Workplace Violence Prevention Toolkit

Public Service Commission
Integrated Health, Safety and Wellness

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Saskatchewan

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1. Purpose

The Government of Saskatchewan is committed to violence prevention in all workplaces as outlined in Section 815 Workplace Violence Policy of the Human Resource Manual.

This document has been developed by the Safety Champion Operational Committee and endorsed by the Safety Champion Council and is intended to complement the Workplace Violence Policy with tools and resources.

2. Introduction

Ministries are responsible for implementing effective workplace violence prevention programs that address the following:

- Prevention
- Intervention
- Resolution

Types of workplace violence include:

- Assault
  - Hitting, kicking, punching, slapping, use of weapons or any acts that causes physical hurt.
- Aggression
  - Swearing and verbal abuse
  - Threats or intimidation
  - Displays of aggression that may or may not result in property damage.

3. Definitions

3.1 Prevention

The reduction of violence through actions to remove or reduce the root causes.

3.2 Intervention

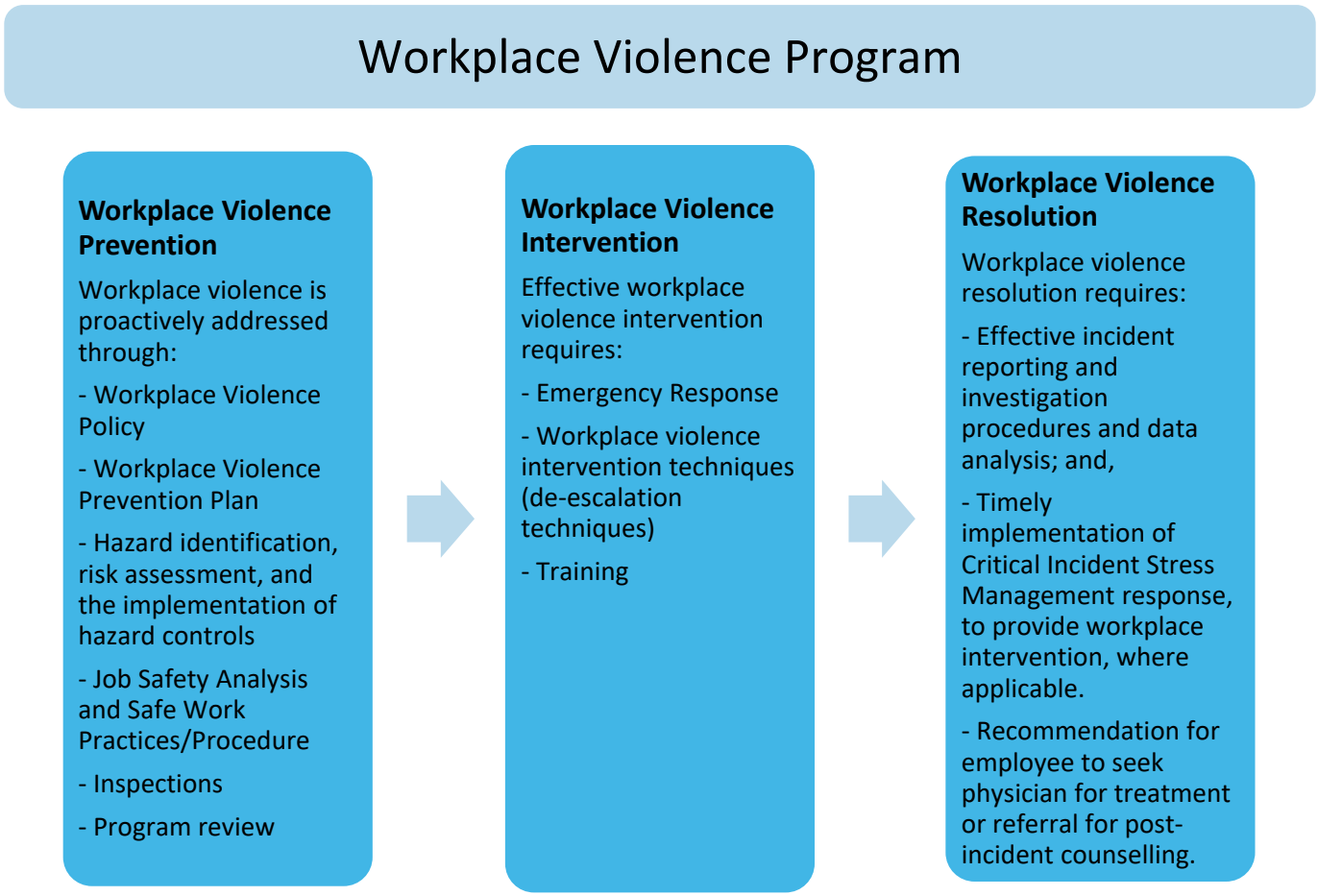
Responding to incidents with the intent of reducing harm.

3.3 Resolution

The act of solving a problem or finding a way to improve following a violent incident.

4. Roles and Responsibilities

All employees are responsible, within their level of authority, to ensure a healthy and safe work environment. Roles and responsibilities for permanent heads, managers/supervisors, employees and Occupational Health Committees/Representatives are outlined in Section 815 Workplace Violence Policy of the Human Resource Manual.



5. Workplace Violence Program

A safety program is a set of related strategies and actions with a particular long-term goal. A workplace violence program looks at workplace violence from three different, interconnected aspects (prevention, intervention and resolution) to ensure that all components are managed effectively.

5.1 Workplace Violence Prevention

Workplace violence is proactively addressed through following occupational health and safety standards and legislation, the Foundational Pillars Safety Management System; and the National Standard for Psychological Health and Safety in the Workplace, including:

- Workplace Violence Policy
- Workplace Violence Prevention Plan
- Hazard Identification, Risk Assessment and the implementation of hazard controls
- Job Safety Analysis and Safe Work Practices/Procedure
- Inspections
- Program review

5.1.1 Foundational Pillars

The Government of Saskatchewan's Occupational Health and Safety (OHS) Program follows WorkSafe Saskatchewan's Foundational Pillars to guide its safety management system. A safety management system is a systematic approach to managing occupational health and safety, including the necessary organizational structures, accountabilities, directive documents and supporting records. At a minimum, a health and safety program management system must include the elements required by the Occupational Health and Safety (OHS) legislation.

FOUNDATIONAL PILLARS SAFETY MANAGEMENT SYSTEM AND WORKPLACE VIOLENCE	
Management and Leadership	**Workplace Violence Prevention Elements**
Safety Commitment (Policy Statement, Responsibilities, Accountabilities, and Basic Workers' Rights)	Section 815: Workplace Violence Policy
Measurement and Safety Performance (Safety Goals & Measurement, Safety Performance)	Corporate Health, Safety and Wellness Plan Ministry Health and Safety Planning
Hazard Identification, Risk Assessment and Controls	
Hazard Identification and Risk Assessment	Guidelines for Hazard Identification and Risk Assessment Workplace Violence Prevention Plan
Hazard Controls	Guidelines for Hazard Identification and Risk Assessment Ministry-specific Hazard Control Ministry-specific Job Safety Analysis and Safe Work Practices/Procedures
Procurement of Goods and Services	Procurement agreements and practices
Training and Communications	
Orientations	Health, Safety and Wellness Orientation Checklist Ministry-specific Orientation on Workplace Violence
Training	Ministry-specific workplace violence training
Communications	Occupational Health & Safety Committee Safety Talks
Inspections	
Inspections (Inspections, Preventative Maintenance)	Workplace Violence Inspections OHC Inspections; Workplace/Building Inspections
Investigations	
Investigations (Incident Reporting, Incident Investigations)	Section 818: OHS Incident Reporting and Investigation
Emergency Response	
Emergency Response	Emergency Response Preparedness Guide Resources Ministry-specific Emergency Response Procedures

5.1.2 National Standard for Psychological Health and Safety in the Workplace

The three strategic pillars of the National Standard for Psychological Health and Safety in the Workplace are:

- Prevention of Harm
- Promotion of Health
- Resolution of Incidents/Concerns

Workplace Violence must be effectively prevented and resolved to ensure a psychologically safe workplace.

5.2 Workplace Violence Intervention

Effective workplace violence intervention requires:

- Emergency response
- Workplace violence intervention techniques (de-escalation techniques)
- Training

5.3 Workplace Violence Resolution

Effective workplace violence resolution requires:

- Effective incident reporting and investigation procedures and data analysis.
- Timely implementation of Critical Incident Stress Management response, to provide workplace intervention, where applicable.
- Recommending an employee who has been exposed to a violent incident consult with the employee's physician for treatment or referral for post-incident counselling.

6. Workplace Violence Prevention Tools

The following tools are to help ministries develop a workplace violence prevention program and may be customized to meet the needs of the workplace.

Appendix A: *Workplace Violence Prevention Plan Template*

This template is for a workplace violence policy statement and prevention plan.
Occupational Health and Safety Regulations state:

- An employer shall make readily available for reference by workers, a copy of the policy statement and prevention plan.
- An employer shall ensure that the policy statement and prevention plan is reviewed and, if necessary, revised every 3 years and whenever there is a change of circumstances that may affect the health or safety of workers.

MINISTRY	
OCCUPATION GROUP	
WORK LOCATION	
Date Revised (MM/DD/YY):	
Date Reviewed (MM/DD/YY):	
Next Review Date (MM/DD/YY):	
Date of Occupational Health Committee (OHC) Consultation (MM/DD/YY):	

VIOLENCE PREVENTION PLAN	
REQUIREMENTS	**ORGANIZATIONAL APPROACH**
Commitment to minimize or eliminate the risk of workplace violence.	
Identification of workplaces where violent situations have occurred or may reasonably be expected to occur.	

Identification of any employee positions at the place of employment that have been, or may reasonably be expected to be, exposed to violent situations.	
The procedure to be followed by the employer to: Inform workers of the nature and extent of risk from violence, including, except if the disclosure is prohibited by law: • Any information in the employer's possession related to the risk of violence from persons who have a history of violent behaviour and whom employees are likely to encounter in the course of their work.	
The actions to minimize or eliminate the risk, including the use of personal protective equipment, administrative arrangements and engineering controls.	

The procedure to be followed by a worker who has been exposed to a violent incident to report the incident to the employer.	
The procedure the employer will follow to document and investigate a violent incident reported.	
A recommendation that any worker who has been exposed to a violent incident consult the worker's physician for treatment or referral for post incident counselling.	

The employer's commitment to provide a training program for workers that includes: (i) the means to recognize potentially violent situations; (ii) procedures, work practices, administrative arrangements and engineering controls that have been developed to minimize or eliminate the risk to workers; (iii) the appropriate responses of workers to incidents of violence, including how to obtain assistance; and (iv) procedures for reporting violent incidents.	

Note: Guidelines for Hazard Identification and Risk Assessment may be referred to for additional information regarding hazard identification, risk assessment, procedures and tools.

Workplace Violence Prevention Plan Template – Example

This template with sample responses is for a workplace violence policy statement and prevention plan.
Occupational Health and Safety Regulations state:

- *An employer shall make readily available for reference by workers a copy of the policy statement and prevention plan.*
- *An employer shall ensure that the policy statement and prevention plan is reviewed and, if necessary, revised every 3 years and whenever there is a change of circumstances that may affect the health or safety of workers.*

SAMPLE ANSWERS

MINISTRY	
OCCUPATION GROUP	
WORK LOCATION	
Date Revised (MM/DD/YY):	
Date Reviewed (MM/DD/YY):	
Next Review Date (MM/DD/YY):	
Date of Occupational Health Committee (OHC) Consultation (MM/DD/YY):	

VIOLENCE PREVENTION PLAN	
REQUIREMENTS	**SAMPLE ANSWERS**
Commitment to minimize or eliminate the risk of workplace violence (Policy Statement).	The organization is committed to the health, safety, and well-being of all employees. It is recognized that violent situations can and have occurred in our workplaces and that employees may be exposed to violent situations. The organization is committed to minimizing and/or eliminating risk of violent occurrences for all employees and clients.
Identification of workplaces where violent situations have occurred or may reasonably be expected to occur.	Front reception area; interview room; client service centre.
Identification of any employee positions at the place of employment that have been, or may reasonably be expected to be, exposed to violent situations.	Executive Coordinators and front reception-area employees; client service employees; managers and supervisors.
The procedure to be followed by the employer to: • Inform workers of the nature and extent of risk from violence, including, except if the disclosure is prohibited by law: ○ Any information in the employer's possession related to the risk of violence from persons who have a history of violent behaviour and whom employees are likely to encounter in the course of their work.	• Workplace violent incidents are to be reported and investigated through *Policy 818 Occupational Health and Safety - Incident Reporting and Investigation (IRI)* • Statistics regarding violent incidents are to be shared with the Occupational Health Committee (OHC). • Safety talks are to be used to remind employees of violent procedures. • Check in/out procedures are to be followed when working with clients who have exhibited violent behaviour in the past.

The actions to minimize or eliminate the risk, including the use of personal protective equipment, administrative arrangements and engineering controls.	• Appendix B: Hazard Identification and Risk Assessment will be followed for the identification of controls.
	• Current controls in place:
	  ○ Front reception area, interview room and client service centre free of objects that could be used as weapons.
	  ○ Entry door monitored by two employees at all times.
	  ○ Employees trained in emergency response and verbal de-escalation techniques.
	  ○ Appropriate lighting in place in front reception area, interview room and client service centre.
	  ○ Client service centre furniture rearranged to allow for easy entry and exit of employees.

The procedure to be followed by a worker who has been exposed to a violent incident to report the incident to the employer.	1. Emergency preparedness and response procedures as outlined in the workplace Emergency Response Preparedness Guide are to be followed. 2. Workplace violent incidents are to be reported through *Policy 818 Occupational Health and Safety - Incident Reporting and Investigation (IRI).*
The procedure the employer will follow to document and investigate a violent incident reported.	• Workplace violent incidents are to be reported and investigated through *Policy 818 Occupational Health and Safety - Incident Reporting and Investigation (IRI)*.
A recommendation that any worker who has been exposed to a violent incident consult the worker's physician for treatment or referral for post incident counselling.	• Managers/supervisors are to ensure timely activation of critical incident stress management programs where appropriate. • Managers/supervisors are to recommend an employee who has been exposed to a violent incident consult with the employee's physician for treatment or referral for post-incident counselling.
The employer's commitment to provide a training program for workers that includes: (i) the means to recognize potentially violent situations; (ii) procedures, work practices, administrative arrangements and engineering controls that have been developed to minimize or eliminate the risk to workers; (iii) the appropriate responses of workers to incidents of violence, including how to obtain assistance; and (iv) procedures for reporting violent incidents.	• The means to recognize potentially violent situations – violence awareness training e-learning module provided. • Procedures, work practices, administrative arrangements and engineering controls that have been developed to minimize or eliminate the risk to workers – hazard identification training provided by OHC to all employees twice a year. • The appropriate responses of workers to incidents of violence, including how to obtain assistance – emergency response preparedness training provided during onboarding and an annual refresher. • Procedures for reporting violent incidents – Mandatory Incident Reporting Policy Training for all employees.

Appendix B: *Workplace Violence Hazard Identification and Risk Assessment Worksheet Template**

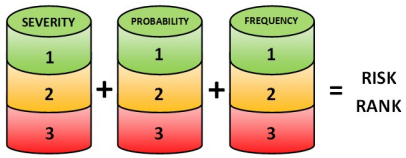
This template is for workplace violence hazard identification and risk assessment. Hazard identification and risk assessments are used to prioritize hazards based on risk and determine controls to eliminate or reduce the hazard. The most effective controls can be determined based on legal requirements, manufacturer's specifications, organizational rules, industry best practices, and workers' input. Adapted from: Guidelines for Hazard Identification and Risk Assessment, Appendix A.

Ensure follow-through of Workplace Violence hazard identification and risk assessment:
1) Plan Assessment.
2) Identify hazards and determine risk rating.
3) Develop an action plan to control hazards.
4) Implement an action plan to control hazards.
5) Evaluate controls.

Ministry, Division, Branch and/or Facility Location:											
Assessment Completed By (Names and Positions):									**Assessment Completion Date:**		
Hazard Type	Work Task / Work Location / Hazards Identified	Positions	Severity (S) Rating (1-3) Pre / Post Control	Probability (P) Rating (1-3) Pre / Post Control	Frequency (F) Rating (1-3) Pre / Post Control	Hazard Rating Total (S+P+F) Pre / Post Control	Risk Rating (High, Medium, Low)	Hazard Control Recommended *(List of workplace controls can be found in appendix C)*	Control Status	Completed By	Completion Date
Example	Responding to client concerns via phone	Admin. Staff and supervisors	Pre: 1 Post: 1	Pre:2 Post: 2	Pre:2 Post: 1	Pre: 5 Post: 4	Medium Risk	Appendix C, Control 2	☐ Reviewed ☐ Initiated ☐ Implemented	Name	Date
Violence: *Description (i.e., Verbal threats from clients)*			Pre: Post:	Pre: Post:	Pre: Post:	Pre: Post:			☐ Reviewed ☐ Initiated ☐ Implemented		
			Pre: Post:	Pre: Post:	Pre: Post:	Pre: Post:			☐ Reviewed ☐ Initiated ☐ Implemented		

Table 1*: Risk Ranking Calculator*

- What is the potential severity (S) to employee's well-being if the hazards are not controlled?
- What is the probability (P) of an incident occurring?
- What is the frequency (F) of exposure to the hazard?



3-4 Low risk, green. Requires monitoring on the part of management and employees to ensure that the level of risk does not increase.

5-6 Medium risk, yellow. Requires attention or further hazard control measures or changes to prevent or reduce the level of risk to the worker.

7-9 High risk, red. Requires attention through the implementation of immediate controls. It may also require more complex and significant changes that will take time to implement fully in order to prevent or reduce the level of risk to the worker.

Table 2*: Implementing Hazard Controls*

Develop an action plan to implement the hazard controls which have been identified in the Workplace Violence Hazard Identification and Risk Assessment.

To implement controls:

- Identify and evaluate control options for workplace hazards;
- Select effective and feasible controls to eliminate or reduce hazards;
- Implement and document these controls in the workplace;
- Follow up to confirm that these controls are being used and maintained properly; and,
- Evaluate the effectiveness of controls and improve, expand, or update them as needed.

***Hazard Identifications and Risk Assessments are to be performed by trained workers. CCOHS Hazard Identification, Assessment and Control e-course is an acceptable form of training as it outlines proven techniques for identifying hazards, assessing risks and controlling hazards for everyday situations and is intended for managers/supervisors, OHC members and maintenance/facilities workers.**

Appendix C: *Workplace Violence Hierarchy of Controls Examples and Signage*

Use this document as a guide when selecting hazard control recommendations for a workplace violence Hazard Identification and Risk Assessment. Controls are used to manage certain hazards and are based on a risk assessment. Controls are usually placed: at the source (where the hazard comes from); along the path (where the hazard travels); or at the worker-level.

Hierarchy of Controls	Description	Example Workplace Controls
Elimination **Substitution**	The best control is to eliminate the hazard or substitute for a safer work practice.	1. Use virtual means of communicating with a client if the client has a history of violent behavior. 2. Administrative procedure to reschedule the call when caller becomes verbally abusive. 3. Waiting areas and work areas free of objects that could be used as weapons.
Engineering Controls	Engineering controls are physical changes that either remove the hazard from the workplace or create a barrier between the worker and the hazard. • The measures taken should be site-specific and based on the hazards identified in the Guidelines for Hazard Identification and Risk Assessment. It should be noted that some engineering controls may not be possible or appropriate for services performed in the field/private residences.	4. Using physical barriers such as enclosures or guards or door locks to reduce employee exposure to the hazard. 5. Secured entry. 6. Panic buttons. 7. More appropriate lighting. 8. More accessible exits. 9. Telephones with emergency numbers posted nearby.
Administrative Controls	Administrative and work practice controls are appropriate when engineering controls are not feasible or do not provide complete protection. • These controls affect the way staff perform jobs or tasks. Changes in work practice and administrative procedures should be appropriate to the worksite and in response to hazards identified.	10. Employees trained in verbal de-escalation techniques. 11. Employees trained in emergency response (i.e., escape routes, notifying the proper authorities). 12. Employees trained in in personal safety and self-defence. 13. Check-in and out procedures when working alone.
Personal Protective Equipment	Personal protective equipment is appropriate when other controls are not completely protective. Wherever possible, avoid using personal protective equipment as a stand-alone control.	14. Hand/Arm protection as an extra barrier to protect against children biting staff.

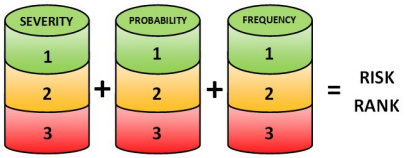
See Page 11 of Guidelines for Hazard Identification and Risk Assessment *for a visual of the Hierarchy of Controls.*

Appendix D: *Workplace Violence Job Safety Analysis Worksheet Template*

This job safety analysis template is for positions that have the potential to be exposed to violence. A job safety analysis is a breakdown of how a selected job is performed. In a job safety analysis, each basic step of a selected job is examined to identify potential hazards, assess the risks of harm and implement controls. Once hazards are identified, the risks of harm can be assessed and appropriate controls can be put in place.
Adapted from: Guidelines on Job Safety Analysis and Safe Work Practices / Procedures

<table>
<tr><th colspan="2">Job Safety Analysis</th></tr>
<tr><td colspan="2">Job or Task:</td></tr>
<tr><td colspan="2">Ministry, Division, Branch, Facility Location:</td></tr>
<tr><td>Job Safety Analysis Team Participants:</td><td>Date Created:

Last Review:

Next Review:</td></tr>
<tr><td colspan="2">Table 2: Risk Ranking Calculator
• What is the potential severity (S) to employee's well-being if the hazards are not controlled?
• What is the probability (P) of an incident occurring?
• What is the frequency (F) of exposure to the hazard?
 

3-4 Low risk, green. Requires monitoring on the part of management and employees to ensure that the level of risk does not increase.
5-6 Medium risk, yellow. Requires attention or further hazard control measures or changes to prevent or reduce the level of risk to the worker.
7-9 High risk, red. Requires attention through the implementation of immediate controls. It may also require more complex and significant changes that will take time to implement fully in order to prevent or reduce the level of risk to the worker.</td></tr>
<tr><td colspan="2">Tools/Equipment/Material Required:</td></tr>
<tr><td colspan="2">Personal Protective Equipment Required:</td></tr>
<tr><td colspan="2">Training Required:</td></tr>
</table>

IMPORTANT: List each step in the task, identify the hazards, assess the risk, and identify the controls. Use the risk ranking calculator.						
Step #	**Sequence of task, steps or activities** (List all tasks/activities of the job/position)	**Hazards** (potential/existing) List **all** existing and potential health and safety hazards.	**Risk Rating (if multiple hazards exist default to the highest risk score)**			**Controls** (List the type of controls for each hazard: Elimination, Engineering, Administrative, Personal Protective Equipment) Highlight where a control may be needed to reduce the risk to as low as reasonably possible.
			L	**M**	**H**	
Example	Responding to client feedback following the delivery of difficult news.	Verbal abuse/threats and client anger.		M		Administrative: Communicating to the client that verbal abuse will not be tolerated, and that the conversation can be resumed at a later point in time.
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	
			☐	☐	☐	

Appendix E: *Violence Prevention Workplace Inspection Checklist Template*

This checklist is intended to help evaluate workplaces or job tasks to identify situations that may place a worker at risk of violence. It is to be adapted to fit your own needs, and any questions that do not apply should be removed. Refer to your ministry workplace violence hazard identification and risk assessment for guidance on what to include within the checklist and to guide what action to take following an inspection.

Disclaimer: *Not all items within the Violence Prevention Workplace Inspection Checklist Template are within the scope of an employer's OHS obligations but are included as examples demonstrating additional measures that may be suitable in some circumstances.*

Scope of Employer's Occupational Health and Safety Obligations versus Community Safety

- *Physical safety inside GoS buildings typically falls under occupational health and safety obligations if the tasks performed are in the course of work duties.*
- *Physical safety outside GoS buildings may fall inside or outside the scope of occupational health and safety obligations.*
- *Travel in the course of work duties (i.e., attending meetings, meeting a client, patrolling an area) is within the scope of occupational health and safety and employer's obligations.*
- *Safety during transportation to and from work (i.e., walking to and from a parkade/parking lot at the beginning or end of a shift or during an unpaid break) may not fall under occupational health and safety obligations, but may be considered a community safety issue.*

INSTRUCTIONS

- This checklist can be used as a guide for conducting workplace inspections. Feel free to add or remove anything specific to your workplace.
- Deficiencies are brought forward to the front page under Corrective Action Plan by using the checklist contained in the document.
- Use this checklist to take notes during a workplace inspection, and to document your observations.
- Remember to note hazards (anything that can cause harm) as well as positive safety measures (anything that reduces the risk of harm) that are in place.
- Certain equipment may have specific "Preventative Maintenance" inspection cycles and documentation. Refer to manufacturer specifications to inspect equipment.

Occupational Health Committee (OHC) members

- Full workplace inspections are to be performed on a reasonable schedule by OHC members.
- Any deficiencies shall be noted along with recommendations for corrective actions and submitted along with the workplace inspection checklist to those responsible for implementing the corrective action plan.
- OHC members are required to follow up with the responsible person to ensure action is completed and date of completion is documented. Copies of local OHC inspections are to accompany OHC meeting minutes and should be included as a regular agenda item.
- Workplace inspections are to be performed by competent workers. OHC Level two and Workplace Inspections are available through WorkSafe Sask, and Managing Safely is available through internal GoS training.

Workplace name/address: _____
Specific areas inspected: _____
Inspected by (name of inspectors): _____
Date of inspection: _____

CORRECTIVE ACTION PLAN:

Item #	Brief Description of the Hazard and its Location	Recommended Corrective Actions	Responsible Person	Target Date	Date Completed (or status update)

COMMENTS/NOTES:

_____

Date _____ ***Signature of Inspector(s)*** _____

Signature of Inspector(s) _____

***Distribution*:** ❑ Manager ❑ Director ❑ Safety Consultant ❑ OHC

	HAZARD IDENTIFICATION	**OBERVATIONS** where applicable, note observations and the specific location of the hazard	YES	NO	**SUGGESTED IMPROVEMENTS/RATIONALE FOR IMPLEMENTATION** based on Hazard Identification and Risk Assessment
	GENERAL				
1	Are nametags/ID cards required for employees? *		○	○	
2	Are employees notified of past violent acts in the workplace?		○	○	
3	Is there established contact person(s) with the responsibility of liaising with emergency services (e.g., local police)?		○	○	
4	Can someone hear employees calling for help?		○	○	
5	Can employees observe clients in waiting areas? *		○	○	
6	Do areas used for patient or client interviews allow co-employees to observe any problems?		○	○	
7	Are waiting areas and work areas free of objects that could be used as weapons?		○	○	
8	Is furniture in waiting areas and work areas arranged to prevent entrapment of employees?		○	○	
9	Are clients in waiting areas clearly informed how to use the organization's services so they will not become frustrated?		○	○	
10	Are waiting times for patient or client services kept short to prevent frustration?		○	○	
	EXTERIOR BUILDING AREAS				
1	Do workers feel safe walking to and from the workplace?		○	○	
2	Are the entrances to the building clearly visible from the street? **		○	○	
3	Is the area surrounding the building free of bushes and other hiding places? **		○	○	

*** Service can be provided or procured - Contact the Ministry of SaskBuilds & Procurement**

**** Responsibility of the Ministry of SaskBuilds & Procurement**

Ministry of SaskBuilds & Procurement only has responsibility for owned buildings.

4	Is lighting bright and effective in outside areas? **		◯	◯	
5	Are security personnel provided outside the building? *		◯	◯	
6	Is video surveillance provided outside the building?		◯	◯	
7	Are remote areas secured during off shifts? *		◯	◯	
8	Is a buddy escort system required to remote areas during off shifts?		◯	◯	
9	Are all exterior walkways visible to security personnel? **		◯	◯	
	PARKING AREAS				
1	Is there a nearby parking lot?		◯	◯	
2	Is the parking lot attended or otherwise secured? *		◯	◯	
3	Is the parking lot free of blind spots and is landscaping trimmed back to prevent hiding places? **		◯	◯	
4	Is there enough lighting to see clearly in the parking lot and when walking to the building? **		◯	◯	
5	Are security escorts available to employees walking to and from the parking lot?		◯	◯	
	SECURITY MEASURES				
1	Physical barriers/plexiglass partitions/ force resistant windows (i.e., are barriers used when money is exchanged with the public?)		◯	◯	
2	Are areas where money is exchanged visible to others who could help in an emergency?		◯	◯	
3	Is a limited amount of cash kept on hand, with appropriate signs posted?		◯	◯	
4	Security cameras or closed-circuit TV in high-risk areas? *		◯	◯	
5	Panic buttons? *		◯	◯	
6	Alarm systems? *		◯	◯	
7	Metal detectors? *		◯	◯	
8	Security screening device? *		◯	◯	
9	Door locks? *		◯	◯	
10	Internal telephone system to contact emergency assistance?		◯	◯	

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11	Telephones with an outside line programmed for 911?		◯	◯	
12	Two-way radios, pagers, or cellular phones? *		◯	◯	
13	Security mirrors (i.e., convex mirrors)? *		◯	◯	
14	Secured entry (i.e., buzzers)? *		◯	◯	
15	Personal alarm devices? *		◯	◯	
16	"Drop safes" to limit the amount of cash on hand?		◯	◯	
17	Broken windows repaired promptly? **		◯	◯	
18	Security systems, locks, etc. tested on a regular basis and repaired promptly when necessary? **		◯	◯	
	STAFFING				
1	Is there someone responsible for building security? Who is it? *		◯	◯	
2	Are workers told who is responsible for security?		◯	◯	
3	Is adequate and trained staffing available to protect workers who are in potentially dangerous situations?		◯	◯	
4	Are there trained security personnel accessible to workers in a timely manner? *		◯	◯	
5	Do security personnel have sufficient authority to take all necessary action to ensure worker safety? *		◯	◯	
	TRAINING				
1	Are workers trained in the emergency response plan (i.e., escape routes, notifying the proper authorities)?		◯	◯	
2	Are workers trained to report violent incidents or threats?		◯	◯	
3	Are workers trained in how to handle difficult clients?		◯	◯	
4	Are workers trained in ways to prevent or defuse potentially violent situations?		◯	◯	
5	Are workers trained in personal safety and self-defence?		◯	◯	
	WORKPLACE DESIGN				

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1	Are there enough exits and adequate routes of escape? **		○	○	
2	Can exit doors be opened only from the inside to prevent unauthorized entry? **		○	○	
3	Is the lighting adequate to see clearly in indoor areas? **		○	○	
4	Are there employee-only work areas that are separate from public areas?		○	○	
5	Is access to work areas only through reception area?		○	○	
6	Are reception and work areas designed to prevent unauthorized entry?		○	○	
7	Are boardroom doors left open when in meetings with clients? Or do employees ensure that they sit near exit doors?		○	○	
8	Can workers observe clients in waiting areas?		○	○	
9	Do areas used for patient or client interviews allow co-workers to observe any problems?		○	○	
10	Are waiting and work areas free of object that could be used as weapons?		○	○	
11	Are chairs and furniture secured to prevent their use as weapons?		○	○	
12	Is furniture in waiting and work areas arranged to prevent workers from becoming trapped?		○	○	
13	Are patient and client areas designed to maximize comfort and minimize stress?		○	○	
14	Is a secure place available for workers to store their personal belongings?		○	○	
15	Are locked or secure washrooms available for staff? *		○	○	
	OUTSIDE THE WORKPLACE				
1	Do workers feel safe walking to and from the workplace?		○	○	
2	Are entrances to the building clearly visible from the street? **		○	○	

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3	Are the areas surrounding the building free of bushes or other hiding places? **		◯	◯	
4	Are all exterior walkways visible to security personnel? **		◯	◯	
5	Is there a nearby parking lot for employees?		◯	◯	
6	Are employees aware of areas in the parking lot that could be used as hiding places (i.e., bushes, dark corners)?		◯	◯	
7	Is there enough lighting to see clearly in the parking lot and when walking to the building? **		◯	◯	
8	Have neighboring facilities and businesses experienced violence or crime?		◯	◯	
	WORKPLACE PROCEDURES				
1	Are employees given maps and clear directions in order to navigate the areas where they will be working? *		◯	◯	
2	Is public access to the building controlled? *		◯	◯	
3	Are floor plans posted showing building entrances, exits, and location of security personnel? **		◯	◯	
4	Is other emergency information posted, such as telephone numbers? *		◯	◯	
5	Are special security measures taken to protect people who work late at night (i.e., escorts, locked entrances, etc.)? *		◯	◯	
6	Are visitors or clients escorted to offices for appointments?		◯	◯	
7	Are authorized visitors to the building required to wear ID badges? *		◯	◯	
8	Are identification tags required for staff? *		◯	◯	
9	Are workers notified of past violent acts by particular clients?		◯	◯	
10	Is there an established procedure or liaison with local police and counseling agencies?		◯	◯	

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11	Are clients in waiting areas clearly informed how to use the organization's services so they will not become frustrated?		○	○	
12	Are waiting times for client or patient services kept short to prevent frustration?		○	○	
13	Are broken windows and locks repaired promptly? **		○	○	
14	Are security devices (locks, cameras, alarms, etc.) tested on a regular basis and repaired promptly when necessary? **		○	○	
	FIELD STAFF - STAFFING				
1	Are escorts or "buddies" provided to people who work in potentially dangerous situations?		○	○	
2	Is assistance provided to workers in the field in a timely manner when requested?		○	○	
	FIELD WORK – TRAINING				
1	Are workers briefed about the area in which they will be working (gang colors, neighborhood, culture, language, drug activity, etc.)?		○	○	
2	Can workers effectively communicate with people they meet in the field (same language, etc.)?		○	○	
3	Are people who work in the field late at night or early mornings advised about special precautions to take?		○	○	
	FIELD WORK – WORK ENVIRONMENT				
1	Is there enough lighting to see clearly in all areas where workers must go? **		○	○	
2	Are there safe places for workers to eat, use the washroom, store valuables, etc.? *		○	○	
3	Are there places where workers can go for protection in an emergency? *		○	○	
4	Is safe parking readily available for employees in the field?		○	○	
	FIELD WORK – SECURITY MEASURES				

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1	Are workers provided two-way radios, pagers or cellular phones? *		○	○	
2	Are workers provided with personal alarm devices or portable panic buttons? *		○	○	
3	Are vehicle door and window locks controlled by the driver? *		○	○	
4	Are vehicles equipped with physical barriers (i.e., Plexiglass partitions, etc.)? *		○	○	
	FIELD WORK - WORK PROCEDURES				
1	Are employees given maps and clear directions for covering the area where they will be working? *		○	○	
2	Are employees given alternative routes to use in the neighborhoods with a high crime rate?		○	○	
3	Does a policy exist to allow employees to refuse services to clients or customers in a hazardous situation?		○	○	
4	Has a liaison with the police been established?		○	○	
5	Do workers avoid carrying unnecessary items that someone could use as a weapon against them?		○	○	
6	Does the employer provide a safe vehicle or other transportation for use in the field? *		○	○	
7	Are vehicles used in the field routinely inspected and kept in good working order?		○	○	
8	Is there always someone who knows where each employee is?		○	○	
9	Are nametags required for workers in the field? *		○	○	
10	Are workers notified of past violent acts by particular clients?		○	○	
	FIELD WORK – TAKE SPECIAL PRECAUTIONS WHEN EMPLOYEES MUST:				

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1	Take something away from people (i.e., remove children from the home)?		◯	◯	
2	Have contact with people who behave violently?		◯	◯	
3	Use vehicles or wear clothing marked with the name of an organization that the public may strongly dislike?		◯	◯	
4	Perform duties inside people's homes?		◯	◯	
5	Have contact with dangerous animals (i.e., dogs, etc.)?		◯	◯	

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Appendix F: *Workplace Violence Program Review*

As part of the overall program, employers should review their violence prevention plan regularly and, with each incident, to evaluate its success, identifying deficiencies and taking corrective actions. Each ministry must ensure that their violence prevention program meets all legislative requirements and is evaluated for continuous improvements.

Evaluation of Workplace Violence Prevention Program Components		
Program Component	**Completed**	**Action Taken**
Ensure there is worker involvement in:		
The development, implementation, evaluation, and modification of the workplace violence prevention plan and overall program.	☐	
Participation in safety and health committees that receive reports of violent incidents or security problems, conducting workplace inspections and responding to recommendations for corrective strategies.	☐	
Providing input on hazard controls (including additions to or redesigns of workplaces).	☐	
Identifying the daily activities that employees believe put them most at risk for workplace violence.	☐	
Discussions and assessments to improve prevention plans and procedures—including suggestion programs designed to improve safety and security.	☐	
Ensuring that there is a way to report and record incidents and that issues are addressed appropriately.	☐	
Ensuring that there are procedures to protect employees from unintended consequences for voicing concerns or reporting incidents.	☐	
Participate in employee training programs.	☐	
Program Component	**Completed**	**Action Taken**
Workplace Violence Prevention Plan		
Ensure workplace violence prevention plan is sufficient and reviewed and updated regularly and when changes occur to the workplace or the nature of work duties.	☐	

Program Component	Completed	Action Taken
Hazard identification and risk assessment		
Ensure follow-through of Workplace Violence hazard identification and risk assessment: 1) Plan Assessment 2) Identify hazards and determine risk rating. 3) Develop action plan to control hazards 4) Implement action Plan 5) Evaluation	☐	
The employer has a duty to inform the workers including a responsibility to provide information about the risks posed by the physical environment, unit/branch and client/visitors who have a history of violent behavior and who could reasonably be expected to come in contact with workers.	☐	
Program Component	**Completed**	**Action Taken**
Job Safety Analysis (JSA) and Safe Work Practices/Procedure (SWP)		
Review any JSAs and SWPs related to identify specific tasks or positions that may contribute to hazards related to workplace violence.	☐	
Identify practices and procedures that can be modified to reduce the likelihood of violence. Priority Areas: Jobs with assault/aggression incidents due to workplace violence; Jobs that are newly developed or have undergone procedural changes that may increase the potential for workplace violence; and, Jobs that require written instructions, such as procedures for administering medicine, and steps required for transporting clients.	☐	
Program Component	**Completed**	**Action Taken**
Inspections		
Ensure Violence Prevention Workplace Inspection Checklist is up to date to reflect current workplace layout and risks.	☐	

Program Component	Completed	Action Taken
Emergency Response		
Ensure emergency response plans are reviewed and renewed regularly and when changes occur to the workplace or the nature of work duties.	☐	
Ensure awareness of emergency response procedures.	☐	
Program Component	**Completed**	**Action Taken**
Workplace violence intervention techniques (i.e. de-escalation techniques)		
Ensure workplace violence intervention techniques are sufficient and are reviewed and updated regularly and when changes occur to the workplace or the nature of work duties.	☐	
Program Component	**Completed**	**Action Taken**
Training		
Ensure workplace violence training is sufficient and reviewed and updated regularly and when changes occur to the workplace or the nature of work duties.	☐	
Program Component	**Completed**	**Action Taken**
Incident Reporting and Investigation		
Ensure procedures to report, document, investigate and correct violent incidents are effectively implemented.	☐	
Ensure that Critical Incident Stress Management response is sufficient.	☐	
Ensure managers/supervisors are aware of their responsibility to recommend that employees who have been exposed to a violent incident consult with the employee's physician for treatment or referral for post-incident counselling.	☐	

Appendix G: Workplace Violence Intervention Techniques and Tips
Communicating with potentially violent or aggressive clients

Verbal Communication
Talking can defuse anger. Here are some strategies to use when speaking with someone who is angry:

- Make your first contact neutral or non-directive: for example, introduce yourself and ask how you can help. This inquiry communicates a sense of normal interaction.
- Focus your attention on the other person to let them know you are interested in what they have to say. Refer to them by name when appropriate.
- Confirm your understanding of the issue or problem by repeating what they have told you.
- Maintain a calm and reassuring demeanor. Try to calm the other person and DO NOT allow the other person's anger to become your anger.
- Always be courteous to clients despite their behaviour. Introduce yourself and call them by name.
- Remain conscious of how you are delivering your words, and how receptive your body language and posture is.
- Use empathy, acknowledge the client's feelings, and confirm that you know they are upset.
- Use active listening skills and do not interrupt.
- Use simple language; avoid jargon or technical language.
- Speak slowly, quietly and confidently.
- Remain open-minded, objective, and non-judgmental.
- Encourage the person to talk and express themselves as this will assist in decreasing their tension. DO NOT tell the person to relax or calm down.
- Always be honest. Do not make promises that you cannot keep.
- Keep the client's attention focused on the current issue. Let them know that you are interested in what they have to say.
- Use silence as a calming tool.
- Always attempt to explain delays or long waiting periods. Not doing so can be construed as discourtesy.
- Be prepared to apologize as necessary and accept criticism positively.
- Avoid giving commands.
- Look for ways to help the person feel respected and avoid humiliation.
- If necessary, in a calm and non-threatening way, explain that violence is unacceptable and is not tolerated.
- If you feel threatened, politely and calmly terminate the interaction.

Body Language
Employees must pay close attention to the body language of a potentially violent client. A hostile stance increases tension and interferes with verbal communication. When approaching an angry person:

- Taking a "Supportive Stance" is a way to approach people in possible crises in ways that will encourage them to feel safer and less threatened.
    - It involves positioning yourself at an angle rather than directly in front of the other person.
    - Stand about one metre (three feet) away (generally, this distance is outside the individual's personal space), on an angle (as opposed to directly in front of the person) and on the person's non-dominant side (people usually wear watches and part hair on the non-dominant side).

    - It is perceived as less confrontational and makes it easier to get away.
- Avoid pointing or gesturing; make no sudden movements, avoid touching the person, avoid staring.
- Use calm body language: hands unclenched, above waist and visible, attentive facial expression, relaxed posture.
- Position yourself on the same physical level and avoid standing over the person.
- Arrange yourself so your exit is not blocked.

Terminating an interaction with an angry client

If you feel threatened, or if the interaction is increasing a client's anger, respectfully terminate the interaction immediately.

- Call the police if the interaction meets your workplace's criteria for calling the police.
- Calmly but politely interrupt the conversation and tell the person that the conversation is over.
- Either leave or ask the person to leave. If the person does not leave, inform a manager or supervisor immediately.
- If you threaten to call the police, be prepared to call them.
- Use personal safety response systems such as personal alarms and mobile phones.
- Inform the supervisor and either the supervisor or employee should call the police and report the incident. Threats of violence are illegal under the Criminal Code section 264.1 – Uttering Threats. The police will provide you with a case number and speak to the offender.
- Report the incident as per Section 818: OHS Incident Reporting and Investigation

Guidelines for telephone threats

- If client is abusive, explain that their language is not acceptable and that you will terminate the call unless they refrain from such behaviour.
- Be firm and consistent.
- Hang up if necessary.
- Try to avoid taking the situation personally.
- If you receive a threatening phone call and know the person, let them know their behaviour is not acceptable and end the call.
- If you receive a threatening phone call and don't know the person, take notes on everything said and observations about background noise, voice characteristics, etc.

Travelling in the community

Whether travelling by car or public transit, workers are responsible for planning ahead:

- Get to know the area, particularly areas that would be considered safe (i.e., businesses or public services).
- Avoid driving in isolated or dangerous areas. Plan the safest route to and from the client's home, even if it isn't the most direct. If travelling through dangerous areas is unavoidable, travel with a companion and note nearby police stations, public telephones and other public buildings such as hospitals and restaurants or stores that remain open late. If possible, arrive during daylight hours.
- Plan the route and method of travel well in advance. Have insurance if travelling by car.
- Keep important telephone numbers (destination, taxi service, hotel, rental car agency, reliable tow truck company, etc.) handy.

- Wear comfortable, conservative clothing and shoes with non-skid soles. Do not wear expensive jewelry or show large amounts of money. Avoid earrings or accessories that could be grasped or pulled by another person.
- Carry a cell phone, personal alarm and consider safety features in vehicles such as automatic locks and alarms. Do not wear headphones, for example, as they will limit your ability to hear sounds around you. Always be aware of your surroundings.
- Keep money in an accessible pocket to eliminate searching through a purse or wallet.
- Follow your workplace's working alone policy or procedures, i.e., advise your manager when you arrive at your destination.

Travelling by public transit

- Walk confidently with head upright, looking forward.
- Keep an up-to-date transit schedule in an easy-to-access location.
- Have the exact change ready in a pocket. Avoid opening your purse or wallet.
- If possible, travel during the day.
- Always wait at a designated transit stop. Stand with a group of people rather than alone.
- Avoid isolated or poorly lit bus stops.
- Plan to arrive time at the transit stop just before your bus does.
- On the bus, try to sit where you can see your upcoming stop as you approach. If you see suspicious or menacing individuals at your stop, get off at the next stop.
- When stepping off the bus, check to see if you are being followed. If you are, walk directly and quickly – without running or looking back – to a service station or store. Call 911.
- If possible, plan to have someone meet you at your home bus stop.
- Use the alarms in a bus, as necessary.
- Stand or sit near the driver or in the designated waiting area of the bus platform.
- If someone is bothering you, or if you feel threatened, let the driver know immediately.
- Move instantly if jostled – it helps to foil pickpockets.
- Always be aware of your surroundings.
- Avoid direct eye contact with other travelers and do not participate in lengthy conversations with people in the street.
- If taking a taxi, check that the driver's identification and photo are clearly displayed and match the driver.
- If taking a taxi, sit behind the front passenger seat.
- If taking a taxi, state the route you prefer, sticking to the main streets.

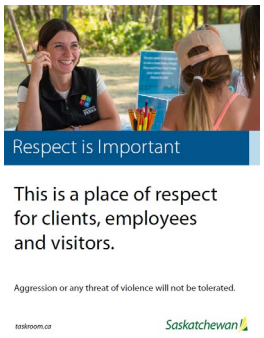
Walking in the community

- Walking with your head erect, appearing alert and, scanning your route, proceed directly and quickly to the client's home.
- Use main entrances as much as possible and avoid rear or secluded entrances.

Appendix H: *Workplace Violence Prevention Posters*

Workplace Violence Prevention Posters can be posted in the workplace to encourage respectful behaviour and to communicate that violence and aggression is not acceptable.

Please click on the images below to be taken to the full-size posters.



Appendix I: *Workplace Violence Prevention Programming in the Government of Saskatchewan*

Workplace Violence Prevention Programming in the Government of Saskatchewan follows a tiered approach. The Workplace Violence Policy provides overall direction for workplace violence. The Workplace Violence Prevention Toolkit provides guidance and tools for workplaces to customize to meet legislative requirements.