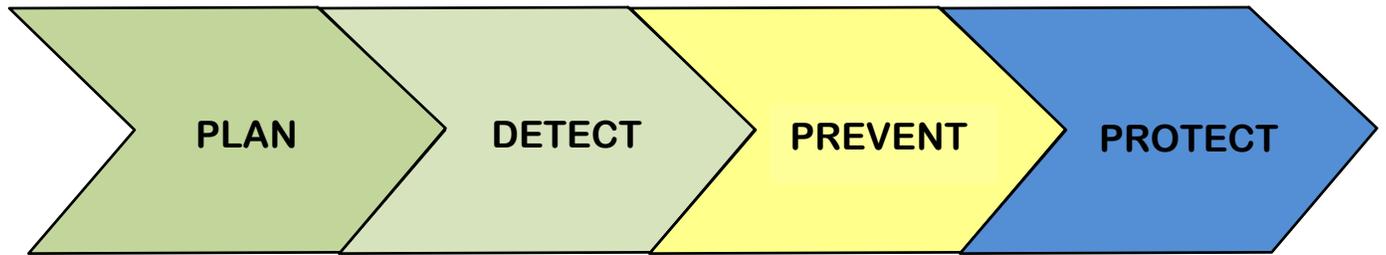


The NIX Model for Managing Violence Prevention: a comprehensive approach to preventing workplace violence



PLAN

Step 1. Identify Workplace Violence as a potential threat to the business that is important to address.

- Senior Management commit to develop a comprehensive strategy and implementation plan that includes building a 'Security Conscious culture'
- Create Threat Management Team; assign key personnel from Security, Safety, HR, Legal, Operations, Occupational Health, Finance, etc.
- Assign responsibility for implementation to C-Suite Executive
- Establish objectives and goals with regular reporting, management review processes and annual report on the state of workplace violence prevention

DETECT

Step 2. Conduct Needs Assessment, Identification of Vulnerabilities/Risk and Predictive Thinking

- Organizational Violence Assessment
- Facility Risk Assessment
- Individual Threat Assessment
- Fitness for Duty evaluation
- Bolster Employee Relations Monitoring and Assessment (# of complaints, bad turnover, increase in employee transfers, adverse actions, exit interview data, EEO charges, Workers Compensation complaints, security violations report, OSHA logs, etc.)
- Enhance Employee Reporting options including whistleblower, harassment, discrimination, etc.
- Incident tracking

PREVENT

Step 3. Workplace Violence Prevention Policy Development

- Create a comprehensive workplace violence prevention policy based on predictive management principles

- Develop and implement an on-going communication plan to ensure all employees are aware of the program, processes & policies that have been developed to address the issue
- Integrate workplace violence prevention policy into greater Business Continuity Plan

Step 4. Implementation of Effective Security Measures and Processes

- Security function lead program to implement security conscious culture
- Enhance Physical Security measures
- Establish Workplace Violence Audit teams (integrate with Safety teams)
- Conduct on-going assessments & effectiveness of security efforts
- Work with facilities organization to implement Crime Prevention Thru Environmental Design (CPTED), where applicable, in all facility projects.

Step 5. Implement Effective Human Resources Measures and Processes

- Enhance selection & hiring processes including background checks
- Strengthen EAP program as 'problem resolution' tool; provide supervisory coaching; ensure availability of anger management coaching and counseling
- Implement fitness for duty evaluation and individual threat assessment process
- Implement respectful termination, layoff, adverse action processes; conduct 'respectful treatment' audit of all processes
- Monitor problem resolution processes for fairness and employee perceptions
- Implement proactive employee suggestion program
- Implement quality improvement initiative
- Provide workplace violence prevention training to managers and employees in preventative steps; threat recognition, warning signs, how to defuse aggressive behavior, active shooter tactics, etc.
- Establish 'core competencies' for effectively managing violence prevention including conflict resolution, problem solving and effective communications, etc.
- Create partnership with employees to engage them in combatting workplace violence
- Compliance with safety and security policies integrated into performance management system for managers and employees

PROTECT

Step 6. Create an Effective Crisis Response Plan

- Develop crisis response procedures for responding to a Workplace Violence incident including a crisis communication plan, critical incident response plan, etc.
- Understand 'First Responders' response to 'active shooter' situation and develop response process and protocol
- Conduct practice drills to ensure employees know what to do during a crisis

Step 7. Evaluate the overall program and processes for continuous improvement to maximize the protection of employees and the organizations' resources.

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