



Workplace Violence Prevention and Response Plan

June 2024

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BASIC PLAN

Introduction

MnDOT strives to create and sustain a safe work environment for all employees, clients, vendors, and visitors. We believe in supporting a workplace culture where all employees feel safe, respected, and free from harassment. The information provided in this document is a starting point for the prevention of, response to, and recovery from incidents of active threats and/or workplace violence.

Purpose of the Plan

This Plan and its appendices outline methods and actions to be taken to prevent and plan for potential active threat incidents at MnDOT.

Goals and objectives

MnDOT's [Workplace Violence Prohibited Policy](#) states that any form of threatening or violent behavior in the workplace or any threatening or violent behavior that negatively affects the workplace is strictly prohibited. Threatening or violent behavior includes assault, battery, oral or written threats, stalking, intimidation, aggressive behaviors, or intentional damage to or destruction of property.

MnDOT's objectives for workplace violence prevention include:

- Developing awareness among MnDOT employees about violence in the workplace, its prevention, and the MnDOT Workplace Violence Prevention and Response Plan.
- Developing and providing education and training opportunities for employees at all organizational levels which includes the following information:
 - MnDOT Workplace Violence Prevention and Response Plan
 - Effects of workplace violence
 - Prevention of workplace violence
 - Manager/supervisor responsibilities
 - Employee responsibilities
 - Incident response procedures
- Developing procedures to be used when incidents occur, as defined in the MnDOT Workplace Violence Prevention and Response Plan.
- Ensuring facility security plans are communicated to appropriate staff.
- Communicating personal security procedures and resources to employees for assistance related to violence issues.
- Developing procedures to continually monitor and evaluate the effectiveness of the MnDOT Workplace Violence Prevention and Response Plan.

Plan implementation

The MnDOT Workplace Violence Prevention and Response Plan (“Plan”) shall be available to all employees on iHUB, and from their local HR office. Managers and supervisors are responsible for informing employees of this Plan and for enforcing compliance. The Plan will be reviewed annually by the MnDOT Threat Management Team.

Employees found to have violated the provisions of the Plan will be subject to appropriate corrective action up to and including discharge.

Definitions

Active threat: Any incident, which by its deliberate nature creates an immediate threat or presents an imminent danger to employees.

Workplace: A location where employees perform job duties. The location need not be a permanent location, physical building, or state owned/leased property.

Workplace violence: Behavior that results in the actual or reasonably perceived threat of physical or emotional harm to an individual or property.

Workplace violence generally falls into three categories:

1. A violent act or threat by a current or former employee, or someone who has some involvement with a current or former employee, such as an employee’s spouse, significant other, relative, or another person who has had a dispute with an employee.
2. A violent act or threat by a customer or someone receiving services from MnDOT.
3. A violent act by someone totally unrelated to the work environment, with the intent to commit a criminal act such as robbery or bombing.

Document Security of Emergency Planning Documents

Because many emergency planning documents contain confidential information regarding specific procedures that are executed both internally and externally, these documents are for official use only and are not intended for public distribution and/or publication. Some links contained within this Plan are not available to the public. It is strongly recommended that these plans and procedures be saved in eDOCs and copies of documents and/or document links be shared internally to prevent those not associated with MnDOT access to the emergency procedures and resources.

Utilizing eDOCs to secure, maintain, and share documents with managers and supervisors ensures staff will have access to the most current copy of the document.

PHASES OF PREVENTION AND RESPONSE

Workplace violence incidents can occur in phases and incidents can begin at any phase. The five phases of workplace violence prevention and response are:

1. Preparedness
2. Mitigation
3. Response
4. Reunification
5. Recovery

PREPAREDNESS



Readiness for potential violence from internal and external sources

MnDOT will develop customer interaction procedures and communicate these to all employees. Procedures will define clear expectations of behaviors and interactions for employees, customers, guests, and the public in the workplace environment. Examples of specifics include:

- Procedures for dealing with customers, especially in difficult or hostile situations.
- Standards of conduct for customers and employees, for example, work rules.
- Procedures for handling telephone communications.
- Procedures for dealing with the public in field settings, especially in difficult or hostile situations.

Customer workplace violence reporting

MnDOT has developed a form for customers to report workplace violence incidents.

See: [MnDOT Report Wrongdoing Form \(state.mn.us\)](https://state.mn.us)

Employee workplace violence reporting

MnDOT has developed a form for employees to report workplace violence incidents. Incidents should be reported as soon as possible and within 24 hours after the incident occurs. Forms are reviewed and addressed by the MnDOT Threat Management Team.

See: [Violent Incident Report Form](#)

Termination of employees

Managers and supervisors must follow established procedures for terminating employees. The procedures include a list of tasks to complete prior to the final termination meeting including:

- disabling access badge
- disabling computer access
- notifying appropriate personnel

Once the employee has been informed of the termination, they will not be allowed to return to their office/work area or log onto their computers. Managers and supervisors must follow established procedures to reclaim MnDOT equipment including phones, vehicles, laptops, and/or computers.

Communication of policies and procedures

Managers and supervisors will communicate policies and procedures to employees through regular staff meetings and/or written correspondence.

MITIGATION



Reducing the potential for workplace violence

MnDOT Human Resources and the Threat Management Team will promote awareness of the MnDOT Workplace Violence Prevention and Response Plan. Activities include:

- Annual employee training and certification.
- Developing or obtaining publications and/or brochures on violence prevention topics.
- Developing other activities to promote awareness of violence prevention (for example, training).

MnDOT policies and complaint procedures

Because violence in the workplace may take various forms, several agency policies are related to this issue and provide complaint procedures for employees. These policies include:

- Workplace Violence Prohibited
- Respectful Workplace
- Sexual Harassment Prohibited
- Security of MnDOT Facilities and Property
- Code of Ethical Conduct
- Prohibition of Drug and Alcohol Use

Knowledge of policies and procedures

Managers and supervisors are responsible for ensuring all employees are aware of the MnDOT Workplace Violence Prevention and Response Plan as well as policies that establish standards for respectful behavior in the workplace.

Managers and supervisors are also responsible for ensuring employees know what to do and where to go when there is a policy violation or when they encounter problematic behavior from coworkers or customers.

Complaint evaluation and follow-Up

MnDOT Human Resources provides advice and counsel, including follow-up, to ensure complaints are evaluated and addressed.

Incident procedures and reporting

In a life-threatening situation and if making the call does not pose a risk to the well-being of the employee, call 9-1-1 or other emergency contact at the work location. Any employee who is the subject of, or who witnesses workplace violence, must:

- Verbally report the situation or behavior to their manager, supervisor, or Human Resources office; *and*
- Complete and submit a [Violent Incident Report Form](#).

Any employee who violates the MnDOT Workplace Violence Prohibited Policy or is found to have witnessed an act of workplace violence and did not report it may be subject to discipline, up to and including discharge. Violation of the MnDOT Workplace Violence Prohibited Policy by third parties conducting business for MnDOT may jeopardize their contractual relationship with the agency.

Creating a lower risk environment

MnDOT managers and supervisors must promote positive behavior and lead by example by treating employees and customers courteously and professionally. Emphasis must be placed on creating a workplace where established standards of conduct are clear, communicated, and consistently enforced.

Location-specific violence prevention program development

In collaboration with the Threat Management Team, MnDOT managers and supervisors must develop location-specific procedures and trainings for preventing and responding to threats and/or violence at their own location, including a local MnDOT Hostile Action Plan (see appendix for details on development). The Office of Human Resources and the Threat Management Team may provide resources to complete these trainings and assist with site visits to assess locations.

Coordination with partners

The local MnDOT Hostile Action Plan should be communicated to all partners within a MnDOT location. Partners may include entities co-located at a MnDOT location and/or local fire, police, and EMS personnel. To limit confusion, specific procedures in the plan must be coordinated with similar procedures affecting employees of other entities co-located at the MnDOT location.

Information for managers and supervisors

Managers and supervisors play a critical role in preventing, responding to, and recovering from threats and incidents of workplace violence. Managers and supervisors are expected to set a respectful tone and to reflect behavior important to prevention. Managers and supervisors are often the first to know when a threat arises because they are the first line of contact for employees. It is important they know how to best fill this important role and be part of the planning process in prevention and response strategies.

Information for all employees

All employees will be provided information to help prevent, respond to, and recover from incidents of workplace violence. While MnDOT leaders, Human Resources staff, managers, and supervisors all play important roles in planning, it is critical that the entire agency have procedures in place and all employees are informed of their roles and expectations. See the appendix for additional guidance.

MnDOT will regularly inform employees of workplace safety practices, policies, and resources. Safety and preparedness often begin with paying attention to the work environment. For example, to properly respond to a perceived threat, employees should know:

- the location of exits and which doors lock
- the identity of individuals who belong in their workplace so they can identify an intruder
- how to request assistance

Promoting a respectful workplace

Managers and supervisors are key to implementing a workplace culture that treats people professionally and respectfully. They can prevent issues and de-escalate unacceptable behaviors before they become larger concerns.

MnDOT's Respectful Workplace Policy specifically addresses standards for respectful and professional conduct. Managers and supervisors must be familiar with the policy's objectives and responsibilities regarding the workplace and public service environment.

In the context of preventing workplace violence by preventing behavior from escalating, managers and supervisors must pay attention to aspects of employee behavior and always encourage respect and professionalism. Managers and supervisors must lead by example by:

- Always reflecting respectful and professional behavior
- Setting clear standards of conduct for everyone in the workplace

- Responding to issues that arise within 24 hours of notification
- Reporting incidents to the threat management team within 24 hours of notification
- Notifying Human Resources and/or the Office of Equity and Diversity when behavior may violate harassment or discrimination policies
- Attempting informal resolution of matters among involved parties, when appropriate
- Using effective and non-retaliatory problem-solving techniques
- Making employees aware of options for formal complaint procedures

Workplace design and employee awareness

The MnDOT Space and Security Committee uses current environmental design styles and techniques to make buildings safer and to deter external threats from entering or issues from occurring in and around MnDOT property and worksites. All managers and supervisors should examine the needs of their staff and workspaces. Variables that can influence safety include:

- Access to cash
- Contact with the public
- Type and location of waiting areas
- Work areas that are shared with other entities (for example, Department of Public Safety)
- Remote, isolated, or off-site work areas

If these variables affect your workspace, managers and supervisors should contact the MnDOT Space and Security Committee to discuss mitigation strategies for securing the worksite.

The [Statewide Space and Security Standards and Guidelines Handbook](#) may also be consulted.

Employees should be aware of their physical surroundings throughout the day. Managers and supervisors or MnDOT Safety will provide basic instruction to employees about self-awareness and personal safety (see [Personal Safety Tips](#)). Physical surroundings include office space, public space, work zones, parking lots and ramps.

Badges and piggy-backing

All employees and visitors must clearly display their ID badges in a visible location at all times (unless working in an environment where display would be a safety issue). If a person does not properly display their ID badge, MnDOT employees are encouraged to ask the non-badge wearing individual to return to their facility supervisor to obtain identification.

Visitors should not be allowed to piggy-back (enter a facility or area without badging in) into a secured area of MnDOT. If an employee witnesses piggy-backing, they should report it to the facility supervisor as soon as possible.

MnDOT employees escorting visitors through the building are expected to stay with the visitor throughout their visitor's stay, including guiding them should an emergency occur (fire, weather, or hostile action).

Violence warning signs

Managers and supervisors must be familiar with and watch for the warning signs of potential violence by both employees and people from outside of MnDOT. Management will be trained and prepared to assist in the response if a threat arises. (Find information on identifying the warning signs of potentially violent behavior or suicide in the appendix.)

MnDOT will actively generate and distribute periodic reminders in the form of employee trainings and meetings, agency/department/office emails, and other communication for raising awareness about the importance of escort policies, threat reporting procedures, key card usage, and piggy-backing.

De-escalation

De-escalation strategies can be powerful tools for employees. MnDOT will offer training to help employees develop familiarity with signs of problem behavior and potential violence. This can be particularly effective for employees who have more frequent contact with the public.

Find information on identifying warning signs and de-escalation in the appendix, including through existing MnDOT training programs, Enterprise Talent Development (ETD), or the Employee Assistance Program (EAP).

RESPONSE



Responding to hostile behavior

In the event of a direct threat or physical assault, **call 911 immediately**. Employees should remove themselves from the situation, if possible, and not physically or verbally engage a hostile or threatening person. Managers and supervisors must communicate to their employees the expectations for responding to hostile behavior.

Managers and supervisors must be familiar with general tactics for addressing hostile behavior. Once notified of hostile behavior, managers and supervisors should:

- Respond promptly and genuinely when employees alert them to a situation
- Remain calm
- Assess and determine if the situation is active or contained
- Consult and/or act if needed
 - o Alert building security and/or other appropriate resources
 - o Notify and direct other employees who could be affected by the situation (both those working in the field and in the office)
 - o Refer to a site-specific list of resources (Threat Management Team, Human Resources, Employee Assistance Program, etc.)

Responding to violent or hostile intruders

Should an individual become violent or hostile in the workplace, employees must contact **911 immediately**. Managers and supervisors must quickly instruct staff and visitors about what to do and where to go in response to the situation. Managers and supervisors must also:

- Remain as calm as possible and set the example for all employees
- Ensure emergency services are contacted, as needed
- Notify and direct other employees who could be affected by the situation (both those working in the field and in the office)
- Evacuate staff and visitors to a safe area
- Lock and barricade doors if in a building and evacuation is not possible

Managers and supervisors are responsible for providing regular training and/or leading discussions with their team on how to respond to violent or hostile actions.

Building emergency contact information

All employees should know who to contact in the event of an incident of workplace violence. This information will be communicated clearly and be readily available.

A simple template of an emergency contact card can be found in the Appendix of this document – MnDOT will create and distribute an emergency contact information card to all employees.

Training and exercises

Training and exercises are the best activities to help prepare personnel to react quickly and effectively in emergency situations. Not unlike periodic fire drills, continual awareness campaigns of an active aggressor threat can increase the chances of employees reacting quickly and surviving an actual situation. The target population should include individuals occupying or visiting the workplace on a daily basis, including security personnel, law enforcement officers, and members of the public frequenting the workplace. Training participation opportunities should be extended to the external emergency responders likely to support the workplace in an active aggressor situation.

Training is a critical component in preventing workplace violence. MnDOT will consider a variety of methods to train all employees, managers, and supervisors in prevention, response, and recovery strategies. Depending on their job duties, specific employees may require further, more in-depth training based on what threats they could encounter.

RUN, HIDE, FIGHT

This protocol empowers employees to quickly determine the most reasonable way to protect their lives in an active aggressor situation. Employees should remember that visitors are likely to follow their lead during an active aggressor situation, so it is important to train everyone in the following techniques. These options should be clearly conveyed to employees during facility active aggressor training and/or exercises.

Run

If it is safe to do so, the first course of action that should be taken is to run. When possible, individuals should exit the area through the safest route and proceed to a safe location.

Staff will be trained to:

- Leave personal belongings behind
- Put their hands in the air with fingers spread to signal that they are unarmed to law enforcement responders
- Visualize possible escape routes, including physically accessible routes for occupants, visitors, or staff with disabilities and others with access and functional needs
- Avoid escalators and elevators
- Take others with them but not stay behind if others refuse to leave
- Stay off cell phones when exiting the workplace
- In the field, use available vehicles to go to a safe location

Call 911 when safe to do so and provide the following information to law enforcement or dispatchers:

- Location of active aggressor(s)
- Location of caller
- Number of aggressors, if known
- Presence of onsite law enforcement (if known)
- Physical description of aggressors
- Type and number of weapons used by aggressors
- Use or threat of explosives/IEDs
- If shooting is still occurring
- Number and location of potential victims at the scene

Because workplace occupants may scatter, occupants should be given directions on who they should contact once they are in a safe location to account for all personnel. Contact information is included in the appendix.

Hide

If running is not a safe option, individuals should hide in a place that is as safe as possible, such as somewhere with thicker walls and fewer windows or the floor of a locked vehicle. Likewise, for occupants that cannot run, hiding may be the best option.

In addition to hiding, employees should do the following:

- Silence all electronic devices
- Remain silent
- Look for other avenues of escape
- Identify ad-hoc weapons
- If in a building:
 - Lock the doors and/or barricade them with heavy furniture, if possible

- o Close and lock windows and close blinds or cover windows
- o Turn off lights
- o Hide along the wall closest to the exit but out of view from the hallway (which would allow the best option for ambushing the aggressor and for possible escape if the aggressor enters or passes by the room)
- o Remain in place until given an all clear by identifiable law enforcement
- o When safe to do so, use strategies to silently communicate with first responders, if possible (for example, in rooms with exterior windows, make paper signs to silently signal law enforcement and emergency responders and indicate the status of the room's occupants)

Consider these additional actions for workplaces within buildings:

- Identify a location on each floor before an incident occurs where occupants and visitors may barricade themselves during an event
- Train employees on how to lock down an area and secure the unit, including providing a checklist of instructions on the back of doors and by phones
- Ensure emergency numbers are available at all phone locations

Fight

If neither running nor hiding is a safe option, when confronted by the aggressor, individuals in immediate danger should consider trying to disrupt or incapacitate the aggressor by using aggressive force and any available items in their environment, such as fire extinguishers, chairs, tools, etc. Research shows there is strength in numbers when confronting active aggressors.

Speaking with staff about confronting an aggressor may be daunting and upsetting for some individuals, but great comfort can come from the knowledge that their actions could save lives. To be clear, confronting an active aggressor should never be a requirement of any non-law enforcement personnel's job; how each individual chooses to respond if directly confronted by an active aggressor is a personal preference.

Run, Hide, Fight for occupants with disabilities

Any actions taken must consider the effects on individuals with disabilities. When developing or making changes to an occupant emergency plan, it is imperative that the needs of individuals with disabilities be addressed throughout the process. Applicable laws and regulations include:

- The Americans with Disabilities Act of 1990;
- The Rehabilitation Act of 1973;
- Federal Executive Order 12196 "Occupational Safety and Health Programs for Federal Employees" 1980; and
- Federal Executive Order 13347 "Individuals with Disabilities in Emergency Preparedness" 2004.

No one should be forced to stay or leave the premises during an active aggressor situation (unless otherwise directed by law enforcement or other emergency personnel). Managers and supervisors are ultimately responsible for ensuring that members of their staff with disabilities receive proper training to respond.

Managers and supervisors should be trained to:

- ensure those occupants identified as requiring assistance during an evacuation or shelter-in-place (SIP) have a customized plan that includes the assistance required, the name of the person(s) volunteering to assist, accountability protocol, type of equipment required (if any), and the evacuation route from the assigned workspace;
- identify any volunteer(s) willing to assist person(s) with disabilities or needing assistance; and
- ensure those occupants under their supervision with self-identified assistance needs can be accounted for during an incident.

Interacting with first responders

Employees should be aware that the priority for law enforcement is to respond to the incident, engage, and neutralize the threat as soon as possible; all other actions are secondary.

Law enforcement, firefighters, and EMS personnel (first responders) coming to a workplace because of a 911 call involving gunfire and/or other aggressive actions face a daunting task. Though the objectives remain the same—protect and save lives—the threat of an active aggressor or aggressive incident differs from responding to a natural disaster or many other emergencies. Emergency calls can involve actual or future threats of physical violence. Information coming in may be inaccurate and conflicting. This violence might be directed not only in or at the work location but also the surrounding areas.

If there is an active aggressor, officers will assemble as a contact team, enter the workplace, and proceed directly to the sounds of violence (gunshots, pleas for life, etc.). If no shouts or sounds of violence are heard, a quick and methodical search of the workplace will be conducted. Should gun shots start up, or sounds of violence be heard, the contact team will stop searching and proceed directly to this source. Employees should not be alarmed if officers shout commands and push individuals to the ground for their safety. The first officers to arrive on the scene will not stop to assist with injured personnel. Rescue teams consisting of additional officers and, if authorized by facility or local law enforcement agency standard operating procedures, medical personnel will follow the first wave and enter the workplace as soon as possible.

Employees should cooperate and not interfere with the response of first responders. The sooner law enforcement can neutralize the threat, the more lives can be saved. This is particularly true in an active aggressor incident where law enforcement responds to a 911 call of shots fired. Many innocent lives are at risk in concentrated areas. Therefore, it is critical that MnDOT work with their local partners (for example, first responders or emergency managers) to identify, prepare, prevent, and effectively respond to an active aggressor or aggressive action incident in a coordinated fashion.

Timely intelligence is critical. Employees should be trained to contact the police and share with them essential information. Law enforcement encourages all calls, and no one should assume that someone else has called.

REUNIFICATION



Bringing together affected employees

When immediate reunification of loved ones is not possible, providing family members with timely, accurate, and relevant information is vital. Reunification will encompass a multi-faceted approach to help families during and after the crisis. MnDOT's Reunification Plan is in the appendix.

Psychological First Aid (Employee Assistance Program)

Psychological First Aid (PFA) is designed for delivery by mental health and other disaster response workers who provide early assistance to affected children, families, and adults as part of an organized disaster response effort. These providers may be embedded in a variety of response units, including first responder teams, the incident command structure, primary and emergency health care, incident crisis response teams, faith-based organizations, community emergency response teams, and a variety of disaster relief organizations.

MnDOT's/Minnesota Management & Budget (MMB) Employee Assistance Program will be utilized for PFA.

Injury and death notifications to families

MnDOT will defer to local law enforcement and other agencies such as the medical examiner, local medical facilities, or religious institutions to notify families of injuries or death. Local HR offices will coordinate with law enforcement and other agencies to provide contact information.

RECOVERY



Returning to baseline work activities

Should an incident of workplace violence occur, agency leadership, Human Resources, and other key staff must turn their attention to strategies to ensure the agency returns to normal operations as soon as possible and to assist employees and the public in recovery.

Incident response debriefing

Debriefing occurs immediately after the incident is contained. It is important to inform others of the incident and help control the spread of false information. The more severe the incident, the more structured and formal this debriefing should be; the MnDOT Threat Management Team will help determine the level of debriefing needed. Debriefing the Governor's Office, MnDOT leadership, and employees is a particularly valuable opportunity to understand what happened. When preparing for a debriefing, consider the following:

- The debrief should be facilitated by someone who was not directly involved in the incident (preferably law enforcement).
- Consultation with legal counsel to ensure the Minnesota Government Data Practices Act is followed and all necessary criminal and civil legal considerations are weighed prior to disclosing any information.
- Anticipation of sharing information more widely than the workplace and care in how information is presented to avoid the spread of inaccuracies.

After-Action Review

Following the response to a workplace violence incident, an internal After-Action Review (AAR) should be scheduled and conducted by Emergency Management, the MnDOT Threat Management Team, and/or Workplace Safety and Building Safety personnel. A concept adopted from the military, the AAR occurs in a timely manner following the incident and focuses on what actions were taken, what might have been missed, and any corrections or additional details that should be added to the accounts as retold by those who were intimately involved in the action. AARs don't need to be led by a member of the Threat Management Team, but the Threat Management Team must be included. The objective of the AAR must be focused on learning, solving problems, and improving performance.

An AAR is *not* a lecture or a gripe session, nor is it a time to gather and blame or ridicule others. Instead, the AAR is informal, flexible, and focused on *learning*.

The AAR asks several simple questions including:

1. What went well and why?
2. What can be improved and how?
3. What still needs to be done?
4. Of the things we learned, who needs to know?

The simplicity of the AAR allows it to remain focused on what was learned. Every aspect of the incident or event should be included in the discussion.

Legal considerations

Following a workplace violence incident, it is important to consider responsibilities and limitations under the Minnesota Government Data Practices Act. Prior to releasing or discussing government data, such as personnel data, in internal communications with staff or with outside parties, MnDOT must consult with legal counsel.

MnDOT must also consider the possible impact on future criminal prosecution or civil lawsuits when creating or releasing information about the incident. Finally, MnDOT should consult with law enforcement and legal counsel about evidence preservation, including witness accounts and physical evidence.

Labor Relations

Representatives from bargaining units should be notified about the incident. MnDOT must ensure that the recovery process is consistent with bargained requirements for communication, work schedules, locations, etc.

ADA coordinators and affirmative action officers

ADA coordinators should be involved in the recovery process to help identify specific needs of employees. ADA and affirmative action personnel should also be involved in offering reasonable accommodations as well as support.

Workers' compensation

While the goal is to prevent incidents where feasible and to minimize the severity of those that do happen, it is possible that a matter could escalate to the point where employees are injured. MnDOT must ensure that injury reporting and management of workers' compensation claims are completed, and employees receive prompt medical treatment. For more information, see the [MnDOT Work Injuries iHUB page](#) and the [Workers' Compensation page](#) on the Department of Administration website.

Employee care

Once a threat has subsided and immediate safety and health concerns have been addressed, the attention of MnDOT leadership, managers, supervisors, and Human Resources staff should turn to the well-being of employees. If an incident is severe enough to cause employees to leave the workplace, MnDOT will provide guidance on when and where work will resume.

The Employee Assistance Program (EAP) is a useful resource when communicating with and providing support to employees on a group or individual basis. Individuals respond differently to stressful situations and EAP is available to help navigate these dynamics.

The state's EAP, Resolve, offers employees professional help for their needs. Resolve may be reached at:

- 651-259-3841
- [Resolve / State of Minnesota \(mn.gov\)](#)

As part of the EAP effort, there is an Organizational Health team at the State that provides services such as:

- Organizational Crisis Management
- Consultation regarding employee performance and behavior
- Guidance for managing behavioral risk
- Coaching on the human impact of change
- Guidance for referring employees to EAP's personal counseling services

EAP can serve both as a prevention resource before an incident and as a recovery resource afterward.

Roles and Responsibilities

Employees

- Abide by and promote the MnDOT Workplace Violence Prohibited Policy and Respectful Workplace Policy in all contacts with co-workers, managers, supervisors, and customers.
- Be familiar with and follow location-specific workplace violence procedures.
- Be familiar with and adopt the workplace violence prevention practices outlined in the guidance tools.

Managers and Supervisors

- Promote positive behavior and lead by example by modeling appropriate behavior and treating employees and customers with respect and dignity.
- Emphasize creating a workplace where established standards of conduct are clear, communicated, and consistently enforced, and where corrective action, including discipline, is used fairly and appropriately to deal with instances of unacceptable behavior.
- Treat all reports of violence or threats of violence seriously, regardless of the individual or behavior involved.
- Take immediate action to resolve or stabilize violent situations in the workplace and protect people from harm.
- Be familiar with and use the manager and supervisor violence prevention and response guidance tools available from the [MnDOT Supervisor SharePoint site](#).
- Understand that knowingly participating in or tolerating workplace violence or retaliation against employees or visitors making a report is subject to discipline up to and including discharge.

MnDOT Senior Leadership

- Model the importance of proactive workplace violence prevention and response.
- Support training opportunities for employees to increase their awareness of violence in the workplace issues. Training will include information on responding to and reporting violence-related incidents as well as assistance in maintaining a violence-free workplace.

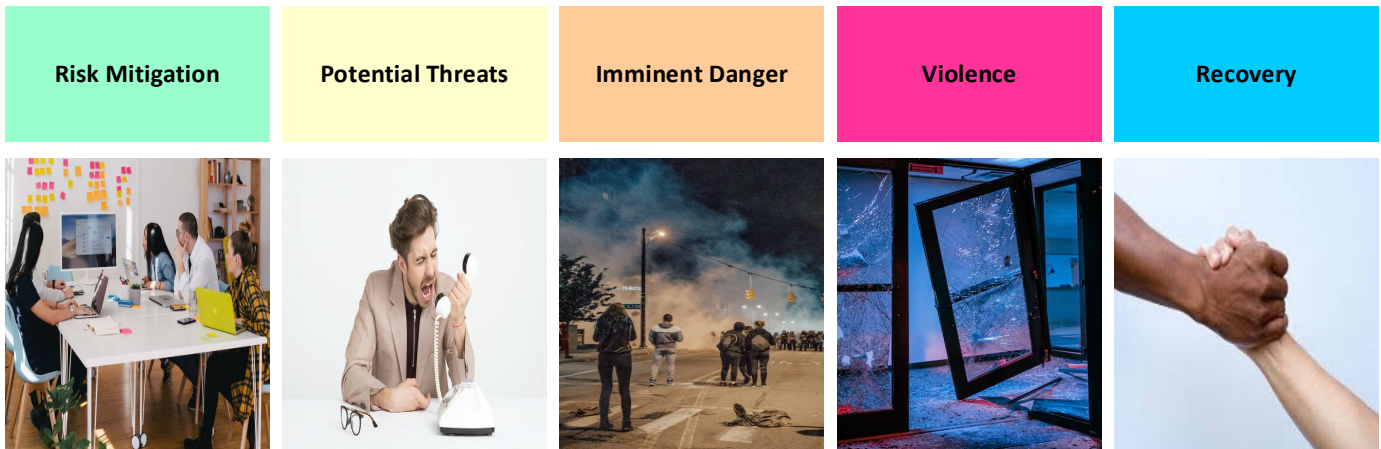
Threat Management Team

- Enable MnDOT to identify potential threats of violence at the earliest possible stage
- Facilitate action aimed at defusing threats before violence occurs
- Review the Workplace Violence Prevention and Response Plan annually
- Enable a more effective response in the event of a violent or hostile act through:
 - Defining a threat to MnDOT and using the workplace violence continuum
 - Identifying red flag indicators of potential violence
 - Evaluating the information available and assess the severity of threat(s)
 - Gathering information not only on the person or situation that represents a threat, but also on potential targets
 - Providing recommendations for intervention and implementing a mitigation strategy
 - Following up with affected parties

- o Training managers, supervisors, and employees on workplace violence principles, intervention, and mitigation strategies through best practices
- o Maintaining and creating records and reports

Workplace Violence Continuum

The Workplace Violence Continuum illustrates the stages of violence where interaction should take place. The key to preventing workplace violence behaviors is to respond to them as early as possible. The following are areas the Threat Management Team will focus on for training and awareness.



Communications, media messaging, and crisis messaging

The MnDOT Chief of Staff will work with legal counsel and the Governor’s Office to coordinate internal communications prior to providing broad communications and/or external statements to the media and others.

The Communications Director, or their designee, is responsible for developing and releasing information about the incident to the news media, incident personnel, and other agencies and organizations, as appropriate. The Communications Director, or their designee, must coordinate all external communications with the incident command through the Joint Information Center (JIC).

Planning for successful crisis communications includes the following:

- Establishing working relationships with local media and local law enforcement beforehand
- Frontloading agency websites with mission, key leaders, etc.
- Having a crisis communication plan (funding, backups, resources, etc.)
- To the extent possible, developing standard talking points for senior and crisis leadership to use when engaging with the media
- Getting accurate information out early to avoid misinformation
- Including communications staff in training
- Establishing main news contacts in advance
- Having a checklist of necessary and appropriate information to provide

First Responder communication in a crisis

Communication during an incident is critical. Once an incident or event has been identified, the response must be activated using uniform and agreed upon language by responding agencies. Whenever possible, communication should be in plain language.

CONCLUSION

MnDOT takes workplace violence prevention and response seriously. While this Workplace Violence Prevention and Response Plan outlines some of the activities MnDOT are and will take, there are many items not listed in this document. The appendix contains additional detailed guidance and procedures.

This Plan is a living document where the Threat Management Team will incorporate new initiatives as they are rolled out for employees. As such, this Plan is only the beginning of MnDOT's dedication to protecting its greatest asset – MnDOT employees.