

Civilian Personnel  
**Employee Assistance Program (EAP) and Workplace Violence Prevention  
Program (WVPP)**

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**History.** This is an administrative revision. This revises III Corps and Fort Hood Regulation 690-23 dated 26 August 2002.

**Summary.** This revision updates the Employee Assistance Program (EAP) and the Workplace Violence Prevention Program (WVPP) on Fort Hood.

**Applicability.** The EAP provisions of this regulation apply to all Department of the Army (DA) civilians (appropriated fund [AF] and non-appropriated fund [NAF]) serviced by the Fort Hood Civilian Personnel Advisory Center (CPAC), all supervisors (military and civilian) of civilian employees, Army and Air Force Exchange Service (AAFES), and other Department of Defense (DOD) employees stationed at Fort Hood, military and civilian employee Family members, and military retirees and their Family members. The WVPP

provisions of this regulation apply to all persons on Fort Hood, which includes Soldiers and their Family members, AF and NAF employees and their Family members, military retirees and their Family members, civilian contractors, and all visitors. The provisions of this regulation are administrative in nature and apply during periods of peacetime as well as mobilization.

**Supplementation.** Local supplementation of this regulation is prohibited.

**Suggested Improvements.** The proponent of this regulation is the Army Substance Abuse Program (ASAP), Directorate of Human Resources (DHR). Send comments and suggested improvements to the Commander, III Corps and Fort Hood, ATTN: IMHR-S, Fort Hood, Texas 76544-5016.

FOR THE COMMANDER:

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\*This supersedes III Corps & Fort Hood Regulation 690-23 dated 26 August 2002.

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**OVERVIEW**

1

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**Purpose** This regulation updates the Employee Assistance Program (EAP) and the Fort Hood Workplace Violence Prevention Program (WVPP).

1a

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**References** Appendix A lists required and related references.

1b

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**Abbreviations and terms** The glossary explains abbreviations and terms used in this regulation.

1c

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**Summary of change** Specifically, this revision dated 18 September 2007 –

- Changes the regulation title from Civilian Employee Assistance Program to Employee Assistance Program (EAP) and Workplace Violence Prevention Program (WVPP).
- Is administrative in nature to update the operations and procedures applicable to the EAP and WVPP.
- Clarifies the intent of the EAP in paragraph 2a.
- Outlines the duties and responsibilities of the Employee Assistance Program Coordinator, supervisors, and employees who utilize the EAP in paragraphs 2b through 2d.
- Highlights the various types of referrals to the EAP in paragraph 3b.
- Clarifies special instructions regarding incidents of workplace violence, suspected substance abuse, and bizarre employee behavior in paragraph 3c.
- Clarifies time and attendance coding for EAP appointments in paragraph 3e.
- Outlines EAP sponsored training and education in paragraph 3g.
- Highlights the EAP consultation services in paragraph 3h.

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**Summary of  
change  
(continued)**

- Updates Fort Hood (FH) Form 690-X49 (Drug/Alcohol Abuse Medical Examination) in appendix C.
- Provides a supervisor step-by-step intervention procedure in appendix D.
- Provides a supervisor referral chart in appendix E.
- Clarifies the intent of the WVPP in paragraph 4a.
- Clarifies the definitions of workplace violence and workplace behavior in paragraph 4a.
- Outlines employee and supervisor responsibilities in paragraphs 4b and 4c.
- Highlights the fitness for duty assessment process in paragraph 4d.
- Updates the WVPP training and education component in paragraph 4e.
- Identifies the various types of training mandated by this regulation in paragraph 4e.
- Establishes an employee appellate process in paragraph 6a.
- Establishes a process for retraction of reported incidents in paragraphs 6b.
- Mandates that supervisors report all incidents of workplace violence in paragraph 6b.
- Establishes reporting procedures for employees who are threatened, assaulted, or attacked while on official duty not on a Federal installation in paragraph 6d.
- Updates FH Form 690-X50 (Workplace Incident Report) in appendix C.
- Clarifies inappropriate employee behavior that could be construed as workplace violence in appendix F.

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**Summary of change (continued)**

- Clarifies the workplace violence incident reporting process in appendix G.

1d

**EMPLOYEE ASSISTANCE PROGRAM (EAP)**

2

**Intent**

The intent of the EAP is to:

- Provide a wide variety of program services to address various adult living problems primarily focused towards alleviating problematic issues that affect Government employees' ability to conduct their job. The EAP also provides these services for the Family members of government employees, active duty Soldiers, retirees, and their eligible Family members to enhance their well being. These services are provided to sustain agency productivity, reduce employee absenteeism, and provide a safe and secure working environment, while ensuring that the Army's mission is accomplished in the most efficient manner. The EAP services include, but are not limited to, conducting screening and assessment interviews, short-term counseling and coaching, prevention education services, and if necessary, a referral to an off-site care provider to address the problematic issue. The EAP can also provide employees and supervisors consultation, guidance, advice, and offer mediation to minimize or eliminate issues affecting the employee-supervisor working relationship, the agency's productivity and/or Family member wellness.

2a

**Employee Assistance Program Coordinator (EAPC) responsibilities**

Employee Assistance Program Coordinator (EAPC) will:

- Administer the EAP which is a job-based program designed to help employees with problems that may affect their ability to conduct their Government jobs, and their Family members with issues that affect their well-being. At the installation level, Army Regulation (AR) 600-85 (Army Substance Abuse Program [ASAP]) and Department of the Army (DA) Pamphlet (PAM) 600-85 (Army Substance Abuse Program Civilian Services) mandate the EAPC provide the following basic services:

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**Employee  
Assistance  
Program  
Coordinator  
(EAPC)  
responsibi-  
lities  
(continued)**

- Screening and assessment interviews, problem identification, and short-term in-house coaching and counseling in an effort to provide a clear indication of the client's problem area.
- No-cost care provider referral services for a wide variety of adult living issues.
- Follow-up services to aid employee(s) in achieving effective readjustment to his or her job after treatment or rehabilitation.
- Develop and implement a comprehensive civilian employee education program designed to educate all employees or special groups, as appropriate, on the following subjects:
  - The Employee Assistance Program.
  - Substance Abuse Prevention.
  - The Civilian Drug Testing Program.
  - The Army's Drug-Free Federal Workplace (DFW).
- Maintain liaison with, and conduct site visits to, various treatment agencies, Family-counseling centers, substance abuse treatment centers, and other certified health care providers.
- Maintain, at a minimum, liaison with the following key supporting agencies or personnel:
  - Local Labor Union Representatives.
  - Civilian Personnel Advisory Center (CPAC), Human Resources, Labor Relations (LR), and Management Employee Relations (MER) Specialists.
  - Equal Employment Opportunity (EEO).
  - Staff Judge Advocate (SJA).
  - Supervisors of employees participating in the EAP.

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2b

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**Supervisors**

Supervisors should:

- Intervene early to help employees resolve suspected substance abuse issues and other personal problems, such as emotional, health, financial, marital, or Family issues that are or may affect job performance or on-duty conduct.
- Document deteriorating job performance or conduct issues and counsel employees on those problem areas.
- Interview employees (formally or informally) who have job performance or conduct issues and advise them of the assistance available through the EAP.
- Consult with the CPAC MER Specialist before referring individuals to the EAP or initiating any administrative or disciplinary actions.
- When appropriate, coordinate with the servicing CPAC MER Specialist to motivate the employee to action when using EAP services in conjunction with disciplinary action per AR 690-700 (Discipline [Appropriated Fund]), chapter 751, for appropriated fund (AF) employees and AR 215-3 (Nonappropriated Funds Personnel Policy), chapter 7, for nonappropriated fund (NAF) employees, as applicable.
- Initiate an evaluation of continued eligibility for access to classified information and reporting, in accordance with (IAW) AR 380-67 (The Department of the Army personnel Security Program), when advised that an employee has been found to use illegal drugs or any other disqualifying factors as outlined in appendix I of AR 380-67.
- Contact the CPAC MER Specialist for guidance when an employee appears impaired on duty.
- Contact the CPAC MER Specialist who was notified by Alcohol Substance Abuse Program (ASAP) that an employee occupying a testing designated position (TDP) tested positive for an illegal substance IAW DA PAM 600-85, chapter 3 for DFW TDPs and chapter 4 for the Department of Transportation (DOT) Drug and Alcohol Testing Program. Supervisors must suspend the employee from their TDP duties.

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**Supervisors  
(continued)**

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- Immediately initiate a “Supervisor Referral” to the EAP using the management referral procedures as outlined in paragraph 3b of this regulation, when notified by the ASAP that an employee occupying a TDP tests positive for an illegal substance.
  - Make the EAP reasonably available to all employees and ensure its provisions are well known.
  - Ensure all employees complete mandated awareness training.
  - Ensure employees have the opportunity to attend coordinated and scheduled EAP counseling sessions during regular duty hours.
  - Ensure subordinate level managers and supervisors carry out their responsibilities to the agency, employees, and the EAP for prompt resolution of the job performance or conduct issues.

2c

**Employees**

Employees are encouraged to seek assistance through the EAP to resolve personal problems, such as financial, emotional, substance abuse, health, marital, or Family issues that are or may affect job performance or conduct.

- Recognize that substance abuse is inconsistent with the high standards of performance, discipline, and readiness necessary to accomplish the Army’s mission.
- Should not use illegal drugs or abuse alcohol whether on or off duty.
- Encourage Family members to utilize EAP services.
- Attend scheduled training as mandated by this regulation.

2d

**Civilian  
Personnel  
Advisory  
Center  
(CPAC)**

The CPAC will:

- Provide consultation to supervisors and managers concerning overall civilian personnel actions and management-related issues concerning the EAP.

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**Civilian  
Personnel  
Advisory  
Center  
(CPAC)  
(continued)**

- Advise supervisors on what actions are available to them when an employee occupying a TDP tests positive for an illegal substance or an employee appears impaired on-duty.
- Ensure that supervisors who make decisions on disciplinary actions are advised that for employees who enroll in the EAP, in those instances where the final decision letter has not been issued, the action *may* be held in abeyance upon the employee's enrollment and successful completion of the mutually agreed upon treatment plan by the EAP, supervisor, and client.

2e

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**ADMINISTRATIVE PROCEDURES**

3

**Fundamentals** Supervisors must be alert, through continuing observation, to changes in the work, behavior, or both, of assigned employees in order to note any deterioration in job performance, attendance, or behavioral issues. Therefore, supervisors should *know* their employees to be aware of any personal changes in attitude or behavior.

- Supervisors should not attempt to diagnose an employee's emotional or health problems. Instead, supervisors should focus their corrective actions on dealing with the employee's deteriorating job performance or conduct issue.
- All employees are encouraged to proactively seek EAP services to help manage or minimize issues before they disrupt job performance. Additionally, it is the employee's responsibility to keep the supervisor advised of any issues that may have the potential to have a negative impact on job performance, on-duty conduct, or Federal service.
- Supervisors should document deteriorating job performance, conduct issues, or any other inappropriate behavior using a CPAC approved method. Normally, a standard memorandum for record (MFR) with specific dates and times of the poor job performance or conduct-related issues will suffice. Supervisors should obtain employee confirmation of the counseling session or document employee's refusal to acknowledge the record of counseling.

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**Fundamentals  
(continued)**

- After normal supervisory efforts have been exhausted and after conferring with CPAC MER, a referral to the EAP may be necessary. A referral to the EAP is not a disciplinary action; rather, it is the employee or supervisor taking action to eliminate issues affecting job performance, on-duty conduct, or Federal service.
- As noted earlier, supervisors are encouraged to use the EAP services in conjunction with disciplinary action. These actions are separate from the EAP referral and must be coordinated with their servicing CPAC MER Specialist.
- Supervisors must comply with the applicable provisions of the Americans with Disability Act (ADA), Family and Medical Leave Act (FMLA), Federal EEO laws, and the local union Negotiated Agreement, when dealing with all personnel issues.

3a

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**Types of  
referrals**

An important task of the EAP is guiding supervisors in the referral of employees who are in the beginning stages of a job performance problem, whether it is a substance abuse issue or another personal problem. If such problems are allowed to continue unabated, they will likely result in deterioration of the employee's job performance, on-duty conduct, or loss of the employee's productivity. Referrals may come to the EAP from several sources, but regardless of the source, early identification and prompt intervention promote a better chance of the supervisor and employee dealing with and solving the issue.

- Types of referrals most often seen by the EAP include
    - Self/voluntary initiated referrals
    - Management/supervisor initiated referrals
    - Union initiated referrals
    - Law enforcement/court-mandated referrals
    - Release from treatment follow-up referrals
    - Family member initiated referrals
    - Referrals from other service agencies
    - Co-workers/peer-motivated referrals
  - *Self, Family member, and peer-motivated referrals* are generally easier to work with since it is the client who is seeking help, rather than being referred by management, and they are generally less resistant to the EAP's recommendations. Employees may call
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**Types of referrals  
(continued)**

and schedule an appointment for service or walk-in to receive help with personal problems that may be affecting job performance. There are many employees who use this option and there are many supervisors who do not know their employees are seeking assistance through the EAP since the employee is using their own time to see the EAP. However, if the employee intends to present to EAP during the duty hours, the employee must seek and obtain an excused absence from their supervisor prior to leaving the worksite. Additionally, when, and if, the situation becomes unmanageable, or the employee needs the supervisor to be apprised of the situation, the employee is encouraged to sign a consent form authorizing the EAP representative to disclose information to certain individuals in their supervisory chain. Family members may call and schedule an appointment or walk-in at anytime for information and assistance.

- *Supervisor or management referrals* are ones in which the supervisor has encouraged the employee to get help or has given the employee an ultimatum of getting help or suffering the consequences of adverse action for continued poor job performance or conduct. The supervisor can *informally recommend or formally direct* an employee to seek help for a job performance or conduct-based problem through the EAP (the formal referral is the best way for a supervisor to stay on top of an employee's follow through with the referral to the EAP since the EAP will contact the supervisor and inform the supervisor whether or not the employee attended the initial appointment). A supervisor may also refer an employee even when the employee has already self-referred. This provides an opportunity for the supervisor to be advised of the employee's initial participation with the EAP as noted above, receive updates on initial and ongoing employee progress (provided consent forms are signed), and to provide relevant supervisor feedback to the EAP.
  - With an *informal referral*, the employee and supervisor may have met regarding performance issues that are becoming noticeable, but may not merit immediate action at this time. The supervisor can inform the employee about the EAP and the services available. Informal referrals are usually verbal and originate from a healthy working relationship between an employee and the supervisor. The supervisor is not

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**Types of referrals  
(continued)**

contacted by the EAP unless the employee makes this request and signs a specific written release.

- A *formal referral* is one where the supervisor meets with the employee over a serious work problem which has been carefully documented and action must be taken (a positive urinalysis test or being impaired on duty are good examples of this type of referral). The supervisor clearly describes the problem and reviews their concerns with the employee and carefully documents these problem areas on a record of counseling. The supervisor completes the Employee Behavior Checklist and refers the employee to the EAP (appendix C). The supervisor contacts the EAP and makes the initial appointment, preferably, with the employee present. Supervisors should not send employees to the EAP without first discussing the problematic issues with the employee (the EAP will contact the directorate head of any supervisor who refers an individual without first discussing the issues with the employee). The supervisor faxes the completed FH Form 5106, Employee Behavior Checklist, and any other pertinent information and documents (records of counseling, etc.) to the EAP's secure fax line. By utilizing this method, the servicing EAP representative will have all the pertinent information about the issue prior to the employee's initial visit. The formal referral is the only type of referral in which the information concerning the employee's attendance at the initial meeting is shared with the supervisor without first obtaining the employee's consent. The only information shared will be whether or not the employee kept the initial appointment. All other information is kept confidential for the benefit of the employee and to maintain program integrity.

Other frequent types of referrals:

- *Return from medical treatment or rehabilitation.* The EAP collaborates with local treatment providers who often request the EAP to continue to provide follow-up screenings with clients who have completed their inpatient treatment, their initial outpatient

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**Types of referrals (continued)**

screening, or provider-mandated treatment. EAP representatives will always conduct aftercare screenings with individuals referred out to care providers by the EAP as part of our quality assurance program.

- The “Last Chance Agreement” is a motivational tool used by some supervisors to help employees move toward quick problem resolution related to poor job performance or misconduct. This agreement is between management and the employee and usually involves the employee agreeing to seek help for those problems areas; in return, management postpones or even dismisses disciplinary actions. Employees are often motivated in seeking EAP assistance in dealing with the presenting problem. Contact the CPAC MER Specialist for guidance for this type of action.

3b

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**Special instructions**

Special instructions regarding incidents of workplace violence, suspected drug or alcohol abuse, bizarre employee behavior, and/or employees negatively affected by traumatizing events follow:

- The supervisor should refer any civilian employee who is exhibiting bizarre, threatening, or abnormal behavior that interferes with the agency's mission, service, or the individual's own personal safety to the emergency room (ER) or EAP, as appropriate. The Military Police (MP) should also be notified as prescribed below for threatening or intimidating behavior. The EAP can help arrange for an immediate medical examination, fitness for duty assessment, safety assessment, and an alcohol or a drug test, as appropriate. Supervisors must first contact their servicing CPAC MER representative and supporting legal office for guidance, consultation, and reasonable suspicion determination.
  - The referring officials, EAP, supervisors, etc., will follow procedures as outlined in Code of Federal Regulations (CFR) Title 5 (Medical Qualification Determinations) and DA PAM 600-85 for reasonable suspicion testing for suspected on-duty impairment.
    - Upon a reasonable suspicion determination of on-duty impairment, the supervisor will immediately:
      - Ensure safety of the employee, staff, and workplace; if necessary, contact the MPs for assistance by calling the 911 emergency number.
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**Special  
instructions  
(continued)**

- Notify the next higher level supervisor of the situation.
- Contact the EAP, who will provide the supervisor with consultation and forms on how to proceed with the required medical examination protocols. The EAP will coordinate with Directorate of Emergency Services (DES), ASAP, and Occupational Health for the appropriate assessments or substance abuse testing.
- Notify the employee in writing that a medical examination is being offered to determine their fitness for duty and that a refusal to cooperate may result in disciplinary action.
- Escort the employee to the appropriate agencies for possible alcohol or drug testing and for the required medical examination. If there is strong suspicion that the cause of impairment is due to consumption of an alcoholic beverage, the alcohol test will be conducted immediately.

At the DES, the employee will be offered a blood alcohol concentration (BAC) test using an approved evidentiary testing instrument. The test will be conducted IAW the established DES testing protocols to determine if the suspected impairment is caused by alcohol. After the test is documented as complete, to include refusal to test, the supervisor will secure a copy of all documentation used to conduct the test and do the following:

- Escort the employee to the Occupational Health office for a complete medical examination during duty hours (Monday–Friday, 0730-1530). After duty hours, escort the employee to the ER for the examination.
  - Provide the attending physician or practitioner with a copy of the DES documentation (alcohol test results), if completed, to aid in their medical assessment.
  - At the Occupational Health office or designated examination area, the physician or practitioner will conduct the following:
    - Complete a medical examination IAW the hospital's standard operating procedure (SOP) to ascertain the reason for
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**Special  
instructions  
(continued)**

the employee's suspected impairment and document their findings on FH Form 690-X49 (Drug/Alcohol Abuse Medical Examination).

- The medical examination will be conducted IAW CFR Title 5 Administrative Personnel, section 339.303 (b).
- The attending physician or practitioner will document, at a minimum, the employee's physical condition, to include but not limited to, observations about the employee's physical appearance, manner of speech, breath, gait, pupils, motor functions, and mental state.
- The medical provider will determine if any other substance abuse tests are required (alcohol or drug) and will offer the same to the employee (see drug testing instructions below). The results of such tests, including the refusal to test, will be documented.
- After the medical examination is complete, the supervisor will secure a copy of the results of the medical examination, to include any alcohol testing results and escort the employee to the EAP office.
- If a urine screen is required by the medical officer, the employee will be escorted to the ASAP Installation Biochemical Testing Control Point (IBTCP) who will complete the testing IAW the ASAP SOP. After the test is documented as complete, to include refusal to test, the supervisor will secure a copy of the documentation. The results of the urine screen will not be immediately available and may take up to 5 to 7 working days. The urine screen results will be reported directly to the EAP from the IBTCP.
- At the EAP office, which is co-located with the ASAP Alcohol and Drug Control Officer (ADCO) and IBTCP, the supervisor will refer the employee to the EAP. The supervisor will use the "Supervisory Referral" process referenced in this regulation at this time, if not previously completed.

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**Special instructions (continued)**

- The employee will make the ultimate decision whether to accept the services of the EAP. Employee's refusal of service must be documented.
- The EAP will document the employee's decision to accept or decline EAP services on FH Form 5106.
- The EAP will complete all required forms and conduct the screening and assessment interview.
- The supervisor will consult the CPAC MER Specialist and SJA to determine further actions.

3c

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**Discipline**

Employees who have been screened, assessed, and referred to an approved care provider and are actively participating in a treatment plan may, at the discretion of their supervisory chain, have their disciplinary or adverse action postponed or even canceled in coordination with the supervisor and the CPAC MER Specialist. This action will be based upon the applicable personnel policies.

During the initial screening and assessment process, the EAPC will have the employee sign the *Client Statement of Understanding* outlining the conditions of the EAP. Supervisors will sign the *Supervisors Statement of Understanding* underscoring their participation, support to the employee and to the EAP (see appendix B).

Once the employee, supervisor, and EAP agree to a specific plan of action, the employee's job performance, time and attendance, and on-duty conduct must improve to maintain postponement of any disciplinary action that has been held in abeyance.

Discipline or adverse action may be administered if an employee refuses assistance, withdraws from the program, or at the end of the the designated period of active rehabilitation fails to improve in job performance, time and attendance, and/or on-duty conduct.

3d

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**Other**

Employees should be granted leave in accordance with applicable civilian personnel leave regulations to participate in counseling, education, or rehabilitation treatment.

- Time spent with the employee during the initial EAP evaluation, case management, and case close out should be coded according to applicable leave regulations. These administrative functions will be conducted during regular duty hours.
- No employee should have job security or promotion opportunities jeopardized by a request for assistance from the EAP.
- Individuals enrolled in the EAP should be afforded the same respect, consideration, and confidentiality as employees who are experiencing problems from any other medical condition.

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3e

**Confidentiality** The confidentiality and disclosure of records of the identity, diagnosis, prognosis, or treatment of any client maintained in connection with a Federal Substance Abuse Program is controlled by 42 United States Code (USC) 290dd-2 (Confidentiality of Alcohol and Drug Abuse Records) and CFR Title 42 Public Health, Part 2 (Confidentiality of Alcohol and Drug Abuse Patient Records).

The identity, diagnosis, or prognosis of an individual in counseling is confidential; disclosures will only be authorized IAW CFR Title 42, Subparts C through E.

Disclosures *with* patient consent will be conducted as authorized by CFR Title 42, Subpart C.

Disclosures *without* patient consent will be conducted as authorized by CFR Title 42, Subparts D and E.

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3f

**Training and education**

Training and education for civilian employees at all levels is crucial to the success of the EAP and will adhere to the following guidelines:

- Employee training will address:
    - The ASAP policies, the Army Drug-Free Workplace, Civilian Drug Testing Program, Department of Transportation Drug Use
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**Training and education (continued)**

and Alcohol Misuse Rules and Requirements, and the availability of EAP services, to include the EAP point of contact (POC), telephone number, address, and hours of operation.

- Types, effects, signs, and symptoms of substance abuse and their possible hazards and effect on job performance and conduct.
- Program confidentiality.
- Supervisory training will address:
  - The supervisor's role in the recognition and documentation of employee performance and conduct problems and their responsibilities for offering EAP services.
  - Availability of EAP services, including the EAP POC, telephone number, address, and hours of operation.
  - The process of reintegrating the employee (e.g., post treatment rehabilitation) into the workforce.
  - Confidentiality and records' requirements.

Note: EAP training will be offered at the Soldier Development Center on a monthly basis. WVPP overview will be offered at the Howze Theater on a monthly basis. Agency training coordinators (TCs) can call the EAP Program Assistant to schedule their directorate employees for training (see appendix B for telephone numbers). Special group training can be coordinated through the EAP office.

3g

**Consultation services**

The EAP can provide consultation to supervisors, employees, and their Family members on how and when to make proper use of EAP services as an employee or Family member benefit.

The EAP can partner with EEO and Local 1920 Union representatives to conduct sensing sessions designed to help supervisors and employees address areas of concern, such as employee job satisfaction and workplace stress levels. Sensing sessions can provide supervisors with an unbiased third party overview of their workplace climate.

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**Consultation services (continued)**

The EAP is available to the employee or Family member whenever necessary and without fear or reprisal when the client has an issue affecting job performance or individual wellness. The EAP can offer a confidential problem assessment and various strategies to address the problem area. The goal of the EAP is to help the employee or Family member with practical, short-term problem solving and to offer referral services when a long-term solution is needed. The EAP maintains a list of experienced, licensed, and credentialed care providers who are available to listen, offer guidance and counseling, if necessary, to deal with a wide variety of issues.

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**Location**

The Fort Hood Employee Assistance Program is located in Building 2241, rooms 103-105, at the corner of 58th Street and Support Avenue. See appendix B for telephone numbers.

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**WORKPLACE VIOLENCE PREVENTION PROGRAM (WVPP)**

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4

**Workplace  
Violence  
Prevention  
Program  
(WVPP)  
Intent**

The intent of the WVPP is to reduce the risk of violence, actual or potential, in the workplace through a combination of awareness training and open communication between employees and their supervisors, as well as between civilian employees and Soldiers. The WVPP operates under the guidance and direction of the EAPC.

The WVPP outlines responsibilities, training, reporting procedures, critical incident reaction, and processing of workplace violence incidents.

The instructions contained herein apply to all persons on Fort Hood, Soldiers, civilian employees, retirees, Family members, contractors, and visitors to the installation.

- Objectives of the WVPP are to:
  - Develop a command response to the threat of workplace violence.
  - Deter violence and aggression as a way to resolve conflicts.
  - Facilitate early identification and reporting of workplace violence incidents.
  - Identify members of the workforce in need of training and education for the prevention of workplace violence.
- Definition of workplace violence:
  - Violence in the workplace may be loosely defined as inappropriate behavior in the workplace, including oral or written statements, gestures, or expressions that a reasonable person believes communicates a direct or indirect threat of physical harm. It also includes belligerent or antagonistic behavior, bullying, or other aggressive behavior that is a disruptive factor in the workplace and affects employee job performance and agency productivity.

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**Workplace  
Violence  
Prevention  
Program  
(WVPP)  
Intent  
(continued)**

- Definition of violent behavior:
  - Any behavior that would cause a reasonable person to fear or believe that their safety or property is at risk of harm or damage and is a disruptive element in the workplace and affects employee job performance and agency productivity in any negative way.
  - Such conduct, even if intended as a joke, spoken in anger and then later retracted will be dealt with appropriately.

---

4a

**Employees**

Employees must:

- Maintain awareness of command policy, goals, objectives, and initiatives for the prevention of violence in the workplace.
- Understand and accept full responsibility for their actions, issues, and concerns.
- Discuss unhealthy, stressful work conditions, work-related problems with supervisors and co-workers in a non-threatening way.
- Seek assistance from supervisors, co-workers, and installation support services (e.g., EAP, Occupational Health Nurse, chaplains, physicians, legal advisors, EEO, or local union representatives), when dealing with stressful situations.
- Attend WVPP training and anger management training as mandated by this regulation.
- Immediately report threats, harassment, situations, or acts involving violence or the potential for violence to appropriate officials, such as a military or civilian supervisor and/or the MPs based upon the seriousness of the incident.

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4b

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**Supervisors** Supervisors should:

- Demonstrate personal and professional support of command policies, goals, objectives, and initiatives for the prevention of violence in the workplace.
- Establish and maintain open communication with employees and encourage open communication among coworkers.
- Be alert to internal factors that affect individuals (e.g., technology changes, reorganization, workload, overtime, etc.) in order to minimize any negative impact to employees' morale and the agency's mission to the fullest extent possible.
- Use staff meetings and other team building exercises as means to encourage and empower subordinate supervisors to be receptive and responsive to employee concerns and needs.
- Attend WVPP training and anger management training and ensure that all subordinate supervisors, team or work leaders, and employees attend as mandated by this regulation.
- Recognize employee morale problems, stress points, and initiate appropriate action to resolve their effects.
- Be fair and equitable in treatment of employees.
- Report all allegations of workplace violence and gather any information pertinent to the incident. Report the incident on the FH Form 690-X50 (Workplace Violence Report) to the Workplace Violence Prevention Program Coordinator (WVPPC).
- Discuss the incident in private with the potentially violent or violent individual, making it clear that workplace violence is not tolerated.
- Afford the employee union representation, according to the Negotiated Agreement, if the employee believes that the incident will result in disciplinary action being taken, provided the employee is in a position covered by the agreement.

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**Supervisors  
(continued)**

- 
- If the employee requests union representation, the supervisor should:
    - Contact CPAC for guidance on how to proceed with the discussion.
    - Allow a union representative to join the meeting before resuming questioning of the employee IAW the Negotiated Agreement and CPAC guidance.
    - After stabilizing the situation and the affected individuals, contact CPAC MER for personnel action guidance and refer the employee(s) to the WVPPC for screening and assessment.
    - Discuss, in private, the results of the completed workplace violence investigation with both the alleged perpetrator and victim and advise them of their responsibilities.
    - Mandate the training requirements IAW this regulation or recommendations by the EAPC.
    - Contact CPAC MER for any possible disciplinary action.

4c

**Fitness for  
duty  
assessment**


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The Workplace Violence Prevention Program Team (WVPPT) Chairperson, or designee, in consultation with other members of the WVPPT, as needed, will determine if the employee should be referred for a *fitness for duty and/or safety assessment* to be performed by the Carl R. Darnall Army Medical Center (CRDAMC) medical staff or another appropriate care provider.

The *fitness for duty and/or safety assessment* will include a recommendation as to whether the individual may return to duty.

- An employee who refuses to undergo the required *fitness for duty and/or safety assessment* may be directed to comply as a condition of being allowed to return to duty.
- Failure to comply may result in adverse action.

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**Fitness for duty assessment (continued)**

Based on the Workplace Violence Investigators (WVIs) findings and the *fitness for duty and/or safety assessment*, the WVPPT will determine the appropriate threat level according to appendix F (Threat Levels) or concur with the WVIs findings and recommended follow-on actions.

---

4d

**Workplace Violence Prevention Program (WVPP) training and education**

Training and education are critical components of the Fort Hood workplace violence prevention strategy for employees and supervisors who may be involved in or have to respond to an incident of workplace violence.

WVPP training for all employees will include:

- An explanation of the Fort Hood workplace violence prevention policy.
- Clearly defined responsibilities for supervisors and employees to recognize violent behaviors and potential violent situations.
- Ways of preventing or diffusing volatile situations or aggressive behavior.
- How to deal with hostile persons.
- Managing anger.
- Techniques and skills to resolve conflicts.
- Stress management, relaxation techniques, wellness training.
- Procedures for reporting acts or attempts of violence.
- Instruction on stress and conflict resolution.

Supervisors are expected to develop and improve their skills in above areas, as well as in employee relations, influencing and negotiating solutions with employees, oral and written communication, problem solving, and interpersonal skills.

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**Workplace  
Violence  
Prevention  
Program  
(WVPP)  
training and  
education  
(continued)**

Supervisory training will include:

- Skills in behaving compassionately and supportively towards employees who report incidents.
- Skills in seeking disciplinary actions.
- Basic skills in handling crisis situations.
- Basic emergency reporting procedures.

By command policy and this regulation, all personnel are directed to receive WVPP training as part of their initial civilian personnel in-processing and annual refresher training thereafter.

- Initial training will be one hour in duration and will provide employees with a comprehensive overview of the Fort Hood WVPP.
- Initial training will be conducted on a monthly basis. Agency TCs will schedule their respective directorate employees for attendance through the EAP's Program Assistant (see appendix B for telephone numbers).
- Mandatory training: All perpetrators involved in *substantiated* cases of workplace violence will be required to attend the full WVPP training, which consists of one full day of awareness training and one full day of anger management training. Supervisors and employees will be notified of this mandatory requirement by memorandum from the EAPC.
- Mandatory training will be conducted on a monthly basis and the EAP office will provide the supervisor and employee(s) a memorandum indicating training dates and times. Those employees who need to reschedule their training dates are required to request changes through their first line supervisor. The request must be endorsed through their supervisor to the WVPPC. Electronic-mail concurrences are acceptable.

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**Workplace  
Violence  
Prevention  
Program  
(WVPP)  
training and  
education  
(continued)**

- Discretionary training: All employees involved in *unsubstantiated* cases, and those who are the *victims* in *substantiated* cases of workplace violence, are not required to attend the full WVPP training. However, it is highly recommended that they also attend the training to receive insight on any behavior that could be construed as being provocative in nature and subsequently, be perceived as workplace violence. Supervisors have full discretion on whether or not their employees attend discretionary awareness training. Supervisors must coordinate their decision to send their employees to discretionary training through the WVPPC. Additionally, supervisors must inform the WVPPC, in writing, if they chose not to send their employees to the awareness training for case management.

4e

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**RESPONSIBILITIES**

5

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**Garrison  
Commander**

Garrison Commander will:

- Establish a WVPPT comprised of individuals from the below listed agencies with the objectives of assessing the potential for workplace violence, providing strategies for reducing the risk of violence in the workplace and holding individuals accountable who commit acts of workplace violence according to the applicable Federal guidelines and this regulation.
- Appoint the Deputy to the Garrison Commander as Chairperson.
- Appoint the EAPC as the WVPPT POC.
- Appoint individuals from the below listed agencies to the WVPPT.

5a

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**Deputy  
Garrison  
Commander**

Deputy Garrison Commander will:

- Direct individuals recommended by members of the WVPTT who have the potential or have committed an act of workplace violence to undergo a complete *fitness for duty and/or safety assessment*.

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**Deputy  
Garrison  
Commander  
(continued)**

- Call to order and chair quarterly Workplace Violence Prevention Meetings.
- Inform command of all Level 3 incidents.

5b

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**Corps  
Chaplain**

Corps Chaplain will:

- Nominate a chaplain to serve as a WVPPT member.
- Provide the WVPPT with information concerning the “pulse” and quality of life on the installation and make recommendations for improvement.
- Attend quarterly meetings or upon call of the Chairperson or the EAPC.

5c

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**Director,  
Civilian  
Personnel  
Advisory  
Center  
(CPAC)**

Director, CPAC will:

- Nominate a CPAC Specialist to serve as a WVPPT member.
- Advise on training opportunities for the workforce in areas of stress management, conflict resolution, and anti-violence initiatives.
- Assist managers and supervisors in locating and using resources to minimize the potential for violence and in implementing anti-violence initiatives.
- Advise employees and supervisors, who are injured as a result of violence, of their right to workers compensation and how to process required forms.
- Assist in communicating the command policy for a respectful workplace by disseminating guidelines and policy.
- Provide information as necessary to the WVPPT and recommendations for improvement of workplace climate.
- Attend quarterly meetings or upon call of the Chairperson or the EAPC.

5d

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**Staff  
Judge  
Advocate  
(SJA)**

SJA will:

- Nominate an attorney to serve as a WVPPT member.
- Provide legal advice and guidance to the WVPPT concerning program goals and objectives.
- Review anti-violence initiatives for compliance with legal requirements.
- Review procedures for responding and reporting potential and actual acts of workplace violence for legal sufficiency.
- Advocate the protection of agency and employee rights.
- Provide information to the WVPPT concerning the legal disposition of violent misconduct.
- Provide victims of violence the opportunity to obtain assistance through the victim and/or witness assistance programs.
- Attend quarterly meetings or upon call of the Chairperson or the EAPC.

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5e

**Medical  
Department  
Center  
(MEDCEN)**

Medical Department Center (MEDCEN), Department of Community Mental Health will:

- Nominate a psychiatrist or psychologist to serve as WVPPT member.
- Provide consultation, crisis intervention assessment, and expertise to assist in dealing with violence in the workplace.
- Provide expertise to help the WVPPT assess, eliminate, and prevent unhealthy work and work-related conditions.

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(continued on next page)

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**Medical  
Department  
Center  
(MEDCEN)  
(continued)**

- Assist in providing education and training to the workforce in:
  - Stress management.
  - Conflict resolution.
  - Anger management.
  - Related mental health problems.
- Conduct clinical evaluations and provide treatment to violent or potentially violent individuals.
- Provide follow up treatment for employees and their Family members, together with the EAPC, under the scope of this regulation.
- Attend quarterly meetings or upon call of the Chairperson or the EAPC.

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5f**Directorate of  
Emergency  
Services  
(DES)**

Director, DES will:

- Nominate an individual to serve as a WVPPT member.
- Establish, review, update, and maintain procedures for responding to potential and actual violence in the workplace.
- Monitor reports of violence and record critical information pertaining to the incident.
- Inform the WVPPT of any violence-related incidents that require intervention by the MP.
- Investigate all serious and life threatening cases of violence, in-coordination with the workplace violence investigator.
- Attend quarterly meetings or upon call of the Chairperson or the EAPC.

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5g

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**Public  
Affairs  
Office  
(PAO)**

Public Affairs Office (PAO) will:

- Take a leading role in continually communicating and educating the Fort Hood community about the WVPPT and related subjects.
- Publish articles encouraging healthy social and professional interactions in the work environment (health maintenance, stress management, conflict resolution, personal safety, etc.).
- Attend quarterly meetings or upon call of the Chairperson or the EAPC.

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5h

**Assistant  
Chief of  
Staff  
(ACofS), G1  
Safety  
Office  
Coordinator**

Assistant Chief of Staff (ACofS), G1 Safety Office Coordinator will:

- Nominate an individual to serve as a WVPPT member.
- Provide safety expertise to the WVPPT in identifying unsafe working conditions.
- Monitor Department of Labor Occupational Safety and Health Administration requirements related to workplace violence and update the WVPPT, as necessary.
- Assist in any accident or incident investigation as requested.
- Attend quarterly meetings or upon call of the Chairperson or the EAPC.

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5i

**Equal  
Employment  
Opportunity  
(EEO) Officer**

EEO Officer will:

- Nominate an individual to serve as a WVPPT member.
- Assist the WVPPT in providing an environment free of discrimination.
- Ensure complainants are aware of EEO available services, including current policies, guidelines, and reporting procedures.

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**Equal  
Employment  
Opportunity  
(EEO) Officer  
(continued)**

- Advise the WVPPT concerning factors in the EEO arena that may cause stress or discrimination in the work environment.
- Review workplace violence cases for discriminatory employment practices and make recommendations for appropriate remedies.
- Attend quarterly meetings or upon call of the Chairperson or the EAPC.

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5j

**Alcohol  
and Drug  
Control  
Officer  
(ADCO)**

ADCO will:

- Develop, coordinate, and recommend local ASAP non-clinical policy and procedures that fully support the WVPP.
- Prepare, monitor, and ensure submission of the installation WVPP budget.
- Ensure complainants are aware of ASAP services, including current policies, guidelines, and reporting procedures.
- Advise the WVPPT concerning factors in the ASAP arena that may cause stress and subsequently manifest into workplace violence.
- Review workplace violence cases for incidents of substance abuse and make recommendations for appropriate remedies.
- Alert the chairperson and other appropriate team members to situations (e.g., level three incidents, personnel actions, employee discipline, and command policy decisions) that have the propensity to cause employees the kind of stress that could result in a disruptive situation.
- Attend quarterly meetings or upon call of the Chairperson or the EAPC.

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5k

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**Employee  
Assistance  
Program  
Coordinator  
(EAPC)**

EAPC will:

- Serve as the installation POC for the WVPP and the WVPPT.
- Coordinate and deliver all required WVPP services, to include, but not limited to, crisis intervention, short-term counseling, referral services, and client follow-up services.
- Alert the chairperson and other appropriate team members to situations (e.g., level three incidents, personnel actions, employee discipline, and command policy decisions) that have the propensity to cause employees the kind of stress that could result in a disruptive situation.
- Appoint a member of the EAP staff as the WVPPC. The WVPPC will:
  - Maintain administrative records for all reports of workplace violence.
  - Provide the necessary documentation and coordination with supervisors, employees, and individuals reporting incidents of workplace violence.
  - Contact supervisors of all individuals involved in incidents of workplace violence and inform them of their duties and responsibilities as prescribed in paragraph 4c above.
  - Alert the EAPC, ADCO, WVPPT Chairperson and other appropriate team members to situations (e.g., Level 3 incidents, personnel actions, employee discipline, and command policy decisions) that have the propensity to cause employees the kind of stress that could result in a disruptive situation.
  - Coordinate and provide WVPP training for all civilian employees on Fort Hood, their supervisors (military and civilian), and ongoing refresher training.
- Attend quarterly meetings or upon call of the Chairperson.

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**Employee  
Assistance  
Program  
Coordinator  
(EAPC)  
(continued)**

- Contract a certified investigator through the installation ADCO who will serve as the WVI contracted to conduct all workplace violence investigations.

The WVI will:

- Receive a copy of the completed FH Form 690-X50 to serve as a basis for all investigations.
- Conduct an administrative investigation (AI) IAW this regulation and the Office of Personnel Management (OPM) Guide (Dealing with Workplace Violence, A Guide for Agency Planners, Office of Workforce Relations [OWR]-09).
- Coordinate with supervisors, employees, and all witnesses involved in incidents of workplace violence for fact finding interviews.
- Substantiate or unsubstantiate all incidents of workplace violence and assign a level of violence using the definitions and descriptions in this regulation as a guide.
- Provide completed AI's to the EAPC and WVPPC.
- Maintain administrative records for all investigations conducted.
- Alert the WVPPC, EAPC, ADCO or WVPPT Chairperson, and other appropriate team members to situations (e.g., Level 3 incidents, personnel actions, employee discipline, and command policy decisions) that have the propensity to cause employees the kind of stress that could result in a disruptive situation.
- Coordinate with other members of the WVPPT to conduct WVPP training for all civilian employees on Fort Hood, their supervisors (military and civilian), and ongoing refresher training.
- Attend quarterly meetings or upon call of the Chairperson.

---

51

**Union**


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American Federation of Government Employees, Local 1920, will:

- Appoint an individual to serve on the WVPPT.
- Advise by being a liaison between management and employees.
- Refer employees, in coordination with the employees' supervisor, to the EAP.
- Attend quarterly meeting or upon call of the Chairperson or the EAPC.

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5m

**Director,  
Human  
Resources**

Serve as the WVPPT Chairperson in the absence of the Deputy to the Garrison Commander.

- Attend/call to order quarterly meetings or upon call of the Chairperson or the EAPC.
- Inform the command of all Level 3 incidents.

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5n

**Workplace  
Violence  
Prevention  
Program  
Team  
(WVPPT)**

The WVPPT will:

- Convene quarterly or upon call of the Chairperson or the EAPC.
- Review all reports quarterly and make recommendations to the Garrison Commander, if necessary.
- Convene to assess, make recommendations, and decide a course of action in response to an actual or potential Level 3 incident involving the safety and security of personnel, equipment, or the installation.
  - The Chairperson will report all Level 3 incidents to the Command Group.
  - The Chairperson, EAPC, and the appropriate emergency personnel will determine the degree of WVPPT mobilization that is immediately required.
  - The EAPC assumes Chairperson duties in the absence of the WVPPT Chairperson.

**REPORTING PROCEDURES**6

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**Policy**

This paragraph outlines the process for handling violence and threatening behavior in the workplace.

- All Fort Hood Soldiers and 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, provided the information is from a trustworthy source.
  - 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 Hood or is directed at the Federal Government or one of its entities.
  - 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.
  - 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 making false reports and using this reporting process for personal reprisal will be dealt with according to the applicable personnel regulations.
  - When appropriate, any person who commits an act of violence on Fort Hood can be removed from the installation as quickly as safety permits.
  - The alleged perpetrator may be restricted from the installation pending the outcome of an investigation.
  - Soldiers involved in incidents of workplace violence will be held accountable under the Uniform Code of Military Justice (UCMJ).
  - If the report is substantiated, an appropriate administrative, disciplinary, or criminal prosecution will be initiated.
-

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**Policy  
(continued)**

- Employees wishing to appeal the findings of a report can schedule an appointment with the WVPPC, WVI, EAPC, and their immediate supervisor to ascertain the facts leading to the WVIs findings.
- In the event that the outcome is not to the employee's satisfaction, the employee can use other command resources for redress.

6a

**Fundamentals**

All incidents of workplace violence will be reported to the lowest level supervisor not involved in the incident, who will hand carry or fax the completed FH Form 690-X50 to the WVPPC.

Threats or assaults that require immediate attention will be reported to the MPs by calling the 911 emergency number, the next higher-level military or civilian supervisor, followed by hand carrying or faxing a completed FH Form 690-X50 to the WVPPC.

The level of violence determines how an incident is processed.

- Appendix F explains possible levels of violence.

The supervisor should speak to the alleged perpetrator and victim after stabilizing the situation. The supervisor should question both individuals (military or civilian) involved in the incident and all others who witnessed the incident to gather information for their report to the WVPPC and to update their supervisor on the situation.

- Even if the supervisor has resolved the problem, it still must be reported to the WVPPC for processing.
  - As in the above statement, if an employee reports an incident of workplace violence and later wishes to retract the report, the following process will be required:
    - The employee must contact the WVPPC and inform the coordinator of his or her decision to retract the report.
    - The WVI will contact the alleged victim, the alleged perpetrator, and the individual who reported the incident (if that person is neither the victim nor the supervisor) to clear the reported incident.

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**Fundamentals  
(continued)**

- All parties involved in the incident must provide written and/or signed confirmation to the fact that the incident has been resolved internally to their mutual satisfaction.

6b

**Emergency**

Call 911 or the local emergency number if the situation requires the immediate attention of medical personnel or law enforcement.

- Follow the steps outlined in appendix G.
- Be prepared to provide a description of the violent or threatening individual, any sustained injuries, and the exact location of the person who will meet the emergency response personnel.
- When immediate medical (non-life threatening) or psychological attention (to either the perpetrator or the victim) is required, the supervisor can transport them to the CRDAMC ER for assessment.
- Contact the supervisor, security officer, and/or building coordinator to inform them of the incident.
- A medical assessment will be conducted at the hospital to determine whether the individual may return to duty.
- The emergency response authority will back brief the affected employee's supervisor, as appropriate, and when safety permits.
- If the incident affected other employees and caused them trauma, the supervisor should request a critical incident stress debriefing (CISD). The EAPC will coordinate the debriefing with the supervisor.

6c

**Non-  
emergency**

For non-emergencies:

- Notify the military or civilian supervisor.
- Give full details of the behavior.

(continued on next page)

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**Non-emergency (continued)**

- If the threatening employee is a supervisor higher in the chain of command or supervision, the employee should notify someone else in the supervisory chain or call their directorate chief.
- Contact the security officer or the building coordinator.
- Be prepared to provide a description of the incident and individuals involved.

Employees who are threatened, assaulted, or attacked while on official duty not at a Federal installation should report such incidents to the local law enforcement authorities and to the MPs as soon as possible.

- If the perpetrator is a known Fort Hood employee, the supervisor who receives the report will attempt to notify the immediate supervisor of the threatening employee and/or the WVPPC for instructions.
- If the perpetrator is not a Fort Hood employee, the supervisor who receives the report will complete the FH Form 690-X50 and forward it to the WVPPC. The supervisor should contact the DES for further reporting instructions.
- Follow the steps in appendix G.

Arrange for the safety of subordinates, care of those affected, and maintain the continuity of the agency's mission.

Second line and upper management:

- Provide support to the supervisor dealing directly with the threatening employee in the form of:
  - Meeting with the first line supervisor while witness statements are being obtained.
  - Arranging for and participating in counseling.
  - Taking any appropriate disciplinary action, etc.

Management has the responsibility at all times to identify and address underlying workplace situations that may give rise to violence.

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**Non-emergency  
(continued)**

As discussed earlier, violence in the workplace is disruptive and can be loosely defined as inappropriate behavior in the workplace, including oral or written statements, gestures, or expressions that a reasonable person believes communicates a direct or indirect threat of physical harm (e.g., belligerent or antagonistic behavior, bullying, or other inappropriate and aggressive behavior).

Violent behavior includes any behavior causes a reasonable person to fear or believe that the person's safety or property is at risk of harm or injury and is a disruptive element in the workplace.

Appendix F generalizes the types of inappropriate behaviors that could be construed as workplace violence and attempts to put the behaviors in a three-tiered table for ease of classifying certain types of behavior; however, certain types of inappropriate behavior can overlap into other threat levels. In those instances the highest threat level will be reported on the completed AIs. The levels and examples are not 100 percent all inclusive; they provide generalized groupings and are not to be construed as the only types of behaviors that fall in certain levels.

6d

**Documentation**

Reported incidents of alleged workplace violence must be clearly documented on FH Form 690-X50 (available on Fort Hood web page under Phantom CLERK). A properly completed FH Form 690-X50 will serve as the basis for all AIs.

- Individually prepared reports or statements of incidents must be attached to the FH Form 690-X50.
- Individuals involved in alleged incidents are required to complete a workplace violence screening record for administrative purposes.
- The investigators completed AI report or a memorandum withdrawing the report signed by all pertinent parties will serve as a completed investigation.
- The WVPPC will prepare a memorandum for the supervisor of each individual involved in the incident which clearly outlines their duties and responsibilities IAW paragraph 6a of this regulation.

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**Documen-  
tation  
(continued)**

- The WVPPC will prepare copies of the investigator's completed report will be prepared for the supervisor and the alleged victim and perpetrator. All copies must be signed for by the responsible parties.
- Individuals wishing to appeal the findings must follow the procedures outlined in paragraph 6a of this regulation.

6e

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**Location**

The Fort Hood WVPP is located in Building 2241, room 106, at the corner of 58th Street and Support Avenue. See appendix B for telephone numbers.

6f

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## **Appendix A References**

### **Section I. Required Publications**

**AR 215-3** (Cited in Para 2c)  
Nonappropriated Funds Personnel Policy

**AR 600-85** (Cited in Para 2b)  
Army Substance Abuse Program (ASAP)

**AR 690-700** (Cited in Para 2c)  
Chapter 751, Discipline (Appropriated Fund)

**DA PAM 600-85** (Cited in Para 2b, 2c, and 3e)  
Army Substance Abuse Program Civilian Services

### **Section II. Related Publications**

**AR 380-67**  
The Department of the Army Personnel Security Program

**42 USC Section 290dd-2**  
Confidentiality of Alcohol and Drug Abuse Records

**CFR Title 5 Administrative Personnel Part 339**  
Medical Qualification Determinations

**CFR Title 42 Public Health Part 2**  
Confidentiality of Alcohol and Drug Abuse Patient Records

**US Office of Personnel Management (OPM) Guide**  
Dealing with Workplace Violence, A Guide for Agency Planners, OWR-09, February 1998

### **Section III. Prescribed Forms**

**Employee Assistance Program (EAP) Services Agreements** (Cited in Para 3d and Appendix C)  
Client Statement of Understanding; Supervisor Statement of Understanding

**FH Form 690-X49** (Cited in Para 3e)  
Drug/Alcohol Abuse Medical Examination

**FH Form 690-X50** (Cited in Para 4c, 5l, 6b, 6d, and 6e)  
Workplace Violence Report

**FH Form 5106** (Cited in Para 3b and 3e)  
Referral of Civilian Employee to the Employee Assistance Program (EAP)

**Section IV. Referenced Forms**

**FH Form 1853**  
Distribution Scheme

**Appendix B**  
**Telephone numbers**

<b>Office</b>	<b>Telephone Number</b>
Employee Assistance Program (EAP)	254-287-6702
	254-286-6216
	254-287-4327
Workplace Violence Prevention Program (WVPP)	254-618-7444
	254-287-6702
	254-286-6216

**Appendix C  
Forms**

**FOUO (WHEN FILLED IN)**

REFERRAL OF CIVILIAN EMPLOYEE TO THE EMPLOYEE ASSISTANCE PROGRAM (EAP) <small>(AR 600-85)</small>			
TO 1. _____ <small>(EMPLOYEE'S NAME &amp; GRADE)</small> 2. EAP	FROM <small>(NAME &amp; POSITION)</small>	DATE	
PART A - TO THE EMPLOYEE			
1. I AM REFERRING YOU FOR EVALUATION AND COUNSELING TO THE EAP BECAUSE OF YOUR:			
A. <input type="checkbox"/> DUTY PERFORMANCE      C. <input type="checkbox"/> ON THE JOB CONDUCT      E. <input type="checkbox"/> REQUESTED BY EMPLOYEE B. <input type="checkbox"/> ATTENDANCE      D. <input type="checkbox"/> POSSIBLE HEALTH PROBLEMS      F. <input type="checkbox"/> OTHER (SPECIFY) _____			
2. THIS REFERRAL IS MADE BY:			
A. <input type="checkbox"/> SUPERVISOR      C. <input type="checkbox"/> OCCUPATIONAL HEALTH/ <small>MEDICAL DEPARTMENT</small> E. <input type="checkbox"/> OTHER (SPECIFY) B. <input type="checkbox"/> CPO      D. <input type="checkbox"/> UNION			
3. AN APPOINTMENT HAS BEEN MADE FOR YOU TO MEET THE EAP COORDINATOR (DURING DUTY HOURS) IN BUILDING 1819 AT <small>(DATE &amp; TIME)</small> . IF THE REFERRAL IS MADE BY OTHER THAN YOUR SUPERVISOR, A COPY OF THIS WILL BE PROVIDED TO YOUR SUPERVISOR TO EXCUSE FROM DUTY DURING THE APPOINTMENT.			
PART B - FOR EAP			
4. THE SPECIFIC REASONS FOR THIS REFERRAL ARE: <small>(ATTACH COPIES OF ALL RELEVANT SUPPORTING DOCUMENTS (COUNSELING RECORD, LEAVE HISTORY, ETC.))</small>			
5. IF SUPERVISOR IS MAKING THIS REFERRAL, COMPLETE ALL THE APPLICABLE ITEMS:			
A. DUTY PERFORMANCE: <input type="checkbox"/> EXCELLENT <input type="checkbox"/> GOOD <input type="checkbox"/> FAIR <input type="checkbox"/> UNSATISFACTORY B. LEAVE BALANCE: <input type="checkbox"/> ANNUAL <input type="checkbox"/> SICK C. HISTORY OF UNPROGRAMMED LEAVE: _____			
6. OTHER COMMENTS / PROBLEMS WITH EMPLOYEE: <small>(USE ATTACHMENT IF NECESSARY)</small>			
SIGNATURE & PRINTED NAME, TITLE, GRADE, & POSITION OF REFERRER			TELEPHONE
PART C			
TO <small>(REFERRER)</small>	FROM EAP	DATE	
1. YOUR EMPLOYEE REFERRED TO EAP FOR EVALUATION AND COUNSELING:			
A. <input type="checkbox"/> HAS BEEN SEEN ON _____ . B. <input type="checkbox"/> DID NOT KEEP THE APPOINTMENT. C. <input type="checkbox"/> CONTACTED THIS OFFICE _____ AND DECLINED THE OFFER OF ASSISTANCE. D. <input type="checkbox"/> HAS BEEN EVALUATED AND DETERMINED NOT TO BE APPROPRIATE FOR ENROLLMENT IN EAP.			
2. THE EMPLOYEE <input type="checkbox"/> IS <input type="checkbox"/> IS NOT CURRENTLY ENROLLED IN THE EAP.			
SIGNATURE OF CIVILIAN PROGRAM COORDINATOR	TELEPHONE	DISTRIBUTION	
	287-6702	COPY 1 - EAP	COPY 3 - EMPLOYEE
		COPY 2 - EAP	COPY 4 - SUPERVISOR

**Suspected On-Duty Impairment Medical Examination Request**

(This request must be completed by the employee's supervisor or manager)  
The authorization for the exam is 5 CFR, Subpart A 792.101 or Subpart A 339.301

**Supervisor Statement**

I am the immediate supervisor or manager of \_\_\_\_\_.  
(Name of person to be examined)

This employee was found on \_\_\_\_\_ to be unable to perform his/her  
(Date)  
assigned duties in a satisfactory manner. I have reason to suspect that the employee  
may be unable to perform his/her assigned duty because of suspected impairment.

I therefore request that this employee be medically examined IAW requirements set  
forth in 5 CFR, Subpart A 339.301 and Subpart A 792.101 as prescribed by Army  
Regulation 600-85 and Fort Hood Regulation 690-23.

\_\_\_\_\_  
Supervisor's Signature and Date

\_\_\_\_\_  
Supervisor's typed or printed name

\_\_\_\_\_  
Unit/Section/Branch/Activity

\_\_\_\_\_  
Telephone number

FHT Form 690-X49, January 2007 (DHR)

**FH Form 690-X49  
Drug/Alcohol Abuse Medical Examination**



<b>WORKPLACE INCIDENT REPORT</b> (FH REG 690-23)	TODAY'S DATE
Name and directorate of the person writing the report _____	
Telephone number where individuals listed can be reached _____	
Name and directorate of the alleged victim _____	
Name and directorate of the alleged perpetrator _____	
Name(s) of witness (more than four, use reverse side):	
1 _____	3 _____
2 _____	4 _____
The date(s) the incident(s) occurred _____	
Describe in detail what happened (use reverse side if more space is needed) _____ _____ _____ _____ _____ _____ _____ _____ _____	
Where did the incident take place? _____ _____	
Was any type of verbal threat made? If so, what was said? _____ _____ _____	
Was there any physical violence? If so, what happened? _____ _____ _____ _____	
Do you feel your safety is threatened? _____ _____ _____	
Signature _____	Date _____

**FH Form 690-X50  
Workplace Violence Report**

<p><b>(OPTIONAL)</b></p> <p><b>EMPLOYEE ASSISTANCE PROGRAM (EAP) SERVICES AGREEMENT</b></p>	
<p><b>CLIENT STATEMENT OF UNDERSTANDING</b></p>	
<p>I, the undersigned client/employee, have had each of the following initialed items explained to me by the Employee Assistance Program Coordinator (EAPC) or a member of the EAP staff. I have discussed each item and have indicated by my initials and signature that I understand each item.</p>	
<p>_____ Cost incurred in medical evaluations not directed by Army management (in writing) and performed by physicians in the civilian community will be my responsibility.</p>	
<p>_____ I agree to pay all costs incurred as result of my referral to inpatient/outpatient counseling for myself or my family.</p>	
<p>_____ I understand that I will be granted leave when applicable to obtain treatment and rehabilitation in accordance with existing civilian personnel regulations. If absent from duty for any reason during enrollment the appropriate leave will be requested through my supervisor.</p>	
<p>_____ I am aware of program confidentiality and have completed the appropriate release of information (DA Form 5017). The only time any information will be released to anyone else without my written consent is when the EAPC or the treatment staff has determined that my behavior constitutes a threat of harm to myself or someone else or by proper order of the court system.</p>	
<p>_____ I understand that the role of the EAP is to:</p> <ol style="list-style-type: none"> <li>1. conduct screenings</li> <li>2. provide short term-intervention counseling and/or referral to resource agencies/programs</li> <li>3. provide follow-up services</li> <li>4. conduct training concerning a variety of adult living problems</li> <li>5. liaison with care providers, union(s), Civilian Personnel Advisory Center (CPAC), Equal Employment Office (EEO), and Staff Judge Advocate (SJA), medical personnel</li> </ol>	
<p>_____ I have been advised of Army Substance Abuse Program (ASAP) procedures and policies.</p>	
<p>_____ I understand that I may be required to attend training and/or treatment as part of my personalized program.</p>	
<p>_____ I understand that if I decide to withdraw from the EAP/ASAP prior to completion of a prescribed rehabilitation plan, the EAP will notify the referring supervisor if a consent statement has been signed.</p>	
<p>_____ I have read and signed the Employee Assistance Program Services Contract</p>	
<p><b>LIMITS OF CONFIDENTIALITY</b></p>	
<p>All information you disclose to the EAP staff is considered confidential and will not be released without a consent form signed by you. However, under certain circumstances the law requires that confidential information be disclosed. The EAP is required to release confidential information when:</p>	
<ul style="list-style-type: none"> <li>• evidence of abuse of spouse, elderly or handicapped persons</li> <li>• evidence of physical or sexual abuse and/or neglect of a child</li> <li>• statement of intent to harm others</li> <li>• suicidal statements</li> </ul>	
<p>I have read, understand, and agree to the stipulations of this contract with the EAP.</p>	
<p>Signature</p>	<p>Date</p>
<p>Witness Signature</p>	<p>Date</p>

**Employee Assistance Program (EAP) Services Agreement  
Client Statement of Understanding**

<p><b>(OPTIONAL)</b></p> <p><b>EMPLOYEE ASSISTANCE PROGRAM (EAP) SERVICES AGREEMENT</b></p>	
<p><b>SUPERVISOR STATEMENT OF UNDERSTANDING</b></p>	
<p>I, the undersigned, have had each of the following items explained to me by the Employee Assistance Program (EAP). I have discussed each item and have indicated by my initials and signature that I understand each item and will comply.</p> <p>_____ I am aware of client confidentiality through the EAP. I understand that information disclosed to me is from records where confidentiality is protected by federal law. Federal law (Title 42, Code of Federal Regulations, Part 2) prohibits me from making further disclosure to other sources without specific written consent of the person to whom it pertains, or as otherwise permitted by such regulations. A general authorization for the release of medical or other information is not sufficient for this purpose.</p> <p>_____ I am responsible for support of both the EAP and the employee through careful and consistent attention to the evaluation of the employee's job performance, conduct, and attendance.</p> <p>_____ I will establish an evaluation system with the EAP to identify deteriorating job performance.</p> <p>_____ I will not attempt to diagnose the employee's problem.</p> <p>_____ I will grant leave to the employee to obtain treatment and rehabilitation in accordance with existing civilian personnel regulations.</p> <p>_____ I understand that the role of the EAP is to:</p> <ol style="list-style-type: none"> <li>1. conduct screenings</li> <li>2. provide referral to resource agencies/programs</li> <li>3. provide follow-up services</li> <li>4. conduct training concerning a variety of adult living disorders</li> <li>5. liaison with care providers, union(s), Civilian Personnel Advisory Center (CPAC), Equal Employment Office (EEO), and Staff Judge Advocate (SJA)</li> </ol>	
<p>Other comments or considerations</p>          	
<p>Supervisor's Name <i>(please print)</i></p>	<p>Date</p>
<p>Signature of Supervisor</p>	<p>Telephone</p>

**Employee Assistance Program (EAP) Services Agreement  
Supervisor Statement of Understanding**

## Appendix D Supervisor step-by-step intervention procedures

### SUPERVISOR STEP-BY-STEP INTERVENTION PROCEDURES

- **Step 1: Evaluating Job-Performance or Work-Related Problem**
- **Step 2: Documenting the Problem**
- **Step 3: Consulting with CPAC MER and EAP**
- **Step 4: Counseling the Employee**
- **Step 5: Offering Assistance**
- **Step 6: Ending the Meeting**

- **Step 1: Evaluating job performance or work-related problem**

- Often the hardest part is recognizing a problem exists. There could be personal matters of your own that cloud your ability to be objective, but identifying the performance problem is a crucial first step.
- *Look for changes in the behavior or performance* of the employee. Indicators of a problem may include the prompt employee who begins to arrive to work late or the accurate employee who begins to make serious errors. *A sustained and noticeable change* could be a sign of a problem.

Note: *Make the employee aware of their performance problems when you first become aware of them.* This removes any “surprise” element from your interaction with the employee. Furthermore, waiting for a problem to correct itself is usually unrealistic.

- **Step 2: Documenting the problem**

- Many things can happen to cloud a supervisor’s ability to recall all the problems they may have with a single employee in their entire workforce. *Therefore, documenting problems as soon as they arise* can help with establishing patterns of inappropriate behavior or incidents that back up your concerns with written facts about an employee’s job performance or conduct.
- Documentation can also be a useful tool in directing your interaction with the employee about the problem. It can also help you stick to the *facts and remain objective*. Be sure to include the dates, times, and places the problems occurred. Additionally, remember to *maintain confidentiality*; do not share the collected information with anyone other than the employee or your own superiors, when necessary.

- Documentation can also help you *avoid being an impromptu counselor*. Employees are often comfortable with telling you their personal problems and asking for your input in an effort to solicit sympathy or empathy, but as a supervisor, you have to direct them to someone who can help them with these underlying problems. Once the connection to EAP is made, *you can focus on your job--being the supervisor--not the counselor!*
- **Step 3: Consulting with CPAC MER and EAP**
  - Once you have gotten your documentation in order and before a possible EAP referral, you must contact CPAC MER for guidance. The MER Specialist can suggest ways to approach the employee for a possible EAP referral or provide you with other guidance. They are a supportive and objective sounding board.
  - Remember, the *EAP is not a replacement for CPAC MER*, but works within the established policies to help employees and managers solve workplace problems together in a quick, efficient, and confidential manner. In many instances, the EAP and CPAC MER work together in a joint effort to resolve employee problems.
- **Step 4: Counseling the employee**
  - Usually, scheduling a counseling session at the close of business is counterproductive. Preparation is the key for success in talking to the employee. It can help reduce any anxiety you may have in handling this interaction.
  - *Choose a private place and an appropriate time*. Respect the need for privacy in talking about sensitive matters. Allow plenty of time for the employee's response(s) to process the information and provide an appropriate response.
  - *Get to the point*. Documentation will help you focus on the reason you are meeting with the employee. Listening is important, but stay focused on the real issue; job performance, conduct, or an appropriate response.
  - *Do not get distracted*. Employees often go into detail about their personal problems. Do not get sidetracked with excessive details about anything other than the problem area issue.
- **Step 5: Offering assistance**
  - Remember, you are showing your concern for your employee by offering to *help*. It is important to maintain a positive outlook and not to apologize for referring the employee. In showing concern, you want to refrain from moralizing or judging

the employee in any way. Have an EAP overview flyer for reference. Review this information before the meeting so you can answer questions and provide a phone number, if needed.

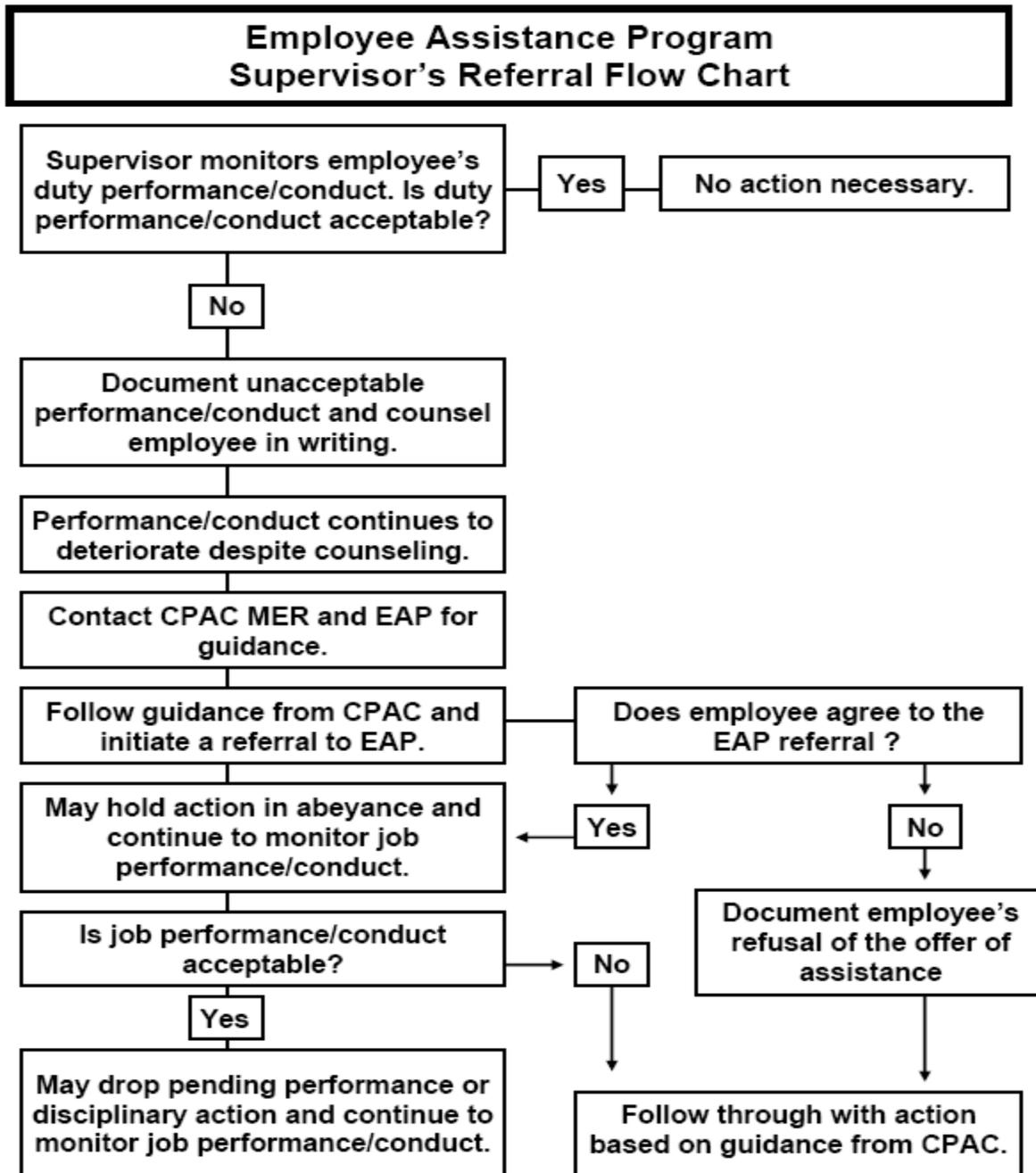
- Things to emphasize about the EAP:
  - *It is a free benefit* provided to the employee and the employee's eligible Family members. There are no out-of-pocket costs for on-post EAP services.
  - *It is completely confidential.* The content of the sessions with the representative will not be communicated to the work place or the supervisor without the consent of the employee or the consent of eligible Family members.
  - *It is effective.* It has helped other employees with many different types of problems. While you should not name names, you can emphasize that others have benefited from their involvement with EAP.
  - In the case of a *formal referral*, we also recommend explaining to the employee that the EAP representative will let you, the supervisor, know if the appointment was kept or not, but everything else remains *confidential* and is not shared with the supervisor unless the employee authorizes consent to release. We also recommend that you make the EAP appointment with the employee present.
  - If the employee should become angry or upset, *remain calm*. Listen to their concerns, but *do not back down from your actions*. Often, when the employee notices you are serious about the referral, the employee becomes more cooperative.
  - Document on an MFR the employee's refusal to accept the offer of assistance or the services of the EAP.
- **Step 6: Ending the meeting**
  - It is important to have closure with employees after referring them to EAP. This closure helps ensure that the employee understands the reasons for the referral. Once again, good documentation of workplace problems can assist you in effective closure.
  - *Briefly review* the workplace problems and reason for the referral with the employee.
  - *Define to the employee what you expect* to see in the way of job performance improvement and give the employee a timeframe for demonstrating

improvement. The CPAC MER Specialist can help establish an acceptable timeframe according to the applicable workplace policies.

- *Set a time to meet* with the employee again to review their progress to improve job performance.
- Some supervisors often hold discipline in abeyance when referring an employee to the EAP. This strategy offers the employee a chance to correct the problem. Use your own judgment when using this strategy; just make sure this process is clear to the employee and your own leadership, if necessary. It is important that both you and the employee understand that the *EAP is not used in the place of discipline nor is it a substitute for discipline.*
- *In cases where employees fail to respond to a referral, you will be contacted by the EAP representative.* At that time, you may decide to meet with the employee again and can re-enforce the need for the EAP referral or apply disciplinary measures according to the policies of your organization. If you are not sure how to proceed with a noncompliant employee, consider a management consultation with the CPAC MER Specialist, SJA, and the EAP representative.
- It is also helpful to conduct short-term *follow-up with employees who appear to be working on the problem.* People usually respond well to praise. Setting up a follow-up meeting with an employee who is improving is a good time to *recognize improvement* and provide encouragement to the employee. This is also a good time to *review what work needs to be done in the future* and to *clarify expectations.* Additionally, invite the employee to come to you if accomplishing these goals becomes difficult.

**Appendix E  
Supervisor's referral flow chart**

The supervisor's referral flow chart depicts the supervisor referral process of an employee through the EAP.

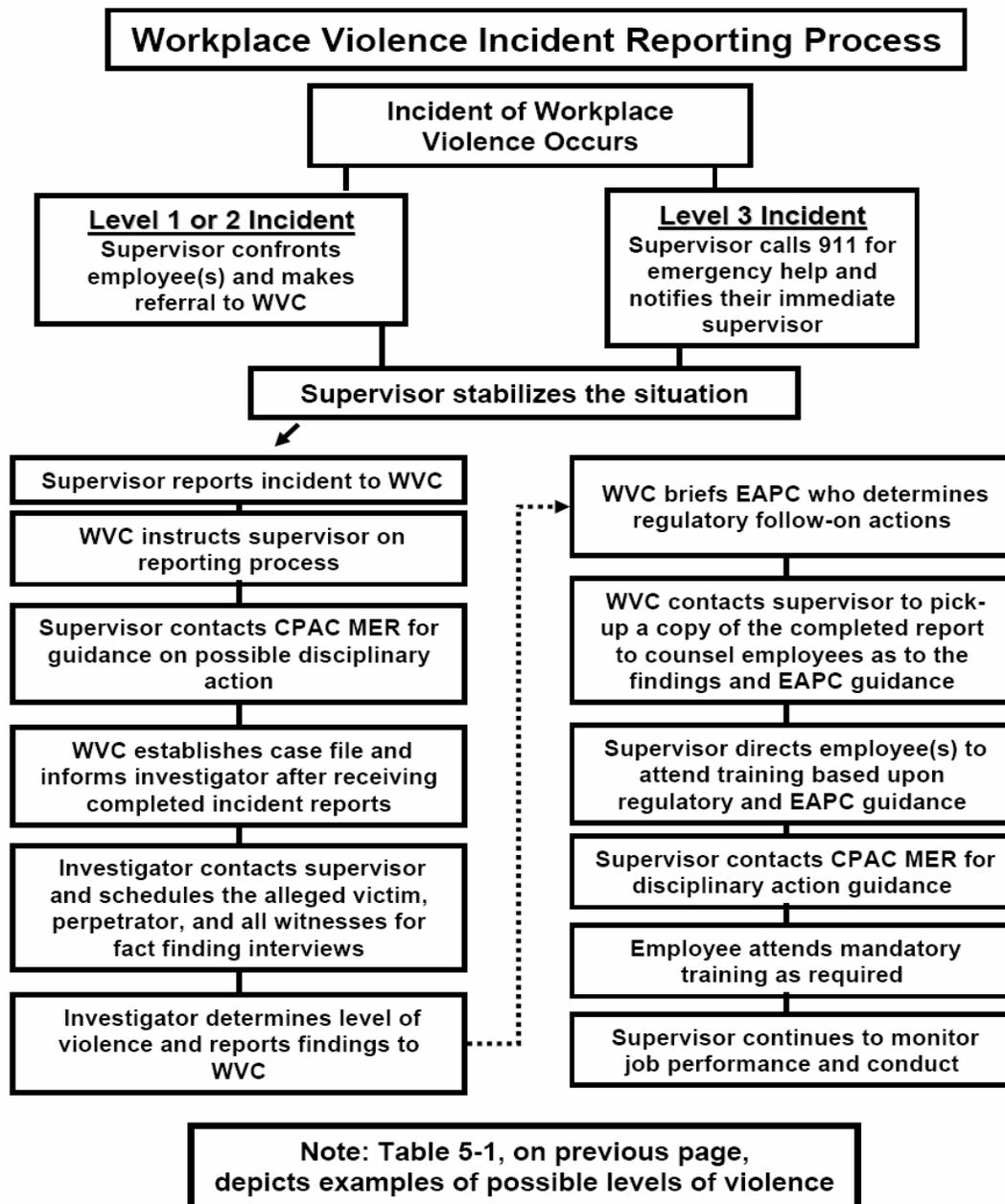


## Appendix F Threat Levels

**Table F-1. Threat Levels**

Threat Levels	Inappropriate Behaviors
Level 1	<ul style="list-style-type: none"> <li>• Discourtesy (e.g., rude, unmannerly, impolite acts, or remarks [nondiscriminatory]).</li> <li>• Use of abusive or offensive language, gestures, or similar conduct (nondiscriminatory).</li> <li>• Creating a disturbance resulting in an adverse effect on morale, production, or maintenance of proper discipline.</li> <li>• Hitting, pushing, or other acts against another without causing injury.</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>• Direct or veiled threats of harm that cause others to fear for their lives or property.</li> <li>• Threatening or attempting to inflict bodily harm without bodily contact.</li> <li>• Hitting, pushing, or other acts against another that cause injury.</li> <li>• Knowingly making false or malicious statements against co-workers, supervisors, subordinates, or Government officials with the effect of harming or destroying the reputation, authority, or official standing of that individual and/or organization.</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>• Direct or veiled threats of harm that cause others to fear for their lives or property.</li> <li>• Loss of or damage to Government property, records, or information when an employee is entrusted in safeguarding Government property as an absolute requirement of the job (e.g., cashier, warehouse worker, property book officer).</li> <li>• Intentionally mutilating or destroying a public record.</li> <li>• Immoral, indecent, or disgraceful conduct.</li> <li>• Bringing a weapon to work with the intention to harm.</li> <li>• Damaging Government or private property.</li> <li>• Inflicting grievous bodily injury by any means.</li> </ul>

Appendix G  
Incident Processing



**Glossary**

**Section I. Abbreviations**

**AAFES**

Army Air Force Exchange Service

**ACofS**

Assistant Chief of Staff

**ADA**

Americans with Disability Act

**ADCO**

Alcohol and Drug Control Officer

**AI**

Administrative Investigation

**AF**

Appropriated Fund

**AR**

Army Regulation

**ASAP**

Alcohol Substance Abuse Program

**BAC**

Blood Alcohol Concentration

**CFR**

Code of Federal Regulations

**CISD**

Critical Incident Stress Debriefing

**CPAC**

Civilian Personnel Advisory Center

**DA**

Department of the Army

**CRDAMC**

Carl R. Darnall Army Medical Center

**DES**

Directorate of Emergency Services

**DFW**

Drug-Free Federal Workplace

**DHR**

Directorate of Human Resources

**DOD**

Department of Defense

**DOT**

Department of Transportation

**EAP**

Employee Assistance Program

**EAPC**

Employee Assistance Program Coordinator

**EEO**

Equal Employment Opportunity

**ER**

Emergency Room

**ETC**

Et cetera

**FH**

Fort Hood

**FMLA**

Family and Medical Leave Act

**IAW**

In Accordance With

**IBTCP**

Installation Biochemical Testing Control Point

**LR**

Labor Relations

**MEDCEN**

Medical Department Center

**MER**

Management-Employee Relations

**MFR**

Memorandum for Record

**MP**

Military Police

**NAF**

Nonappropriated Fund

**OPM**

Office of Personnel Management

**OWR**

Office of Workforce Relations

**PAM**

Pamphlet

**PAO**

Public Affairs Office

**POC**

Point of Contact

**REG**

Regulation

**SJA**

Staff Judge Advocate

**SOP**

Standard Operating Procedure

**TC**

Training Coordinator

**TDP**

Testing Designated Position

**UCMJ**

Uniform Code of Military Justice

**USC**

United States Code

**WVI**

Workplace Violence Investigator

**WVPPC**

Workplace Violence Prevention Program Coordinator

**WVPP**

Workplace Violence Prevention Program

**WVPPT**

Workplace Violence Prevention Program Team

**Section II. Terms**

**Bizarre comments or behavior**

Anything that is unusual, but clearly abnormal, even to the untrained observer.

**Harassment**

Behavior or communication designed or intended to intimidate, menace, or frighten another person.

**Physical attack**

An unwanted or hostile physical contact, such as hitting, fighting, pushing, shoving, or throwing of objects.

**Property damage**

Behavior or acts that contribute to the destruction or damage of private or public property.

**Threat**

Expression of a present or future intent to cause physical or mental harm. An expression constitutes a threat without regard to whether the party communicating has the present ability to do harm and without regard to whether the expression is contingent, conditional, or future.