EHRC

Building a **Sexual Harassment-Free Workplace** in Electricity

Support Strategy and Procedure Framework

About
Electricity Human Resources Canada (EHRC)

Electricity Human Resources Canada (EHRC) embarked on a key initiative to address sexual harassment and violence in the workplace. Funded by the Department of Justice Canada, the resulting program will equip employers with clear policies, procedures and practices to build a respectful and safe work environment for all employees.

It builds on EHRC's years of work tackling gender discrimination in the electricity sector through the Leadership Accord on Diversity, Equity and Inclusion.

Our vision is to build a world-class electricity workforce. We will achieve this by growing our Canadian electricity labour force to be safety-focused, innovative and inclusive.

Our mandate is to:

- **Deliver critical business intelligence to inform labour market decision-making.**
- **Forge partnerships that enable the industry to adapt, upskill and innovate.**
- **Lead the industry in creating and sustaining a skilled and inclusive workforce.**
- **Inspire our future workforce to build a low carbon economy.**

Further information on EHRC is available at ehrc.ca.

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Introduction

Everyone deserves to have workplace experiences free from harassment and violence. However, workplace harassment and violence are all too common in Canadian work environments. Workplaces can be made unsafe because of incidents of harassment or violence that occur either in the workplace or at external work-related events (after-work gatherings, conferences, trade events, etc.). Intimate partner or family violence can also have an impact on the workplace.

Not all workers are at the same risk of gender-based harassment and violence (GBHV). GBHV most often affects women, trans people, and gender non-conforming or non-binary people. Rates of harassment and violence are also higher for people who identify within other socially marginalized groups i.e., Indigenous people, racialized people, newcomers and refugees, and people with disabilities.

Cross-country partner consultations conducted by EHRC (Electricity Human Resources Canada) verify findings from studies that signal a need for consistency, safety, and connection to necessary supports as essential to improving disclosure, reporting of GBHV, and survivor experiences with interventions. Survivor trust in protection initiatives must be considered at all points when addressing incidents of GBHV in the workplace, from influencing a survivor's decision to disclose and report, through the complaint process, and afterward.

This resource is a comprehensive integrated strategy and framework aimed at supporting those affected by GBHV in the workplace.

Who Can Use this Resource?

Human Resources advisors, supervisors/managers, mentors or coaches, allies, advocates, DEI (diversity, equity, and inclusion) and health and safety staff, unions and associations, learning institutions, and those affected by GBHV.

Objectives

The aim of the strategy and framework is to support those affected by GBHV in the workplace by:

- Addressing the various workplace settings and employee contacts/relationships that could give rise to gender-based harassment and violence,

- Integrating GBHV within established and already accepted workplace frameworks,

- Providing guidance to identify and mitigate potential risks, and evaluating reporting processes,

- Offering support to determine essential components of policies and interventions that prevent and address incidents of GBHV in the workplace,

- Connecting those affected to supports and programs that address their specific needs, including legal recourse, and

- Establishing internal resources that offer safe spaces to survivors and those at risk to convene with others of shared identities and experiences.

Creating Support Pathways

Ending gender-based harassment and violence is a collective effort. In the work environment, it requires all employers and employees to be part of the solution. To do this, it is critical that workplaces and employees know how to support survivors and others to come forward, continue to support them during the aftermath of an incident or complaint, and throughout the investigation.

Resource 1: Actions for Responding to GBHV in the Workplace

When an employee complains about experiencing gender-based harassment or violence (GBHV) of any type, the employer has a legal, ethical, and moral obligation to investigate the allegations thoroughly. This may also apply if an employer hears rumours or otherwise becomes aware that GBHV is occurring.

1. **Know what laws apply**
- Be clear about what legislation and obligations apply to your organization and make sure you are in compliance. If necessary, seek legal and human resource advice.

2. **Create and communicate your policies**
- Display posters and information that send a clear and strong message about the organization's commitment to and policies regarding a GBHV-free workplace.

3. **Training for employees, management, and executives**
- Provide information about the law, the organization's commitment and policies for a GBHV-free workplace, and how incidents of GBHV will be addressed.
- Offer specialized training to those with greater responsibility for addressing GBHV in the workplace to build competence in carrying out those duties.

4. **Enforce policies consistently**
- Require all employees to adhere to the company's anti-harassment policy and hold them accountable if they fail to do so.
- Address concerns in a timely manner; this is key to demonstrating that an anti-harassment policy holds weight.

5. **Encourage reporting**
- Offer various options for reporting incidents that address the needs of the workforce and workplace environments.
- Consider the barriers and risks survivors and witnesses face in coming forward.
- If possible, offer third-party and anonymous reporting mechanisms.

6. **Investigate complaints and take action**
- Consult with the complainant about how they may want to address the complaint, where possible. Depending on the seriousness of the allegations, an employer may have little choice as to how to proceed.

7. **Ensure employees are aware of a spectrum of options for resolution**
- Describe the options: informal, formal, internal, and external (*human rights*, labour standards, criminal charges).

Support Strategy & Framework
Gender-Based Harassment & Violence in
Electricity Sector Workplaces

Survivor Centred

Trauma Informed

Policies & Procedures
Applied consistently
Intergrated into other frameworks

Allies
Training and support
for co-workers

Education/Prevention
Training & awareness at all levels
on laws, policies, responsibilities
Understanding of impact

Internal Supports
HR Policies
EAP
Peer Supports

External Connections
Survivor Supports
and Services
Perpetrator interventions

Safety
Protocols and practices
No retaliation
Safety Planning
Intergrated into H&S

Other means of Redress
Civil
Administrative
Criminal

Reporting
Multiple options
Accessible
Anonymous

Integrated

Investigations
Timely
Confidential
Multiple options for redress

Intersectional

Resolution
Timely
Continued support to survivor
and others effected by incident

Figure 1: Gender-based harassment and violence framework

Change Generation

> *Anti-Harassment/Violence policies and education are essential tools for reducing GBHV; however, on their own they are not a solution. For employees who have experienced GBHV, disclosing workplace harassment and violence and finding support are often the most challenging steps.*

This section provides resources for fostering a workplace environment where it is safe to discuss issues of gender-based harassment and violence (GBHV).

Activating Shift

Resource 2: Activating Shift

This presentation introduces an audience to the organizational change perspective for creating workplaces free of gender-based harassment and violence. It can be a useful resource for prompting candid discussions with groups such as:

- Senior leadership, for building awareness and discussing the strategic importance and cultural challenges of addressing gender-based harassment and violence in the workplace
- HR teams and advisors, for developing strategies and action plans to foster significant change
- Women's groups, such as employee networks, for supporting the change efforts
- Trainers and facilitators, for integrating these perspectives into their work with organizational teams and learners

- Health & Safety (H&S) professionals, for understanding how GBHV fits into a H&S framework
- An organization's EAP (employee assistance program) provider, or counselling resources, for understanding the organization's perspective and commitment to eradicating GBHV
- Professional associations within the electricity sector, for providing systemic leadership as well as support to their members as needed

These are not interactive presentations; they are content that may be visually presented in slide deck format (click on the image below) to be discussed: *Activating Shift*

Resource 3: Organizational Change for Preventing Gender-Based Harassment and Violence: Using the Toolkit

Organizational change management is an intentional process, especially when the change is transformational. The following resources can help effect organization change, and can be found in the *Toolkit: Preventing Gender-Based Harassment and Violence*.

Table 1: Organizational Change for Preventing Gender-Based Harassment and Violence	
To explore more fully:	**Review these materials:**
Managing the Organizational Context	
Legislative Environment	Resource: *Summary of Relevant Legislation and Acts*
Implementing Change in the Organization	Section 2.2 in *"Preventing Gender-Based Harassment and Violence"*
Measuring Success	Tool: *Measuring the Success of Change Efforts*
Good Practices for Mitigating Risk	
Putting Systems in Place	Tool: *Setting Up the Organizational Systems to Minimize Risks*
Learning from Incidents	Tool: *Tips for Debriefing and Learning from Incidents*
Remote Work Situations	Tool: *Tips for Remote Work Situations*
Policies and Procedures	Tool 1: *Checklist of Characteristics of Effective Policies and Procedures* Tool 2: *Sample Policies and Procedures*
Intimate Partner Violence (IPV)	
Employer Responsibilities	Resource: *Employer Responsibilities under Provincial Law* (customizable) Resource: *IPV and Criminal Law*
Understanding the Workplace Impacts of IPV	Resource: *It's Our Business: Intimate Partner Violence (IPV) a Workplace Health and Safety Issue*

Table 1: Organizational Change for Preventing Gender-Based Harassment and Violence	
To explore more fully:	**Review these materials:**
Intimate Partner Violence (IPV)	
Recognizing and Responding to Intimate Partner Violence	**Resource:** *Recognizing Intimate Partner Violence in the Workplace* **Tool:** *Tips for Responding to a Disclosure of Intimate Partner/Domestic Violence*
Policies and Procedures	**Sample:** *Intimate Partner Violence in the Workplace* **Sample:** *Policies and Procedures Sample Policy Template*
Building Awareness	
Campaign Tools with Messaging and Templates	**Tool:** *Campaign Key Messaging* **Tool:** *Four Communication Vehicles* **Resource:** *Additional Campaign Messaging Ideas* List of GBHV Public Awareness Campaigns
Considerations for a Special Focus on IPV	**Resource:** *Sample of Information that Can Be Used in Communication Vehicles*
Ideas for Safety Talks, H&S Meetings, or Safety Stand-Downs	**Tool:** *Safety Talks*
Education and Training Resources	**Resource:** *Facilitator Guide*
Informational Resources	**Resource:** *Glossary—Terms Related to Gender-Based Harassment and Violence* **Resource:** *IPV and Criminal Law*

Integrating Gender-Based Harassment and Violence Strategies and Framework

> *Organizations have taken various approaches to preventing and addressing GBHV in the workplace. Some organizations have created specific policies and procedures while others have integrated GBHV policies and procedures into other workplace safety and human resource initiatives. Gender-based harassment and violence is a more sensitive type of harassment and raises different considerations. Feeling of ostracism, shame, self-blame, trauma and other emotional elements factor into why survivors and witnesses do not report.*

What is important is that policies clearly define GBHV and consider the specific needs and obstacles faced by survivors. While it is important that any workplace complaints be investigated in a fair and objective manner, it is imperative to use a trauma-informed, intersectional approach for GBHV incidents.

Similarly, a well-considered approach to responding to GBHV complaints will minimize concerns or rumours about false allegations targeting men.

Organizations and those responsible for addressing GBHV complaints should have, or be able to access, the competencies required to understand how power imbalance and trauma impacts a survivor's experience and how reporting and addressing GBHV may differ from other types of workplace complaints.

Resource 4: Considerations for Integrating Survivor-Centred GBHV Policies

Electricity sector organizations should create distinct GBHV policies and procedures and ensure relevant components of GBHV are integrated or referenced in other policies as a means of establishing a GBHV-free workplace.

For example:

WORKPLACE HEALTH AND SAFETY

✓ Clearly establish GBHV, including intimate partner violence, as a health and safety issue.

✓ Recognize how GBHV impacts workplace health and safety, and include GBHV in various H&S procedures.

✓ Address various workplace settings— in-person, virtual, remote, associated events.

WORKPLACE VIOLENCE PREVENTION

✓ Simplify and clarify the legislative and regulatory requirements.

✓ Establish protocols for sharing information about employees.

✓ Develop protocols for protecting employees from violence in work-related environments, including intimate partner violence.

✓ Limit harm and retaliation to those reporting or experiencing GBHV.

✓ Provide multiple channels for reporting incidents, including channels that do not involve direct management and that allow for anonymity.

CODE OF ETHICS AND/OR CONDUCT, RESPECTFUL WORKPLACES

✓ Include a specific definition of GBHV, with examples of behaviour.

✓ Communicate zero tolerance for GBHV in the workplace.

DEI INITIATIVES

✓ Support establishment of workplace peer-support initiatives.

✓ Provide education on gender identity.

✓ Connect DEI to psychologically safe workplaces.

RECRUITMENT AND RETENTION PRACTICES

✓ Review HR practices regularly to identify barriers and obstacles to gender diversity in the workplace and in leadership positions.

✓ Conduct exit interviews that explore worker's experience of harassment, based on gender and other identities.

PERFORMANCE APPRAISALS

✓ Include appropriate performance standards and clearly communicate expectations related to GBHV.

✓ Measure performance against expectations using a variety of sources of information including observation, verbal reports, and written reports. It is critical to focus on what aspects are important to measure rather than on what is easy to measure. For example, participation in GBHV training is easy to measure, but more important is the impact that GBHV training had on an employee's leadership, behaviour, attitude, and compliance.

ABSENTEEISM POLICIES

✓ Offer paid leave for survivors of GBHV.

✓ Provide paid mental wellness days or time off to deal with legal processes.

DISCLOSURE OF EMPLOYEE INFORMATION

✓ Ensure the highest level of confidentiality possible to protect the identities of those involved.

✓ Confirm that parties will be advised as early as possible of the limits of confidentiality given a particular situation.

EMPLOYEE ASSISTANCE PROGRAMS

✓ Provide access to women's advocates; crisis, counselling, and psychological supports; and designated support persons within the workplace.

✓ Offer access to psychoeducational counselling for perpetrators of GBHV.

Being an Ally—Detect, Interrupt, Support

Detecting Workplace GBHV

Gender-based harassment and violence in the workplace is very serious and those who are victimized or otherwise affected by it can experience significant emotional and physical harm as a result. People who are the target of GBHV often feel isolated and alone. They may doubt themselves and wonder if they are simply imagining the harassment. Employees who witness or are told about incidents of gender-based violence in the workplace may wonder what the best or most helpful course of action is.

Resource 5: A/V Presentation: What do you think? – True or False.

Recently, sexual/gender-based harassment and violence in the workplace has garnered worldwide attention thanks to #MeToo and disturbing and high-profile cases that splatter the news on a regular basis. Allegations of discrimination and harassment based on gender can put companies in social and financial peril. Even with increasing attention and initiatives to bring awareness to gender-based harassment and violence, society still holds on to a lot of misinformation and assumptions. These five statements will help to dispel commonly held myths and assumptions related to GBHV by providing the facts.

Resource 6: What to Do if You Witness Inappropriate Behaviour—Possible Responses

DETECT

Know your rights. Be aware of workplace policies that address gender-based harassment and violence in the workplace, and what options and supports are available to those who are on the receiving end of such behaviour.

INTERRUPT

Try to change the subject. You can stop an incident by simply interrupting it. Rather than focusing on the perpetrator or action, this subtler intervention allows you to engage the person being targeted through a distraction. Steer the conversation to something else. Even if you weren't part of the conversation, ask a question, start an unrelated conversation, physically interrupt the incident, or find a reason to call the person out of that space.

Call out the harassment directly when you see or hear it. If you believe it is safe to call out the behaviour in the moment let the perpetrator know that their behaviour is inappropriate, intimidating, or hostile and ask them to stop. You might say, "knock it off," "that's not funny," "that's not appropriate for the workplace," "that crossed the line," that's harassment," or "that's against the law or that violates company policy." You might ask the harasser to leave the person alone.

Address the behaviour privately. If calling the behaviour out in the moment doesn't feel like the right course of action, consider discussing it with the perpetrator in private after the fact. Bring to the attention of the perpetrator why their behaviour is offensive, harassing, abusive, or why you think it violates company policy, and what the next steps might be if the behaviour continues. Be cautious about potentially escalating the situation.

SUPPORT

Support the survivor. If you believe confronting the harasser may result in retaliation toward yourself or someone else, consider using an alternative strategy. Find an appropriate third party to intervene, such as a supervisor, health and safety officer, human resources officer, security officer, or another colleague.

Speak privately and discreetly with the targeted individual. Ask them if they are okay, and if there is anything you can do to support them. If you know what the options are, offer that information to the survivor. Indicate your willingness to confirm their account if they choose to report the harassment. Tell the individual that you would be willing to go with them to report the incident, and/or that you'll provide a written statement about what you witnessed.

Suggest that they advise their supervisor or contact the organization's confidential Employee Assistance Program (EAP), or other reporting mechanisms. Offer other concrete steps you're willing to follow through on. Let them know they can call on you in the future.

By offering support directly, it can help them make decisions about the actions to take. Keep in mind that the survivor may not want help, but they will know that they have a witness and ally if they decide to take action.

Follow up with the survivor. If the survivor chooses not to report the incident immediately, consider following up discreetly a few days later and reiterating what support you're willing to offer; survivors may need time to process what occurred and may experience shock, denial, self-blame, or wishful thinking.

DOCUMENT

Preserve evidence. If you report the incident, document to whom you reported, the date and time, and their response. If they indicated that some action will be taken, follow up with the survivor to share what you were told would happen and again later to confirm that action was taken.

Keep a record of what you observe. If you witnessed the harassment of an individual who isn't ready to report their harassment, or if your workplace has a culture where sexual or discriminatory comments are commonplace, consider keeping a record in a journal, on a personal electronic device, or in an email to yourself at a personal/non-business email address.

Record the name of the offender, the date, time, and location of the behaviour, a description of the behaviour, and the details of any comments made with as much specificity as possible.

Reporting responsibility. In a workplace, it is important to consider whether you have a responsibility to ensure that someone in human resources or a supervisor is aware of the incident. Your workplace may also feel that all employees have a responsibility that individuals who was harassed feels safe and protected from recurring harassment or retaliation. As a witness, you should follow the lead of the person who has been harassed and seek their permission before sharing details or reporting an incident.

You can report violations anonymously. Some organizations have mechanisms such as third party or whistleblower lines for reporting violations anonymously.

Do your part to change workplace culture. Suggest changes that can help create a healthier working environment to your supervisor or employer.

If you feel your internal reports are being ignored or mishandled, or if the harasser is within your human resources department or is your supervisor, there are other individuals to whom you can report. For example, another supervisor or manager, a Health and Safety representative, or your union. Some workplaces offer third-party reporting mechanisms.

Interrupting GBHV

Experiences of gender-based harassment and violence can be deeply personal for a survivor. The experiences will also affect others – colleagues, family, the workplace community and the organization as a whole. Everyone in the workplace can play a role in preventing and responding to gender-based violence.

Resource 7: References and Resources in Training Workshops

Two training Workshops are provided, one for employees and a more advanced Workshop for those with responsibility for directly addressing gender-based harassment and violence in the workplace. Several accompanying resources are included in the Workshops.

Resource 8: Educational Campaign Resources

Tools and resources included in this section are meant to complement organizational policies and procedures dealing with GBHV and reinforce information covered in the GBHV training components. Using various channels, campaign materials rely on the repetition of a consistent and targeted message.

Disclosing and Reporting Violence

Resource 9: Barriers to Disclosing and Reporting Gender-Based Harassment and Violence

For employees who have experienced gender-based harassment or violence, telling someone what happened (also called "disclosing") is an important but difficult step. Someone may choose to disclose because they are feeling increasingly unsafe, need emotional support, or want access to services or workplace accommodations (for example, change in job site, security measures to reduce their risk in the workplace, time off, leave of absence). They may also choose to report to their employer or to authorities such as human rights, worker's compensation board, or even the police.

Reporting will usually lead to a formal process; within the workplace, this may include an investigation. Disclosing to a friend, family member, or co-worker can help support the employee on their path to addressing the harassment and healing from its effects. Disclosure does not necessarily mean that the survivor is ready to report the incident formally.

There are many reasons why people experiencing gender-based harassment or violence may not want to disclose or report. Within the workplace, this may be because:

- They work closely with the person who harassed or violated them;
- The person who harassed or violated them is in a position of power in the organization;
- They have concerns about confidentiality, career impacts, colleagues' perceptions, or workplace gossip; or
- They may also be uncertain about how the workplace will respond.

Marginalized groups often experience additional barriers to disclosing or reporting and to accessing relevant supports. These can include:

- Concerns about their legal status or lack of awareness of their legal rights;

- Language barriers and an absence of culturally safe resources;
- Survivors who have experienced racism, homophobia, transphobia, or other forms of discrimination may be wary of making a report or becoming involved in the legal system for fear of not being believed or taken seriously, or of being further targeted.

Few survivors choose to make formal reports.[1]

Almost 60% of those who experience GBHV did not report in the workplace

In a workplace environment, employees experiencing gender-based harassment or violence are more likely to disclose to someone they work with. Survivors often share experiences of workplace sexual harassment and assault with their co-workers.

82%

46%

43%

45%

...of women warned others about the perpetrator

...of intimate partner violence survivors told someone at work about the violence

...of those who disclosed told a co-worker

...disclosed to a supervisor or manager

1   https://www.uwo.ca/projects/heritage/heritage3/img/survey-report.pdf
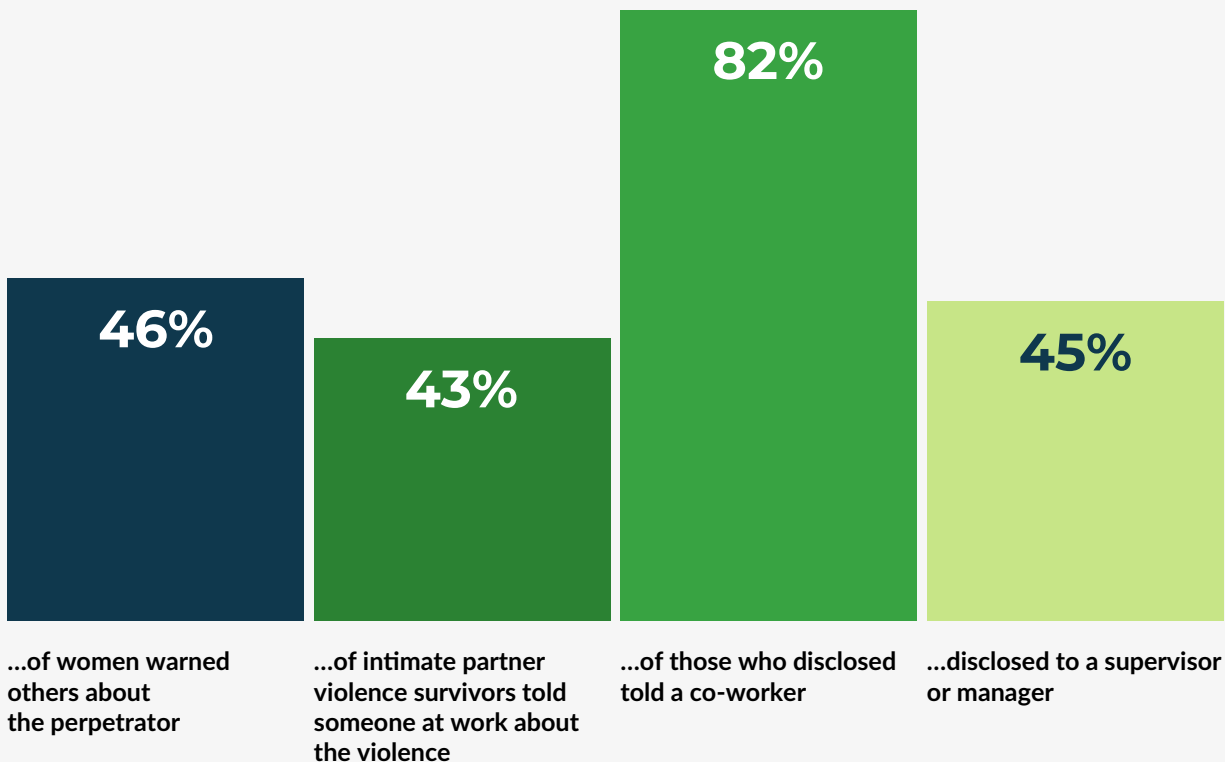
Responding to a disclosure?

If someone discloses, it is important to support them through the process of disclosing and help the survivor access any additional supports they need, including the option to report to the workplace. It is important to respond in a way that is appropriate, non-judgmental, and that recognizes the impacts of violence. How the survivor chooses to respond is their choice.

- **Listen actively.** Let the survivor tell as much or as little as they want, at their own pace, without interrupting. Mirror the language they use and do not ask for unnecessary details. Avoid overreacting to what they say. Keep the focus on them.
- **Believe what they are sharing.** This is not the time to determine exactly what happened.

- Reassure them that the incident was not their fault, and help them understand that what they are feeling is valid and normal for someone who has experienced gender-based violence.
- **Support them through discussing options for next steps**, including accessing (workplace and community-based) resources, and any workplace accommodations they may need. Giving them the space to talk through their options and make decisions about what to do next can help them regain a sense of control.

Adapted from: *Dillon, M., Kang, N. (2020) Gender-Based Violence and Harassment in the Workplace — Working Together to Create Safer Workplaces and Communities*

Supportive Strategies

Resource 10: Survivor-Centred and Trauma-Informed Approaches to Workplace Sexual Harassment [2]

WHAT IS A TRAUMA-INFORMED APPROACH?

A trauma-informed approach to workplace sexual harassment investigations means that the investigator is trained to identify trauma and acknowledges that one or more participants involved in an investigation may be experiencing trauma unrelated to the present matter.

Participants may present for their interviews in a highly agitated or emotionally unpredictable state and may need several breaks, more patience than usual, validation that investigations are stressful experiences, or perhaps they require a support person present (less so for witnesses). For this reason, the investigator should be prepared to recognize trauma when it surfaces and adapt their interview approach to avoid re-traumatizing or triggering the participant(s). The responsibility to apply a trauma-informed approach throughout the investigation process lies solely on the investigator. Accordingly, ensure that investigators are trained in trauma and trauma-informed interview strategies.

WHAT IS A SURVIVOR-CENTRED APPROACH?

A survivor-centred approach is best described as an "I believe you and I want to help" approach. This approach applies to the complainant only. At its foundation, a survivor-centred approach validates the complainant's experience with workplace sexual harassment. This approach is acceptable for victim support workers, friends, supportive peers, or counsellors.

This approach should not be applied by investigators, administrators, or impartial decision-makers.

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2   https://sharpworkplaces.org/wp-content/uploads/2021/05/Tip-sheet-Survivor-centered-and-trauma-informed-approaches-to-workplace-sexual-harassment-investigations.pdf

To do so can imply bias, lack of impartiality, and a lack of fairness, all of which could result in liability risk, loss of credibility in your administrative process, and reputational harm.

WHERE DOES PROCEDURAL FAIRNESS FIT IN?

Procedural fairness is also commonly referred to as "due process." It means that, at every stage of the investigation process, the respondent has been given a meaningful opportunity to learn what they have been accused of doing and who is accusing them and that they have been offered a reasonable timeframe to respond. In some cases, procedural fairness may allow the respondent an opportunity to raise relevant questions, which the investigator may have to put to the complainant.

Applying procedural fairness in all investigations will help you avoid judicial review or other legal proceedings.

Resource 11: Negotiating Support—Survivor-Centred and Directed Support

The desired goals of survivor-centred support are for survivors to take back power and control over their lives and feel worthy, self-confident, and respected.

Table 2: Survivor-Centred Support

Guiding Principles	Interpretation
Ensure Safety	The physical and emotional safety of survivors, co-workers, allies, friends, and family is a priority.
Protect Confidentiality	Pay attention to the protection of survivor confidentiality as it relates to both interaction and documentation.
Demonstrate Respect	Listen and show empathy; provide information and resources; honour the survivor's choices, even when you don't agree with them.
Practice Non-Judgement and Non-Discrimination	Promote non-discrimination—that all survivors should be taken seriously and be eligible to receive support and services appropriate to their needs and identity. Engage in active efforts to include those who typically might not feel welcome, by acknowledging that anyone might be a survivor. Supports for specific populations or identities might need to be provided by a third party to protect safe access and ensure they are culturally competent and responsive.
Do no Harm	Do not put survivors or other employees at physical or emotional risk.
Be Responsive to the Intersectional Identities of Survivors	Recognize the cumulative impact of various forms of marginalization, discrimination, and lived experience on a survivor's response to victimization.

Tool 1: Hotlines and Crisis Intervention Services

CRISIS LINES FOR THOSE AFFECTED BY GENDER-BASED VIOLENCE

At list of provincial crisis lines and related links

https://women-gender-equality.canada.ca/en/gender-based-violence-knowledge-centre/crisis-lines.html

Sexual Assault at Work.ca

https://www.sexassault.ca/work.html

Ending Violence Canada [EVA CAN]

A national non-profit organization whose main purpose is to educate and respond to gender-based violence at the national level.

https://endingviolencecanada.org

https://endingviolencecanada.org/lassociation-canadienne-contre-la-violence-organise-un-webinaire-sur-la-violence-sexuelle-et-le-covid-19-resume-en-francais/

Canadian Women's Foundation

https://canadianwomen.org/

Assaulted women's helpline:

https://www.awhl.org/

Lignes de crise pur les personnes touchées par la violence fondée sur le sexe

https://femmes-egalite-genres.canada.ca/fr/centre-savoir-violence-fondee-sexe/lignes-crise.html

Foundation Canadienne des Femmes

https://canadianwomen.org/fr/les-faits/violence/

Tool 2: Vicarious Trauma and Self-Care

Vicarious trauma is typically an occupational challenge for people working and volunteering in the fields of victim services, law enforcement, first response due to continuous exposure to victims of trauma and violence. However, any-one who is witness to someone else's pain or trauma can be at risk of vicarious trauma. For example, allies and bystanders or those who hear stories of gender-based harassment and violence over a sustained period of time or a particularly disturbing incident may be at risk. Being aware of the risk factors and the signs and symptoms of vicarious trauma may help you recognize when coworkers or you yourself may be experiencing vicarious trauma.

These are not interactive presentations; they are content that may be visually presented in slide deck format (click on the image below) to be discussed: Vicarious Trauma

Facilitating Connections to Supports

Trauma-informed approaches are not about "treating" trauma. They are meant to minimize the potential for harm and re-traumatization, and to enhance safety. Survivor-centred approaches place the needs of the survivor at the centre of any intervention and as much as possible offers them control in decision making.

These approaches have universal benefit, whether or not an individual has had previous experiences with trauma. They are about supporting a culture of learning and capacity-building to create safe environments for employees, encourage reporting and facilitate connection to a variety of services and supports.

Survivor-Centred Response to Disclosure and Reporting Processes

Resource 12: A/V Presentation: Removing Obstacles to Disclosing and Reporting GBHV

Even in the presence of strong GBHV policies and procedures, survivors and others directly affected find it difficult to talk about their experiences for a variety of reasons. Survivor-centred approaches, which are trauma informed and consider various identities, support disclosure and reporting.

These are not interactive presentations; they are content that may be visually presented in slide deck format (click on the slide image) to be discussed: Survivor-Centred approach

EHRC

Survivor-Centered Approaches to Disclosure and Reporting

EHRC

Building a **Sexual Harassment-Free Workplace** in Electricity

Support Strategy and Procedure Framework
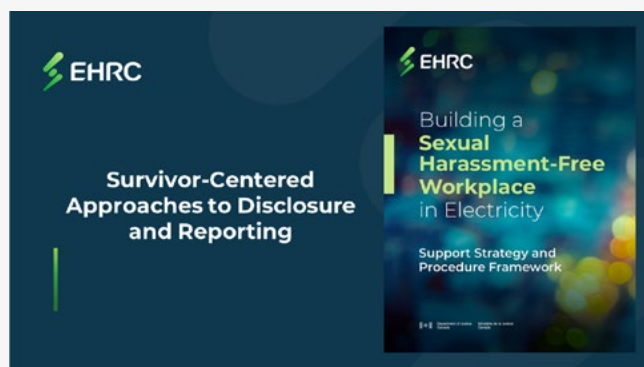
Resource 13: Integrating Trauma-Informed Approaches

Traumatic experiences not only put survivors at risk of mental health issues such as depression and anxiety, but they can also have significant long-lasting effects on their brain. Survivors of trauma may have their brains "rewired." Childhood trauma can even impact the developing brain and cause variations in brain function.

Trauma-informed approaches recognize the impact of past and present trauma and seek to reduce the risk of further traumatizing the individual. Adopting a trauma-informed approach is not accomplished through any single particular technique or checklist. Caring awareness, sensitivity, and cultural change at an organizational level will help to imbed this approach.

Information in this resource is aimed at increasing the awareness of those who interact with survivors, and provides guidance in creating safe and trusting relationships that encourage and empower survivors to make decisions and choices that address their specific needs.

These are not interactive presentations; they are content that may be visually presented in slide deck format (double click on the image below) to be discussed: Trauma-Informed Approaches

Tool 3: Example of Trauma-Informed Interviewing

When gathering information to support a complaint or investigation of gender-based harassment or violence, it is necessary to ask survivors and witnesses questions that they may find difficult to answer, in order to establish the facts and circumstances of an allegation. The phrasing of questions during interviews is important. Depending on how a question is asked, the survivor may perceive it as blaming them for what they did or did not do, or for what they may be unable to recall.

This tool provides examples of how questions may be reframed in a manner that helps survivors retrieve memories from a traumatic event and feel more supported (increasing the likelihood that they see the process through), while still maintaining the integrity and objectivity of the investigation.

Table 3: Example of Trauma-Informed Interviewing

Traditional Ways of Asking Questions	Trauma Informed
Why did you… ? or **Why didn't you… ?**	When the incident happened, what were your feeling and thoughts? Are you able to tell me more about what happened when… ?
Asking about chronological sequence **Start at the beginning and tell me what happened.** **How long did the incident last?**	Where would you like to start? Can you tell me what you are able to remember about your experience? What are you able to tell me about what was happening before, during, and after the incident?
What were you doing? **Why were you alone with… ?** **Why were you in that location?**	What are you able to tell me about what brought you to the location?
Why didn't you remove yourself from the situation? **Did you tell… that you didn't welcome their actions or behaviour?**	Can you describe what you were thinking and feeling? Are you able to recall doing or saying anything during the incident? How did… respond to what you said or to your actions?
Why didn't you report the incident right away?	Did anything in particular cause you to come forward about the incident? Was there someone you trusted to tell about the incident after it happened? When you told them what was their reaction? What were you thinking and feeling?
Was anyone else there to hear or see this happen?	Can you tell me about any people or witnesses who might have seen you and… together, or who might have seen the incident? Can you share with me any colleagues or friends who might have noticed a change in your physical appearance or behaviour after the incident?

Adapted from Office of Violence Against Women, U.S. Department of Justice 2017

Resource 14: Utilizing Peer-Led Initiatives to Support Those Affected by GBHV 3 4

The needs of survivors of gender-based harassment and violence are complex, requiring a comprehensive set of supports. Peer supports have evolved as an essential tool in the mental wellness and recovery best practices.

WHAT IS PEER SUPPORT?

Peer support is a shift from a clinical support model to a social support model. It is quite simply support given to an individual by someone who is, or who has been in the same situation.

While professionals may be involved in helping to coordinate or acting as a resource or subject-matter expert for a peer-support initiative, peer support is usually led by someone with "lived experience."

Peer support can take the form of a formal or informal self-help or support group or a mentoring relationship. Employees connect based on a shared issues or experiences. Many peer-support initiatives begin organically and over time become more established and structured.

The peer support lead should be knowledgeable, mentally fit, compassionate, empathetic, accepting of others, considered an equal, and have an understanding of the industry or work environment. Peer supporters should also be trauma-informed, receive peer-support training, and have support from and access to professional guidance.

8. Improved Mental Well-being
Symptom relief, improvement in recovery time, functioning, and psychological well-being.

7. Resilience
Discovery and development of coping skills and practical strategies for self and situational management based on shared experiences and expertise.

6. Self-Discovery
Collective discovery of self, actions, reactions, motivations, things hidden deep inside.

5. Hope and Recovery
Organic development of a positive outlook, sharing of journey to recovery.

1. Mutual Support
Benefits all peer participants; opportunity to "give back", helpful in their own recovery, increases sense of confidence and competence.

2. Sharing Information and Advice
Talk freely about experience; gain advice from someone who "has been there"- has a different impact than advice from professional.

3. Social Network and Friendship
Connects survivors to others with shared experience, offers a sense of being part of community, reduces isolation.

4. Sense of Agency
Capacity to stand up for oneself and/or others; transform powerlessness resulting from trauma; be encouraged to see one's strengths and assets.
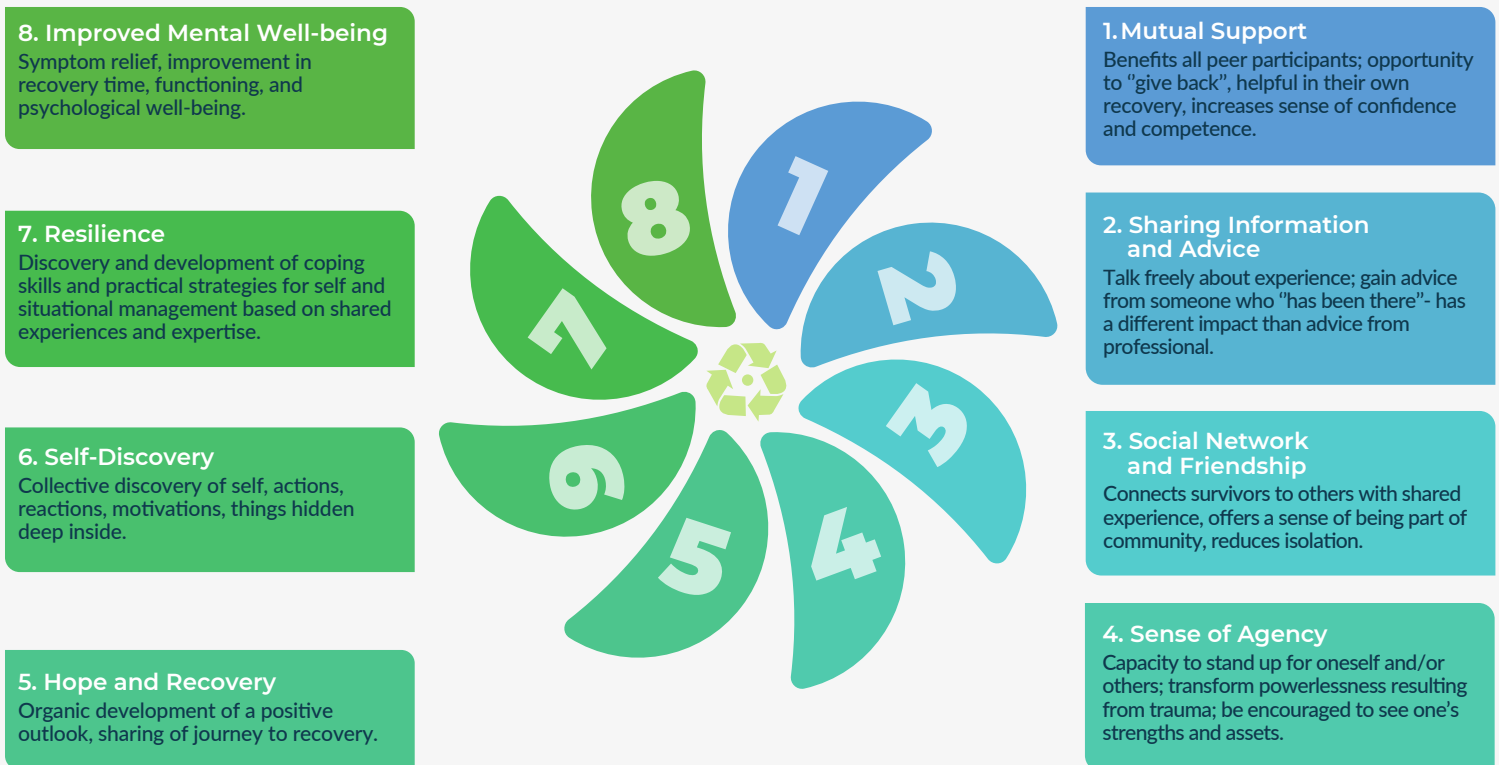
Figure 2: Benefits of peer support

3   https://www.canada.ca/en/department-national-defence/corporate/reports-publications/mst-report.html#toc4
4   https://www.attorneygeneral.jus.gov.on.ca/inquiries/cornwall/en/report/research_papers/Party_RP/3_Peer-Support-Guide_en.pdf

One helpful publication offers a look at the benefits, risks, and challenges of peer support among survivors; "lesson learned"; and practical steps for establishing peer-support initiatives. The resource reviews and compares various peer support initiatives across Ontario, including ones that address sexual violence. It describes the benefits, challenges and risks of peer support programs and offers practical lesson in creating and maintaining peer support initiatives. It is a useful "How To" resource for organizations and employees interested in creating a peer-support group.

Survivors Helping Survivors — A Practical Guide to Understanding Peer-Support for Survivors of Sexual Violence
(Cornwall Public Library)

Intimate Partner Violence in the Workplace

Employees experiencing intimate partner violence do not always recognize that the actions they are experiencing or engaging in constitute intimate partner violence (IPV). They also may not realize the significant impact it has on their own life and those of their families and loved ones. If they do talk to someone in the workplace, they are more likely to confide in a colleague than a supervisor or a human resources advisor. It is often difficult to know what to say or do if approached by a colleague in confidence. Knowing how to recognize the signs of abuse and how to offer assistance can going a long way in helping a colleague who is experiencing IPV.

The following resources are good starting points to understanding and addressing the workplace impacts of intimate partner violence.

Resource 15: What Is Intimate Partner Violence? [Video]

This three-minute Canadian production by Homewood Health/Santé looks at intimate partner violence (IPV), discusses its prevalence, and examines the impact of IPV on those who experience it. It also identifies some of the warning signs and focuses on tools to help someone who discloses, or is suspected of experiencing, IPV.

Intimate Partner Violence—English Version
- https://youtu.be/l7uVpiTEI_o

La Violence Conjugale—Version Française
- https://youtu.be/B-O-IGSZ4Rs
- https://www.canada.ca/fr/sante-publique/services/promotion-sante/arretons-violence-familiale/services.html

Addressing Domestic Violence in the Workplace—A Handbook for the Workplace

The resource is a free downloadable booklet created by *Public Services Health and Safety Association Canada* and raises awareness about the prevalence and effects of domestic violence in the workplace. It also provides suggestions to the employer, supervisor, union, joint health and safety committee/health and safety representative, co-workers, and victims on how to address this issue.

https://www.pshsa.ca/resources/addressing-domestic-violence-in-the-workplace

Resource 16: Recognizing and Responding to Disclosure

A resource developed by *SHARP Workplaces in collaboration with Ending Violence Association of BC, Community Legal Assistance Society, and the Canadian Department of Justice*, offers guidance to human resources administrators and best practices for receiving and responding to disclosures of workplace sexual harassment.

> https://sharpworkplaces.org/wp-content/uploads/2021/05/Tip-sheet-Best-Practices-For-Receiving-Responding-To-Disclosures-Of-Workplace-Sexual-Harassment.pdf

A resource developed by *SHARP Workplaces in collaboration with Ending Violence Association of BC, Community Legal Assistance Society, and the Canadian Department of Justice*, offers guidance to peers and co-workers on best practices for receiving and responding to disclosures of workplace sexual harassment.

> https://sharpworkplaces.org/wp-content/uploads/2021/05/Peers-and-coworkers-Best-practices-for-receiving-responding-to-disclosures-of-workplace-sexual-harassment.pdf

Talking to Employees about Intimate Partner Violence:

A two-minute production of WorkSafe BC's It's Your Business demonstrates how to start a conversation about intimate partner violence with a co-worker who is suspected of experiencing intimate partner violence. The production has French subtitles.

> http://www.toolkitnb.ca/resources/videos/

Tool 4: Intimate Partner Violence in the Workplace—Safety Planning and Emergency Response

> *"Domestic homicides are the most predictable, preventable of all homicides. We often see it coming."*
>
> *– Dr. Peter Jaffe, Ontario's Chief Coroner's Domestic Violence Death Review Committee*

Safety planning is a process of identifying risks, mapping out resources, and assessing options in order to increase safety for people experiencing coercion, abuse, or violence. Safety planning is a proactive tool for thinking ahead, to better anticipate and plan for unexpected or expected events that might impact on the safety of employees. In the workplace, safety planning has two aims.

1. For the survivor, the aim is to increase safety and reduce harm by gathering resources, making connections, and strategizing options to increase a survivor's ability to gain back power over their own life and decision-making.
2. For the workplace, the aim is to create policies and procedures that not only protect individual employees but also co-workers and the organization as a whole.

CREATING A SAFETY PLAN IN THE WORKPLACE

Creating a safety plan can help mitigate potential risks and provide the survivor with access to resources. Every situation is different, and each may require different response.

The process of safety planning should involve the survivor as much as possible. The following safety plan focuses on safety at work. Some survivors may be interested in preparing a more general safety plan. It may be prudent to

involve a local organization with expertise in intimate partner violence, such as a shelter, crisis centre, or crisis line, when developing a safety plan.

- ✓ **Engage the survivor in all decisions related to their safety.**
- ✓ Have a conversation with the survivor about their safety and the level of threat they are experiencing. Use the power and control wheel to guide the conversation.
- ✓ Discuss with the survivor
  - what the abuser is doing or saying that is making them feel uncomfortable, unsafe, or threatened
  - what has the abuser has done in the past or threatened to do
  - what they think the abuser may do
  - whether the abuser has access to weapons
  - how safe they feel in the workplace and what the employer can do to increase their level of safety

- ✓ Create a code word so that the survivor can indicate that they need assistance or are not in a safe space—this is especially useful for survivors who work virtually.
- ✓ Have a plan to get the survivor away from public view and/or into a safe space.
- ✓ Have a plan to keep other employees safe if the abuser were to show up at a work facility or location.
- ✓ Suggest that the survivor prepare an emergency bag with essentials such as important documents (originals or photocopies), clothing, medication, money, etc. This could be left at work.
- ✓ Share the safety plan with others in the workplace on a need-to-know basis.
- ✓ Depending on the level of threat in the workplace, include a photograph of the abuser, and a description of the abuser's

vehicle (including license plate number), in the safety plan.
- ✓ Recognize that leaving the situation does not automatically mean the survivor will be safe from the abuser. If the survivor is thinking about leaving, suggest they contact a local service to get assistance. Leaving is one of the most dangerous times for survivors.

HELP IS AVAILABLE
Let the survivor know about internal or community resources that can help.

For help in your province, scan the QR code below.

Find family violence resources and services in your area:
https://www.canada.ca/en/public-health/services/health-promotion/stop-family-violence/services.html

Trouver des services et des ressources de la violence familiale dans votre region:
https://www.canada.ca/fr/sante-publique/services/promotion-sante/arretons-violence-familiale/services.html

DEVELOPING A PERSONAL SAFETY PLAN

A 1.5-minute production of WorkSafe BC's It's Your Business focuses on creating a safer workplace environment for an employee experiencing intimate partner violence. The production has French subtitles.

- http://www.toolkitnb.ca/resources/videos/ (scroll down the page)

Resource 17: Basic Safety Planning Tips for Survivors

- If there is an immediate threat of danger, call 911 and/or leave the
- situation (if safe to do so).
- Keep a "go-bag" packed and accessible.
- Keep this bag in a safe place that can be easily accessed such as in a vehicle, at work, or with a close friend. Some items to include in a "go-bag"
  - ✓ Extra set of keys to car, house, safety deposit boxes
  - ✓ Extra clothing, cash, money cards, cheque book
  - ✓ Identification and documentation such as social insurance number, health card, birth certificate, passport, marriage license, court order(s)
  - ✓ If there are children involved, be sure to include their birth certificates, important phone numbers such as school, doctors, or others who may need to be contacted, a favourite or comforting toy
  - ✓ Important phone numbers and contact information, list of shelters, bank information, log in information for accounts, etc.
  - ✓ Medication, if applicable
  - ✓ Pre-paid cell phone.

Other steps to take to enhance safety

- Keep purse/wallet and keys near at all times.
- Use car alarm to draw attention in case of emergency.
- Ensure there is plenty of gas in the car, keep money on a public transit card.
- Practice where and how to leave the house in an emergency.
- Teach children how to contact 911 and what to do in an emergency.
- Teach children, family, and friends a code word that, if spoken or written, signals them to call 911.

TECHNOLOGY SAFETY

If your partner has access to your computer or cell phone—use a different one or change your settings to make sure to hide your tracks (browsing history, texting history, etc.).

- Be aware that technology can be used to "track" locations through GPS and spyware. Check car, devices, purse etc. for tracking devices.
- Limit use of cordless phones and baby monitors because someone else can listen in.
- Create a new email or online accounts, or change the passwords for existing accounts.
- Limit use of social networking sites and ensure that privacy settings are on.
- If there are Smart Appliances at home, change the passwords.

If you are thinking about leaving the situation—contact a shelter, other community organization, or crisis line to get assistance to leave safely.

For help in your province, scan the QR code below.

Find family violence resources and services in your area:
https://www.canada.ca/en/public-health/services/health-promotion/stop-family-violence/services.html

Trouver des services et des ressources de la violence familiale dans votre region:
https://www.canada.ca/fr/sante-publique/services/promotion-sante/arretons-violence-familiale/services.html

Let someone know you need help!

THE VIOLENCE AT HOME SIGNAL FOR HELP

1. Palm to camera and tuck thumb

2. Trap thumb

Figure 3: The Violence at Home Signal for Help

Resource 18: The Power and Control Wheel

The wheel identifies the various tactics and behaviours abusers use to control, dominate, and coerce survivors. It can be used when talking to survivors about their experience.

Adapted from the Duluth Domestic Violence Project Power and Control Wheel. [5]

1. **Emotional Abuse**
   Teasing, Invalidating feelings, Using guilt, Blaming me for everything, Being jealous, Threatening, Withholding affection, Working me up, Silent treatment, Stalking.

2. **Intellectual Abuse**
   Having to prove things to him, Mind games, Demanding perfection, Making me feel stupid, Attacking my ideas and opinions, Manipulation of information, Telling me I'm crazy

3. **Financial Abuse**
   Calling welfare, Limiting access to money, Making me account for every penny, Controlling the money, Closing bank accounts, Wasting, Creating debt, Not paying child support, Taking care of own needs

4. **Pets & Property Abuse**
   Killing or threatening pets, Punching walls and doors, throwing things, Damaging the vehicle, Smashing and breaking things

5. **Physical Abuse**
   Blocking exits, Driving too fast, Locking me out of the house, Intimidating me, Punching or kicking me, Spitting on me, Choking me, Hitting me, Restraining me

6. **Physchological Abuse**
   Intimidating gestures or actions, Threatening suicide, Threatening to kill me, Displaying weapons, Denying he said things, Making light of the abuse

7. **Verbal Abuse**
   Name calling, Swearing, Yelling at me, Insulting me, Being condescending, Being sarcastic

8. **Sexual Abuse**
   Threatening to or having an affair, Forcing or manipulating sex, Sexual put-downs, Criticizing how I dress, With-holding sex, Comparing me to others, Using pornography, Demanding sex as payment

9. **Spiritual Abuse**
   Putting down my faith, Cutting me off from my church, Using church and faith to his advantage, Soul destroying behaviour, Using scripture against me

10. **Using Children**
    Abusing Children, Threatening to harm or take children away, Refusing to make support payments, Belittling me in front of my children, Using visitation as leverage

11. **Social Abuse**
    Isolating me from my friends and family, Monitoring phone calls and mileage, Dictating who I can see, Preventing me from working

12. **Using Culture**
    Using his culture as an excuse for abuse, Putting down my culture, Forcing me to adopt his cultural practices, Doesn't allow me to participate in mainstream culture

Figure 4: Organizational Change for Preventing Gender-Based Harassment and Violence

5   https://www.theduluthmodel.org/wheel-gallery/

Resource 19: Legal Supports and Remedies

"Sexual Harassment is an abuse of both economic and sexual power, one which constitutes an afront to the dignity of the employees forced to endure it. By requiring an employee to contend with unwelcome sexual actions or explicit sexual demands, sexual harassment in the workplace attacks the dignity and self-respect of the victim, both as an employee and as a human being."

–Chief Justice Dixon, Supreme Court of Canada 1989 Janzen v. Platy Enterprises Ltd.

Legal issues of gender-based harassment and violence in the workplace are not always straightforward. In addition to workplace harassment and discrimination, and code of conduct policies and processes, there are several laws that address sexual harassment/gender-based violence and discrimination in the workplace:

Table 4: Provincial Human Rights and Worker's Compensation Boards

Governing laws and statutes	Administrative Processes
• *Occupational Health and Safety Act* • *Employment and Labour Standards* • *Canadian Human Rights Act* • **Alberta *Human Rights* Act** • **British Columbia *Human Rights* Code** • **Manitoba *Human Rights* Code** • **New Brunswick *Human Rights* Act** • **Newfoundland and Labrador *Human Rights* Act** • **Northwest Territories *Human Rights* Act** • **Nova Scotia *Human Rights* Act** • **Nunavut *Human Rights* Act** • **Ontario *Human Rights* Code** • **Prince Edward Island *Human Rights* Act** • **Québec Charter of *Human Rights* and Freedoms**	• **Workers Compensation Board of Manitoba** • **WorkSafe NB** • **WorkSafe NL** • **Workers' Safety & Compensation Commission of Northwest Territories** • **Workers' Compensation Board of Nova Scotia** • **Workers' Safety & Compensation Commission of Nunavut** • **Workplace Safety and Insurance Board of Ontario** • **Workers' Compensation Board of Prince Edward Island** • **Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) – Québec**

Table 4: Provincial Human Rights and Worker's Compensation Boards

Governing laws and statutes	Administrative Processes

• **Saskatchewan *Human Rights* Code**
 • **Yukon *Human Rights* Act**
 • **Workers' Compensation Board of Alberta**
	• **Saskatchewan Workers' Compensation Board**
	 • **Yukon Workers' Compensation Health and Safety Board**
	 • **WorkSafe BC**
	
	 Other redress mechanisms:
	 Civil Courts
	  • Tort actions
	 Criminal Court
	  • Sexual assault and other related charges

Resource 20: Benefits of Establishing Partnerships with Third Parties for Addressing Complaints

A sexual harassment complaint from one or more employees usually triggers an internal investigation into the matter. Depending on the seriousness of the allegations, the people involved, and the number of complaints, it may be better to have the matter investigated by an outside party. Here are some reasons to consider this option:

Avoid bias or the Perception of Bias

Employees and those in the organization who are responsible for addressing complaints may have formed friendships, or tensions or animosity may be present. There is a high probability that an internal investigator's feelings towards the accuser or the accused may unintentionally influence their actions.

A third party may help avoid introducing bias or the perception of bias into the inquiry. It is more likely, if an appropriate level of professional distance is maintained between the organization and the third party, than an outside investigator can keep a neutral stance and uncover the truth. Having a neutral party handle the situation may also make others more comfortable coming forward with information since they don't have to fear office politics getting mixed into the situation.

Access to Expertise in Investigation and Alternate Forms of Resolution

Retaining individuals with expertise in documenting and investigating complaints as well as offering multiple forms of resolutions such as ADR (alternative dispute resolution) can be especially important in gender-based harassment and violence complaints. Many complainants are concerned about privacy and confidentiality, and may not want to enter into a formal resolution process.

Ensure Accurate Documentation

A third-party investigator can ensure that information is accurately documented and preserved.

Although internal HR staff may be competent, they may not fully understand or appreciate how to document the case. Additionally, as noted previously, they may be harbouring biases that could influence the quality of their documentation and evidence preservation, leading to problems down the line.

Tool 5: GBHV Supports and Services—National, Provincial, Territorial

Many provinces and territories have a domestic violence phone line that covers the whole province/territory. Below are alternative ways to reach a shelter or related service.

Shelter Safe Canada

- https://sheltersafe.ca/find-help/

Links to shelters, other services, and information that may be helpful

- https://canadianwomen.org/support-services/

Crisis lines across the country for those affected by gender-based violence

- https://women-gender-equality.canada.ca/en/gender-based-violence-knowledge-centre/crisis-lines.html
- https://femmes-egalite-genres.canada.ca/fr/centre-savoir-violence-fondee-sexe/lignes-crise.html

Additional Resources

Workplace Violence and Harassment Toolkit

http://www.ihsa.ca/topics_hazards/wpvh_toolkit.aspx

It's Our Business—A Domestic and Intimate Partner Violence Workplace Toolkit

http://www.toolkitnb.ca/wp-content/uploads/2021/05/DIPVTOOLKIT_FINAL_COMPILED_EN.pdf

Understand the Law on Workplace Violence and Harassment

https://www.ontario.ca/page/understand-law-workplace-violence-and-harassment

https://www.whsc.on.ca/What-s-new/News-Archive/New-Ontario-law-expands-employer-duties-to-address

Canadian Occupational Safety—Safety Tip: Workplace Violence

https://youtu.be/thnYszzj4mc

Workplace Sexual Harassment and Violence—Building Safe Workplaces

These online micro-learning Workshops provide a survivor-centred approach to understanding and responding effectively to sexual harassment and violence at work. Developed specifically for federally regulated workplaces, this training will increase employers' awareness of sexual harassment and violence, who is at greater risk, and the impacts on individuals and workplaces. Participants will gain an understanding of their roles and responsibilities under the Canada Labour Code.

https://www.learningtoendabuse.ca/online-training/building_safe_workplaces/english.html

Safety Plan

https://canadianwomen.org/blog/the-importance-of-a-safety-plan/

https://www.hss.gov.nt.ca/professionals/sites/professionals/files/resources/guide-risk-assessment-safety-planning-ccp.pdf

2020 Canadian Harassment Bullying and Workplace Violence Prevention

A resource for stimulating discussion about gender identity and transition—three co-workers discuss the transition implications one of them faced at work.

https://youtu.be/Ir11OLMGBhM

Seventeen Topics For Tailgate Safety Talks

https://www.bullivant.ca/17-topics-you-can-use-for-your-tailgate-safety-talks/

City of Toronto Domestic/Intimate Partner Violence Guidelines

https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/domestic-intimate-partner-violence-policy/domestic-intimate-partner-violence-guidelines/#:~:text=Some%20steps%20an%20employee%20who%20is%20experiencing%20domestic%2Fintimate,Keeping%20employer%20informed%20of%20threats%20and%20abusive%20actions

Intimate Partner Violence in LGBTQ Communities

https://www.rainbowhealthontario.ca/resource-library/intimate-partner-violence-in-lgbtq-communities/