# challenging guest interactions

## Best Practices for Preparing and Responding

### Introduction

These printable resources are for you to customize and adapt to fit your unique workplace. There are manager and worker specific checklists that will assist you in preparing for and responding to challenging guest interactions.

We have created the resources in a word document format so you can make edits as you see fit. For example, you can use as is, add site specific information, or even delete sections that don’t apply to your workplace. Where there is *<red italicized content>* on the checklists, please input your workplace specifics. At the bottom of each checklist is space for you to add any additional information as needed.

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| Checklists | Intended Audience | Intended Use |
| Prevention Tasks | Employers Managers | Use this checklist to ensure you are providing a safe and healthy workplace for your staff by executing your due diligence. |
| Orientation Training | Workers | When hiring new staff, use this checklist to ensure that all appropriate training topics are covered in the onboarding process for new and returning workers. |
| Refresher Training | Workers | Use this checklist to refresh worker understanding and practice application of skills. This will allow workers to solidify understanding and grow confidence in responding to challenging guest interactions. |
| De-escalation Techniques | Managers Supervisors Workers | Print, cut out, and laminate this checklist. It can be used for training as well as a practical handout for quick reference on the go. |
| Incident Response | Workers | Print, cut out, and laminate this checklist. It can be used for training as well as a practical handout for quick reference on the go. |

WorkSafeBC [OHS Regulation 4.27-31](https://www.worksafebc.com/en/law-policy/occupational-health-safety/searchable-ohs-regulation/ohs-regulation/part-04-general-conditions#SectionNumber:4.27) explains the lawful requirements of prevention and response to violence in the workplace that employers must fulfill including risk assessments, policies and procedures, staff training, and incident response.

For further assistance regarding this topic, please reach out to go2HR’s Industry Health and Safety team at 604-633-9787 or [safety@go2hr.ca](mailto:safety@go2hr.ca).

## Prevention Tasks

Intended Audience: Employers, Managers

Intended Use: Use this checklist to ensure you are providing a safe and healthy workplace for your staff by executing your due diligence.

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| 🗹 Task | Additional Information | Assigned Responsibility |
| 🞎 Violence Risk Assessment  (VRA) | - Perform Violence Risk Assessment  - Identify Scenarios or Areas where workers would be at significant risk (moderate/high)  - Identify Control Measures that need to be implemented to protect against the risk. For example: working in pairs, install lights in dim lit areas to increase visibility and illumination, cash handling procedures, etc.) | *<assign responsibility>* |
| 🞎 VRA Corrective Actions | - Implement the different Control Measures identified during the Violence Risk Assessment (VRA)  🞎 *<list control measures that need attention>*  🞎*<list control measures that need attention>*  🞎*<list control measures that need attention>* | *<assign responsibility>* |
| 🞎 Determine Appropriate Staffing Levels | - Hire and schedule the appropriate number of staff members to ensure safety during high risk days and times such as weekends or during events. | *<assign responsibility>* |
| 🞎 Orientation Training | - Develop training agendas and materials that will be used to introduce the topic.  - Use a combination of teaching techniques including presentation, video, hand out, scenario practice, etc. | *<assign responsibility>* |
| 🞎 Refresher Training | - Develop training agendas and materials that will be used to refresh staff knowledge and allow them to practice their skills.  - Consider developing a safety talk (or series of safety talks) that covers important information and practical skills. This will also allow workers to provide feedback on their experience. | *<assign responsibility>* |
| 🞎 Contact Law Enforcement | - Foster positive/supportive relationships with local law enforcement if deemed necessary. | *<assign responsibility>* |
| 🞎 Contract Security Company | - For high risk operating times, contract security to provide staff with additional resources (high volume, events, etc.). | *<assign responsibility>* |
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## Orientation Training

Intended Audience: Workers

Intended Use: When hiring new staff, use this checklist to ensure that all appropriate training topics are covered in the onboarding process for new and returning workers.

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| 🗹 Training Topic | Additional Information | Assigned Responsibility |
| 🞎 Introduction | - In some cases, this will be some workers first time working in an environment where they could encounter challenging interactions with others. Introduce the topic, and ensure with the proper training, workers can handle these situations with confidence and skill. | *<assign responsibility>* |
| 🞎 Review Prevention Tasks | - It is important for workers to know that their employer has their back. This includes having insight to what you’ve already done to provide a safe work environment for them. | *<assign responsibility>* |
| 🞎 Guest Communication | - Provide workers an understanding of the proactive communication to guests to manage their expectations and outline consequences in case of non-compliance (information on website, on-site signage, etc.) | *<assign responsibility>* |
| 🞎 Guest Management | - During interactions with guests, workers are representing the organization and should act accordingly. Cover topics such as:  🞎 Building Rapport  🞎 Use of respectful language  🞎 Early Mitigation of Unwanted Behaviour  🞎 Behaviour Continuum | *<assign responsibility>* |
| 🞎 Incident Management | - Ensure workers are able to identify when challenging guest interactions escalate and potentially become an incident. Cover topics such as:  🞎 Limits of Authority & Escalation Protocol  🞎 Conflict Resolution/ De-escalation Techniques  🞎 Worker Safety (work alone, escape routes, on the spot hazard identification, emergency communications) | *<assign responsibility>* |
| 🞎 Reporting and Investigation | - Internal Reporting Procedures (Investigation, Debrief)  - External Reporting Procedures (RCMP, Site Eviction) | *<assign responsibility>* |
| 🞎 Scenario Practice | - Develop scenarios that you have seen before within your own workplace. Tap into resources like seasoned staff experience or previous incident reports. Practice how to respond to potentially challenging interactions. | *<assign responsibility>* |
| 🞎 Training Log | - Don’t forget to document training of each and every worker. | *<assign responsibility>* |
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## Refresher Training

Intended Audience: Workers

Intended Use: Use this checklist to refresh worker understanding and practice application of skills. This will allow workers to solidify understanding and grow confidence in responding to challenging guest interactions.

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| 🗹 Task | Additional Information | Assigned Responsibility |
| 🞎 Guest Communication | - Audit signage locations and replace signage if weathered or missing  - Review information that should be communicated during initial guest interaction (behavioural expectations) | *<assign responsibility>* |
| 🞎 Guest Management | - Review proper protocols with staff that should be used when communicating with guests. Cover topics such as:  🞎 Building Rapport  🞎 Use of respectful language  🞎 Early Mitigation of Unwanted Behavior  🞎 Behaviour Continuum | *<assign responsibility>* |
| 🞎 Incident Management | - Review proper protocols with staff that should be used if an incident arises. Cover topics such as:  🞎 Limits of Authority & Escalation Protocol  🞎 Conflict Resolution/De-escalation Techniques  🞎 Worker Safety (work alone, escape routes, on the spot hazard identification, emergency communications) | *<assign responsibility>* |
| 🞎 Reporting and Investigations | - Review procedures for internal reporting of incidents  - Review procedures for investigation to ensure accurate actions are taking after an incident  - Review procedures for reporting to external parties such as the RCMP  - Review procedures for evicting groups or individuals from the site if necessary | *<assign responsibility>* |
| 🞎 Scenario Practice | - Review various scenarios that have been developed in order to provide practice opportunities for staff who may not be as confident in responding to challenging guest interactions. | *<assign responsibility>* |
| 🞎 Training Log | - Don’t forget to document the training of each and every worker. | *<assign responsibility>* |
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## De-escalation Techniques

Intended Audience: Managers, Supervisors, Workers

Intended Use: Print, cut out, and laminate this checklist. It can be used for training as well as a practical handout for quick reference on the go.

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| De-escalation Techniques |
| 🞎 Actively listen |
| 🞎 Use respectful language |
| 🞎 Respect personal space |
| 🞎 Be empathetic & non-judgmental |
| 🞎 Keep your tone & body language neutral |
| 🞎 Avoid over-reacting |
| 🞎 Be assertive and show confidence |
| 🞎 Focus on solutions |
| 🞎 Set boundaries: explain choices and consequences |
| 🞎 Allow time for decisions |
| 🞎 Know when to escalate a situation and seek assistance |
| 🞎 Always be mindful of your personal safety |
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Behaviour Continuum Credit: Alberta Health Services

## Incident Response

Intended Audience: Workers

Intended Use: Print, cut out, and laminate this checklist. It can be used for training as well as a practical handout for quick reference on the go.

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| Incident Response |
| 🞎 Always ensure personal safety |
| 🞎 Respond in pairs to potentially hazardous situations |
| 🞎 Recognize concerning behaviour |
| 🞎 Use de-escalation techniques |
| 🞎 Continuously identify potential hazards |
| 🞎 Maintain escape routes to safety |
| 🞎 Retreat to safe, lockable space if physical danger is anticipated (vehicle, office) |
| 🞎 Request support from others when behaviour advances into disrespectful or harassment  (workers, managers, bystanders, security, police) |
| 🞎 Report situation to manager |
| 🞎 If instructed by manager, report situation to law enforcement |
| 🞎 Write down what happened/complete incident report and/or witness statement |
| 🞎 Gather bystander contact information and witness statements |
| 🞎 Enforce applicable consequences (warnings, fines, evictions, etc.) |
| 🞎 Debrief all incidents with managers, seek mental health support when needed |
| 🞎 Identify and implement corrective actions |
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