



DEPARTMENT OF THE ARMY
HEADQUARTERS, 10TH MOUNTAIN DIVISION (LIGHT INFANTRY) AND FORT DRUM
FORT DRUM, NEW YORK 13602-5000

AFDR-CG

12 July 2021

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Installation Policy Memorandum 21-19, Workplace Incident Response and Evaluation (WIRE)

1. References:

a. DoD Workplace Violence Prevention and Response Policy, 16 January 2014.

b. Dealing with Workplace Violence, A Guide for Agency Planning, Office of Personnel Management, February 1998.

2. Supersession. This policy supersedes and replaces Installation Policy Memorandum 19-19, Workplace Incident Response and Evaluation (WIRE), 17 September 2019.

3. Purpose. Provide guidelines and instructions on the procedures to process Violence in the Workplace (VIW) incidents for Civilian employees. The intent is to establish a zero-tolerance policy for violence in the workplace and retaliation or reprisal against those who report it or are the victim of such violence.

4. Applicability. This policy applies to all Civilian personnel assigned to or working on the installation.

5. Procedures.

a. Violent, threatening, intimidating, harassing or hostile behavior has no place in our work environment and will not be tolerated. Any such behavior that occurs on the installation, in the workplace, or anywhere that has an impact on the workplace, is prohibited. These behaviors may include, but are not limited to, oral or written comments, jokes, gestures, horseplay, or other acts and communications that suggest or imply that physical harm may occur to someone's person, work and personal property, or that display or suggest hostility towards others.

b. Those who engage in unacceptable behavior are subject to appropriate action, including removal from the premises, denial of re-entry pending appropriate investigation, adverse employee action and/or criminal prosecution.

c. Supervisors will investigate reported or observed acts of VIW and take appropriate action.

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d. No reprisals will be taken against an employee who reports or experiences workplace violence.

e. Threatened or actual VIW may be criminal activity. The Fort Drum Directorate of Emergency Services (DES) or appropriate authorities will respond, investigate and enforce the law.

f. Information regarding an incident or threat of VIW, including names of involved parties, witnesses, reports and investigations of allegations, and findings of VIW, will be treated in accordance with applicable laws and regulations.

g. When a VIW incident occurs, the first person that becomes aware of it must immediately notify someone of authority.

h. If the situation threatens life and/or property, involves the use of a weapon, call 911 or DES (315) 772-2677. The supervisor or commander is responsible for reporting the incident.

i. Supervisors must elevate all reports of VIW cases to the Workplace Violence Triage Team (WVTT) and contact the Labor/Management Employee Relations within 24 hours of the incident. WVTT members will determine initial threat level for elevation to the Deputy to the Garrison Commander no later than 24 hours from report of incident.

6. The point of contact for this policy is the ASAP Program Manager at (315) 772-5447.

5 Encls

1. Levels of Behavior
2. Roles and Responsibilities
3. Reporting Policy and Notification Procedures
4. Workplace Incident Response and Evaluation Process
5. Workplace Incident Response and Evaluation Request



MILFORD H. BEAGLE, JR.
Major General, USA
Commanding

DISTRIBUTION: A

LEVELS OF BEHAVIOR

1. Level of Behavior Determined at WIRE:

a. Level One:

1. Non-Physical Behavior. Unwelcome behavior which creates an antagonistic or intimidating work environment or which unreasonably interferes with an individual's job performance and/or opportunities, but does not involve either physical contact or threat of physical harm. Examples may include, but are not limited to:

- a) Refusing to cooperate with those in authority.
- b) Spreading rumors and gossip to harm others.
- c) Consistently argues with or is belligerent towards others.

d) Constantly swears at others and making unwanted severe or persistent verbal hostility interfering with job performance.

e) Level One Response of Supervisory Chain:

(1) OBSERVE AND DOCUMENT (in detail) the behavior in question soon after it happens.

(2) REPORT concerns to WVTT and other appropriate officials. If the offending person is an employee's immediate supervisor, the employee should notify the next level of supervision. If the offending person is not an employee, the supervisor of the individual reporting the incident is still the appropriate individual to receive and provide initial response to the report.

(3) HANDLE the situation by CONTACTING the offending person. If the offending person is an employee, the supervisor should MEET with him/her to discuss concerns.

(4) Contact the WVTT within 24 hours.

b. Level Two:

1. Threats of harm (escalation of the situation). Behavior which threatens physical violence to others or which physically disrupts operations. Such behavior may also violate state or federal law. Examples may include, but are not limited to:

- a) Threatens to sabotage equipment and/or steal property.

- b) Verbalizing wishes to hurt employees and/or management; overt threats.
- c) Sends violent or threatening notes/emails to employees and/or management to communicate with intent to intimidate or harm.
- d) Threatens or implies the possession/use of a weapon at work.
- e) Continuing LEVEL 1 behavior despite prior notice that the behavior is unwanted and offensive.

f) Level Two Response:

- (1) DOCUMENT (in detail) the behavior in question immediately.
- (2) When necessary, SECURE your own safety and the safety of others, including contacting people who are in danger (make sure emergency numbers for employees are kept up-to-date and accessible).
- (3) IMMEDIATELY CONTACT the supervisor; the L/MER Specialist; and appropriate law enforcement or security officials.
- (4) CONTACT the WVTT within 24 hours.

c. Level Three:

1. Violence-Physical harm (further escalation, usually resulting in an Emergency Response). Behavior which involves the use of physical violence or an imminent threat to engage in physical violence. Examples may include, but are not limited to:

- a) Threats violence.
- b) Physical assault or attempts to assault.
- c) Locking up, physically restraining, or blocking the exit of someone against his/her will.
- d) Intentional destruction of property.
- e) Expressing anger by throwing or kicking objects in the workplace.
- f) Utilization of weapons to harm others.
- g) Level Three Response-EMERGENCY:

- (1) REMAIN CALM.

(2) First SECURE the safety of the victim.

(3) CALL 911 and/or other appropriate emergency contacts for that particular facility, especially if the situation requires immediate aid of medical and/or law enforcement personnel.

(4) COOPERATE with the law enforcement personnel when they have responded to the situation. Once law enforcement personnel are on the scene, they will assume control of the situation. Witnesses need to be prepared to provide a description of the violent or threatening individual, details of what was observed, and the exact location of the incident.

(5) CONTACT the WVTT within 24 hours.

ROLES AND RESPONSIBILITIES

1. Roles and Responsibilities of Supervisors and WIRE Members:

a) Soldier and Family Readiness Division (SFRD) Chief:

1) Receives reports of Violence in the Workplace (VIW) incidents through direct contact from involved supported organizations and non-federal entities, or through other means.

2) Assists supported organizations in securing appropriate installation support services for VIW prevention, planning and response.

3) Serve as the lead for Fort Drum VIW prevention policy, doctrine, and related programs.

4) Serves as the lead Workplace Incident Response and Evaluation Coordinator (WIRE-C) for the Fort Drum Workplace Incident Response and Evaluation (WIRE) team and the WVTT. Chairs meetings of the WIRE team.

5) Elevates WVTT recommendations to the Deputy Garrison Commander (DGC) for activation of the Fort Drum WIRE team as desired to help evaluate and respond to workplace violence incidents.

6) Captures and maintains Executive Summaries of reviewed cases outlining event summaries, due outs, and lessons learned.

7) Convenes the bi-annual WIRE review to address trends, demographics, and lessons learned to be incorporated into training efforts.

b) Army Substance Abuse Program (ASAP) Manager:

1) Develop, coordinate, and recommend local ASAP non-clinical policy and procedures that fully support the WIRE.

2) Ensure complainants are aware of ASAP services, including current policies, guidelines, reporting procedures, and Employee Assistance Program (EAP) support.

3) Advise the WIRE concerning factors in the ASAP arena that may cause stress and subsequently manifest into workplace violence.

4) Ensures that the EAP incorporate lessons learned, where applicable, into prevention trainings in an effort to mitigate high risk behavior and workplace violence.

5) Serve as the alternate for Fort Drum workplace violence prevention policy, doctrine, related programs, WVTT, and WIRE-C in the absence of the SFRD Chief.

6) Co-facilitates the bi-annual WIRE review to address trends, demographics, and lessons learned to be incorporated into training efforts.

c) Behavioral Health:

1) Provide consultation, crisis intervention, and expertise to assist in dealing with violence in the workplace.

2) Provide expertise to help the WIRE assess, eliminate, and prevent unhealthy work and work related conditions.

3) Serve as a member of the Fort Drum WIRE.

d) Ready and Resilience (R2) Performance Center:

1) Advise the WIRE concerning factors in the areas of work stress, communication skills, conflict resolution, and team cohesion and how they may subsequently manifest into workplace violence.

2) Ensure complainants are aware of R2 Performance Center services, including current policies, guidelines, and Civilian/Family support.

3) Incorporate lessons learned, where applicable, into prevention training in an effort to mitigate high risk behavior and workplace violence.

4) Serve as a member of the Fort Drum WIRE.

e) Command Safety Office:

1) Serves as the local expert on safety and security that need to be implemented.

2) Train facility personnel in safety, security measures, and violence prevention techniques. Facility personnel should work closely with safety staff to ensure buildings, areas, and grounds are safe for employees and visitors. This includes not only keeping

buildings and grounds well maintained but participating with safety and security personnel in threat assessment drills.

3) Serve as a member of the Fort Drum WIRE.

f) Department of Emergency Services:

1) Establish, review, update, and maintain procedures for responding to potential and actual acts of violence in the workplace and how law enforcement should be notified of an incident.

2) Alerts the WIRE-C and/or other appropriate members of the WVTT to situations that have been reported pertaining to potential workplace violence.

3) Indicate whether law enforcement officers have jurisdictional restrictions and identify alternative law enforcement agencies that may be able to provide assistance.

4) Indicate whether law enforcement officers have arrest authority.

5) Serves as the liaison with local law enforcement as well as the expert on security matters.

6) Conduct regular threat assessment surveys of installation facilities to determine the level of security preparedness and any gaps in the security posture in an effort to improve the security levels of the buildings, grounds, parking lots, etc.

7) Monitor reports of violence and record critical information pertaining to the event.

8) Investigate all serious and life threatening cases of violence with updates provided to the WIRE on current status and outcome.

9) Serve as member of the Fort Drum WIRE and WVTT.

g) Equal Employment Officer:

1) Alerts the WIRE-C and/or other appropriate members of the WVTT to situations that have been reported pertaining to potential workplace violence.

2) Provide supervisory training in communication, conflict avoidance, resolution, and lessons learned captured at previous WIRE reviews.

3) Advise the WIRE concerning factors in the EEO arena that may cause stress in the work environment.

4) Ensure employees are aware of EEO available services, including current policies, guidelines, and reporting procedures IAW AR 690-12, Appendix D: Department of the Army Anti-Harassment Policy Implementation Procedures.

5) Serves as the member of the Fort Drum WIRE team and the WVTT.

h) Family Advocacy Program (FAP):

1) Advise the WIRE concerning factors in the areas of relationship stress, communication skills, conflict resolution, and financial stress and how they may subsequently manifest into workplace violence.

2) Ensure victims of VIW are aware of FAP services, including current policies, guidelines, reporting procedures, and Civilian/Family support.

3) Incorporate lessons learned, where applicable, into prevention training in an effort to mitigate high risk behavior and VIW.

4) Serve as a member of the Fort Drum WIRE.

i) L/MER Specialist:

1) Provide supervisory training which includes basic leadership skills, such as setting clear standards of conduct and performance, addressing employee problems promptly, and using the probationary period, performance counseling, disciplinary, alternative dispute resolution, and other management tools conscientiously.

2) Provide technical expertise and consultation to help supervisors determine what course of administrative action is most appropriate in specific situations.

3) Determine whether sufficient evidence exists to justify taking disciplinary action once the investigation of any misconduct is complete and follows up with supervisors to ensure action is taken accordingly.

4) Serves as the member of the Fort Drum WIRE team and the WVTT.

j) Staff Judge Advocate:

- 1) Alerts the WIRE-C and/or other appropriate members of the WVTT to situations that have been reported pertaining to potential workplace violence.
- 2) Provide legal advice and guidance to the WVTT and WIRE.
- 3) Review procedures for responding and reporting potential and actual acts of workplace violence for legal sufficiency.
- 4) Provide technical expertise and consultation to help supervisors determine what course of administrative action is most appropriate in specific situations.
- 5) Determine whether sufficient evidence exists to justify taking disciplinary action once the investigation of any misconduct is complete and follows up with supervisors to ensure action is taken accordingly.
- 6) Serve as a member of the Fort Drum WIRE and WVTT.

k) Suicide Prevention Program Manager:

- 1) Advise the WIRE concerning factors in the Suicide Prevention arena that may cause stress and subsequently manifest into harm to self or workplace violence.
- 2) Incorporate lessons learned, where applicable, into Civilian suicide prevention trainings in an effort to mitigate suicidal behavior and workplace violence.
- 3) Ensure complainants are aware of Suicide Prevention services, including current policies, guidelines, reporting procedures, and community support.
- 4) Serve as a member of the Fort Drum WIRE.

l) Supervisors and Civilian managers on Fort Drum will:

- 1) Develop and maintain internal organizational policy and procedures for preventing and responding to violence in the workplace that is consistent with their chain of command policies and this regulation.
- 2) Ensure their entire workforce receives training in preventing and responding to violence in the workplace, as outlined in their internal organizational policy and procedures and this regulation.

3) Ensure that employees with special needs are aware of emergency evacuation procedures and have assistance (as necessary) regarding emergency evacuation situations.

4) Assess the initial risk and take appropriate action in all reported workplace violence incidents and escalating situations by utilizing proper resources from the following: law enforcement and medical services, human resources staff, and the EAP.

5) Notify the Military Police in situations where violence is imminent or has occurred.

6) Alerts the WIRE-C and/or other appropriate members of the WVTT to situations that have been reported pertaining to potential workplace violence

7) Ensure appropriate administrative, legal and disciplinary actions are taken to deal with all acts of workplace intimidation, threats, violence, and/or reprisal.

8) Participates as a member of the Fort Drum WIRE for their departmental cases requiring review.

m) Union:

1) Advise by being a liaison between management and employees.

2) Refer employees, in coordination with the employee's supervisor, to the EAP.

3) Serve as a member of the Fort Drum WIRE.

REPORTING POLICY AND NOTIFICATION PROCEDURES

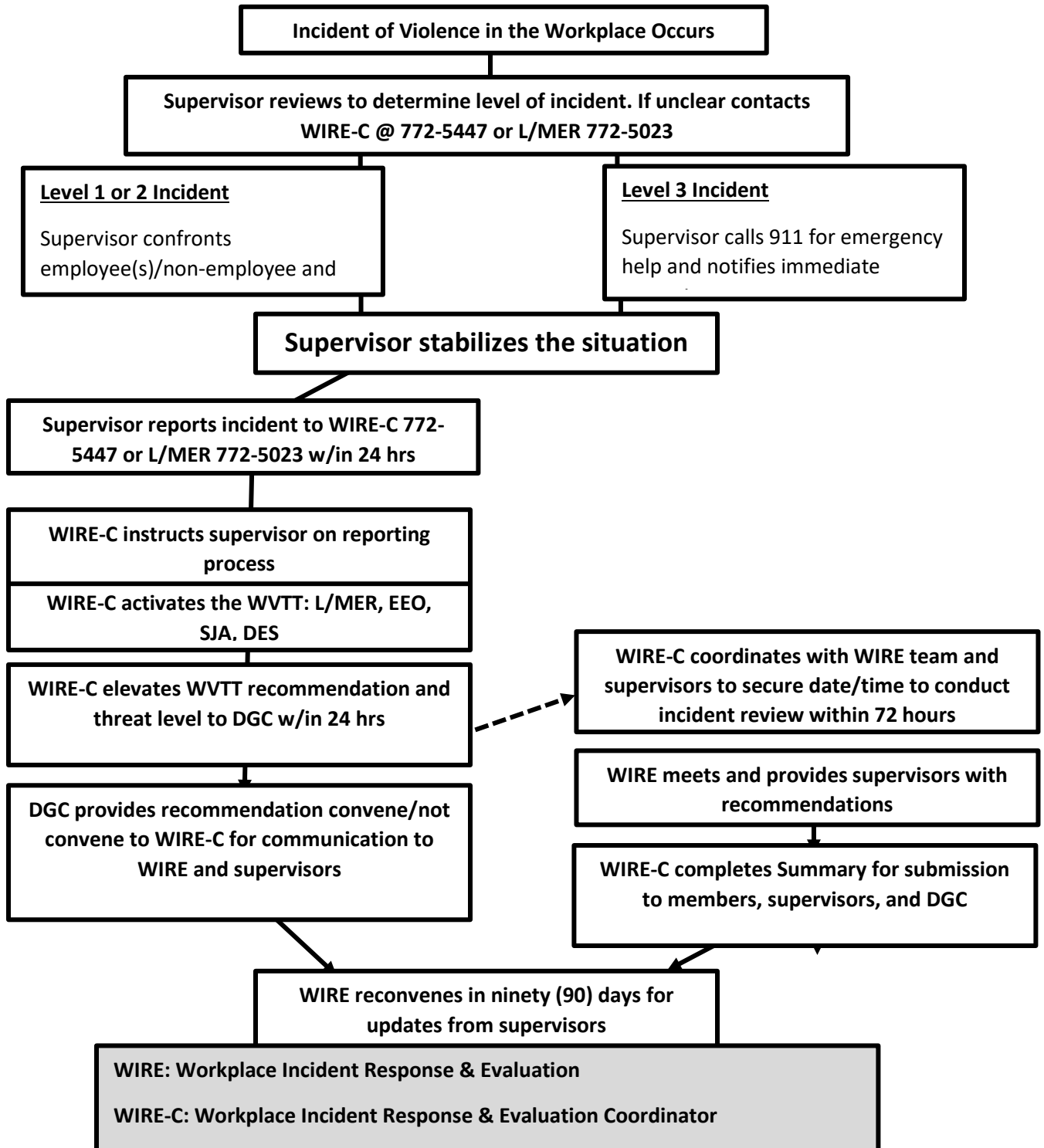
1. Reporting Policy.

- a. All Fort Drum employees are responsible for notifying their chain of supervision of any threats of physical harm they have witnessed, received, or have been told that another person has witnessed or received.
- b. The requirement to report threatening or violent behavior includes such behavior, on or off duty, if it is indicated that the threat or behavior could be potentially carried out on Fort Drum or is directed at the Federal Government or one of its entities.
- c. Addressing problems early is the best way to prevent disruptive situations and ensure a safe and respectful environment for all employees. Ignoring an individual who exhibits threatening behavior is the worst possible action to take.
- d. Good faith reporting of possible incidents of workplace violence will not be the basis for taking adverse action against employees. Persons making good faith reports are assured of protection from retaliation. However, persons deliberately making false reports and using this reporting process for personal reprisal will be dealt with according to the applicable personnel regulations.
- e. Soldiers involved in Violence in the Workplace (VIW) may be held accountable under the Uniform Code of Military Justice (UCMJ).
- f. If the report is substantiated, an appropriate administrative, disciplinary, or criminal prosecution may be initiated.

2. Notification Procedures.

- a. Employees must immediately report threats, physical acts involving violence, escalation of aggressive physical behaviors contributing to the potential for violence to appropriate officials, such as a military or civilian supervisors and/or the MPs based upon the seriousness of the incident.

- b. Supervisors, following the procedures outlined in the Workplace Incident Response and Evaluation (WIRE) Process (Appendix A), must report all allegations of workplace violence and gather any information pertinent to the incident. Report the incident, utilizing the WIRE Request form (Appendix B), to the WIRE-C (315-772-5447) or L/MER (315-772-5023) within 24 hours.
- c. The WIRE-C elevates the reports to the Workplace Violence Triage Team (WVTT) for determination of whether the report meets the criteria for VIW, or management/employee relations and refers to the appropriate agency.
- d. If there is a disagreement on whether a case is a potential WIRE incident or the case is not clear, a meeting will be held with the WVTT as quickly as possible to make the determination.
- e. The WIRE-C will elevate the WVTT recommendation and initial threat level utilizing the WIRE Request to the Deputy Garrison Commander (DGC) for approval to convene the WIRE within 24 hours of request submission.
- f. If the report meets the criteria for workplace violence, and has received consent to convene from the DGC, the WIRE-C will immediately notify (via e-mail and telephone) the head of the reporting organization and the WIRE members in order to coordinate a date/time to conduct an inquiry into a potential VIW incident.
- g. Due outs will be captured during the WIRE team meeting for member review and submission to the DGC. The WIRE-C will reconvene the WIRE to review the status of the assigned due outs after 90 days to determine task completion and outcome. Updates will be provided to the DGC in the form of an Executive Summary (EXSUM).
- h. EXSUMs will be drafted and submitted to the DGC outlining case summary, due outs, and lessons learned.
- i. Lessons learned due out summaries, void of personally identifiable information, will be elevated to the Employee Assistance Program Coordinator and WIRE members for inclusion in Workplace Violence and Supervisor trainings.
- j. The WIRE-C will convene an annual meeting to review the roll-up of demographic information, lessons learned, due outs, and program initiatives.



WORKPLACE INCIDENT REPORT

TODAY'S DATE _____

Name and directorate of person writing the report _____

Telephone number where POC can be reached _____

Name and directorate of the alleged victim _____

Name and directorate of alleged perpetrator _____

Name(s) of witnesses:

1 _____ 3 _____

2 _____ 4 _____

The date(s) the incident(s) occurred _____

Describe in detail what happened (attachments may be included) _____

Where did the incident take place _____

Was any type of verbal threat made? If so, what? _____

Was there any physical violence? If so, what? _____

Do you feel like your safety, or the safety of the staff is threatened? _____

Signature

Date