

**BY ORDER OF THE COMMANDER  
MACDILL AIR FORCE BASE (AMC)**

**MACDILL AIR FORCE BASE  
INSTRUCTION**



**36-703**

**13 MARCH 2017**

**Personnel**

**VIOLENCE IN THE WORKPLACE  
AWARENESS & RESPONSE PLAN**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Instruction (AFI) 36-703, *Civilian Conduct and Responsibility*, **Chapter 5**, Violence in the Workplace and applicable portions of the 6 AMW Integrated Defense Plan (IDP), and applies to all personnel assigned, attached or visiting on official orders to MacDill AFB. Ensure all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force (AF) Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. This publication may be supplemented at any level, but all supplements that directly implement this publication must be routed to OPR for coordination prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, Publications and Forms Management, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

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## Chapter 1

### GENERAL

**1.1. Objectives.** This chapter implements AFI 36-703, CIVILIAN CONDUCT AND RESPONSIBILITY, **Chapter 5**, Violence in the Workplace and applicable portions of the 6 AMW IDP.

1.1.1. To promote a work environment free from violence, threats of violence, harassment, intimidation and other disruptive behavior.

1.1.2. To provide a centralized awareness and response plan easily accessible to commanders, managers, helping agencies, advisors, unions, and employees alike.

### **1.2. Roles and Responsibilities.**

1.2.1. 6 AMW/CC responsibilities:

1.2.1.1. Ensures overall compliance with the objectives of this section.

1.2.1.2. Establishes guidance that addresses violence in the workplace.

1.2.1.3. In making the decision if a Unit Marshall Plan (UMP) is needed and shall be implemented, the primary factors that the 6 AMW/CC will consider are the mission of MacDill AFB, the assigned unit, and the nature of the threat. Assessment of the reasonableness of the expectation that DoD installations, property, or personnel lives or DoD assets will be jeopardized if personnel are not armed should be made in consultation with 6th Air Mobility Wing, 6th AMW Judge Advocate (JA), and the Defense Force Commander (DFC).

1.2.2. 6 AMW/CVB, Specialist for the Primary Prevention of Violence (SPPV) responsibilities (e.g., SCPD 9GJ18):

1.2.2.1. Serves as the key facilitator and team coordinator in the development of an annual Violence Prevention Implementation Plan (VPIP), which will operationalize the Air Force Violence Prevention Strategy for the installation.

1.2.2.2. Provides violence-related primary prevention education and training for the total base population and for those at heightened risk for violence.

1.2.2.3. Collaborates and integrates violence-related primary prevention in areas such as sexual assault, family violence, work place violence/bullying, suicide, and alcohol abuse/misuse prevention.

1.2.2.4. Leads the MacDill AFB Workplace Violence Working Group.

1.2.3. 6 AMW/JA responsibilities:

1.2.3.1. Provide legal advice and counsel to commanders, managers, and supervisors on all matters relating to violence in the work place.

1.2.3.2. Serves on the MacDill AFB Workplace Violence Working Group and the Threat Assessment Team.

1.2.4. 6 AMW/PA, Public Affairs responsibilities:

- 1.2.4.1. Serves on the MacDill AFB Workplace Violence Working Group.
- 1.2.4.2. Provide media response in case of an incident.
- 1.2.4.3. Assist with publicity of MacDill AFB's Violence in the Workplace Awareness & Response Plan.
- 1.2.5. 6 AMW/EO, Equal Opportunity responsibilities:
  - 1.2.5.1. Serves on the MacDill AFB Workplace Violence Working Group and may serve on the Threat Assessment Team.
  - 1.2.5.2. Provide training and support, as applicable.
- 1.2.6. 6 AMW/CVS, Sexual Assault Response Coordinator (SARC) responsibilities (see SCPD 9G816):
  - 1.2.6.1. Serves on the MacDill AFB Workplace Violence Working Group and may serve on the Threat Assessment Team.
  - 1.2.6.2. Develop and manage prevention and support programs and activities for sexual assault and other areas of interpersonal violence and victim needs.
- 1.2.7. 6 FSS/FSMC, Civilian Personnel Section responsibilities:
  - 1.2.7.1. Provide advice and guidance to commanders, managers, and supervisors on policies, procedures, and guidelines relating to civilian appropriated fund (APF) employees.
  - 1.2.7.2. Provide training and support, as applicable.
  - 1.2.7.3. Serves on the MacDill AFB Workplace Violence Working Group and may serve on the Threat Assessment Team.
- 1.2.8. 6 FSS/FSMH, NAF Human Resource Office responsibilities:
  - 1.2.8.1. Provide advice and guidance to commanders, managers, and supervisors on policies, procedures, and guidelines relating to civilian non-appropriated fund (NAF) employees.
  - 1.2.8.2. Provide supervisory training which may include basic leadership skills (e.g., setting clear standards of conduct and performance, addressing employee problems promptly, and using probationary periods wisely), performance management, counseling, discipline, and other management tools.
  - 1.2.8.3. Provide technical expertise and consultation to help supervisors determine what course of administrative action is most appropriate in specific situations.
  - 1.2.8.4. Provide training and support, as applicable.
  - 1.2.8.5. May serve on the MacDill AFB Workplace Violence Working Group and/or the Threat Assessment Team.
- 1.2.9. 6 FSS/FSMP, Military Personnel Section responsibilities:
  - 1.2.9.1. Provide advice and guidance to commanders, managers, and supervisors on policies, procedures, and guidelines relating to military personnel.

1.2.9.2. May serve on the MacDill AFB Workplace Violence Working Group and/or the Threat Assessment Team.

1.2.10. Installation First Sergeants and Superintendents responsibilities:

1.2.10.1. Provide advice and guidance to commanders, managers, and supervisors on policies, procedures, and guidelines relating to military personnel and families (as needed).

1.2.10.2. May serve on the MacDill AFB Workplace Violence Working Group and/or the Threat Assessment Team.

1.2.11. 6 SFS/CC responsibilities:

1.2.11.1. Provides robust security and response to violence in the work place as outlined in the 6 AMW Integrated Defense Plan (IDP).

1.2.11.2. Escort potentially violent individuals safely off the premises, and apprehend, if warranted. Suspend access to the premises until they have been cleared by Threat Assessment Team (TAT) for re-entry, and handle individuals who have been terminated.

1.2.11.3. Suggest safety and security measures that need to be implemented.

1.2.11.4. Process Installation debarment actions (when directed).

1.2.11.5. Provides a SFS representative to serve on the MacDill AFB Workplace Violence Working Group and the Threat Assessment Team.

1.2.12. 6 MDG/CC responsibilities:

1.2.12.1. Provides partners in the medical field for the prevention and awareness of and response to violence in the work place, such as Family Advocacy, Mental Health, Health and Wellness Center (HAWC), etc.

1.2.12.2. Provides a MDG representative to serve on the MacDill AFB Workplace Violence Working Group and the Threat Assessment Team.

1.2.13. 6 AMDS/SGPZ, HAWC responsibilities:

1.2.13.1. Serves on the MacDill AFB Workplace Violence Working Group.

1.2.13.2. Provide advice and assistance to SPPV, commanders, supervisors, managers, and Human Resources (HR), as appropriate.

1.2.14. 6 MDOS/SGOW Family Advocacy responsibilities (e.g., see SCPD 9G359):

1.2.14.1. Provide prevention programs and support services aimed at reducing the incidence of family maltreatment among active duty and retired military members and their families, to include providing primary and secondary prevention programs, training for other health care professionals and other personnel installation-wide on issues related to the prevention of family maltreatment and multi-level community organization collaboration.

1.2.14.2. Serves on the MacDill AFB Workplace Violence Working Group and may serve on the TAT.

1.2.15. 6 MDOS/SGOW Mental Health role:

- 1.2.15.1. Provide consultation services to alleviate the threat of violence/incidence using de-escalation techniques and supportive services.
- 1.2.15.2. Serves on the MacDill AFB Workplace Violence Working Group and the TAT.
- 1.2.16. Group Commanders and Director of Staff responsibilities:
  - 1.2.16.1. Implement responsibilities outlined in AFI 36-703, Civilian Conduct and Responsibility, paragraph 5.2.
  - 1.2.16.2. Provide a representative to serve on the MacDill AFB Workplace Violence Working Group.
- 1.2.17. AFGE Local 153 Union responsibilities:
  - 1.2.17.1. Partners with MacDill AFB management in the effort to promote awareness of MacDill AFB's Violence in the Workplace Awareness & Response Plan.
  - 1.2.17.2. Serve on the MacDill AFB Workplace Violence Working Group.
- 1.2.18. MacDill AFB Workplace Violence Working Group responsibilities:
  - 1.2.18.1. Implement MacDill AFB Workplace Violence plan.
  - 1.2.18.2. Meet quarterly to review and discuss the plan, concerns and direction.
- 1.2.19. TAT responsibilities:
  - 1.2.19.1. Discuss allegation(s)/concern(s), develop a plan, and ensure safety of individual(s) and work center.
  - 1.2.19.2. Convenes to assess allegations(s)/concerns as needed in accordance with paragraph 2.4.
- 1.2.20. Unit Commander responsibilities:
  - 1.2.20.1. Ensure employees are aware of violence awareness and response plan(s).
  - 1.2.20.2. Provide support for supervisors, managers, and other helping agencies, as needed.
- 1.2.21. Supervisors responsibilities:
  - 1.2.21.1. When a supervisor becomes aware of a situation or behavior indicating potential violence they must assess the situation and, in consultation with Security Forces, HR, the legal office, and base medical staff, as appropriate, take steps to reduce the risk of violence. Use the procedures in paragraph 2.4. to convene the TAT.
  - 1.2.21.2. Inform employees of workplace violence policies, plan(s) and procedures and ensure employees complete all required training.
  - 1.2.21.3. Ensure employees know specific procedures for dealing with workplace threats and emergencies, and how to contact police, fire, and other safety and security officials.
  - 1.2.21.4. Respond to potential threats and refer situations to entities such as law enforcement, medical services, protective services, and HR staff as necessary.
  - 1.2.21.5. Take all threats seriously.

1.2.21.6. Inform Commander of potential or actual workplace violence.

1.2.22. Employee responsibilities:

1.2.22.1. Be familiar with 6 AMW Workplace Violence Memorandum and local guidance regarding workplace violence.

1.2.22.2. Be responsible for securing their own workplace.

1.2.22.3. Be responsible for questioning and/or reporting strangers and unauthorized personnel to supervisory authority.

1.2.22.4. Be aware of any threats, physical or verbal, and report such to supervisory authority.

1.2.22.5. Be familiar with local procedures for dealing with workplace threats and emergencies.

1.2.22.6. Do not confront individuals who are a threat.

1.2.22.7. Take all threats seriously.

1.2.22.8. Report potential concerns to their supervisor or other available authority in their work location.

1.2.22.9. Ensure AF Form 440, Bomb Threat Aid, is located by desk phone.

1.2.22.10. Complete applicable training as directed.

1.2.22.11. Ensure that all family members and dependents are aware of this publication.

1.2.23. 6 AMW/IP responsibilities:

1.2.23.1. Serves on the MacDill AFB Workplace Violence Working Group and the TAT.



## Chapter 2

### PREVENTION AND AWARENESS

#### 2.1. Guidance.

2.1.1. It is MacDill AFB's mission to promote a safe environment for its personnel. We are committed to working with all personnel to maintain a work environment free from violence, threats of violence, harassment, intimidation, and other disruptive behavior.

2.1.2. Violence, threats of violence, harassment, intimidation, and other disruptive behavior in our workplace will not be tolerated; that is, all reports of incidents will be taken seriously and will be dealt with appropriately. Such behavior can include oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical harm. Individuals who commit such acts may be removed from the premises and may be subject to disciplinary action, criminal penalties, or both.

#### 2.2. Training.

2.2.1. Required for all Air Force Organizations including Active Duty (Reg AF), AF government civilian employees, and Air National Guard (ANG) and Air Force Reserve components (ARC) while in Federal service. DoD contractors are highly encouraged to attend trainings.

2.2.1.1. ADLS Human Relations, Violence Awareness, and Force Protection Awareness modules (or equivalent).

2.2.1.2. Suicide Awareness Training

2.2.1.3. Sexual Assault Prevention and Response Training

2.2.1.4. As otherwise directed.

2.2.2. Voluntary, as identified.

2.2.3. Scenarios, as planned.

**2.3. Prevention.** Prevention starts with the ability to detect potential threats. Numerous documented case studies exist that indicated trends of behavior demonstrated prior to violent actions taken by an Active Shooter or other insider threats. Categories of Suspicious Activity (Attachment 3) standardizes these indicators and facilitates training, detection, and reporting. These indicators are specific actions, behaviors, or activities that correlate to the thirteen categories of suspicious activity and may indicate an individual's propensity for violence. Additionally, this list of indicators incorporates indicators of workplace violence. It is imperative that the DFC, ATO, or SF/S2 educate the base populace on these indicators through awareness briefings and effective community policing, crime prevention and workplace violence prevention programs.

2.3.1. All reporting and response actions will be based on specific observed behaviors and other indicators of possible threats (not because of someone's race, ethnicity or religion).

2.3.2. The people most likely to recognize potential threat indicators are friends, coworkers, and supervisors. The DFC, ATO, and S2 are charged with educating the base populace and enabling Airmen to report individuals exhibiting behavioral indicators that are possibly

indicative of violence, terrorist, or criminal activity. Educating our personnel to refer these individuals for additional law enforcement intervention or assistance enhances the overall integrated defense posture of an installation.

**2.4. Reporting.** Prevention through education and detection is critical, but proper reporting of observed behaviors that may be indicative of violence, terrorist, or criminal activity enables law enforcement officials to properly investigate and take appropriate action. As part of base populace awareness training, the DFC, ATO, or SF/S2 must educate the base populace on how to properly report suspicious activity or behavior through appropriate law enforcement reporting channels.

**2.5. Workplace Violence.** The Occupational Safety and Health Association (OSHA) defines Workplace Violence as “Any physical assault, threatening behavior, or verbal abuse occurring in the work setting.” At MacDill AFB, the key to identifying and preventing workplace violence is to place emphasis on engaging the individual’s leadership and/or contacting Security Forces regarding any concerns involving potential criminal conduct.

**2.6. Behavioral Threat Indicators, Performance Indicators and Warning Signs.**

2.6.1. Behavior Threat Indicators, found in Attachment 4.

2.6.2. Performance Indicators, found in Attachment 5.

2.6.3. Warning Signs Checklist, found in Attachment 6.

**2.7. Threat Assessment Team.**

2.7.1. The TAT will be comprised of the following: Unit CC and/or Unit First Shirt (or designee); JA; SFS; Chaplain; Mental Health; SPPV; IP; APF CPS or NAF Human Resources Office (if a civilian employee is involved); EO (as needed); SARC (as needed); Union (as needed); A&FRC (as needed); and any other helping agency, if required. (IAW AFI 90-6001)

2.7.2. The TAT should be convened within 24-48 hours of a reported concern. Team members should sign a Non-disclosure Agreement (NDA), as necessary. In the absence of NDAs, all should be placed on notice of the need for confidentiality and the Privacy Act.

2.7.3. Plan options could include but are not limited to:

2.7.3.1. Someone close to the individual, (i.e., friend, supervisor, someone with a relationship of trust/respect), should be the one to reach out to individual.

2.7.3.2. Ensure that person is well-equipped for the conversation.

2.7.3.3. Elements of conversation (example):

2.7.3.3.1. Tell the individual the concern, etc.

2.7.3.3.2. Ask if the individual is okay (check-in)

2.7.3.3.3. Ask if the individual has plans for the weekend

2.7.3.3.4. Ask the individual if he/she has someone they can talk to

2.7.3.3.5. Offer resources such as EO, SARC, Chaplain, Mental Health, supervisor, co-worker, union (each as applicable)

- 2.7.3.3.6. A TAT member will be designated to check on the person over the weekend or during the evening, as necessary, and/or designate a Wingman to additionally follow-up with the person as necessary (i.e., on Facebook or other social media outlet) to check on their status/safety
- 2.7.3.3.7. Discuss employee-friendly options such as adjusting work schedule to accommodate their needs, duty time to visit EO, HR, Union, etc., leave options, etc.
- 2.7.3.3.8. If the individual has indicated concern about harming themselves or others, be direct and ask if they are suicidal or if they feel they will hurt someone.
- 2.7.3.3.8.1. If the individual indicates a harm to themselves, utilize Air Force ACE Suicide Prevention Card, found in Attachment 2.
- 2.7.3.3.8.2. If the individual indicates a harm to others, utilize Table 3.1., Addressing Workplace Violence Issues, and provide intervention/who to contact at the appropriate level of threat accordingly.
- 2.7.4. Do not deliver bad news to individual in crisis at the end of the duty day or before a weekend/holiday, if possible. Ensure there is some accountability for the individual in the immediate 24-48 hours afterwards. Ensure the key players are aware of the date/time of the meeting, i.e., chaplain, SFS, HR, etc.
- 2.7.5. Security measures could include but are not limited to:
- 2.7.5.1. SFS can provide a presence in the immediate area, monitor access to the installation, and take other security measures as needed.
- 2.7.5.2. Consider Installation Debarment if necessary; close coordination with 6 AMW/JA as required.
- 2.7.5.3. Evaluate and make recommendation of individual fitness/suitability; consider suspension of security clearance (if applicable).
- 2.7.6. Things to consider could include but are not limited to:
- 2.7.6.1. Does the individual have access to firearms?
- 2.7.6.2. Has the individual had aggressive, suicidal, etc. behaviors or conversations in the recent past?
- 2.7.6.3. Identify stressors, i.e., doesn't get along with co-worker, recent divorce, illness, etc.?
- 2.7.6.4. Does the individual have a safety net at home?
- 2.7.6.5. Does the individual have a government travel card; should it be de-activated?
- 2.7.6.6. Does the individual have computer access; should it be de-activated?
- 2.7.7. Communication could include but is not limited to:
- 2.7.7.1. Ensure all helping agencies are made aware that the individual may contact them, even if you can't share the details as needed

2.7.7.2. Talk with the immediate work center in generalities even when there is a specific issue at hand, (i.e., people shouldn't be spreading rumors or gossiping), ensure mutual respect, maintain professional atmosphere and relationships

2.7.7.3. Alert any individuals potentially in harm's way

2.7.8. Follow up actions could include but are not limited to:

2.7.8.1. EO briefing

2.7.8.2. SARC briefing

2.7.8.3. Review AFI 36-703 with staff members (if civilians)

2.7.8.4. Initiated by the Unit CC and/or Unit First Shirt (or designee); TAT members will conduct a close out briefing that will include any additional follow-up actions that may be required to include utilization of resources such as EO, SARC, Chaplain, Mental Health, supervisor, co-worker, union, or other base agency (each as applicable)

2.7.9. Consider establishing a Threat Assessment process to determine the category or classification of risk the person presents to themselves or others in their work center.

2.7.10. A High Risk Response Team (HRRT) may be formed by the Case Management Group (CMG) if a victim was assessed through a safety assessment and the SARC to be in a high-risk of harm from the suspect, people associated with the suspect or harm to self. (IAW AFI 90-6001)

**2.8. Employee Assistance Program (EAP).** Refer civilians to the EAP (if available) and military members to Military One Source, and to other helping agencies, as applicable.

## **2.9. Domestic Violence.**

2.9.1. Family Advocacy Program

2.9.1.1. Purpose is to enhance mission readiness by preventing the occurrence of child and spouse maltreatment.

2.9.1.2. Offers a variety of services and classes related to domestic violence and parenting. Services are available to all MacDill AFB active-duty service members and their families (as available).

2.9.1.3. The FAP takes responsibility for coordinating among on and off base agencies regarding prevention and outreach programs for the members of the 6 AMW communities through the installation IDS.

2.9.2. Domestic Violence Services

2.9.2.1. Evaluation and treatment for victims and offenders involved in child and/or adult partner maltreatment

2.9.2.2. Domestic abuse victim advocacy, safety planning, information and referral services available 24/7 at (813) 279-1320

2.9.2.3. Counseling Services

2.9.2.3.1. Individual counseling

2.9.2.3.2. Couples counseling

2.9.2.3.3. Family therapy

**2.10. Other Helping Agencies.**

2.10.1. Military and Family Life Counselor (MFLC) Program

2.10.1.1. Provides support and assistance to Service members and their family members who are coping with concerns and issues of daily life

2.10.1.2. Services are free, and support is confidential and private with the exception of “duty to warn” issues

2.10.1.3. Provide outreach services and can meet with people on or off military installations and within their local communities.

2.10.1.4. Program is purple, meaning that MFLCs work with Service members and their families from all branches of the Service, including National Guard, Reserve, and Active Duty

**2.11. Other Items to Consider.**

2.11.1. Pre-Employment Screening.

2.11.2. Anonymous Tip Line.

2.11.3. Panic Buttons in High Risk Areas.

2.11.4. High Risk Conflict Resolution.

### Chapter 3

#### RESPONSE

#### 3.1. In the case of an active event of violence:

3.1.1. 6 SFS will respond in accordance with 6 AMW Integrated Defense (ID)/Anti-terrorism plan (ATP) and other applicable instructions/guidelines.

3.1.2. Installation Commander will activate the Emergency Operations Center (EOC), as required.

3.1.3. All personnel will implement Active Shooter procedures and protocols, as required.

#### 3.2. Things to consider:

3.2.1. Reduced Operations.

3.2.2. Customer Section(s) Lockdown.

**Table 3.1. Addressing Workplace Violence Issues.**

Categories/Levels	Examples	Intervention	Who To Call
<p><b>LEVEL I</b></p> <ul style="list-style-type: none"> <li>- Implied (Covert) Threats</li> <li>- Bullying</li> <li>- Verbal/Mental Abuse</li> <li>- Harassment/Badgering</li> <li>- Inappropriate Tones (threatening) or Gestures (menacing)</li> </ul>	<ul style="list-style-type: none"> <li>- Screaming, yelling, disruptive behavior</li> <li>-- "You'll pay for this."</li> <li>-- "You'll be sorry."</li> <li>- Name calling, berating, sarcasm, Unfounded criticism</li> <li>-- "You can't do anything right."</li> </ul>	<p><b><u>Employees:</u></b></p> <ul style="list-style-type: none"> <li>- Report to Supervisor</li> <li>- Document</li> </ul> <p><b><u>Supervisors:</u></b></p> <ul style="list-style-type: none"> <li>- Report to your Supervisor</li> <li>- Consult with SFS, HR, and EAP as necessary</li> <li>- Define/Address the Problem</li> <li>- Document</li> </ul>	<ul style="list-style-type: none"> <li>- Contact 911/SFS</li> <li>- Supervisor</li> <li>- HR</li> <li>- EAP</li> </ul>
<p><b>LEVEL II</b></p> <ul style="list-style-type: none"> <li>- Threatening Gestures</li> <li>- Specific (Overt) Written or Verbal Threats</li> <li>- Property Abuse/Mishandling</li> <li>- Stalking</li> </ul>	<ul style="list-style-type: none"> <li>- Raising hand or object to strike someone</li> <li>- Any written or verbal threat to harm, avenge, or retaliate</li> <li>- Throwing objects, slamming doors, slamming fists on</li> </ul>	<p><b><u>Employees:</u></b></p> <ul style="list-style-type: none"> <li>- Report to Supervisor</li> <li>- Document</li> </ul> <p><b><u>Supervisors:</u></b></p> <ul style="list-style-type: none"> <li>- Report to your</li> </ul>	<ul style="list-style-type: none"> <li>- Contact 911/SFS</li> <li>- Supervisor</li> <li>- HR</li> <li>- EAP</li> </ul>

	<ul style="list-style-type: none"> <li>desk, hitting or kicking walls or objects</li> <li>- Monitoring a co-worker's activities to satisfy personal objectives (unwarranted attention)</li> <li>- Refusing to leave an area (office) when asked to do so</li> <li>- Intentionally crowding to intimidate</li> <li>- Blocking access to or exit from the area</li> </ul>	<p>Supervisor</p> <ul style="list-style-type: none"> <li>- Consult with SFS, HR, and EAP as necessary</li> <li>- Plan of action (disciplinary action, mandatory anger management referral, victim assistance)</li> <li>- Document</li> <li>- Contact 911/SFS</li> </ul>	
<p style="text-align: center;"><b>LEVEL III</b></p> <ul style="list-style-type: none"> <li>- "Scuffles" (Physical Contact)</li> <li>- Destruction</li> <li>- Assault – Physical, Sexual, Armed</li> <li>- A presently occurring loss-of- control event creating fear of imminent harm</li> <li>- Unauthorized possession of firearms or other weapons on government premises</li> </ul>	<ul style="list-style-type: none"> <li>- Shoving, grabbing, jabbing, poking, or prodding</li> <li>- Tripping or intentionally bumping or jostling</li> <li>- Breaking equipment</li> <li>- Breaking or putting holes in doors, walls, windows, etc.</li> <li>- Intentional use of objects for purpose of destruction – fire, bombs, chemicals, vehicles, etc.</li> <li>- Any intentional harmful physical contact</li> <li>- Unremitting rampage of loud, threatening, or incoherent speech</li> <li>- Bringing an unauthorized weapon on site</li> </ul>	<p><b><u>Any/All Staff:</u></b></p> <ul style="list-style-type: none"> <li>- Activate Emergency Response Procedures – Do NOT try to handle on your own.</li> <li>- Report to a Supervisor or Manager</li> <li>- Assist in maintaining calm if possible</li> <li>- Assist in victim care if possible</li> <li>- Leave the area if necessary for your safety</li> <li>- Document</li> </ul> <p><b><u>Supervisors:</u></b></p> <ul style="list-style-type: none"> <li>- Arrange for debriefing after resolved (all persons impacted)</li> <li>- Coordinate plan of action (disciplinary action, mandatory anger management referral, victim</li> </ul>	<ul style="list-style-type: none"> <li>- Contact 911/SFS</li> <li>- Supervisor</li> <li>- HR</li> <li>- EAP</li> </ul>

		assistance) with HR and EAP after crisis resolved	
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## Chapter 4

### POST-EVENT ACTIONS (COMMANDERS)

**Consult with HR, JA and Unions, as applicable, on each item.**

**4.1. Debrief/Assess Seriousness of Event.**

4.1.1. Identify any underlying performance issues

4.1.2. Identify any personality/behavior traits

**4.2. Counselling, EAP, and/or Threat Assessment Team.** See details above.

**4.3. Training.** See details outlined in Chapter 2. Retrain as necessary.

**4.4. Details/Work Assignments.** Consult with HR.

**4.5. Public Affairs.**

4.5.1. Media briefing

4.5.2. Prepare newspaper article.

**4.6. Administrative Actions.**

4.6.1. Removal/Debarment

4.6.2. Discipline options. Consult with HR.

**4.7. Public-Public; Public-Private (P4).** Partner with community resources in the surrounding area for things such as training, counselling, media, etc.

APRIL D. VOGEL, Colonel, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 36-703, *Civilian Conduct and Responsibility*, 18 Feb 2014

AFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*, 21 May 2015

AFMAN 33-363, *Management of Records*, 1 Mar 2008

AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures*, 25 Sep 2009

AFMAN 31-201, *High Risk Response*, 17 Nov 2011

DoD DCPAS, *Defense Civilian Personnel Advisory Service Guide: Workplace Prevention and Response*, 1 May 2012

OPM OWR-09, *Dealing with Workplace Violence: A Guide for Agency Planners*, 1 Feb 1998

6th AMW *Integrated Defense Plan (IDP)*

6th AMW *Antiterrorism Plan (ATP)*

***Prescribed Forms***

None

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFPC**—Air Force Personnel Center

**AFPD**—Air Force Policy Directive

**AFRIMS**—Air Force Records Information Management System

**APF**—Appropriated Fund Employees

**ATO**—Antiterrorism Officer

**CMG**—Case Management Group

**CPS**—Civilian Personnel Section

**DFC**—Defense Force Commander

**DoD**—Department of Defense

**EAP**—Employee Assistance Program

**EO**—Equal Opportunity

**HAWC**—Health and Wellness Center

**HR**—Human Resources

**High Risk Response Team**—-HRRT

**IDP**—Integrated Defense Plan

**JA**—Judge Advocate

**MFLC**—Military Family Life Counselor

**NAF**—Non-appropriated Fund

**NDA**—Non-disclosure Agreement

**OPlan**—Operation Plan

**OPR**—Office of Primary Responsibility

**PA**—Public Affairs

**RDS**—Records Disposition Schedule

**SARC**—Sexual Assault Response Coordinator

**SFS**—Security Forces Squadron

**SPPV**—Specialist for Primary Prevention of Violence

**TAT**—Threat Assessment Team

**UMP**—Unit Marshall Plan

**VPIP**—Violence Prevention Implementation Plan

**Attachment 2****ACE SUICIDE PREVENTION****Figure A2.1. ACE Suicide Prevention.****Ask Your Wingman:**

- Have the courage to ask the question, but stay calm
- Ask the question directly: “Are you thinking of killing yourself?”

**Care for Your Wingman:**

- Calmly control the situation; do not use force; be safe
- Actively listen to show understanding and produce relief
- Remove any means that could be used for self-injury

**Escort Your Wingman:**

- Never leave your wingman alone
- Escort to chain of command, Chaplain, behavioral health professional, or primary care provider
- Call the National Suicide Prevention Lifeline (800) 273-8255 (TALK)

**Attachment 3****CATEGORIES OF SUSPICIOUS ACTIVITY**

**A3.1. ACQUISITION OF EXPERTISE.** Unjustified attempts to obtain or conduct specialized training in security concepts, military weapons or tactics, or other unusual capabilities such as specialized transport or handling capabilities that would cause a reasonable person to perceive a threat to DoD personnel, facilities, or forces in transit.

**A3.2. BREACH OR ATTEMPTED INTRUSION.** Unauthorized entry or attempted entry into a restricted area or protected site; impersonation of authorized personnel (e.g., police, security, or janitorial personnel).

**A3.3. ELICITING INFORMATION.** Suspicious questioning of personnel by any means about particular DoD structures, functions, personnel, or procedures at the facility or infrastructure.

**A3.4. EXPRESSED OR IMPLIED THREAT.** A threat to DoD personnel or threatened damage to or compromise of a DoD facility or infrastructure.

**A3.5. FLYOVER OR LANDING.** Suspicious overflight of or landing near a DoD facility or infrastructure by any type of flying vehicle (e.g., airplane, helicopter, unmanned aerial vehicle, hang glider).

**A3.6. MATERIALS ACQUISITION OR STORAGE.** Acquisition of unusual quantities of precursor material (e.g., cell phones, pagers, fuel, and timers); unauthorized or unlicensed individual or group attempts to obtain precursor chemicals, agents, or toxic materials; or rental of storage units for the purpose of storing precursor material, chemicals, or apparatuses for mixing chemicals.

**A3.7. MISREPRESENTATION.** Misusing or presenting false insignia, documents, or identification or engaging in any other activity to misrepresent one's affiliation.

**A3.8. RECRUITING.** Building operations teams and developing contacts, or collecting personnel data, banking data, or travel data under circumstances that would cause a reasonable person to perceive a threat to DoD personnel, facilities, or forces in transit.

**A3.9. SABOTAGE, TAMPERING, OR VANDALISM.** Damaging, manipulating, or defacing part of a DoD facility, infrastructure, or protected site. Acts of vandalism committed by DoD civilian employees, military members, or their dependents should not be reported as suspicious activity unless those acts relate to a pattern of criminal activity or otherwise would cause a reasonable person to perceive a threat to DoD personnel, facilities, or forces in transit.

**A3.10. SURVEILLANCE.** Monitoring the activity of DoD personnel, facilities, processes, or systems, including showing unusual interest in a facility, infrastructure, or personnel (e.g., observation through binoculars, taking notes, drawing maps or diagrams of the facility, and taking pictures or video of a facility, infrastructure, personnel, or the surrounding environment) under circumstances that would cause a reasonable person to perceive a threat to DoD personnel, facilities, or forces in transit.

**A3.11. TESTING OF SECURITY.** A challenge to or a series of interactions with DoD installations, vessels, personnel, or systems that could reveal physical, personnel, or cyber security capabilities or vulnerabilities.

**A3.12. THEFT, LOSS, OR DIVERSION.** Theft or loss associated with a DoD facility or infrastructure (e.g., of badges, uniforms, identification cards, emergency vehicles, technology, or documents, whether classified or unclassified) that are proprietary to the facility, or a diversion of attention from a DoD facility or infrastructure that is related to a theft or loss associated with that facility.

**A3.13. WEAPONS DISCOVERY.** Discovery of weapons or explosives, as defined in section 930 of title 18, U.S.C. (Reference (n)). The discovery of personal weapons legally owned by DoD civilian employees, military members, or their dependents should not be reported as suspicious activity if the discovery is solely the result of the owner's failure to properly store or secure the weapon(s).

## Attachment 4

### BEHAVIORAL THREAT INDICATORS

**A4.1. Foreword.** This list is a compilation of behavioral threat indicators derived from multiple credible open source documents from various DoD, DoS, DoJ, State and University studies or directives. **NOTE:** Not all indicators are independently actionable, but when put to together or demonstrated in conjunction with one another, they could indicate a threat.

#### **A4.2. Overt Indicators—Preparations/Activities.**

##### A4.2.1. Indicators that May Demonstrate Intent.

A4.2.1.1. Talk knowingly about a future terrorist event, as though the person has inside information about what is going to happen.

A4.2.1.2. Statement of intent to commit or threatening to commit a terrorist act, whether serious or supposedly as a “joke,” and regardless of whether or not you think the person intends to carry out the action.

A4.2.1.3. Deliberate probing of security responses, such as deliberately causing a false alarm, faked accidental entry to an unauthorized area, or other suspicious activity designed to test security responses without prior authorization.

A4.2.1.4. Statements of support for suicide bombers who have attacked the United States or U.S. personnel or interests abroad.

A4.2.1.5. Expressing sympathy for violence promoting organizations.

A4.2.1.6. Advocating violence, the threat of violence, or use of force to achieve goals that are political, religious, or ideological in nature.

A4.2.1.7. Advocating support for international terrorist organizations or objectives.

A4.2.1.8. A threat to DoD personnel or threatened damage to or compromise of a DoD facility or infrastructure.

A4.2.1.9. Knowing membership in, or attempt to conceal membership in, any group which: (1) advocates the use of force or violence to cause political change within the U.S., (2) has been identified as a front group for foreign interests, or (3) advocates loyalty to a foreign interest over loyalty to the U.S.

A4.2.1.10. Statements disparaging the United States in favor of an alternative system.

A4.2.1.11. Statements that the U.S. Government is trying to destroy or suppress people of a particular race, religion, or ethnicity (for example, statements that the U.S. Government is engaging in a crusade against a faith or destroying the purity of a culture or race).

A4.2.1.12. Distribution of extremist publications or posting information on the Internet, including e-mail and on-line discussions, which supports or encourages violence or other illegal activity. Frequent viewing of web sites that promote extremist or violent activity (unless this is part of one’s job or academic study).

A4.2.1.13. Advocating or participating in violence against any individual based on their race, creed, color, sexual orientation, religion, or national origin.

A4.2.1.14. Statements of support for violence against U.S. military forces either at home or deployed abroad.

A4.2.1.15. For U.S. military personnel, only: Any action that advises, counsels, urges, or in any manner causes or attempts to cause insubordination, disloyalty, mutiny, or refusal of duty by any member of the armed forces of the United States.

A4.2.1.16. Expressing outrage against U.S. military operations.

A4.2.1.17. Seeking spiritual sanctioning for unlawful violence

#### A4.2.2. Indicators that May Demonstrate Opportunity.

A4.2.2.1. Providing financial or other material support to a terrorist organization or to someone suspected of being a terrorist.

A4.2.2.2. Family ties to known or suspected international terrorist or terrorist supporters.

#### A4.2.3. Indicators that May Demonstrate Capability.

A4.2.3.1. Statements about having a bomb or biological or chemical weapon, about having or getting the materials to make such a device, or about learning how to make or use any such device—when this is unrelated to the person 's job duties.

A4.2.3.2. Suspicious overflight of and/or landing near a DoD facility or infrastructure by any type of (unauthorized) flying vehicle (e.g., airplane, helicopter, unmanned aerial vehicle, hang glider).

### **A4.3. Covert Indicators—Subversive Activities**

#### A4.3.1. Elicitation and Data Collection.

A4.3.1.1. Suspicious questioning of personnel by any means about particular DoD structures, functions, personnel, or procedures at the facility or infrastructure.

A4.3.1.2. Monitoring the activity of DoD personnel, facilities, processes, or systems, including showing unusual interest in a facility, infrastructure, or personnel (e.g., observation through binoculars, taking notes, drawing maps or diagrams of the facility, and taking pictures or video of a facility, infrastructure, personnel, or the surrounding environment) under circumstances that would cause a reasonable person to perceive a threat to DoD personnel, facilities, or forces in transit.

A4.3.1.3. Collection of unclassified information that might be useful to someone planning a terrorist attack, e.g., pipeline locations, airport control procedures, building plans, etc. when this is unrelated to the person's job or other known interests.

A4.3.1.4. Inappropriate, Unusual, or Excessive Interest in Classified Information (outside current assignment or without the "need to know").

A4.3.1.5. Mishandling of Classified Information to include revelations to unauthorized personnel, leaks to media, unauthorized contact with media, unauthorized removals, collecting or storing outside of approved facilities, lax security protocols.



A4.3.1.6. Misuse of computers/technology to include accessing databases without authorization, unauthorized searching or browsing through computer libraries, or unauthorized destruction of information or agency computer files (e.g. deleting data).

A4.3.1.7. Unexplained or excessive copying of files—particularly blueprints of buildings or systems such as security and fire suppression.

#### A4.3.2. Acquisition of Expertise.

A4.3.2.1. Unjustified attempts to obtain or conduct specialized training in security concepts, military weapons or tactics, or other unusual capabilities such as specialized transport or handling capabilities.

#### A4.3.3. Acquisition of Material/Resources.

A4.3.3.1. Acquisition of unusual quantities of precursor material (e.g., cell phones, pagers, fuel, and timers); unauthorized or unlicensed individual or group attempts to obtain precursor chemicals, agents, or toxic materials; and/or rental of storage units for the purpose of storing precursor material, chemicals, or apparatuses for mixing chemicals.

A4.3.3.2. Recruiting or building operations teams and contacts, personnel data, banking data, or travel data under circumstances that would cause a reasonable person to perceive a threat to DoD personnel, facilities, or forces in transit.

A4.3.3.3. Theft or loss associated with a DoD facility or infrastructure (e.g., of badges, uniforms, identification cards, emergency vehicles, technology, or documents, whether classified or unclassified) that are proprietary to the facility, and/or a diversion of attention from a DoD facility or infrastructure that is related to a theft or loss associated with that facility.

A4.3.3.4. Handling, storing, or tracking hazardous materials in a manner that puts these materials at risk.

#### A4.3.4. Misrepresentation.

A4.3.4.1. Misusing or presenting false insignia, documents, or identification or engaging in any other activity to misrepresent one's affiliation.

#### A4.3.5. Criminal/Suspicious Activity.

A4.3.5.1. Damaging, manipulating, or defacing part of a DoD facility, infrastructure, or protected site. Acts of vandalism committed by DoD civilian employees, military members, or their dependents should not be reported as suspicious activity unless those acts relate to a pattern of criminal activity or otherwise would cause a reasonable person to perceive a threat to DoD personnel, facilities, or forces in transit.

A4.3.5.2. Ominous, specific threats.

A4.3.5.3. Association with any of the following criminal precursors to terrorist activities: front businesses & charities, counterfeit money, counterfeit goods, narcotics, smuggling & import/export violations, robbery/theft, fraud (credit card, benefits, food stamps, etc.), phone scams, bribery, immigration & identity crimes, or incitement to commit terrorist acts.

#### A4.3.6. Foreign Contact.

A4.3.6.1. Unreported contact with foreign intelligence services, governments, organizations, or unreported contact with unauthorized foreign personnel seeking classified information.

A4.3.6.2. Unreported personal foreign travel.

#### **A4.4. General Risk for Violence Indicators.**

A4.4.1. This list is a compilation of indicators derived from multiple sources that may indicate a higher risk for violence. If an individual demonstrates these indicators, this information should be shared up the chain of command and the commander or first sergeant should consider all the information to decide whether the individual should be referred to the appropriate helping agencies on base for further screening and/or evaluation by medical authorities. If the individual is demonstrating an immediate threat of violence, contact the appropriate law enforcement agencies. **NOTE:** Not all indicators are independently actionable, but when put together or demonstrated in conjunction with one another, could indicate a threat.

A4.4.1.1. Past conflicts (especially if violence was involved) with coworkers.

A4.4.1.2. Tendency to blame others for problems.

A4.4.1.3. Defensive or hostile attitude, increasing belligerence, or outbursts of anger.

A4.4.1.4. A history of frequent job changes.

A4.4.1.5. Hypersensitivity to criticism.

A4.4.1.6. Recent acquisition/fascination with weapons.

A4.4.1.7. Apparent obsession with a supervisor or coworker or employee grievance.

A4.4.1.8. Preoccupation with violent themes.

A4.4.1.9. Interest in recently publicized violent events.

A4.4.1.10. Extreme disorganization.

A4.4.1.11. Increased use of alcohol and/or illegal drugs.

A4.4.1.12. Noticeable decrease in attention to appearance and hygiene.

A4.4.1.13. Resistance and overreaction to changes in policy and procedures.

A4.4.1.14. Repeated violations of policies.

A4.4.1.15. Increased severe mood swings.

A4.4.1.16. Noticeably unstable, emotional responses.

A4.4.1.17. Explosive outbursts of anger or rage without provocation.

A4.4.1.18. Suicidal; comments about—putting things in order.

A4.4.1.19. Behavior which is suspect of paranoia, (“everybody is against me”).

A4.4.1.20. Increasingly talks of problems at home.

- A4.4.1.21. Escalation/introduction of domestic problems into the workplace; talk of severe financial problems.
- A4.4.1.22. Talk of previous incidents of violence.
- A4.4.1.23. Empathy with individuals committing violence.
- A4.4.1.24. Increase in unsolicited comments about firearms, dangerous weapons, or violent crimes.
- A4.4.1.25. Patterns of inaccurate statements or making excuses for irregular behaviors.
- A4.4.1.26. Excessive tardiness or absences—Beyond simply missing work; an employee may also reduce his or her workday by leaving early, departing the work site without authorization, or presenting numerous excuses for otherwise shortening the workday.
- A4.4.1.27. Increased need for supervision; reduced productivity; inconsistent work patterns.
- A4.4.1.28. Blames others for problems in life or work; suspicious, holds grudges.
- A4.4.1.29. Unwelcome obsessive romantic attention.
- A4.4.1.30. Unshakable depression as exhibited by low energy, little enthusiasm or despair.
- A4.4.1.31. Recently has withdrawn from normal activities, family, friends, co-workers; is isolated or a loner.
- A4.4.1.32. Feels wronged, humiliated, degraded; wants revenge.
- A4.4.1.33. Morally superior, self-righteous / feels entitled to special rights and that rules don't apply to him/her.
- A4.4.1.34. Demonstrating desperation over professional or personal problems.
- A4.4.1.35. Believes to have no choices or options for action except violence.
- A4.4.1.36. A history of drug or alcohol abuse.
- A4.4.1.37. Past convictions for violent crime.

## Attachment 5

## PERFORMANCE INDICATORS

Table A5.1. Performance Indicators.

	-Decreased productivity, including making excessive mistakes, using poor judgment, missing deadlines, or wasting work time or materials
	-Inconsistent work patterns, such as alternating periods of high/low productivity or quality of work, exhibiting inappropriate reactions, overreacting to criticism, or mood swings
	-Concentration problems, including becoming easily distracted or having difficulty recalling instructions, project details, or deadline requirements
	-Adverse effect on supervisor's time when he or she must spend an inordinate amount of time coaching and/or counseling the employee about personal problems, redoing the employee's work, or dealing with coworker concerns

## Attachment 6

## WARNING SIGNS CHECKLIST

Figure A6.1. Warning Signs Checklist.

## Level 1—Intimidation

- Discourteous/disrespectful
- Uncooperative
- Verbally abusive

## Level 2—Escalation

- Argues with customers, vendors, coworkers, or management
- Refuses to obey agency policies or procedures
- Sabotages equipment or steals property for revenge
- Verbalizes wishes to hurt coworkers or management
- Stalks, harasses, or shows undue focus on another person
- Makes direct or indirect threats to coworkers or management (in person, in writing, by phone)
- Views himself or herself as victimized by management (me against them) and talks about “getting even”

## Level 3—Further Escalation

- Suicidal threats
- Physical fights or assaults of coworker(s) or manager(s)
- Damage or destruction of property
- Concealment or use of a weapon to harm others
- Display of extreme rage or physically aggressive acts, throwing or striking objects, shaking fists, verbally cursing at others, pounding on desks, punching walls, or angrily jumping up and down