

The Prevention and Management of Violence in the Workplace

National Occupational Standards

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Skills CFA

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Overview

What this standard is about

This standard is about identifying where the risks are in your job role and the triggers that may escalate behaviour towards violence. It is also about understanding relevant organisational procedures, being sure you know what to do to carry out your work in a calm and professional manner. You should be aware of all your responsibilities in the workplace, including working safely.

Who is the standard for?

This standard is for you if you work, regardless of your employment status, as you will need to make sure your actions contribute to a positive and safe working culture.

**Performance
criteria**

Identify the risk of violence in your working environment

You must be able to:

- P1 review your job role and responsibilities to identify any risks of violence to you or others
- P2 identify which aspects of your organisation's policy on preventing work-related violence and risk assessment are relevant to you and your work
- P3 review your organisation's procedures to check they cover all potential situations you have to face at work and inform the responsible person about any identified gaps
- P4 identify potential triggers of violence within:
 - P4.1 your working environment
 - P4.2 your job role
 - P4.3 the actions of other people who work with you
 - P4.4 the circumstances of the service-users with whom you normally expect to work
- P5 find out the procedures to follow if an incidence of violence occurs
- P6 record all the risks of violence you have identified, the controls in place for those risks, and report any issues to the responsible person
- P7 seek clarification regarding procedures for recording violence if necessary

Reduce the risk of violence in your working environment

You must be able to:

- P8 make sure you keep up-to-date with information about your working environment on:
 - P8.1 possible causes of violent behaviour
 - P8.2 what you could do to prevent violence happening
 - P8.3 who else could help you
 - P8.4 what to do should an incident occur
 - P8.5 where to get post-incident support
- P9 when preparing to start a work task consider whether you need:
 - P9.1 to inform other people of your plans
 - P9.2 other people to be present
 - P9.3 special equipment to make you safer
 - P9.4 to know how to leave if the situation gets out of hand

PMWRV1

Make sure your actions contribute to a positive and safe working culture

- P10 perform your job role and responsibilities to organisational requirements, standards and expectations
- P11 make sure the information and support you provide is appropriate for the circumstances
- P12 respond to requests for your assistance in a prompt and courteous manner
- P13 treat service-users and other people who work alongside you in a way that:
 - P13.1 shows respect for their views and opinions
 - P13.2 promotes goodwill
- P14 make sure that commitments made to service-users and other people at work are achievable, honour commitments made and are within the agreed timescales
- P15 respond promptly to complaints and follow-up complaints in accordance with organisational policy and procedures
- P16 resolve difficulties in relationships in a prompt, fair and polite manner, and report outstanding difficulties to the relevant person
- P17 monitor your own and other's health and safety at work and report any concerns to the relevant person

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring your well-being, safety and health in the workplace as explained by relevant legislation for health and safety at work
- K2 the contents of the relevant organisational policy and procedures and their requirements and implications upon your work, lines of communication and accountability
- K3 your job role, responsibilities and limitations
- K4 your capabilities and how and when you should report problems to other people
- K5 how to recognise challenging and unacceptable behaviour and where you may be at risk of changes in behaviour which may trigger violence from service-users or other people who work with you
- K6 the safe working practices for your own job role
- K7 the importance of personal conduct in maintaining a healthy, safe and positive work environment
- K8 adjusting the amount and type of communication appropriate to the needs of the service- users and other people who work with you
- K9 the importance of developing positive working relationships with service-users and other people who work with you
- K10 the importance of considering and listening to other people's views and opinions
- K11 the organisation's requirements, standards and expectations of your performance
- K12 the organisations requirements to provide training in conflict management and resolution techniques

Glossary

Conflict

Conflict is a state of opposition and disagreement between two or more people or groups of people, which is sometimes characterised by verbal abuse, threatening behaviour or physical violence.

Dynamic risk assessment

This is a continuous assessment of the risks faced in a situation as it unfolds to ensure the safest and most effective response is being employed

Employment

Employment is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer conceives a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages.

Equipment

These could include equipment such as pagers, mobile phones, walkie-talkies, panic buttons, public address systems, etc.

Generic risk assessment

Generic risk assessment is:

- an examination of the work and workplace to identify what could cause harm to people (a hazard); and
- an assessment of the chance, high or low, that somebody could be harmed by the hazards identified, together with an indication of how serious the harm could be (the risk).

On the basis of this assessment a decision is made as to what prevention or control measures should be taken to prevent the possibility of harm.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Positive working environment/culture

A working environment/culture which does not tolerate any violent behaviour

Procedures

A series of steps following in a regular definite order that implements a policy.

Relevant person

A person named in the organisation’s procedures as having responsibility for incidents of violence at work

Risk

A risk is the likelihood of potential harm from that hazard being realised.

The extent of the risk depends on:

- the likelihood of that harm occurring;
- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- the population which might be affected by the hazard, i.e. the number of people who might be exposed.

Definition taken from: HSE “Management of health and safety at work – Approved Code of Practice & Guidance”. Reference L21 (ISBN 0-7176-2488-9)

Safe working practices

Established safe methods of carrying out activities, procedures or techniques used in carrying out your job or work activities to deliver a service with levels of quality and efficiency required by the organisation.

Triggers of violence

Factors that might cause violence to occur. They can be categorised in four different types:

- temporary personal factors for example, the service-user being uncomfortable from a lack of food, warmth, light, or presenting challenging behaviour whilst under the influence of drink or drugs, or
- persistent personal factors such as deteriorating mental health, having a difficulty or disability, which prevents normal communication, movement or behaviour, or
- temporary environmental factors such as a hot, noisy, crowded room, poor work dynamics in terms of furniture layout, etc., or
- persistent environmental factors such as too much being expected of the service-user, or the quality of the service offered consistently failing to meet the required standards of the user

Work-related violence

The Health and Safety Executive’s definition of work-related violence is: ‘any incident in which a person is abused, threatened or assaulted in circumstances relating to their work’.

PMWRV1

Make sure your actions contribute to a positive and safe working culture

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

Working environment

The work area(s) where the workers carry out their duties

PMWRV1

Make sure your actions contribute to a positive and safe working culture

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Originating organisation	Skills CFA
Original URN	PMWRV1
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Suite	The Prevention and Management of Violence in the Workplace (2013)
Key words	Prevention; Management; Violence; Workplace; Culture; Your; Actions, Values

Overview

What this standard is about

This standard is about the skills and knowledge needed for identifying triggers of violence, assessing the level of risks and planning and recommending action to help reduce that risk. You will also need to review the assessment of risks for changes.

Who is the standard for?

This standard is for you if you need to assess the risk of violence to workers.

**Performance
criteria**

Identify the risks of violence in the workplace

You must be able to:

- P1 review the full range of job roles and responsibilities of workers within your area of work
- P2 review and record the full range of working environments which workers will experience
- P3 identify and record factors that may cause violence to occur in the workplace
- P4 where you have any uncertainty, seek expert advice and guidance on potential triggers of violence and where it is most likely to occur
- P5 identify in your research:
 - P5.1 which job roles are at most risk
 - P5.2 risks presented to new and lone workers
 - P5.3 risks relating to the working environment
 - P5.4 risks relating to ethnicity, gender, identity and disability
 - P5.5 risks presented through the use of social media
 - P5.6 the triggers of violence and aggression they may face
- P6 record the results of your research in a way which meets legal requirements and good practice
- P7 establish the workers' level of self-awareness and concern about their personal safety, well-being and health at work
- P8 conduct a generic and/ or dynamic risk assessment

Assess the level of risks and prepare an action plan

You must be able to:

- P9 identify the triggers of violence which can be eliminated
- P10 assess the level of risk for the triggers of violence which cannot be eliminated but can be reduced
- P11 record the risks and the reasons in priority order starting with those where your workers face the most serious harm
- P12 prepare a risk management plan which has considered and includes details of:
 - P12.1 the working environment
 - P12.2 service-users
 - P12.3 workers

P12.4 training requirements

P12.5 recommendations for controls and safe working practices to reduce risks

Review your assessment of risks

You must be able to:

P13 identify changes in the workplace which may affect the level of risk of violence to the workers

P14 identify any legal, environmental or professional changes which may affect current working practices

P15 consult with workers to identify any increased risks of violence

P16 amend your assessment to reflect new information

P17 ensure there is a robust communication system in place for the dissemination of up to date information

P18 create opportunities for all workers to provide feedback on the contents of the risk assessment

P19 make sure you are up-to-date with information relating to health and safety and the prevention of violence in the workplace

P20 accurately record :

P20.1 the details of the review

P20.2 any changes required to improve the safety of your workers

P20.3 measures to monitor their effectiveness

P20.4 the timescales for the implementation of the changes

P21 gain the acceptance of the people affected by the outcomes of the review through consultation

P22 monitor the effectiveness of the revised working practices and your assessment of risks

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring well-being, safety and health in the workplace as required by relevant legislation for health and safety at work
- K2 your duties as defined by other specific legislation covering your job role including those relating to the management of health and safety at work, reporting injuries, diseases, dangerous occurrences, employment rights, human rights, disability and data protection
- K3 the duties of all workers including those at most risk and the possible implications of their work on their wellbeing, safety and health
- K4 the range of working environments which the workers will experience
- K5 how to classify triggers of violence in a way which is relevant to the workers and their working environment
- K6 the impact of social media on workers
- K7 how to carry out research into the concerns of workers about violence at work without causing any unnecessary disruption or fear
- K8 sources of expert advice and guidance on the prevention and managing work-related violence
- K9 the difference between a generic and dynamic risk assessment
- K10 the resources and training required to carry out a risk assessment
- K11 the implications of change and the effect on your workers
- K12 the importance of consulting with workers about the risk of violence at work
- K13 the importance of keeping yourself up-to-date with information relating to workplace violence
- K14 the importance of keeping clear and accurate records
- K15 effective methods of communication
- K16 who to notify of any required changes in working practices
- K17 your scope for making changes in the work people do and the environment in which they work
- K18 appropriate measures which can be put in place to eliminate triggers of violence and reduce risk to workers

Glossary

Dynamic risk assessment

This is a continuous assessment of the risks faced in a situation as it unfolds to ensure the safest and most effective response is being employed

Employment

Employment is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer conceives a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages.

Generic risk assessment

Generic risk assessment is:

- an examination of the work and workplace to identify what could cause harm to people (a hazard); and
- an assessment of the chance, high or low, that somebody could be harmed by the hazards identified, together with an indication of how serious the harm could be (the risk).

On the basis of this assessment a decision is made as to what prevention or control measures should be taken to prevent the possibility of harm.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Procedures

A series of steps following in a regular definite order that implements a policy.

Risk

A risk is the likelihood of potential harm from that hazard being realised.

The extent of the risk depends on:

- the likelihood of that harm occurring;
- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- the population which might be affected by the hazard, i.e. the number

Identify, assess and review the risk of violence to workers

of people who might be exposed.

Definition taken from: HSE “Management of health and safety at work – Approved Code of Practice & Guidance”. Reference L21 (ISBN 0-7176-2488-9)

Safe working practices

Established safe methods of carrying out activities, procedures or techniques used in carrying out your job or work activities to deliver a service with levels of quality and efficiency required by the organisation.

Service users

Examples are: patients, clients, passengers, customers, detainees, the public, parents, volunteers and carers.

Social media

This includes web- and mobile-based technologies which are used to turn communication into interactive dialogue among organizations, communities, and individuals.

Social media technologies take on many different forms including magazines, Internet forums, weblogs, social blogs, microblogging, wikis, social networks, podcasts, photographs or pictures, video, rating and social bookmarking

Triggers of violence

Factors that might cause violence to occur. They can be categorised in four different types:

- temporary personal factors for example, the service-user being uncomfortable from a lack of food, warmth, light, or presenting challenging behaviour whilst under the influence of drink or drugs, or
- persistent personal factors such as deteriorating mental health, having a difficulty or disability, which prevents normal communication, movement or behaviour, or
- temporary environmental factors such as a hot, noisy, crowded room, poor work dynamics in terms of furniture layout, etc., or
- persistent environmental factors such as too much being expected of the service-user, or the quality of the service offered consistently failing to meet the required standards of the user

Work-related violence

The Health and Safety Executive’s definition of work-related violence is: *‘any incident in which a person is abused, threatened or assaulted in circumstances relating to their work’.*

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

Working environment

The work area(s) where the workers carry out their duties

External Links

Acas

<http://www.acas.org.uk/index.aspx?articleid=1461>

Equality and Human Rights Commission

<http://www.equalityhumanrights.com/>

The Health and Safety Executive

<http://www.hse.gov.uk/>

The Chartered Institute of Personnel and Development

<http://www.cipd.co.uk/>

Chartered Management Institute

<http://www.managers.org.uk/>

Trade Union Congress

<http://www.tuc.org.uk/>

PMWRV2

Identify, assess and review the risk of violence to workers

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Suite	The Prevention and Management of Violence in the Workplace (2013)
Key words	Prevention; Management; Violence; Workplace; Identify; Assess; Review; Risk; Workers

Overview

What this standard is about

This standard is about undertaking a dynamic risk assessment and defusing a potentially dangerous situation by minimising actions or words that may trigger violent behaviour and by showing respect and understanding for people, their property and rights. It is about responding to a situation, trying to calm it down and, when necessary or appropriate, leaving a threatening situation safely. It is also about reviewing the incident for recording and monitoring purposes and making necessary changes as a result of the review

Who is the standard for?

This standard is for you if you find yourself in a situation at work where you need to protect yourself and others from the risk of violence.

**Performance
criteria**

Conduct a dynamic risk assessment

You must be able to:

- P1 step back from the situation and assess the level of threat presented by:
 - P1.1 the person(s) (including yourself) involved,
 - P1.2 objects which could be used as a weapon, and
 - P1.3 the physical or virtual environment in which the incident takes place
- P2 consider the options available and respond with the safest and most effective action,
- P3 continue to monitor the situation and be prepared to re-assess the threat and consider alternative options if the level of threat changes

Help to defuse a potentially violent situation

You must be able to:

- P4 maintain a calm, reassuring and professional attitude towards those presenting unacceptable and/or challenging behaviour
- P5 maintain a safe distance and avoid contact if possible
- P6 be aware of exits
- P7 communicate with those presenting unacceptable and/or challenging behaviour in a way that:
 - P7.1 shows respect for them, their property and their rights
 - P7.2 is free from discrimination and oppressive behaviour
- P8 keep the situation under review and act to reduce the risks to the safety of all those affected by the incident
- P9 take action to calm the situation which will:
 - P9.1 attempt to ensure the situation does not deteriorate or worsen
 - P9.2 follow your organisation's policy and procedures and your legal responsibilities, including the rules of the social media site in which the incident occurred
 - P9.3 minimise the risk of injury to you and other people
- P10 where you are unable to calm the situation down, request assistance promptly as required by organisational procedures
- P11 end contact with those presenting challenging and/or unacceptable behaviour and leave the situation if the threat to your own safety and that of other people cannot be effectively managed

P12 explain clearly to the people involved as appropriate:

P12.1 what you will do

P12.2 what they should do and

P12.3 the likely consequences if the present situation continues

Review your own and others involvement in the incident

You must be able to:

P13 review the sequence of events leading up to the incident

P14 discuss with relevant people whether organisational procedures helped or hindered the incident

P15 complete records in accordance with organisational requirements about:

P15.1 yours and others actions at the time of the incident

P15.2 the circumstances and severity of the incident

P15.3 the measures taken to protect yourself and other people

P15.4 action taken to try to calm the situation down

P16 assess the organisation's and your own risk assessment relevant to your activities and establish their adequacy for dealing with similar incidents

P17 make recommendations to the relevant people for reducing the risk of further similar incidents

P18 identify areas where you and others would benefit from training

P19 contribute to good practice by sharing relevant non confidential information with other people in similar job roles which could help reduce incidents of violence

P20 make use of available support and advice to help prevent any incident-related health problems, where appropriate

Knowledge and understanding

You need to know and understand:

- K1 your own and others legal duties for ensuring well-being, safety and health in the workplace as explained by relevant legislation for health and safety at work
- K2 your own and others job role, responsibilities and limitations
- K3 your own and others capabilities and limitations in terms of protecting yourselves in potentially violent situations
- K4 the process of dynamic risk assessment of a potentially violent situation
- K5 when it is appropriate and possible to maintain a safe distance, and avoid physical contact
- K6 the importance of showing respect for people, their property and rights and how to do so
- K7 how to avoid behaviours or language that are discriminatory or oppressive
- K8 how to interpret body language and the importance of acknowledging other people's personal space
- K9 the importance of remaining alert to triggers of violent behaviour
- K10 the importance of planning how you and others will leave a situation including identifying where the nearest exit routes are if at risk of physical violence, or logging off if at risk of violence in a virtual environment
- K11 the main signs that a situation could escalate to violent behaviour and how to recognise these
- K12 when to leave the scene of the incident, seek help and safe techniques for leaving the situation
- K13 the types of action and behaviour you can take to calm situations
- K14 your organisation's procedures for dealing with violent behaviour
- K15 the importance of having the opportunity to talk to someone about the incident afterwards
- K16 the reports that have to be made and the records that have to be kept about a potential or actual incident of violence
- K17 methods of effective communication

Glossary

Dynamic risk assessment

This is a continuous assessment of the risks faced in a situation as it unfolds to ensure the safest and most effective response is being employed

Generic risk assessment

Generic risk assessment is:

- an examination of the work and workplace to identify what could cause harm to people (a hazard); and
- an assessment of the chance, high or low, that somebody could be harmed by the hazards identified, together with an indication of how serious the harm could be (the risk).

On the basis of this assessment a decision is made as to what prevention or control measures should be taken to prevent the possibility of harm.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Procedures

A series of steps following in a regular definite order that implements a policy.

Risk

A risk is the likelihood of potential harm from that hazard being realised.

The extent of the risk depends on:

- the likelihood of that harm occurring;
- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- the population which might be affected by the hazard, i.e. the number of people who might be exposed.

Definition taken from: HSE "Management of health and safety at work – Approved Code of Practice & Guidance". Reference L21 (ISBN 0-7176-2488-9)

Social media

This includes web- and mobile-based technologies which are used to turn communication into interactive dialogue among organizations, communities, and individuals.

Social media technologies take on many different forms including magazines,

Internet forums, weblogs, social blogs, microblogging, wikis, social networks, podcasts, photographs or pictures, video, rating and social bookmarking

Triggers of violence

Factors that might cause violence to occur. They can be categorised in four different types:

- temporary personal factors for example, the service-user being uncomfortable from a lack of food, warmth, light, or presenting challenging behaviour whilst under the influence of drink or drugs, or
- persistent personal factors such as deteriorating mental health, having a difficulty or disability, which prevents normal communication, movement or behaviour, or
- temporary environmental factors such as a hot, noisy, crowded room, poor work dynamics in terms of furniture layout, etc., or
- persistent environmental factors such as too much being expected of the service-user, or the quality of the service offered consistently failing to meet the required standards of the user

Work-related violence

The Health and Safety Executive's definition of work-related violence is: *'any incident in which a person is abused, threatened or assaulted in circumstances relating to their work'*.

Virtual environment

A computer generated setting (social media sites) in which the user of the technology perceive themselves to be and within which interaction take place.

PMWRV3

Protect yourself and others from the risk of violence at work

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Originating organisation	Skills CFA
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Suite	The Prevention and Management of Violence in the Workplace (2013)
Key words	Prevention; Management; Violence; Risk; Work

PMWRV4

Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness



Overview

What this standard is about

This standard is about the skills and knowledge required for developing effective policies and procedures which specify the minimum acceptable standards for safe working practice, as well as reviewing its effectiveness.

Who is the standard for?

This standard is for you if you are responsible for developing policies and procedures for reducing the risk of violence at work, reviewing their effectiveness and recommending effective changes.

PMWRV4

Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness

Performance criteria

Develop a policy and procedures for managing work-related violence

You must be able to:

- P1 make sure your policy relates to existing documentation, including risk assessments, all risks to workers, and guidelines and policies on social media use
- P2 in consultation with workers develop a set of criteria which clearly define unacceptable and/or challenging behaviour
- P3 consult with all relevant people during the development of the policy about the risk of violence associated with each job role and working environment
- P4 write a clear statement about the employer's duties and responsibilities for managing and communicating the risk of violence at work
- P5 make clear reference within the policy to:
 - P5.1 the organisation's values
 - P5.2 the rights and responsibilities of service-users and workers
 - P5.3 the organisation's proposals to reduce risk
 - P5.4 the organisation's response to incidents, including the use of physical intervention
 - P5.5 the organisation's policy on challenging and/or unacceptable behaviour
 - P5.6 the support measures available to workers who have been involved in an incident
- P6 develop procedures for job roles which:
 - P6.1 aim to maximise workers' safety
 - P6.2 detail training requirements
 - P6.3 give clear guidelines to help implement the procedures
- P7 agree measures for:
 - P7.1 checking the effectiveness of the procedures
 - P7.2 how often the procedures will be reviewed
 - P7.3 what information will be kept to inform the review
 - P7.4 how changes in policies and procedures will be communicated to staff

PMWRV4

Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness

- P8 check the policy and procedures before their publication to make sure that they are consistent with each other and organisational requirements.

Review the effectiveness of the “work-related violence” policy and procedures

You must be able to:

- P9 review any changes in job roles and the working environment which may impact on your policy and procedures
- P10 review the policy for preventing and managing work-related violence with those who maintain information on potential and actual violent incidents at work and make necessary changes
- P11 through consultation confirm that the criteria regarding challenging and/or unacceptable behaviour are still appropriate
- P12 review the procedures and confirm through consultation whether these remain appropriate for their intended purpose
- P13 regularly check and record if the procedures are being followed
- P14 check that the procedures can be understood by everyone for whom they have been written and clarify where necessary.
- P15 alert all workers to any revisions to the policy and procedures and the reasons for the revisions

PMWRV4

Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring the well-being, safety and health in the workplace as required by relevant legislation for health and safety at work
- K2 your duties as defined by other specific legislation covering your job role including those relating to the management of health and safety at work, reporting injuries, diseases, dangerous occurrences, employment rights, human rights, disability and data protection
- K3 the risks associated with each job role and working environment include virtual environments
- K4 the job roles and responsibilities of all the workers for whom you are responsible
- K5 how to decide and define acceptable and unacceptable standards of behaviour from service users and workers taking into account various other factors such as whether the individual has a learning disability
- K6 which documents will be useful to inform the development of the policy
- K7 with whom you should discuss the policy during its development
- K8 the organisation's position on the use of physical intervention and the legal, moral and physical implications of physical intervention
- K9 those responsible for the organisation's security and workers' duties and responsibilities in terms of health, safety and the welfare of themselves, other people and service-users
- K10 the minimum training requirements for each job role for preventing and managing work- related violence
- K11 what information is needed to determine the effectiveness of the review
- K12 the external sources of information and advice which can be used to develop policy and procedures
- K13 who is responsible for maintaining the relevant information needed by you to carry out a full review of the effectiveness of the procedures
- K14 the importance of checking whether the procedures are adequate and remain appropriate for the work being carried out

PMWRV4

Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness

K15 appropriate channels of communication

K16 how to check workers' understanding of the procedures and guidelines prepared for the workers for preventing and managing work-related violence

Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness

Glossary

Dynamic risk assessment

This is a continuous assessment of the risks faced in a situation as it unfolds to ensure the safest and most effective response is being employed

Employer

A person, firm, association, organisation, company or corporation who employs one or more workers in an industry.

Employment

Employment is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer conceives a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages.

Generic risk assessment

Generic risk assessment is:

- an examination of the work and workplace to identify what could cause harm to people (a hazard); and
- an assessment of the chance, high or low, that somebody could be harmed by the hazards identified, together with an indication of how serious the harm could be (the risk).

On the basis of this assessment a decision is made as to what prevention or control measures should be taken to prevent the possibility of harm.

Physical Intervention

These interventions are commonly either “breakaway techniques” (when defending oneself or another) or “restraint techniques” (when physically restricting a person’s movement).

Individuals should refer to their organisation’s and industry specific guidelines and policies for further information.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Positive working environment/culture

PMWRV4

Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness

A working environment/culture which does not tolerate any violent behaviour

Procedures

A series of steps following in a regular definite order that implements a policy.

Risk

A risk is the likelihood of potential harm from that hazard being realised.

The extent of the risk depends on:

- the likelihood of that harm occurring;
- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- the population which might be affected by the hazard, i.e. the number of people who might be exposed.

Definition taken from: HSE “Management of health and safety at work – Approved Code of Practice & Guidance”. Reference L21 (ISBN 0-7176-2488-9)

Service users

Examples are: patients, clients, passengers, customers, detainees, the public, parents, volunteers and carers.

Social media

This includes web- and mobile-based technologies which are used to turn communication into interactive dialogue among organizations, communities, and individuals.

Social media technologies take on many different forms including magazines, Internet forums, weblogs, social blogs, microblogging, wikis, social networks, podcasts, photographs or pictures, video, rating and social bookmarking

Work-related violence

The Health and Safety Executive’s definition of work-related violence is: *‘any incident in which a person is abused, threatened or assaulted in circumstances relating to their work’.*

Virtual environment

A computer generated setting (social media sites) in which the user of the technology perceive themselves to be and within which interaction take place.

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual

PMWRV4

Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness

basis, in training, work experience and volunteers.

Working environment

The work area(s) where the workers carry out their duties

PMWRV4

Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness

Developed by Skills CFA

Version number 2.0

Date approved January 2013

Indicative review date January 2016

Validity Current

Status Original

Originating organisation Skills CFA

Original URN PMWRV4

Relevant occupations 135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals

Suite The Prevention and Management of Violence in the Workplace (2013)

Key words Prevention; Management; Violence; Worker; Risk; Policies; Procedures

Overview

What this standard is about

This standard is about the skills and knowledge required to make sure the measures and guidelines are in place for reducing violence at work, ensuring managers and workers follow procedures and are properly equipped to do so. It also covers reviewing the implementation of procedures for preventing violence at work.

Who is the standard for?

This standard is for you if you are responsible for the effective implementation of policies and procedures which deal with reducing violence at work.

**Performance
criteria**

Enable workers to maximise their safety and that of other people

- You must be able to:*
- P1 identify the key people to whom potential and actual incidents of violence should be reported
 - P2 make sure procedures are in place for service-users, visitors and workers to record complaints
 - P3 make sure that all appropriate precautionary measures are in place to help reduce the risk of violence to workers
 - P4 communicate to all workers:
 - P4.1 the purpose of the policy, procedures and guidelines
 - P4.2 the importance of maintaining their own safety, the safety of colleagues and that of service-users
 - P4.3 the people to whom they should report a risk of violence
 - P5 provide appropriate equipment for those workers at risk of violence to summon assistance quickly
 - P6 make sure all workers receive, where appropriate, training to enable them to minimise the risks of violence, including:
 - P6.1 assessing the level of risk
 - P6.2 managing threatening situations
 - P6.3 when to refer the situation to a relevant person
 - P6.4 the use of physical intervention and breakaway techniques
 - P6.5 evacuation procedures in the event of serious incident
 - P6.6 incident reporting procedures
 - P6.7 when to utilise the emergency services
 - P7 make sure all workers receive opportunities to practice procedures before they face difficult situations
 - P8 make sure appropriate support is readily available to any individuals affected by violence at work

Review the implementation of procedures to prevent violence at work

- You must be able to:*
- P9 regularly review with all workers the effect of the procedures on their work and how they may be improved
 - P10 discuss with relevant people whether the risk of violence at work is being adequately managed

Implement policy and procedures to reduce the risk of violence at work

- P11 confirm the competence and awareness of the organisation's policy and procedures, required of those with specific responsibilities for security
- P12 assess the number of incidents of unacceptable and/or challenging behaviour by analysing records
- P13 identify patterns in violent incidents including:
 - P13.1 the type of job role
 - P13.2 the individuals involved
 - P13.3 locations
 - P13.4 activities being undertaken
 - P13.5 triggers of violence
 - P13.6 the precautionary measures used
 - P13.7 the outcomes
- P14 monitor the outcomes of training and assess whether further training is required
- P15 record the outcomes of the whole review and any amendments to the procedures which are necessary
- P16 through consultation gain the acceptance of people affected by the changes to the procedures
- P17 communicate changes to the procedures and the reasons for change to all workers

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring the well-being, safety and health in the workplace as required by relevant legislation for health and safety at work
- K2 your duties as defined by other specific legislation covering your job role including those relating to the management of health and safety at work, reporting injuries, diseases, dangerous occurrences, employment rights, human rights, disability and data protection
- K3 the job roles and responsibilities of all the workers for whom you are responsible
- K4 the rights of individuals and how these rights may be affected in violent situations if physical intervention is necessary
- K5 the importance of consulting and communicating with workers at regular intervals on this subject
- K6 the importance of identifying people who will have the responsibility for recording potential and actual incidents of violence at work
- K7 the need for a comments, compliments and complaints procedure for service-users, visitors and workers
- K8 which precautionary measures and communication equipment can be utilised by workers who are at immediate risk of violence
- K9 the training requirements of workers and how to make sure that workers receive adequate opportunities to practice the procedures
- K10 appropriate levels of support and advice for those affected by violence at work
- K11 how to carry out a detailed review of procedures including the competence requirements of those with a specific responsibility for security and an assessment of their level of awareness of the organisation's policy and procedures
- K12 the responsibilities of workers at most risk and the impact of the procedures on carrying out their duties effectively
- K13 the importance of checking that procedures still apply and are effective
- K14 the usefulness and implications of carrying out an analysis of patterns or trends

Implement policy and procedures to reduce the risk of violence at work

- K15 when it is appropriate to alter the procedures in line with workers' requirements, and the legal or professional implications of the alterations made to the procedures
- K16 who should be informed of amendments to the procedures
- K17 effective methods of communication to ensure full compliance with the amendments

Glossary

Employment

Employment is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer conceives a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages.

Equipment

These could include equipment such as pagers, mobile phones, walkie-talkies, panic buttons, public address systems, etc.

Physical Intervention

These interventions are commonly either “breakaway techniques” (when defending oneself or another) or “restraint techniques” (when physically restricting a person’s movement).

Individuals should refer to their organisation’s and industry specific guidelines and policies for further information.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Precautionary measures

These could include: protective barriers, protective clothing, security responses, working in pairs or teams instead of lone working, etc.,

Procedures

A series of steps following in a regular definite order that implements a policy.

Relevant person

A person named in the organisation’s procedures as having responsibility for incidents of violence at work

Risk

A risk is the likelihood of potential harm from that hazard being realised.

The extent of the risk depends on:

- the likelihood of that harm occurring;

Implement policy and procedures to reduce the risk of violence at work

- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- the population which might be affected by the hazard, i.e. the number of people who might be exposed.

Definition taken from: HSE “Management of health and safety at work – Approved Code of Practice & Guidance”. Reference L21 (ISBN 0-7176-2488-9)

Triggers of violence

Factors that might cause violence to occur. They can be categorised in four different types:

- temporary personal factors for example, the service-user being uncomfortable from a lack of food, warmth, light, or presenting challenging behaviour whilst under the influence of drink or drugs, or
- persistent personal factors such as deteriorating mental health, having a difficulty or disability, which prevents normal communication, movement or behaviour, or
- temporary environmental factors such as a hot, noisy, crowded room, poor work dynamics in terms of furniture layout, etc., or
- persistent environmental factors such as too much being expected of the service-user, or the quality of the service offered consistently failing to meet the required standards of the user

Work-related violence

The Health and Safety Executive’s definition of work-related violence is: ‘any incident in which a person is abused, threatened or assaulted in circumstances relating to their work’.

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

PMWRV5

Implement policy and procedures to reduce the risk of violence at work

Developed by	Skills CFA
Version number	2.0
Date approved	January 2013
Indicative review date	January 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	PMWRV5
Relevant occupations	1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals
Suite	The Prevention and Management of Violence in the Workplace (2013)
Key words	Prevention; Management; Violence; Policy; Procedures; Risk ; Work

Overview

What this standard is about

This standard is about the skills and knowledge required to plan to improve the working environment by reviewing the current level of understanding of violence at work. It is also about producing plans to promote a safe and positive culture in the workplace, and providing opportunities for discussion and communication about violence at work.

Who is the standard for?

This standard is for you if you are responsible for promoting a safe and positive working environment and culture where workers feel safe from violence.

**Performance
criteria**

You must be able to:

Develop plans to promote a safe and positive culture in the workplace

- P1 gather and record feedback and recommendations from workers and relevant people on their concerns and their experience of violence at work
- P2 identify the current level of understanding and response to the organisation's policy and procedures on preventing and managing violence at work
- P3 check workers' understanding of the safety equipment and precautionary measures available in the organisation
- P4 using all available sources of information identify where improvements and changes may be necessary
- P5 produce a plan based on your findings which includes recommendations about the resources which are necessary to help reduce incidents of violence and improve the working environment
- P6 review the risk assessment and record your findings
- P7 obtain the necessary approval to implement your plan

You must be able to:

Implement plans to promote a safe and positive culture in the workplace

- P8 communicate regularly with workers about the importance of being alert to the presence of risks of violence at work
- P9 make sure that information and support on preventing and managing violence at work is readily available for all workers
- P10 provide opportunities for workers to review the risk assessments for their work
- P11 make sure resources are available to help reduce incidents of violence and improve the culture in the workplace
- P12 set up and monitor appropriate mechanisms for the discussion of workplace violence
- P13 develop and encourage the use by all workers and relevant people of a comments, compliments and complaints procedure
- P14 make sure the organisation's policy on violence at work is communicated to people other than those who work there
- P15 review the implementation of your plans on a regular basis

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring the well-being, safety and health in the workplace as required by relevant legislation for health and safety at work
- K2 your duties as defined by other specific legislation covering your job role including those relating to the management of health and safety at work, reporting injuries, diseases, dangerous occurrences, employment rights, human rights, disability and data protection
- K3 the job roles and responsibilities of all the workers for whom you are responsible
- K4 the importance of keeping people regularly informed and involving them in discussions about violence at work
- K5 available sources of information on violence at work and the appropriate support and advice
- K6 the importance of communications and of reminding everyone to remain alert to the presence of triggers of violence in the workplace and in virtual environments
- K7 the impact of the working environment and the effect of any changes made on workers and service-users
- K8 the importance of providing opportunities for workers to discuss work-related violence and any aspects of their working environment which could be improved

Glossary

Dynamic risk assessment

This is a continuous assessment of the risks faced in a situation as it unfolds to ensure the safest and most effective response is being employed

Employment

Employment is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer conceives a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages.

Generic risk assessment

Generic risk assessment is:

- an examination of the work and workplace to identify what could cause harm to people (a hazard); and
- an assessment of the chance, high or low, that somebody could be harmed by the hazards identified, together with an indication of how serious the harm could be (the risk).

On the basis of this assessment a decision is made as to what prevention or control measures should be taken to prevent the possibility of harm.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Positive working environment/culture

A working environment/culture which does not tolerate any violent behaviour

Precautionary measures

These could include: protective barriers, protective clothing, security responses, working in pairs or teams instead of lone working, etc.,

Procedures

A series of steps following in a regular definite order that implements a policy.

Risk

A risk is the likelihood of potential harm from that hazard being realised. The extent of the risk depends on:

- the likelihood of that harm occurring;
- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- the population which might be affected by the hazard, i.e. the number of people who might be exposed.

Definition taken from: HSE “Management of health and safety at work – Approved Code of Practice & Guidance”. Reference L21 (ISBN 0-7176-2488-9)

Triggers of violence

Factors that might cause violence to occur. They can be categorised in four different types:

- temporary personal factors for example, the service-user being uncomfortable from a lack of food, warmth, light, or presenting challenging behaviour whilst under the influence of drink or drugs, or
- persistent personal factors such as deteriorating mental health, having a difficulty or disability, which prevents normal communication, movement or behaviour, or
- temporary environmental factors such as a hot, noisy, crowded room, poor work dynamics in terms of furniture layout, etc., or
- persistent environmental factors such as too much being expected of the service-user, or the quality of the service offered consistently failing to meet the required standards of the user

Work-related violence

The Health and Safety Executive’s definition of work-related violence is: ‘any incident in which a person is abused, threatened or assaulted in circumstances relating to their work’.

Virtual environment

A computer generated setting (social media sites) in which the user of the technology perceive themselves to be and within which interaction take place.

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

Working environment

The work area(s) where the workers carry out their duties

PMWRV6

Promote a safe and positive culture in the workplace

Developed by Skills CFA

Version number 2.0

Date approved January 2013

Indicative review date January 2016

Validity Current

Status Original

Originating organisation Skills CFA

Original URN PMWRV6

Relevant occupations 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals

Suite The Prevention and Management of Violence in the Workplace (2013)

Key words Prevention; Management; Violence; Workplace; Culture; Workplace

Overview

What this standard is about

This standard is about taking immediate and appropriate action, when an incidence of violence occurs, to reduce risk to yourself and other individuals. It is also about recording events and reviewing your actions and those of other people in order to help prevent further similar incidents.

Who is the standard for?

This standard is for you if you work in an occupation which may require you to respond to a violent incident.

Resolve and evaluate work-related incidents

Performance criteria

Resolve a violent situation

- You must be able to:*
- P1 identify the individuals involved in the incident
 - P2 identify, prioritise and carry out actions in order to contain the incident and if possible deescalate the situation
 - P3 maintain at all times:
 - P3.1 a positive and supportive attitude towards other people
 - P3.2 the safety to yourself and other people throughout the incident
 - P4 assess whether further assistance is necessary and where appropriate hand over control of the incident accordingly to the relevant person
 - P5 if necessary, use a level of physical intervention or reasonable force which is justifiable and proportionate to control the incident whilst minimising injury to you and other people
 - P6 assess whether individuals require first aid or medical treatment and organise it promptly
 - P7 reassure individuals where they have become stressed and anxious
 - P8 be alert to the possibility of danger still being present at the scene of the incident and make sure the scene of the incident is left safe and secure
 - P9 report the details of the incident fully and accurately including witness statements where appropriate

Follow procedures for reporting violent incidents

- You must be able to:*
- P10 assess your own behaviour in the incident and make sure that you acted within relevant legislation and standards in accordance with organisational procedures
 - P11 discuss the events of the incident with relevant people and establish what can be done to prevent recurrences
 - P12 complete records about the:
 - P12.1 circumstances and triggers of the incident
 - P12.2 action taken by other people
 - P12.3 your actions
 - P12.4 which precautionary measures were in use
 - P13 if appropriate, make use of available support and advice to help reduce

Resolve and evaluate work-related incidents

incident-related health problems

P14 when reporting and accounting for use of force state:

P14.1 service users' behaviour;

P14.2 other factors (such as subject users' mental state, age, gender, physical stature, staff resources, bystanders, potential weapons);

P14.3 staff responses including physical interventions and level of force used

P14.4 any injuries sustained

P14.5 first aid and medical support provided

P14.6 details of any admissions to hospital

P14.7 support given to those involved and follow up action required

Resolve and evaluate work-related incidents

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring your well-being, safety and health in the workplace as explained by relevant legislation for health and safety at work
- K2 the relevant organisational policy and procedures and their requirements and implications upon your work, lines of communication and accountability
- K3 your job role, responsibilities and limitations
- K4 organisational procedures relevant to dealing with incidents and strategies for handling violent situations
- K5 the recommended approach for most situations
- K6 the correct safety procedures to follow during violent incidents
- K7 the rights of service users and the legal consequences of your actions including from the use of physical intervention and reasonable force
- K8 that the use of physical restraint is the last resort and you must be trained before using it in appropriate situations and to the appropriate level
- K9 first aid practices and when to summon assistance for first aid
- K10 who to go to for support
- K11 the reporting and recording procedures for violent incidents
- K12 the relevant standards for your work
- K13 risk assessments which are appropriate to your work
- K14 risk factors involved with utilising physical interventions
- K15 legal and professional implications of physical interventions
- K16 ways of reducing risk of harm during physical interventions
- K17 responsibilities immediately following physical interventions

Resolve and evaluate work-related incidents

Glossary

Dynamic risk assessment

This is a continuous assessment of the risks faced in a situation as it unfolds to ensure the safest and most effective response is being employed

Generic risk assessment

Generic risk assessment is:

- an examination of the work and workplace to identify what could cause harm to people (a hazard); and
- an assessment of the chance, high or low, that somebody could be harmed by the hazards identified, together with an indication of how serious the harm could be (the risk).

On the basis of this assessment a decision is made as to what prevention or control measures should be taken to prevent the possibility of harm.

Physical Intervention

These interventions are commonly either “breakaway techniques” (when defending oneself or another) or “restraint techniques” (when physically restricting a person’s movement).

Individuals should refer to their organisation’s and industry specific guidelines and policies for further information.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Precautionary measures

These could include: protective barriers, protective clothing, security responses, working in pairs or teams instead of lone working, etc.,

Procedures

A series of steps following in a regular definite order that implements a policy.

Risk

A risk is the likelihood of potential harm from that hazard being realised.

The extent of the risk depends on:

- the likelihood of that harm occurring;
- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and

Resolve and evaluate work-related incidents

- the population which might be affected by the hazard, i.e. the number of people who might be exposed.

Definition taken from: HSE “Management of health and safety at work – Approved Code of Practice & Guidance”. Reference L21 (ISBN 0-7176-2488-9)

Service users

Examples are: patients, clients, passengers, customers, detainees, the public, parents, volunteers and carers.

Triggers of violence

Factors that might cause violence to occur. They can be categorised in four different types:

- temporary personal factors for example, the service-user being uncomfortable from a lack of food, warmth, light, or presenting challenging behaviour whilst under the influence of drink or drugs, or
- persistent personal factors such as deteriorating mental health, having a difficulty or disability, which prevents normal communication, movement or behaviour, or
- temporary environmental factors such as a hot, noisy, crowded room, poor work dynamics in terms of furniture layout, etc., or
- persistent environmental factors such as too much being expected of the service-user, or the quality of the service offered consistently failing to meet the required standards of the user

Work-related violence

The Health and Safety Executive’s definition of work-related violence is: ‘any incident in which a person is abused, threatened or assaulted in circumstances relating to their work’.

Resolve and evaluate work-related incidents

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Validity Current

Status Original

Originating organisation Skills CFA

Original URN PMWRV7

Relevant occupations 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals

Suite The Prevention and Management of Violence in the Workplace (2013)

Key words Prevention; Management; Resolve; Evaluate; Work-related

Overview

What this standard is about

This standard is about your role in providing the appropriate support to those affected by a violent incident at work, including those who have had to use physical intervention to reduce violence. The support should be consistent with statutory regulations and policies and procedures laid down by your organisation. It is about ensuring support is available immediately, as well as in the short and long term.

Who is the standard for?

This standard is for you if anyone working for you or in your area of responsibility is involved in a violent incident while carrying out their work

**Performance
criteria**

Provide immediate support

You must be able to:

- P1 maintain a calm, reassuring, sensitive and non-judgmental attitude with those involved in the incident
- P2 assess the needs of those affected by the incident including whether they feel safe, reassured and comfortable to discuss the incident and disclose the events that took place
- P3 check that all those affected have received appropriate assistance following the incident
- P4 seek advice from an appropriate person about the well-being, safety, health and continued support for those affected by the incident
- P5 agree and implement short term arrangements which may involve:
 - P5.1 the type of support to enable recovery and return to normal duties
 - P5.2 time away from work
 - P5.3 returning to work
 - P5.4 a change from normal duties
- P6 establish with those affected the levels of confidentiality and reasons why information may have to be shared
- P7 provide information about their rights and procedures in relation to their situation
- P8 record discussions and agree actions accurately to aid and assist further investigations in accordance with relevant legal requirements
- P9 make sure that the arrangements for support are put in place immediately

Make sure continuing support is available

You must be able to:

- P10 follow up with those affected by the incident to make sure the agreed support arrangements are in place
- P11 provide information about further support options and any relevant organisational procedures
- P12 agree options for future working arrangements with those involved and inform the necessary people
- P13 make sure options for future working arrangements are implemented and

Support individuals involved in violent incidents at work

- communicate with those requiring support at the agreed times
- P14 make sure the agreed referrals have been arranged
- P15 involve the individuals, when appropriate, in reviewing the incident and contributing to organisational initiatives to reduce future incidents and promote safer working
- P16 review the incident and associated support with all relevant people and record the findings in accordance with organisational procedures to aid recommendations and action plans resulting from the investigation
- P17 record discussions and the agreed actions accurately

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring the well-being, safety and health in the workplace as required by relevant legislation for health and safety at work
- K2 your duties as defined by other specific legislation covering your job role including those relating to the management of health and safety at work, reporting injuries, diseases, dangerous occurrences, employment rights, human rights, disability and data protection
- K3 how to maintain a calm, reassuring and professional attitude whilst with people under stress
- K4 the impact of violence on individuals and other people close to them and the immediate, short, medium and long term impact of on-going court procedures
- K5 the consequences of workers using physical intervention techniques
- K6 how to recognise and respond appropriately to an individual's distress
- K7 how to interpret body language for signs of distress and problems and the importance of making sure the individuals concerned feel safe to discuss the events of the incident
- K8 the organisation's policy and procedures for preventing work-related violence and the criteria laid down by the organisation as to what constitutes unacceptable and/or challenging behaviour
- K9 how to discuss the incident in a sensitive and non-judgmental manner and the importance of reassurance about confidentiality and when the need may arise to share the information
- K10 the range of support options available to workers after an incident in the immediate, short and long term
- K11 how and when to make effective referrals
- K12 the importance of discussing suitable working arrangements after an incident
- K13 the importance of keeping accurate records of all discussions

Glossary

Conflict

Conflict is a state of opposition and disagreement between two or more people or groups of people, which is sometimes characterised by verbal abuse, threatening behaviour or physical violence.

Employer

A person, firm, association, organisation, company or corporation who employs one or more workers in an industry.

Employment

Employment is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer conceives a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Procedures

A series of steps following in a regular definite order that implements a policy.

Work-related violence

The Health and Safety Executive's definition of work-related violence is: 'any incident in which a person is abused, threatened or assaulted in circumstances relating to their work'.

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

PMWRV8

Support individuals involved in violent incidents at work

Developed by	Skills CFA
Version number	2.0
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Indicative review date	January 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	PMWRV8
Relevant occupations	1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals
Suite	The Prevention and Management of Violence in the Workplace (2013)
Key words	Prevention; Management; Violence; Incidents; Work

Overview

What this standard is about

This standard is about responding promptly to complaints of violence and aggression regardless of the size of the incident, and recording events accurately in accordance with organisational requirements. It is also about assessing the causes of the incidents, evaluating and recommending any action in order to prevent further incidents.

Who is the standard for?

This standard is for you if you conduct investigations of incidents of violence at work and produce recommendations for change.

**Performance
criteria**

Investigate incidents of violence at work

You must be able to:

- P1 ensure the well-being and safety of the workers involved in the incident before seeking information
- P2 ensure that the interviewee has the opportunity to have representation or support during the course of the interview
- P3 assure those workers involved in the incident that the investigation will be conducted in a confidential and professional manner
- P4 gather a precise account of the incident to include details of:
 - P4.1 the assailant
 - P4.2 their words and action
 - P4.3 any witnesses to the incident
 - P4.4 any relevant additional circumstances for consideration
- P5 evaluate the triggers of violence and circumstances surrounding the people involved in the incident
- P6 establish from the workers whether they were able to respond to the incident by following organisational procedures
- P7 make sure that you report the events of the incident accurately
- P8 inform all relevant people of the incident and follow-up action in accordance with organisational procedures
- P9 make sure those involved in the incident are informed of the outcome of the investigation

Recommend measures to reduce incidents of violence

You must be able to:

- P10 identify trends by reviewing records of previous incidents
- P11 establish whether workers responded to the incident in accordance with organisational policy and procedures
- P12 if necessary, support workers where their responses/actions were inappropriate
- P13 review the triggers which led to the violent incidents to establish whether they:
 - P13.1 occur frequently
 - P13.2 are avoidable by appropriate means
- P14 investigate the number of incidents in relation to the training received by

Investigate and evaluate incidents of violence at work

the relevant workers

P15 evaluate:

P15.1 the effectiveness of training received by workers

P15.2 their understanding of procedures appropriate to their job role

P16 consult with relevant people and produce a clear plan of action which details:

P16.1 the recommendations to be implemented

P16.2 where the risk assessment should be updated

P17 make recommendations to the relevant person to reduce the risk of further similar incidents which are safe and cost-effective

P18 develop good practice by sharing relevant, non-confidential information with other people which could aid in the control of violent situations

P19 make sure your recommendations improve procedures and, therefore, the well-being, health and safety of the workers

P20 monitor and review to make sure that knowledge gained from the incident has been applied

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring the well-being, safety and health in the workplace as required by relevant legislation for health and safety at work
- K2 your duties as defined by other specific legislation covering your job role including those relating to the management of health and safety at work, reporting injuries, diseases, dangerous occurrences, employment rights, human rights, disability and data protection
- K3 the job roles and responsibilities of all the workers for whom you are responsible including those who are at most risk and those with a specific responsibility for security
- K4 the legal implications of an incident of violence at work
- K5 the organisational procedures or social media site procedures concerning incident reporting and any documentation you are required to complete
- K6 how to conduct a structured investigative interview in an impartial manner which maintains the dignity of the interviewee
- K7 the importance of assuring workers involved in the incident that the investigation will be conducted in a confidential and professional manner
- K8 the correct method of incident reporting and the possibility of an incident getting out of control if adequate measures are not put in place in advance
- K9 effective methods of communication in sensitive situations
- K10 clear and concise methods of recording information
- K11 information essential to carrying out a successful evaluation
- K12 organisational procedures relating to your role in reducing the occurrence of violence in the workplace
- K13 the rights and responsibilities of employers and workers
- K14 how to draw up an achievable plan of action and the importance of consultation before drawing conclusions

Glossary

Dynamic risk assessment

This is a continuous assessment of the risks faced in a situation as it unfolds to ensure the safest and most effective response is being employed

Employer

A person, firm, association, organisation, company or corporation who employs one or more workers in an industry.

Employment

Employment is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer conceives a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages.

Evaluation

The process of determining whether an item or activity meets specified criteria.

It can include comparing the adequacy of policies and procedures with current practice or professional standards to manage work-related violence

Generic risk assessment

Generic risk assessment is:

- an examination of the work and workplace to identify what could cause harm to people (a hazard); and
- an assessment of the chance, high or low, that somebody could be harmed by the hazards identified, together with an indication of how serious the harm could be (the risk).

On the basis of this assessment a decision is made as to what prevention or control measures should be taken to prevent the possibility of harm.

Manager

An individual charged with the responsibility for managing staff, resources and processes.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Procedures

A series of steps following in a regular definite order that implements a policy.

Relevant person

A person named in the organisation's procedures as having responsibility for incidents of violence at work

Risk

A risk is the likelihood of potential harm from that hazard being realised.

The extent of the risk depends on:

- the likelihood of that harm occurring;
- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- the population which might be affected by the hazard, i.e. the number of people who might be exposed.

Definition taken from: HSE "Management of health and safety at work – Approved Code of Practice & Guidance". Reference L21 (ISBN 0-7176-2488-9)

Triggers of violence

Factors that might cause violence to occur. They can be categorised in four different types:

- temporary personal factors for example, the service-user being uncomfortable from a lack of food, warmth, light, or presenting challenging behaviour whilst under the influence of drink or drugs, or
- persistent personal factors such as deteriorating mental health, having a difficulty or disability, which prevents normal communication, movement or behaviour, or
- temporary environmental factors such as a hot, noisy, crowded room, poor work dynamics in terms of furniture layout, etc., or
- persistent environmental factors such as too much being expected of the service-user, or the quality of the service offered consistently failing to meet the required standards of the user

Work-related violence

The Health and Safety Executive's definition of work-related violence is: 'any incident in which a person is abused, threatened or assaulted in circumstances relating to their work'.

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

PMWRV9

Investigate and evaluate incidents of violence at work

Developed by	Skills CFA
Version number	2.0
Date approved	January 2013
Indicative review date	January 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	PMWRV9
Relevant occupations	1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals
Suite	The Prevention and Management of Violence in the Workplace (2013)
Key words	Prevention; Management; Resolve; Evaluate; Incidents; Investigate

Overview

What this standard is about

This standard is about the skills and knowledge required for ensuring that the necessary information is communicated to the relevant people in a professional manner whilst maintaining appropriate confidentiality.

Who is the standard for?

This standard is for you if you are responsible for ensuring that both internal and external communications are handled effectively after an incident of violence at work.

Make sure communication is effective following an incident of violence at work

Performance criteria

Brief relevant people following an incident of violence at work

You must be able to:

- P1 identify and record the relevant facts relating to the incident and make sure that communications about the incident are shared in a professional and secure manner with all relevant people
- P2 make sure all managers and relevant people are aware of:
 - P2.1 what happened
 - P2.2 who was involved
 - P2.3 what will happen as a result of the incident
 - P2.4 how to respond in a succinct and professional manner if questioned about the incident
- P3 make sure all workers are reminded of the procedures to follow if they are questioned about the incident by people who do not work for the organisation
- P4 reassure all workers about:
 - P4.1 their safety
 - P4.2 the action which will be taken as a result of the incident
 - P4.3 the importance of reporting information about incidents of violence at work
 - P4.4 the opportunities that exist for those with concerns about the incident to discuss them with a relevant person

Make positive use of external communications following an incident of violence at work

You must be able to:

- P5 follow organisational policy and procedures when handling queries from external sources about the incident
- P6 make sure all written communications are:
 - P6.1 factual
 - P6.2 clear
 - P6.3 appropriate to the situation and organisational procedures
- P7 make sure the emphasis is on the proactive measures taken by the organisation for reducing work-related violence

PMWRV10

Make sure communication is effective following an incident of violence at work

- P8 maintain confidentiality and confirm that an investigation will be carried out
- P9 make sure the personal details of those involved are kept out of all communications
- P10 check the effectiveness of the communication strategy by reviewing the portrayal of the incident

Make sure communication is effective following an incident of violence at work

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring the well-being, safety and health in the workplace as required by relevant legislation for health and safety at work
- K2 your duties as defined by other specific legislation covering your job role including those relating to the management of health and safety at work, reporting injuries, diseases, dangerous occurrences, employment rights, human rights, disability and data protection
- K3 the organisation's policy and procedures relating to the prevention of violence at work and those specific aspects relating to communications both internal and external following an incident of violence
- K4 the channels of communication within your organisation and the most appropriate means of communication which will reach all workers quickly
- K5 how to deal with people external to the organisation in terms of what should and should not be disclosed
- K6 how to handle queries from external sources and who the spokesperson is for such situations
- K7 what messages should be conveyed and emphasised in external communications
- K8 which facts are key, to whom they should be communicated and how to do so in a professional manner
- K9 the importance of making sure that managers and relevant people know what has happened and the importance of telling the workers quickly
- K10 the importance of reassuring all workers and knowing what to say in such situations including in response to their questions
- K11 to whom workers should take their concerns
- K12 the importance of following up the strategy to check it met with expectations and requirements

Make sure communication is effective following an incident of violence at work

Glossary

Employment

Employment is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer conceives a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages.

Management information system

A system designed to help managers plan and direct business and organisational operations.

It can include a comprehensive system which holds necessary data regarding the number of incidents, when they occur, the types of worker involved, the types of service-users involved, the environments and location where incidents happen, the severity of incident and the preventative measures taken.

Physical Intervention

These interventions are commonly either “breakaway techniques” (when defending oneself or another) or “restraint techniques” (when physically restricting a person’s movement).

Individuals should refer to their organisation’s and industry specific guidelines and policies for further information.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Precautionary measures

These could include: protective barriers, protective clothing, security responses, working in pairs or teams instead of lone working, etc.,

Procedures

A series of steps following in a regular definite order that implements a policy.

Relevant person

A person named in the organisation’s procedures as having responsibility for incidents of violence at work

Make sure communication is effective following an incident of violence at work

Work-related violence

The Health and Safety Executive's definition of work-related violence is: 'any incident in which a person is abused, threatened or assaulted in circumstances relating to their work'.

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

PMWRV10

Make sure communication is effective following an incident of violence at work

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Status Original

Originating organisation Skills CFA

Original URN PMWRV10

Relevant occupations 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals

Suite The Prevention and Management of Violence in the Workplace (2013)

Key words Prevention; Management; Work; Communication; Incident; Violence

Overview

What this standard is about

This standard is about producing a qualitative system of information to aid in the prevention and management of work-related violence and the monitoring of incidents involving workers. It is also about using the system for producing reports and making it available for reviews.

Who is the standard for?

This standard is for you if you are responsible for developing and maintaining a management information system for data on incidents of violence at work.

PMWRV11

Develop and maintain an effective management information system for incidents of violence at work

Performance criteria

Develop a management information system for recording incidents of violence

You must be able to:

- P1 establish the objectives, scope and requirements of the information system to be able to request the necessary information from appropriate people
- P2 develop the management information system to meet organisational requirements
- P3 involve managers and workers to encourage reporting in the future
- P4 confirm that all the information available to you is up-to-date and complies with the requirements set out in the organisation's policy and procedures
- P5 carry out regular updates of the system ensuring that information maintained in the system corresponds with all other relevant material
- P6 make sure information held is in accordance with relevant statutory regulations concerning data records
- P7 set-up relevant access control for all information systems make the information available when required and in the agreed format to authorised people only
- P8 make sure that your records are accessible to all those who are authorised to use them

You must be able to:

Maintain the system to monitor performance

- P9 analyse the information in accordance with requirements
- P10 produce the required reports from the information available
- P11 confirm the information held is accurate and secure
- P12 consult with relevant people about how to improve the well-being, health and safety of workers using the information held
- P13 update the information held with any new information
- P14 make the information available for reviews of the policy and procedures with relevant people
- P15 communicate the reports produced securely and the decisions on action to all relevant people

PMWRV11

Develop and maintain an effective management information system for incidents of violence at work

Knowledge and understanding

You need to know and understand:

- K1 your legal duties for ensuring the well-being, safety and health in the workplace as required by relevant legislation for health and safety at work
- K2 your duties as defined by other specific legislation covering your job role including those relating to the management of health and safety at work, reporting injuries, diseases, dangerous occurrences, employment rights, human rights, disability and data protection
- K3 the purpose of the information system and the type of data required
- K4 how to develop an appropriate system which enables quick and efficient information retrieval in a secure manner
- K5 who to contact in order to make sure the information system contains all relevant information
- K6 appropriate data for collection and the choices for methods of analysis
- K7 how to produce concise and clear information from information systems
- K8 how to set realistic performance objectives to meet organisational and professional standards
- K9 who is authorised to receive data and when
- K10 the importance of involving workers to encourage reporting in the future

Develop and maintain an effective management information system for incidents of violence at work

Glossary

Management information system

A system designed to help managers plan and direct business and organisational operations.

It can include a comprehensive system which holds necessary data regarding the number of incidents, when they occur, the types of worker involved, the types of service-users involved, the environments and location where incidents happen, the severity of incident and the preventative measures taken.

Manager

An individual charged with the responsibility for managing staff, resources and processes.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Procedures

A series of steps following in a regular definite order that implements a policy.

Work-related violence

The Health and Safety Executive's definition of work-related violence is: 'any incident in which a person is abused, threatened or assaulted in circumstances relating to their work'.

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

PMWRV11

Develop and maintain an effective management information system for incidents of violence at work

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Originating organisation Skills CFA

Original URN PMWRV11

Relevant occupations 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals

Suite The Prevention and Management of Violence in the Workplace (2013)

Key words Prevention; Management; Work; Violence; Information Systems; Incidents; Effective

Overview

What is this standard about?

This standard is about assessing and managing the risk of aggressive communication within your organisation.

Who is the standard for?

This standard is for you if you are responsible for assessing and managing the risk of aggressive communication within your organisation.

**Performance
criteria**

- You must be able to:*
- P1 make sure that the organisation's policies include the management of aggressive communication both on-line and face to face
 - P2 make sure that risk assessments carried out identify risks to staff related to aggressive communication
 - P3 make sure that control measures have been implemented to manage the risks identified and are being used
 - P4 make sure that procedures have been implemented to cover the risks to staff related to aggressive communication
 - P5 make sure that procedures are developed in consultation with key staff
 - P6 make sure that systems are in place to review and revise procedures regularly and following incidents
 - P7 make sure that equipment used to manage the risks of aggressive communication is suitable and maintained
 - P8 make sure that systems are in place to record incidents of aggressive communication
 - P9 make sure that records of incidents of aggressive communication are regularly reviewed to identify trends
 - P10 make sure that systems are in place to support workers who have experienced incidents of aggressive communication
 - P11 make sure that communications and customer management equipment is designed to minimise risks of aggressive communication
 - P12 promote a positive and supportive culture within the workplace
 - P13 make sure that all staff receive training to enable them to minimise the risks of aggressive communication

Knowledge and understanding

You need to know and understand:

- K1 what aggressive communication is
- K2 the causes of aggressive communication
- K3 the risks associated with aggressive communication to the individual and the organisation
- K4 how to carry out a risk assessment
- K5 how to control risks
- K6 what a policy/procedures should include
- K7 how to develop effective procedures
- K8 all forms of communication used by the organisation
- K9 acceptable communication methods and styles
- K10 why it is important to log aggressive calls and communication
- K11 what information should/should not be given out by workers and included on, for example, websites and social media sites
- K12 the types of communications equipment used by the organisation
- K13 uses of communications equipment to minimise the risks of aggressive communication
- K14 the potential uses of specialist equipment to minimise risks of aggressive communication
- K15 how to provide advice and support about aggressive communication
- K16 how to record incidents effectively
- K17 why it is important to review records of incidents
- K18 the possible effects of aggressive communication on the individual
- K19 the importance of consulting with relevant staff when developing and reviewing policies and procedures
- K20 how to promote a positive and supportive culture within the workplace
- K21 how to make sure that workers receive effective training
- K22 the legal rights of individuals and organisations in relation to aggressive communication

Glossary

Aggressive communication

Is a style of communication in which individuals express their feelings and opinions and advocate for their needs in a way that violates the rights of others.

Dynamic risk assessment

This is a continuous assessment of the risks faced in a situation as it unfolds to ensure the safest and most effective response is being employed

Equipment

These could include equipment such as pagers, mobile phones, walkie-talkies, panic buttons, public address systems, etc.

Generic risk assessment

Generic risk assessment is:

- an examination of the work and workplace to identify what could cause harm to people (a hazard); and
- an assessment of the chance, high or low, that somebody could be harmed by the hazards identified, together with an indication of how serious the harm could be (the risk).

On the basis of this assessment a decision is made as to what prevention or control measures should be taken to prevent the possibility of harm.

Policy

- A statement which directs the present and future decisions of an organisation.
- It is intended to influence and determine decisions, actions, and other matters.
- Typically, a policy designates a required process or procedure within an organisation.
- They are often initiated because of some external requirement.

Procedures

A series of steps following in a regular definite order that implements a policy.

Risk

A risk is the likelihood of potential harm from that hazard being realised.

The extent of the risk depends on:

- the likelihood of that harm occurring;
- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- the population which might be affected by the hazard, i.e. the number

of people who might be exposed.

Definition taken from: HSE "Management of health and safety at work – Approved Code of Practice & Guidance". Reference L21 (ISBN 0-7176-2488-9)

Work-related violence

The Health and Safety Executive's definition of work-related violence is: 'any incident in which a person is abused, threatened or assaulted in circumstances relating to their work'.

Worker

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

External Links

Health & Safety Executive www.hse.gov.uk

Victim Support www.victimsupport.org

PMWRV12

Manage aggressive communication within an organisation

Developed by Skills CFA

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Validity Current

Status Original

Originating organisation Skills CFA

Original URN PMWRV12

Relevant occupations 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals

Suite The Prevention and Management of Violence in the Workplace (2013)

Key words Prevention; Management; Aggressive; Communication; Organisation

Overview

What is this standard about?

This standard is about the skills and knowledge needed to minimise the risk of aggression through your own actions when communicating with customers/clients and colleagues.

Who is the standard for?

This standard is for all who work with colleagues or with customers as you will need to make sure your own actions minimise the risk of aggression

**Performance
criteria**

- You must be able to:*
- P1 identify the communication methods used by your organisation
 - P2 identify the possible risks of aggressive communication
 - P3 work within the procedures for dealing with aggressive communication set down by your organisation and within the social media site
 - P4 minimise the risks of aggressive communication when communicating remotely, on line and face to face
 - P5 record incidents of aggressive communication effectively and in a confidential and secure manner
 - P6 use advice and support to help you to manage incidents of aggressive communication
 - P7 recognise common triggers and anticipate difficult behaviour
 - P8 maintain your professionalism when dealing with aggressive incidents
 - P9 cooperate in debriefing and/or learning procedures following incidents
 - P10 manage aggressive communication in an appropriately challenging, non-aggressive way

Knowledge and understanding

You need to know and understand:

- K1 the definition of aggressive communication
- K2 the possible risks of aggressive communication
- K3 the procedures for dealing with aggressive communicating set down by your organisation
- K4 how to minimise the risks of aggressive communication when communicating
- K5 how to record incidents of aggressive communication effectively and in a confidential and secure manner
- K6 why it is important to record incidents
- K7 the advice and support available to you
- K8 how to communicate effectively using different style and methods of communication
- K9 how to recognise common triggers and anticipate difficult behaviour
- K10 how to maintain your professionalism when dealing with aggressive communication
- K11 how to access training to develop your practice
- K12 how to de-escalate angry calls and discussions
- K13 when to terminate aggressive interactions effectively
- K14 why it is important to take part in post-incident procedures and learn from them
- K15 your legal rights in relation to aggressive communication
- K16 how to use assertiveness and conflict management techniques to manage difficult and aggressive communication

Glossary

Aggressive communication

Is a style of communication in which individuals express their feelings and opinions and advocate for their needs in a way that violates the rights of others.

Conflict Management

The practice of identifying and handling conflict in a sensible, fair, and efficient manner. Conflict management requires such skills as effective communicating, problem solving, and negotiating with a focus on interests.

Procedures

A series of steps following in a regular definite order that implements a policy.

Risk

A risk is the likelihood of potential harm from that hazard being realised.

The extent of the risk depends on:

- the likelihood of that harm occurring;
- the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- the population which might be affected by the hazard, i.e. the number of people who might be exposed.

Definition taken from: HSE “Management of health and safety at work – Approved Code of Practice & Guidance”. Reference L21 (ISBN 0-7176-2488-9)

Social media

This includes web- and mobile-based technologies which are used to turn communication into interactive dialogue among organizations, communities, and individuals.

Social media technologies take on many different forms including magazines, Internet forums, weblogs, social blogs, microblogging, wikis, social networks, podcasts, photographs or pictures, video, rating and social bookmarking

Triggers of violence

Factors that might cause violence to occur. They can be categorised in four different types:

- temporary personal factors for example, the service-user being uncomfortable from a lack of food, warmth, light, or presenting challenging behaviour whilst under the influence of drink or drugs, or
- persistent personal factors such as deteriorating mental health, having a difficulty or disability, which prevents normal communication,

Make sure your own actions minimise the risk of aggressive communication

movement or behaviour, or

- temporary environmental factors such as a hot, noisy, crowded room, poor work dynamics in terms of furniture layout, etc., or
- persistent environmental factors such as too much being expected of the service-user, or the quality of the service offered consistently failing to meet the required standards of the user

Work-related violence

The Health and Safety Executive's definition of work-related violence is: 'any incident in which a person is abused, threatened or assaulted in circumstances relating to their work'.

Work-related

That is, arising out of and in the course of the employment of a worker.

PMWRV13

Make sure your own actions minimise the risk of aggressive communication

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Original URN	PMWRV13
Relevant occupations	1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers; Managers and Senior Officials; Trade Union Representatives and Professionals
Suite	The Prevention and Management of Violence in the Workplace (2013)
Key words	Prevention; Management; Aggressive; Communication; Actions; Risk

Overview

What is this standard about?

This standard relates to all aspects of managing lone workers. It is about identifying, assessing and reviewing the risk of violence and aggression occurring to lone workers.

Who is the standard for?

This standard is for you if you are a lone worker or responsible for managing remote workers.

**Performance
criteria**

- You must be able to:*
- P1 identify the hazards of working alone
 - P2 assess the special risks for the lone worker
 - P3 identify extra demands on the lone worker's physical or mental stamina
 - P4 identify any illness suffered by the worker which might increase the risks of the job
 - P5 make sure that the risk assessment includes risks to lone workers
 - P6 make sure that control measures are put in place to minimise the risks identified
 - P7 make sure that the control measures are being used
 - P8 make sure that arrangements are in place for the systematic monitoring by qualified supervisors/managers of the hazards of lone working
 - P9 ensure that communications and, where appropriate, visits, are adequate
 - P10 make sure that regular contact/supervision is planned with the lone worker
 - P11 make sure that lone workers are regularly consulted about any safety concerns they may have
 - P12 make sure that lone workers are provided with sufficient training and to enable them to identify hazards and take appropriate action to avoid them
 - P13 make sure that update training is provided on a regular basis and whenever things change
 - P14 make sure that the organisation's policies and procedures include lone working
 - P15 make sure that suitable first aid provision is made for lone workers
 - P16 make sure insurances cover lone/remote workers
 - P17 make sure that there is a procedure for lone workers to report incidents, including accidents and near misses.
 - P18 encourage lone workers to seek help and advice if any concerns arise
 - P19 make sure that mechanisms are put in place to support workers following incidents
 - P20 make sure that records of incidents are regularly reviewed to identify trends and that procedures are reviewed to take into account the lessons

PMWRV14

Manage lone worker

learned

P21 make sure that equipment used to minimise risks is regularly checked and maintained

P22 make sure that the risk assessment, policies and procedures are regularly reviewed

Knowledge and understanding

You need to know and understand:

- K1 legal responsibilities of the organisation for lone workers
- K2 legal responsibilities of the lone worker
- K3 specific law on lone working relating to your industry
- K4 the hazards of working alone (including plant, substances and goods, risk of violence, young workers, building and premises, work area and customers).
- K5 special risks for the lone worker
- K6 the extra demands on the lone worker's physical or mental stamina
- K7 how to carry out a risk assessment
- K8 how to review risk assessments
- K9 how to control risks for lone workers
- K10 how to develop effective procedures for the management of lone working
- K11 the types of equipment which can be used to minimise risks to lone workers
- K12 the instruction/training needed by lone workers
- K13 why it is important to maintain regular contact/supervision with lone workers
- K14 why it is important to review policies, procedures and working practices regularly

Glossary

Lone workers

Lone workers are those who work by themselves without close or direct supervision. They are found in a wide range of situations, for example:

People in fixed establishments where:

- People working alone in a premises, for example, in small workshops, petrol stations, kiosks, shops and also homeworkers
- People who work from home
- People work separately from others, for example, in factories, warehouses, some research and training establishments, leisure centres or fairgrounds
- People work outside normal hours, for example, cleaners, security, special production, maintenance or repair staff

Mobile workers working away from their fixed base:

- On construction, plant installation, maintenance and cleaning work, electrical repairs, lift repairs, painting and decorating, vehicle recovery
- Agricultural and forestry workers
- Service workers, for example, rent collectors, postal staff, social workers, home helps, district nurses, pest control workers, drivers, engineers, architects, estate agents, sales representatives and similar professionals visiting domestic and commercial premises

It should be recognised that staff can be lone working even in a larger environment (not in sight or hearing distance of other workers), for example, receptionists, and that some staff become temporary lone workers.

www.hse.gov.uk

Hazards for lone workers

Special hazards which lone workers can encounter are, for example:

- accidents or emergencies arising out of the work, including inadequate provision of first aid
- sudden illnesses
- inadequate provision of rest, hygiene and welfare facilities
- violence from members of the public and/or intruders

http://www.hsa.ie/eng/Topics/Hazards/Lone_Workers/

Risk assessment for lone working

The key to maximising safety wherever lone work is under consideration is the performance of a satisfactory risk assessment which should address two main features:

- whether the work can be done safely by a single person
- what arrangements/controls are required to ensure the lone worker is at no more risk than employees working together

The risk assessment should be reviewed regularly to make sure that it is still adequate.

www.bsia.co.uk

Control measures for lone working

These can include, for example:

- Instruction
- Training
- Supervision
- Protective equipment.
- Other devices to raise alarm
- Video cameras/alarms
- Security locks
- Automatic warning devices
- Checks that the lone worker has returned to their base or home as expected.

Legal duties of employers

Although there is no general legal prohibition on working alone, the broad duties of the Health and Safety at Work etc. Act 1974 still apply. These require identifying of hazards of the work, assessing the risks involved, and putting measures in place to avoid or control the risks.

Employers need to be aware of any specific law on lone working applying in their industry (examples include supervision in diving operations, vehicles carrying explosives, fumigation work)

<http://www.hse.gov.uk>

Procedures/Policies for lone working

The organisation's procedures/policies for lone working could include:

- Details of who the lone workers are. Recognising that staff can be lone working even in a larger environment, for example, receptionists and that some staff become temporary lone workers.
- Safety procedures for:
 - How details of venues, travelling and times are recorded at base - knowing where their staff are/should be at all times
 - When staff are expected back and how to account for all at the end of a shift
 - Procedures for handover by supervisors (clear details of who is where)
 - How frequently should the worker report in and notify changes in plans (late trains, traffic, delays)
 - What to do if someone is not where they should be/does not return when expected

- Providing back-up
- Emergency numbers
- Providing suitable personal protective equipment
- Suitable manual handling
- Communication methods- including technology to aid communication
- Testing communications equipment
- Checking equipment, tools and electrical items
- Responding to "worst-case" emergencies
- Illness, accident and emergency
- Minimising the risk of violence from the public, e.g. elimination of handling cash, constant changes of route when transporting valuables, adequate building security for out of hours working. Consideration should be given to the fact that women and young people working alone may be particularly at risk.
- Provision of adequate rest, hygiene, refreshment, welfare and first aid facilities
- Instructions relating to equipment carried – staff often carry valuable equipment, risks and valuables
- Car parks – safety recommendations
- Hotels – safe practices
- Driving
- Safe means of travel to and from the location, especially out of normal hours
- Evaluation and regular review of procedures
- Communication of procedures to workers
- Legal responsibilities of employer and employee

External Links

Health & Safety Executive www.hse.gov.uk

The Suzy Lamplugh Trust www.suzylamplugh.org

Victim Support www.victimsupport.org

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Manage lone worker

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