

Western Education Centre for Research & Education on Violence Against Women & Children



**Make It Our Business**

---

## Domestic Violence in the Workplace

CDHPC conference  
October 18, 2017

---

---

---

---

---

---

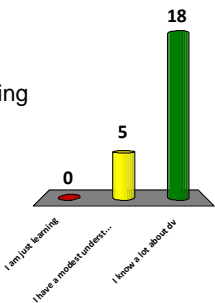
---

---

Western Education Centre for Research & Education on Violence Against Women & Children

### Knowledge: Domestic Violence

- A. I am just learning
- B. I have a modest understanding
- C. I know a lot about dv



Knowledge Level	Count
I am just learning	0
I have a modest understanding...	5
I know a lot about dv	18

Make It Our Business

---

---

---

---


---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children



**Make It Our Business**

---

## Domestic Violence in the Workplace

### An introduction: what everyone needs to know...

---

---

---

---

---

---

---

---

Western Education | Centre for Research & Education  
on Violence Against Women & Children



**Make It Our Business**

---

Domestic Violence in the Workplace

An introduction: what everyone  
needs to know...

---

---

---

---

---

---

---

---

Western Education | Centre for Research & Education  
on Violence Against Women & Children



**Make It Our Business**

---

Domestic Violence in the Workplace

An introduction: what everyone  
needs to know...

---

---

---

---

---

---

---

---

Western Education | Centre for Research & Education  
on Violence Against Women & Children

## The foundation

In almost every case of domestic homicide, we  
found that the people around the victim knew  
what was going on – but didn't know what to do  
about it...

Al O'Marra  
(Former) Chief Counsel Coroner's Office of Ontario




---

---

---

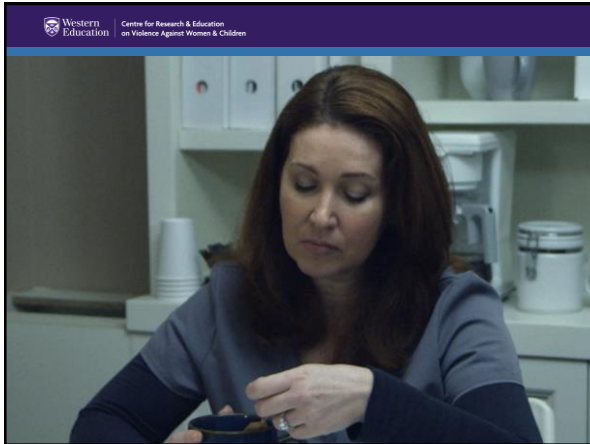
---

---

---

---

---




---

---

---

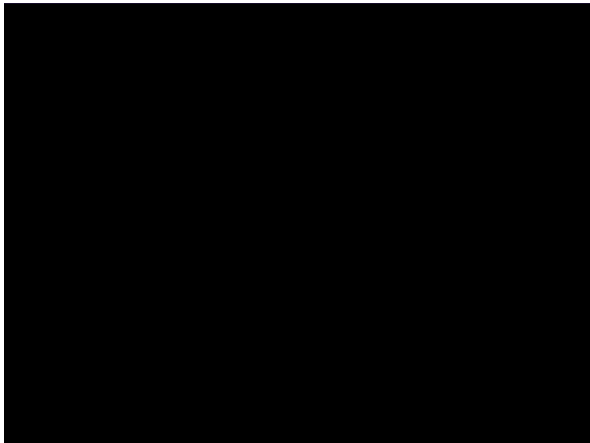
---

---

---

---

---




---

---

---


---

---


---

---

---



Centre for Research & Education  
on Violence Against Women & Children



**Make It Our Business**

---

Domestic Violence in the Workplace

An introduction: what everyone  
needs to know...

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Risk Factors

Your husband...

- Haranguing the front desk staff
- Showing up here at all hours
- Calling you



...he's been out of work



Make It Our Business

---

---

---

---

---

---

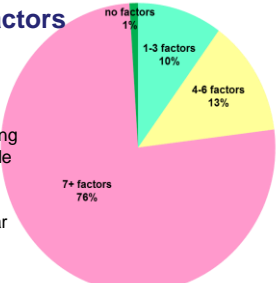
---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Recognizing Risk Factors

- A history of domestic violence
- Actual or pending separation
- Obsessive behaviour
- Depression of the perpetrator
- The level of violence is increasing
- Prior threats / attempts of suicide
- Threat to kill
- Prior attempts to isolate victim
- Victim had intuitive sense of fear
- Perpetrator unemployed



\*39 risk factors identified that indicate potential for lethality

Make It Our Business

11

---

---

---

---

---

---

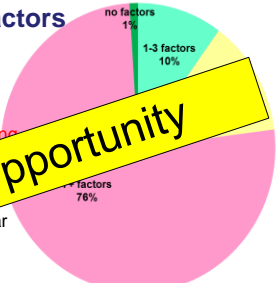
---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Recognizing Risk Factors

- A history of domestic violence
- Actual or pending separation
- **Obsessive behaviour**
- Depression of the perpetrator
- **The level of violence is increasing**
- Prior threats / attempts of suicide
- Threat to kill
- Prior attempts to isolate victim
- Victim had intuitive sense of fear
- Perpetrator unemployed



**Missed Opportunity**

\*39 risk factors identified that indicate potential for lethality

Make It Our Business

12

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## When domestic violence comes to work

### Warning signs & Risk factors

- Supervisors & coworkers witness critical events
- Should raise possibility of danger

### Opportunities to intervene

- Can be missed because of uncertainty or missing information
- Organizations and individuals are unprepared

Make It Our Business

13

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Not uncaring - unprepared

Co-workers  
Supervisors  
Doctors  
Union  
Security  
Human Resources  
CEO  
Board of Directors

Many people tried to help Lori....

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---




---

---

---

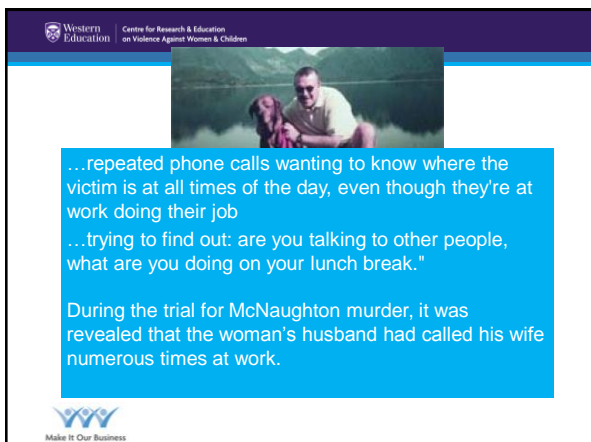
---

---

---

---

---




---

---

---

---

---

---

---

---

Western Education | Centre for Research & Education on Violence Against Women & Children

## Aysegul Candir

December 10, 2004  
Separated from her husband.  
He shot her in the parking lot of the high school where she worked as a grade 10 teacher.

She later died in hospital.



Western Education | Make It Our Business

---

---

---

---

---

---

---

---


Western Education | Centre for Research & Education on Violence Against Women & Children

## Workplace homicides

**The foundation**

In almost every case of domestic homicide, we found that the people around the victim knew what was going on – but didn't know what to do about it...

Al O'Marra  
(Former) Chief Counsel, Coroner's Office of Ontario



Western Education | Make It Our Business

---

---

---

---

---

---

---

---

Western Education | Centre for Research & Education on Violence Against Women & Children

## A human being approach

Domestic violence is an equalizer

Western Education | Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Two Frameworks

### Employers, Supervisors & Workers

- Recognize
- Respond
- Refer

When organizations are pro-active

Resource: MIOB

### Human Beings

Conversation framework

- See it
- Name it
- Check it

When they hold SNCit conversations with another

Resource: NFF

*(A red circle highlights the 'Employers, Supervisors & Workers' section, and a red arrow points from the 'Respond' bullet point to the 'Human Beings' section.)*

Make It Our Business

22

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Recognize

Warning signs  
Risk factors

## Recognize

Respond  
Refer

Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## There were warning signs too



...this is the third time this week  
you've been late  
You have used up all your sick time  
You aren't doing your job



Make It Our Business

---

---

---

---

---

---

---



---



Western Education Centre for Research & Education on Violence Against Women & Children

### Workplace Warning Signs

- Disruptive phone calls or visits from the partner
- Obvious injuries
  - bruises, black eyes, broken bones, hearing loss
  - often attributed to falls, being clumsy or accidents
- Hiding injuries
  - Clothing inappropriate for the season (long sleeves & turtlenecks, sunglasses indoors)
  - Changes in makeup or concealer
- Absenteeism or lateness
- Being the victim of vandalism or threats

  Make It Our Business

---

---

---

---

---

---



---

---

Western Education Centre for Research & Education on Violence Against Women & Children

### Workplace Warning Signs

- Job performance problems
  - poor concentration, errors, slowness, difficulty making decisions, inconsistent work quality
- Requests for special accommodations
  - leave early, change schedule
- Behaviour
  - anxiety, emotional outbursts, tears, apprehension, withdrawal or social avoidance, excessive tiredness or depression
- Lack of access to money

  Make It Our Business

---

---

---

---

---

---

---


---

Western Education Centre for Research & Education on Violence Against Women & Children

### Respond

SNCit conversations  
Safety Planning  
Risk Assessment  
Threat Assessment  
Reporting  
Monitoring

Recognize  
**Respond**  
Refer

 Make It Our Business

---

---

---

---


---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children



ISOLATION

Western Education Make It Our Business

---

---

---

---

---


---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

### The Power of Isolation



- Abusive person will discourage or forbid their partner from having relationships with other people
- Children in abusive households don't bring their friends home
- The family isn't invited to social gatherings because people are uncomfortable with unpredictable or abusive behaviour

Western Education Make It Our Business

---

---

---

---

---

---


---

---

Western Education Centre for Research & Education on Violence Against Women & Children

### The Power of Isolation

- Bystanders and professionals may also remain isolated
- No one has the whole picture
- Impedes coordinated action



Western Education Make It Our Business

---

---

---

---

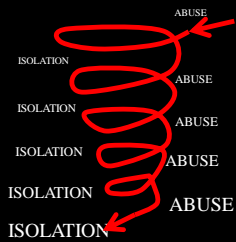
---

---

---

---

# Isolation



Isolation is a risk factor for abuse and is also a result of abuse that becomes deeper and more profound as the abuse escalates

---

---

---

---

---

---

---

---

## A Simple Strategy



**Reduce Isolation**

---

---

---

---

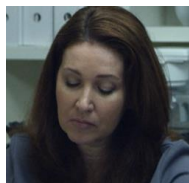
---

---

---

---

## Reduce isolation to increase safety



**ACTION: conversation**

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## GOAL for conversation



Open the door for support

WVW Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## SNCit Conversation



See it...  
Name it...  
Check it...

WVW Make It Our Business

---

---

---

---

---

---


---

---


Western Education Centre for Research & Education on Violence Against Women & Children

## See it

*"what makes you feel uncomfortable ...?"*



- Learn the warning signs
- Pay attention to the people around you
- Treat your suspicions and concerns seriously



WVW Make It Our Business

---

---

---

---


---

---

---


---

Western Education Centre for Research & Education on Violence Against Women & Children



**Name it**  
*"I saw bruises, I heard yelling..."*

- Name the warning signs as a concern:
  - to yourself
  - to another
- Just the FACTS



Make It Our Business

---

---

---

---


---

---

---


---

Western Education Centre for Research & Education on Violence Against Women & Children



**Check it**  
*"Are you okay? How can I help?"*

- Ask questions
- Check your assumptions – is it abuse?
- Check with a professional
- Do safety planning
- Call 911 / police in an emergency



Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

**Respect** **Safety**



**'Handle' any intervention with safety and respect**

*Am I being respectful?* *Is it safe?*

Make It Our Business

---

---

---

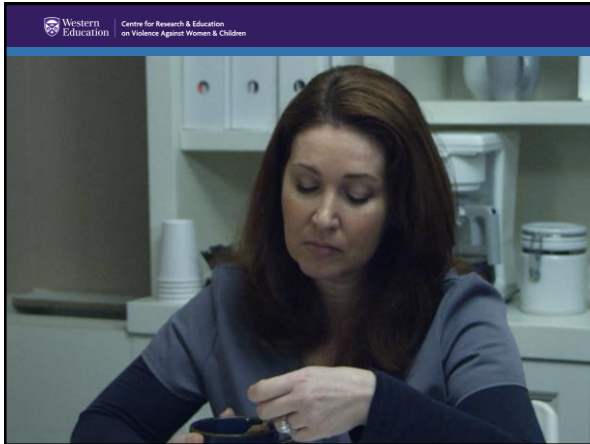
---

---

---

---

---




---

---

---

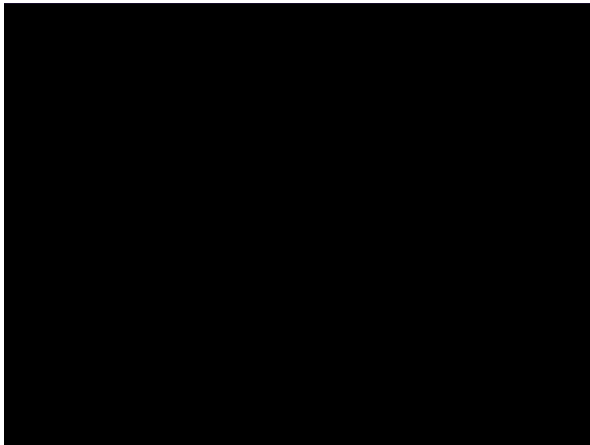
---

---

---

---

---




---

---

---

---

---

---

---

---



Centre for Research & Education  
on Violence Against Women & Children

### What was the impact?




Do you think the door for support is open for Gail?



Make It Our Business

---

---

---

---

---


---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## What did the supervisor 'do'?



- Sat down
- Expressed concern
- Named several risk factors
- Didn't judge
- Talked about safety
- Made a plan for next steps
- Checked it out with Gail

Western Education Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Why is support important?



Gail is trying to manage the escalation on her own

She is more likely to be honest about what is happening to her in a supportive environment.

As the situation changes, open communication will increase safety

Western Education Make It Our Business

---

---

---

---

---

---


---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Set Expectations

- Pay attention to warning signs
- Non-judgment
- Encourage open communication / care not to gossip
- Understanding workplace resources



Western Education Make It Our Business

---

---

---

---

---

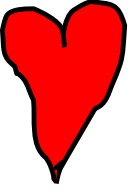
---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## How do we prepare ourselves to SNCit?



**Start with GENUINE concern**

Your concern will help open the door for support

**You don't have to 'solve' someone's problems**

Western Education Make It Our Business

46

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## The Human Being at Work

- A strategic approach
- To ensure a “human being” focus as the organizational response to a worker who is being abused and is at risk
  - Because it is the ‘right’ thing to do
  - AND because it will increase safety and reduce risk

Western Education Make It Our Business

47

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Internal Responsibility System

**RECOGNIZE:**  
What are the warning signs and risk factors?

**RESPOND:**  
Every precaution reasonable in the circumstance

**REFER:**  
Who else needs to be involved?

Western Education Make It Our Business

48

---

---

---

---

---

---

---

---



Western Education Centre for Research & Education on Violence Against Women & Children

## SNCit to reduce isolation and increase safety



Western Education  
Make It Our Business

---

---

---

---

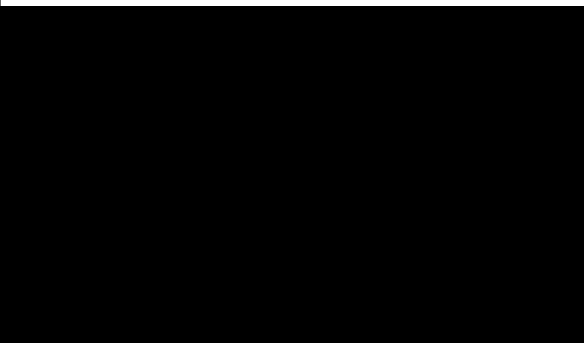
---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children




---

---

---

---


---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children



**Make It Our Business**

Domestic Violence in the Workplace

An introduction: what everyone needs to know...

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Internal Responsibility System

**RECOGNIZE:**  
What are the warning signs and risk factors?

**RESPOND:**  
Every precaution reasonable in the circumstance

**REFER:**  
Who else needs to be involved?

Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

**?** Is it abuse?

- Warning signs
- Risk Factors

Frequent phone calls

Upset

Job performance

Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Policy and Procedures

Blueprint

Make It Our Business

---

---

---

---

---

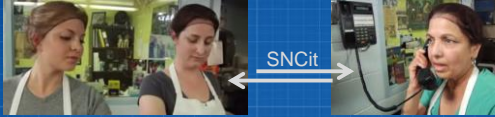
---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Policy and Procedures



**SNCit Conversation**  
 See it: upsetting phone calls repeated  
 Name it: "He is calling you a lot."  
 Check it: "Are you ok?"

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Policy and Procedures



Warning signs  
Risk factors

NO

YES

External Experts

Safety Coordinator  
Risk Management

- Safety Planning
- Risk Assessment
- Monitoring

---

---

---

---


---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children



Western Education  
Make It Our Business

---

---

---

---

---

---

---

---

Western Education | Centre for Research & Education  
on Violence Against Women & Children



**Make It Our Business**

---

Domestic Violence in the Workplace

An introduction: what everyone  
needs to know...

---

---

---

---

---

---

---

Western Education | Centre for Research & Education  
on Violence Against Women & Children



**Make It Our Business**

---

Domestic Violence in the Workplace

An introduction: what everyone  
needs to know...

---

---

---

---

---


---

---

Western Education | Centre for Research & Education  
on Violence Against Women & Children

**Risk Factors?**

- ✓ Separated
- ✓ Custody battle
- ✓ Stalking
- ✓ Showing up at her work
- ✓ Obsession
- ✓ New boyfriend



Make It Our Business

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## DV Policies and Procedures



- Expectation – no abusive behaviour
- Definition of behaviour
- Progressive discipline
- Treatment
- Monitoring
- Reporting

# Blueprint

---

---

---

---

---

---


---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Offenders' Impact on Workplace Safety

- Based on responses from 501 PAR program participants
- 88.4% were heterosexual men
- 5.8% were women offenders and/or did not report being in a heterosexual relationship
- most respondents held permanent, full-time, non-unionized positions in small workplaces & were not responsible for supervising or managing others
- 8.6% of respondents reported working at the same place as their partner at the time of their DV incident



Make It Our Business

---

---

---

---

---

---

---

---


Western Education Centre for Research & Education on Violence Against Women & Children

## Offenders in the Workplace

70.9% reported being in contact with their (ex)partner during work hours

- ongoing conflict, emotional abuse, and monitoring

One-third (33.9%) reported emotionally abusing and/or monitoring their (ex)partners during work hours



Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Offenders in the Workplace

One-fifth of respondents (21.3%) indicated that someone at work knew about these behaviours

- Mostly co-workers (82.1%)

In 19.4% of these cases, someone at work “covered” for them while they engaged in these behaviours

Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Offenders in the Workplace

45.5% reported that DV issues sometimes, often, or very often negatively affected their job performance

38% reported that DV issues had a medium, large, or very large impact on their job performance

Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Negative Impact at Work

*“All I could think about was what was going on at home and if my wife was even going to be there.”*

*“I am a cook at a busy restaurant and dealing with an argument before work would cause me to get annoyed when a lot of orders would come at once, when normally, I enjoy cooking many orders.”*

*“Anxiety/depression resulted from conflicts and I was unable to focus/concentrate on my work. When I did work, much of my work was substandard.”*

*“Missed days when big clients were scheduled, ... loss of sales, missed information, [and] big contracts lost.”*

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Offenders' Impact on Workplace Safety

8.8% of respondents reported causing or almost causing a work accident because they were distracted or preoccupied with DV issues

Western Education Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Offenders' Impact on Workplace Safety

*"I was working on a roof of a house [...] and I was missing a co-worker saying something and almost fell off [the] roof."*

*"I spent a night in jail, and got out in the morning, went to work, and due to lack of sleep and stress, I got into a car accident with a work vehicle."*

*"Because of my preoccupation [with] my thoughts, I damaged two expensive units at work."*

*"Dropping a load of bricks on somebody."*

*"I forgot that I was assigned six patients on day shift, so I missed one of them when it came to administering medication. The incident caused me to be reprimanded and questioned by my manager."*

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Due Diligence: ERP-Ready

Critical Event – warning signs recognized

↓

SNCit Conversation - risk factors present

↓

Goes to those responsible for safety who will:

- Safety Planning
- Incident Assessment / Risk Management

Experts consulted

Western Education Make It Our Business

69

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

Due diligence is possible



Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

**CAN WORK BE SAFE WHEN HOME ISN'T?**

Canada's First National Survey on the Impact of Domestic Violence in the Workplace

Click here for the results of the survey

<http://www.makeitourbusiness.com/>

Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

**DV prevalence**

- One third (33.6%) had experienced DV in their lifetime
- Female, transgender, and Aboriginal respondents, those with disabilities, or a sexual orientation other than heterosexual had higher rates
- Rates consistent with other large Canadian surveys

Make It Our Business

---

---

---

---

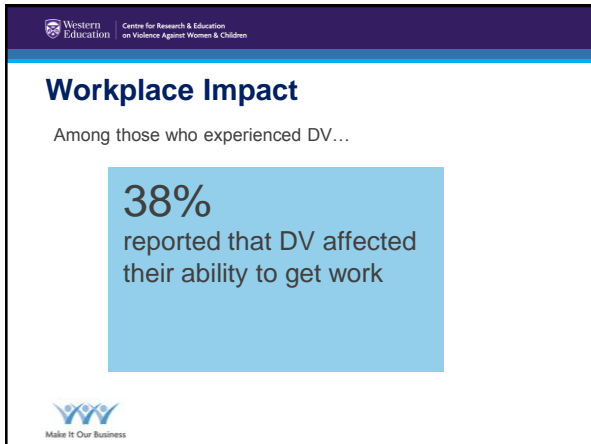
---

---

---

---






---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Workplace Impact

Among those who experienced DV...

**81.9%**  
found that DV negatively affected their work performance

Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Impact on Co-workers

Among those who experienced DV...

**37.1%**  
reported co-workers affected by their DV too

Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

## Co-workers Notice Warning Signs

**35.4%**  
reported having at least one co-worker they believe is experiencing, or has previously experienced, DV

**11.8%**  
reported having at least one co-worker who they believe is being abusive, or has previously been abusive toward a partner

Make It Our Business

---

---

---

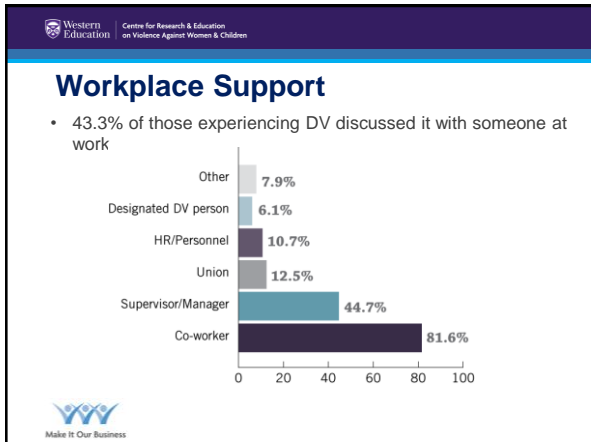
---

---

---

---

---




---

---

---

---

---

---

---

---




---

---

---

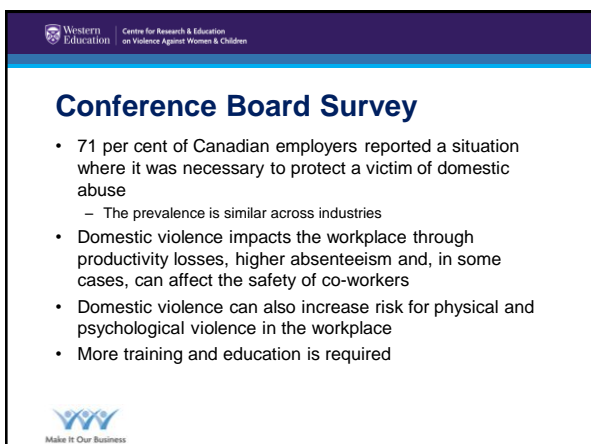
---

---

---

---

---




---

---

---

---

---


---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

### Problems with zero tolerance



- Firing makes him someone else's problem
- Does not allow for the possibility of change
- May send the message – do not report
- Increases his isolation

WYV Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children



Societal Community Relationship Individual

WYV Make It Our Business

---

---

---

---

---

---

---

---

Western Education Centre for Research & Education on Violence Against Women & Children

### Ontario Domestic Violence Death Review Committee – workplace recommendations

2005: To MOL all workplaces design and implement a policy to address domestic violence as it relates to the workplace. The policy should include:

- Educating employees
- Training employers and managers
- Providing a resource list of appropriate referral agencies.
- Providing an organized response to direct threats of domestic violence that occur in the workplace.
- Developing and implementing a safety plan for the victim to ensure that a number of security measures are in place for her protection.

WYV Make It Our Business

---

---

---

---

---

---

---

---



Centre for Research & Education  
on Violence Against Women & Children

### Ontario Domestic Violence Death Review Committee – workplace recommendations

2005: It is recommended that all training material for professionals and public education programs emphasize the harmful nature of emotional and psychological abuse.

2013: MOL and OWD is encouraged to work with domestic violence experts, Health and Safety Ontario and the Ontario Federation of Labour to establish a non-profit initiative to engage employers in the work of preventing and responding to domestic violence. The new non-profit initiative should provide workplace specific information, resources and advice for employers.

---

---

---

---

---

---

---

---



Centre for Research & Education  
on Violence Against Women & Children

### Ontario Domestic Violence Death Review Committee – workplace recommendations

2014: . Review compliance in Ontario workplaces with the provisions in the Occupational Health & Safety Act that require employers to have a program for preventing and responding to domestic violence that could cause harm to an employee at work, and that require instruction on that program.




---

---

---

---

---

---

---

---



Centre for Research & Education  
on Violence Against Women & Children

### BC Domestic Violence Death Review Committee – workplace recommendations

2010: The development of a model, in collaboration with WorkSafeBC, for use by employers to provide protection

to employees from domestic violence in the workplace. The model will enhance safety and ensure compliance with occupational health and safety regulations.




---

---

---

---

---

---


---

---



Centre for Research & Education  
on Violence Against Women & Children

Learn more at  
[www.makeitourbusiness.com](http://www.makeitourbusiness.com)



Make It Our Business

---

---

---

---

---

---

---