



PORT OF GUAM
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Lourdes A. Leon Guerrero
Governor of Guam
Joshua F. Tenorio
Lieutenant Governor

March 24, 2025

MEMORANDUM

To: Deputy General Managers
All Division Heads
All Port Employees

From: Rory J. Respicio, General Manager *Rory Respicio*

Subject: Implementation of Workplace Violence Policy & Addressing Harmful Workplace Behavior

Effective immediately, the Workplace Violence Policy (Policy Memorandum No. 2025-GM01) is in full effect. The Port Authority is committed to fostering a safe, professional, and respectful work environment for all employees.

This policy applies to everyone in the Port Strong Family—including myself as General Manager, the Deputy General Managers, Division Heads, and all employees. No one is exempt from these expectations, and accountability applies at every level.

Policy Amendments Based on Feedback

Based on feedback from division heads and our employees, this policy has been amended to strengthen leadership's role in enforcement and ensure that accountability is applied fairly and consistently at all levels of the organization.

The amendments include:

- Clearly defining leadership responsibilities—including the General Manager, Deputy General Managers, and Division Heads—in preventing and addressing workplace violence and harmful behaviors.
- Emphasizing leadership accountability, ensuring that all levels of management are responsible for upholding this policy and taking immediate action when violations occur.
- Establishing consequences for failure to report incidents, making it clear that supervisors and division heads who neglect to act will be held accountable.
- Reinforcing workplace professionalism, requiring leadership to actively promote a respectful and productive work environment.
- Prohibition on Weapons in the Workplace, which strictly prohibits the possession, use, or storage of weapons on Port property or while conducting Port-related business. This applies to all employees, regardless of whether they are licensed to carry such weapons.

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Exceptions apply only to law enforcement personnel or authorized Port Police officers acting in the course of duty.

- Weapons include, but are not limited to:
 - Firearms
 - Ammunition
 - Knives (excluding small utility tools required for work)
 - Explosives
 - Any item intended or used as a weapon

Process for Reporting and Addressing Workplace Violence

1. **Immediate Reporting** – Any employee who experiences or witnesses workplace violence must report the incident to their supervisor, division head, Human Resources (HR), or Port Police. If there is an immediate threat, Port Police must be contacted right away. Employees who report incidents in good faith will be protected from retaliation.
2. **Incident Documentation** – The supervisor or division head must document the incident using the Workplace Incident Report Form, detailing the nature of the threat or violence, those involved, and any immediate actions taken.
3. **Initial Assessment** – The division head will conduct a preliminary review to determine if immediate intervention is necessary. If the incident poses a safety risk, Port Police will take appropriate protective measures.
4. **Investigation** – HR and Port Police will conduct a formal investigation, including interviews with those involved and reviewing any available evidence.
5. **Corrective Action** – Based on findings, appropriate disciplinary action will be taken, which may include verbal or written warnings, suspension, or termination, depending on the severity of the offense.

Role of Port Police

- Respond to immediate threats or violent incidents to ensure employee safety.
- Secure the area if necessary and gather initial statements from witnesses.
- Assist in investigations by reviewing security footage, collecting evidence, and coordinating with HR.
- Provide recommendations on security measures to prevent future incidents.

Harmful Workplace Behavior, Including Gossip & Passive-Aggressive Conduct

In addition to direct workplace violence, harmful workplace behaviors—such as malicious gossip and passive-aggressive behavior—have been observed from a small fraction of our workforce (approximately 1%). While these behaviors may not be physically violent, they are equally damaging to morale, teamwork, and productivity.

Examples of Passive-Aggressive Behavior

- Spreading misinformation or withholding critical information to create confusion or disadvantage colleagues.

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- Undermining coworkers through sarcasm, backhanded compliments, or deliberate non-cooperation.
- Excluding team members from communication or work-related discussions as a form of silent retaliation.
- Deliberate procrastination or resistance to change to obstruct progress.

Harmful gossip and passive-aggressive actions create division among employees, erode trust, and weaken workplace cohesion. These behaviors will no longer be tolerated.

Process for Addressing Gossip and Passive-Aggressive Conduct

1. **Observation and Documentation** – Supervisors should monitor workplace interactions and document instances of harmful gossip or passive-aggressive behavior.
2. **Coaching and Intervention** – For minor infractions, supervisors should provide direct feedback and coaching to correct behavior.
3. **Formal Reporting** – Repeated or severe cases should be reported to HR for formal review.
4. **Investigation and Corrective Action** – HR will assess the situation, gather evidence, and take necessary disciplinary action, which may include counseling, written warnings, or further disciplinary measures.

Leadership's Role in Enforcement

Ensuring a safe, professional, and respectful work environment starts at the top. This policy applies to all leadership positions, including myself as General Manager. Leadership must set the standard for workplace behavior by modeling professionalism, enforcing policies consistently, and fostering a culture of accountability.

Failure to Report Workplace Violence or Harmful Behavior

This policy applies to every employee, including all levels of management. All employees, especially supervisors, division heads, deputy general managers, and myself as general manager, have a responsibility to report workplace violence, harassment, harmful gossip, or passive-aggressive behavior. Failure to report a known incident or willfully ignoring a situation may result in disciplinary action.

Supervisors and division heads who neglect to address or escalate workplace violence concerns may face the following consequences:

- First violation: Verbal or written warning.
- Repeated violations: Formal reprimand and corrective action.
- Severe or willful negligence: Disciplinary action, up to and including suspension or termination, if failure to report leads to a hostile or unsafe work environment.

Accountability & False Claims

Holding employees accountable for their actions or inaction relative to their duties and responsibilities does not constitute a legitimate claim of being targeted. Enforcing performance expectations, adhering to policies, and applying corrective actions based on work-related issues

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are necessary for maintaining a professional and productive workplace. Misusing this policy to avoid accountability or making unfounded claims undermines its purpose and will not be tolerated.

A Shared Responsibility

While this policy may not erase the irreparable harm caused by past incidents, my hope is that it will empower all employees—especially those who have been victimized—to stand up and shut down those who thrive on negativity and destructive behavior.

A healthy workplace is built not only by enforcing policies but by creating a culture where employees support one another and refuse to tolerate harmful actions. This is a responsibility we all share—from myself as General Manager to every member of the Port Strong Family. Moving forward, all supervisors are expected to actively enforce these expectations and hold employees accountable for their conduct. Any further violations of workplace standards may result in disciplinary action, up to and including termination.

If you have any questions or need guidance on enforcement, please reach out to me or the Deputy General Manager of Administration & Finance.

Attachment: Policy 2025-GM01




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POLICY MEMORANDUM NO. 2025-GM01

To: All Port Employees	Subject: Workplace Violence Policy
Effective Date: March 24, 2025	Revision Date:
Approved by:  RORY J. RESPICIO, General Manager	

I. PURPOSE: The Port Authority is committed to maintaining a safe, professional, and respectful workplace for all employees. This policy applies to everyone in the Port Strong Family, including all employees, supervisors, division heads, deputy general managers, and the General Manager. No one is exempt from these expectations, and accountability applies at all levels of leadership. Issued to establish clear expectations and guidelines for professional behavior.

Workplace violence includes physical threats, intimidation, harassment, and any aggressive behavior that undermines workplace safety, morale, and productivity. Additionally, harmful workplace behaviors—such as gossip, exclusionary tactics, and passive-aggressive conduct—are prohibited as they contribute to a toxic work environment.

II. DEFINITIONS:

- **Workplace Violence** – Any act or threat of physical violence, intimidation, harassment, or other disruptive behavior that occurs in the workplace, whether committed by employees, contractors, customers, or visitors. This includes but is not limited to:
 - a. Physical assault or aggressive physical contact.
 - b. Threats of violence (verbal, written, or electronic).
 - c. Stalking, intimidation, or coercion.
 - d. Destruction of property or sabotage.
- **Hostile Work Environment** – A workplace where repeated or severe conduct creates an intimidating, offensive, or abusive atmosphere that interferes with an employee’s ability to perform their duties. This can include persistent bullying, discriminatory behavior, or other actions that contribute to a toxic environment.
- **Harassment** – Unwelcome conduct based on race, gender, religion, national origin, age, disability, or other protected categories that creates an offensive or hostile work environment. Harassment may include verbal, physical, or visual behavior that is severe or pervasive enough to affect an individual’s work performance or employment conditions.

III. EXAMPLES OF BEHAVIOR: This policy covers not only acts of physical violence, but harassment, intimidation, and other disruptive behavior, as well as, incidents involving co-workers and incidents involving individuals from outside the Authority perpetrating violence against its employees.

Examples of such behavior may include:

- Direct or veiled threats of harm.
- Intimidating, belligerent, harassing, bullying, threatening gestures, stalking or other inappropriate or aggressive behavior.
- Numerous conflicts with supervisors and other employees.
- Bringing a weapon to the workplace, brandishing a weapon in the workplace, making inappropriate references to guns, or fascination with weapons.
- Statements showing fascination with incidents of workplace violence, statements indicating approval of the use of violence to resolve a problem, or statements indicating identification with perpetrators of workplace homicides.
- Statements indicating desperation (over family, financial, and other personal problems to the point of contemplating suicide).
- Drug/alcohol abuse.
- Gossiping or spreading rumors that damage professional reputations, foster hostility, or create divisions among employees.
- Passive-aggressive behaviors, such as intentionally withholding critical information or excluding team members from communications, that impact workplace cohesion.
- Use of social media or electronic communications to harass, intimidate, or gossip about colleagues.
- Destruction of property.
- Undermining colleagues by discussing their work performance in a negative, non-constructive manner.

IV. RESPONSIBILITIES:

General Manager

The General Manager is responsible for:

- Leading by example and upholding the highest standards of professionalism and respect.
- Enforcing this policy and ensuring that all levels of leadership are held accountable.
- Providing the necessary support for employees who report issues and ensuring concerns are taken seriously.
- Reviewing reported cases and ensuring that disciplinary actions are fair, consistent, and aligned with organizational policies.
- Monitoring workplace culture and addressing systemic issues related to workplace violence or toxicity.

Deputy General Managers

Deputy General Managers are responsible for:

- Overseeing policy compliance within their respective areas and ensuring division heads actively address workplace concerns.
- Taking timely action by reviewing incident reports, escalating serious cases, and coordinating with HR office and Port Police when necessary.
- Providing guidance to division heads on conflict resolution and ensuring a proactive approach to workplace behavior issues.
- Reinforcing accountability by ensuring disciplinary actions are applied consistently and fairly.

- Reporting workplace trends and concerns to the General Manager to improve policy enforcement and workplace culture.

Division Heads & Supervisors

Division Heads and Supervisors are responsible for:

- Creating and maintaining a professional work environment by actively addressing harmful behaviors before they escalate.
- Responding to incidents immediately, documenting occurrences, and reporting all workplace violence or harmful behavior cases to HR and Port Police as required.
- Holding employees accountable for violating this policy and ensuring corrective actions are taken when necessary.
- Encouraging open communication within teams to prevent workplace toxicity and promote teamwork.
- Participating in ongoing leadership training to enhance conflict resolution skills.

V. ACCOUNTABILITY & FALSE CLAIMS: Holding employees accountable for their actions or inaction relative to their duties and responsibilities does not constitute a legitimate claim of being targeted. Enforcing performance expectations, adhering to policies, and applying corrective actions based on work-related issues are necessary for maintaining a professional and productive workplace. Misusing this policy to avoid accountability or making unfounded claims undermines its purpose and will not be tolerated.

VI. PROHIBITED WORKPLACE BEHAVIORS: This policy applies not only to physical acts of violence but also to workplace behaviors that contribute to a toxic and unproductive work environment, including:

- Malicious Gossip & Rumors – Spreading false or damaging information that erodes trust and morale.
- Passive-Aggressive Behavior – Withholding information, excluding colleagues, or engaging in non-verbal hostility.
- Undermining Colleagues – Using sarcasm, backhanded compliments, or deliberate non-cooperation to harm coworkers' professional reputation.
- Obstruction of Work – Deliberately procrastinating, resisting necessary workplace changes, or creating obstacles to team progress.
- Loud, disruptive or angry behavior or language that is clearly not part of the typical work environment.

Any employee engaging in these behaviors will be subject to disciplinary action, up to and including termination.

VII. ROLE OF PORT POLICE: Port Police play a critical role in ensuring workplace safety and responding to incidents of workplace violence. Their responsibilities include:

- Responding to immediate threats or violent incidents.
- Securing the area and gathering initial witness statements.
- Assisting in formal investigations by reviewing security footage and collecting evidence.
- Providing recommendations on security measures to prevent future incidents.

VIII. REPORTING PROCEDURES & ACCOUNTABILITY FOR NON-COMPLIANCE:

Employees who experience or witness workplace violence, harassment, or harmful workplace behavior must report the incident to their supervisor, division head, HR, or Port Police. Employees reporting incidents in good faith will be protected from retaliation.

All reports should include:

- Details of the incident, including date, time, location, and individuals involved.
- Any supporting evidence, such as witness accounts, messages, or security footage.
- Immediate steps taken, if any, to mitigate the situation.

Supervisors, division heads, and managers are responsible for:

- Responding promptly to stop immediate dangers to personnel and the workplace.
- Investigating threats and reported incidents thoroughly and objectively.
- Taking all concerns seriously to ensure employees feel safe reporting issues.
- Providing updates on the status and outcome of investigations, within confidentiality limits.
- Ensuring confidentiality to the greatest extent possible.
- Restoring the workplace environment after an incident.

Failure to report known workplace violence or harmful behavior may result in disciplinary action, including:

- First violation: Verbal or written warning.
- Repeated violations: Formal reprimand and corrective action.
- Severe or willful negligence: Suspension or termination if failure to report leads to a hostile or unsafe work environment.

IX. WHISTLEBLOWER PROTECTION: Employees who report workplace violence in good faith are protected from retaliation under applicable whistleblower laws. Retaliation against employees who report misconduct will not be tolerated and will be subject to disciplinary action.

X. PROHIBITION ON WEAPONS IN THE WORKPLACE: To maintain a safe and secure environment, the Port Authority of Guam strictly prohibits the possession, use, or storage of weapons on Port property or while conducting Port-related business. This applies to all employees regardless of whether they are licensed to carry such weapons.

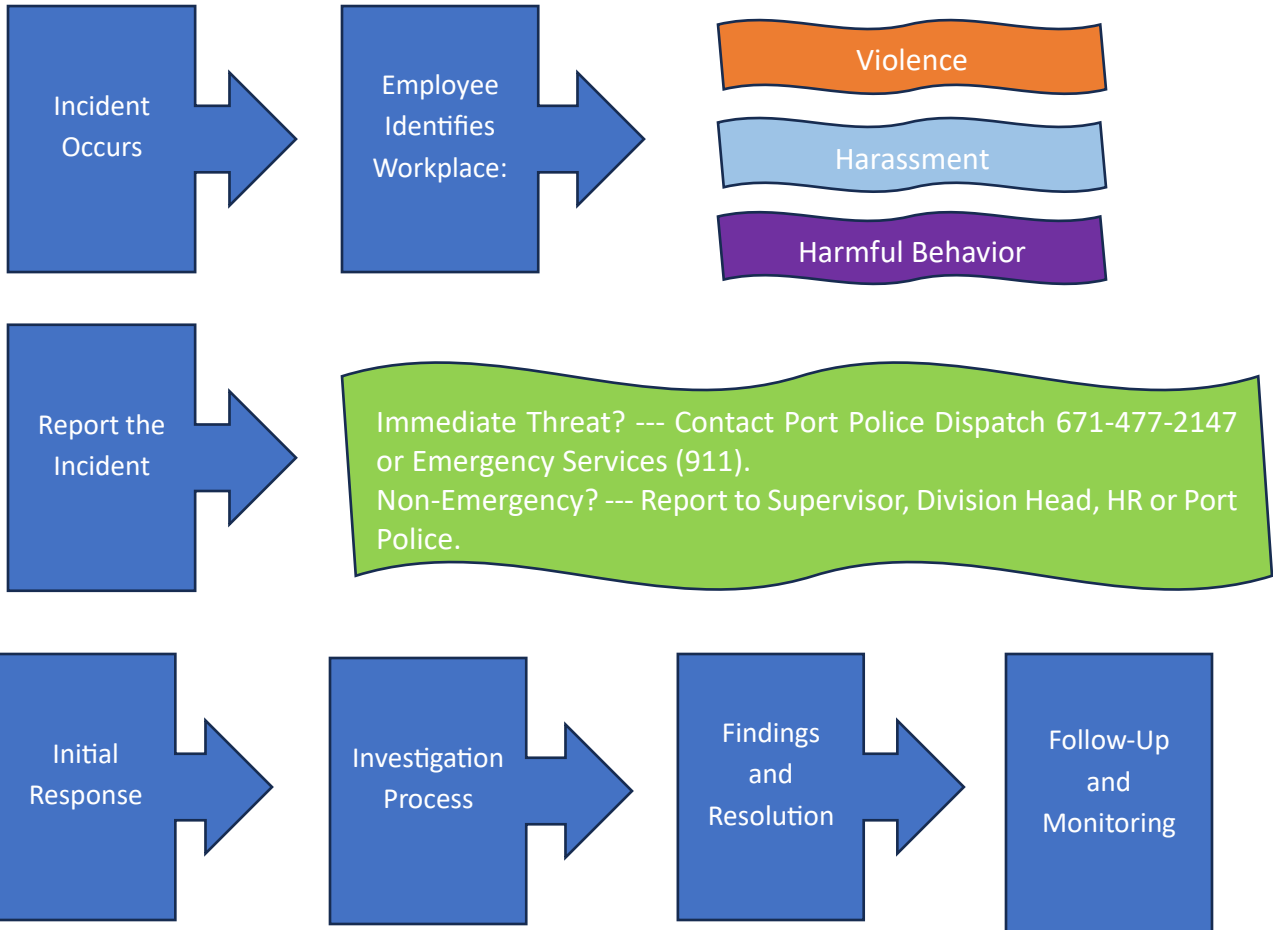
Weapons include, but are not limited to:

- Firearms
- Ammunition
- Knives (excluding small utility tools required for work)
- Explosives
- Any item intended or used as a weapon

Exceptions may be made for law enforcement personnel or authorized Port Police officers in the course of duty. Violation of this policy will result in immediate disciplinary action, up to and including termination or removal from Port premises.

- XI. EMERGENCY CONTACTS:** For immediate threats or emergencies, contact:
- Port Police Dispatch: 671-477-2147 or 671-477-5931, ext. 286
 - Emergency Services: 911
 - HR Division: 671-477-5931/5, ext. 244-249
- XII. PREVENTION AND SUPPORT MEASURES:** The Authority will offer regular workplace training on identifying and preventing violence, gossip, and harassment. Employees are encouraged to resolve differences through constructive dialogue. Counseling and conflict resolution resources will be available for affected employees. A zero-tolerance stance will be enforced consistently, with disciplinary measures applied transparently.
- Recognize and respond to violence and harassment.
 - Consequences of gossip and its impact on the workplace.
 - How to report using Incident Report form.
- XIII. POLICY ENFORCEMENT:** This policy replaces all prior policies or memoranda on workplace violence. All employees are expected to comply, and violations will be addressed in accordance with Port policies and procedures.
- XIV. ACKNOWLEDGEMENT OF POLICY:** Each employee will be required to acknowledge in writing that they have received and read the policy.
- If an employee refuses to sign the acknowledgement, the employee’s supervisor will note on the Acknowledgement Form that the employee received the notice and forward the form to the Human Resources Office.
- XV. A SHARED RESPONSIBILITY:** While this policy may not undo the harm caused by past incidents, it empowers employees—especially those who have been victimized—to stand up against workplace violence and harmful behaviors. A healthy workplace is built not only by enforcing policies but by creating a culture where employees support one another and refuse to tolerate destructive actions.
- Every member of the Port Strong Family—from frontline employees to senior leadership—shares in the responsibility of upholding these standards. Moving forward, all supervisors and division heads are expected to enforce this policy consistently and hold employees accountable for their conduct. Any further violations may result in disciplinary action, up to and including termination.
- XVI. ENTIRE POLICY:** All prior policies or memoranda in conflict with this policy is hereby rescinded.

WORKPLACE VIOLENCE REPORTING AND RESOLUTION FLOWCHART





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WORKPLACE INCIDENT REPORT FORM

Affected party(s): _____

Supervisor/Division: _____

Contact Information: _____

Incident Information

Date/Time: _____

Location (Be Specific): _____

Description (Narrative): _____

Has this or a similar incident ever happened to you before? If so, please explain:

If you were in any injury (physical/emotional), describe the injury in detail and the location of any treatment received. _____

Was a weapon involved? If so, specify the type and to what extent:

Witness Information

Name: _____ Date: _____

Contact Information: _____

Aggressor Information

Name: _____ Division: _____

Supervisor (if an employee): _____

Relationship to aggressor (if stranger, indicate relationship, if any):

Had anything occurred in the past to make you feel this would happen? If so, please explain:

Home Address/Vehicle Information (if not an employee):

Follow-up Information

Did this incident cause any loss of workdays? If so, how many?

Have you had any counseling or any form of emotional support since the incident? If not, would you like to be afforded this? _____

Does something need to be done to avoid such an incident from happening again? If so, explain.

Report Completed by Complainant: _____

Title: _____ Date: _____

Reviewed/Approved by: _____

Title: _____ Date: _____

When completing this form, attach all supporting documents, such as, continuation sheets and/or police reports.



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Employee Acknowledgement

I, _____, hereby certify that a copy of Policy Memorandum No. 2025-GM01, Subject: Workplace Violence Policy was furnished to me and an orientation was provided to me on said matter.

Name of Employee:	Signature of Employee:	Date:
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Witnessed by:

Name of Witness:	Signature of Witness:	Date:
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Received by Human Resources Office:

Name:	Signature:	Date:
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