

A Domestic & Intimate Partner Violence Workplace Toolkit



C'EST VOTRE AFFAIRE

Une trousse d'outils sur la violence conjugale et entre partenaires intimes pour les milieux de travail

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WHAT IS DOMESTIC/INTIMATE PARTNER VIOLENCE (DIPV)?

DOMESTIC/INTIMATE PARTNER VIOLENCE (DIPV)

is any form of abuse, mistreatment, or neglect committed by a current or former intimate partner, family member or member of a household, or a person upon whom the victim/survivor ¹depends (such as a caregiver). It generally leads to a pattern of violent, threatening, dominating, coercive, or controlling behaviour.

INTIMATE PARTNER VIOLENCE (IPV) specifically refers to a situation in which a person who is currently or was previously in an intimate personal relationship (e.g. spouse, dating partner) abuses the other member of the relationship.

Other terms that are commonly used interchangeably with domestic or intimate partner violence include family violence, wife abuse, spousal abuse, dating violence, emotional control, and so on. While there are nuances to each one, the same principles generally apply when responding to other forms of DIPV in the workplace.

DIPV can include many different forms of abuse, which are defined below:

<u>Physical abuse</u>: Any form of physical harm or threats to cause harm to the victim or their loved ones. Some forms of physical abuse include slapping, punching, kicking, choking, and the use of weapons.

<u>Psychological abuse</u>: Also referred to as emotional or verbal abuse. Some examples include put-downs, name-calling, jealous and controlling behaviour, attempting to damage the victim's reputation, constant monitoring and checking in, <u>gaslighting</u>, and isolation from family or friends.

<u>Sexual abuse</u>: Unwanted touching or sexual activity of any kind. Some other forms of sexual abuse includes control over birth control, forced pregnancies or abortions, the transmission of sexually transmitted infections (STIs), and sharing sexually explicit photos without consent.

Financial abuse: Using finances to control or demean the victim. Examples include forcing the victim to hand over their pay cheque or benefits, denying the victim access to bank accounts, giving the victim an "allowance", damaging the victim's credit, and controlling whether or how much the victim works.

<u>Spiritual abuse</u>: Using the victim's spiritual or religious beliefs to control or demean them, preventing the victim from practicing their spiritual or religious beliefs, or forcing the victim to convert to specific spiritual/religious beliefs.

DIPV can also include withholding or controlling access to food, clothing, medical attention, shelter, transportation, or other necessities of life.

WHO ARE THE VICTIMS?

DIPV can occur in any relationship, with people of any gender identity, sexual orientation, culture, religion, education, age, socioeconomic status, and ability. DIPV does not discriminate.

However, data from <u>Statistics Canada</u> show that, while men and women report physical violence in intimate relationships at similar rates², women are twice as likely as men to report the most severe forms of violence, including being beaten, choked, threatened with a weapon, or sexually assaulted. Indigenous women, people with disabilities, and sexual minorities report the highest rates of victimization. See the fact sheet <u>Respecting Employees'</u> <u>Diversity</u> to learn more about appropriate responses.

¹Please note: the word "victim" is used throughout our toolkit where the term "survivor" could also be used to describe people subjected to domestic or intimate partner violence. While some identify as surviving the experience and others, as being victimized, we respectfully acknowledge that some people subjected to abuse do not relate to either term.

²Studies such as the General Social Survey (GSS) often measure incidents of physical violence without capturing broader patterns of coercion and control, frequency, severity, and effect. As a result, these studies include violent resistance to abuse (such as self-defense) and incidents of minor isolated violence in DIPV perpetration rates (Neilson, 2017).

CHILDREN AND YOUTH EXPOSED TO DIPV

Even when they are not directly involved in the violence, other members of the family or household can be severely impacted by DIPV. This is particularly true for children and youth exposed to DIPV, who experience similar outcomes to children who have been victims of physical abuse.

DIPV exposure can impact children's development and increase their risk for mental illness (such as depression, anxiety, and Post-Traumatic Stress Disorder (PTSD) and other social and behavioural challenges. Furthermore, research has found that when the victimized parent is at risk of being killed by the abuser, their children are as well. As such, it is important to support victims of DIPV in their role as parents and recognize that children and youth exposed to DIPV may face safety risks of their own.

For information on child abuse, please visit the Public Legal Education and Information Service of New Brunswick at: http://www.legal-info-legale.nb.ca/en/child_abuse

WHAT IS THE DIFFERENCE BETWEEN WORKPLACE VIOLENCE AND DIPV IN THE WORKPLACE?

Workplace violence is the attempted or actual use of physical force against an employee, or any threatening statement or behaviour that gives an employee reasonable cause to believe that physical force will be used against the employee. DIPV in the workplace, on the other hand, refers specifically to violence originating from the family, the home, or an intimate relationship that spills over into the work environment – whether in the form of a violent incident, or through the effects that experiencing DIPV has on an employee, on their work, and the associated safety risks.



SEE ALSO:

- Abusers in the Workplace
- Why Employers Should Care:
 Impacts of DIPV on the Workplace
- Resources



WHY EMPLOYERS SHOULD CARE: IMPACTS OF DIPV ON THE WORKPLACE

THE IMPACT AND COSTS OF DOMESTIC/INTIMATE PARTNER VIOLENCE (DIPV) ON THE WORKPLACE ARE FAR-REACHING.

When it enters the workplace, DIPV can:

- Affect employee productivity (e.g. decreased focus on tasks)
- Lead to a loss of concentration, which could become a hazard for workplace security
- Lead to **presenteeism** as well as absenteeism
- Impact employee morale for either the employee subjected to DIPV or for their co-workers (e.g. frustration, fear for their safety)
- Create an environment of suspicion, fear, and distrust
- Put other employees at risk
- Create major costs to employers and the workplace.

Absenteeism and poor productivity are perhaps the most obvious costs to workplaces. However, **presenteeism**, low staff morale, and strained relations between employees caused by DIPV are all contributors to an inefficient and toxic workplace.

THE COST\$ OF DOMESTIC AND INTIMATE PARTNER VIOLENCE:

DIPV creates tremendous costs to society, including workplaces. The annual cost of DIPV is an estimated \$7.4 billion (Justice Canada, 2009), which includes an estimated \$77.9 million per year lost to employers due to tardiness, distraction, and absence, which all contribute to decreased productivity and outputs¹.

1 "... three types of costs comprise the losses to employers: lost output from victims' absences, lost productivity due to tardiness and distraction, and administration costs for victims' absences." (Zhang, T., Hoddenbagh, J., McDonald, S. & Scrim, K. 2012. An Estimation of the Economic Impact of Spousal Violence in Canada, 2009. Department of Justice Canada. Available here.)

Third party costs are estimated at close to \$1 billion in Canada and include expenses for services and programs such as the following, in addition to employer costs:

- Housing services
- Justice or court services
- Police services
- Educational or training programs
- Medical help

Money to pay for these services comes from public donations, corporate sponsorship or taxation.

In other words,

DIPV costs everyone.

IMPACTS OF DOMESTIC AND INTIMATE PARTNER VIOLENCE ON THE WORKPLACE

When DIPV enters the workplace, it is not just the victim/ survivor² who is impacted. Employers, managers and co-workers of the victim or the abuser may also feel the effects and consequences of the abuse.

How does DIPV enter the workplace?

Before understanding how DIPV affects the workplace, it is important to understand how it enters the workplace. Here are some examples:

- The abuser sends threatening e-mails or voice messages
- The abuser humiliates the victim by criticizing or degrading them in front of other staff
- The abuser constantly contacts the workplace and other staff in an effort to keep tabs on the victim
- The abuser shows up at the workplace to check in on the victim
- The abuser shows up at the workplace at the end of the day to walk the victim out as a form of control
- The abuser shows up at the workplace to visit co-workers in order to gather information about the victim's whereabouts
- The abuser hits, slaps or pushes the victim at their workplace

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How does DIPV impact the workplace?

A recent survey³ demonstrated that for 38% of Canadian respondents who experience DIPV, it affected their ability to either get to work or show up on time, and over 50% reported that at least one abusive act happened at or near their place of employment.

DIPV can also impact the workplace in the following ways:

- Co-workers become concerned, annoyed, or frustrated at having to cover for the employee who may be performing poorly. Some may believe the employee is just being lazy.
- Co-workers and other employees may become distressed or feel uncomfortable at work.
- Co-workers may be unsure of what information to share if approached by the abuser or if questioned by other employees.
- Co-workers may become concerned about their own safety and wellbeing.
- Co-workers may be afraid of being accused or threatened by the abuser, so they may distance themselves from the victim so as not to become targeted.
- Co-workers and employees may be unaware of the abuse, and they could perceive the victim as distant or unfriendly, which could lead to the victim feeling isolated, depressed, or incompetent.
- Organizational productivity may suffer based on the distraction created by the insidious nature of the violence.

What can employers do to help?

There are many different things that can be done to make the workplace a safer environment for employees. No matter how small a gesture, it will pay off – not only for the victimized employee, but for other employees too – even the entire workplace. Ultimately, the results of society's actions are cumulative, and everyone benefits from promoting healthier and safer homes, workplaces, and communities.

Early intervention in the workplace such as helping employees feel safe in addressing their personal safety issues and connecting them to appropriate resources can help stop DIPV from occurring and contributes to a healthier, more productive workforce.

In addition, financial insecurity is a key barrier for someone who is being abused. Due to financial constraints, they often stay in or return to abusive relationships. Having them maintain employment may increase their financial stability and independence. Flexibility on the part of employers, such as allowing someone time off, flexible shifts, or helping them feel safe at work can allow them to stay employed and remain financially stable.

Refer to following fact sheets for workplace measures that can be adopted:

- Rights and Responsibilities of Employees and Employers
- <u>Domestic/Intimate Partner Violence and the Law</u>
- Supportive Workplace Policies, Practices and Programs
- Creating a Positive Workplace
- Being a Good Corporate Citizen
- Being a Trauma-Informed Employer

³ Can Work Be Safe When Home Isn't? Initial Findings of a Pan-Canadian Survey on Domestic Violence and the Workplace. Canadian Labour Congress & Western University's Centre for Research on Violence Against Women and Children. Available Here.



How Domestic/Intimate Partner Violence Enters the Workplace	Impact on the Victim	Impact on the Workplace	Consequences for Employer
Abuser sends threatening e-mail, voice messages and/or faxes	Fear, inattention, increased fatigue	Other staff concerned, annoyed at having to "cover" for colleague who is performing poorly; coworkers may think victim is lazy	Consequences for Employer
Abuser humiliates the victim by criticizing or degrading them in front of other staff	Low self-esteem, low confidence, anxiety related symptoms such as headaches, nervousness	Other staff may become distressed or feel uncomfortable at work	Staff take work time discussing situation; less productive because of discomfort at work
Abuser constantly contacts workplace and other staff in an effort to "keep tabs" on the victim; abuser stalks the victim	Mistrust other staff because they are giving out information; fear for personal safety	Staff are unsure of what information to share and have safety concerns about their own well-being	Staff productivity may decrease contributing to increased conflict with others; safety concerns
Abuser is jealous of others in the workplace, the abuser "shows up" at the office	Increased anxiety and avoids interaction; fear of losing job; physical symptoms related to anxiety such as ulcers, headaches	staff are afraid of being accused by the abuser; staff may distance themselves from the victim; other staff feel at risk	Employer must address safety issues and increased absenteeism for physical symptoms; negative impact on staff relationships
Abuser hits, slaps or pushes the victim at their workplace	Victim experiences humiliation and/or shame; anxiety from trying to hide injuries	Co-workers may fear for their own safety and require counselling	Absenteeism and safety concerns; in some situations staff may be performing job duties that they have not been trained for; employee morale is affected
Abuser physically assaults victim outside work environment or at home	increased anxiety from trying to hide the abuse; physical injuries	staff may not know about the abuse; perceive victim as distant or unfriendly	poor team performance; conflict among staff; victim may miss work because of injuries
Abuser sexually assaults victim	Shame, self-blame, self- hatred; victim withdraws from co-workers; unwanted pregnancies; forced abortions; sexually transmitted diseases	Staff view victim as distant; communication among staff poor; negative work environment	Human resources must address issue of team building and possible staff conflicts
Abuser threatens to kill the victim	Victim feels trapped in the relationship; feels nobody cares; may be afraid, isolated or desperate	Other staff unaware of death threats and reacts negatively to the victim's anxiety/ stress; others may fear for their own safety if aware of death threats against victim	Supervisors may have to deal with staff anxieties and fear; productivity drops

DOMESTIC/INTIMATE PARTNER VIOLENCE AND THE LAW

A number of different laws provide protection for employers and their employees when domestic/intimate partner violence (DIPV) spills over into the workplace. These laws can be federal or provincial. They may fall under the criminal, civil or family law systems, and may refer to various terms that fit within the criteria of DIPV, such as family violence or abuse in an intimate personal relationship. They present opportunities for employers to address DIPV that comes into the workplace and enhance safety for employees.

Employers can play a direct and active role in educating workers and facilitating employees' access to information, services and resources that answer basic questions about the law and legal processes. These laws can guide employers as to their legal responsibility to address domestic/intimate partner violence.

CRIMINAL LAW

If an employee is the victim of a crime, they may wish to report it to the police. Criminal law is law that relates to offences committed under the *Criminal Code of Canada*. While there is no offence called "intimate partner violence" under the *Criminal Code*, there many offences that may apply to situations of domestic/intimate partner violence.

If an intimate partner is charged and convicted of a criminal offence, they may be fined and/or receive a jail sentence, or a probationary period that restricts specific conduct. This can help protect the victim/survivor¹, and other employees from further abuse in the workplace.

It is the responsibility of the police to investigate the alleged crime. In New Brunswick, the Crown Prosecutor reviews the evidence before the police lay charges in court. In addition to crimes such as murder, manslaughter and criminal negligence, domestic/intimate partner violence victims may experience offences such as:

Assault: An assault occurs when a person intentionally uses force against another person without his or her consent. Threats to harm somebody may also be an assault when the victim believes the person can carry out the threat. The *Criminal Code* does not distinguish between assault on spouses, common law partners or strangers.

Sexual assault: Sexual contact without consent, including by a spouse or partner, is a crime. This includes participation in sexual activity because of threats or fear of refusing.

<u>Criminal harassment:</u> <u>Criminal harassment</u> is also sometimes called "stalking". This section to the *Criminal Code* prohibits anyone from repeatedly following, communicating, watching, or threatening the person or any family member in a way that causes the person to fear for her/his safety or the safety of someone else.

<u>Uttering threats:</u> It is illegal to threaten a person, directly or indirectly, with death or bodily harm, or with damage or destruction of property.

Intimidation: Intimidation occurs when a person tries to frighten or coerce another person by using violence or threats of violence against them, their spouse or their children. Intimidation also involves damaging the victim's property, persistently following them around and watching their home or work.

<u>Publication of intimate images without consent:</u>

It is an offence for someone to knowingly post, distribute, sell or make available an intimate image, film, or recording of another person without that person's consent. An intimate image is a picture or video of a person who is nude, partially nude, or engaged in sexual activity. Even if the individual consented to the pictures or videos, it is an offence to distribute them if the individual had a reasonable expectation of privacy at the time they were taken.

Failing to provide the necessaries of life: Parents have an obligation to provide their children with food, clothing and shelter. Spouses have the same obligation to each other. It is a criminal offence, for example, to underfeed dependents to the point of starvation, or to purposefully deprive them of shelter.

Abduction: Kidnapping children from a parent with a custody order and taking children away from the parent who had everyday care of them, even where there is no custody order, are crimes of abduction in the *Criminal Code*.

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NOTE: <u>Victim Services</u> provides support and resources for victims of crime. More information is available for victims of crime on the <u>PLEIS-NB website</u>.

OTHER REMEDIES

There are other pieces of legislation, both provincial and federal, that can help assist victims of intimate partner violence. These remedies provide provisions to help support victims and to provide guidance for employers. For more information on any of them including how to obtain them, visit the Public Legal Education and Information Service of New Brunswick (PLEIS-NB) website here.

<u>Peace Bonds:</u> A <u>peace bond</u> under the *Criminal Code* is intended to prevent one person from harming another. If an employee is fearful of their abusive partner, they can ask the court for a peace bond. A peace bond may contain provisions like no contact by any means (e.g. in person or by phone, email or social media), and prohibiting someone from going to a certain location (e.g. a place of work). Violating the conditions of the peace bond is a criminal offence.

Restraining Orders: A restraining order is a protection order under the *New Brunswick Family Services Act*. It is a family law remedy to prevent someone in a family relationship from annoying or harassing the other person, particularly in relation to child custody and access situations. There is no requirement to be fearful in order to request a restraining order.

Emergency Intervention Orders under the Intimate
Partner Violence Intervention Act (Province of New
Brunswick): An Emergency Intervention Order (EIO) is
a civil law order made under the Intimate Partner Violence
Intervention Act on application of someone experiencing
intimate partner violence. These orders may contain a
variety of temporary conditions to enhance the safety of
victims. Examples of provisions that can be granted in an
Emergency Intervention Order include no contact, exclusive
occupation of the residence, temporary care and custody of
children, removal of firearms, and supervision to remove
specified property. Emergency Intervention Orders are
intended for situations where intimate partner violence has
occurred or is likely to occur, and the situation is serious
enough to require an immediate response.

Emergency Protection Orders for Couples Living on Reserve: An Emergency Protection Order (EPO) is a civil remedy made under the Family Homes on Reserves and Matrimonial Interests or Rights Act. It is intended to address the safety concerns of the victims of family violence living on reserve. An eligible victim can apply for an EPO in Family Court. The abusive partner can be ordered to leave the family home on a reserve for up to 90 days and maybe longer. Although other types of no-contact orders and conditions are available in situations where the couple is living on reserve, including Emergency Intervention Orders, only EPOs apply directly to occupying and using a family home on a First Nations reserve.

OTHER PROVINCIAL LEGISLATION THAT IS IMPORTANT FOR EMPLOYERS TO KNOW ABOUT:

Employment Standards Act : Domestic Violence,
Intimate Partner Violence or Sexual Violence Leave

The *Employment Standards Act* (ESA) governs the minimum standards, rights and obligations for employees and employers in the province including the rules for minimum wages, payroll rules, public holidays, and different types of leaves. One type of leave that the Act provides for is Domestic, Intimate Partner or Sexual Violence Leave. Employees may be able to access this leave if they are a victim of domestic violence, intimate partner violence or sexual violence or if their child is a victim. This leave provides employees with the opportunity to deal with the trauma they have suffered, move to a safer residence, participate in legal proceedings or any other purposes related to or resulting from the domestic violence, intimate partner violence or sexual violence.

The regulations of the ESA set out the rules for this leave. In one calendar year, a victim (or their dependent child who is a victim) of domestic, intimate partner or sexual violence may take up to 10 days (intermittently) and up to 16 weeks in a continuous period. Five of these days are paid days.

The Employment Standards Branch of the Department of Post-Secondary Education, Training and Labour has a **fact sheet** which helps explain the details of this regulation, including who is eligible, what the leave is and how long it is, what portion is paid leave, notice requirement and confidentiality provisions.

Occupational Health and Safety Act

WorkSafeNB is a Crown Corporation that is responsible for New Brunswick's *Occupational Health and Safety Act*. Every worker has a right to a healthy and safe workplace that is free of violence and harassment. The regulations under this Act require all provincial workplaces to develop a code of practice to prevent workplace harassment. It is also necessary for every New Brunswick employer to conduct a risk assessment for violence, which includes sexual violence, intimate partner violence and domestic violence.

Find out more about an employer's responsibility under the *Occupational Health and Safety Act* with respect to violence and harassment at *WorkSafeNB*.

Note: An employee or employer requiring specific advice on their particular situation should consult a lawyer. Legal advice and representation are clearly in the realm of legal professionals





SUPPORTIVE WORKPLACE POLICIES, PRACTICES AND PROGRAMS

HOW TO CREATE A SUPPORTIVE WORKPLACE

Employees are the most valuable asset in any workplace. There are a variety of strategies that employers interested in building a workplace where employees feel safe, supported and valued can employ to accomplish that goal. In a healthy workplace where difficult topics can be discussed, employees are more likely to notice when a co-worker is in distress. As well, persons experiencing domestic/intimate partner violence (DIPV) are more likely to disclose their situation when they feel safe and supported at work.

DIPV is a pervasive issue that makes a person feel a lack of autonomy and a lack of self-esteem. Often, people subjected to DIPV may fear that by disclosing the abuse to someone at work, they will put their job in jeopardy. They do not want to be seen as incapable of doing their job.

Workplace policies, practices and programs that promote awareness of DIPV, respectful behaviour in the workplace and a safe space for employees can work together to create a supportive work environment for employees who are subjected to DIPV. They also enable employers and other employees to develop an increased understanding of co-workers who are in this situation and to provide appropriate support.

Actions for a supportive workplace:

- Review violence and respectful workplace policies with staff
- Promote awareness and provide promotional materials on domestic and intimate partner violence
- Provide information sessions
- Model respectful behaviour in the workplace
- Ensure a safe workplace

The New Brunswick Occupational Health and Safety regulation pertaining to workplace violence and harassment requires employers to take precautions to ensure every worker has a healthy and safe workplace that is free of violence and harassment. Workplace violence is defined to include sexual violence, intimate partner violence and domestic violence that may affect the workplace. For more information, see:

- Domestic/Intimate Partner Violence and the Law
- Rights and Responsibilities of Employees
 Employers

EXAMPLES OF SUPPORTIVE POLICIES, PRACTICES AND PROGRAMS FOR THE WORKPLACE:

Violence Prevention and Respectful Workplace
Policies demonstrate to employees that they work in an
environment where neither violence nor harassment is
an acceptable behaviour. Policies define what harassment
is and is not, define the types of harassment, including
workplace bullying, and provide processes for reporting and
responding to complaints.

Risk Assessments and development of codes of practice are now required under the *Occupational Health and Safety Act* and regulations. The violence risk assessment should also evaluate the risk of DIPV that may impact the workplace. Workplaces need to develop tools to assess risk and train employees on how to use these tools. **Resources** are available on the **WorkSafeNB** website.

Workplace Safety Plans set out specific actions that will be taken to keep workers safe from threats associated with DIPV. Staff within an organization should be knowledgeable in the development of these plans. The Workplace Safety Plan (or other related policy) should allow for the creation of an individualized safety plan for an employee experiencing DIPV. A sample Individualized Workplace Safety Plan template can be found in the resources section.

Employee & Family Assistance Programs (EFAP, also known as Employee Assistance Program or EAP) provide a confidential service to employees and employers 24 hours a day, 365 days a year. EFAPs are an excellent way to support employees and co-workers who are impacted by DIPV in the workplace. In addition to counselling, EFAPs can offer support with response to legal and financial questions, and provide community resources and tools.

Safe-Walk Programs can ensure a sense of security for employees. If safe and appropriate, workplaces can arrange for someone such as a member of security personnel to escort concerned employees to their vehicles after work.

Supportive Benefit and Leave Policies can go a long way toward assisting a victim/survivor¹ of DIPV. Supportive benefit and leave policies provide job protection for employees and demonstrate a supportive environment when employees must take time off work to address a situation of DIPV. In New Brunswick, the *Employment Standards Act* requires that employers provide a Leave of Absence for individuals subject to Domestic, Intimate Partner or Sexual Violence. For more information on these provisions and eligibility, *click here*.

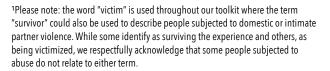
Child Care Policies or Programs can reduce stress on employees and give them a sense of security. Having a safe place for their children to go is a significant source of support for an employee who is experiencing DIPV. Knowing their children are safe will allow the employee to focus on the situation and seek appropriate assistance.

Privacy is always paramount in a supportive workplace and it should be clearly addressed in policy and program development. Confidentiality statements should outline the protected rights of the parties involved in a DIPV situation in the workplace.

For more information, see:

- Confidentiality and Privacy
- Creating a Positive Workplace







CREATING A POSITIVE WORKPLACE

A positive workplace improves teamwork, employee morale and overall productivity, and helps to reduce stress experienced by employees. A positive workplace is one that considers the psychological wellbeing of employees, which is supported through workplace policies, programming, and overall workplace culture (see Supportive Workplace
Policies, Practices and Programs). The goal is to create a work environment where employees feel safe, supported, respected, and valued. Employees subjected to domestic / intimate partner violence (DIPV) but who feel safe at work will be more likely to seek help from a trusted colleague or leader, which is an important step in ending the abuse.

Employers can help to create a positive work environment by:

- Promoting psychological wellbeing
- Modelling respectful behaviour throughout the workplace
- Introducing policies and programs to support employee morale and alleviate stress
- Promoting employee awareness of domestic and intimate partner violence issues

Promoting Psychological Wellbeing

The National Standard for Psychological Health and Safety in the Workplace is a useful guide to creating a work environment that promotes psychological wellbeing. This Standard identifies 13 factors that contribute to a psychologically safe work environment. Each factor highlights an important component of a positive workplace. The 13 factors are: organizational culture, psychological and social support, clear leadership and expectations, civility and respect, psychological demands, growth and development, recognition and reward, involvement and influence, workload management, engagement, balance, psychological protection, and protection of physical safety. Some employers are choosing to implement the standards in their companies. Resources to help employers assess and address the 13 psychological factors are noted in the references section below.

Modelling Respectful Behaviour

"Civility and Respect" is one of the 13 psychological factors that contributes to a positive workplace. Respectful behaviour involves a constant appreciation, care and consideration for everyone associated with the workplace. When the employer models respectful behaviour, a DIPV program is given the opportunity to succeed. Employees who may be experiencing violence will feel safer and supported to approach their employer for assistance.

Management should proactively support employees by:

- Being understanding and approachable
- Protecting the confidentiality of employees
- Respecting the decisions made by the employee who is experiencing DIPV
- Letting the employee who has experienced violence know that they are a valued member of the workplace
- Addressing job performance problems in constructive ways and offering options to support in finding counselling options
- Meeting with the staff regularly to discuss job performance
- Ensuring that all staff are aware of any DIPV policies
- Remaining flexible when dealing with employees experiencing issues related to DIPV
- Working with unions to address the problem of DIPV in the workplace
- Being supportive of an employee who is taking steps to lead a violence-free life
- Ensuring that workplace responses are culturally sensitive and appropriate

For more tips, refer to:

• Being a Trauma-Informed Employer.

Introducing Policies, Practices and Programs to Support Employee Morale and Reduce Stress

Employers can help create a positive workplace and improve employee morale through policy and program support. Workplace policies that focus on creating a positive workplace set the tone for expected behaviour and prioritized programing.

Such policies can include:

- Respectful Workplace Policy
- Harassment and Discrimination Policy
- Prevention of Workplace Violence Policy
- Wellness Policy

Practices and programming focusing on boosting employee morale and reducing stress can be developed. Programming can include:

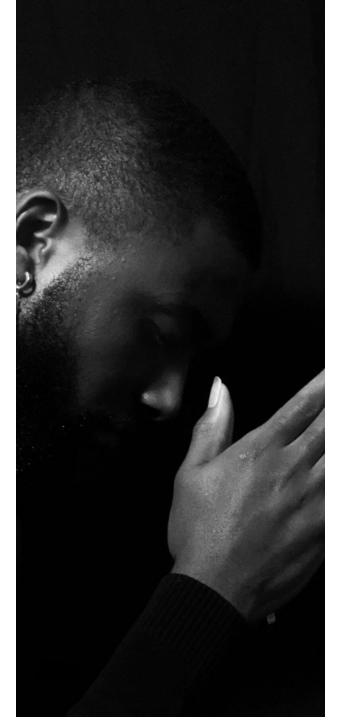
- Workplace wellness committees
- Education sessions that focus on mental and physical wellbeing
- Offering wellness and stress reduction initiatives, such as mindfulness and meditation training
- Encouraging physical activity such as noon hour walks, yoga, or other exercise classes
- Supporting employee appreciation initiatives

See <u>Supportive Workplace Policies</u>, <u>Practices and Programs</u> for more information.

Promote Employee Awareness of Domestic and Intimate Partner Violence Issues

Employers can create awareness of DIPV issues and educate staff about how to deal with DIPV when it enters the workplace. Here are a few examples of steps employers can take:

- Provide employee training:
 - Invite guest speakers such as <u>domestic violence</u> <u>outreach workers</u>, <u>shelter staff</u> or members of the <u>It's Your Business committee</u> to the work place to speak about DIPV and how to address it in the workplace
 - Invite guest speakers such as police officers, security personnel or other professionals to the workplace to speak on workplace violence and safety
- Put up DIPV prevention posters and displays
- Post a <u>list of DIPV community resources</u>, such as service agencies, phone numbers and addresses in safe spaces, such as washroom or lunch rooms
- Have a professional development day for management and staff to review company policies dealing with DIPV and the workplace
- Circulate monthly messages about DIPV. Messages can be circulated to all employees by sending out email messages, newsletters, updates to company intranet pages, and posts on announcement boards



Additional Resources:

- Guarding Minds at Work
- Mindful Employer Canada
- On the Agenda: Workplace Strategies for Mental Health



BEING A GOOD CORPORATE CITIZEN

WHAT CAN MY ORGANIZATION DO?

Financial insecurity is a key barrier for someone who is being abused. Due to financial constraints, they often stay in or return to abusive relationships. Many businesses have found ways to be good corporate citizens. The following are examples of how some employers have chosen to demonstrate their social responsibility and invest in the cause of preventing domestic or intimate partner violence (DIPV).

If considering supporting a non-profit organization, it is important to first contact the organization to ensure the proposed initiative or method of support meets their organizational needs. The following examples of employer initiatives have been divided into three categories.

1. Donate Services or Products

If the business offers a specific product or service, there are several ways to be a good corporate citizen:

- List <u>phone numbers</u> and <u>other resources</u> for individuals who have been subjected to abuse in a newsletter, blog, or website.
- Donate supplies to local non-profits helping individuals fleeing violence such as food, personal hygiene items, or bed linens, depending on the need identified.
- If a business does not offer a service or product that could help an individual who has been subjected to violence, they could donate the products or services of another organization or company.
- Hotels might offer free rooms to individuals who have been subjected to abuse.
- Hotels might donate bed linens, spreads, and towels to local transition houses.
- Taxi companies might provide free rides to people in crisis who are leaving an abusive relationship and need transportation to a safe shelter. Free ride programs could be co-ordinated with police and transition houses.
- Law firms might offer pro bono services to individuals who have been subjected to abuse or to shelters.
- Kennels or veterinary clinics might offer to cover the expenses of boarding pets while individuals who have been subjected to abuse establish a safe place to live.
- Storage companies might offer free storage to people in the process of leaving abusive relationships. Moving companies could also offer free moving services.

- Cell phone companies might offer free cell phones/ minutes to individuals who have been subjected to abuse to help them access community resources or emergency services.
- Donate supplies to reduce costs associated with fundraising events for local non-profits that support individuals who have been subjected to abuse.

2. Sponsor a community program by providing a cash donation or use of space

A workplace might consider sponsoring or donating to one of the **following organizations**:

- Transition houses
- Women's shelters
- Drop-in centers for at-risk youth
- <u>Fergusson Foundation</u> / <u>Muriel McQueen</u>
 <u>Fergusson Centre for Family Violence Research</u>
- Sexual Assault Crisis Centres
- Ftc.

3. Volunteer time

You can do this by:

- Contacting a local transition house to organize or support an event for children who have been exposed to domestic or intimate partner violence (e.g. summer BBQ or winter bowling tournament).
- Holding a casual day at work and collecting donations for a local organization helping individuals who have been subjected to abuse.
- Attending local fundraisers for organizations supporting individuals who have been subjected to abuse.
- Providing time off for employees interested in volunteering for an organization that assists individuals who have been subjected to abuse.



CONFIDENTIALITY AND PRIVACY

DOMESTIC AND INTIMATE PARTNER VIOLENCE IS EVERYONE'S BUSINESS

When domestic or intimate partner violence (DIPV) is discussed or witnessed, we often hear comments like "That's between them", "It's none of my business" or "I'm staying away from that." Attitudes like this can leave victims isolated and may result in a missed opportunity to provide resources or support to someone who is being abused.

We may believe that we are respecting a co-worker's privacy by not speaking up when we notice signs that they are being abused, or when we witness an incident of DIPV. However, DIPV is under-reported, meaning people suffer in silence and shame because there is a stigma attached to it. If a person becomes aware of, or witnesses, an incident of DIPV in the workplace, speaking up is important. A coworker may not want anyone else to know, but it is best to check in with them, keeping in mind the following confidentiality and privacy guidelines.

FOR EMPLOYERS:

- Every situation is different and privacy issues must be addressed on a case-by-case basis.
- Only share information on a need-to-know basis.
 This means that employers should only share an employee's experience with violence with the people who need to know in order to ensure the health and safety of the employee and the workplace.

For example:

- Security personnel may need to know to help with safety planning for the employee and for the workplace.
- Human resources (HR) personnel may need to know in order to help with accommodations that ensure health and safety of the employee.
- Security and HR personnel must respect the confidentiality of the employee.
- Give the employee choices where possible, and make sure they are involved in every step of the process.
 Allow them to be the one to share the information when they are ready to, or invite them to be present when the information is shared with others.



- If discussions of the employee's experience of violence are required to ensure the health and safety of the employee/workplace, clearly explain to the employee who needs to know and what information needs to be disclosed.
- Explain to the employee that the information they share will not be kept confidential if:
 - The employee consents to the employer sharing their information
 - If the employer is compelled by law to share the information (e.g. when there is a serious and imminent risk of danger)
- Respect privacy and personal boundaries, maintain confidentiality and be discreet when sharing personal information. Use good judgment and refrain from criticizing or labeling victims.
- If the employee does not feel their information will be kept confidential or disclosed respectfully, employees may not disclose a future risk of DIPV in the workplace.
- Employers need to balance their responsibility of keeping workers safe with employees' rights to confidentiality.
- Clear communication and involvement in these processes can help the employee feel more empowered and in control of their life. It is important to empower survivors of violence and help them feel in control of their life again.
- Employers have a duty to <u>"take every reasonable precaution to ensure the health and safety"</u> of employees¹.
- If there is a risk of significant harm, do not hesitate to inform the appropriate authorities to ensure the continued safety of employees and the workplace.

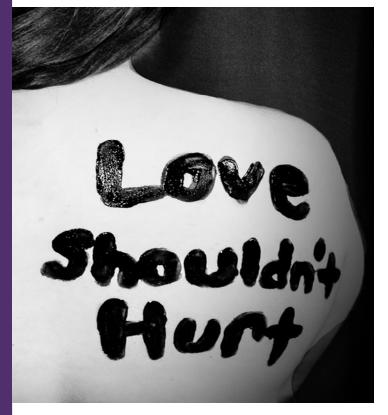
¹WorkSafe NB:

https://www.worksafenb.ca/employers/health-safety/employer-responsibilities/

FOR CO-WORKERS

- Isolation is often a weapon used by abusers to control their victims.
- An employee who suspects that a co-worker has experienced violence can help break that isolation by checking in with the co-worker, in private.
- Taking that first step may be uncomfortable, but it will start a conversation that could help the co-worker reach out for help when they need it.
- Do not gossip or spread rumors.
- If a co-worker shares an experience of violence, a supportive colleague should:
 - Offer a <u>list of resources and supports</u> available in the community.
 - Express their concern and ask how they can help.
 - Suggest that the co-worker notify their employer. Explain that the employer needs to know so they can provide accommodation, safety planning and resources.

- Where someone believes that there is a significant risk of harm to a co-worker or to others (in the workplace or otherwise), they should notify the employer and/or the appropriate authorities.
 - Let the co-worker know of the concerns with regard to their safety or the safety of others.
 - Offer to accompany the co-worker to meet with the employer to make them aware of the risk of violence in the workplace.
- If the co-worker does not want to tell the employer:
 - Explain that it is important for the employer to know if there is a significant risk of harm in the workplace.
 - Explain that it is in the best interest of all involved, including them, to make sure the employer is aware of the risk of harm.
 - Let the co-worker know of plans to notify the employer without the co-worker's participation.
 - Reassure the co-worker that their privacy and their safety are important.



RESOURCES:

- Domestic/Intimate Partner Violence and the Law
- Rights and Responsibilities of Employees & Employers
- Supportive Workplace Policies, Practices and Programs
- WorkSafe NB: Employer Responsibilities with respect to violence
- Ontario's Make It Our Business campaign:
 Balancing safety and confidentiality



RIGHTS AND RESPONSIBILITIES OF EMPLOYEES & EMPLOYERS

Employees and employers have certain rights and responsibilities in the workplace.

In unionized workplaces, the union has certain responsibilities toward employees and employers. In these workplaces, the union is responsible for representing employees at grievances, arbitrations and in contract negotiations with the employer. The contract between a unionized employee and an employer is referred to as a collective agreement. The collective agreement details the mutually agreed-to rights and responsibilities of employees and employers in a unionized workplace. Employees can contact their union representative to learn about workplace policies that address domestic/intimate partner violence (DIPV). If necessary, the union representative can contact the employer on behalf of the employee to gather information on DIPV policies.

The following summarizes the rights and responsibilities that employees, employers and unions should bear in mind when considering the impacts of DIPV on the workplace.

Rights and Responsibilities of Employees

When employees understand their rights and responsibilities, they are better prepared to respond when DIPV enters the workplace. It is important that employers' and employees' rights to privacy and confidentiality be carefully considered when making decisions around disclosure and support. Circumstances will vary and not every incident of violence will warrant the same response or level of disclosure. Every effort should be made to achieve a reasonable balance between respecting an individual's privacy and ensuring safety in the workplace.

Employees who are subjected to domestic, intimate partner or sexual violence may access leave under the Employment Standards Act. This leave provides employees who have been subjected to DIPV or sexual violence with time away from work to access supports and to take measures to ensure their safety. For more information, please see: Domestic/Intimate Partner Violence and the Law

What are employees' rights when domestic or intimate partner violence affects the workplace?

- All employers in New Brunswick are required to provide their employees with a safe working environment that protects employees from the effects of violence (this includes DIPV)
- Employers in New Brunswick are required to conduct a risk assessment for violence and if required, to implement a Code of Practice that addresses the issues identified. Additionally, some industries and types of work considered at high risk of violence are required to implement the Code of Practice.

WorkSafeNB defines a Code of Practice as a "written statement by the employer that sets out in detail a procedure to ensure the health and safety of an employee in certain specified circumstances."

- Employees have a right to receive the training needed to safely do their jobs, which includes information and training on their workplace's Code of Practice.
- Employees have a right to know what the procedure is for an emergency in the workplace; this includes an emergency that arises if they or a co-worker are subjected to DIPV.
- Employees have a right to participate in developing solutions that can reduce the risk of DIPV extending into their workplace, e.g. providing feedback or suggestions to the Joint Health and Safety Committee.
- Employees' privacy must be protected unless it becomes apparent that their situation warrants the disclosure of information with government or non-governmental agencies (e.g. when there is a serious and imminent risk of danger).
 - Employers and coworkers should be cautious in discerning what can and should be shared with others
 - Disclosure of DIPV extending into the workplace is important to ensure the safety of all employees and in certain instances may also be required by law.
 - Please refer to <u>Confidentiality and Privacy</u> for further information.



What are employees' responsibilities?

- Employees must comply with the <u>Occupational Health</u> and <u>Safety Act</u> and regulations.
- Employees must not engage in any conduct that puts others at risk of harm.
- Employees should report any workplace hazards to the employer – this includes DIPV.
 - Notifying the employer of the risk of violence gives the employer an opportunity to enact measures to reduce the risk of violence to everyone in the workplace.
- Employees should cooperate with their workplace's Joint Health and Safety Committee or health and safety representative, if applicable.
- Employees must cooperate with WorkSafeNB and its health and safety officers.
- Employees must follow safe work procedures.
- Employees should be aware of warning signs and behaviours of DIPV that may require intervention.
- Employees should contact emergency services, seek medical assistance or administer first aid as required.
- Employees have a responsibility to inform themselves of the proper procedures for addressing DIPV in the workplace.
- Employees have a right to refuse work that they believe us dangerous to their (or others') health. However, employees should first give employers the opportunity to put protective measures in place by bringing concerns to their attention. If the employer does not take appropriate action, an employee could proceed to a work refusal.
 - WorksafeNB's process for refusing dangerous work may be <u>found here</u>.

Rights and Responsibilities of Employers

An employer in New Brunswick is a person who:

- employs one or more employees
- is in a position of authority over others (e.g. a manager, supervisor, superintendent, etc.),
- (or) has the authority to act on behalf of any of the above-mentioned individuals

What are an employer's responsibilities?

- An employer must comply with the <u>Occupational</u> <u>Health and Safety Act</u> and <u>regulations</u>.
- An employer must take every reasonable precaution to provide a healthy and safe work environment that is free of violence
 - Violence includes the actual or attempted use of physical force or any statement or behaviour that gives an employee reasonable cause to believe that physical force will be used against them.
 Violence also includes sexual violence, intimate partner violence and domestic violence.
- An employer should be aware of the warning signs that an employee is experiencing domestic/intimate partner violence (DIPV).
- An employer must provide employees with training on the risks of DIPV in the workplace.
- An employer must complete a risk assessment to identify areas of risk in the workplace.
- If the risk assessment identifies a risk of violence, or the employer is included in the designated high-risk industries or types of work, an employer must ensure that a <u>Code of Practice</u> to address Workplace Violence is developed and implemented for each workplace under its authority.
- An employer must provide training on its Code of Practice to all employees.
- An employer must respond to violent incidents in the workplace.
- An employer must document and report incidents of violence as well as any injuries.
- An employer must provide employees with procedures for emergencies that could arise from the extension of DIPV into the workplace.

Refer to <u>Supportive Workplace Policies</u>, <u>Practices</u> and <u>Programs</u> for more information.

What if an employer does not understand its obligations?

Each workplace and every set of circumstances is unique and complex in its own way. If an employer is unsure of their legal obligations to employees, they should seek legal advice.

BEING A TRAUMA-INFORMED EMPLOYER

RECOGNIZING TRAUMA

Trauma is the brain's response to a dangerous or violent event. If someone has sustained trauma, they can develop reactions or symptoms that can affect all areas of functioning. A traumatized person may react to mundane things (e.g. a sound) in an unexpected way (e.g. crying, rage, or disengagement) if they are triggered. Other common effects of trauma include:

- a sudden loss of interest
- irritability
- having flashbacks
- exhibiting depression
- unexplained physical pain or chronic fatigue
- difficulty relaxing, appearing tense
- startling easily when spoken to or acknowledged
- staring into the distance, appearing vacant or unresponsive
- being disconnected from conversation, difficulties following conversation or paying attention
- inability to concentrate or follow instructions

Researchers have found that when someone is chronically or repeatedly traumatized – for example, victims¹ of domestic/intimate partner violence (DIPV) – complex **post-traumatic stress disorder (PTSD)** can occur. Lasting impacts of PTSD or trauma can include symptoms like chronic pain, chronic fatigue, headaches, gastrointestinal issues, etc. If the brain perceives constant danger, it can become too hard on the immune system, which, in turn, reacts by exhibiting physical symptoms. A person who has been abused could appear distracted at times, possibly by their traumatic memories, or as a way of dissociating from the pain.

What can employers do?

While in general, it is not employers' responsibility to treat or address trauma experienced by their employees, employers can and should provide a safe, trauma-informed environment and approach to responding to employees who come forward to seek help. If an employee discloses that they have been subjected to DIPV, the employer should consider that the employee is most likely a victim of trauma. It might even explain some of their behaviour at work.

If an employee becomes very distracted or inattentive or is frequently late or absent, the employer should check in with them before taking disciplinary action, which could further traumatize and endanger the employee: financial insecurity is a key barrier for someone trying to leave an abusive relationship. Flexibility on the part of employers, such as allowing someone time off, flexible shifts, etc. allows them to stay at work and remain financially stable. Generally, support is crucial when navigating DIPV, and can be instrumental in employees' success in overcoming difficult situations.

Victims of DIPV often feel powerless and are not in control of their relationship, their home, or other decisions that affect their lives. For that reason, it is important to work with them on making the best decisions for them, when it comes to, for example, adapting their work conditions, safety planning, contacting service providers, and so on. Employers should ask the employee what might work best for them, communicate openly, and be transparent about what the employee can expect from them; this can foster feelings of trust, safety, and empowerment that may be otherwise unfamiliar to the employee.

A key aspect of being trauma-informed is being non-confrontational, both verbally and physically. For example, having a comfortable, confidential and non-judgmental place to talk within the workplace is a way to ensure the employee experiencing trauma at home does not feel further traumatized in the workplace.

Other examples of supportive, trauma-informed measures may include:

- Asking the employee whether they would prefer to discuss their situation behind closed doors or with the door open
- Speaking softly, without raised voices
- Listening intently and empathetically
- Creating a welcoming environment and avoiding sensory overload, which could be triggering (e.g. no loud noises, not too much going on in the room)
- Offering water, tea or coffee
- Sitting with your arms open rather than crossed
- Sitting beside the person rather than behind a desk
- Communicating openly by asking non-judgmental, non-patronizing, open-ended questions

- Offering resources where the employee might be able to find help, e.g. the <u>resources</u> available in this toolkit
- Creating an environment that respects <u>privacy and</u> <u>confidentiality</u>. For more ideas, check out <u>Supportive</u> <u>Workplace Policies</u>, <u>Practices and Programs</u>

Employers should consider the words and tone they use in response to an employee's disclosure that they have been subjected to DIPV. When having these conversation employers should ask themselves:

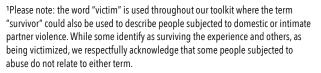
- Am I shaming/blaming?
- Am I trying to make decisions for this employee?
- Am I calmly negotiating with the employee?
- Have I offered help, support, and validation?

Employers should be conscious of any language (including body language) that could be perceived as threatening or that requires a victim¹ of DIPV to describe how they were subjected to violence as this would be re-traumatizing. This information is generally not necessary when determining what supports an employee needs in the workplace.

Simple gestures, posture, tone of voice and facial expressions can make a huge difference in making an employee feel safe and preventing further trauma. Employers are not expected to treat or diagnose trauma – but to show empathy and understanding. Simply put, being trauma-informed means being supportive, helpful, non-threatening and sensitive to the traumatic impact of DIPV on victims.

Additional Resources:

- Haskell, Lori. Women, Abuse and Trauma Therapy.
 Centre for Addition and Mental Health. Toronto, 2004.
- Trauma and the Brain (video)
- Trauma-Informed: The Trauma Toolkit. Second Edition, 2013. Klinic Community Health Centre, MB





RESPECTING EMPLOYEES' DIVERSITY

Domestic/intimate partner violence (DIPV) can occur in any relationship, with people of any gender identity, sexual orientation, culture, religion, education, age, socio-economic status, or ability. That being said, a "one-size-fits-all" approach is not appropriate when responding to DIPV in the workplace. For marginalized people, DIPV is often experienced alongside other forms of <u>discrimination</u> and violence such as <u>homophobia</u>, <u>transphobia</u>, ableism, <u>racism</u>, and <u>colonialism</u>, and it is important to address these barriers in your response.

2SLGBTQIA+ (two-spirit, lesbian, gay, bisexual, transgender, Queer, intersex & asexual) people are at equal or higher risk of experiencing DIPV compared to heterosexual, cis-gender Canadians. 2SLGBTQIA+ people are vulnerable to violence targeted toward their gender identity or sexual orientation such as being outed (having their 2SLGBTQIA+ identity disclosed against their wishes) or being intentionally mis-gendered.

Note: The + in 2SLGBTQIA+ acknowledges that language around identity changes and evolves over time, and not all gender identities and sexual or romantic orientations are listed in the current acronym. It is important to be open-minded and respectful when speaking with employees or co-workers when encountering unfamiliar terms.

Reminder: Although usually discussed separately, marginalized identities can intersect. For example, an employee or co-worker may be an immigrant who identifies as part of the 2SLGBTQIA+ community, or an Indigenous person with a physical disability. Responses should always be tailored to the individual.

People with disabilities report twice to four times the rate of DIPV compared to Canadians who do not have disabilities. When the abuser fills the role of caregiver or assists with daily tasks (such as providing transportation), this can be an additional barrier to seeking support or leaving the relationship.

Note: Disabilities can take many forms, including physical, cognitive, psychological/emotional, and sensory disabilities. The needs of individuals will vary greatly. Disabilities are not always visible or obvious to others.

Immigrants, refugees, and newcomers do not report higher rates of DIPV than other Canadians in population-based studies, however, they face unique challenges related to the settlement process. This may include the abuser confiscating immigration papers or passports, or threatening to withdraw their sponsorship. Immigrants, refugees, and newcomers may also face greater levels of isolation while social and professional networks are developing.

Racialized people face barriers to help-seeking rooted in racism including being blamed for the DIPV they're experiencing based on their cultural background, religion, race, or ethnicity, and discrimination (and violence) from law enforcement and other service providers.

Indigenous people are twice as likely to report DIPV compared to non-Indigenous Canadians. These high rates of DIPV stem from ongoing colonial violence that has harmed Indigenous communities and families for centuries, including racism, displacement from traditional lands, Residential Schools, the 60's Scoop, and missing and murdered Indigenous women, girls, and 2SLGBTQIA+people.

Note: "Indigenous" is an umbrella term that encompasses many different communities of First Nations, Métis, and Inuit people. New Brunswick is the traditional territory of the Wabanaki peoples including the Wolastoqiyi, Mi'kmaq, and Passamaquoddy peoples.

Income level: DIPV occurs within all income brackets, however, victims with relatively low incomes may face financial barriers accessing services and housing options, and may also encounter class-based stereotyping that will impact the services they receive.

Women: While people of all genders can be subjected to DIPV in any intimate relationship, the vast majority of victims are women², and men tend to more commonly be the abusive partner³, particularly in heterosexual relationships.

¹Please note: the word "victim" is used throughout our toolkit where the term "survivor" could also be used to describe people subjected to domestic or intimate partner violence. While some identify as surviving the experience and others, as being victimized, we respectfully acknowledge that some people subjected to abuse do not relate to either term.

² Statistics Canada, Canadian Centre for Justice Statistics. Family violence in Canada: A statistical profile, 2013. Available 2013; 2016; 2017.

³ Beaupré, P. (2015). Cases in adult criminal courts involving intimate partner violence. Juristat (Statistics Canada Catalogue no. 85-002-X). Available: https://www150.statcan.gc.ca/n1/en/pub/85-002-x/2015001/article/14203-eng.pdf?st=dysPFhZs

GOING FROM "ONE-SIZE-FITS-ALL" TO **DIVERSITY-INFORMED**

One-Size-Fits-All

Assuming diverse employees or co-workers feel comfortable discussing or disclosing their identities

Diversity-Informed

Employers should ensure workplaces are safe spaces by:

- Ensuring support for diversity is visible and reflected in workplace policies
- Challenging homophobia, transphobia, <u>ableism</u>, racism, colonialism, classism, ageism, and sexism
- Partnering with local communities and organizations with expertise in these matters

Assuming a workplace is not diverse because it does not "look" diverse

Diversity is not always visible. Fear of being outed may be a barrier to coming forward. Employers and co-workers should not:

- Disclose someone's gender identity, sexual orientation, disability, or other marginalized identity without permission
- Assume the gender identity of someone's partner

Assuming all DIPV services are:

- 2SLGBTQIA+ inclusive
- Accessible and barrier-free
- Culturally competent
- Offer translation and interpretation

Reminder: It's okay not to have all the answers. Making the workplace a safe and supportive place addresses some of the major barriers that marginalized people face. Continue listening, learning, and building capacity and allyship. Refer to the **Supportive Workplace Policies, Practices and Programs** and the **Creating a Positive Workplace** fact sheets for more ideas.

Employers should inform themselves about inclusive and accessible DIPV services in the area:

- Do local women's shelters accept trans women and non-binary people?
- Are there services available for male victims?
- Are services accessible to people with physical or sensory disabilities?
- Are services offered through an Indigenous lens or tailored to diverse cultural contexts and religious/ spiritual traditions?
- Is there translation and interpretation available for people who aren't fluent in English/French?
- Are there barriers to accessing services (e.g. specific criteria, financial barriers, etc.?)

Assuming everyone is familiar with Canada's DIPV laws and is comfortable interacting with the justice system

Immigrants, refugees, and newcomers may not be familiar with Canada's DIPV laws, or may come from countries where the legal system does not support people who are being abused

- Immigrants or refugees with permanent residence will not lose status for leaving their abuser, even if the abuser is their sponsor
- People with temporary status should be referred to legal support
- People from marginalized communities particularly Indigenous and racialized people – may not feel safe interacting with police



When dealing with possible abusers in the workplace, safety is the primary concern. No one should put themselves or anyone else in the organization in a situation that seems unsafe.

An employee who becomes aware that a co-worker is using work hours and/or equipment, such as telephones and emails, to harass or abuse their intimate partner can take steps to address the situation:

- If it is safe to do so, the employee should approach the co-worker directly to identify the concern while avoiding making judgments.
- If it is not safe to approach the co-worker, contact a professional (such as someone in Human Resources) for help.
- Explain to the co-worker that they are concerned about both parties in the relationship (and any children they may have)
- Take immediate action if the co-worker makes threats or commits acts of violence in the workplace

An employer who is dealing with an employee who is or may be abusing someone (whether a fellow employee or someone outside of the workplace) should take steps to address the situation:

- If there is immediate danger, call 911 or building security
- If it is safe to do so, inform the employee that this behaviour needs to stop. Refer the employee to professional, community, or workplace resources, such as the Employee & Family Assistance Program (EFAP, also known as EAP) if available
- Do not force the employee to seek help and do not argue about the abuse
- Keep communication open and look for opportunities to help or connect them with resources
- If a conversation with the employee is possible, do not support or validate the abusive behaviour by saying things like "I understand that they made you mad..." Instead, open the conversation by saying things such as:

"I appreciate you coming forward with this. There are community and government resources with counsellors that can help you. Would you like me to connect you with them now?"

ABUSERS IN THE WORKPLACE

"I'm concerned. It's clear that you feel a lot of anger and tension over this. What can we do to make sure nobody gets hurt?"

- An employer does not need to be an expert on Domestic/Intimate Partner Violence (DIPV) to help – the employer can help the employee connect with trained professionals
- Be mindful of the personal safety of everyone in the workplace; do not physically intervene in a violent situation or try to mediate relationship issues

What if the abusive employee says, "It is none of your business"?

According to a recent *Pan-Canadian Survey on Domestic Violence and the Workplace*, 75% of abusers had a hard time concentrating at work, 53% felt their job was negatively affected, and 19% reported being responsible for workplace accidents due to their engagement in intimate partner violence¹. Therefore, it is of concern to employers when an abuser's actions affect their workplace behaviours – in terms of both productivity and the safety of other employees. An employer should consider the following strategies and tactics:

- Express concern for the employee's safety and the safety of their partner and any children they may have
- Never argue with them about their abusive behaviour.
 This can make the situation more dangerous
- Call the police if the victim is in danger. The police are trained to assess the risk
- Keep the lines of communication open
- If the employee has children:
 - Express concern for the children's safety and emotional wellbeing – the abuser may be more willing the change their behaviour if they want to be a good parent.
 - Report the situation to <u>child protection</u> <u>authorities</u>.

¹Wathen, C. N., MacGregor, J. C. D., MacQuarrie, B. J. with the Canadian Labour Congress. (2014). Can Work be Safe, When Home Isn't? Initial Findings of a Pan-Canadian Survey on Domestic Violence and the Workplace. London, ON: Centre for Research & Education on Violence Against Women and Children.

What if the victim/survivor² and the abuser are employed in the same workplace?

Situations where both the victim and the abuser in a DIPV situation are employees in the same workplace can be highly volatile. When both partners work in the same organization, the employer has to respond appropriately to both the victim and the abuser.

If the victim and abuser are both employed in the same workplace, appropriate action may include the following:

- Eliminate or minimize the possibility of contact between the employees while at work (e.g., schedule the workers on different shifts and keep the victim's schedule private)
- Make alternate work arrangements for either one or both – possibly different work locations, schedules, etc.
- Assist the victim in accessing Domestic, Intimate Partner or Sexual Violence Leave (under the <u>Employment Standards Act)</u>
- Offer appropriate referrals to both employees, such as giving them information about where they can get help
- Help the victim with an <u>Individualized Workplace</u>
 <u>Domestic and Intimate Partner Violence Safety</u>

 Plan to help protect them at work.
- With the assistance of local organizations or professionals that work in DIPV (such as <u>Domestic Violence</u> <u>Outreach Workers</u>), develop a personal safety plan with the victim
- Talk to the employee who is the abuser, be clear about exactly what they said or did, and explain clearly why it is unacceptable
- Take necessary disciplinary steps to hold the abuser accountable for any inappropriate or unacceptable behaviour in the workplace
- Make it clear that workplace resources should not be used to harass, stalk, or abuse the victim
- Keep the lines of communication open with both employees

Unionized workplaces

When an employer becomes involved in attempting to intervene with employees involved in or affected by DIPV in a unionized employment environment, each employee involved has the right to have their union represent and support them.

It may be typical for a union to advocate for an employee when there has been disciplinary action contemplated or taken against them by the employer (for example, for using company resources and time to commit acts of DIPV), but it is also necessary for unions to provide support to employees who are victim/survivors of DIPV. A victim/survivor of DIPV whose employer has failed to address DIPV and to provide a safe workplace is entitled to support and protection from their union, as the failure to act is an action of the employer against the victim/survivor.

Remember: Every worker has a <u>right</u> to a healthy and safe workplace that is free of violence and harassment.

What effect do abusers have on the workplace?

- When staff become aware of the abuser, they may become distressed or feel uncomfortable at work
- Staff may be intimidated by the abuser
- Co-workers may fear for their own safety and require support
- The violence may put employees at risk

For more impacts of DIPV on the workplace, see

Why Employers Should Care – Impacts of DIPV on the

Workplace

Resources available

- Rights & Responsibilities of Employees & Employers
- <u>Directory of services for abusive partners</u>
- Love Shouldn't Hurt awareness campaign

Please note: the word "victim" is used throughout our toolkit where the term "survivor" could also be used to describe people subjected to domestic or intimate partner violence. While some identify as surviving the experience and others, as being victimized, we respectfully acknowledge that some people subjected to abuse do not relate to either term.



HELPFUL LINKS

NEW BRUNSWICK

- Fergusson Foundation: http://www.fergussonfoundation.ca/
- GNB News Release: Regulatory changes to address violence and harassment in the workplace come into force April 1, 2019: https://www2.gnb.ca/content/gnb/en/news/news_release.2018.08.1168.html
- Intimate Partner Violence Fact & Fiction: https://www2.gnb.ca/content/gnb/en/departments/pub-lic-safety/community_safety/content/intimate_partner_violence/i_want_to_understand/fact_and_fiction.html
- Link Program Support for difficult situations: https://programmelemaillon.com/en/home/welcome
- Love Shouldn't Hurt Campaign: https://www2.gnb.ca/content/gnb/biling/Violence.html
- Muriel McQueen Fergusson Centre for Family Violence Research: https://www.unb.ca/mmfc/
- Public Legal Education and Information Service of New Brunswick: http://www.legal-info-legale.nb.ca/en/abuse and violence
- Sexual Violence New Brunswick: http://svnb.ca/en
- Support Services for Victims of Abuse: https://www2.gnb.ca/content/gnb/en/departments/women/Violence_Prevention_and_Community_Partnerships/content/Support-Services-for-Victims-of-Abuse.html
- Women's Equality Branch Violence Prevention: <u>www.gnb.ca/violenceprevention</u>
- WorkSafe NB, Developing Workplace Violence and Harassment Codes of Practice: https://www.worksafenb.ca/safety-topics/workplace-violence-and-harassment/
 - Sample template: https://www.worksafenb.ca/media/59792/code-of-practice-violence.pdf
- WorkSafe NB, Employer responsibilities with respect to violence: https://ohsguide.worksafenb.ca/topic/ violence.html

OTHER

- Addressing Domestic Violence in the Workplace: A Handbook for Employers (WorkSafe BC): https://www.worksafebc.com/en/health-safety/haz-ards-exposures/violence/domestic-violence
- Make it our Business: Addressing Domestic Violence in the Workplace (Ontario): http://makeitourbusiness.ca/
- Premier's Action Committee on Family Violence Prevention (PEI): http://www.stopfamilyviolence.pe.ca/workplace
 - Guidelines for Addressing Family Violence in the Workplace (PEI): http://www.gov.pe.ca/photos/original/hrppm_s9.06.pdf
- Family Violence and the Workplace: an Employer's Toolkit (Manitoba): https://www.gov.mb.ca/msw/fvpp/toolkit/index.html
- Canadian Centre for Occupational Health and Safety: Violence in the Workplace – Domestic Violence: https://www.ccohs.ca/oshanswers/psychosocial/violence_domestic.html



FAQ - FREQUENTLY ASKED QUESTIONS

1. What is domestic or intimate partner violence (DIPV)?

DIPV refers to any pattern of violent, threatening, dominating, coercive, or controlling behaviour committed by a current or former intimate partner (such as a boyfriend/girlfriend or spouse), a family member or member of a household, or a person upon whom the victim depends (such as a caregiver). DIPV can take many different forms, including physical, psychological, financial, sexual, and spiritual abuse. DIPV can also include the deprivation of food, clothing, medical attention, shelter, transportation, or other necessities of life.

2. Who can be a victim of DIPV?

Anyone can be a victim of DIPV. Most often, women are the victims of abuse; however, DIPV can impact people of all gender identities, as well as people of all abilities, ages, sexual orientations, religions, and cultural backgrounds.

3. What are some warning signs of DIPV when it enters the workplace?

There are many warning signs that someone may be experiencing abuse. Examples include (but are not limited to): arriving late to the workplace or staying late at the workplace; trouble concentrating, following directions, or completing tasks; changes in productivity; wearing long sleeves, turtleneck tops, or makeup to cover bruises; and appearing nervous or flustered when receiving phone calls, emails, or visits from their partner.

4. Why doesn't the victim just leave the abusive relationship?

There are many reasons for why the victim will stay in an abusive relationship:

- In many situations, the abuser has engaged in a pattern of behaviour aimed at isolating the survivor, undermining their self-esteem and self-confidence and making them believe that they have no other friends or options; this can have the impact of making the idea of leaving the relationship impossible for the survivor to consider.
- Survivors learn from the media and other sources that leaving the relationship can trigger an escalation of the violence, making it seem safer to remain in the relationship than to attempt to leave it.
- In addition to the threat of murder of the survivor, abusers may threaten to kill themselves, their children, or their pets if the victim tries to leave. These are threats the survivor is conditioned to take seriously.
- The victim may be financially dependent on their abuser, making leaving impossible.
- The victim might be conditioned (by society, by the abuser or both) to blame themselves for the abuser's behavior or to believe they deserve the abuse.
- The victim believes they can change the abuser's behaviour.

There are many more reasons and barriers to leaving or staying in an abusive relationship – please **contact us** for training to better understand how these impact survivors and how you can help.

5. <u>I want to help an employee, but I am not an expert, counsellor or therapist. What can I do?</u>

If it is outside your role as an employer to counsel people, then you need to take the appropriate steps to help your employee find proper help and services. Simply stating that you are not a counsellor/therapist, etc. can cut off contact between you and your employee and they may feel unimportant or embarrassed about coming to you for help. Tell your employee that you will help them find counselling or other <u>support services</u>.

6. What can be done to the workplace to make it a safer environment for employees?

There are many different things that can be done to the workplace to make it a safer environment for employees. A few examples include: putting up posters in safe spaces such as washrooms or lunchrooms, creating safe walk programs or buddy systems, screening telephone calls or emails, and alerting security to any threats of violence by the abuser. See the fact sheets on <u>Supportive Workplace Policies</u>, <u>Practices and Programs</u> and <u>Creating a Positive Workplace</u>, as well as the <u>Individualized Workplace DIPV Safety Plan</u> template that can be used as a model and adapted as needed.

FAQ - FREQUENTLY ASKED QUESTIONS

7. I think an employee is being abusive to their partner, but they will not talk about it. How do I help them?

If you notice that an employee is using work hours or equipment to harass or be abusive towards their partner, or if they make threats to harm their partner, immediate action must be taken. Tell the employee that you are concerned about them (and their partner) and that you want to help them find the help or <u>services they need</u>. Avoid making judgments and do not argue with them about the abuse. If it is safe to do so, state to the employee that the abusive behavior needs to stop.

8. What is the difference between workplace violence and DIPV in the workplace?

Workplace violence in a place of employment means the attempted or actual use of physical force against an employee, or any threatening statement or behaviour that gives an employee reasonable cause to believe that physical force will be used against the employee, and includes sexual violence, intimate partner violence and domestic violence.

DIPV in the workplace refers specifically to violence originating from the family, the home, or an intimate relationship that spills over into the work environment, whether in the form of a violent incident, or through the effects that experiencing DIPV has on an employee and the associated safety risks. See https://ohsguide.worksafenb.ca/topic/violence.html for more information on both.

9. Are workplace violence and workplace bullying the same?

Workplace bullying is the repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. Workplace bullying is driven by the perpetrator's need to control the victim, and involves hurting the victim or purposely withholding resources from the victim. Workplace bullying results in severe consequences for the victim and can undermine the legitimate interests or goals of the workplace.

10. What are some policies, laws or rights for employees who are victims of DIPV?

A number of different laws, both federal and provincial, provide protection for employers and their employees when DIPV enters the workplace. Employees should seek out a lawyer for specific advice, however, employers should also be aware of these laws. Employers can play an active role in enforcing these laws and on educating employees on their rights. Recently, the Government of NB introduced the *Intimate Partner Violence Prevention Act*. This Act provides victims of DIPV with additional tools to increase their safety while seeking permanent solutions. This Act allows victims to apply to a designated official for a court order, without notice to the respondent, to obtain remedies to respond to their circumstances.

11. Where can I find resources or services for victims or abusers?

A full list of websites with information, services and training can be found on the It's Your Business Resources page. It includes links to Support Services for Victims of Abuse in New Brunswick, the Love Shouldn't Hurt Campaign and Public Legal Education and Information Service of New Brunswick, which provide a detailed Directory of Services for Victims of Abuse and one for abusers, and much more.

12. How does DIPV enter the workplace?

There are many ways DIPV can enter the workplace. The abuser could send threatening emails or messages to the victim at their workplace, they can constantly contact the workplace to monitor the victim, or in other instances, the abuser might show up at the workplace to humiliate or hurt the victim.

13. Why should I, as an employer/manager/supervisor, care about DIPV when it enters the workplace?

DIPV, when it enters the workplace, can impact employees' productivity, lead to absenteeism, affect employee morale, and put everyone at risk. DIPV can also be costly to employers and workplaces. The annual cost of DIPV is an estimated <u>7.4</u> billion dollars. This includes services, housing costs, medical help, and court/justice services.

FAQ - FREQUENTLY ASKED QUESTIONS

14. <u>Is there training available that I can attend or provide to my employees?</u>

Yes! For more information on training options, please visit the <u>Contact Us</u> page to contact the Domestic & Intimate Partner Violence in the Workplace Committee.

15. How do I talk to someone who has experienced DIPV or other traumatic events?

When talking to someone who has experienced DIPV or other forms of trauma, it is important to consider the words and tone we use and how our questions are phrased. Avoid using harsh or judgmental language and be patient and aware of the timing of the conversation or of any physical signs of discomfort from the employee. It is important to understand the employee's feelings and emotions. Let your employee take the lead, and let them choose what they are comfortable sharing. Do not let your own judgments or emotions interfere with how you approach your employee.

16. <u>I think an employee is being abused, but they will not talk about it. How do I help them?</u>

Very often, it is difficult for a victim to share information about the abuse. If you become aware of an employee who is being abused, tell them that you are concerned about their safety and that there are services available to them. Do not demand that they share information with you or appear judgmental or frustrated if they do not. It is important to keep the door open to opportunities for an employee to share, but if they are not ready to open up about the abuse, or if they do not wish to share information, then it is important to remain patient and supportive



GLOSSARY OF TERMS

Ableism:

Ableism refers beliefs or practices that discriminate against people with disabilities, often based on the belief that people with disabilities are inferior or need to be fixed. Ableism is reinforced by societal structures that treat people without disabilities as the norm.

Assault:

Assault occurs when an individual intentionally uses force against another person without their consent. Threats to harm someone can also be a form of assault, if the individual believes these threats will be carried out.

Civil Law Solutions:

Civil Law solutions include court orders that the abuser pay the victim money to compensate for losses due to injuries and restraining orders. Civil law solutions include family law matters and may be important and useful for victims of family violence.

Criminal Harassment (stalking):

Criminal harassment, or stalking, involves repeatedly following, watching, threatening or communicating with an individual in a way that causes the individual to fear for their safety or the safety of someone else.

Colonialism:

Colonialism (settler colonialism in the Canadian context) refers to the ongoing process by which settler governments and institutions systemically attempt to replace, assimilate, and remove Indigenous populations and assert sovereignty over their lands.

Discrimination:

Discrimination occurs when a state, society or social group separates, excludes or even attempts to destroy a person or group by denying the rights of that person or group. Discrimination is based on the belief that a group or individual's practices go against social norms.

Domestic/Intimate Partner Violence (DIPV):

Domestic/Intimate Partner Violence (DIPV) is any form of abuse, mistreatment, or neglect that an individual is subjected to from a family member or from a current or former intimate partner.

Employee Assistance Programs (EAP) (also referred to as Employee and Family Assistance Programs, or EFAP):

An Employee Assistance Program (EAP) is a confidential and short-term counselling service for employees with personal issues that affect their work performance.

Financial abuse:

Financial abuse occurs when an individual uses personal finances to control another individual. Examples include forcing an individual to hand over their salary or denying someone access to their finances.

Gaslighting:

Gaslighting refers to manipulating someone by psychological means into questioning their own memory, perception and sanity.

Homophobia:

Homophobia refers to negative attitudes and feelings towards people in the 2SLGTBQIA+ community (specifically those who identify as lesbian, gay, or bisexual) such as fear, hatred, mistrust, or discomfort.

GLOSSARY OF TERMS

Intimate Partner Violence Prevention Act:

The Intimate Partner Violence Prevention Act provides victims of intimate partner violence with additional tools to increase their safety while seeking permanent solutions. The Act allows victims to apply to a designated official for a court order, without notice to the respondent, to obtain remedies to respond to their circumstances.

Occupational Health and Safety Act:

The New Brunswick Occupational Health and Safety Act encourages both employers and employees to assess potential workplace hazards. The Act states: "Any employee who believes that an act is likely to endanger their health and safety or the health and safety of other employees shall immediately report their concern to their supervisor, who shall promptly investigate the situation in the presence of the employee."

Peace Bond:

A peace bond is an agreement that an individual makes with the court to promise to "keep the peace and be of good behavior." A peace bond is a way to prevent violence or assault. Individuals may order a peace bond when they fear another person is likely to hurt them, their partner, their children, or their property.

Physical abuse:

Physical abuse is any form of physical harm or threats to cause harm. Examples include: slapping, pushing, punching, stabbing or shooting.

Post-Traumatic Stress Disorder (PTSD):

PTSD is a mental health condition that is triggered by a terrifying event (either experiencing it or witnessing it). Symptoms may include flashbacks, nightmares and severe anxiety, as well as uncontrollable thoughts about the event

Presenteeism:

Presenteeism is generally referred to as the act of employees coming to work despite being ill and as a consequence, they are performing their work under sub-optimal conditions. In the case of DIPV, there may not be an illness, however their wellbeing is potentially at stake and they are distracted, therefore they are present but not fully able to carry out their typical workload or level of concentration.

Psychological abuse:

Psychological abuse is also referred to as emotional or verbal abuse. Examples include put-downs, name-calling, jealousy or isolation from family or friends.

Racism:

Racism refers to prejudice, discrimination, and other harmful attitudes and practices directed towards a marginalized group or individual, based on perceived racial differences.

Sexual abuse:

Sexual abuse includes unwanted touching or sexual activity. It also includes control over birth control, forced pregnancies or abortions and the transmission of sexually transmitted infections (STIs)

Sexual assault:

Sexual assault is sexual contact without consent. It can be carried out by a spouse or partner.

Spiritual abuse:

Spiritual abuse occurs when an individual uses religious or spiritual matters to control another person. Examples include forcing someone to follow a particular faith or to give up their religion.

Stalking: see **Criminal Harassment**

GLOSSARY OF TERMS

Stigma

Stigma refers to disapproval or distrust of others based on perceived differences. Stigma is often targeted towards marginalized people and communities.

Transphobia:

Transphobia refers to negative attitudes and feelings towards people who are transgender, non-binary, or otherwise outside of "traditional" gender norms, such as fear, hatred, mistrust, or discomfort.

Trauma Informed Practice (TIP):

Trauma Informed Practice is a universal and organized approach to providing services and resources to individuals who have experienced traumatic events. TIP focuses on creating and promoting safe environments and encouraging positive interactions, services and systems that are supportive and receptive of people who have experienced trauma.

Workplace bullying:

Workplace bullying is the repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators (bullies). It is driven by the perpetrator's need to control the victim and involves hurting the victim or purposely withholding resources from the victim.

Workplace violence:

Workplace violence is described as any act in which a person is abused, threatened, intimidated or assaulted in the course of his or her employment.

Victim Services:

Victim Services, provided by the Province of New Brunswick, provide free, confidential services to men, women and children who have been victims of violence, or other crimes. Victim Services' employees within the Department of Public Safety can explain the court process, the justice system, and the status of a case. They can provide short-term counselling, help to prepare a victim and community impact statement, provide information regarding recovery of financial losses and make referrals for support services needed. A person can access <u>Victim Services</u> whether the police have been called or not.

