

Position Paper in Response to Bill 168

**Development and Implementation of Training and Education on
Domestic Violence in the Workplace
by the VAW Sector in Central West Region of Ontario**

by

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to:

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Table of Contents

Abstract

Introduction.....	1
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Part 1. Context

1.1 The Capacity Building Implementation Committee.....	2
1.2 Note on the Use of Terminology.....	2
1.3 Background: Domestic Violence in the Workplace	3
1.4 Background: The Dupont Inquest	5
1.5 Background: Bill 168	6
1.5 Training Programs in Ontario	7
1.6 Implications for the VAW Sector	8

Part 2. The Planning Stage

2.1 Initial Considerations	11
2.2 Formulating a Strategic Plan.....	12
2.3 VAW Sector Engagement.....	13
2.4 VAW Forum Leadership	14
2.5 Developing a Training/Education Program	15
2.6 Challenges for Consideration	15
2.7 Recommendations for the Committee.....	16
2.8 Overview of Goals, Objectives, & Actions	17

Conclusion	17
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References	18
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Appendix 1. List of Available Training/Education Resources	21
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Appendix 2. Sample Training/Education Materials	26
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Abstract

The implementation of Bill 168 creates both challenges and opportunities for the Violence against Women (VAW) sector. The new occupational health and safety legislation, which came into effect on June 15th, 2010, requires organizations with six or more regular employees to develop violence and harassment policies and programs, conduct risk assessments related to workplace violence, and provide workers with information and instruction about the organization's new policies and programs. It also creates a substantial duty for employers who are aware, or ought reasonably to be aware, that domestic violence may occur in the workplace to take every reasonable precaution to protect the worker. One area of concern for the VAW sector in the Central West Region is an anticipated increase in demand for workplace training and education, with special reference to domestic violence in the workplace.

The central objective of this position paper is to prepare the member agencies of the VAW Central West Forum to come together and decide upon a plan for moving ahead in response to Bill 168. There are benefits to member agencies if the VAW Forum responds in an effective and well-coordinated fashion. An important benefit would be to avoid additional pressure and strain on staff time and resources among various VAW agencies due to increasing demands within the community for workplace training and education.

The position taken by this paper is that the VAW Forum, by pooling its collective knowledge, experience and resources, is in an excellent position to respond to a growing demand for workplace training and education. The following document is shaped by an emphasis on the development of a training program specifically focused on domestic violence that could be delivered by VAW Forum member agencies to local nonprofit and for-profit organizations.

Whether or not the Capacity Building Implementation Committee and the VAW Forum as a whole decide to develop and implement a workplace training and education program customized to address regional and/or local concerns, it will be helpful for the Forum to give consideration to the proper information, supports and infrastructure that need to be in place in order for VAW agencies to deal effectively with the community response to the new legislation.

Introduction

The Capacity Building Implementation Committee met on October 27th, 2010, in order to discuss ongoing and future projects with committee members. It was decided, following a presentation by a representative from the Centre for Research and Education on Violence against Women and Children (CREVAWC), that the Committee would prepare a position paper on how the VAW sector might best meet the expectations for delivering training and education that may fall to individual agencies as a result of new workplace safety legislation contained in Bill 168—An Act to Amend the Occupational Health and Safety Act with Respect to Violence and Harassment in the Workplace and Other Matters.

Also within the scope of this position paper is an exploration of what resources and processes would be required for the VAW Forum to establish a workplace training and education program as well as ideas for support and sustainability, especially in the case that a significant amount of staff time and resources would be devoted to developing a training program tailored to serving organizations within the VAW Central West Region. It is the intent of this position paper to provide background information on Bill 168 and prepare the Capacity Building Implementation Committee to make recommendations to the VAW Service System Forum of the Central West Region of Ontario at their next gathering.

Part 1. Context

1.1 The Capacity Building Implementation Committee

The Capacity Building Implementation Committee, having recently undergone a renewal of membership, currently consists of a small but active group of individuals committed to addressing the following four objectives:

- Conduct an analysis of the needs of women experiencing violence and their children and identify gaps in the VAW service system in the Central West Region;
- Explore opportunities within the current VAW service system to enhance the overall effectiveness and efficiency of services and supports;
- Identify strategies to better respond to the diverse needs of marginalized women;
- Develop and implement a plan to enhance the capacity of the VAW service system to meet the diverse needs of women experiencing violence and their children in the Central West Region.

Following a presentation at the October 2010 VAW Forum meeting about the Bill 168 amendments to the Occupational Health and Safety Act by Ms. Margaret MacPherson, a workplace violence trainer from CREVAWC, the Capacity Implementation Team identified workplace training and education as one area of opportunity that the team could explore within the context of the objectives outlined above. Additionally, it was felt that the Central West VAW sector should be prepared with a response in light of the anticipated demand for workplace violence training by organizations within the region.

1.2 Note on the Use of “Domestic Violence” Terminology

The term “intimate partner violence” is perhaps more commonly used in recent literature than “domestic violence,” the former reflecting the reality that violence and abuse against partners are not limited to domestic settings and extend even to the workplace. However, as domestic violence is the term used in the new legislation and in many of the policy documents impacting the legislation, we have decided to retain it as our terminology of choice.

This report also uses gender-neutral terms when referring to domestic violence in the workplace, although we recognize VAW organizations address many more contexts than just the workplace and an important area of focus is gendered forms of violence. Indeed, 90 to 95 percent of victims of domestic violence are women (Zachary, 2000). Furthermore, the most aggressive and lethal forms of domestic violence (and harassment that moves from home into the workplace) tend to involve male perpetrators and female victims (Statistics Canada, 2005). In Canada, one to two women are murdered by a current or former partner each week (Dauvergne, 2002).

Having acknowledged the significance of gender to understanding domestic violence, we must also note that the development of recent social policy and legislation in Ontario frames domestic violence in the workplace as an occupational health and safety issue. When the VAW Forum considers how to frame

the issue of domestic violence in the workplace, particularly if it proceeds to develop education and training materials, it may want to weigh the possible benefits and costs of using a gender-specific framework when addressing workplace violence prevention.

1.3 Background: Domestic Violence in the Workplace

It is estimated that one in three women will experience domestic abuse at some point in their lives (Zachary, 2000). A survey by researchers at the University of Arkansas found that 30% of women and 19% of men reported having been victims of intimate partner violence at some point in their lives (Morris & Burke, 2008).

Unfortunately, domestic violence is too often still considered a “private” matter rather than a social issue. Consequently, being a victim of domestic violence carries with it stigma and shame. Onlookers who do not understand the situation will sometimes “blame the victim” on the grounds that he or she is too weak to leave their abuser—the silence, invisibility and blame that surround domestic violence further strip the victim of her or his dignity.

Researchers have found that when a victim of domestic abuse is working, the workplace is affected. Because economic independence threatens abusers’ control of their victims, it can trigger behaviors such as stalking and battering. Abusers interfere with the employment circumstances and relationships of the victim, who often seeks refuge at her or his workplace. Consequently, approximately 70% of domestic violence victims are harassed at work (Zachary, 2000; Swanberg & Logan, 2005). Additionally, 57% of employees report knowing someone affected by domestic violence; 44% have experienced the impact of domestic violence at work; and 45% have known a co-worker who is a victim (MacQuarrie, 2009, p. 2). All employees are put at risk when a perpetrator of domestic abuse makes harassing phone calls or makes unwelcome visits to the victim at work. More often than not, employers and co-workers are also put in a position where risk assessment and responsible intervention are possible. Victims of violent victimization, in 9 out of 10 cases, are most likely to turn to informal supports to help them deal or cope with their experience. This includes approximately 47 percent of victims confiding in a co-worker following a violent incident (Gannon & Mihorean, 2004).

Domestic violence results in high costs to employers, especially when taking into account elements such as victim absenteeism, tardiness, extended sick leaves, and impaired productivity (Reeves & O’Leary Kelly, 2007). There may also be replacement, recruitment and training costs if a victim quits a job. Statistics Canada (2006) estimates the annual national cost of domestic violence, including lost productivity, is in the billions of dollars. Researchers in the United States have calculated the national costs of domestic violence to total more than \$8.3 billion annually (Max et al., 2004). Furthermore, when domestic violence enters the workplace, the workplace setting may be impacted by decreased employee morale and strained relations among co-workers. Finally, employees and clients of a workplace face an increased risk of exposure to violence and harm if abusers enter the workplace.

Domestic violence occurs across all social classes: it affects workers at all levels of the organization, from those in top-tier positions to those in entry-level jobs. A study found that 37 percent of men in male batterers programs occupied white collar jobs (Gondolf, 2002; MacQuarrie, 2008).

In a survey of 200 American senior corporate executives in 2007, 5 out of 10 said domestic violence has harmful effects on the workplace, but only 12 percent agreed their companies should address the subject (Karamally, 2004). Despite the results of this survey, a handful of prominent corporate leaders in the United States have viewed domestic abuse as a workforce issue that warrants serious attention. Various leaders in the private sector—including Polaroid, Macy's, Verizon Wireless, and The Body Shop—have worked together with nonprofit organizations such as Safe Horizon and the Corporate Alliance to End Partner Violence in order to get corporations to initiate workplace policies and training around domestic violence. Liz Claiborne, Inc., the clothing company, pioneered the approach called "Recognize. Respond. Refer" as a way for employers to assist employees who are experiencing domestic violence (Morris & Burke, 2008).

According to researchers, victims of domestic abuse are often isolated, and employers can and "should play a critical role in a coordinated community response" (Reeves & O'Leary-Kelly, 2007, p. 327). Much of the literature recommends not only the development of workplace policies to address domestic violence, but also the provision of training and education for employees. A lawyer writes in the American Bar Association Journal that "training should be conducted by an expert, such as an advocate from a local domestic violence community organization, or an employment lawyer with specific experience in domestic violence workplace issues.... The training should include how to recognize the signs of domestic violence, the company's policy on domestic violence victims and information on accessing community resources" (Tebo, 2005). Training tailored to particular ethnic or cultural groups is recommended, along with an employee designated as the community resource liaison person. Repeatedly cited as an important feature of workplace violence prevention is making employers aware of available community resources that can provide consultation to the employer and support for victimized employees (Wilkinson, 2001).

The U.S. Violence Against Women Act, drafted with support from a number of advocacy organizations, was passed in 1994. The laws enhanced investigation and prosecution of violence crime against women; legislated a coordinated community response to address domestic violence by the courts, police, and victim services, at the state and local levels; supported through grants the work of community-based organizations; and granted employees the right to seek civil redress against an employer well as a perpetrator of violence. With specific legislation related to domestic violence and U.S. corporate leaders such as Liz Claiborne, Inc., working for over twenty years to develop internal corporate policies on workplace domestic violence and to draw public attention to the issue, it is unsurprising that much of the research conducted to date has been done in United States. As noted by Barb MacQuarrie (2010), head researcher at CREVAWC, the passing of Bill 168 means Ontario is "just catching up with a growing number of socially responsible states and countries around the world."

In 2004, the government of Ontario made public its Domestic Violence Action Plan. Led by the Women's Directorate and the Minister Responsible for Women's Issues, Hon. Sandra Pupatello, Ontario invested \$82 million in new funding over four years to aid initiatives related to preventing and addressing domestic violence. In addition to supporting community services, the plan engaged in public education to "change attitudes and mobilize communities to stop violence before it happens" (Government of Ontario, 2007, p. 4).

One public education campaign supported by the Action Plan is called Neighbours, Friends & Families. It was developed by an expert panel coordinated by the CREVAWC, which is located in London, Ontario. The campaign has French, English, and Aboriginal versions. The web site for the campaign offers a community toolkit free to community organizers for download and adaptation so they can "launch their own campaigns" (Government of Ontario, 2007, p. 15). To facilitate this process, the program also offers Train-the-Trainer courses: <http://www.neighboursfriendsandfamilies.ca/organizers/training.html>.

1.4 Background: The Dupont Inquest

On Nov. 27, 2005, at a hospital in Windsor, a recovery room nurse Lori Dupont died of bleeding due to multiple stab wounds to the chest. She was murdered by Dr. Marc Daniel, an anesthesiologist, with whom she had been in a previous intimate relationship. Leaving the hospital, he proceeded to commit suicide by taking a lethal drug overdose.

A coroner's inquest into the death of Lori Dupont found that in the two-year period prior to her murder, there were 84 critical events (that is, warning signs and risk factors that raise the possibility of danger). There were also 37 opportunities for other individuals to intervene and offer protection to Lori Dupont (CREVAWC, 2010). Despite there being documentation at the hospital of Dr. Daniel's stalking behavior and threats made toward Lori Dupont, they were scheduled to work together on the day that Marc Daniel attacked Lori Dupont. The coroner's inquest noted repeatedly a lack of a coordinated institutional response and a lack of meaningful consultation by the hospital of the parties at risk. The jury recommended "a review of the Occupational Health and Safety Act to examine the feasibility of including domestic violence (from someone at the workplace), abuse and harassment as factors warranting investigation ... when the safety and wellbeing of an employee is at issue." It also recommended that workplace policies and training to address domestic violence and harassment be developed. According to the jury, employers, managers and staff need to know about appropriate local referral agencies and how to report a concern and formulate an organized response or safety plan when dealing with domestic violence situations. The jury underscored the value of training at least three times, stating, "Even with a good policy in place, without proper training it can't be implemented." Education and educational materials should be required to train all employees, workers, staff about "the risk factors for potential lethality and victims' responses to abuse." Notably, the jury recommended training and education that involved "skill building interventions" in which people practice what they might say and do in workplace circumstances where they suspect domestic violence (Chief Coroner's Office, 2007).

Workplace violence is predictable and preventable: there are signs, risk factors, and escalating threats prior to the eruption of violence (Burr & MacQuarrie, 2009). In cases where domestic violence results in homicide, the Chief Coroner's Office of Ontario (2009) has identified over 30 common risk factors that may increase the risk of lethality. Of twelve identified major risk markers, the Chief Coroner's Office (2006) found 72 percent of domestic-violence related homicides from 2003-2006 manifested at least ten of these markers. Awareness of these risks and what to say and do when risks are present can be critical to efforts to prevent workplace violence from escalation and future deaths related to domestic violence.

Following the Inquest, Lori Dupont's mother organized a citizen group called the Inquest Action Group that lobbied Members of Provincial Parliament and gained public support for legislative change. For more than a ten-year period prior to the introduction of Bill 168, advocates—compelled by the tragic homicide and sexual harassment of Theresa Vince by her employment supervisor—had presented seven bills addressing workplace harassment to the Ontario legislature, all of which died on the order paper (Schryer, 2010). Within the context of the tragic murder of Lori Dupont, Ontario politicians finally listened and mobilized to support new legislation to protect victims of domestic violence in their workplaces.

The Dupont Inquest was the immediate context that provoked the Minister of Labour, Peter Fonseca, to introduce workplace violence and harassment legislation in 2009. Bill 168—An Act to Amend the Occupational Health and Safety Act with Respect to Violence and Harassment in the Workplace and Other Matters—passed in the Ontario legislature in December 2009.

1.5 Background: Bill 168

Bill 168 came into effect on June 15, 2010. The new legislation takes the approach that labour law is an appropriate tool to address workplace harassment and violence, including domestic violence. In other words, it puts the onus on the employer to protect employees. It does not view incidents of violence solely as individual criminal acts, and, unlike the Ontario Human Rights Code, its definition of harassment does not stipulate the presence of discrimination against a person's sex, race, disability, or another prohibited ground of discrimination.

Bill 168 provides a general framework that requires employers to develop a workplace violence and harassment policy and a program to implement the policies; to conduct a risk assessment of workplace violence (this section contains the subsection on domestic violence); to control risks identified in the assessment; to designate a workplace coordinator with respect to violence and harassment; to investigate reports of incidents or threats of violence; and to provide workers with information and instruction on the contents of the policies and programs.

With respect to domestic violence, Bill 168 has created a substantial duty for employers who are aware, or ought reasonably to be aware, that domestic violence may occur in the workplace to take every reasonable precaution to protect the worker from physical injury.

The Bill 168 amendments related to domestic violence specifically state “an employer must take every precaution reasonable in the circumstances for the protection of workers when they are aware, or ought reasonably to be aware, that domestic violence may occur in the workplace, and that it would likely expose a worker to physical injury” (Ontario Legislative Assembly, 2009). The Bill does not restrict domestic violence in the workplace to cases where the violence is perpetrated by someone in the workplace, as recommended by the Dupont Inquest. So, in this respect, its very broad framework is beneficial for addressing domestic violence as a social issue.

As MacQuarrie (2009) indicates, Bill 168 was seen by many who advocate for women’s rights as taking a “more gender sensitive approach” and as an important step forward when it incorporated domestic violence provisions (p. 9). Although welcomed as important legislation, Bill 168 was criticized for limiting the definition of violence to physical violence and not recognizing that violence falls along a spectrum that includes harassment and also entails psychological impacts.

1.6 Training Programs in Ontario

Importantly, the term “training” does not appear in Bill 168, although in organizational responses to the Bill, such as the Ontario Medical Association’s recommendations (Makkar, 2010), the term training is used to specify what is meant by “instruction.” Moreover, training appears to be the standard for workplace implementation of the Occupational Health and Safety Act.

The law puts a substantial responsibility onto employers or supervisors should they be alerted to a risk of workplace violence to the point where even personal information (albeit only what is reasonably necessary) can be deployed to protect a worker. There is also an even more controversial assertion made by the Ministry of Labour (2010) guidelines that an employer may be required to take action to protect an individual target of domestic violence, even if that individual does not desire that any steps be taken (p. 18). Assessment for the risk of domestic violence (recognizing the factors associated with a perpetrator and the signs or patterns of escalating harassment) as well as interventions that maintain an appropriate degree of employee privacy and confidentiality appear high on the list of employer concerns regarding the new laws. The Ministry of Labour advises employers to seek legal advice, if necessary, to ensure appropriate actions in keeping with the interpretation of the law are taken.

As Bill 168 is designed to provide a high-level framework that can apply to all workplaces, there are instances where it remains vague about the implementation process. The question of the employer’s responsibility to provide onsite training to employees is one such instance. The Ministry of Labour’s (2010) interpretation of Bill 168 argues that the effectiveness of the legislation rests on the “concept of an internal responsibility system ... based on the principle that workplace parties themselves are in the best position to identify health and safety problems and develop solutions” (p. ii).

Most literature produced to date about Bill 168 agrees that workplace training can assist employees with recognizing warning signs and following response protocols. More extensive training may be

required to assist designated coordinators, supervisors, response teams or employee assistance programs to conduct an intervention that protects a victimized employee.

Funded by the Ministry of Labour, the Occupational Health and Safety Council of Ontario (OHSCO) produced guides, templates and a toolbox for employers' use and made them available free of charge online. As mentioned above, the Bill leaves it up to employers to decide if training will be a necessary component of employee information and instruction. As it now stands, anyone can provide training.

The Ontario Safety Association for Community and Healthcare along with a number of private companies has developed training programs for employees. GE Canada, for example, was recently acknowledged by the Minister of Labour, Hon. Peter Fonseca, for developing a workplace violence training program that it plans to roll out at its offices across Canada (<http://www.mississauga.com/news/article/877093--ge-implements-workplace-violence-training-program>).

Our research indicates that education and training recommendations about domestic violence are not provided in detail in most training courses that address workplace violence. The only program of note that focuses on domestic violence is the Neighbours, Friends & Families public education campaign, which developed an onsite workplace domestic violence training (the program is called the Workplace Champion program). In 2010, Neighbours, Friends & Families also developed a set of tools and guidelines (posted on the Make It Our Business web site) in order to assist employers with creating policies and procedures that deal specifically with domestic violence. It is worth noting that currently the Neighbours, Friends & Family offer onsite domestic violence training to workplaces free of charge. Although, given the potential onslaught of requests for training, it would appear that the capacity for them to be able to deliver province-wide would be difficult, hence why the opportunities for training exists for all VAW stakeholders in the province.

1.7 Implications for the VAW Sector

While the information and tools developed by Neighbours, Friends & Families @ Work program are important resources, we believe there is significant room for organizations or coalitions of organizations within communities across Ontario to develop their own tailor-made public education campaigns, including ones that address domestic violence in the workplace and provide onsite training. One important aspect of this endeavor should involve community-based workplace training focused on domestic violence.

There are several benefits to the VAW sector's involvement in developing and delivering domestic violence education and training for workplaces. These include: (1) putting at-risk employees in direct contact with local service agencies so they can seek help; (2) informing workplaces of local agencies that can assist with the development of personal safety plans for at-risk employees; (3) making local agency staff known to local employers and providing consultation when necessary; (4) customizing and using existing local capacity for training and education services; (5) fostering greater networks and networking opportunities among local support agencies and between social services and other sectors; (5)

connecting businesses with local agencies to help form mutually beneficial partnerships— workplaces receive greater visibility as champions within the local community while service agencies receive financial support; and (6) sustaining the relevance, recognition and innovation of the VAW sector in a shifting policy environment.

Barb MacQuarrie (2010) of CREVAWC supports community-based initiatives that address workplace violence: “Employers are not expected to be experts in domestic violence. They are expected to consult experts to learn how to recognize and respond to domestic violence in their workplace and how to refer to the experts that are working in every community.” Individuals and organizations actively working in the VAW sector are these community experts, about whom employers need to be informed. They possess the local expertise and capacity to deliver the most effective training to organizations within the community. The development of education and training materials need not be left entirely either to university researchers or to private consultants based in the for-profit human resources sector. The materials produced through government-funded initiatives are a starting point, but they need to be consolidated and local information needs to be incorporated into training. The government-funded resources are not currently utilizing the knowledge base and expertise existing within the VAW sector. They also do not recognize the diversity of different regions/populations across the province and potential variability in needs.

We believe that those working on the front lines addressing domestic violence and supporting victims within communities could and should be involved in raising public awareness about domestic violence in local workplaces. Underlying this belief is a set of values that can be expressed as follows:

- Everyone has a right to safe employment
- Organizational capacity building across sectors will lead to greater safety and equality for women
- Recognizing the strengths and assets of the VAW sector helps sustain the sector
- Increased public education about violence will lead to greater safety and equality for women
- Community stakeholder involvement in policy implementation will help meet local needs in an effective and efficient way
- Coordination of services within the VAW sector, Central West Region, will help meet local needs in an effective and efficient way
- Community stakeholder involvement in policy implementation will help victims of domestic violence access support and safety

Community-based workplace training will provide direct support to workers who are also victims of domestic violence. One woman who survived domestic abuse felt that if her workplace had provided training on domestic violence then she would have learned how to make herself safe, others would have known how to approach her, and she might not have felt so alone (Morris & Burke, 2008). Training

opens up the lines of communication within the company and ensures the workplace procedures put in place help rather than hurt victims; trainers from the community can connect victims to local organizations that provide services and support to victims. Open discussion about domestic violence within workplaces and the community also fosters an organizational culture of caring for people and building relationships. This culture will infuse both the organizations receiving education and training about domestic violence and the organizations serving the community through the provision of workplace training.

The vagueness of the Bill 168 implementation process provides the VAW sector with an open window of opportunity. Most workplaces appear to interpret Bill 168 as requiring in-person training. Employers' uncertainty about liability, confidentiality and what must be done surrounding domestic violence in the workplace can be addressed through the development and delivery of domestic violence workplace training. The Central West VAW sector's longstanding experience and expertise places it in an excellent position to assert its qualifications, skills and capacity to serve the educational and training needs of employers in the region.

Part II. The Planning Stage

2.1 Initial Considerations

The implementation of Bill 168 has been aptly described by certain VAW stakeholders as a potential “niche” area that could utilize the expertise in domestic violence possessed by the VAW sector. VAW organizations across Ontario may well be able to play an instrumental role in educating various business, public and educational spheres as per the amendments to the Occupational Health and Safety Act described above. Additionally, there appears to be an increasing demand for workplace violence training and certain VAW partners in the Central West Region of Ontario have already engaged in collaborative partnerships with private companies in order to provide expertise and training in the area of domestic violence. For example, in Southwestern Ontario, a VAW service provider was recently hired to provide training to employees of Winners, a national clothing store chain. We believe that this type of request is only the tip of the iceberg and that the VAW Forum must be ready to engage a meaningful dialogue with VAW partners in order to discuss and address the following considerations:

- What is the capacity of the VAW Forum as it stands now to respond to workplace violence training requests?
- Does the VAW sector wish to address workplace violence and harassment training or focus specifically on domestic violence in the workplace?
- How does the VAW Forum wish to proceed in order that opportunities for social entrepreneurship can benefit all VAW stakeholders in the Central West Region?
- With whom do VAW Forum service providers wish to partner in order to answer to the needs of workplace violence training?
- Is there collective agreement to utilize/adapt the resources of the provincial Neighbour, Friends and Families Training model or are there other training models that may be considered?
- Who should deliver such training and what are the standards and qualifications necessary in order to provide sound and meaningful training?
- Does the VAW Forum have adequate financial and human resources in order to respond to workplace training needs and, if not, what steps must be taken in order to adequately respond to these needs?
- If the Forum decides to charge money for workplace violence training, what should be considered as a reasonable fee? Will nonprofit organizations be deterred from seeking training if paying a fee is required?

2.2 Formulating a Strategic Plan

In order to begin to address some of the questions and concerns listed above, the VAW Forum under the leadership of the Capacity Building Implementation Committee should consider a plan for moving ahead.

The key dimensions of this plan might include, but not be limited to, the following elements:

- Formulate an understanding of the historical context of the issue. The position paper assists in this process.
- Establish a vision of the program three or more years into the future. Identify general goals and a mission for the new initiative. At this point, the Capacity Building Implementation Committee could formulate and advance a proposal for the VAW Forum to undertake the development and delivery of workplace violence training.
- Call a special meeting of all VAW Forum stakeholders to discuss the proposal so that the stakeholders can answer the questions posed at the beginning of Section 2.
- Conduct a situational assessment of the Central West VAW sector environment in terms of its strengths and weaknesses. This would include an inventory of VAW service providers already doing workplace violence training and seeing what they have been using in terms of materials and technologies. This assessment should also include identifying opportunities and potential threats within the external environment or broader community.
- Decide to what extent, if at all, the VAW Forum will adopt and/or adapt training materials already developed by the Neighbours, Friends & Families@ Work program (in London, Ontario). Consideration should be given to the strengths and weaknesses of “reinventing the wheel.”
- Identify the issues for which there are yet no obvious solutions (see Section 2.5). One key issue will be to develop a protocol and/or agreement between the various VAW agencies who desire to provide training whereby they are not competing for contracts but working together to earn contracts and then splitting monies earned.
- Develop strategic options and select the preferred alternative to address each goal of the new initiative as well as any unresolved issues. In terms of business model options, for example, there might be room to explore the possibility of incorporating a separate business entity attached to VAW service providers (e.g., a charitable organization, a co-op) in order to provide some flexibility in contracting the training.
- Assess the feasibility of the plan, including implementation challenges that need to be considered. This includes a consideration of both material and non-material resources required to implement the proposed program and possible sources of these resources. The allocation of staff time and

resources to the development and delivery of workplace training is perhaps the most important consideration. This may require new funding sources. Finally, the funders who support the VAW Forum could devise next year's budget in order to give the service providers some extra funds to meet the anticipated growth in demand for workplace violence training.

(above section adapted from Wharf & Mackenzie, 2004)

2.3 VAW Sector Engagement

Bill 168 legislation offers an excellent chance to advocate for the greater equality of women by framing it as an issue involving the health and safety of workers, an issue that requires attention from everybody. Thus, the new legislation provides an opportunity for VAW sector organizations to access mainstream venues in order to engage directly in education as part of a larger process of social change.

The Capacity Building Implementation Committee is also presented with an opportunity to strengthen the VAW sector in the Central West Region by encouraging the formation of partnerships among member organizations. By taking a team-oriented approach and pooling the collective wisdom of participants in the training initiative, the VAW sector will show a united front to the community. This will increase the sector's visibility both within the community and within the private and public sectors, benefiting individual member agencies and the VAW sector as a whole. With consistent and effective messaging, the training initiative will have a wide impact by drawing public attention to the social issues surrounding violence against women.

There is also an opportunity for social entrepreneurship on the part of participating agencies within the VAW sector—these agencies can use their knowledge base and build social capital among VAW member agencies and within the larger community. VAW service providers can create units of trainers and educators and charge for this service. Monies made in training can then be re-invested in VAW service provision (e.g., they can be spent on women and children in the shelter system, offering additional services, hire more staff for weekend support, etc.)

The range of benefits for VAW service providers offering workplace violence training is suggested by the following activities:

- Take a lead role in developing an entrepreneurial approach for the social service sector
- Develop expertise in workplace violence training
- Contribute to a prevention model in VAW work that never, or hardly ever, gets funded
- Access funding for the new initiative
- Attach a research component to assess the impact
- Bring more awareness to the issue of domestic violence and workplace violence generally

2.4 VAW Forum Leadership

The role of the VAW Forum leadership in engaging member agencies will be to facilitate knowledge sharing among participating agencies and make recommendations for moving ahead such that local stakeholders can be self-determining participants in the development and implementation process.

The VAW Forum leadership should consider to what extent workplace violence training should be uniform across the region and “branded” with a VAW Forum logo or should be a template that can be customized by each individual agency to serve the local community/organizations. Even if training and education modules are adapted to local needs, the VAW Forum could support member agencies that desire to develop and deliver their own workplace violence training by assisting with the following components:

- Deciding on the governance/management structure for the planning and development of the new initiative. For example, a steering committee could be struck among participating VAW member agencies.
- Developing a region-wide communication and marketing strategy (business model) for VAW training providers. Examples of activities could include generating newsletters for employers; providing news stories to local newspapers; developing a web site and social marketing strategy that can connect employers with local agencies; tracking training inquiries through a central database and making referrals to appropriate local agencies; creating a common brand for agencies to use across the region; and providing materials such as buttons and brochures that can be used by local agencies to network and outreach with workplaces in the community. The business model could also include a partnering strategy through which workplaces that have completed the training are granted public recognition at a regional level. The focus of the business model should be on educating employers about the cost of workplace violence, particularly domestic violence, and the provision of training that is concise, efficient, cost-effective and tailored to local needs.
- Engaging in public education and advocacy. Examples of activities could include hosting public education events; partnering with other related advocacy campaigns (e.g., the YWCA Rose campaign, the White Ribbon campaign); partnering with other organizations that provide training on workplace violence; sharing knowledge and materials with other VAW sectors across Ontario and Canada; involving victims/survivors and their lived experiences in the development and implementation of training and education materials; and pressuring the government to extend the requirements of workplace training or to legislate job protections for victims of domestic violence against employment discrimination (see Legal Momentum, 2008).
- Promoting research initiatives. Examples of activities could include applying for research funding from the government and other funding agencies (e.g., the Ontario Trillium Foundation, the National Crime Prevention Centre). Research areas of interest might include surveying service

users/clients for a needs assessment in terms of workplace awareness of domestic violence; surveying employers in terms of their perceptions of domestic violence training for workplaces and Bill 168 implementation; “best practices” for workplace violence training and prevention, especially related to domestic violence prevention; knowledge transfer strategies and practices from a provincial policy level to local implementation level; and outcome evaluation for the VAW training program (see Westhues, 2006).

2.5 Developing a Training/Education Program

The Central West VAW Forum, as a region-wide gathering of VAW sector organizations, is well-equipped to bring together agencies and deliver their own training services. Moreover, the VAW sector, comprised of service providers who work directly with clients and survivors of domestic violence, is also in an optimum position not only to educate about workplace violence prevention but also to ensure worker dignity and foster workplace awareness of sensitive issues from the perspective of those who have experienced harassment or abuse. Conceptions of workplace health and safety should be expanded to include worker dignity as a basic standard of all workplace processes and policies.

Consideration should be given to developing a training model, including the educational approach and the various resources and technologies that will be used (see Appendix One). Once the training program is developed, it should be piloted and revised according to feedback received from the participants.

Education and training materials should include a comprehensive list of specific community resources and how to access them—this can be formulated by local VAW sector organizations and supplied to employers during training. Having a local communication network in place means less hesitation and accessing help more quickly in times of crisis or emergency. With locally developed workplace training, the potential exists for better responsiveness to victims and those at risk. It also means the potential for incorporating the wisdom and experiences of various stakeholders, especially service users or survivors, in the development of training materials, and possibly also including these stakeholders in the training implementation and delivery.

Once the education/training materials are developed, consideration must be given to how the various VAW agencies that wish to deliver workplace violence training will be informed about and oriented to the training program.

2.6 Challenges for Consideration

- There is currently no mechanism in place, at least none coordinated throughout the Central West Region, for agencies to offer a streamlined style of workshop. How much staff time and resources are going to be required to develop a workplace training program? How uniform is the delivery of training expected to be across VAW organizations?

- The VAW sector is already overburdened. An assessment will need to be done in order to ascertain if member agencies are in a position (with or without funding) to meet demands for training in the community.
- Marketing and publicity strategies will need to be developed. Is outreach undertaken by individual agencies or by the VAW Forum on behalf of its member agencies? What are the best ways for agencies offering training to become known to businesses, schools and public institutions?
- Is it realistic for the VAW sector to anticipate covering its costs in providing training? What are the implications of VAW agencies charging a fee for training, especially when the Neighbours, Friends & Families program does not currently do so? In lieu of charging a fee for training, should consideration be given to devising a charitable donation program for workplaces who request training that could extend beyond cost recovery and increase the social responsibility profile of participating workplaces?
- Is there a way to organize the distribution of actual and potential training contracts in order to avoid competition amongst VAW Forum partners?
- How feasible is a program for “Train the trainer” to be offered to VAW Forum partner organizations as part of their orientation/preparation for training delivery in the Central West region? What is the likelihood of future opportunities for the Central West Forum to assist VAW sectors in other regions?
- Should an outcome evaluation and research component be developed in order to assess the program’s impact on workplace training? Benefits of conducting an evaluation would be to enhance the effectiveness of the training program and attract external funding for the research initiative.

2.7 Recommendations for the Committee

The next step for the Capacity Building Implementation Committee is to bring something forward for discussion to the VAW Forum. The responsibility lies largely with the Committee regarding what decisions will be discussed and at what level of the Forum decisions will be made.

As a first step in the planning phase, it would benefit the Committee to have some common goals outlined that can inform the Committee’s initial engagement of the Forum as a whole. The goal for the first stage of planning might be articulated as follows:

- Form a coalition of member agencies within the VAW Forum who are interested in participating in the development and/or implementation of local workplace training/education.

Ideally, the Committee can persuade the Forum to explore and adopt its own goals. This might be done either through negotiation with the whole Forum, with the coalition of member agencies directly

involved in the training initiative, or with an elected or appointed steering committee to head the coalition.

Subsequent goals will unfold from the engagement process and will inform planning stages as they are set in consultation with the VAW coalition. As a suggestion, we have outlined two additional goals below that represent possible intermediate and long-term goals, respectively:

- Build upon research and the VAW coalition’s capacity, networks and resources to develop a strategic plan for adapting, developing and delivering training/education to the community
- Through workplace training and other possible initiatives, raise awareness about Bill 168 and domestic violence in the workplace within the VAW sector and broader community

Finally, we also recommend that in the event the Central West VAW Forum decides to proceed with the development and implementation of workplace violence training, the two following considerations should be taken into account:

- Keeping records of the process as it unfolds from the very beginning, as the initiative might be used in future endeavours to apply for funding and/or to make policy recommendations that could inform the government regarding the effectiveness of devising community-based approaches to policy implementation.
- If the Forum decides to move ahead on the recommendation to develop and deliver workplace violence training, it is recommended that governmental and other funding bodies be notified as soon as possible, in the event that some resources might be made available to support the Committee’s work.

2.8 Overview of Goals, Objectives & Actions

The following table summarizes the main goals, objectives and actions discussed above. It is presented as a sample guideline for the Committee to adapt to its own needs.

Development and Implementation of Workplace Training and Education: A Strategic Plan for the VAW Forum

Goal: Short-term/ Stage One	Objectives	Actions
<p>Invite members of the Central West VAW Forum to implement local workplace training/education</p>	<p>VAW Forum Capacity Building Committee produces supporting documents</p> <p>Engage VAW Forum member agencies to participate in this initiative</p> <p>Identify leadership within participating agencies</p>	<ul style="list-style-type: none"> • Commission and circulate position paper to Forum • Powerpoint presentation to VAW Forum • Survey participating agencies regarding any resources and training currently being used • Create an inventory of resources currently being used by VAW Forum members • Establish steering committee to head the next stage
Goal: Intermediate/ Stage Two	Objectives	Actions
<p>Build upon research and the coalition's capacity to develop a strategic plan for adapting, developing and delivering local workplace training/education</p>	<p>Create a strategic plan for developing and delivering workplace training/education</p> <p>Facilitate knowledge sharing</p>	<ul style="list-style-type: none"> • Steering committee meets and discusses next steps • Steering committee develops strategic plan, including designated stakeholder responsibilities and timelines • Conduct an environmental scan of all relevant training/education programs, resources, and materials

	Develop an effective training/education module to meet local needs	<ul style="list-style-type: none"> • Apply for funding to develop training/education module • Consolidate training/education materials • Workshop and/or pilot the new training module • Package training module to promote to local organizations
Goal: Long-term/ Stage Three	Objectives	Actions
Raise awareness about Bill 168 and its implementation within the VAW sector and broader community	<p>Outreach to local employers (e.g., through Chamber of Commerce) to market VAW training/education program to community</p> <p>Provide workplace training/education to employees and employers</p> <p>Evaluate program effectiveness</p> <p>Consider ways to expand the program</p>	<ul style="list-style-type: none"> • Postcard campaign to local employers • Web site with contact information for training sessions • Public education events • Connect employers with local agencies who do training • Orient designated agencies/trainers for program delivery • Newsletters and updates to local partner organizations • Recognize workplace champions in community • Collect fees and/or charitable donations • Monitor implementation of program • Feedback forms to gauge participant satisfaction • Evaluation research to set and assess outcome measures • Collaboration with other VAW regions • Train-the-trainer workshops • Community-based education campaigns

Conclusion

By understanding the context surrounding Bill 168 and creating a plan that outlines its goals, objectives and actions, the VAW sector will be in a good position to respond to the new legislation effectively and appropriately. With the development of community-based workplace violence training, mutual benefits would accrue to both the VAW sector and employers in the community: the VAW sector will gain greater visibility, demonstrate initiative to potential funding bodies and foster a stronger local network; employers will benefit from the optics of supporting local agencies that assist victims of domestic violence (as opposed to relying on consultants from outside the community or paying private companies to provide training).

The Capacity Building Implementation Committee indicated that various other pressures currently beset the VAW sector with respect to meeting emerging demands for staff time and resources. With careful research, planning, and coordination of shared resources, the costs of the Central West VAW sector's development and delivery of workplace violence training can be minimized, if not fully mitigated. Raised public awareness as a consequence of Bill 168 provides a time-limited opportunity for the VAW sector to advance its mandate to educate the community and end violence against women and children.

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Appendix 1. List of Available Training/Education Resources

The training/education resources available in Appendix One are categorized as follows:

- A) Policy Resources
 - B) Training Programs
 - C) Manuals/Toolkits
 - D) Fact Sheet
 - E) Brochures
 - F) Videos
 - G) Posters
 - H) Web sites
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A) Policy Resources:

Centre for Research and Education on Violence against Women and Children. (2009, May). Safe respectful & inclusive workplaces: Stakeholders & strategies. Summary Conference Report. <http://www.makeitourbusiness.com/images/pdfs/sriw%20report1.pdf>

Centre for Research and Education on Violence against Women and Children. (2008, October). Workplace violence prevention think tank. Report. <http://www.makeitourbusiness.com/images/pdfs/workplace%20violence%20think%20tank%20report1.pdf>

Legislative Assembly of Ontario. (2009, December 15). Bill 168: An Act to amend the Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters. http://www.ontla.on.ca/bills/bills-files/39_Parliament/Session1/b168ra.pdf

Ministry of Citizenship and Immigration (2005). Domestic violence action plan for Ontario. <http://www.citizenship.gov.on.ca/owd/english/resources/publications/dvap/dvap.pdf>

Ministry of Citizenship and Immigration (2007, January). Domestic violence action plan - Update. <http://www.citizenship.gov.on.ca/owd/english/resources/publications/dvap/dvap.update.pdf>

Ministry of Labour. (2010, March). Workplace violence and harassment: Understanding the law. Health and Safety Guidelines. http://www.labour.gov.on.ca/english/hs/pdf/wpvh_gl.pdf

Office of the Chief Coroner of Ontario. Annual Reports. Domestic Violence Review Committee. http://www.crvawc.ca/section-research/domestic_death_review_committee.html

B) Training Programs:

Canadian Centre for Occupational Health and Safety (CCOHS). Developing your workplace violence and harassment program in Ontario. E-course. http://www.ccohs.ca/products/courses/dev_wrk_viol_ont/

Crisis Prevention Institute, Inc. Ontario Bill 168: Workplace violence – Prevention and response. Webinar. <http://www.crisisprevention.com/Resources/Webinars/Ontario-Bill-168-webinar>

HR Proactive, Inc. Bill 168 - Workplace Violence and Harassment. <http://www.bill168.ca/inthenews.html>

LCH Resources Limited. Workplace violence. <http://www.lchresources.com/>

Make It Our Business. Domestic violence in the workplace. <http://www.makeitourbusiness.com/>

McMaster University. Violence and harassment prevention in the workplace. <http://www.workingatmcmaster.ca/eohss/prevention/workplace-violence/>

Neighbours, Friends & Families. Neighbours, Friends & Families at Work: Introductory training. Powerpoint presentation. <http://www.crvawc.ca/documents/Neighbours%20Friends%20%20Families%20-%20Workplace%20Presentation.ppt>

Neighbours, Friends & Families. (2010, February). Workplace champion program. List of organizations. http://www.neighboursfriendsandfamilies.ca/images/stories/documents/incomplete_list_of_workplaceschampions_oct18.pdf

Ontario Safety Association for Community & Healthcare (OSACH) Training Program. Workplace violence. <http://store.osach.ca/Search.aspx?Keyword=Developing+a+Workplace+Violence>

Royce & Associates, Human Resources & Training Solutions. Ontario Bill 168 – Workplace Violence. <http://www.royceassociates.com/ontario-bill-168-workplace-violence/>

C) Manuals/Toolkits:

Alberta Council of Women’s Shelters. Domestic violence in the workplace toolkit. <http://www.acws.ca/workplacedv/toolkit.php>

Make It Our Business. (2010). Policy and procedure development.

- Guidelines for developing workplace domestic violence policy. http://www.makeitourbusiness.com/images/pdfs/developing_workplace_policy1.pdf
- Guidelines for balancing safety and confidentiality in situations of workplace domestic violence. http://www.makeitourbusiness.com/images/pdfs/balancing_safetyconfidentiality1.pdf
- Guidelines for communicating with employees at risk of workplace domestic violence. http://www.makeitourbusiness.com/images/pdfs/how_to_communicate_with_employee1.pdf
- Guidelines for assessing threats and managing risks in the workplace. http://www.makeitourbusiness.com/images/risk_assessment1.pdf

- Guidelines for setting up an interprofessional team.
http://www.makeitourbusiness.com/images/miob_setting_up_a_team1.pdf
- Guidelines for setting up security measures to stop domestic violence in the workplace.
http://www.makeitourbusiness.com/images/security_measures.pdf
- Responding to domestic violence: Help for employers.
http://www.makeitourbusiness.com/images/pdfs/help%20for%20employers_how%20to%20create%20a%20safe%20workplace.pdf
- How to keep yourself safe and supported when domestic violence follows you into the workplace.
http://www.makeitourbusiness.com/images/pdfs/miob_bro_1_web_ver_printerfriendly_how2keep_atwork.pdf
- Preventing and responding to workplace domestic violence: A check list.
http://www.makeitourbusiness.com/images/pdfs/audit_checklist1.pdf

Occupational Health and Safety Council of Ontario (OHSCO).

- Developing workplace violence and harassment policies and programs: What employers need to know. Workplace Violence Prevention Series.
http://www.labour.gov.on.ca/english/hs/pdf/wvps_guide.pdf
- Developing workplace violence and harassment policies and programs: A toolbox. Workplace Violence Prevention Series. http://www.labour.gov.on.ca/english/hs/pdf/wvps_toolbox.pdf

Ontario Safety Association for Community & Healthcare (OSACH). (2009).

- Addressing domestic violence in the workplace: A handbook. Second Edition.
<http://www.osach.ca/products/resrcdoc/PH-MWVP0-E-100109-TOR-001.pdf>
- Assessing violence in the community: A handbook for the workplace.
<http://www.osach.ca/products/resrcdoc/rvioe52.pdf>
- A guide to the development of workplace prevention programs. Vol. 1: Implementing the program in your organization. Vol. 2: Developing crisis prevention and communication strategies. Vol. 3: Developing human resource strategies for managing workplace violence. Vol. 4: Preventing client aggression through gentle persuasive approaches.
http://store.osach.ca/Category/77_1/Resource.20_Manuals.aspx

Peel Committee Against Woman Abuse. (2006, April). Creating a safety plan.

http://www.cleonet.ca/instance.php?instance_id=1665

D) Fact Sheet:

Ministry of Labour. (2010, May). Preventing workplace violence and workplace harassment. Fact Sheet #2. http://www.labour.gov.on.ca/english/hs/pdf/fs_workplaceviolence.pdf

E) Brochures:

Centre for Research and Education on Violence Against Women and Children. Domestic violence workplace programs and resources for Ontario.
<http://www.makeitourbusiness.com/images/stories/domestic%20violence%20workplace%20programs%20and%20resources%20for%20ont%20.pdf>

Ministry of Labour. (2010, May). Preventing workers from workplace violence and workplace harassment. Brochure. http://www.labour.gov.on.ca/english/hs/pdf/br_wpvh.pdf

Neighbours, Friends & Families. Understanding woman abuse.
<http://www.neighboursfriendsandfamilies.ca/images/downloads/UnderstandingWomanAbuseBooklet.pdf>

Occupational Health and Safety Council of Ontario (OHSCO). (2010, February). Domestic violence doesn't stop when you go to work: How to get help or support a colleague who may need help. Workplace Violence Prevention Series. Brochure.

Occupational Health and Safety Council of Ontario (OHSCO). (2010, February). Domestic violence doesn't stop when your worker arrives at work: What employers need to know to help. Workplace Violence Prevention Series. Brochure.

F) Videos:

Ontario Safety Association for Community & Healthcare. (2006). Raising awareness of violence in the workplace. <http://store.osach.ca/ProductInfo/PM-VVIO0-E-020701-TOR-001.aspx>

Centre for Research and Education on Violence Against Women and Children. (2008). Missed Opportunities. Live Performance with Facilitator's Guide.
<http://www.neighboursfriendsandfamilies.ca/organizers/missed-opportunities-training-package.html>

G) Posters:

Public Services Health & Safety Association. Workplace violence – four free posters.
http://osach.ca/products/free_posters.shtml

H) Web sites:

Canadian Centre for Occupational Health and Safety. Violence in the workplace.
<http://www.ccohs.ca/oshanswers/psychosocial/violence.html>

Centre for Research and Education on Violence Against Women and Children. <http://www.crvawc.ca/>

Ministry of Community and Social Services. Community services: Helping women flee domestic violence.
<http://www.mcscs.gov.on.ca/en/mcscs/programs/community/helpingWomen/index.aspx>

Ministry of Labour. Workplace violence and workplace harassment.
<http://www.labour.gov.on.ca/english/hs/topics/workplaceviolence.php>

Neighbours, Friends & Families. <http://www.neighboursfriendsandfamilies.ca/>

Ontario Women's Directorate. <http://www.citizenship.gov.on.ca/owd/english/index.shtml>

Public Services Health & Safety Association. Workplace violence.
<http://www.osach.ca/new/SaftInfo/WorkVio.shtml>

Appendix 2. Sample Training/Education Materials

Appendix 2 contains the following sample training/education materials:

- A) Ministry of Labour Fact Sheet. “Preventing workplace violence and workplace harassment.”
- B) Centre for Research and Education on Violence against Women and Children. “Domestic violence workplace programs and resources for Ontario.”
- C) Neighbours, Friends & Families. “Workplace strategy – Three levels of involvement.”
- D) Occupational Health & Safety Council of Ontario. Brochure: “Protecting workers from workplace violence: What employers need to know.”
- E) Occupational Health & Safety Council of Ontario. Workplace Violence Prevention Series. “Domestic violence doesn’t stop when your worker arrives at work: What employers need to know to help.”
- F) Occupational Health & Safety Council of Ontario. Workplace Violence Prevention Series. “Domestic violence doesn’t stop when you go to work: How to get help or support a colleague who may need help.”
- G) Ontario Safety Association to Community & Healthcare. 2nd edition. “Addressing domestic violence in the workplace: A handbook.”
- H) The Peel Committee against Woman Abuse. “Creating a safety plan.”