



Title:	Workplace Violence Prevention
Effective Date:	2025 June 12
Responsible Business Unit:	Corporate Security

1. PURPOSE

- 1.1. The purpose of this standard is to outline The City’s approach to preventing, mitigating, and addressing Workplace Violence by:
- a) Outlining the expected actions of Employees in identifying, responding to, and reporting Hazards and suspected or actual incidents of Workplace Violence;
 - b) Providing a framework for planning and implementing specific measures aimed at preventing and mitigating Hazards and incidents of Workplace Violence; and
 - c) Facilitating the appropriate reporting of Hazards and suspected or actual incidents of Workplace Violence.

2. APPLICABILITY

- 2.1. This Administration Standard applies to all City of Calgary Employees, except those working at the Calgary Police Service.

3. STANDARD

- 3.1. Employees will:
- a) Following training and on-the-job coaching and considering personal experiences within reason, be able to identify the signs and incidents of Workplace Violence. This includes recognizing Threats of violent acts directed towards themselves, other Employees, Members of the Public or City property, including without limitation:
 - i. Threats;
 - ii. Violent acts occurring at the Workplace;
 - iii. Witnessing a Threat or a violent act against or by an Employee;
 - iv. Situations where there is a reason to believe that they, another Employee, a Member of the Public, or City property may become a target of Workplace Violence; and
 - v. Potential exposure to Domestic Violence that could impact the Workplace.
 - b) Immediately report incidents that present an imminent Threat to an Employee’s safety by:
 - i. Quickly removing themselves from the situation and seeking a safe location, if possible;

- ii. Calling 9-1-1 to request assistance from the Police;
 - iii. Summoning help from co-workers or other people in the area, if it is safe to do so and
 - iv. Contacting Corporate Security at 403-268-8868
- c) Only intervene in a violent situation if they are confident they can do so safely without risking injury to themselves, others, or City property. Employees are not required to intervene if they determine it is unsafe;
- d) Report any signs of suspected or actual incidents of Workplace Violence in one of the following ways:
- i. To their Supervisor;
 - ii. To their Human Resources Business Partner;
 - iii. To Corporate Security either by phone at 403-268-8868 or online using the Security Incident e-Reporting Tool; and
 - iv. To their business unit's Safety Advisor and/or the Safety Data Management System (SDMS) by reporting an incident on-line, or if they do not have access to SDMS, by completing an X519 Occupational Health & Safety Hazardous Condition Near Miss Report/Follow-up form or X75 Occupational Incident Report/Investigation form.
- e) Document details of any Workplace Violence incident they experience or witness, including the date and time, nature of the violence, and names of any witnesses;
- f) Report to Corporate Security any legal action, whether criminal or civil, (e.g. restraining order), that is related to a Workplace Violence incident or creates a safety or security Hazard in the Workplace;
- g) Co-operate with investigations and/or other options for preventing and addressing Workplace Violence; and
- h) Maintain confidentiality of information related to allegations or incidents under investigation.

3.2. Supervisors will:

- a) Conduct regular hazard assessments, considering:
 - i. The physical layout of the work area;
 - ii. Work routines, schedules, procedures, and practices;
 - iii. Geographical location, hours of operation, and staffing complements;
 - iv. Past incidents or occurrences of Threats or violent acts;
 - v. Emotional and psychological impacts of role;

- vi. Risk of Threats and violence in the Workplace, acknowledging that the following factors increase the level of risk:
 - a. Performing inspection or enforcement duties (e.g. bylaw enforcement, building inspections, prosecutors, claim adjusters);
 - b. Working with Members of the Public where there is a potential for emotional outbursts of frustration or anger (e.g. denial of City service due to non-payment of bills);
 - c. Operating in politically charged situations (e.g. controversial development applications or construction projects);
 - d. Handling cash; and
 - e. Working alone or in isolated areas.
- b) Ensure Employees under their direct supervision:
 - i. Receive training in recognizing, preventing, mitigating, documenting, and reporting incidents of suspected or actual Workplace Violence;
 - ii. Are educated on how to avoid and detect escalating situations, especially in high-risk environments (e.g. front-line operations);
 - iii. Are informed of any known or potential Hazards, as well as any suspected or actual incidents of Workplace Violence in the work area while disclosing information only to the extent required to adequately inform Employees of any specific or general Threat or potential Threat; and
 - iv. Are informed of the outcomes of Hazard assessments, including any issues identified, and actions taken to minimize and/or eliminate danger in the Workplace.
- c) Support Employee safety and wellness by:
 - i. Collaborating with Corporate Security and/or Human Resources to keep Employees informed about the remedial measures taken or planned to resolve incidents of actual or suspected Workplace Violence;
 - ii. Implementing recommended remedial measures to eliminate or control the situation and assist in preventing further occurrences of Workplace Violence;
 - iii. Informing Employees when actions to eliminate, control, or prevent Workplace Violence have been implemented;
 - iv. Consulting, referring, involving, or cooperating with other City or external resources (e.g. Employee Family Assistance Program (EFAP), Anti-Racism Program, Corporate Security, Occupational Health & Safety, Police), to assist with incidents involving Employees, or to provide support to Employees;
 - v. Ensuring that Employees reporting an injury or adverse symptoms resulting from Workplace Violence are advised to consult a health professional of their choice for treatment or referral; and

- vi. Ensuring that all remedial measures and ongoing obligations are implemented and monitored effectively.
- d) Support the investigation of Workplace Violence incidents by:
 - i. Ensuring all known incidents are reported immediately;
 - ii. Reporting incidents on behalf of Employees, when necessary;
 - iii. Seeking advice or consultation on resolving situations (e.g. mediation, formal investigation from HR and/or Corporate Security); and
- e) Identify responsibility and timeframe for implementing remedial actions, if applicable.

3.3. Corporate Security, Investigations team will:

- a) Consult and collaborate with partners using the Integrated Investigations Framework on reported incidents of Workplace Violence, as required;
- b) Conduct thorough investigations on reported Workplace Violence by:
 - i. Gathering and preserving all pertinent evidence;
 - ii. Interviewing all relevant individuals; and
 - iii. Upholding confidentiality and impartiality throughout the investigation process;
- c) Document all Workplace Violence investigations by:
 - i. Maintaining records of investigative actions and findings; and
 - ii. Preparing an investigative summary that outlines the investigation's findings;
- d) Communicate findings in the form of a final report to authorized and established recipients as required to take corrective action and inform parties involved of the outcome of an investigation; and
- e) Assist with referring Employees to EFAP or Wellness programs as needed.

3.4. Corporate Security, Employee Risk Management & Education team will:

- a) Conduct risk assessments on reported potential Hazards of Workplace Violence and recommend measures to control or mitigate Workplace Violence, as required;
- b) May participate in developing, implementing, or monitoring a Threat management plan involving active or reported potential concerns and/or incidents of Workplace Violence;
- c) Document all Workplace Violence risk assessments and recommendations;
- d) Issue Security Advisories to appropriate Workplaces, as a control measure to warn of existing or emerging Workplace Violence, ensuring that personal and identifying information is not included or disclosed unless necessary to properly inform of a specific or potential Threat of Workplace Violence;

- e) Provide eLearning and/or instructor led training (ILT) on recognizing signs of Workplace Violence, responding to, reporting, and documenting Workplace Violence.

3.5. Occupational Health & Safety Business Unit will:

- a) Inform Corporate Security of reported Workplace Violence incidents, either directly or automated through the Safety Data Management System;
- b) Support Business Units in identifying and documenting Hazards related to Workplace Violence; and
- c) Assists with investigations, as required.

3.6. Human Resources, People Strategy and Partnerships will:

- a) Consult and collaborate with partners and Corporate Security on Workplace Violence incidents using the Integrated Investigations Framework.
- b) If incident is identified as a Racial Violence, consult with Anti-Racism Program, as required;
- c) Assist with investigations and risk assessments, as required;
- d) Refer Employees to EFAP or Wellness programs; and
- e) Notify or consult with Corporate Security on harassment or discrimination incidents that may leads to potential threats or Workplace Violence.

3.7. Respectful Workplace will consult and collaborate with Human Resources Corporate Security using the Integrated Investigations Framework on incidents of harassment, discrimination, or disrespectful behaviour that may be precursors to potential threats and/or Workplace Violence or pose a risk in the Workplace.

4. CONSEQUENCES OF NON-COMPLIANCE

- 4.1. Employees who fail to adhere to this Administration standard may be subject to corrective action including dismissal from employment in accordance with the *Labour Relations standard*, the *Exempt Staff policy*, or the specified terms outlined in their employment contract.

5. DEFINITIONS

5.1. In this Administration Standard:

- a) **Employee** means any person employed by The City and reporting to a City of Calgary business unit, department, the Office of the Chief Administrative Officer, the Office of the Chief Operating Officer, the Office of The Mayor, the City Auditor's Office, the Calgary Housing Company, and the Calgary Police Service, including those working under an employment contract with The City;
- b) **Exempt Supervisor** means any Employee in an exempt position with direct supervisory responsibilities for Employees;

- c) **Hazard** means a situation, condition or thing that may be dangerous to health and safety;
- d) **Member of the Public** means anyone who is not a member of The City's Workforce who attends or is in the vicinity of City Workplace and could include guests, visitors, or members of the general population;
- e) **Supervisor** means any Employee (exempt or unionized) who has direct supervisory responsibility for Employees;
- f) **Workforce** means any combination of Employees, Suppliers, and Volunteers;
- g) **Workplace** means a place where an Employee is, or may be, conducting work on behalf of The City, including City worksites, online environments, locations travelled to while conducting City related business and locations of work-related social gatherings; and
- h) **Workplace Violence** means the threatened, attempted, or actual conduct of a person that causes, or is likely to cause, physical injury or psychological injury or harm in the Workplace;
 - v. **Domestic Violence** means a pattern of behaviour used by one person to gain power and control over another with whom the person has, or has had, a personal relationship, including dating, marriage, adult interdependent partnerships, custody, blood relationships, and adoption. These behaviours can include physical violence, sexual abuse, financial control, emotional and psychological intimidation, verbal abuse, stalking, and using electronic devices to harass and control;
 - vi. **Racial Violence** means threats or physical acts against an individual or groups based on their race and/or ethnicity. It includes, without limitation, hate crimes, racial discrimination, harassment, and other acts intended to intimidate or harm individuals or groups based on their racial and/or ethnic identity;
 - vii. **Sexual Violence** means any sexual act, attempt to obtain a sexual act, or other act directed against a person's sexuality using coercion by any person, regardless of their relationship to one another. This can include obscene name-calling, sexual assault, sexual exploitation, and online forms of sexual violence including internet threats and harassment; and
 - viii. **Threat** means any act, gesture, or statement, that gives a person reasonable cause to believe that there is a risk of injury to themselves, another person, or to City property.

6. ASSOCIATED GOVERNANCE

6.1. This Administration standard defines the requirements supporting the *Workplace Violence Prevention policy*.

6.2. This Administration standard is established in support of *The City's Respectful Workplace, Leave of Absence, Code of Conduct, and Occupational Health & Safety and Wellness administration policies.*

6.3. This Administration standard is established in accordance with Criminal Code of Canada, Alberta Occupational Health and Safety Act, Regulation and Code; and Workers' Compensation Act of Regulations.

7. HISTORY

Action	Date	Approval	Description
Clerical Correction	2026 Jan 19	Leader, Governance and Policy	Changed Title Block to refer to Responsible Business Unit instead of Responsible Service.
Clerical Correction	2025 Jul 15	Leader, Governance and Policy	Changed reference to Labour Relations standard instead of policy. New standard effective July 15, 2025.
New	2025 Jun 12	Director, Chief Security Officer, Corporate Security	New Administration standard.