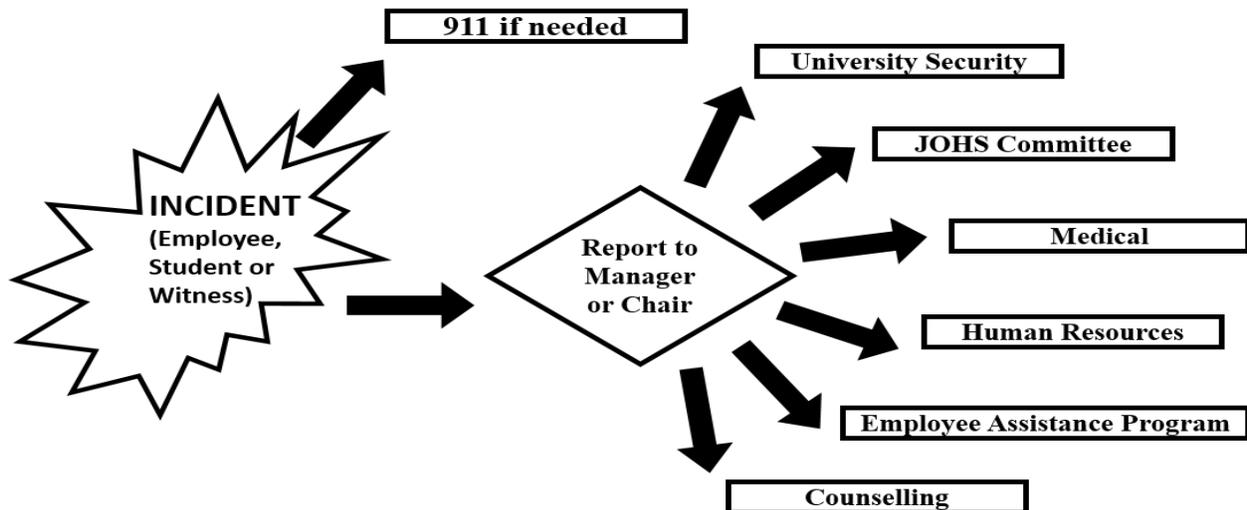
### **3.1 Safe Work Practices**

Safe Work Practices have been developed, based on accepted best practices for workplace prevention programs. Following these safe work practices should help to reduce the risk of workplace violence and, in some cases, eliminate it. Employee training and orientation regarding the prevention of workplace violence will refer to these Safe Work Practices. As the Safe Work Practices are an integral part of the Workplace Violence Prevention Plan, it will be important for all employees to follow them. See Appendix A for these safe work practices.

### **3.2 Reporting, Responding to, and Investigating Workplace Violence**

If an incident of workplace violence should occur, or if a threat of such an incident should occur, the process for reporting, responding to, and investigating the occurrence is:

- the victim or witness must report the occurrence to the Chair or Manager; if the threat is immediate call 911, (preferably from a land line) and Security at 902-420-5000.
- the Chair or Manager (or other employee if the Chair or Manager is not readily available) must take immediate action with regard to any imminent danger or the need for help, such as evacuation, provision of first aid or summoning emergency services. The Chair or Manager is also responsible for notifying the Security and the Occupational Health and Safety office.



- the Chair or Manager is responsible to ensure that adequate follow up is undertaken, including providing all involved employees or students with the opportunity to seek help (e.g., EFAP, counselling);
- the victim and Chair or Manager must fill out the Occupational Health and Safety Incident Report form to record the incident and begin an investigation;
- the Joint Occupational Health and Safety Committee must be notified (may be involved in the investigation);
- information about the incident must be made available to all employees, who may be affected by the incident, while protecting the privacy of the victim;
- for more information on reporting concerns, see Chapter 8, Communication and Awareness, of the OHS Program, <http://www.smu.ca/webfiles/Chapter8-CommunicationandAwareness.pdf>;
- for more information on investigating incidents, see Chapter 15, Incident Investigation and Analysis, of the OHS Program, <http://www.smu.ca/webfiles/Chapter15-IncidentInvestigationandAnalysis.pdf>;
- if the incident is a new form of violence or a form of violence not anticipated for this situation, the Workplace Violence Prevention Plan should be reviewed and updated accordingly.

### 3.3 Employees Exposed to Violence

All employees exposed to violent incidents will be debriefed and will be advised to consult a health professional of their choice. Eligible employees may access help for exposure to violent incidents through the EFAP program. All Managers and Chairs will offer EFAP to eligible employees affected by violence in the workplace.

- Toll free services (Saint Mary's University Employee Group Benefit Program):  
 EFAP English Services: 1-800-387-4765  
 EFAP French Services: 1-800-361-5676  
 TTY Hearing Impaired: 1-877-338-0275

Faculty and Professional Librarians should contact the Union Office at [unionoffice@smufu.org](mailto:unionoffice@smufu.org) or 902-496-8090 to determine options available for counselling.

### **3.4 Students Exposed to Violence**

Students who have been involved directly or indirectly in an incident can contact the University's Counselling Services at 902-420-5615 for confidential counselling or at [counselling@smu.ca](mailto:counselling@smu.ca). For telephonic, email and web-based counselling, in many languages, students may contact Shepell-fgi at 1-855-649-8641.

### **3.5 Workplace Violence Orientation and Training**

Orientation and training are essential to implementing a successful Workplace Violence Prevention Plan. All employees need to know about the Workplace Violence Prevention Plan, Safe Work Practices relevant to their duties, and reporting procedure for an occurrence of workplace violence. Some employees, who have duties where there is a higher risk for the potential violence, will require additional training. As per the OHS Program, it is mandatory for all employees to attend a policy information session, which includes information on the Violence in the Workplace: Prevention and Response Policy and Plan.

### **3.6 Safe Money Handling and Robbery Prevention**

Departments that handle money or other valuables should consult with Security and the OHS Office to develop a plan to safely handle and transport money or other valuables, and develop guidelines for preventing robbery.

### **3.7 Domestic Violence in the Workplace**

Domestic violence can happen at the work place, and needs to be considered in developing a violence prevention and response plan. Domestic violence is a cycle of behaviour used by one person to gain power and control over another with whom he/she has or had a personal relationship. It may include physical violence, sexual, emotional and psychological intimidation, verbal abuse or manipulation, stalking, and the use of electronic devices.

The abuser may take actions that interfere with the victim at work or Campus such as:

- Repeatedly phoning, e-mailing or texting
- Stalking
- Stealing property
- Showing up at the workplace or Campus
- Lying to co-workers or the victim's friends
- Threatening co-workers or victim's friends
- Destroying the victim's or the University's property.

If you suspect, or if it is disclosed to you, that someone at work or on Campus is being abused, report it to the appropriate authority.

As a co-worker, faculty or manager

- Approach the person with respect, genuine caring, empathy, and patience.
- Listen carefully, accept what the person tells you without judgement.
- Let them know you are there for them.
- Avoid blaming.
- Provide a list of resources and encourage the victim to seek help, e.g "Making Changes", an on-line resource from the NS Council on the Status of Women, available at: [https://women.novascotia.ca/sites/default/files/Publications/Making%20Changes\\_FULL\\_Dec2018.pdf](https://women.novascotia.ca/sites/default/files/Publications/Making%20Changes_FULL_Dec2018.pdf)

- Ask if the person wants someone to screen phone calls or e-mails. Ask how can I help.
- Advise the person to contact Security and the OHS Office to develop a personal safety plan. Encourage them to call the police.
- Inform the person about Safe Walk and Lone Worker/Student programs.

As a manager:

- Consult with Security and the OHS Office to develop a plan for the area. Be sure to include strategies for dealing with the perpetrator on site.
- Know your limits and what you can and cannot help with. Maintain good boundaries and stay in your role.
- Consult with the victim before taking action.
- Be aware of their needs, e.g., to leave quickly, or seek support.
- Be supportive regarding time off to go to court, seek shelter or connect with resources.
- If possible, move the victim's workstation away from public access.
- If possible and required, change their work schedule. Consult with Security to provide an escort, where required.

## **Awareness Plan**

The results of the workplace survey showed that many employees were not aware of existing safety programs, such as the Lone Worker/Student or Safe Walk Programs. In order to ensure that all employees are aware of the Saint Mary's University Workplace Violence Prevention Plan, a number of initiatives will be undertaken:

- This Plan will be referenced in the University's Health and Safety Program Manual;
- A copy of this Plan and safe work practices will be posted on the OHS Web Site;
- This Plan will be referenced in the New Employee Orientation Booklet;
- Posters have been created to advertise the Lone Worker/Student and Safe Walk programs and will be used to advertise these programs on in-house televisions, social media and newsletters;
- An overview of the plan will be included in the one-hour policy information session provided to all employees;
- An orientation session has been developed for delivery to groups who require additional information and training. This session will include existing programs and the Violence Prevention plan, focusing on the safe work practices included in the plan.

Deans, Senior Directors, Directors, Chairs and Managers are responsible to ensure that employees and others regularly present in areas they are responsible for, are aware of the Violence Prevention Plan.

## **Emergency Management Policy and Communications Plan**

The Violence in the Workplace Prevention Plan is supported by the Emergency Management Policy and Communications Plan. The Emergency Management Policy provides for a response to all emergencies, including those emergencies, such as a hostile intruder, that result in violence. The University has implemented a number of initiatives, under the Emergency Management Policy that support either the prevention of violence or assists in the response to a violent incident, as follows:

- Mass Notification System, including voice and text messages
- Semi-annual information sessions on the policy and the mass notification system
- Awareness plan to ensure the policy and plan are communicated widely
- Mass notification video on University website
- Crime prevention video on University website
- Emergency Response Quick Reference Guide, (including instructions for response to a hostile intruder, emergency numbers and a description of the mass notification system).

The Emergency Management Policy and Communications Plan, videos, quick reference guide and other emergency material can be found on the Emergency Management website at: <http://www.smu.ca/about/emergency-management.html>

## **Saint Mary’s University Security**

The University relies on University Security to maintain a safe and secure Campus environment. Security officers are available 24/7 to response to any incident on Campus. Security officers patrol and monitor the Campus on a routine basis. Security will also assist members of the Saint Mary’s Community develop “safe” plans to address any identified risk they may encounter. To enhance physical safety on Campus, University Security provides the following services:

### **6.1 Working or Studying Alone**

Any employee who is working alone, e.g. evenings and weekends, or in an isolated location on Campus, or a student is studying alone should advise Security (902-420-5577) they are working or studying alone or staying late on Campus and advise when they expect to leave. When staying late on Campus, students should arrange to study with another student. Plan ahead and think about how you would respond to an emergency – e.g. determine a safe location you can retreat to, if needed. Before it is dark outside, move your car to a well-lit area close to the building. If you encounter someone you don’t know, indicate you are not alone. If you need immediate help, call Security at 902-420-5000.

### **6.2 Safe Walk on Campus**

Security personnel are available 24/7 to escort individuals anywhere on Campus property.

### **6.3 Husky Patrol**

University Security, in conjunction with the Saint Mary’s University Student Association, provides a safe drive home program known as the “Husky Van Patrol”. There are two vans that operate Sunday to Friday between the times of 6:30 p.m. to 12:00 midnight. More information on this program is available at:

<http://www.smu.ca/campus-life/campus-services-university-security-info.html#d.en.62451>

## **Conflict Resolution Services**

In order to address conflict and harassing behaviours which could lead to the potential for violence, the University has developed and implemented a “Policy on Conflict Resolution and

the Prevention and Resolution of Harassment and Discrimination”. A Conflict Resolution Advisor is available to assist all employees and students to deal with conflict or harassing behaviours.

## **University Occupational Health and Safety Services**

Occupational health and safety staff will assist in the identification of and response to violence related risk. The potential for violence will be included in all hazard/risk assessments. OHS staff are available to provide guidelines for best practices to reduce or eliminate the potential for violence. OHS staff are also available to assist members of the Saint Mary’s Community develop “safe” plans to address any identified risk they may encounter.

## **Appendix A - Safe Work Practices**

The following Safe Work Practices or related procedures have been developed to address the potential for violence in the workplace.

1. Preparing for a Potentially Negative Interaction
2. Identifying a Potentially Violent Person
3. Dealing with a Potentially Violent Person
4. Responding to a Physical Attack
5. Resolving Problem Behaviour
6. Terminating Negative Interactions
7. Responding to Robbery
8. Bomb Threat and Suspicious Package(s)
9. Quick Reference Post Investigation Debriefing

## 1 – Preparing for a Potentially Negative Interaction

<b>Hazards Identified</b>	Potential for Personal Injury
<b>Hazard-Specific Personal Protective Equipment</b>	Alarm system, where required
<b>Hazard-Specific Training</b>	Familiarity with this Safe Work Practice and the Violence Prevention Plan
<b>Safe Work Practice</b>	
<p>Over 20% of the employees who completed the Workplace Violence survey indicated they give bad news, deny requests and make decisions that can negatively impact others' lives. A plan will help to minimize risk and help to ensure safety for all concerned. These guidelines will also help in preparing for any meeting where there may be a potential for violence.</p> <p><b><u>Practice:</u></b></p> <ul style="list-style-type: none"> <li>• Be prepared. Think about your own safety: <ul style="list-style-type: none"> <li>○ Have assistance nearby or have another person present</li> <li>○ Arrange seating so you cannot be trapped between the person and an exit. If your office or workspace cannot be arranged so that you have first exit, consider meeting elsewhere.</li> <li>○ Never turn your back on someone who is agitated or angry</li> <li>○ Prepare yourself mentally for possible blame, insult, and personal attack. Stay in control of your own behaviour and do not take the other person's behaviour personally</li> <li>○ Arrange to have Security nearby, but not visible.</li> <li>○ Set up a communication system to check on the interaction, e.g. have another employee bring you a file.</li> </ul> </li> <li>• Preserve other person's dignity: <ul style="list-style-type: none"> <li>○ Deliver negative news in private, but not in isolation, e.g. in an office where other people are near.</li> <li>○ Always be polite and respectful</li> </ul> </li> <li>• Be objective: <ul style="list-style-type: none"> <li>○ Avoid judging any negative news in advance, (e.g., "You're not going to like this!")</li> <li>○ Deliver the information in a straight forward, but tactful, manner</li> </ul> </li> <li>• Listen with empathy</li> <li>• Offer Something: Try to offer something that may be helpful to the person (e.g., information, resources, support.)</li> </ul>	
<b>Regulations, Standards and References</b>	NS Violence in the Workplace Regulations Violence in the Workplace Prevention Guide, Canadian Centre for OHS

## 2 – Identifying a Potentially Violent Person

<b>Hazards Identified</b>	Potential for Personal Injury
<b>Hazard-Specific Personal Protective Equipment</b>	Alarm system, where required
<b>Hazard-Specific Training</b>	Familiarity with this Safe Work Practice and the Violence Prevention Plan
<b>Safe Work Practice</b>	
<p>Saint Mary’s promotes respect, service excellence and safety for all members of the Saint Mary’s Community. The following information is being provided to help members of the community recognize behaviours that may lead to violence and to be able to respond in an appropriate manner. Please note that if you feel threatened, this is a violence in the workplace incident, as per the NS Violence in the Workplace Regulations, and must be treated as such.</p> <p>Use caution if someone exhibits one or more of the following signs or body language:</p> <ul style="list-style-type: none"> <li>• Red-faced or white-faced, Sweating</li> <li>• Pacing, Restless or repetitive movement</li> <li>• Trembling or shaking, facial grimacing</li> <li>• Clenched jaws or fists, exaggerated or violent gestures</li> <li>• Change in voice, loud talking or chanting</li> <li>• Shallow, rapid breathing</li> <li>• Scowling, sneering or use of abusive language</li> <li>• Glaring or avoiding eye contact</li> <li>• Violating your personal space (they get too close)</li> </ul> <p><b><u>Other Warning Signs</u></b></p> <p><b>History of Violence</b></p> <ul style="list-style-type: none"> <li>• Fascination with weapons, acts of violence or both</li> <li>• Demonstrates violence towards inanimate objects</li> <li>• Evidence of prior violent behaviour</li> </ul> <p><b>Threatening Behaviour</b></p> <ul style="list-style-type: none"> <li>• States intention to hurt someone</li> <li>• Holds grudges</li> <li>• Obsessive behaviour (phone calls, gift giving)</li> <li>• Escalating threats with violence</li> </ul> <p><b>Intimidating Behaviour</b></p> <ul style="list-style-type: none"> <li>• Argumentative</li> <li>• Displays unwarranted anger</li> <li>• Easily frustrated</li> <li>• Uncooperative</li> <li>• Impulsive</li> <li>• Challenges co-workers, faculty or students</li> </ul>	

**Increase in Personal Stress**

- An unreciprocated, romantic obsession
- Serious family or financial problems
- Recently lost their job

**Negative Personality Traits**

- Suspicious of others
- Believes he or she is entitled to something
- Cannot take criticism
- Feels victimized
- Shows a lack of concern for the safety and well-being of others
- Has low self esteem
- Blames others for his or her problems or mistakes

**Marked Changes in Mood or Behaviour**

- Extreme or bizarre behaviour
- Irrational beliefs and ideas
- Appears depressed
- Expresses hopelessness or heightened anxiety
- Demonstrates a drastic change in belief systems
- Marked decline in performance

**Socially Isolated**

- History of negative interpersonal relationships
- Few friends or family
- Sees the organization as family
- Has an obsessive involvement with his or her job

**Abuses Drugs or Alcohol**

- The use of drugs and/or alcohol is interfering with the employee’s job performance.

<b>Regulations, Standards and References</b>	NS Violence in the Workplace Regulations Violence in the Workplace Prevention Guide, Canadian Centre for OHS
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### 3 – Dealing with a Potentially Violent Person

<b>Hazards Identified</b>	Potential for Personal Injury
<b>Hazard-Specific Personal Protective Equipment</b>	Alarm system, where required
<b>Hazard-Specific Training</b>	Familiarity with this Safe Work Practice and the Violence Prevention Plan
<b>Safe Work Practice</b>	
<p>The following tips are provided to help deal with a potentially violent person. Using these tips may help prevent a violent situation. Consult with your manager to develop a plan. If you feel your safety is in jeopardy, withdraw from the situation.</p> <p><b><u>Tips for Verbal Communication</u></b></p> <ul style="list-style-type: none"> <li>• Focus attention on other person to let them know you are interested in what they are saying</li> <li>• Do not glare or stare, which may be perceived as a challenge</li> <li>• Remain calm. Do not allow the other person’s anger to become your own</li> <li>• Remain conscious of how you are delivering your words (tone, volume and rate of speech)</li> <li>• Speak quietly and confidently</li> <li>• Speak simply. Do not use jargon or complex terminology when emotions are high</li> <li>• Listen carefully. Do not interrupt or offer unsolicited advice or criticism</li> <li>• Encourage the person to talk. do not tell the person to relax or calm down</li> <li>• Remain open-minded and objective</li> <li>• Use silence as a calming tool, when appropriate</li> <li>• Acknowledge the person’s feelings. Indicate you can see he/she is upset</li> <li>• Do not confront, antagonize, criticize, challenge, threaten or belittle.</li> </ul> <p><b><u>Tips for Problem Solving</u></b></p> <ul style="list-style-type: none"> <li>• Try to put yourself in the person’s shoes so you better understand how to assist the person</li> <li>• Ask for his/her recommendations or point of view</li> <li>• Repeat back to the person why you believe he/she is asking of you to clarify what you are hearing</li> <li>• Accept criticism in a positive way. When a complaint may be true, use statements like “you’re probably right”. If the criticism seems unwarranted, ask clarifying questions</li> <li>• Be honest. Do not make false statements or promises you cannot keep</li> <li>• Provide information on any complaint and appeal procedures</li> <li>• Remain professional and respectful</li> <li>• Break a problem or issue down into smaller units and offer step-by-step solutions</li> <li>• Be reassuring and point out choices, offer something if you can</li> <li>• Do not reject the person’s demands or positions from the start</li> <li>• Do not bargain with a threatening individual. If necessary, terminate the interaction.</li> <li>• Remove onlookers, if appropriate</li> <li>• Find a way to help the person save face</li> <li>• Establish ground rules, if unreasonable behaviour persists</li> </ul>	
<b>Regulations, Standards and References</b>	NS Violence in the Workplace Regulations Violence in the Workplace Prevention Guide, Canadian Centre for OHS

#### 4 – Responding to a Physical Attack

<b>Hazards Identified</b>	Potential for Personal Injury
<b>Hazard-Specific Personal Protective Equipment</b>	Alarm system, where required
<b>Hazard-Specific Training</b>	Familiarity with this Safe Work Practice and the Violence Prevention Plan
<b>Safe Work Practice</b>	
<p>Every precaution should be taken to prevent a physical attack. In the event an attack does occur, the employee involved must know how to respond to the situation.</p> <ul style="list-style-type: none"> <li>• If you are approaching a situation that you feel is threatening or has the potential to be threatening, trust your instincts. Turn back or go to the nearest safe place and call for help.</li> <li>• If you are attacked, make a scene, yell or scream as loud as possible. Try shouting words like “STOP” or “HELP.”</li> <li>• If you are being pulled along or dragged, fall to the ground and roll.</li> <li>• Consider carrying a whistle as your own personal security alarm or push the security alarm, if available.</li> <li>• Give bystanders specific instructions to help you. Single someone out and send them for help, e.g. “You in the yellow shirt, call the police.”</li> <li>• If someone grabs your purse, briefcase, deposit bag or other belongings, do not resist. Throw the item to the ground several feet away from the thief and run in the opposite direction, yelling “HELP.”</li> <li>• Do not chase a thief.</li> <li>• Run to the nearest safe place, a safe office, or classroom.</li> <li>• Call security or the police immediately after the incident. Any physical attack, however slight, warrants a police report.</li> <li>• If the attack does not warrant calling the police, inform your Chair or Manager at your workplace.</li> <li>• Be prepared. Try to imagine yourself responding successfully to different types of attacks. Practice your responses.</li> <li>• Seek medical help, EFAP assistance or Counselling if required.</li> </ul>	
<b>Regulations, Standards and References</b>	NS Violence in the Workplace Regulations Violence in the Workplace Prevention Guide, Canadian Centre for OHS

## 5 – Resolving Problem Behaviour

<b>Hazards Identified</b>	Potential for Personal Injury
<b>Hazard-Specific Personal Protective Equipment</b>	Alarm system, where required
<b>Hazard-Specific Training</b>	Familiarity with this Safe Work Practice and the Violence Prevention Plan
<b>Safe Work Practice</b>	
<p>The following safe work practice is intended to help resolve problem behaviour in a positive, proactive manner once it has been decided that intervention is necessary and appropriate. Refer to the SWP – “Dealing with a Potentially Violent Person” for guidance on identifying situations which may require intervention. It is important that problem behaviours be addressed promptly and directly so they do not escalate. By identifying the problem and dealing with it proactively, a violent situation may be prevented from developing.</p> <ul style="list-style-type: none"> <li>• Meet with the person, confidentially but not in isolation</li> <li>• Clearly and concretely identify the behaviour that is of concern</li> <li>• Ask for feedback</li> <li>• If the person suggests workplace or class related issues, take clear steps to correct the identified problems or rule them out. Treat the claim seriously.</li> <li>• Reinforce the University’s accepted standards of behaviour. Be specific.</li> <li>• Work with the person on a plan to improve his or her behaviour, and agree on an acceptable timeframe for improvement.</li> <li>• Document patterns of unacceptable behaviour. Keep notes of the behaviour related problems and the dates and times you discussed the unacceptable behaviour with the person.</li> <li>• Do not ask the person if they are having personal problems or other personal questions. If the person brings up personal problems, be sympathetic, let them briefly discuss the situation. Clarify your role. Offer support for work or class related issues. Advise the person to contact EFAP, Counselling Services, if a student, or a medical professional of their own choosing, if they feel they need help with the personal issue or additional help to address the unacceptable behaviour on Campus.</li> <li>• If appropriate, schedule a follow up meeting to provide feedback and to discuss progress made in resolving the issue.</li> <li>• If the unacceptable behaviour is not resolved, contact the appropriate persons, e.g. Human Resources, Student Services, Security, etc.</li> </ul>	
<b>Regulations, Standards and References</b>	NS Violence in the Workplace Regulations Violence in the Workplace Prevention Guide, Canadian Centre for OHS

## 6 – Terminating Negative Interactions

<b>Hazards Identified</b>	Potential for Personal Injury
<b>Hazard-Specific Personal Protective Equipment</b>	Alarm system, where required
<b>Hazard-Specific Training</b>	Familiarity with this Safe Work Practice and the Violence Prevention Plan
<b>Safe Work Practice</b>	
<p>The following guidelines have been provided to help terminate a negative interaction in a professional and respectful manner:</p> <ul style="list-style-type: none"> <li>• Interrupt the conversation firmly but politely. Tell the person that you wish to help them, but that threatening or disrespectful behaviour is not acceptable. If the behaviour persists, end the conversation. Ask the person to leave.</li> <li>• If the person does not agree to leave, remove yourself and inform the appropriate people immediately. Call Security.</li> <li>• If you felt physically threatened, advise other staff and have them leave the immediate area.</li> <li>• Do not return until the issue has been resolved.</li> </ul>	
<b>Regulations, Standards and References</b>	NS Violence in the Workplace Regulations Violence in the Workplace Prevention Guide, Canadian Centre for OHS

## 7– Responding to a Robbery

<b>Hazards Identified</b>	Potential for Personal Injury
<b>Hazard-Specific Personal Protective Equipment</b>	Alarm system, where required
<b>Hazard-Specific Training</b>	Familiarity with this Safe Work Practice and the Violence Prevention Plan
<b>Safe Work Practice</b>	
<p><b><u>During a Robbery:</u></b></p> <ul style="list-style-type: none"> <li>• Remain calm. Obey the instructions of the robber. Do not argue.</li> <li>• If you have a silent alarm, use them as instructed by Security.</li> <li>• Try not to alarm or involve other persons if a robbery occurs, to reduce the chances that another person will become involved.</li> <li>• Tell the robbers if someone else is on site, so they are not startled.</li> <li>• Avoid quick, abrupt movements. Tell the robber if you have to reach for something or move in any way.</li> <li>• Give only what the robber demands, no more.</li> <li>• Do not, under any circumstances, attempt to apprehend or impede the robber. Do not use weapons. Do not jeopardize your own safety or others. Let the robber leave without interruptions.</li> <li>• Note the robber’s direction and means of travel, if safe to do so. Do not chase or follow robbery suspects.</li> <li>• Focus on the robber’s physical characteristics and clothing, as the robber leaves.</li> <li>• Memorize any peculiarities and note details of any weapons.</li> <li>• Watch what the robber touches.</li> </ul> <p><b><u>After a Robbery:</u></b></p> <ul style="list-style-type: none"> <li>• Once the immediate danger has passed, call Security and 911.</li> <li>• Secure the area by locking all entrances and exits to the robbery scene.</li> <li>• Administer first aid to any victims, if required.</li> <li>• Employees and any other persons who were present when the robbery took place should be requested to remain on site if possible. Record any personal particulars such as names and addresses, if a witness must leave.</li> <li>• Protect the crime scene. Do not touch the evidence or touch any surfaces the robber may have touched, including any notes used.</li> <li>• Provide assistance to the police. The police will be looking for information such as a description of the robber, the number of suspects, whether the suspect was armed, the time of the robbery and the direction and means of travel, if know.</li> <li>• Provide support to the victims and debrief as soon as possible.</li> <li>• Investigate the incident internally, involving the JOHSC.</li> <li>• Take corrective action. Review and adjust response protocols, prevention methods and procedures based on any identifiable deficiencies or unanticipated factors.</li> </ul>	
<b>Regulations, Standards and References</b>	NS Violence in the Workplace Regulations Violence in the Workplace Prevention Guide, Canadian Centre for OHS

## Appendix B - University Bomb Threat Checklist

Following is the university procedure when an employee receives a bomb threat. Today it is most likely that a bomb threat will be received by electronic media.

<p><b>1.1 During a bomb threat call</b></p> <p>1.2 The person receiving the bomb threat call should remain calm and keep the caller on the phone to collect as much information as possible. Use the bomb threat checklist to record information about the caller and the bomb.</p>
<p>1.3 If the caller stays on the phone, try to signal to another person in the area to advise that there is a bomb threat and have this person call University Security (extension 5000).</p>
<p>1.4 When the caller hangs up, the person who received the call must call University Security immediately to give a full report. The University Security Dispatcher will then call HRM Police (911) and inform them of the bomb threat and all relevant information available. The University Security Dispatcher will complete the bomb threat checklist if it was not available to the person who received the bomb threat at the time of the call.</p>
<p><b>1.5 If a bomb threat is received via social media (Facebook, Twitter, YouTube, etc.):</b></p> <p>1.5.1 Report it to Security at 902-420-5000</p> <p>1.5.2 Note the name of the person/user account of the person making the threat and also the application used.</p> <p>1.5.3 Write down the exact words used in the threat.</p> <p>1.5.4 If possible, take a screenshot of photograph.</p> <p>1.5.5 If it is a video, e.g. YouTube, write down the URL of the video and download a copy of the video (if possible) to provide to Security.</p>
<p><b>1.6 If a bomb threat is received via e-mail, including by fax:</b></p> <p>1.6.1 Report it to Security at 902-420-5000.</p> <p>1.6.2 Print, take a photograph or copy down the message. Remember to include the e-mail header.</p> <p>1.6.3 If possible, save a copy of the e-mail. Do not delete the email.</p> <p>1.6.4 If possible, leave the email open until Security arrives.</p>
<p><b>1.7 After a bomb threat call</b></p> <p>1.8 The University Security Dispatcher will contact the Manger of University Security, or designate, and provide all relevant information available. The Manager will contact the VP, Finance and Administration who may activate the Emergency Management Team (EMT) who will work in conjunction with the HRM Police to coordinate the appropriate response to the emergency.</p>
<p>1.9 The VP, Finance and Administration or Emergency Management Team will determine if an area/building should be evacuated and/or searched by using the following criteria:</p> <p>1.9.1 Was an area specified or was it a general threat?</p> <p>1.9.2 Was a specific time indicated?</p> <p>1.9.3 What activities are there in the affected areas</p> <p>1.9.4 What events are taking place</p> <p>1.9.5 Presence of suspicious objects or activities</p> <p>1.9.6 The recommendation of HRM police, if available. HRM Police do not have the authority in law or in their operational policy to order a building evacuated unless there is a clear and present danger.</p> <p>1.10 The Associate Vice President, External Affairs will coordinate any communications with internal and external sources, particularly the media.</p>

1.11	The call receiver will be offered counselling (Employee Assistance Program for employees, and counselling for students).
1.12	<b>For a search</b>
1.13	University Security will search all common areas in the identified building or area for suspicious items.
1.14	If a suspicious object is found during the course of a search, the area will be immediately evacuated and the object reported to the police
1.15	<b>For an evacuation:</b> Follow the evacuation procedure.
1.16	The Emergency Management Team will determine when the occupants may return to the building.

**\*\* This form should be kept close to your phone**

**Questions to ask the person making the threat:**

1. When is the bomb going to explode?		2. Did you place the bomb?	
3. Where is it right now?		4. Why?	
5. What does it look like?		6. What is your address?	
7. What kind of bomb is it?		8. What is your name?	
9. What will cause it to explode?			

**Exact Wording of threat:**

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**Caller's voice:**

- |                                  |                                   |  |                                   |
|----------------------------------|-----------------------------------|--|-----------------------------------|
| <input type="checkbox"/> Calm    | <input type="checkbox"/> Crying   | <input type="checkbox"/> Deep            | <input type="checkbox"/> Familiar |
| <input type="checkbox"/> Angry   | <input type="checkbox"/> Normal   | <input type="checkbox"/> Ragged          | <input type="checkbox"/> Raspy    |
| <input type="checkbox"/> Excited | <input type="checkbox"/> Distinct | <input type="checkbox"/> Clearing Throat | <input type="checkbox"/> Laughter |
| <input type="checkbox"/> Slow    | <input type="checkbox"/> Slurred  | <input type="checkbox"/> Deep Breathing  | <input type="checkbox"/> Accent   |
| <input type="checkbox"/> Rapid   | <input type="checkbox"/> Nasal    | <input type="checkbox"/> Cracking Voice  | <input type="checkbox"/> Lisp     |
| <input type="checkbox"/> Soft    | <input type="checkbox"/> Stutter  | <input type="checkbox"/> Disguised       | <input type="checkbox"/> Loud     |

If the voice is familiar, who did it sound like?

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**Threat Language:**

- |  |                                     |   |
|--|-------------------------------------|---|
| <input type="checkbox"/> Well Spoken       | <input type="checkbox"/> Irrational | <input type="checkbox"/> Message read by the threat maker |
| <input type="checkbox"/> Foul              | <input type="checkbox"/> Incoherent | <input type="checkbox"/> Taped                            |
| <input type="checkbox"/> Other Impressions |                                     |   |

**Background Sounds:**

- |   |                                    |                                |   |
|---|------------------------------------|--------------------------------|---|
| <input type="checkbox"/> Office Machinery | <input type="checkbox"/> PA System | <input type="checkbox"/> Clear | <input type="checkbox"/> Factory Noises |
|---|------------------------------------|--------------------------------|---|

\_\_\_\_ Music                  \_\_\_\_ Static                  \_\_\_\_ Street Noises          \_\_\_\_ Household  
\_\_\_\_ Motor                  \_\_\_\_ Voices                  \_\_\_\_ Animal Noises          \_\_\_\_ Other

Phone number the call was received on: \_\_\_\_\_ Phone number of caller: \_\_\_\_\_

Your Name: \_\_\_\_\_ Time call was received: \_\_\_\_\_

## Appendix C - Quick Reference Post Investigation Debriefing

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### *What is a debrief?*

Debriefing is focused on gaining understanding and insight regarding a specific incident and involving those people who were personally involved. This may involve sharing experiences and feelings, from our point of view. Debriefing includes both the facts and emotional responses, and invites feedback. Debriefing is an opportunity to share in depth recent experiences without judgment or criticism. Most debriefings are conducted by a person of authority or subject matter expert, and usually, but not always, without an agenda. Debriefings are typically short in duration, normally lasting from a few minutes to a few hours if many stakeholders are involved.

### *Who is involved?*

1. Involve the employee(s) directly involved in the incident, if appropriate and if agreeable to being part of the debriefing process.
  - Providing an opportunity for the employee(s) involved to put into words what they experienced, the process of relating the events provides an opportunity for reflection.
  - Hearing the versions of other people involved also gives a more fulsome picture and a clearer picture of the entire sequence of events.
  - Talking about the incident takes away from any misunderstandings or “blame seeking” related to the incident.

**Note:** Managers and Chairs need to be continuously observant and mindful of the mental health of employees after an incident. The availability of local support and counselling should be reiterated and emphasized as deemed appropriate.

1. Involve the applicable Managers and Chairs.
2. Discuss the investigation outcomes with the Joint Occupational Health and Safety Committee and other committees if applicable.

### *Debriefing Ground Rules:*

- Respect colleagues.
- Refrain from personal remarks or assigning blame.
- Be honest and willing to share your knowledge and experience.
- Keep discussions about individual performance within the group.
- Read through any available background information
- Avoid getting bogged down in small details.
- Think about the big picture.
- Provide paths forward and solutions where possible.
- Observe the time limits allotted for the debriefing.

### ***When should it happen?***

Debriefing should take place as soon as practical, relative to when the incident actually occurred. This makes it easy to reconstruct details while the "event" is still fresh in the participants' minds.

### ***What should be discussed?***

A debrief is a straightforward analysis of how everyone performed and should be based structured on five things:

#### ***1. What occurred?***

***Example:*** we can all agree that the Titanic hit an iceberg, sank, and is now lying on the bottom of the ocean. At this point in the debriefing, why the ship is on the bottom of the ocean is irrelevant.

#### ***2. What were you doing before the event occurred?***

#### ***3. How did it happen?***

***Example:*** Simply ask the question, what did you do and what did you see everyone else do? But describe the events with just the facts, not using opinion-based words.

#### ***4. What was the end result?***

#### ***5. What could be done differently to improve the end result?***

Don't say: "Why did you...," instead, say: "If you could do this event all over again... what would YOU do differently?"