

Defense Logistics Agency Instruction



DLAI 7213
Effective May 13, 2003
Certified Current February 16, 2012
DLA Human Resources
Policy, J14

Workplace Violence – Human Resources

References: Refer to [Enclosure 1](#)

1. **PURPOSE:** This purpose of this DLAI is to assist employees, managers and supervisors in increasing an awareness of potential violence in the workplace. DLA promotes a safe and secure working environment. All employees, managers, and supervisors must respect this right and protect against violation. We all share the responsibility for keeping our workplace safe from violence of any kind for DLA employees and customers.
2. **APPLICABILITY:** This Instruction applies to all employees of Headquarters, DLA J/D codes, and DLA Primary Level Field Activities (PLFAs).
3. **POLICY:** It is DLA's policy to promote a safe working environment for its employees, free from violence, threats of violence, harassment, intimidation, and other disruptive behavior. Workplace violence will not be tolerated in DLA. All reports of incidents will be taken seriously and dealt with appropriately. Individuals who commit such acts may be removed from the premises and may be subject to disciplinary action including termination of employment, criminal prosecution, or both.
4. **RESPONSIBILITIES:** Any person may report a potential or actual incident of workplace violence to their manager or supervisor. Headquarters DLA, J/D codes and PLFAs will establish and train working groups to identify and discuss local workplace violence concerns. As part of these efforts, each J/D code and PLFA will establish reporting procedures that 1) maintain confidentiality to the fullest extent possible for violent and potentially violent incidents and 2) provide immediate assessment of such incidents by a trained Threat Assessment Team member. The purpose of the Threat Assessment Team is to provide guidance on managing the situation in a way that protects employees. Members of a Threat Assessment Team will vary, but typically include representatives from:
 - a. Management
 - b. DLA Human Resources Labor and Employee Relations Policy
 - c. Employee Assistance Program

- d. Security Operations Center
- e. Office of the General Counsel

In all cases, managers and supervisors will act promptly in response to incidents of real or potential violence.

5. PROCEDURES: Refer to [Enclosure 2](#) for Addressing Workplace Violence Issues. The Behavioral Indicators of Violence is located at [Enclosure 3](#) and Handling Telephone Threats is located at [Enclosure 4](#).

a. Any employee that observes signs of a potential workplace violence incident should use the following reporting procedures:

(1) Individual observing behavior that they believe may turn violent should alert their supervisor immediately. Failure to report potential problems is the biggest obstacle in dealing with violence in the workplace.

(2) Employees who observe a potentially violent act should make a complete and comprehensive written record of any threats, remarks, or observations of the harassing, disruptive, or bizarre behavior. This information should be provided to their supervisor for use by the local Security Operations Center and/or the Threat Assessment Team.

b. To report an actual workplace violence incident use the following procedures:

(1) Notify supervisor immediately (if available).

(2) Call the local Security Operations Center. Security Operations Center contact numbers may be obtained from local workplace violence procedures.

(3) Calmly and briefly describe the situation and location of the incident.

(4) Advise security if emergency medical assistance is necessary.

(5) Prepare a written record of the incident. Make a complete and comprehensive written record of the incident for use by the local Security Operation Center and/or the local threat assessment team.

NOTE: Local Security Operations Centers are responsible for publishing emergency numbers.

6. EFFECTIVE DATE: This Instruction is effective immediately.

Director, DLA Support Services
May 13, 2003

Deputy Director, Human Resources
February 16, 2012

ENCLOSURE(S):

Enclosure 1 - References

Enclosure 2 - Addressing Workplace Violence Issues

Enclosure 3 - Behavioral Indicators of Violence

Enclosure 4 - Handling Telephone Threats

Enclosure 1
References

1. Occupational Safety and Health Administration Workplace Violence
[http://www.osha.gov/SLTC/workplaceviolence.](http://www.osha.gov/SLTC/workplaceviolence)
2. Dealing with Workplace Violence: A Guide for Agency Planners
[http://www.opm.gov/employment_and_benefits/worklife/officialdocuments/handbooksguides/WorkplaceViolence/p1-s3.asp#overview.](http://www.opm.gov/employment_and_benefits/worklife/officialdocuments/handbooksguides/WorkplaceViolence/p1-s3.asp#overview)
3. Department of Defense Protecting the Force (Lessons from Fort Hood, Texas)
[http://www.opm.gov/employment_and_benefits/worklife/officialdocuments/handbooksguides/WorkplaceViolence/p1-s3.asp#overview.](http://www.opm.gov/employment_and_benefits/worklife/officialdocuments/handbooksguides/WorkplaceViolence/p1-s3.asp#overview)
4. Facts about Workplace Violence:
[https://eworkplace.dla.mil/sites/org/j6/dlis/Pages/NEO_WorkplaceViolence.aspx.](https://eworkplace.dla.mil/sites/org/j6/dlis/Pages/NEO_WorkplaceViolence.aspx)
5. Online Supervisory Training - Workplace Violence Prevention:
[https://sec.hr.dla.mil/dla-olst/note.asp?sessionid=xzrsrggj5uofmqrhylcgynk.](https://sec.hr.dla.mil/dla-olst/note.asp?sessionid=xzrsrggj5uofmqrhylcgynk)
6. Preventing Workplace Violence Annual Training Requirement for all DOD supervisory personnel as recommended in the Fort Hood, Texas, Report dated January 2010,
[http://media.cpms.osd.mil/faslerd/supervisor/menu.htm.](http://media.cpms.osd.mil/faslerd/supervisor/menu.htm)
7. Preventing Workplace Violence Annual Training Requirement for all DOD personnel as recommended in the Fort Hood, Texas, Report dated January 2010,
[http://media.cpms.osd.mil/faslerd/employee/menu.htm.](http://media.cpms.osd.mil/faslerd/employee/menu.htm)

Enclosure 2

Addressing Workplace Violence Issues

Regardless of how effective the Agency's plans and local police are in detecting and preventing workplace violence, there are no guarantees that an incident of violence will not happen in the workplace. While the actual procedures may vary based on the Agency's structure, the chart below provides a general outline of workplace violence issues and how they may be addressed.

Categories/ Levels	Examples	Intervention	Who To Call
Level I – <ul style="list-style-type: none"> Implied (Covert) Threats. Verbal/Mental Abuse. Inappropriate Tones (threatening) or Gestures (menacing). 	<ul style="list-style-type: none"> Screaming, yelling, belligerent tones. "You'll pay for this." "You'll be sorry." Name Calling, berating, sarcasm. Unfounded criticism – "You can't do anything right." 	<u>Employees:</u> <ul style="list-style-type: none"> Report to Supervisor. Document. <u>Supervisors:</u> <ul style="list-style-type: none"> Report to your Supervisor. Consult with security, HR and employee assistance as necessary. Define/Address the Problem. Document. 	Supervisor Security Human Resources Employee Assistance Counselor
Level II – <ul style="list-style-type: none"> Threatening Gestures. Specific (Overt) Written or Verbal Threats. Property Abuse/Mishandling. Stalking. 	<ul style="list-style-type: none"> Raising a hand or object to strike someone. Any written or verbal threats to harm, avenge, or retaliate. Throwing object, slamming doors, slamming fists on desk, hitting or kicking walls or objects. Monitoring a co-worker's activities to satisfy personal objectives (unwarranted attention). Refusing to leave an area (office) when asked to do so. Intentionally crowding to intimidate. Blocking access to or exit from the area. 	<u>Employees:</u> <ul style="list-style-type: none"> Report to Supervisor Document <u>Supervisors:</u> <ul style="list-style-type: none"> Report to your Supervisor. Consult with Security, Human Resources and employee assistance counselor as necessary. Plan of action (disciplinary action, mandatory anger management referral, victim assistance). Document 	Security Supervisors Human Resources Employee Assistance Counselor
Level III – <ul style="list-style-type: none"> "Scuffles" (Physical Contact). Destruction. Assault – Physical, Sexual, Armed. A presently occurring loss-of-control event creating fear of imminent harm. 	<ul style="list-style-type: none"> Shoving, grabbing, jabbing, poking, or prodding. Tripping or intentionally bumping or jostling. Breaking or putting holes in doors, walls, windows, etc. Intentional use of objects for purpose of destruction – fire, bombs, chemical, vehicles, etc. Any intentional harmful physical contact. 	<u>Any/All Staff</u> <ul style="list-style-type: none"> Activate Emergency Response Procedures – DO NOT try to handle on your own. Report to Supervisor. Assist in maintaining calm if possible. 	Security Supervisor Human Resources Employee Assistance Counselor

<ul style="list-style-type: none"> Unauthorized possession of firearms or other weapons on government premises. 	<ul style="list-style-type: none"> Unremitting rampage of loud threatening, or incoherent speech. Bringing unauthorized weapon on site. 	<ul style="list-style-type: none"> Assist in victim care if possible. Leave the area if necessary for your safety. Document. <p><u>Supervisors:</u></p> <ul style="list-style-type: none"> Arrange for debriefing after resolved (all persons impacted). Coordinate plan of action with Human Resources and employee assistance counselor after crisis resolved. 	
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Enclosure 3

Behavioral Indicators of Violence

INDICATORS OF VIOLENCE:

a. The indicators listed below identify behaviors that could precede an incident of workplace violence. This list is not all-inclusive and the behavior may not always lead to an incident. The list may serve to alert a supervisor or a coworker to a potential problem.

- (1) Intimidating, harassing, bullying, belligerent, or other inappropriate and aggressive behavior.
- (2) Numerous conflicts with customers, co-workers, or supervisors.
- (3) Bringing a weapon to the workplace (unless necessary for the job), making inappropriate references to guns, or making idle threats about using a weapon to harm someone.
- (4) Statements showing fascination with incidents of workplace violence, statements indicating approval of the use of violence to resolve a problem, or statements indicating identification with perpetrators of workplace homicides.
- (5) Statements indicating desperation (over family, financial, and other personal problems) to the point of contemplating suicide.
- (6) Direct or veiled threats of harm.
- (7) Substance abuse.
- (8) Extreme changes in normal behaviors.

b. Once you have noticed a subordinate, co-worker, or customer showing any signs of the above indicators, you should take the following steps:

- (1) If you are a co-worker, notify the employee's supervisor immediately of your observations.
- (2) If it is a customer, notify your supervisor immediately.
- (3) If it is your subordinate, then you should evaluate the situation by taking into consideration what may be causing the employee's problems.
- (4) If it is your supervisor, notify that person's manager.

c. It is very important to respond appropriately, not to overreact, but also not to ignore a situation. Managers should discuss the situation with expert resource staff to get help in determining how best to handle the situation, local security personnel and employee assistance counselors.

Enclosure 4
Handling Telephone Threats

Telephone threats often follow physical incidents of workplace violence and should be taken as seriously as physical threats. Follow these guidelines in handling telephone threats:

- a. Keep calm, keep talking.
- b. Do not hang up.
- c. Signal a coworker of a possible threat and to contact Security.
- d. Ask the caller to repeat the message and write it down.
- e. Repeat questions, if necessary.
- f. For a bomb threat, ask where the bomb is and when it is set to go off.
- g. Listen for background noises and write down a description.
- h. Write down whether it is a man or woman, pitch of voice, accent, anything else you hear.
- i. Try to get the person's name, exact location, and telephone number.
- j. Notify your immediate supervisor.