

**BY ORDER OF THE COMMANDER  
ROBINS AIR FORCE BASE**

**ROBINS AIR FORCE BASE PAMPHLET  
36-102**



**24 MAY 2022**

**Personnel**

**VIOLENCE IN THE WORKPLACE**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This pamphlet aligns with AFD 36-1, *Appropriated Funds Civilian Management and Administration*. It identifies behavioral categories and provides instructions for use in dealing with employees who exhibit erratic, unusual or threatening behavior. It identifies responsibilities of trained professionals in managing and resolving potential and/or actual instances of work place violence and establishes a Crisis Management Team to resolve and determine appropriate preventive measures. This publication applies to all employees serviced by the Civilian Personnel Office (78 FSS/FSCA). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using Air Force (AF) Form 847, Recommendation for Change of Publication; route AF Form 847 from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Instruction (AFI33-322), *Records Management and Information Governance Program*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm> <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. This publication may not be supplemented at any level. Requests for waivers must come through the chain of command from the commander of the office seeking relief from compliance. Waiver requests must be submitted to the OPR; waiver authority has not been delegated. The waiver approval authority for all compliance items within this publication are at Wing Level (Tier T-3). See **attachment 1** for a glossary of references and supporting information.

***SUMMARY OF CHANGES***

Administrative changes throughout the document. This instruction supersedes RAFBPAM 36-102, *Violence in the Workplace*, dated 16 November 2017.

## 1. Behavioral Categories.

1.1. Category A. Erratic or unusual behavior, either through acts or words, e.g., mood swings, excessive crying, excessive anger, out of character language or actions. May include suicidal threats.

1.2. Category B. Implied or actual threats, e.g. “I ought to bring my 9mm and take care of this problem.”

1.3. Category C. Threat of impending violence, e.g., “I am going to my car to get my gun and take care of this”; shouting uncontrollably and throwing things.

1.4. Category D. Actual initiation of a violent act, e.g., employee wields a gun, knife, or displays physical force with the possibility of immediate harm to self or others.

## 2. Responsibilities.

### 2.1. Managers and Supervisors.

#### 2.1.1. Category A.

2.1.1.1. Talk to the employee. The employee may have personal difficulties. Do not suggest to the employee that you believe that his/her behavior is due to a medical problem, but be supportive if the employee defends his/her actions claiming a medical condition. If the employee indicates a medical problem, contact the Occupational Medicine Services (OMS) at DSN: 497-7590 or commercial phone: (478) 327-7590, for guidance. Do not send the employee to OMS without clearance from the Chief of Occupational Medicine. Under most circumstances, the employee should be directed to obtain medical documentation from his/her personal healthcare provider. It is appropriate to remind troubled employees that Employee Assistance Program counselors are available. After 1530 and on weekends, the employee may be granted sick leave, annual leave, or leave without pay, if requested. Assistance is available for civilian employees 24 hours a day through the Employee Assistance Program (EAP) at 1-866-580-9078. Document incident(s)/behavior and contact your Servicing Employee Management Relations (EMR) specialist in the Civilian Personnel Office (78 FSS/FSCA) through Customer Service for further guidance at DSN: 472-0601 or commercial phone (478) 222-0601.

2.1.1.2. If there is reason to believe the employee is suicidal, contact OMS for guidance immediately. Do not leave the employee alone. After 1530 hours and on weekends, escort the employee to the Houston Medical Center Emergency Room for evaluation. The supervisor should contact the emergency POC identified on the employee’s AF Form 971, Supervisor’s Employee Brief, advise them of the employee’s situation, and have POC meet employee at the Houston Medical Center Emergency Room, if necessary. Document incident(s)/behavior and notify the EMR specialist as soon as possible.

#### 2.1.2. Category B.

2.1.2.1. Contact your servicing EMR specialist immediately for guidance. If the threat occurs after 1530 hours or on weekends, send the employee home in a non-duty status with pay until the determination can be made that the employee is no longer a threat.

Document the incident and obtain witnesses' statements, if possible. Contact the EMR specialist as soon as possible for further guidance.

2.1.2.2. Contact the 78th Security Forces Squadron (78 SFS) to conduct a search of the area and the employee's personal property for weapons.

2.1.3. **Category C.**

2.1.3.1. Contact the 78 SFS immediately.

2.1.3.2. If necessary, instruct employees to evacuate the area or lock doors.

2.1.3.3. If the incident occurs after 1530 or on weekends, and the employee is released by the 78 SFS, advise the employee to leave the work site and place the employee in a non-duty status with pay until further notice.

2.1.3.4. Document the incident and obtain witnesses' statements, if possible. Contact your EMR specialist as soon as possible for further guidance.

2.1.4. **Category D.**

2.1.4.1. Contact 78 SFS immediately.

2.1.4.2. Evacuate the area.

2.1.4.3. If the employee is released by 78 SFS, contact the emergency addressee on the AF Form 971 to come to the base to escort the employee home. If the emergency addressee is not available, 78 SFS should escort the employee off base.

2.1.4.4. Document the incident(s), get witnesses' statements, if possible, and contact the servicing EMR specialist as soon as possible for further guidance.

2.1.5. **All Categories.**

2.1.6. If management offers or orders a medical examination which is beyond the scope of care provided in OMS, the unit must provide adequate funding for the examination to be performed by an off-base medical provider.

2.2. **EMPLOYEE MANAGEMENT RELATIONS.**

2.2.1. **Category A.**

2.2.1.1. Determine if supervisor has discussed behavior with the employee.

2.2.1.2. If the employee claims there is a medical problem, contact OMS for advice on how to properly direct the employee to provide medical documentation from his/her healthcare provider.

2.2.1.3. If suicidal, call OMS immediately. OMS will arrange for evaluation and assist connecting the employee with a representative from their command, a supervisor, Security Forces Squadron (SFS), local police, or an ambulance so that the employee can be transported to the nearest emergency room or psychiatric hospital.

2.2.1.4. Notify the Crisis Management Team if necessary.

2.2.1.5. Coordinate decisions on returning to work.

2.2.2. **Category B.**

- 2.2.2.1. Notify the Crisis Management Team.
- 2.2.2.2. Advise supervisor to call 78 SFS to search the area for weapons.
- 2.2.2.3. Advise supervisor to document evidence required.
- 2.2.2.4. Prepare appropriate notice of administrative action.
- 2.2.2.5. Coordinate any return to duty with OMS.
- 2.2.3. **Category C.**
  - 2.2.3.1. Advise supervisor to gather appropriate evidence and contact 78 SFS immediately.
  - 2.2.3.2. Notify the Crisis Management Team.
  - 2.2.3.3. Prepare appropriate written notice of administrative action.
- 2.2.4. **Category D.**
  - 2.2.4.1. Advise supervisor to contact 78 SFS immediately.
  - 2.2.4.2. Advise supervisor to gather appropriate evidence and notify the Crisis Management Team.
  - 2.2.4.3. Prepare notice of administrative action.
  - 2.2.4.4. If 78 SFS releases employee, advise supervisor to notify the emergency addressee on AF Form 971 to pick up employee. If unable to contact emergency addressee, advise supervisor to have 78 SFS escort the employee off base until further notice.

**2.3. Crisis Management Team.** This team is comprised of representatives from 78 SFS, EMR, the Disaster Mental Health (DMH) team and the Staff Judge Advocate's office to evaluate situations of violence in the workplace and recommend appropriate action to the respective organizational commander having responsibility to make employment decisions. The organizational commander or his or her representative will chair the team. Once an employee has been determined to be a potential threat for violence, the organizational commander or management representative will immediately assemble appropriate members of the Crisis Management Team to recommend the proper course of action to assure a safe working environment. The Crisis Management Team will be augmented with appropriate management representatives and other officials with special skills deemed necessary in this process on a case-by-case basis. Team members will share information necessary to resolve and determine appropriate preventive measures and ensure privacy and confidentiality is preserved. The DMH team will only respond after an "All-Hazard" incident as defined in accordance with (IAW) AFI 44-153. The DMH team chief is located within the Mental Health Clinic. The DMH team will only respond once all emergency, law enforcement and medical services have completed their obligations.

**2.4. 78th ABW Staff Judge Advocate.**

- 2.4.1. Advises staff, EMR, and 78 SFS when:
  - 2.4.1.1. A civilian must be detained for bizarre or threatening behavior.

- 2.4.1.2. The services of other state or county offices are deemed necessary in detaining or evaluating a civilian employee due to his or her misconduct or misbehavior.
  - 2.4.2. Represents the Commander and management in any litigation arising from the action taken as a result of employee misconduct or misbehavior.
  - 2.4.3. Coordinates on proposals and decisions to take disciplinary action.
- 2.5. 78th Security Forces Squadron.**
- 2.5.1. Responds to calls when an employee is making threats or brandishing a weapon, or if violence is occurring or is imminent.
  - 2.5.2. Conducts investigations concerning alleged threats of violence made by employees. If evidence is present for probable cause, the suspect will be charged with the appropriate criminal offense.
- 2.6. 78th Operational Medical Readiness Squadron (OMRS).**
- 2.6.1. Provides guidance to supervisors and EMR
  - 2.6.2. Coordinates actions returning employee to work to ensure a safe working environment.
  - 2.6.3. Reviews medical documentation from off-base medical providers to ensure medical adequacy and for recommended medical accommodations.
  - 2.6.4. Evaluates employees with suspected substance abuse problems.
  - 2.6.5. Provides referral information for substance abuse treatment in the community if necessary.
- 2.7. Military Members And Civilian Employees.** Must discharge assigned duties conscientiously; respect the administrative authority of those directing work, and observe laws, rules, regulations, and policies governing conduct. Report all instances of threatened violence and suspected use or intoxication from alcohol or other drugs, and all instances where warning signs are observed to the immediate supervisor immediately. A disturbed individual contemplating a violent act may give others a warning in much the same way as a person contemplating suicide may try to alert others to their intentions. Because coworkers work closely with each other on a daily basis, they usually have a greater awareness of behavioral changes within their group. Carefully observing negative behavioral changes and alerting the supervisor will allow action to be taken to defuse potentially disruptive or violent incidents. Under no circumstances will any form of reprisal or discriminating against any employee be tolerated for the reporting of any suspicious misconduct occurring at any level.

LINDSAY C. DROZ, Colonel, USAF  
Installation Commander

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

AFI33-322, *Records Management and Information Governance Program*, 28 Jul 2021  
AFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 18 March 2019  
AFI 44-153, *Disaster Mental Health Response & Combat and Operational Stress Control*,  
29 May 2014, Certified Current 13 April 2020  
Title 5 Code of Federal Regulations, Part 339, *Medical Qualifications Determinations*,  
18 January 2017

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*  
AF Form 971, *Supervisor's Employee Brief*

***Abbreviations and Acronyms***

**78 OMRS**—78th Operational Medical Readiness Squadron  
**78 SFS**—78th Security Forces Squadron  
**AFI**—Air Force Instruction  
**AFPD**—Air Force Policy Directive  
**AFRIMS**—Air Force Records Information Management System  
**DMH**—Disaster Mental Health  
**EAP**—Employee Assistance Program  
**EMR**—Employee Management Relations  
**IAW**—In Accordance With  
**OMS**—Occupational Medicine Services  
**OPR**—Office of Primary Responsibility  
**POC**—Point of Contact