



## Unit WRV4: Develop effective policies and procedures for minimising the risk of violence to workers and review their effectiveness

**This unit is for you** if you are responsible for developing policies and procedures for reducing the risk of violence at work and reviewing their effectiveness.

**This unit is about** the skills and knowledge required for developing an effective policy and procedures which specify the minimum acceptable standards for safe working practice, as well as reviewing its effectiveness.

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### Performance Criteria:

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You must:

#### Develop a policy and procedures for managing work-related violence

1. make sure your policy relates to existing documentation, including risk assessments, and all risks to workers
2. in consultation with workers develop a set of criteria which clearly define unacceptable behaviour
3. consult with all relevant people during the development of the policy about the risk of violence associated with each job role and working environment
4. write a clear statement about the employer's duties and responsibilities for managing and communicating the risk of violence at work
5. make clear reference within the policy to :
  - the organisation's values
  - the rights and responsibilities of service-users and workers
  - the organisation's proposals to reduce risk
  - the organisation's response to incidents, including on the use of physical intervention
  - the organisation's policy on unacceptable behaviour
  - the support measures available to workers who have been involved in an incident
6. develop procedures for job roles which :
  - aim to maximise workers' safety
  - detail training requirements
  - give clear guidelines to help implement the procedures
7. agree measures for :
  - checking the effectiveness of the procedures
  - how often the procedures will be reviewed
  - what information will be kept to inform the review
8. check the policy and procedures before their publication to make sure that they are consistent with each other and organisational requirements.



**Review the effectiveness of the “work-related violence” policy and procedures**

9. review any changes in job roles and the working environment which may impact on your policy and procedures
10. review the policy for preventing and managing work-related violence with those who maintain information on potential and actual violent incidents at work and make necessary changes
11. through consultation confirm that the criteria regarding unacceptable behaviour are still appropriate
12. review the procedures and confirm through consultation whether these remain appropriate for their intended purpose
13. check if the procedures are being followed
14. check that the procedures can be understood by everyone for whom they have been written and clarify where necessary.
15. alert all workers to any revisions to the policy and procedures and the reasons for the revisions



## Essential Knowledge and Understanding for this Unit:

You must know and understand:

- a) your legal duties for ensuring the well-being, safety and health in the workplace as required by relevant legislation for health and safety at work
- b) your duties as defined by other specific legislation covering your job role including those relating to the management of health and safety at work, reporting injuries, diseases, dangerous occurrences, employment rights, human rights, disability and data protection
- c) the risks associated with each job role and working environment
- d) the job roles and responsibilities of all the workers for whom you are responsible
- e) how to decide and define acceptable and unacceptable standards of behaviour from service users and workers
- f) which documents will be useful to inform the development of the policy
- g) with whom you should discuss the policy during its development
- h) the organisation's position on the use of physical intervention and the legal implications of physical intervention
- i) those responsible for the organisation's security and workers' duties and responsibilities in terms of health, safety and the welfare of themselves, other people and service-users
- j) the minimum training requirements for each job role for preventing and managing work-related violence
- k) what information is needed to determine the effectiveness of the review
- l) the external sources of information and advice which can be used to develop policy and procedures
- m) who is responsible for maintaining the relevant information needed by you to carry out a full review of the effectiveness of the procedures
- n) the importance of checking whether the procedures are adequate and remain appropriate for the work being carried out
- o) appropriate channels of communication
- p) how to check workers' the understanding of the procedures and guidelines prepared for the workers for preventing and managing work-related violence



## Key Words and Phrases

### KEY WORDS

### DEFINITIONS

**Conflict**

Conflict is a state of opposition and disagreement between two or more people or groups of people, which is sometimes characterised by physical violence.

**Employer**

A person, firm, association, organisation, company or corporation who employs one or more workers in an industry.

**Employment**

Employment is a contract between two parties, one being the employer and the other being the employee. In a commercial setting, the employer conceives a productive activity, generally with the intention of creating profits, and the employee contributes labour to the enterprise, usually in return for payment of wages.

**Equipment**

These could include equipment such as pagers, mobile phones, walkie-talkies, panic buttons, public address systems, etc

**Learner**

Any person learning or training in a workplace and becomes subject to the hazards of an industry in the course of that learning.

**Evaluation**

The process of determining whether an item or activity meets specified criteria.

It can include comparing the adequacy of policies and procedures with current practice or professional standards to manage work-related violence

**Management information system**

A system designed to help managers plan and direct business and organisational operations.

It can include a comprehensive system which holds necessary data regarding the number of incidents, when they occur, the types of worker involved, the types of service-users involved, the environments and location where incidents happen, the severity of incident and the preventative measures taken.

**Manager**

An individual charged with the responsibility for managing staff, resources and processes.

**Physical Intervention**

These interventions are commonly either “breakaway techniques” (when defending oneself or another) or “restraint techniques” (when physically restricting a person’s movement).

Individuals should refer to their organisation’s and industry specific guidelines and policies for further information.

**Policy**

- A statement which directs the present and



	<ul style="list-style-type: none"> <li>▪ future decisions of an organisation.</li> <li>▪ It is intended to influence and determine decisions, actions, and other matters.</li> <li>▪ Typically, a policy designates a required process or procedure within an organisation.</li> <li>▪ They are often initiated because of some external requirement.</li> </ul>
<b>Positive working environment/culture</b>	A working environment/culture which does not tolerate any violent behaviour
<b>Precautionary measures</b>	These could include: protective barriers, protective clothing, security responses, working in pairs or teams instead of lone working, etc,
<b>Procedures</b>	A series of steps following in a regular definite order that implements a policy, for example.
<b>Relevant person</b>	A person named in the organisation's procedures as having responsibility for incidents of violence at work
<b>Risk</b>	<p>The likelihood that the worker will be subjected to violence at work</p> <p><i>Definition taken from: HSE "Management of health and safety at work –Approved Code of Practice &amp; Guidance". Reference L21 (ISBN 0-7176-2488-9)</i></p> <p>A risk is the likelihood of potential harm from that hazard being realised.</p> <p>The extent of the risk depends on:</p> <ul style="list-style-type: none"> <li>(i) the likelihood of that harm occurring;</li> <li>(ii) the potential severity of that harm, i.e. of any resultant injury or adverse health effect; and</li> <li>(iii) the population which might be affected by the hazard, i.e. the number of people who might be exposed.</li> </ul>
<b>Safe working practices</b>	Established safe methods of carrying out activities, procedures or techniques used in carrying out your job or work activities to deliver a service with levels of quality and efficiency required by the organisation.
<b>Service users</b>	Examples are: Patients, clients, passengers, customers, detainees, the public, parents, volunteers and carers.
<b>Supervisor</b>	A person in charge of a workplace or who has authority over a worker
<b>Support</b>	This may be listening, monitoring situations, offering advice and practical help or seeking further assistance if necessary.
<b>Triggers of violence</b>	Factors that might cause violence to occur. They can be categorised in four different types :



- ❖ temporary personal factors – for example, the service-user (see below) being uncomfortable from a lack of food, warmth, light, or presenting challenging behaviour whilst under the influence of drink or drugs, or
- ❖ persistent personal factors such as having a difficulty or disability which prevents normal communication, movement or behaviour, or
- ❖ temporary environmental factors such as a hot, noisy, crowded room, poor work dynamics in terms of furniture layout, etc, or
- ❖ persistent environmental factors such as too much being expected of the service-user or that the quality of the service consistently does not meet the required standards of the user

**Violence whilst at work**

Defined by HSE as: "Any incident in which a person is abused, threatened or assaulted in circumstances relating to their work. This can include verbal abuse or threats as well as physical attacks."

The definition includes violence to employees at work by members of the public, whether inside a workplace or elsewhere, when the violence arises out of the employees' work activity. It would not include violence to people when not at work, e.g. when travelling between home and work or violence outside their normal working hours, even though where such risks were significant, employers might wish to take action to safeguard their employees.

**Volunteer**

A person who does volunteer work for which they receive little or no earnings.

**Worker**

A person performing services for an employer under a contract of service or an apprenticeship. Workers include; outworkers, those employed on a casual basis, in training, work experience and volunteers.

**Working environment**

The work area(s) where the workers carry out their duties.

**Work-related**

That is, arising out of and in the course of the employment of a worker.