

# WORKPLACE VIOLENCE & BULLYING · RISK FACTOR CHECKLIST

This checklist is designed to assist employees to identify signs of violence/bullying in their workplace. Any problems should be reported to your employer and your union health and safety representative. To use this checklist, tick the risk factors that apply to your workplace.

By identifying risks you will highlight potential areas for improvement. This checklist and suggested control measures are not exhaustive. You may need to consider other factors unique to your workplace and consider a broader variety of approaches and risk controls.

## Risk factor evaluation:

1 = highly unlikely/not possible    2 = unlikely/remote    3 = possible    4 = likely/very possible    5 = highly likely/certain

RISK FACTORS	IDENTIFIED		RISK ASSESSMENT					SUGGESTED RISK CONTROL MEASURES	
	YES	NO	INDICATORS OF LOWER RISK			INDICATORS OF HIGHER RISK			
			1	2	3	4	5		
<b>1. Physical Environment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>(Highlight/prioritize the measures that apply)</b>
Building & parking location	<input type="checkbox"/>	<input type="checkbox"/>	Safe location			High crime area		Develop systems when employees enter or leave work	
	<input type="checkbox"/>	<input type="checkbox"/>	Parking lot well lit and secure			Isolated parking lot with minimal or no lighting		Discuss safety measures with landlord	
	<input type="checkbox"/>	<input type="checkbox"/>	Designated public entry doors			Same entrance for public and staff		Entry and exits separate from public	
	<input type="checkbox"/>	<input type="checkbox"/>	Employee ID cards and guest/public passes with sign in/out			No procedures to limit entrance for guests/public/ex-employees		Implement systems to limit entrance for public. Provide passes to staff with secure entry access. Update employee list.	
	<input type="checkbox"/>	<input type="checkbox"/>	Coded doors/ security doors			No barriers to entrance		Implement physical barriers if possible	
	<input type="checkbox"/>	<input type="checkbox"/>	Alarms/ closed circuit video system			No system in place		Install alarm and/or video surveillance systems	

RISK FACTOR	YES	NO	1	2	3	4	5	RISK CONTROL MEASURES:
<b>1. Physical Environment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>(Highlight/prioritize the measures that apply)</b>
Elevators & washrooms	<input type="checkbox"/>	<input type="checkbox"/>	Restricted access	Can be locked after hours	Open to everyone	Open/accessible without restriction	Provide washrooms and elevators for staff only	Limit access after normal working hours
Stairwells & exits	<input type="checkbox"/>	<input type="checkbox"/>	Clear exit signs, good lighting and no obstruction, panic bars to allow escape	Confusing signage, poor lighting, obstructed exit door	No barriers between staff and public; crowded area	No system in place	Review office and reception layout to limit public access to staff offices. Expand waiting area if possible.	Verify and improve signs and lighting. Implement or update emergency exit procedures and provide regular practices.
Office layout	<input type="checkbox"/>	<input type="checkbox"/>	Reception area has barriers (screens) and secure doors to offices; ample space	No barriers between staff and public; crowded area	Difficult to see or hear most employees	No place to meet for safety in case of emergency	Review office layout so staff are not isolated in certain areas of workplace	Review or develop procedures for staff to assemble in case of emergency
Offices to meet/ interview clients	<input type="checkbox"/>	<input type="checkbox"/>	Panic button or alarm	Employees are visible and can be heard	Designated safe area for staff to assemble in case of emergency	Alarms, furniture layout, window or opening in room to escape quickly	Review office layout so staff are not isolated in certain areas of workplace	Review or develop procedures for staff to assemble in case of emergency
Clients/public	<input type="checkbox"/>	<input type="checkbox"/>	No physical contacts, provides service to general public	Deals with disgruntled clients, abuse of alcohol or drugs, convicts, mental or physical illness	No individual security system in place	Implement procedures to deal with difficult or violent clients, monitor violent incidents. Advise co-workers and supervisor of any safety concerns before meeting with high risk client.	Provide necessary equipment to staff based on nature of work	
	<input type="checkbox"/>	<input type="checkbox"/>	Individual security systems (cell phones, alarms, 2-way radio)	No individual security system in place	Works alone or in remote location, can work evening or nights, may deal with money or deny service to client	Implement preventative systems so workers can check in on a regular basis if they work alone or in evening/night.	Provide security measures if working with money or difficult clientele (security guard).	
	<input type="checkbox"/>	<input type="checkbox"/>	Works in day time with others, does not deal with money					

RISK FACTOR	YES	NO	1	2	3	4	5	RISK CONTROL MEASURES:	
<b>2. Work Characteristics &amp; Equity</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>(Highlight/prioritize the measures that apply)</b>	
New or inexperienced employees	<input type="checkbox"/>	<input type="checkbox"/>	Systems to support and monitor the integration of employees.					Inappropriate behaviour towards vulnerable staff tolerated and ignored.	Develop and implement systems to support and protect diversified staff. Train employees – for example, valuing workplace diversity and tolerance. Train managers to deal with employees at higher risk.
Injured employees & employees on return to work plans	<input type="checkbox"/>	<input type="checkbox"/>							
Employees who are in equity groups: women, Aboriginal, racially visible, GLBT, and persons with disabilities	<input type="checkbox"/>	<input type="checkbox"/>	Accepting differences, flexibility and diversity.					Lack of appropriate communication processes to report discrimination, abuse and improper conduct.	Implement a contact officer system to provide support and advice. Implement a 'buddy' or mentoring system for new workers.
			Appropriate supervision.					Lack of trust in management's willingness to resolve issues.	Monitor workplace relationships. Provide all employees with information at induction on workplace policies and procedures relating to violence/bullying prevention. Promote principles of dignity and respect.
<b>3. Organizational Change</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>(Highlight/prioritize the measures that apply)</b>	
Change in supervisor or manager	<input type="checkbox"/>	<input type="checkbox"/>	Long-term stability					High levels of unplanned and reactive change.	Plan all organizational change ensuring you maintain effective communication throughout. Consult with affected employees as early as possible.
Significant technological change	<input type="checkbox"/>	<input type="checkbox"/>							
Restructuring	<input type="checkbox"/>	<input type="checkbox"/>	Predictability Continuity Certainty					Confusion Ambiguity Uncertainty	Ensure employees are aware of the impacts to their job and the timeline for the changes being made. Request and act on feedback throughout the organizational change.
Downsizing	<input type="checkbox"/>	<input type="checkbox"/>							
Constant change in work procedures	<input type="checkbox"/>	<input type="checkbox"/>	High levels of unplanned and reactive change.					Confusion Ambiguity Uncertainty	Ensure employees have access to relevant support, including employee representatives. Review and evaluate change management processes.
Contracting out employment opportunities or workloads	<input type="checkbox"/>	<input type="checkbox"/>							

RISK FACTOR	YES	NO	1	2	3	4	5	RISK CONTROL MEASURES:
<b>4. Negative Leaderships Styles</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(Highlight/prioritize the measures that apply)
Autocratic, authoritarian management style – strict & directive, no flexibility, no involvement of employees in decision-making	<input type="checkbox"/>	<input type="checkbox"/>	Collaborative Consultative Fair Personal interactions	Supportive Positive Accessible	Effective communication	Autocratic: Task emphasis No involvement of employees in decision-making.	Strict Directive Lack of trust Poor delegation Tight controls Poor interpersonal skills	Accountability to encourage positive leadership. Management supervision, support and training as part of a culture that emphasizes open communication, support, mutual respect and participative management styles. Leadership coaching, including providing constructive feedback, communication skills, democratic or participative leadership. Mentor and support new and poor performing managers. Regular feedback and leadership skills refresher training.
Over-relaxed, lax management styles – inadequate or absent supervision, little or no guidance provided to employees, responsibilities inappropriately & informally delegated to subordinates	<input type="checkbox"/>	<input type="checkbox"/>				<u>Over-relaxed:</u> Lack of direction Lack of supervision Unclear role	Implement and review performance improvement or development plans. Include leadership questions in exit interviews and employee opinion surveys.	
Lack of appropriate leadership training	<input type="checkbox"/>	<input type="checkbox"/>				Lack of responsibility Lack of support		
Poor interpersonal skills among management	<input type="checkbox"/>	<input type="checkbox"/>				Lack of clear systems, procedures and processes.		

RISK FACTOR	YES	NO	1	2	3	4	5	RISK CONTROL MEASURES:
<b>5. Lack of Appropriate Systems</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>(Highlight/prioritize the measures that apply)</b>
Lack of resources	<input type="checkbox"/>	<input type="checkbox"/>	Clearly defined job roles and responsibilities.			High levels of uncertainty around roles & responsibilities.		Consult with our employees on possible job redesign.
Staff shortages	<input type="checkbox"/>	<input type="checkbox"/>	Clear work requirements.			Lack of clarity around expectations.		Develop and implement policies and standard operating procedures.
Lack of experience	<input type="checkbox"/>	<input type="checkbox"/>	Clear lines of authority.			Poor communication channels.		Review and monitor both work loads and staffing levels.
Lack of defined job descriptions, policies & procedures	<input type="checkbox"/>	<input type="checkbox"/>	Well organized and realistic workloads and job demands.			Excessive and unrealistic work demands.		Review available resources.
Uncertainty about job requirements & the way work should be done	<input type="checkbox"/>	<input type="checkbox"/>				Poorly trained staff.		Improve the availability of flexible working arrangements and reduce excessive working hours.
Poorly designed work schedules	<input type="checkbox"/>	<input type="checkbox"/>						Provide clear job descriptions that outline roles and responsibilities.
Unclear or unreasonable performance measures	<input type="checkbox"/>	<input type="checkbox"/>						Ensure employees receive regular constructive feedback.
Unreasonable timeframes or targets	<input type="checkbox"/>	<input type="checkbox"/>						Request regular feedback from all staff over concerns about roles and responsibilities.
Lack of support systems	<input type="checkbox"/>	<input type="checkbox"/>						
Absence of specific policies on harassment, anti-discrimination, bullying or violence in the workplace	<input type="checkbox"/>	<input type="checkbox"/>						

RISK FACTOR	YES	NO	1	2	3	4	5	RISK CONTROL MEASURES:
<b>6. Poor Workplace Culture &amp; Relationships</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>(Highlight/prioritize the measures that apply)</b>
Critical & negative interactions	<input type="checkbox"/>	<input type="checkbox"/>	Open communication.			Poorly managed and unresolved conflicts and disputes.		Develop, implement and promote a conflict management process.
Poor communication	<input type="checkbox"/>	<input type="checkbox"/>	Clarity regarding standards of behaviour.			High levels of interpersonal conflict.		
Inadequate or no consultation	<input type="checkbox"/>	<input type="checkbox"/>	Inclusion management.			Exclusion and isolation tolerated.		Provide training – for example, diversity and tolerance, addressing conflict in the workplace, interpersonal communication and interaction.
Negatively competitive work environment	<input type="checkbox"/>	<input type="checkbox"/>	Resolution process for managing interpersonal conflicts.					Ensure policies and systems are in place encouraging managers and employees to report and deal with unacceptable behaviour.
Interpersonal conflict	<input type="checkbox"/>	<input type="checkbox"/>						Provide appropriate recognition.
Exclusion or isolation of employees from others	<input type="checkbox"/>	<input type="checkbox"/>						Treat all employees with fairness and consistency.
Negative perception of accommodation measures	<input type="checkbox"/>	<input type="checkbox"/>						Communicate openly at all levels and involve employees in decision-making processes that affect their work.
Absence of informal conflict resolution process	<input type="checkbox"/>	<input type="checkbox"/>						Use performance indicators measuring positive people management skills.