Purpose

To define the roles and responsibilities of staff, supervisors, district directors or managers, CIES, and central office in response to threats or violence against Family Services employees.

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Related Policies

Family Services Appendix 12: Response to Staff Safety Incidents

Family Services Policy 140: Standby and Call-In
Family Services Policy 159: Foster and Kinship Parent Safety
Family Services Policy 251: HOPE (Helping Our Peers Excel) Team

Additional Resources

- Family Services Staff Safety SharePoint Page
- Planning Checklist for Home and Field Visits
- Safety Checklist for Home and Field Visits
- Foster and Kinship Parent Safety & Awareness Checklist
- AHS Safety and Security Incident Communication Protocol
- DHR Policy and Procedure 11.11: Workplace Safety and Security
- Department for Children and Families Domestic Violence Protocol

Introduction

The work of the Family Services Division comes with inherent risks. The division’s work with families may cause stress to clients, and some clients may react to our intervention with feelings of anger or hostility, violence, or threats of violence towards staff. Such reactions create risks to the personal safety of staff. Hostility is most often directed towards the division itself, and the resultant safety concerns are applicable to any employee, community partner, or foster/kinship family acting on its behalf. The safety of Family Services staff, in the office and in the field, is a vital issue that must remain at the forefront at all times. The importance of staff safety should be given primary attention in the performance of work duties. This policy guides staff in how to:
  - respond to threats, violence, and other safety or security issues;
  - assess potential risk and the need for teamed responses; and
  - properly document safety related concerns.

Anticipatory case consultations with the staff safety manager are encouraged and may be requested at any time by all division employees. The division seeks to address staff safety in a preventative and planned way as much as possible.

Policy

Responding to Staff Safety Threats and Incidents

If someone is being assaulted or is in imminent danger, any aware staff shall call 911 or local police. All employees may contact law enforcement about a threat or safety concern at any time.
It is recognized that division staff have a right to protect themselves from others in instances of imminent threat of death or serious injury. In these situations, division staff may employ the response reasonably necessary to an assault or imminent threat of physical violence. Physical actions should serve the purpose of gaining space from the person posing danger, which is what one needs to increase safety. If the situation is that someone is being destructive of property, the action should not be to move closer, but rather to gain more space and back up. If there is an inability to gain space (i.e., someone is attacking, striking, or attempting to strangle), physical action can be taken to defend one’s self and get away safely.

When a Family Services employee receives or perceives a threat from a person or environment (in person, by writing, telephone contact, online or social media, etc.), the employee will attempt to secure his or her own immediate safety by leaving the situation or location as necessary – or by calling 911. Family Services employees will immediately notify their supervisor and district director or designee if a staff member or their family is threatened with harm or actually harmed. If a supervisor or district director is unavailable, staff may seek consultation directly from the staff safety manager or a policy and operations manager.

For a one-page summary of the division’s response to staff safety incidents, see Family Services Appendix 12.

Immediate Safety Concerns

District directors or designees will implement immediate safety precautions as needed for the employee and/or overall security of the office. If an immediate law enforcement response is needed, the district director or designee shall contact law enforcement immediately. Following the call to law enforcement, the district director or designee shall contact the staff safety manager. The district director or designee shall contact the assigned policy and operations manager if the staff safety manager is unavailable or out of the office.

The staff safety manager shall alert the assigned policy and operations manager of the situation. The staff safety manager will follow-up with law enforcement and Office of State Safety & Security or SSS (formerly known as Buildings & General Services or BGS).

After immediate actions are taken to ensure the safety of staff and the district office, the Staff Safety Incident Form and SSS Incident Report shall be submitted.

When dealing with potential criminal behavior directed towards staff, district directors in consultation with the staff safety manager may notify the appropriate personnel, such as the assigned AAG, law enforcement, or the local State’s Attorney. All evidence –
including voicemails, text messages, social media posts, etc. – supporting the threat or safety concern should be retained and brought to the attention of the appropriate personnel or authority.

**All Other Safety Concerns**

The Staff Safety Incident Form and SSS Incident Report shall be completed and submitted by the supervisor in consultation with the affected staff. The staff safety manager shall review all received forms within the business day. If there is no immediate planning needed, the staff safety manager or the assigned policy and operations manager will contact the district director and/or supervisor by email within one business day of Staff Safety Incident Form completion and make arrangements for a phone call. At a minimum, the call should review and document steps already taken and future safety/recovery planning. Affected staff should be included in the phone call unless they decline involvement.

The staff safety manager shall alert the assigned policy and operations manager of the situation. The staff safety manager will follow-up with law enforcement and SSS.

When dealing with potential criminal behavior directed towards staff, district directors in consultation with the staff safety manager may notify the appropriate personnel, such as the assigned AAG, law enforcement, or the local State’s Attorney. In most cases, the staff safety manager will be coordinating with law enforcement. There may be instances in which the district director has direct communication with law enforcement, though this is done in close collaboration with the staff safety manager. All evidence – including voicemails, text messages, social media posts, etc. – supporting the threat or safety concern should be retained and brought to the attention of the appropriate personnel or authority.

**Threats Received by CIES**

If an individual calls Centralized Intake and Emergency Services (CIES) and makes a threat during the phone call, the CIES family services worker shall complete the Staff Safety Incident Form and notify the local district office and staff safety manager immediately. If immediate planning for the next working day is needed, CIES will call the staff safety manager.

**Documenting Staff Safety Threats and Incidents**

As indicated above, Family Services employees will immediately report all safety incidents or threats to their supervisor or another available supervisor. Regardless of supervisory availability in the office, workplace or field, no employee should feel they need to wait to report a threat or safety issue. No one shall discourage an employee from
reporting a safety or security concern. Therefore, no one shall discourage an employee from completing the Staff Safety Incident Form.

The supervisor shall conduct a supervisory conference with the employee to discuss the safety incident or threat and assess his or her needs. The Staff Safety Incident Form will be completed and submitted by the supervisor in consultation with the person harmed, threatened with harm, or feeling unsafe. The Staff Safety Incident Form is meant to be completed by the supervisor based on this supervisory conference where the affected staff is asked to detail the situation to determine the type of response necessary. The Staff Safety Incident Form may also be used to raise awareness and document concerning behaviors or activities that could become active threats or lead to safety incidents. The supervisor will email the completed Staff Safety Incident Form to AHS.DCFFSDStaffSafetyIncident@vermont.gov. If the district director or designee determines onsite SSS security is needed, they will indicate this in the subject line of the email. This email alias includes the following individuals:

- FSD Staff Safety Manager
- FSD Operations Staff
- DCF Director of Operations
- DCF Executive Staff Assistant

The staff safety manager will review all Staff Safety Incident Forms submitted and respond based on the needs and requests of staff. The supervisor and the district director will follow-up with the staff safety manager and the employee regarding their desired safety precautions and the response to threats.

In addition to completing the Staff Safety Incident Form, the SSS Incident Report needs to be completed. When an incident or threat occurs that involves a State of Vermont employee, Vermont property, or a visitor to a Vermont facility, the incident shall be documented with SSS within 24 hours of the incident.

When an SSS Incident Report is submitted, it is sent to key members of SSS. SSS will respond by email or telephone within 3 business days asking the person who submitted the form if they need assistance from security.

Emergency Need for Building Accommodations or Assistance

District directors along with the staff safety manager will determine if further assistance is needed from SSS. Examples of assistance from SSS include having a security detail assigned to the building site of the incident or threat, putting alarms on doors or windows, putting locks on doors or windows, temporarily re-assigning staff to a safer
work location, modifying the site in some other manner, requesting notice of trespass orders, or other safety measures.

Either the district director or staff safety manager may report urgent events to the State Safety & Security (SSS) 24/7 Statewide Phone Number at (802) 828-0777. This line is answered by the on-duty security officer who can make the proper security notifications to other personnel, including paging the Chief of SSS.

**If the district director or designee determines onsite SSS security is needed, they shall indicate this in the subject line of the email.** Additional SSS security or other building modifications must be approved by the director of operations or senior policy and operations manager. The staff safety manager will coordinate with SSS and the district office to arrange for approved items.

**Confidential Placements**

See Family Services Policy 82 and Policy 159 for information about situations warranting a confidential placement and the procedures for requesting and establishing a confidential placement.

**Communication of Threats and Incidents**

District directors and managers or designees have an obligation to ensure staff are promptly informed of known threats to their safety. District directors shall communicate safety threats and incidents via email using the subject line “Staff Safety Incident” or “Staff Safety Threat”. District directors shall send staff safety notification emails to all staff within the office/team and include the staff safety manager on the email. The staff safety manager communicates safety threats or incidents to members of the Family Services Management Team (FSMT). The communication of safety threats and incidents by email is intended to reach staff whether physically in the office or in the field, ensure consistency of notifications, and allow for the communication of relevant information. FSMT is included on safety notification emails to ensure the appropriate communication of safety concerns with Centralized Intake and Emergency Services (CIES), Residential Licensing and Special Investigations (RLSI), the System of Care (SOC) Unit, the Domestic Violence Unit, and central office as appropriate.

Staff safety alerts will be shared with division managers for communication per the AHS Safety and Security Incident Communication Protocol. District directors or designees, in consultation with the staff safety manager, shall determine when it is necessary to notify AHS building partners and/or foster or kinship families of safety incidents or threats. Per the AHS Safety and Security Incident Communication Protocol, it is the
responsibility of SSS, law enforcement, or AHS central office to notify co-located non-AHS building tenants of safety alerts.

Information conveyed to staff regarding threats and incidents should be factual. Speculative information, rumors, and unconfirmed information should be avoided, unless provided by law enforcement. Messaging should minimize traumatic impact.

Except in extraordinary circumstances, no communication of a threat or incident shall include medical information, information pertaining to the sheltering of victims of domestic or intimate partner violence, or other confidential information. Where circumstances require the sharing of such information, care shall be taken to ensure that it is protected and occurs in consultation with the Domestic Violence Unit as needed.

**Threats and Incidents from Mutually Served Clients with DOC**

If a threat is made by person who is served by both the Department for Children and Families (DCF) and the Department of Corrections (DOC), the staff safety manager is responsible for communicating with the DOC single point of contact for safety and security related issues.

**Self-Protection Plans**

Based on the circumstances of the threat or safety concern, staff may request a self-protection plan. A self-protection plan is an employee-driven process based on what the staff person reasonably believes will promote his or her safety. Self-protection plans are formalized by the employee and their supervisor or designee during supervision or a supervisory conference when a particular client (an adult or child/youth), family, or environment has been identified as being potentially dangerous or presenting risk to the personal safety of staff.

A self-protection plan can be a simple written outline or paragraph describing specific precautions to be taken upon intervention. Approval by the supervisor may be necessary, depending on the nature of the plan. The staff safety manager should be included and review all self-protection plans as a follow-up to the initial staff safety consultation. The employee and supervisor should keep a copy of the self-protection plan. Self-protection plans shall be referred to before initiating contact with the client and/or client’s family. Self-protection plans should be dated and reviewed periodically during supervision.

Self-protection plans serve to promote the employee’s well-being and lessen risk of threat to personal safety when intervening or initiating contact with the client and/or client’s family. Details in the plan could include, but are not limited to:
Where and when it is best to meet with the client and/or client’s family (e.g., in a neutral setting, not at the family’s home);

Who, if anyone, should be present when the family services worker meets with the client and/or client’s family (e.g., another worker, supervisor, DOC staff, law enforcement, or the client’s network of supports);

Whether or not the child/youth should be present when the family services worker meets with the parents or caretakers; and

Specific actions to be taken under certain circumstances (e.g., discussing the need for additional security or a law enforcement escort when going to court, immediately leaving the family’s home if the client appears to be under the influence of drugs or alcohol or appears to be suffering from a mental health emergency).

It may be necessary to seek legal intervention or request notice of trespass orders to increase an employee’s safety. Such an option may be discussed with the staff safety manager and the assigned Assistant Attorney General (AAG). All notice of trespass orders will be requested through the staff safety manager utilizing the established SSS process articulated in DHR Policy and Procedure 11.11: Workplace Safety and Security. District directors and the assigned policy and operations manager should be informed if legal intervention or notice of trespass orders are sought. The self-protection plan could specify that relief from the court will be pursued in the event of a new incident or if specific behavior persists.

**Personal Safety When Conducting Home or Field Visits**

Family Services employees should take personal safety precautions when conducting work in the field, particularly at night, in volatile situations, in isolated or extremely rural areas, in known high risk areas (prevalence of crime, gang activity, or drug use/trafficking), when interviewing individuals with a history of violence and significant criminal history, and when interviewing individuals who may be under the influence of undue stress, mental illness, drugs, or alcohol.

Examples of safety precautions include:

- Anticipatory case consultations with the staff safety manager;
- Prior to visiting the home, contacting law enforcement and/or DOC about any recent responses or involvement with the family;
- Becoming familiar with high risk areas served by the local district office, and taking precautions when responding to child safety interventions or home visits in those locations;
- Assessing the presenting allegations, safety and risk concerns, client personalities, and family dynamics while being sensitive to personal risk factors;
• Consulting with or seeking direct assistance or accompaniment from local police authorities when necessary;
• Routinely utilizing SafeSignal technology (i.e., beginning a SafeSignal monitoring session when arriving at a home or field visit when there is cell phone service);
• Conducting a teamed response with another family services worker or others;
• Ensuring your supervisor and colleagues are aware of your day’s schedule, planned home or field visits, and an expected time of return to the office;
• Being cautious when entering the local district office alone after business hours;
• Operating a safe vehicle in working order with enough gasoline to get to and from the destination;
• Driving around the area of the residence looking for unsafe conditions (poor lighting, unsecured animals, people drinking or using substances);
• Parking where you can see the car while inside the home and parking in the direction you want to leave;
• Locking all doors while in the car and when leaving the car;
• Being alert for danger when entering buildings, hallways, and private residences;
• Making note of entrances and exits in the home;
• Holding your keys while walking to the vehicle;
• Wearing shoes and clothing that make it easy to move quickly; and
• Using the official Vermont DCF photo identification badge to confirm identity when introducing self to clients.

District directors are responsible for ensuring there is a designated contact person informed about employees’ whereabouts throughout the workday and to have that contact person follow-up if an employee does not report in as expected.

Safety risks should be assessed, whether formally or informally, prior to each home visit in the field. The commencement of child safety interventions and unannounced home visits may increase safety risks for family services workers. Caution and planning are essential for such visits and teamed responses should be utilized when possible.

Teamed Response for Home or Field Visits

Situations may arise that necessitate a two-person response for home or field visits. For the purpose of this policy, this type of response is referred to as a “teamed response” (also sometimes referred to as “the buddy system”). Teams may be comprised of two family services workers, or the role may be filled by a:

• supervisor;
• district director;
• resource coordinator;
• human services case aide:
• contracted co-located partner;
• community partner;
• service provider;
• substance abuse screener;
• domestic violence specialist;
• DOC staff,
• law enforcement,
• guardian ad litem (GAL), or
• someone within the family’s team or safety/support network.

The family services worker and supervisor will determine other individuals who may serve in this role based on the case and specific circumstances.

Use of a teamed response should be discussed with and/or assigned by a supervisor. Supervisors shall determine the need for a teamed response based on consideration of the employee’s safety. If the supervisor and worker are in disagreement regarding the need for a teamed response, consultation with the district director or designee should occur. Absent compelling reason to do otherwise, deference should be given to the expressed safety concerns of the requesting worker.

Circumstances Requiring a Teamed Response

Supervisors are required to approve and/or assign the use of a teamed response in the following circumstances:

(1) A teamed response is required in any case where records indicate the client or other household members have a history involving (a) assaults or threats of violence; or (b) a conviction involving the use of a weapon in the commission of a crime. In these situations, staff should consider requesting law enforcement assistance.

(2) A teamed response is required in all active cases that involve ongoing domestic violence, where the alleged perpetrator resides in or frequents the home. For additional safety precautions, staff should seek consultation from the Domestic Violence Unit.

(3) A teamed response is required in all initial responses to allegations of abuse in unknown (no prior child protection history) cases if requested by the assigned family services worker.

(4) A teamed response is required in all responses to known high crime and drug
use/trafficking locations.

(5) Previously threatened or assaulted family services workers will utilize a teemed response until such time as the worker and their supervisor jointly decide that a teemed response is no longer routinely needed.

**Teamed Response in Other Circumstances**

In instances where a teemed response is not required by this policy, supervisors may determine that it is necessary based on consideration of all circumstances surrounding a case or work environment. Broad consideration should be given to the safety of all staff, communities, families, and children and youth. If a supervisor determines that a teemed response is necessary, employees are not permitted to decline.

Examples of other circumstances where a teemed response may be appropriate include, but are not limited to, the following:

1. A teemed response may be used when the family services worker is transporting a child or doing a home/field visit with clients or household members with known emotional or behavioral problems (e.g., a history of sexually harmful behaviors, physical aggression, making false accusations, or running away).

2. When transporting a group of children, depending on the ages and developmental levels of the children, a teemed response may be necessary in order to adequately supervise the children while driving to the destination.

3. In cases where the family services worker is making an out-of-home placement into a foster or kinship family home. By having a teemed response, there are additional supports for the child in an effort to lessen trauma associated with separation from their family.

**Special Considerations When Planning for Removals**

See Family Services Policy 82 regarding seeking emergency care orders (ECO) and CHINS petitions. The process of seeking custody of a child comes with inherent danger to the child or youth, division staff, and the accompanying law enforcement officer. Only a law enforcement officer has the authority to take a child into physical custody. When an officer takes physical custody of a child, it is best practice for the officer and division staff to be in close contact and coordination to support the safety of the child(ren) and everyone involved.

An enhanced teemed response of two division employees in addition to the
law enforcement officer is the default method for removals and supporting children and youth through the often-traumatic transition of entering DCF custody. Suggested steps when planning for removals includes:

- Having a planning conversation with law enforcement prior to arrival at the home;
- Having an anticipatory consultation with the staff safety manager;
- Using fleet vehicles and signing them out in advance;
- Deciding in advance who will be driving;
- Utilizing SafeSignal technology;
- Coming prepared with the required number of car seats and booster seats installed in the vehicle(s) to transport the children;
- Having a plan for:
  - Who will support each child, or who will get each child if they are in different locations;
  - Who will talk to and support the parents;
  - Who will gather the child’s important belongings, transitional objects (i.e., blanket, pillow, stuffed animals, toys, books, iPod, or other objects to which they are especially attached), clothing, and needed medications or prescriptions;
- Coordinating with foster or kinship parents to meet them at the most appropriate location depending on the circumstances (police station, fire station, their home, etc.).

As indicated above, an enhanced team response of two division employees along with a law enforcement officer is the default method for removals. If there is a reason this cannot or should not occur, a huddle, check-in with leadership (or CIES after hours), or joint decision-making process must take place. For example, there may be instances where a family has been working with the division regarding the safety of their child and a plan is in place for what happens if the parent cannot safely care for their child or resume parenting (i.e., the parent may have shared the name and contact information of a relative they would like the child to be placed with or an out-of-home safety plan is already in place). In these circumstances, the child may already be with the intended caregiver or the parent may be willing to drop the child off at the district office or a predetermined location. When this type of planning has occurred in advance, or in situations where an infant is receiving care in a hospital setting with hospital security, more than one family services worker may not need to be involved in the removal and placement process.

Documenting Teamed Responses

The use of teemed responses should be documented in the case note for the home/field
visit. Case notes should detail who was present and the location of the visit.

**Safety Documentation**

Particularly volatile or potentially dangerous clients and client home/neighborhood situations which could present risk to division staff should be identified and documented in appropriate case record materials as applicable, including but not limited to:

- The intake report, if safety concerns are known by the reporter;
- The investigation or assessment summary, if such information is learned during the child safety intervention;
- A case note alert in FSDNet for the family;
- Notation on the front/outside of the family’s case file;
- Description and up-to-date safety information in case notes;
- Description and up-to-date safety information in the family’s case file;
- The case summary for closing or transfer to another district office; or
- Supervision notes or supervisory conference notes.

**Use of Case Note Alert to Document Safety Concerns**

A case note alert shall be applied in FSDNet to alert other division staff to dangerous or potentially dangerous situations. Staff safety case note alerts are required for all Staff Safety Incident Form submissions. These alerts should be dated and list the reason for the alert/safety concern.

Other safety-related reasons to apply a case note alert include, but are not limited to, the following:

- A history of assaultive or violent behavior in the family, and the cause(s) of that behavior, if known (e.g., substance abuse, mental illness, domestic or intimate partner violence);
- Prior threats against division staff or other state employees and partners;
- Firearms or other weapons in the home or carried by family members;
- Attack dog on premises;
- Residence in high crime, drug, gang, or extremely rural, isolated, or otherwise dangerous area.

The length of time staff safety case note alerts are applied should be determined by district staff along with the staff safety manager or assigned policy and operations manager. Each case note alert should be reviewed periodically to determine if it needs to be updated. Prior to removing the case note alert, the initial reason for the alert and reason for removal of the alert should be documented in case notes.
After Hours Responses from CIES

While the division has after hours coverage in place, the support and information available is not the same as during regular business hours. After hours responses require a different level of safety planning.

In any situation that requires a response after hours and the response requires contact with an individual who may pose danger, the first point of contact will be to law enforcement for the purpose of either joint investigation or assistance. The division will be more cautious after hours and assume danger if information about the family or situation is unknown. In these situations, workers will only be called out after hours if law enforcement accompanies them.

In situations regarding youth transports or situations where a child or youth require contact with family services workers after hours (e.g., accompanying or supervising a child at a hospital or police station), ESP will gather as much information about the child as possible and share this information with the worker. If limited information is known about a youth entering care because of their own behavior or delinquent acts, possible risks and the safety of staff will be considered when deciding how the youth will be transported. ESP will collaborate with the family services worker to determine if a teamed response is needed and call-in another worker if warranted. If a family services worker feels they need a teamed response, ESP will collaborate with them to make it possible.

Safety-Related Case Transfer

Situations may arise where a family services worker is personally the subject of a physically or emotionally dangerous level of client animosity. In those situations, efforts may include a teamed response or transferring responsibility for that client’s case to a different worker.

In cases where the district director or designee determines that a case transfer within the office is necessary to decrease risk to the family services worker, the transfer should occur as soon as possible.

When a case has been transferred to another family services worker for safety reasons, the district director or supervisor shall inform the newly assigned worker of the reason for the transfer and provide any available information relevant to ensuring the newly assigned worker’s safety. A case note alert and self-protection plan should be in place prior to reassigning the case.
There may be circumstances where transferring the case to another family services worker does not resolve the danger or threat. Consultation with the assigned policy and operations manager and the staff safety manager is required when the district office requests to transfer the case to a different district office. In these instances, district case transfer may be considered following the guidance set forth in Family Services Policy 211.

Tasks

**Tasks of the Person Harmed, Threatened with Harm, or Feeling Unsafe:**
- Communicates daily plans, whereabouts, and expected return with their supervisor and designated contact person within the office
- Routinely utilizes SafeSignal technology during home and field visits
- Attempts to secure one’s own immediate safety by leaving the situation or home as necessary, engaging their SafeSignal alert, or by calling 911
- Immediately notifies their supervisor and the director/manager of the incident, threat, or any instance where they do not feel safe
- Meets with their supervisor to discuss the incident/threat while the supervisor completes the Staff Safety Incident Form and SSS Incident Report
- Seeks consultation from the staff safety manager as needed
- Works collaboratively with their supervisor and staff safety manager to develop a self-protection plan, if desired
- Contacts law enforcement about threats or safety concerns at any time necessary
- When applicable and in accordance with this policy, notifies involved community partners on a case of any reports of safety concerns and actions taken in response

**Supervisory Tasks:**
- Advises the director/manager of the incident or threat
- Conducts a supervisory conference with the employee to discuss the incident/threat and assess their needs
- Completes the Staff Safety Incident Form and emails it to AHS.DCFFSDStaffSafetyIncident@vermont.gov
- Attaches the completed Staff Safety Incident Form to the SSS Incident Report
- Works collaboratively with the employee to develop a self-protection plan, if desired by the employee
- Follows up with the employee regarding their desired safety precautions and the response to threats
- Promptly responds to requests for teamed responses and case note alerts, and determines when teamed responses and case note alert are necessary for staff
- Is knowledgeable of employees’ daily plans, whereabouts, and expected return

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- Engages in ongoing safety conversations with the employee during supervision
- Ensures staff safety protocols are reviewed in individual and group supervision on a monthly basis
- When applicable and in accordance with this policy, notifies involved community partners on a case of any reports of safety concerns and actions taken in response

**Director / Manager Tasks:**
- Calls 911 or seeks the assistance of local law enforcement if immediate action or protection is needed
- Reports any urgent events to the SSS 24/7 Statewide Security Phone Number at (802) 828-0777
- Implements immediate safety precautions as needed for the employee or overall safety of the office
- Follows up with the employee regarding their desired safety precautions and the response threats
- Promptly notifies staff of threats to office safety and ensures communication of relevant information, copying the staff safety manager
- Communicates information necessary for other district managers in line with AHS Communication Protocol
- Follows up with the employee regarding their desired safety plans and additional response
- Consults with staff regarding disagreements on the need for a teamed response
- Ensures there is a designated contact person informed about employees’ whereabouts throughout the workday
- Ensures staff safety protocols are reviewed in staff meetings at least quarterly
- Develops communication plans with co-located building partners and reviews/modifies as necessary

**Staff Safety Manager Tasks:**
- Reviews all submitted Staff Safety Incident Forms within 24 hours
- Provides safety consultations following submissions of Staff Safety Incident Forms
- Provides planning/anticipatory consultation to districts on high risk removals, investigations, and other case events
- Ensures districts and affected staff are supported in addressing safety concerns
- Alerts the assigned policy and operations manager of safety-related incidents
- Collaborates with law enforcement and State Safety & Security on safety-related incidents
- Reviews personal protection plans as developed by districts
- Submits requests for on-site security
• Works collaboratively with the Family Services Management Team as needed to implement safety responses and additional resources
• Ensures the appropriate communication of safety concerns with Centralized Intake and Emergency Services (CIES), Residential Licensing and Special Investigations (RLSI), the System of Care (SOC) Unit, the Domestic Violence Unit, central office, and others as appropriate