



### IPV at the workplace

- Shows up at the workplace and pester co-workers with questions about your employee:
  - Where is she? Who is she with? When will she be back?
- Lies to employers and co-workers about the victim
  - She is ill, out of town, or at home with a sick child
- Threatens co-workers
- Intimidates, harasses, verbally abuses victim
- Damage the victim's or organization's property
- Physically harms the victim and/or co-workers
- Femicide/homicide

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### Workplace challenges

- Consider...



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### The Problem for Employers

- Reduced employee productivity and motivation
- Increased absenteeism
  - 54% IPV victims miss 3 or more days of work per month (Zachary, 2000)
- Replacement, recruitment, and training costs if victims are injured or dismissed for poor performance
- Higher company health expenses
- Decreased worker morale
- Strained co-worker relations
- Potential harm to employees, co-workers, and/or clients when a violent abuser enters the workplace
- Liability costs if a member of the public or another employee in the workplace is harmed

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**Canadian Labour Congress (CLC) Survey**  
(Wathen et al., 2014)

- Workplace survey (N=8,429)
- 38 % women and 17% men reported lifetime exposure to IPV
  - 7% women and 4% men current IPV victims
- Of those identified as victims:
  - 38% said IPV affected ability to get to work
  - 8% lost employment due to IPV
  - 52% said IPV continued at the workplace
  - 82% said IPV negatively affected performance
  - 92% think IPV impacts lives of *all workers*

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**CLC Survey: Victims said...**

- *"The domestic violence caused unease between me and my co-workers because I had to miss work or sometimes cried. Some people felt helpless; they did not dare intercede for fear of endangering me or themselves."*
- *"People just knew, I was ashamed, they didn't have much respect for me."*
- *"I would have to find a safe house at night...My children and I would be too emotionally upset to go to work and school the next day."*
- *"He would phone my workplace to see what time I had left, and phone when I arrived to make sure I was actually going to work."*
- *"I could see how my situation could place others in danger."*
- *"The only concern my boss had was how soon I was returning to work."*
- *"My employer simply said to me, take whatever time you need...I was very fortunate to have such an understanding and flexible employer."*

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**Early Identification:  
Victim Warning signs**

Productivity	Social behaviour	Escalation
Having trouble concentrating	Behaving differently than usual	Appearing flustered by phone calls/texts/e-mail
Often arriving late	Appearing withdrawn and isolated	Trying to cover up bruises and scratches
Missing work more frequently than usual	Engaging in fewer social activities than usual	Showing signs of strangulation
Less productive	Making last minute cancellations	Acting nervous when a partner shows up
Making excuses for poor work performance	Using drugs and/or alcohol to cope	Being followed to/from work by a partner
Frequent phone calls and emails from a partner	Apologizing for a partner's behaviour	Receiving unannounced visits from a partner

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### Employer Responsibility

Occupational Health and Safety Regulation, BC

- (1) An employer must inform workers who may be exposed to the risk of violence of the nature and extent of the risk.
- (2) The duty to inform workers in subsection (1) includes a duty to provide information related to the risk of violence from persons who have a history of violent behaviour and whom workers are likely to encounter in the course of their work.

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### Responsibility (cont.)

- (3) The employer must instruct workers who may be exposed to the risk of violence in
  - (a) the means for recognition of the potential for violence,
  - (b) the procedures, policies and work environment arrangements which have been developed to minimize or effectively control the risk to workers from violence,
  - (c) the appropriate response to incidents of violence, including how to obtain assistance, and
  - (d) procedures for reporting, investigating and documenting incidents of violence.

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### Case Specific Considerations

- When sharing information professionals should consider the following on a case by case basis
  - What information should be shared?
  - With whom should information be shared?
  - What form should information be shared?

*Share all relevant information, but only relevant information. Take all reasonable steps, but only reasonable steps.*

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### Dealing with Uncertainty

- Consult with colleagues
- Seek legal advice
- Consider implications

*"Would you rather be sued for sharing information and helping to protect the health and safety of a victim or be sued by her family for not sharing information to protect the health and safety of the victim after she was harmed or killed?"*

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### When a threat exists...

Employer must:

- Conduct threat assessment
- Take steps to eliminate or minimize risk
- Inform staff of the hazard
- Respond to incidents

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### Triage Assessment Process

- 1 • Review
- 2 • Identify
- 3 • Sort
- 4 • Prioritize
- 5 • Plan
- 6 • Act

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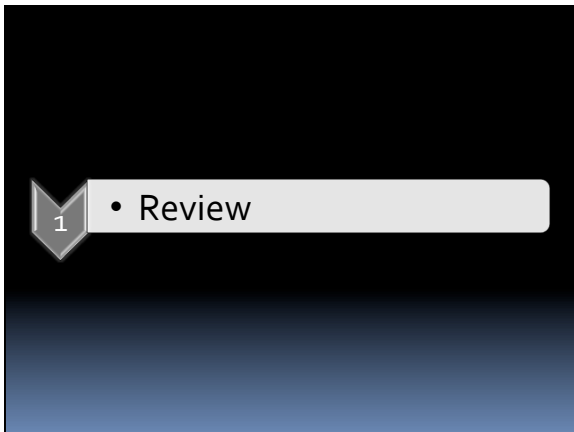
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1 • Review

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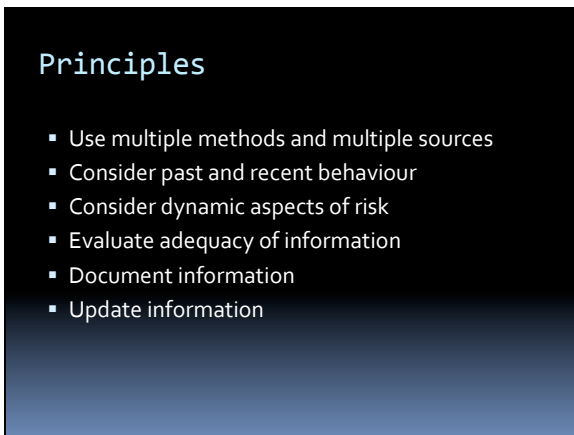
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**Principles**

- Use multiple methods and multiple sources
- Consider past and recent behaviour
- Consider dynamic aspects of risk
- Evaluate adequacy of information
- Document information
- Update information

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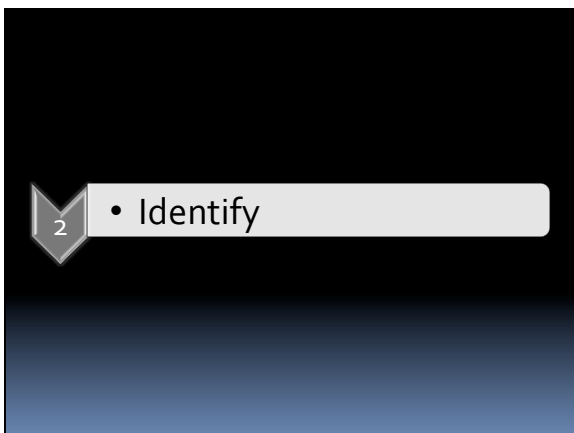
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2 • Identify

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### Primary Warning Signs

- Acts of violence
  - Violent physical contact
  - Other unwanted physical contact
- Threats of violence
  - Threatening acts
  - Threatening statements
- Thoughts of violence
  - Interest in or preoccupation with violence
  - Desire or willingness to use violence

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### Secondary Warning Signs

- Health Problems
  - Physical health problems
  - Mental health problems
- Adjustment Problems
  - Crisis in personal relationships
  - Crisis in living situation
- Conduct Problems
  - Disruptive behaviour
  - Antisocial behaviour

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3 • Sort

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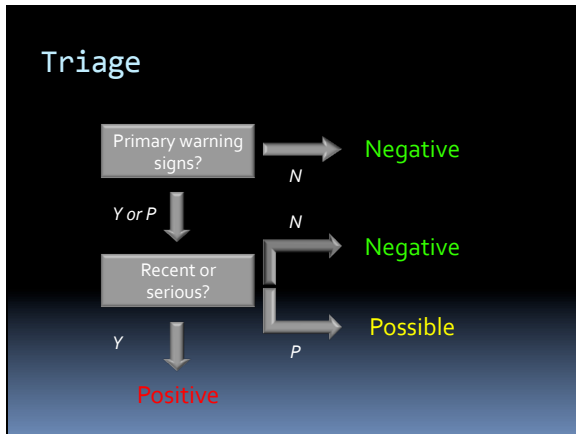
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- ### Positive
- At least one primary warning sign is coded
    - Present or possibly presentAND
    - Recent or serious
  - Clear reasons for concern
    - Proceed with urgency
    - EMERGENCY: Stop and take immediate action to mitigate risk before proceeding

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- ### Possible
- At least one primary warning sign is coded both
    - Present or possibly presentAND
    - Possibly recent or serious
  - Possible reasons for concern
    - Proceed with caution

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**Negative**

- All primary warning signs are coded
  - Not present
  - OR
  - Present or possibly present but not recent or serious
- No reasons for concern
  - Proceed as usual

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4 • **Prioritize Case**

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**Prioritize Case**

- High Priority
  - Clear imminence
  - Clear severity
- Moderate Priority
  - Possible imminence
  - Possible severity
- Low Priority
  - No imminence
  - No severity

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5 • Plan

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Plan response

- Do everything that is reasonably necessary to protect safety
- Base response on primary and secondary warning signs

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Positive

- Initiate full violence risk assessment
- Coordinate with police
- Coordinate with manager
- Coordinate with security
- Initiate victim safety planning

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### Possible

- Seek second opinion
- Consult with manager
- Consult with security

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### Negative

- Informal intervention/support
- Initiate investigation
- Gather additional information
- Monitor warning signs
- Set date for review/re-triage

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### 6 • Act

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### Risk Communication

- Document information
- Distribute oral and/or written reports within the organization as appropriate
- Share information with people or agencies outside the organization as necessary

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### Risk Management Strategies

Monitoring	Supervision	Treatment	Victim Safety Planning
• Surveillance or repeated assessment	• Imposition of controls or restriction of freedoms	• Rehabilitation, including further assessment	• Enhancement of security resources for identifiable targets

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### Victim Safety Issues

*Problems with...*

1. Barriers to Security
2. Barriers to Independence
3. Interpersonal Resources
4. Community Resources
5. Attitudes or Behavior
6. Mental Health

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### Case Illustration: Jack O'Hart

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### Synopsis

- On 2011-08-09 Jack attended Riverfront Diagnostic where Mary, his wife worked, as a research technician. They had recently separated on 2011-08-2 after Jack assaulted Mary by punching and suffocating her which Mary reported to the police. Since then, Jack has repeatedly phoned Mary while she is at work, has followed her to work and in the community, and has made vaguely threatening statements towards her.

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### Jack and Mary

- Jack is Canadian-born of Aboriginal descent and works full time as an accountant at a correctional institution
- Mary is Canadian-born of Asian descent and works full time as research technician at Riverfront Diagnostic
- Jack and Mary married in 2001 and have one son together, named Tyler, who is 3 years old

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### Information Sources

- Information reviewed
  - Interview with Mary
  - Interview with manager and HR representative
  - Consultation with police (3 agencies)
  - Consultation with victim services
  - Court Services on line
- Information not reviewed
  - Interview with Jack

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### Domestic Violence History

- Physical assaults
  - Slapping, punching, and strangling 6 times per year
- Sexual assaults
  - Forced sex 10 times per month
- Threatening Statements
  - "If you go to the police it will end badly for everyone" in last month
- Stalking
  - Following to work and in the community in last month

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### Background

- Jack
  - Violence history, negative attitudes, intimate relationship problems, substance use problems, emotional crisis, little support, evading arrest
- Mary
  - Problems with consistency, new intimate relationship, fearful for her own and others safety, limited experience with system, living with sister's family, son having difficulty coping

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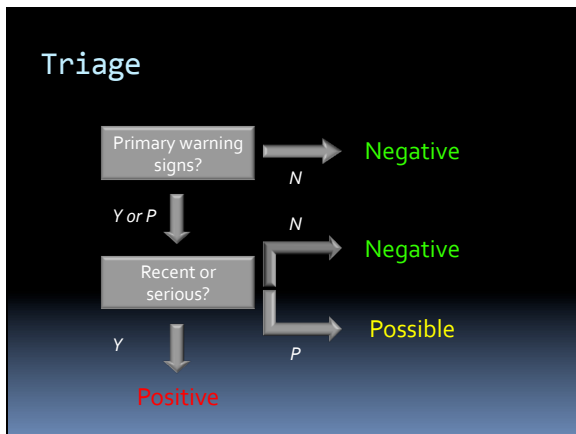
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- ### Triage = Positive
- At least one primary warning sign is coded
    - Present or possibly present
  - AND
  - Recent or serious
  - Clear reasons for concern
    - Proceed with urgency
    - EMERGENCY: Stop and take immediate action to mitigate risk before proceeding

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- ### Threat Assessment: B-SAFER
- Kropp, Hart & Belfrage (2010)
  - For comprehensive assessment of risk for intimate partner violence
    - Males or females, age 18 and older
  - 10 perpetrator risk factors in 2 domains
    - Intimate Partner Violence
    - Psychosocial Adjustment
  - 5 victim vulnerability factors

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### Intimate Partner Violence

- ✓ 1. Violent Acts
- ✓ 2. Violent Threats or Thoughts
- ✓ 3. Escalation
- ? 4. Violation of Court Orders
- ✓ 5. Violent Attitudes

*Other Considerations*

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### Psychosocial Adjustment

- ? 6. General Criminality
- ✓ 7. Intimate Relationship Problems
- ? 8. Employment Problems
- ✓ 9. Substance Use Problems
- ? 10. Mental Health Problems

*Other Considerations*

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### Victim Vulnerability

- ? 11. Inconsistent attitudes or behaviour
- ? 12. Extreme fear of perpetrator
- ? 13. Inadequate support or resources
- ✓ 14. Unsafe living situation
- ✗ 15. Health problems

*Other Considerations*

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### Developing Scenarios

Repeat	Twist	Escalation	Improvement
<ul style="list-style-type: none"><li>Consider all past violence, not just most recent</li></ul>	<ul style="list-style-type: none"><li>Change in motivation, victimology, behavioral topography</li></ul>	<ul style="list-style-type: none"><li>Including lethal or "worst case"</li></ul>	<ul style="list-style-type: none"><li>Including desistence or "best case"</li></ul>

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### Scenarios: Repeat

- May threaten or engage in physical or sexual violence toward Mary

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### Scenarios: Twist

- May threaten or engage in physical violence toward people known to Mary, including family, friends, co-workers, Tyler's caregivers, or any new intimate partner of Mary
- May abduct Tyler

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### Scenarios: Escalation

- Violence toward Mary could escalate to life threatening violence

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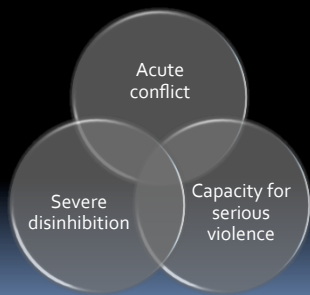
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### Lethality Assessment



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### Acute Conflict

- Involved in serious dispute or very upset over outcome of dispute
  - Especially concerning unwanted marriage, marital separation, child custody, or alimony
- Important warning signs:
  - Stalking
  - Ultimatum or conditional threat
    - "If you don't..."

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### Capacity for Serious Violence

- Demonstrated ability or willingness to engage in life-threatening violence
  - Especially current thoughts of violence, history of life-threatening violence
- Important warning signs:
  - Current thoughts/plans of violence involve weapons or other high-lethality methods
  - Used weapons or other high-lethality methods in past
  - Recent escalation of violence or thoughts/plans of violence

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### Severe Disinhibition

- Mental state may overcome usual inhibitions against life-threatening violence
  - Especially mental or emotional problems
  - Also attitudes that support/condone lethal violence
- Important warning signs:
  - Serious substance use
  - Serious mental illness (e.g., psychosis, depression)
  - Suicidal or nihilistic thoughts
  - Family history of honour-based violence acts, thoughts, or plans

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### Strategies

Monitoring	Supervision	Treatment	Victim Safety Planning
• Surveillance or repeated assessment	• Imposition of controls or restriction of freedoms	• Rehabilitation, including further assessment	• Enhancement of security resources for identifiable targets

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### Management: Monitoring

- Monitor key indicators of Jack's violence risk by police, probation, and health care
  - Negative attitudes
  - Substance use
  - Violent and suicidal ideation
  - Angry and depressed mood
  - Life stressors

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### Management: Treatment

- Refer Jack to crisis intervention
- Refer Jack to substance use program
- Refer Jack to spousal violence program

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### Management: Supervision

- Remand in custody
- Community supervision with conditions
  - Report as directed
  - Reside as directed
  - No weapons
  - No alcohol/drugs
  - No contact with Mary, supervised visits with Tyler
- Include workplace in conditions
  - Consider sec. 810 peace bond for workplace

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### Management: Safety Planning

- Refer Mary to victim services to develop a safety plan that addresses home, work and community safety for her and Tyler
  - Include Tyler’s caregivers
- Workplace(s) should continue safety plan in consultation with police
  - Emergency response
  - Safety audit
  - Security brief

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### Issues

Case Prioritization	Serious Physical Harm	Immediate Action	Case Review
• Degree of effort or intervention required	• Risk for life-threatening violence	• Urgent intervention taken or needed	• Date for regular review and triggers for emergency review

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### Issues

- Case Prioritization: High
- Serious Physical Harm: High
- Immediate Action: Yes
- Case Review: Daily in community, weekly in custody

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### Contact Information

Protect International, Inc.  
#210-736 Granville Street  
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