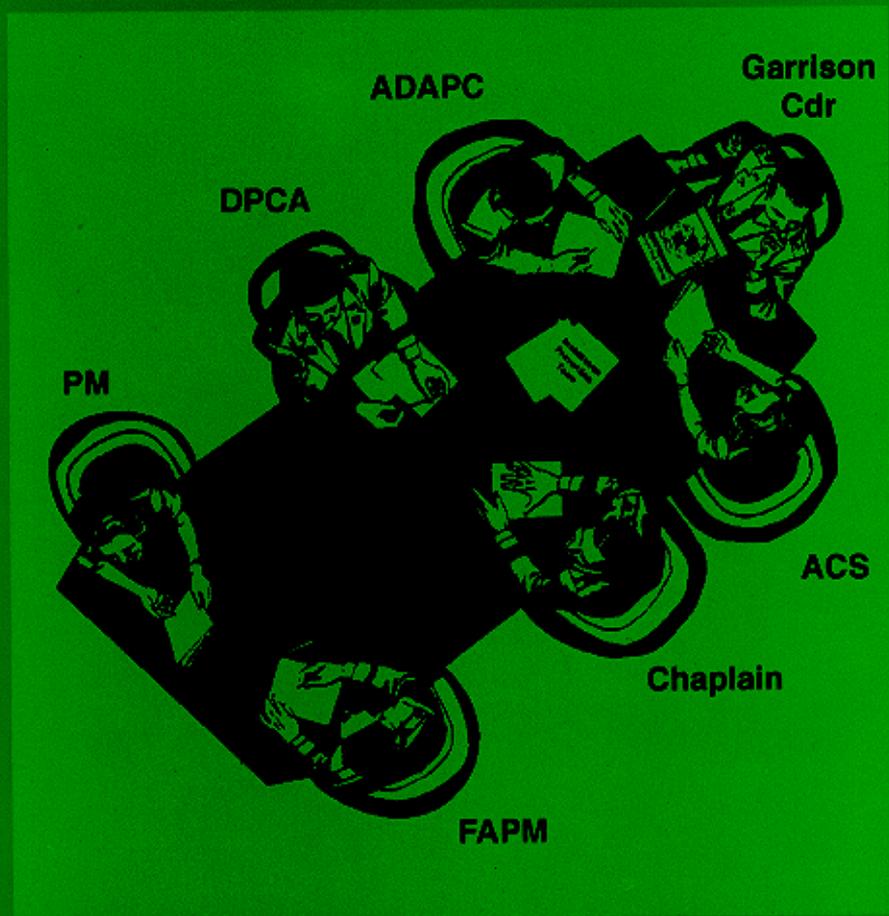


Violence Prevention



Commanders Guide



SECRETARY OF THE ARMY WASHINGTON

Foreword

Violence has no place in our military communities and violence prevention demands action. Soldiers, civilian employees, and family members desire freedom to interact in their workplace and community without fear. Force efficiency requires this freedom. Preventing violence is an enormous challenge, but a violence free workplace, home and community are vital to a healthy force and therefore personnel readiness. As with all areas of readiness, command emphasis on the causative factors of violence is essential to success.

Army leaders at all levels are familiar with the risk management process of assessing and controlling operational hazards. Violence prevention calls for a similar process of assessing and reducing behavioral activities which contribute to violence and reduce personnel readiness. This process invests garrison-wide assets in the assessment of violence indicators and reduction of the risky behavior. The intent is to prevent violence in the Army community rather than react to incidents of violence.

This guide is designed to assist Installation Commanders and the Garrison Commander in the development of a violence prevention strategy. A garrison level task force maximizes the use of existing community activities, such as the Alcohol and Drug Abuse Prevention and the Army Family Advocacy Programs, and ensures they receive appropriate emphasis and resources.

The Army will "lead the way" into the twenty-first century in this proactive approach to violence prevention, creating an environment in which the well-being of our soldiers, family members, and the civilian workforce are an integral part of personnel readiness.

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EXECUTIVE SUMMARY

The quality of Army life erodes in our military communities as the threat of violence grows in its workplaces, schools, and homes. Social, health, and law enforcement agencies deal effectively with individuals responsible for violent actions. These activities also offer commanders a resource for violence prevention through identifying and assessing indicators of violent behavior and providing assistance in eliminating or reducing the causative factors throughout the Military Community.

Violence prevention is a command responsibility. The Garrison Commander or equivalent who has access to or control of garrison activities is well suited to orchestrate the installation's violence prevention program. Commanders should see a similarity with the Risk Management process they currently utilize to reduce risk in operations and training. Violence prevention also requires identification, assessment, and a strategy for determining which community assets are to be employed and at what level in order to maximize the reduction of violent behavior.

Information and cooperation are essential between the commanders and garrison activities. Violence cannot be prevented without them. Commanders must be aware of the potential for and types of violence unique to their military community. In addition to providing guidance on how to gather and assess violence indicators, the guide identifies the most common categories such as individual (substance abuse, suicide, etc.). Training is also a key ingredient to the process, especially for agency representatives responsible for identifying and assessing violence indicators.

This guide provides a framework for garrison level commanders to establish a violence prevention process that is adaptable to the unique demands of their military community. It emphasizes command responsibilities and the employment of existing resources through a risk reduction process as part of a garrison-wide violence prevention strategy. Within the parameters of this strategy, communication among existing agencies in the identification and assessment of behavior indicators is critical. An installation resource matrix is included to assist the commander in matching common existing agencies and programs to the information and prevention assistance they can provide.

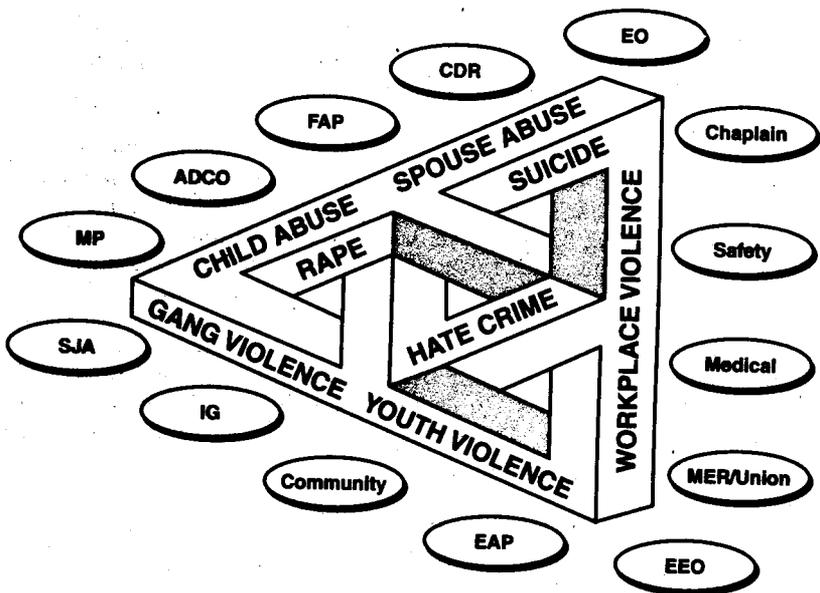
Focusing the best asset(s) for maximum effectiveness is supported by a recent innovative process. The Risk Reduction Process currently being implemented at several installations utilizes risk behavior data processing, unit assessment/consultation, and formal training (Installation Prevention Team Training) to target specific risk behaviors determined by the commander as key to reducing violence in particular military units or activities.

Although violence prevention is the commander's responsibility, it is everyone's concern. It requires active cooperation among all elements of the military community. Look for cooperative opportunities on, as well as off, the installation. Remember each military community is unique, and success depends upon command involvement, communication, and universal community support.

Chapter 1 INTRODUCTION

1-1 Garrison Commander's Inherent Responsibilities

This guide is designed to provide you as the Garrison Commander the tools to address and reduce violence in the military community. An effective violence prevention program builds from a community needs assessment, from which decisions are made on preventive actions to be taken. This guide will assist you in the development of a tailored violence prevention program with emphasis on risk reduction. Throughout the guide reference is made to the installation/garrison commander. It should be understood however, that the processes identified within the guide are adaptable at any level of command.



VIOLENCE PREVENTION SPECTRUM
(Figure 1-1)

Figure 1-1 reflects the types of violent behavior you may be confronted with in your community. The resources identified in the spectrum along with those identified in the matrix at the end of Chapter 3, will assist you in addressing violent behavior.

As you assess your installation resources, you may discover that you need not convene a new task force on violence prevention and may, in fact, be able to consolidate some resources which presently exist. The remainder of this chapter will discuss six primary types of violence along with some examples of violent behaviors and insight into how these behaviors may impact on your community.

1-2 Recent Examples of Violence in The Military Community

— A soldier (PFC) shot two other soldiers with a 12 gauge shotgun, killing one and wounding the other. He then turned the gun on himself and committed suicide. The soldier felt he was consistently tasked with too much duty and stated he was angry with his chain of command. The location of the incident was in the barracks. The soldier missed his afternoon detail and stayed in his room. When the supervisor went to the soldier's room to find him, the soldier pulled out a shotgun. The supervisor fled the area. The soldier tried to find the supervisor, could not and shot other soldiers who were in the barracks. The soldier had recently purchased the weapon and had a familiarity with weapons.

— Three soldiers while on a drinking spree traveled into the nearby town and came upon two unsuspecting individuals. While walking past the two individuals, the soldiers turned and shot both individuals in the back and head, killing them. It was later discovered that one of the soldiers involved in the incident had been connected to extremist activities and recently had his security clearance revoked.

— A soldier shot his former commander at close range with a shotgun. The officer was standing in the door to his office. The shooting was apparently in retaliation for actions taken by the officer to dismiss the soldier from the Army. The incident was preceded by a death threat to the officer at home.

— A retired noncommissioned officer was hired as a civilian, and given a temporary promotion which was later terminated. He shot and killed three co-workers at a Training Supply Center, before turning the gun on himself. He died 3 days later. One of the victims had expressed concern over the employee 1 week prior to the shootings.

— A civilian employee shot his supervisor and co-worker with a .45 caliber handgun, wounding both. He then turned the weapon on himself and committed suicide.

— A soldier while pending discharge due to an injury he sustained as the victim of a drive-by shooting was playing cards. While playing, one of the individuals started talking about a drive by shooting he took part in, not knowing that the victim was the individual he was playing cards with. The soldier who was pending discharge stabbed the individual to death.

These examples are just a few of the violent incidents our military community has experienced in recent times. Some incidents involve behaviors, circumstances, and conditions that make a violent outcome difficult if not impossible to predict. However, there is much that we can do to reduce the risk that we face. By developing an (1) understanding and awareness of the problem of violence and (2) recognition of potentially violent behaviors and situations, you will be more able to help reduce the risk of violent behavior or violent acts in your military community.

1-3 Workplace Violence

a. Introduction

Early identification of behaviors likely to lead to violence and early intervention decrease the likelihood of a more serious incident developing. Workplace violence includes physical or verbal aggression which includes writing, gestures, or other forms of expression which could be interpreted as a direct or potential threat to self or others.

b. Workplace violence in military communities

Workplace violence manifests itself in many ways, such as violence directed towards employers, workplace suicide, stalking, domestic violence spillover, psychotic violence, sexual assault, co-worker violence, and violence committed during the course of another crime, e.g., robbery, theft or other property crimes.

While on the surface violent behaviors may appear the same, they may be categorized and processed differently depending upon whether the employee is active duty military or civilian. A soldier's inappropriate or criminal behavior is handled through the chain of command. Seldom is the soldier's behavior conceptualized as "workplace violence." It more often is viewed as "prejudicial to good order and discipline." Another major consideration relevant to the active duty population is that the soldier is accountable to the military for his or her behavior 24 hours a day.

Identifying and intervening in cases of potential workplace violence situations with civilian employees requires different procedures. Supervisors do not have the same degree of influence and control over civilian employees. Whereas the soldier is subject to the Uniform Code of Military Justice (UCMJ), the civilian employee is subject to civilian discipline in accordance with AR 690-700, Personnel Relations and Services, Chapter 751.

Even though many behaviors associated with workplace violence meet the definition of criminal offenses, e.g., verbal assault, assault and battery, etc., many soldiers and civilian employees may be reluctant to file a formal complaint or become involved in an action (even as witnesses). This reluctance to take formal action might result from a fear of reprisal or a perception that the chain of command is unwilling to handle the situation.

1-4 Family Violence

Common forms of family violence include physical assault, sexual assault, and a threat to injure or kill.

Child and spouse abuse are complex social problems with multiple causes. There is no one explanation or solution. The Family Advocacy Program (FAP) is dedicated to the prevention, reporting, prompt intervention and treatment of child and spouse abuse. The Family Advocacy Program as outlined in AR 608-18 provides a wealth of information that can assist in the area of family violence.

1-5 Youth and School Violence

In FY 95, the Army youth population consisted of nearly 510,000 youths age 18 years and below. Recent emphasis has focused on at-risk behaviors, social issues, and prevention programs. It is generally accepted that children in Army families and Army communities mirror those in civilian communities. However, military life adds unique demands with frequent deployments, training separations, and moves which threaten stability in the home environment.

The majority of older youth in military families attend schools outside of the military community. Each school and school district is different; however, given today's climate, all schools are at risk to some degree and can benefit from the support of military community agencies.

1-6 Gang Violence

Military communities are not immune to gang activity. Our posts are a microcosm of the society as a whole, so it was simply a matter of time before gangs began to infiltrate the military communities.

Gangs view the military communities as sources of steady revenue either for sales of narcotics or as a pool of potential victims. There are instances where active duty military personnel join the military in an attempt to cut previous gang ties. Some are not always successful at doing this. Their tendency may be to drift back to such activity while on active duty due to partnerships they establish in the local civilian community. Commanders should deal with soldiers who participate in gang activity as they would with any situation which threatens the good order and discipline of their unit.

Army youth may be susceptible to gang recruitment. Children frequently turn to groups which accept them readily. They join gangs for a variety of reasons, including the desire for attention, protection, status, power, excitement, money, and sense of belonging. Gangs are becoming a new socializing institution in many communities where traditional entities such as families, schools, and employment are disrupted or no longer provide adequate support, education, or legitimate roles.

The threat posed by gangs demands that installations establish proactive measures to prevent and control criminal gang activity. Military Communities which have denied the existence of a gang problem and failed to take appropriate action, have only seen the problem escalate. Military Communities should work with Army agencies and promote gang awareness by publicizing gang methods of operation. Programs such as Gang Resistance Education And Training (GREAT) is one such method of educating your community on gang activity and certain types of gang associated crime. The design and intent of this program is to decrease gang and youth violence.

1-7 Suicide Violence

Suicide prevention must be the business of every leader, supervisor, soldier, civilian employee and family member associated with the Army. To facilitate a solution to the problem, a coordinated effort is needed in every Army community. The Army's Suicide Prevention Program (AR 600-63 and DA PAM 600-24) emphasizes moral leadership, based on the following principles:

- a. Most suicides are preventable.
- b. Leadership is key to prevention.

c. Leaders and co-workers need training to become sensitive to indicators of depression and danger signals, as well as the referral process available to assist troubled soldiers, civilian employees and family members. The Chaplain is the best immediate resource for prevention training and assistance when an individual is identified as a possible suicide risk. The apparent reasons for suicide have not changed. Most of the individuals who commit suicide are depressed and have suffered a loss, usually of a spouse or boyfriend/girlfriend. Financial difficulties were often reported as the root of relationship problems. Many suicides occurred under the influence of alcohol and/or drugs.

1-8 Extremist Organization Violence

The activities of extremist organizations have become more prevalent than in the past. Activities associated with such groups are generally categorized as hate crimes, e.g. , bombings, verbal attacks, crimes against property, and physical assault.

The Army is in the process of revising its policy on soldier participation in extremist organizations and activities. However, even under current Army policy, AR 600-20, paragraph 4-12, involvement in extremist activities is inconsistent with the responsibilities of military service.

Once the risk assessment is completed, the third, fourth, and fifth steps of the process are followed. When making the risk decision, the leader attempts to reduce risk to that which is mission essential. Are mission objectives balanced with safety needs? Are risk decisions made at the lowest level consistent with the risk importance? Has the leader provided his subordinates with practical risk-acceptance guidelines?

Implement controls, the fourth step, requires that control measures are properly balanced during the decision-making process. Does the leader and staff routinely consider a full range of risk-control options (human factors, procedures, material)? Are controls integrated in SOP's, orders, job aids, training tasks, METL's, and other individual and unit guidance? Leaders cannot eliminate all risk, but with the use of control measures they reduce the level of risk to accomplish the task/mission.

Supervise/Evaluate, the fifth step, ensures that control measures are followed and that the entire process is updated continuously as the hazards change and additional control measures are needed.

Managing acceptable risk is one of the primary concerns facing leaders in conducting the units mission. And, the risk management process is key in helping our leaders make the right training and operational risk decisions as evidenced by the downward trend in aviation and ground accidents. This proactive approach to safety has enabled the Army to internalize the risk-management process and protect the force. FY 1995 was the safest year on record for almost all categories of accidents.

2-2 Behavioral Risk Reduction Process

But what about reducing the risks associated with the hazardous behavior many of our soldiers, civilians and family members exhibit? Many of these behaviors contribute to various forms of violence, both on and off our installations.

The risk reduction process provides a tool for commanders to use in working through the first two steps of the risk management model in dealing with individual high risk behaviors. The process gathers all available installation data in a coordinated method to provide prevention information to those who can take positive actions to help reduce high risk behaviors.

The information is analyzed by the Installation Prevention Team (IPT), which assists the garrison commander in developing a coordinated strategy to protect the force. As in operations and training tasks, the same risk management model can be used to reduce or prevent violence on an installation. The risk reduction process simplifies the gathering of the behavioral information that is necessary to complete the first two steps of the risk management model—doing the risk assessment for behavioral risks. (see figure 2-3)



BEHAVIORAL RISK REDUCTION PROCESS
(Figure 2-3)

The data provides the information needed to focus leader attention and to determine what assistance is required from installation human services staff. Staff members, versed in methods for risk reduction then perform consultations with appropriate commanders and institute interventions that cooperatively engage the appropriate players with the leaders who can cause the prevention to take place.

This process reinforces the chain of command and leadership by attending to individuals who have already experienced high risk incidents. It also focuses human services staff by targeting their efforts on units with the highest risks.

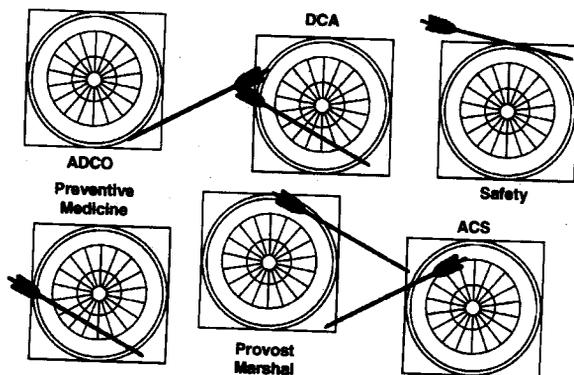
For the risk reduction process to be fully effective, its application should mirror that of the risk management process discussed in chapter 2-1.

2-3 Installation Prevention Team Training

The U.S. Army Drug and Alcohol Operations Agency (USADAOA), under the ODCSPER Human Resource Directorate, has developed an Installation Prevention Team Training (IPTT) course designed to train key installation personnel on the risk reduction process as part of the installation violence prevention program. Attendees consist of 6-8 member teams selected by the Installation or Garrison Commander. They should be personnel who can address and commit resources for installation-wide violence prevention. Upon completion of the three day course, IPT members are able to assist the garrison commander in developing a coordinated violence prevention/risk reduction strategy. Additional follow-up and assistance for plan implementation is available through USADAOA.

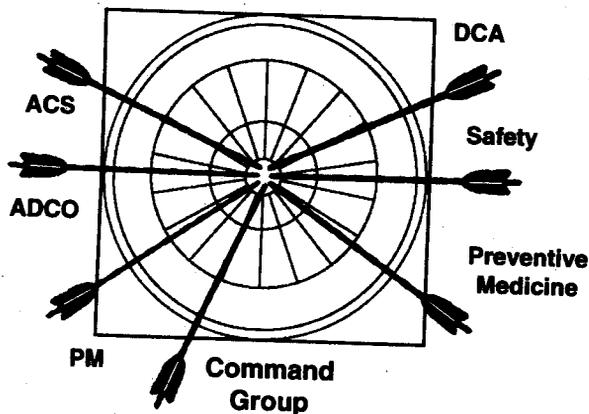
The IPTT provides a training opportunity for Commanders to be proactive in creating an environment in which the well-being of their installation soldiers, civilians and family members, are an integral part of personnel readiness. A way of taking the old way of doing business (figure 2-4), and cultivating a collaborated method (figure 2-5), is the goal of the IPTT.

Old Way of Doing Business



(Figure 2-4)

The Reengineering Approach: Collaboration



(Figure 2-5)

The IPTT is available to MACOMs. HQDA funds all the costs, including TDY and travel. For additional information contact USADAOA at DSN 761-9453 or commercial 703-681-9453, extension 30.

2-4 How does the Behavioral Risk Reduction Process work?

Referring back to figure 2-3, the garrison commander, with the help of an installation prevention team (IPT), on a quarterly basis, could:

- a. Identify the Risk Behavior

An IPT can assist the garrison commander in tracking risk behaviors such as:

- Crimes against Persons/ Property
- Alcohol Offenses
- Drug Offenses
- Spouse Abuse
- Child Abuse
- AWOL
- Warning Letters (Late Financial Payments)
- Eviction Notices
- IG Complaints
- EEO Complaints
- Suicide Gestures/Attempts
- EO Complaints
- Gang Activity
- Hate Crimes

Civilian work categories may include:

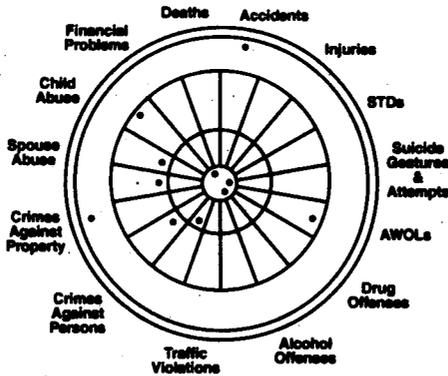
- Number of Hours of Sick Leave Used
- EEO Complaints/Grievances/Unfair Labor Practice Charges
- Disciplinary Actions
- Workers Compensation Claims

High risk indicators for youth in schools may include:

- Tardiness
- Absences
- Decrease in Grades
- Change in Appearance
- Fights
- Suspension
- Expulsion

b. Assess the Risk Behaviors

An IPT can help determine the risk of violence based upon occurrences of risk measures. The assessment provides a “shot group” of high risk behavior of the military community as a whole for the Installation or Garrison Commander. The assessment also identifies specific high risk units and the extent of the high risk behaviors impact on readiness. The assessment is based on garrison-wide baseline data. (see figure 2-6)



RISK MEASURES/SHOT GROUP
(Figure 2-6)

c. Make Risk Decision

After the behavior is properly defined, the IPT should brief the Installation/Garrison commander on recommended courses of action. These courses of action include garrison-wide prevention activities and intervention, as required. The commander decides which strategy to adopt at garrison level as well as which units to focus on to reduce the likelihood of violence.

d. Implement Controls

The primary goals of risk reduction are to reduce the frequency, seriousness, and impact of violence in the military community. Prevention strategies create conditions and behaviors that promote health, safety, and personnel readiness.

e. Supervise/Evaluate

The IPT should establish a method to compare the results of the selected strategy to the baseline data on high-risk behaviors collected. The evaluation will determine whether planned goals and objectives were met and overall effectiveness in improving personnel readiness. Evaluation is a continuous process.

Chapter 3 Reducing/Preventing Violence in the Military Community and Units

3-1 Installation Prevention Team (IPT)

Installation commanders (or designee) are not required to establish an IPT or subcommittees; however, an IPT can assist the commander in assessing violence indicators and in implementation of and monitoring of violence prevention activities. The IPT and its subcommittees provide management/information flow between the command and the military community.

Asset allocation at the installation level is the cornerstone of the violence prevention effort. Fortunately, several organizations already are active at the installation level, activities such as the Alcohol Drug Intervention Council (ADIC), Health Promotion Council (HPC), etc.. These along with other organizations thru their IPT representative can assist the commander in the garrison-wide risk reduction process.

If an IPT is established, it should consist of key representative members of the installation/garrison staff such as: Provost Marshal, Safety Officer, Director Community Family Activities, Director Civilian Personnel and Human Resources, Health Promotion Coordinator, Occupational Health Nurse, U.S. Army Criminal Investigation Commander, Inspector General, Director Equal Employment Opportunity, Alcohol Drug Control Officer, Chaplain, Director Army Community Service, Equal Opportunity Advisor, Staff Judge Advocate, etc.

This list is not all inclusive: it is merely a recommended one. Membership should be based on need and availability at each installation.

The responsibilities of team members should include the identification of specified violence indicators, assessment of the indicators, recommendation of procedures, and coordination of activities. The team should meet regularly with emphasis on coordination of violence reduction activities and program assessment.

3-2 Subcommittees (General)

a. Subcommittees are established to perform the detailed work of the IPT and designed to address specific areas of violence prevention. Establishment of subcommittees and their membership should be tailored to meet specific requirements at each installation. Subcommittee members should not be required to be IPT members; consider use of installation subject matter experts. The subcommittee chairperson guides the subcommittee and keeps the IPT informed of subcommittee activities. Subcommittees meet as needed.

b. Responsibilities of subcommittees may include:

- Serve as the primary action group for violence assessment and activity oversight for all matters pertaining to the specific area of violence.

- Monitor implementation of all policies and programs for violence prevention and ensure they follow the commander's guidance.

- Monitor existing programs and assess progress towards established standards.

- Act as a liaison group with other military/civilian communities.

- Review established programs and recommend changes or innovative programs to meet the commander's objectives.

- Focus on incident reporting and assessment of causative factors.

- Identify training needs by area/subject. Facilitate education/training of the work force.

- Develop methods for increasing violence prevention awareness throughout the community.

c. When establishing subcommittees be careful not to negatively impact on already established programs or activities. The following is a suggested list of subcommittees and chairpersons to assist commanders and the IPT.

3-3 Suggested Violence Prevention Subcommittee and Members

(1) Workplace Violence:

Chairperson - Human Resources Officer or DPCA

Members: Garrison CSM
Provost Marshal Office
Civilian Personnel Office
Chaplain Office
Union Representative
Alcohol & Drug Control Office
Equal Employment Opportunity Office
Occupational Health Nurse
Community Mental Health Representative
Army Community Services Representative
Social Work Services Representative
Employee Assistance Office
Criminal Investigation Division Representative
Safety Office

(2) Family Violence: Membership and responsibility of the subcommittee should be IAW AR 608-18 (Revised) Army Family Advocacy Program.

Chairperson: Family Advocacy Program Manager

Members: Human Resource Office
Army Community Representative
Social Work Services Representative
Chaplain Office
Provost Marshal Office
Criminal Investigation Command Representative
Alcohol & Drug Control Office
Civilian Personnel Office
Child Development/Youth Services Representative
Garrison CSM
Medical Treatment Facility Representative
Community Mental Health Representative

(3) Youth and School Violence:

Chairperson: Director, Personnel and Community Activities
or Human Resource Officer

Members: Youth services Director
School Administrator
DARE/GREAT Officer
Provost Marshal Office
Criminal Investigation Division Representative
Parent-Teacher Association Representative
Recreation Service Office

(Youth and School Violence/Members cont'd.)

School Nurse
Chaplain Office
Child Development Services Representative
ASAC's (OCONUS) Representative
Army Community Services Representative
Social Work Services Representative

(4) Gang Violence:

Chairperson: Provost Marshal
Members: Family Advocacy Program Representative
Youth Services Office
GREAT Officer
Chaplain Office
Local Law Enforcement Representative
School Administrator
Criminal Investigations Command Representative

(5) Suicide Violence: One of the commander's key tools for suicide prevention is the establishment of the Suicide Prevention Task Force (SPTF). Membership and responsibility on the SPTF should be IAW DA Pam 600-24, Suicide Prevention and Psychological Autopsy.

Chairperson: Director of Personnel and Community Activities or Human Resource Officer

Members: Garrison Chaplain
Alcohol and Drug Control Officer
Army Community Services Representative
School Administrator
Mental Health Officer
Division Surgeon
Civilian Personnel Office
Criminal Investigations Command Representative
Provost Marshal Office
Director Medical Treatment Facility
Installation SGM
Public Affairs Office

(6) Extremist Violence:

Chairperson: Provost Marshal

Members: Personnel and Community Activities Representative
Youth Services Representative
GREAT Officer
Chaplain Office
Local Law Enforcement Representative
School Administrator
Criminal Investigation Command Representative

3-4 Violence Prevention/Example Risk Reduction Process

a. General. When developing a garrison level Risk Reduction Program the following steps should take place:

- Assess the need of the military community along with the local community.
- Establish the Installation Prevention Team, define its structure and functions.
- Train the IPT
- With the IPT assistance:
 - Determine risk indicators to be assessed and by what subcommittee.
 - Establish communications networks between military activities and local communities for each area of violence. This can be military/community organizations, non-profit groups, local business associations, volunteer agencies, school administrators, health care agencies, religious groups, criminal justice system, recreational agencies, etc.
 - Coordinate resource activities to reduce or eliminate specific violent acts selected by the commander
 - Identify resources and tailor subcommittees to assist high risk units.
 - Continuously evaluate risk reduction activities against violence reduction objectives.

b. **Example # 1:** A recent attempted suicide along with reports of several suicide gestures resulted in the IPT assessment of the garrison to be at risk for a suicide. Additionally, based on the assessment data, one unit was identified to be at higher risk.

(1) Indicators:

- Division Surgeon report of an increase in suicide attempts among soldiers.
- Contact with community mental health offices showed an increase in suicide gestures among soldiers, civilian employees and military dependents.
- The installation chaplain office reports an increase in anxiety and marital stress among brigade units recently returned from overseas deployments and scheduled for an NTC rotation next quarter.
- Soldier/NCO assessments conducted by the Division CSM during recent command inspections corroborate a tense quality of life climate due in part to the scheduled deployments.

(2) Assessment:

- The Division Chaplain determines that most chaplains need refresher training in suicide prevention training. He also discovers that many units are not conducting periodic prevention training IAW AR 600-63, Army Health Promotion.

- The medical health officer reported that the two most common reasons for suicide gestures were the end of a relationship such as divorce or indebtedness.

- The Provost Marshal Office reports that the majority of suicides and attempted suicides the previous year were done with handguns—often unregistered.

- The Criminal Investigation Command reports that the soldier who recently committed suicide demonstrated several warning signs contemplating suicide but were not acted on.

(3) Installation Commanders Decisions:

- Garrison Commander to work with suicide prevention subcommittee in re-energizing garrison wide suicide prevention training.

- Suicide prevention subcommittee briefs unit commander on the high risk assessment of his unit and offer assistance in implementing a suicide prevention plan.

(4) Garrison Commander/IPT Actions:

- Development of exportable suicide prevention training packages by the suicide sub-committee for unit safety day training.

- Increased advertising and informative articles in garrison media on how to identify potential suicide warning signals.

- Increased emphasis on the registering of weapons on post.

a. Unit Commanders Actions:

- Accepted offer by suicide prevention subcommittee for leader training.

- Scheduled suicide prevention training for family support group leaders by unit to be conducted by the chaplain.

- Conducted soldier/NCO sensing sessions

- Conducted suicide prevention training and weapons safety/registration brief during quarterly safety day.

- Emphasized during Family Support Group meetings to family members the garrison agencies available for family support during the upcoming NTC rotation.

(5) Evaluation:

- Continue to monitor suicide gestures through garrison agencies.
- Conducted unit risk survey three months after suicide prevention initiatives, to determine effectiveness of suicide prevention plan.

c. **Example # 2:** A recent increase in alcohol related incidents resulted in the IPT assessment of the garrison to be at high risk for serious injury or death due to alcohol abuse.

(1) Indicators:

- Quarterly data received from the Provost Marshal indicates a drastic increase in alcohol related incidents such as DUI, physical altercations, and spouse abuse.
- The Division Surgeon reports an increase in the number of soldiers being seen in the emergency room for alcohol related incidents.
- The Family Advocacy Program manager reports an increase in the number of spouse abuse cases. Based on counseling sessions, alcohol has been a factor in the majority of abuse cases.

(2) Assessment.

- The Provost Marshal determines that the majority of incidents involve soldiers in the age group between 18 and 20 years of age.
- The DPCA reports that the majority of incidents occur between the hours of 0200 and 0400 on Saturday nights at the NCO club.
- The Provost Marshal also reports that a number of family altercations have been occurring during the morning hours after soldiers had a night of drinking in downtown clubs.

(3) Installation Commanders Decision:

- Garrison Commander to work with ADCO and tailor a substance abuse subcommittee responsible for implementing a garrison wide substance abuse awareness program targeted at alcohol abuse prevention.

(4) Garrison Commander/IPT Actions:

- Legal drinking age in on-post facilities was changed from 18 years to 21 years of age to match off-post laws .
- Increased advertising and informative articles in garrison media on the hazards associated with this high risk behavior.
- Decision is made to close installation clubs by 0100 on weekend nights.
- Exportable alcohol prevention training package is developed and offered to units as part of their unit safety training program.

(5) Evaluate. Compare statistical data over the period of new strategies with data accumulated prior to implementation of strategies. Adjust and refine strategies as needed.

3-5 Resource Matrix

On the following page is a resource matrix which identifies personnel and agencies commonly found on Army installations. These resources are available to provide information and assistance as you work with your violence prevention program.

Agency/Violence Matrix

	WORKPLACE	FAMILY	SCHOOL/YOUTH	SUICIDE	EXTREMIST GRPS
CHAPLAIN	X	X	X	X	X
HEALTH PROMOTION COORDINATOR	X				
INSTALLATION CSM	X	X	X	X	X
CRIMINAL INVESTIGATION DIVISION	X	X	X	X	X
CIVILIAN PERSONNEL OFFICE	X				
DIRECTOR PERSONNEL COMMUNITY ACTIVITIES	X		X	X	
ALCOHOL DRUG CONTROL OFFICER	X	X	X		
EMPLOYEE ASSISTANCE PERSONNEL	X				
FAMILY ADVOCACY PROGRAM MANAGER		X	X	X	
EQUAL EMPLOYMENT OPPORTUNITY	X				
INSPECTOR GENERAL	X				X
MEDICAL TREATMENT FACILITY		X	X	X	
COMMUNITY MENTAL HEALTH		X	X	X	
YOUTH SERVICES OFFICE			X		
PROVOST MARSHALL OFFICE	X	X	X	X	X
SAFETY OFC	X	X	X	X	X
SCHOOL COUNCIL			X		
CHILD DEVELOPMENT CENTER			X		
SJA	X	X	X	X	X
ADOLESCENT SUBSTANCE ABUSE COUNCIL		X	X		
ARMY COMMUNITY SERVICES		X			

APPENDIX A

REFERENCES USED IN GUIDE

Breaking Point—The Workplace Violence Epidemic and What to Do About It. Joseph A. Kinney. National Safe Workplace Institute. 1993.

Essentials of Managing Workplace Violence. Joseph A. Kinney. National Safe Workplace Institute, 1995.

Workplace Violence III Conference. Park Dietz. Threat Assessment Group, Inc., 1995.

Workplace Violence Supervisor Training Manual. Coastal Video Communications Corp., 1994.

A Manager's Guide-Deflecting Workplace Violence. A. L. Weide and Gayle E. Abbott.

Fear and Violence in the Workplace. Northwestern National Life Insurance Company.

The Complete Workplace Violence Prevention Manual. The Workplace Violence Research Prevention Institute.

Ticking Bombs-Defusing Violence in the Workplace. Michael Mantell and Steve Albrecht.

Traumatic Incidents at the Workplace, A Manager's Guide. US Office of Personnel Management.

Violence in the Workplace. National Institute for Occupational Safety & Health. Center for Disease Control.

Workplace Violence Supervisor Training Manual. NSWI.

Workplace Violence, The Calm Before the Storm. Coastal Video Communications Corporation.

Workplace Violence, The First Line of Defense. Excellence in Training Corporation.

Army Regulation 195-2. Criminal Investigation Activities—This regulation describes the investigative authority of the US Army and provides guidelines for determining if an Army interest exists in a given criminal offense.

Army Regulation 27-10. Legal Services, Chapter 18, Victim/Witness Assistance Program—This chapter implements Title 42 U.S. Code, chapter 112 (Victim Compensation and Assistance) and establishes policy, designates responsibility, and provides guidance for the treatment of those persons who are victims of offenses under the UCMJ and those persons who may be requested as witnesses in proceedings conducted pursuant to the UCMJ.

Army Regulation 600-63, Army Health Promotion, Chapter 5, Suicide Prevention and Psychological Autopsy—This chapter set guidelines for establishing the Army Suicide Prevention Program (ASPP). This reference addressing active duty, family members and civilians.

Army Regulation 608-1, Army Community Service Program—Provides operating guidelines for the foster care program.

Army Regulation 608-18, Army Family Advocacy Program, 1 September 1995. Provides operating guidelines for the Family Advocacy Program.

Army Youth Services Memorandum of Instruction. Found in Update Pub 416 dated 10 Oct 90, provides program specific guidance to supplement AR 215-1, para 8-23, and identifies responsibilities for ensuring the successful implementation of a comprehensive youth program.

CFSC-FSY Memorandum, Subject: Cooperation with Schools to Minimize Conflicts, 26 February 1993. Provides basic information on how to minimize conflicts between YS and school sponsored events and programs. Teens lives are becoming more complex and over scheduled and cooperation between YS and local schools can help to minimize scheduling conflicts. This helps to stabilize the teens' daily routine, and can eliminate unnecessary frustration associated with conflicts.

CFSC-FSY Memorandum, Subject: Teen Advisory Councils, 26 February 1993. Provides "how-to" information for development of a Youth Advisory Council. The council can serve the YS and the installation as a mechanism to find and address youth needs and issues and for the direct involvement of the youth as part of the solution.

Community and Family Support Center (CFSC)-Family Support Youth (FSY) Memorandum, Subject: Military Unit Sponsorship of Youth Services (YS) Programs, 12 February 1993. Provides "how-to" information on effective use of military units to sponsor YS programs, and serves an effective mechanism of involving young soldiers as mentors with young children.

Criminal Investigations Command Regulations (CIDR) 195-1, USACIDC Criminal Investigations Operational Procedures-This regulation covers USACIDC policy and procedures on criminal investigative operations and supporting programs, including preparation of investigative records, reports and related forms.

Department of the Army Pamphlet 600-24, Suicide Prevention and Psychological Autopsy-This pamphlet explains the procedures for suicide risk identification and for conducting a psychological autopsy.

Department of the Army Pamphlet 600-70, United States Army, Guide to the Prevention of Suicide and Self Destructive Behavior-This pamphlet explains the problems of suicide, causes, facts vs myths, signs and symptoms and intervention strategies.

Field Manual 19-20, Law Enforcement Investigations-This field manual is a guide for military police investigators (MPI) and the USACIDC special agents operating at all levels of tactical and garrison environments. This manual tells investigators how to apply technical skills and techniques that will result in a successful investigation.

Gang Information Handbook for USACIDC Special Agents. This pamphlet provides law enforcement officers with information, procedures, and guidelines for investigating gang activities.

Gang Resistance Education and Training (GREAT) Program. This is an education program for elementary school age children. This program is usually taught by the Military Police.

Army Regulation 215-1, para 8-23, Morale Welfare and Recreation, Morale Welfare Standards—Describes the basic installation Youth Services program structure, staffing, personnel training and facilities requirements.

APPENDIX B

GLOSSARY

COMMUNITY - A place where people live, work, worship, learn and play.

EXTREMIST ORGANIZATION VIOLENCE - Violence associated with groups that is generally categorized as hate crimes, e.g., bombings, verbal attacks, crimes against property, and physical assault.

FAMILY VIOLENCE - Verbal or physical assault and/or battery inflicted by one family member against another. This includes spousal violence, child sexual and physical abuse, and negligence.

GANG VIOLENCE - Intimidation or physical assault inflicted by person(s) associated with gangs.

HIGH RISK BEHAVIOR - Any behavior which would inherently lead or logically conclude in socially unacceptable, potentially harmful, or illegal violent acts.

RISK ASSESSMENT - Steps one and two of the risk management process enveloping identifying installation problem areas through the collection and analysis of behavioral data.

RISK MANAGEMENT PROCESS - A simple five step problem solving process based on standard Army decision making techniques.

PREVENTION - A pro-active process which empowers individuals and agencies to meet the challenges of life by creating and reinforcing conditions that promote healthy behaviors and life styles.

PSYCHOLOGICAL AUTOPSY - A psychological study undertaken by a mental health professional of the possible direct and indirect causes of suicide.

RISK REDUCTION - The process of identifying high-risk behaviors and their impact upon installation readiness, and developing risk reduction strategies for positive outcomes.

SCHOOL VIOLENCE - Verbal or physical assault or intimidation battery inflicted within a school setting. Such acts can include violence perpetrated by students, teachers, or other persons.

SUICIDE - The intentional taking of one's own life.

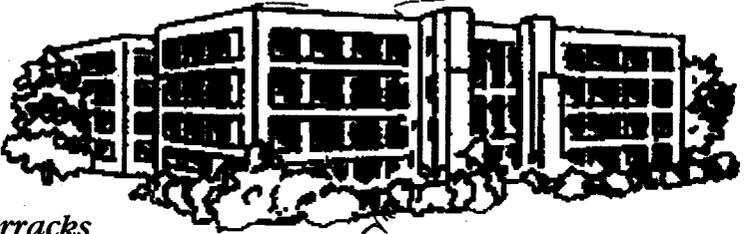
VIOLENCE - Any verbal or physical action employed so as to violate, damage or abuse another person or thing.

VIOLENCE IN THE WORKPLACE - Any verbal or physical assault which occurs in a work environment.

YOUTH VIOLENCE - Verbal or physical assault inflicted by juveniles.



School



Barracks



Home