

WORKPLACES RESPOND TO DOMESTIC & SEXUAL VIOLENCE

A NATIONAL RESOURCE CENTER

IMPROVING SAFETY AND RESPECT IN THE WORKPLACE: TRAINING FOR SUPERVISORS

MODULE 1

This project was supported by Grant No. 2012-TA-AX-K055 awarded by the Office on Violence Against Women, U.S. Department of Justice. The opinions, findings, conclusions, and recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect the views of the Department of Justice, Office on Violence Against Women.

Overall Training Learning Objectives (1)

As a result of the entire training program, supervisors will be better able to:

1. Describe what is meant by domestic violence (DV), sexual violence (SV) and stalking in all their forms.
2. Discuss why it is important to address the impact of domestic and sexual violence and stalking on the workplace.

Overall Training Learning Objectives (2)

3. Demonstrate how to recognize and respond to warning signs of violence in co-workers (either victims or perpetrators), and refer them to sources of help.
4. Use policies and procedures as a guide to preventing and responding to domestic and sexual violence and stalking.

The 3Rs

RECOGNIZE

RESPOND

REFER

MODULE 1

MODULE 2



MODULE 1:

IDENTIFYING DOMESTIC VIOLENCE, SEXUAL HARRASSMENT, SEXUAL ASSAULT, STALKING, AND OTHER FORMS OF VIOLENCE

Module 1 Learning Objectives

As a result of this training, you will be better able to:

1. Describe different types of violence and harassment in the workplace and at home.
2. Identify victims and perpetrators.
3. Recognize signs that violence or harassment has happened.

EXERCISE: SECRETS

SECRETS: DISCUSSION QUESTIONS

1. Why don't you want others to know this secret? What are you afraid of?
2. What might happen if others found out about your secret?

RECOGNIZING AND UNDERSTANDING VIOLENCE

Prevalence of DV, Sexual Harassment, Sexual Assault, and Stalking (1)

- 1 in 4 women and 1 in 7 men are victims of severe physical violence by an intimate partner.¹
- 1 in 5 women and 1 in 71 men raped in their lifetime.²
- 1 in 6 women and 1 in 19 men (5%) stalked during lifetime.³

^{1, 2, 3} Centers for Disease Control, National Intimate Partner and Sexual Violence Survey, 2011

Prevalence of DV, Sexual Harassment, Sexual Assault, and Stalking (2)

- 2005 study of 1,200 working adults¹
 - 44% experienced effects of DV at work
 - 21% victims of IPV
- 2013 in MD²
 - 16,817 DV cases
 - 6,475 reported incidences in Baltimore County
 - 3,383 incidences in Baltimore city
 - 425+ sexual assaults reported in these two jurisdictions

¹CAEPV National Benchmark Telephone Survey 2005

²Crime in Maryland: 2013 Uniform Crime Report

Prevalence of DV, Sexual Harassment, Sexual Assault, and Stalking (3)

Nationally

- an estimated 70% of sexual assault crimes are perpetrated by someone known to the victim

¹ U.S. Dept. of Justice, 2005 National Crime Victimization Study, 2005

DOMESTIC VIOLENCE

Clara's Story



What is domestic violence?

- Domestic violence is a pattern of behaviors
- One person exerts power and control over another person or persons.
- Domestic violence can occur between people with these kinds of relationships:
 - Spouse
 - Dating relationship
 - Former Partners
 - Have a child in common
 - Parent-child (both are adults)

Examples of physical violence

- Hitting, kicking, punching, slapping, scratching or a threat to do so
- Throwing objects or use of weapons
- Preventing medical or mental health care
- Breaking walls, windows, phone, personal items
- Harming a pet or any loved ones

Examples of emotional violence

- Making the person feel guilty
- Threatening a person and/or their loved ones
- Threats of suicide or self-harm
- Threatening to take away children
- Controlling what the person does

Examples of economic control

- Preventing victim from getting or keeping a job
- Preventing victim from going to school or becoming independent
- Control over their finances or access to finances
- Giving victim an allowance
- Making all big/important decisions

SEXUAL HARASSMENT & ASSAULT

Lucy's Story



DISCUSSION QUESTIONS

1. Did you see any examples of behavior that you think are problematic?

What is sexual violence?

- A broad range of behaviors, including
 - sexual harassment
 - coerced acts, unwanted touching,
 - sexual assault
 - and rape
 - perpetrated against someone's will or consent.
- Not everything that is sexual violence is considered a crime, however.

What is sexual harassment?

- Sexual advances, requests and other conduct of a sexual nature
- Unwelcome
- May interfere with an individual's work performance
- Creates an intimidating, hostile, or offensive work environment

Examples of sexual harassment

- Gestures, heckling, staring, whistling, unwanted flirtations
- Making unwanted comments or jokes about someone's appearance
- Promotions in exchange for sexual favors
- False rumors
- Retaliation

What is sexual assault?

- Sexual assault is a crime.
- It is any unwanted or forced sexual act and includes:
 - Rape and attempted rape
 - Unwanted touching or groping
 - Sexual harassment
 - Unwanted showing of private parts
 - Sexual exploitation
 - Child sexual abuse
 - Incest
 - Sexually obscene communications (in person, by phone, texting, email or social networking)

CONSENT VIDEO

<https://www.youtube.com/watch?v=fGoWLWS4-kU>

CONSENT
IT'S SIMPLE AS TEA

DISCUSSION QUESTION

2. What could Lucy do in this situation?

DISCUSSION QUESTION

3. Is Lee is a man or a woman? If Lee is the same gender as Lucy, is it still sexual violence? Why or why not?

Examples of stalking

- Approaching or following a victim or their family/friends/love interest
- Sending victim unwanted items, including gifts
- Repeatedly contacting victim in text, emails, or phone calls
- Breaking into someone's home/vehicle
- Forcing contact

What is stalking?

- Harassing, unwanted and/ or threatening behavior that causes the victim to fear for his/her safety or the safety of a family member
- Perpetrator can be intimate partner/family; acquaintance/co-worker/dating/customer/client stranger
- Use of phones, texts, emails, computer, GPS
- Often happens with sexual assault and domestic violence

LEARNING POINTS

- High prevalence in the US and in Maryland.
- DV is a range of behaviors: person exerts power and control over another.
- SV is a whole spectrum of behavior: actions imposed against someone's will or consent.
- Stalking frequently precedes, or happens at the same time as DV/SV, and is one of the most common forms of violence at work

VICTIMS AND PERPETRATORS

Who are victims?

Who can be a victim of domestic violence, sexual harassment, sexual assault or stalking?

Anyone can be a victim

- Victims can be of any age, gender, sexual orientation, education level, ethnicity, or income status.
- Victims can also be of any immigration status: a citizen, a resident, an asylee, out of immigration status, on a work visa, etc.

Victimization

What are some of the signs that someone could be a victim?

Signs of victimization

- Depression/anxiety/stress/sadness/crying
- Avoids eye contact
- Low self-esteem
- Drug/alcohol/prescription drug abuse
- Suicidal thoughts/attempts
- Unexplained medical issues with bad excuses
- Changes in personality
- Uncharacteristic work related problems

Increase vulnerability?

What situations can increase a person's vulnerability for these types of violence?

Vulnerability to victimization

- Lack of authority
- Immigration Status
- Low Income/Poverty
- Past Abuse/Harassment history
- Marginalization/oppression
- Disabilities or mental illness

Who are perpetrators?

Who can be perpetrators of domestic violence, sexual violence or stalking?

Anyone can be a perpetrator

- Any age, sex, sexual orientation, education level, ethnicity, immigration or income status
- Most victims of violence are women (85%), and most perpetrators are men
- BUT women can be violent to men and women. Men can harm and harass other men
- Not always about sexual attraction/desire
- Often well regarded and well liked in the workplace and/or community

Signs of a perpetrator

What are some of signs that an employee might be a perpetrator?

Signs that someone might be a perpetrator

- declines in performance
- missing work with unexplained absences
- using work time and work resources (such as phones, computers, email) to harass or threaten someone.

Common beliefs and the real facts about victims

Beliefs and facts: Victim's Fault

BELIEF:

- Victim is to blame for violence or harassment
- Victim's attitude/life style/actions/personality provoke violence

FACTS:

- Nothing justifies violence or harassment.
- A perpetrator is always responsible for violence they carry out.
- The victim is NEVER responsible.
- Culture of victim blaming

Beliefs and facts: Violence is Physical

BELIEF:

- Violence is only physical

FACTS:

- Violence takes many other forms such as Emotional, Verbal, Psychological, Financial, Sexual.
- Physical violence is sometimes just easier to see

Beliefs and facts: Fear of Leaving

BELIEF:

- Victims are selfish and don't care about the well-being of their children, otherwise they would leave.

FACTS:

- Victims may not leave because of fear for safety
- Victims may not have another safe place to live, or child care, or money
- Don't want to lose the children
- As long as s/he is the only one being physically abused his/her children are not affected.
- Perpetrators use manipulation and threats to make victims afraid and do what they want

Beliefs and facts: Culture

BELIEF:

- Violence is ok if accepted culturally and some cultures condone them.

FACTS:

- Culture is not a justification or excuse for violence
- Attitude of "minding one's business" or "looking the other way" must change
- Men and boys are very important for changing this attitude

LEARNING POINTS

- Anyone can be a victim
- Anyone can be a perpetrator
- Targeted because vulnerable for some reason, and the perpetrators want to control or take advantage of them.
- Certain conditions make some persons more vulnerable than others to violence or harassment.

WHY IT IS IMPORTANT FOR THE HOSPITAL TO ADDRESS THE WORKPLACE IMPACT OF VIOLENCE

Financial Impact

- The Centers for Disease Control and Prevention estimates that the cost of violence totaled **\$8.3 billion annually** in 2003 dollars.
- A 2005 study:
 - **7.2 days** of work-related lost productivity
 - **33.9 days** in productivity losses associated with household chores, social time, and caregiving activities.
- According to the National Institute of Justice, **rape costs our country more than any other crime**
 - followed by assault (\$93 billion)
 - murder (\$71 billion)
 - and drunk driving, including fatalities (\$61 billion).

Workplace Impact

- Over 51% of stalking victims indicated that it had occurred at least once on work premises. (Reeves & O'Leary-Kelly, 2009).
- 33% of women killed in workplaces from 2003-2008 by an intimate partner (Tiesman 2012).
- Women are much more likely than men to be victims of on-the-job intimate partner homicide (US Dept. of Labor, Bureau of Labor Statistics 2010).
- 8% of rapes occur while the victim is working (US Dept. of Justice, Bureau of Justice Statistics 2001).

Lost time and performance issues

- About 5% of employed victims in a 12-month period were fired or asked to leave their jobs because of stalking.
- 1 in 8 employed stalking victims lost time from work because of fear for their safety or because they needed to get a restraining order or testify in court
- 36% of rape/sexual assault victims lost more than 10 days of work after their victimization

Impact on perpetrators

- Miss work
- Come in late
- Use work time/resources to further harass, threaten or perpetrate violence
- Cause workplace accidents

Learning Points

- Victims might miss work, have problems concentrating, medical problems, or be harassed or threatened at work
- Perpetration also has an impact
- Will cost the company as well and put other employees' safety at risk

OVERALL LEARNING POINTS

- RECOGNIZE the different forms of violence and how they impact the workplace.
- Violence is not just physical
- Anyone can be a victim or perpetrator
- Increased vulnerability to victimization
- Impacts everyone

Thank you!

Please fill out the evaluations

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The 3Rs

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MODULE 2



MODULE 2: RESPONDING TO VIOLENCE AND REFERRALS

Module 2 Learning Objectives

As a result of this training, you will be better able to:

1. Respond to a co-worker when seeing or hearing about violence.
2. Utilize workplace and community resources to assist co-workers.
3. Report to the right person when seeing or hearing about violence by any person against another person.
4. Apply relevant policies and procedures to warning signs or incidents of violence.

RESPONDING TO AN EMPLOYEE WHO IS A VICTIM OF VIOLENCE: ROADMAP

4 Cornerstones of Responding Do's and Don'ts

1. Listen and Support
2. Assess Workplace Risk and Safety
3. Formulate a Workplace Plan
4. Provide Information

RESPONDING ROLE PLAY EXERCISE

Clara's Story

Clara and her husband Elias are both employees at the same hospital. Elias works as a Radiation Technician and Clara works as an assistant in Transport.



Recently, coworkers have noticed that Clara is often late or absent from work. When she does show up, she is distracted and often misses calls or is late completing work. Clara's behavior has also changed in the last several months. She is very jumpy at work and appears fearful when startled or caught off guard. Coworkers note that she has started wearing more make-up and long-sleeves, even in the summer months.

Despite working in another unit, Elias often appears at Clara's desk several times a day. He drops her off every morning, meets her for lunch every day, and picks her up at the same time every evening. Clara appears anxious at the end of the day.

Listening and Supporting the Victim

| DO | DON'T |
|--|---|
| Find an appropriate time and place to talk, and ensure privacy. | Have this discussion in a place where others can see or hear |
| Show support and concern. <ul style="list-style-type: none"> • “You don't seem like yourself lately. Is something going on?” • “I'm concerned about you. Is everything ok?” | Blame or shame the employee. <ul style="list-style-type: none"> • “You're creating problems for the whole team because you're always late and missing deadlines.” |
| Focus on the employee's work-related behavior in a non-invasive way that doesn't make assumptions. <ul style="list-style-type: none"> • “You have been late to work which isn't like you. Is something happening?” • “You seem really distracted and you've missed some deadlines.” | Make invasive comments and assumptions. <ul style="list-style-type: none"> • “Is your husband hitting you?” • “Are you having problems with your girlfriend?” • “You keep showing up to work late without any explanation.” • “You've been slacking off lately” |

Listening and Supporting the Victim

| DO | DON'T |
|--|---|
| <p>Give the employee a choice whether to disclose, and an opportunity to explain their performance.</p> | <p>Demand an explanation.</p> |
| <p>Listen without judging</p> <ul style="list-style-type: none"> • Victims often believe the perpetrator's negative messages and feel ashamed, inadequate, and afraid of being judged. • "I'm sorry this is happening" • "This is not your fault" | <p>Act like you know everything and offer unsolicited advice</p> <ul style="list-style-type: none"> • Why don't you just leave? • Why didn't you call the police? • What did you think would happen when you went home with someone you barely knew? |
| <p>Leave the "door open" (as in you are available to help in the future) – especially if she/he chooses not to disclose</p> <ul style="list-style-type: none"> • "I'm here if you need me; I care about you" | <p>Foreclose further help</p> <ul style="list-style-type: none"> • "Well, I offered to help, but since you won't tell me what's going on, I can't do anything." • "Don't be surprised if I have to fire you." |

LEARNING POINTS

- Hard for both parties involved
- Many victims do not want their employer to know about the violence due to:
 - Fear
 - Being ashamed, worry they will be blamed
 - Safety concerns:
 - Belief that no support will be provided by employer

ASSESSING THE RISK

| DO | DON'T |
|--|--|
| <p>If the employee asks, be able to provide information about contacting law enforcement so that he/she can assess their options.</p> | <p>Tell the survivor what they have to do.</p> <p>Try to “fix” him/her –they are not broken</p> <ul style="list-style-type: none"> You are not the expert on her/his life You may increase his/her danger by making suggestions that could be unsafe |
| <p>If there is a direct threat to the workplace, tell the employee that you will need to take action to protect everyone. Discuss with employee what action you plan to take, who you must tell and who they want you to tell.</p> <ul style="list-style-type: none"> “Do you think there is a threat to the workplace” “Do you think that person will come here? Are we in danger?” | <p>Take away a survivor’s agency by forcing them to do something, or taking action without telling them. Doing so could increase the danger to them an/or the workplace.</p> |
| <p>Ask if they need any changes in the workplace to do their job and stay safe (i.e., accommodations)</p> | <p>Tell the employee they are suspended, or that they are on administrative leave until they “fix the problem”</p> <p>Fire the survivor in the belief that the problem will go away if you remove the survivor from the workplace.</p> |

LEARNING POINTS

- Two kinds of safety concerns: the victim's safety and the safety of the entire workplace.
- Assess risk and what interventions or actions are possible
- **NOT** your job to assess the personal risk and tell them what to do.
- Respect victim's autonomy and decision making
- It **IS** your job to connect a survivor to those expert help sources.

IN SUMMARY

- Be proactive.
- You don't have to be an expert on violence, but you can express concern and support
- Expressing concern can help a survivor obtain assistance and stay safe.

FORMULATE A WORKPLACE PLAN

Overview of Hospital Policies

- New Domestic and Sexual Violence policy and provisions
- Violence Free Workplace
- Code of Conduct
- Harassment Policy
- Personal Leave Policy

SMALL GROUP DISCUSSION

1. Elias always shows up at lunchtime and drops Clara off and picks her up from work. Clara wants to keep working but doesn't want Elias around at work. What could be done to help her?
2. How would you address Clara's performance issues? What would you say to her?
3. Clara says that although she appreciates your help, she doesn't want anyone to know what you've talked about. How do you respond?

Formulate a Workplace Plan

| DO | DON'T |
|---|--|
| <p>Work with the employee to determine what kind of assistance they want or need.</p> <ul style="list-style-type: none"> • "What do you need?" • "What can I do to help?" | <p>Put the burden on the employee to "fix" the problem by not coming to work, or forcing them to report to the police or get an order of protection.</p> |
| <p>Inform the employee of the hospital policy regarding DV/SV/Stalking and safety.</p> <ul style="list-style-type: none"> • "Did you know the hospital has a policy addressing these issues?" | <p>Assume they know about hospital policy and procedures.</p> |

Formulate a Workplace Plan Cont.

| DO | DON'T |
|---|--|
| <p>Inform the employee of any requirements under hospital policy that require you to report information and to whom.</p> <p>"If you need time off/schedule change/etc, you need to make a request to ____"</p> <p>"Once you make a request I have to tell ____"</p> <p>"If another employee is the perpetrator, I have to report this to ____ and HR will conduct an investigation."</p> | <p>Don't just tell the employee to talk to HR.</p> |
| <p>Inform the employee about the specific accommodations available.</p> <ul style="list-style-type: none"> • change work location • change work hours/shift • use different entrances and exits to workplace • change telephone extension • permit time off to go to court, talk to the police, seek medical attention, get legal advice, counseling | <p>Wait for them to ask for something.</p> |

IN SUMMARY

- Safety plan has specific accommodations
- Internal reporting system clarifies protocol & roles
- Confidentiality and seriousness of safety
- No consequences or retaliation for survivors and bystanders
- Create multiple points where victims can access information
- Consequences for not reporting are:
 - Affects the hospital as a whole and
 - Can cause the hospital to incur costs and liability
 - If the hospital loses money, then all the employees lose money

REFERRING LARGE GROUP DISCUSSION

Provide Information

DO

Offer contact information for in-house resources, including a contact at HR, ICM, or EAP.

- "If you need someone to talk to about what you're going through, or get some advice on what to do, here are some numbers here at the hospital for ICM and EAP. It's confidential and they can help."

Offer contact information for community resources/hotlines.

- "If you need someone to talk to about what you're going through, or get some advice on what to do, here are some numbers for experts in the community. It's confidential and they can help."

End conversation with sympathy and respect:

- Thank you for opening up to me
- Summarize/review the plan
- Has this been helpful?
- Do you have what you need?
- Are you feeling safe?
- If not, what can I do to help you feel safer?
- I'm here if you need me

DON'T

Claim you don't know a way to help them. While it's not your job to be an expert on violence or to address this person's non-workplace issues, it is your job to know who the experts are in the hospital and in the community, and to give the victim contact information for them.

- "I don't know anything about this, I can't help you."

(Same as above)

End abruptly without leaving time for questions or summarizing the plan.

RESPONDING TO PERPETRATORS

IMPACT OF PERPETRATION

- **80% of perpetrators** said their own job performance was negatively affected by their perpetration of domestic violence. (Schmidt & Barnett, 2012)
- **19% caused or almost caused** an accident at work. (Schmidt & Barnett, 2012)
- Between 42% and 51.8% of perpetrators of domestic violence were **either late or missed work entirely** because of their abusive behavior.
- More than three-quarters of perpetrators **used workplace resources** at least once to express remorse or anger, check up on, pressure, or threaten the victim. (Lim, et al, 2004)

VIDEO CLIP



Ohio Domestic Violence Network - How to Talk to an Employee Who Perpetrates Domestic or Sexual Violence:

<https://www.youtube.com/watch?v=IUFdmYiniSw>

LARGE GROUP DISCUSSION QUESTIONS

1. Identify the "recognize" in the video
2. Identify "respond" in the video

LEARNING POINTS

- Always consider safety first.
- Make it clear to all parties involved that this type of behavior will not be tolerated and that there will be consequences.

IN SUMMARY

- Supervisors and managers have the responsibility to respond immediately to a situation
- Must respond to the situation instead of letting it go unaddressed.
- Act as role models for your staff.

MODULE CONCLUSION (1)

- The 3Rs: Recognize, Respond, Refer.
- Promptly respond to concerns
- Reinforce and give praise
- Keep the lines of communication open
- Give the tools and language
- Promote transparency
- Connect to resources
- Have a roadmap of how to respond
- Be confident about the policies

MODULE CONCLUSION (2)

Ways that we are enhancing disclosure and communication:

- Publicizing the Policy
- Let employees know it's OK to talk about violence
- Let employees know violence will not be tolerated
- Literature, posters, etc. is posted around the hospital

Thank you!

Please fill out the evaluation