

CIVIL RETREAT – FY 2001

FRIDAY, MAY 4, 2001

Attendees:

Penney Baile, Human Resource Consultant, OD
Vi Black, Diversity Council Representative, NCI
Mike Bowler, Director, Employee Assistance Program, OD
Felicia Brice, Administrative Officer, NEI
Joan Brogan, Office of Employment Opportunity
Harry Chen, Intramural Scientist, NICHD
Don Christoferson, Executive Officer, NHLBI
Sue Fishbein, Associate Personnel Officer, Clinical Center
Rich Freed, Administrative Officer, NIAID
Howard Gadlin, NIH Ombudsman, Center for Cooperative Resolution/OD
Tara Gillam, Management-Employee Relations & Development Team Head, NCI
Tom Hooven, Executive Officer, NICHD
Walt Jones, Deputy Director, Management and Operations, Clinical Center
Craig Kalman, Employee Assistance Program, OD
John Miers, NIMH, Director of the Office of Diversity & Employment Advocacy Programs
Kathleen Moore, Associate Ombudsman, Center for Cooperative Resolution/OD
Scott Noullett, Detective, NIH Police, Division of Public Safety
Steve Rivero, Union representative, ORS
Sharon Steinberg, Program Director, CIVIL/OD
Nicole Vennell, Presidential Management Intern, NCI

Facilitator: Doris Campos-Infantino, Associate Ombudsman, Center for Cooperative Resolution/OD

Trainer: Haydee Gelpi, Public Health Service, Federal Occupational Health

Action Items for FY 02 resulting from retreat:

Develop additional Standard Operating Procedures

- Set standards for CIVIL regarding process of triage, of response team, aftermath
- Create guidelines for who should be present at initial meetings
- Recognize and acknowledge the need for flexibility
- Start with statements clarifying confidentiality; end meeting reinforcing message
- Develop standards for communicating with caller about the process
 - Be clear with the employee that others involved may take action that removes the situation from his/her control
 - Consider written protocol to give individual up-front to clarify possible outcomes/consequences of certain course of action

Finalize protocols on file maintenance

Incorporate HHS standards

Reflect importance of maintaining separate files when more than one employee involved in the situation (not just as witnesses but as victim/perpetrator)
Be clear on restrictions regarding access to information
Keep personal information only as long as standards permit; maintain (create?) file of data for purely statistical analysis

Increase data tracking

Track % of case types (employee-employee; employee-manager; manager-employee)
Ask callers how they heard of CIVIL; track marketing efforts
Consider counter on website

Define measurement objectives, criteria, and methods – Policy Subcommittee

Outreach – Prevention/Education

Publications - general:

- note availability of presentations in future publications
- advertise TTY, use of state relay systems
- request statement be added to NIH e-mails to remind managers to make copies of materials for those employees who do not have easy access to computers
- when sending CIVIL messages through e-mail, be sure to link to website

CIVIL Conversations - proposed topics to consider

For employees:

heightening awareness of the NIH definition of workplace violence (focusing on non-physical acts such as harassment & intimidation)
discussion of suicide of a co-worker and the impact on colleagues and the office place - resources; what is Critical Incident Stress Debriefing; collaborate with WFLC and EAP

For managers:

YOU may have violence - indicators reflective of NIH cases
("Denial is not a river")

Manager responsibility/liability

- When to call/use CIVIL; How does CIVIL operate

Emotionally intelligent leadership

Tools for Dealing with Violence (Dealing with conflict; threats & threat

management)

Develop training modules based on some of the proposed Conversation topics

Seek additional ways to increase number of presentations/training

Tap into current standing managerial meetings/organizations

Use additional marketing methods, such as "screening days"

Make greater use of "teasers" - FAQs on website, Q&A Advice Column soliciting questions for future columns, case study samples on line

Increase partnering collaborations

within CIVIL with WFLC, EAP, Unions, CCR, Police, etc.

with EOs to help access standing staff meetings, lab chiefs, etc. and to solicit input on such things as Violence Seminar Survey, what topics managers would like to see in CIVIL introductory presentations, etc.

Enhance ways to notify both new and current employees

Assure CIVIL information is part of on-line orientation for new staff
Ensure distribution of CIVIL pamphlet to Fellows
Solicit on-going input; when using survey, give information about it on web

Continue development and growth of CIVIL Advisory Committee and Response Team
Debriefing case studies helpful and should be continued at monthly meetings
Consider a retreat twice a year or return to meeting twice a month
Provide basic training separately to newer members (and others interested)
As group, do focused training or targeted discussion led by CIVIL member
Need more time for discussion of sensitive issues and smaller break out groups

TRAINING BY *Haydee Gelpi* was an overview of violence in the workplace. Highlights included discussion of determinants of aggression at work; suggestions for handling employee terminations; recognition that reasonable accommodation is a joint process between manager and employee, with the employee bearing initial and primary responsibility; and review of domestic violence statistics and information on how it affects the workplace.

Case Study Debriefing conducted by Response Team, reviewed issues that had arisen in actual cases. Discussion resulted in recommendations listed below and reflected in some of the action items noted above.

Set certain standards for CIVIL regarding process of triage, response team

Guidelines for who should be present at initial meetings

Recognize the need for flexibility in different circumstances and information available at the time

Communicate with caller about the process from the very beginning

Be clear with employee that others involved may take action that takes it out of his/her control

Written protocol to give individual up front so they know possible outcomes/consequences of certain courses of action; begin meeting with clarifying confidentiality, end meeting with clear statement reinforcing message

Finalize protocols on file maintenance

Incorporate HHS standards

Importance of maintaining separate files on employees when more than one is involved in a situation

Be clear on restrictions regarding access to information

Annual Report Update from October 1, 2000 through April 30, 2001

Accessibility for hearing impaired: Awaiting ordered TTY

Presentations : Scheduling for NIH sessions are done as follow-ups to incidents, or by invitation to staff meetings, etc. External presentations, as invited

Cases and Calls: More managers are informing CIVIL of situations even if they've already been handled; Majority of calls still come from managers, though more employees are calling

Data Collection Elements (database tracking/confidentiality issues): Discussion of HHS requirements and flexibilities therein (see attachment)

MEASUREMENTS OF CIVIL'S SUCCESS - One of the year's goals will be determining exactly what we want to measure and how. The retreat discussion was wide-ranging, generating many ideas to be further explored by a subcommittee created to focus particularly on this issue.

Breakout Sessions on marketing to employees and to managers: two brainstorming sessions were held and resulted in the action items listed above.

NIH Violence Speaker/Seminar Options were discussed, based in part on a small survey informally distributed to a mix of employees. Further recommendations on expanding the survey, tying in to other resources, and other ideas are captured in the action items above and will be pursued at future CIVIL meetings.