Intimate Partner Violence & the Workplace:

Results of a Saskatchewan Study

PATHS

Provincial Association of
Transition Houses and Services
of Saskatchewan

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Executive Summary

"Saskatchewan has the highest rates of police-reported interpersonal and domestic violence of all provinces across all relationships. This affects the wellbeing of Saskatchewan citizens, businesses and communities and generates high costs to human service systems, workplaces, individuals and families" (Saskatchewan Ministry of Justice, 2018).

Zhang, Hoddenbagh, McDonald, & Scrim (2012) estimated the total economic cost of spousal violence in Canada to be $7.4 billion in 2009, equivalent to $8.7 billion in 2018. The total losses to employers totaled $77.9 million (equivalent to $91.2 million in 2018). Losses to employers included lost outputs, lost productivity due to tardiness and distraction, and administrative costs. Further costs not included in the $77.9 million estimate include recruitment and retraining costs when employees quit or are fired for reasons relating to intimate partner violence (IPV).

Knowledge on the impact of IPV in workplaces has vastly increased in recent years, largely due to the work of the labour movement. Literature on the topic is limited and extant research is primarily quantitative and survey-based (Ararat, Alkan, Bayazıt, Yüksel, & Budan, 2014; McFerran, 2011; Reeves & O'Leary-Kelly, 2009; Trades Union Congress (TUC), 2014; Wathen, MacGregor, & MacQuarrie, with the Canadian Labour Congress, 2014; Wathen, MacGregor, & MacQuarrie, 2015). The present study builds on *Can Work Be Safe When Home Isn't?*, a pan-Canadian survey conducted by the Centre for Research & Education on Violence Against Women and Children (CREVAWC) at Western University and the Canadian Labour Congress (CLC), which demonstrated that IPV not only impacts victims in their workplaces, but affects their coworkers, as well (Wathen et al., 2014). This work is the second survey regarding the impact of IPV in workplaces to be completed in Canada and the first to focus on the specific impact—and possible solutions—in the province of Saskatchewan. The present study also included focus groups and interviews with survivors, workers, managers, union employees, and human resources professionals and is one of few qualitative studies to gather information on the impact of IPV in the workplace—and strategies for mitigating this impact.

Employment is crucial for women who are experiencing IPV because it not only provides necessary financial resources, but also alleviates isolation. Women who have experienced violence have more disrupted work histories and lower personal incomes than those who have not experienced violence (Wathen et al., 2015).

In recent years, changes to protect and support survivors of IPV have been enacted in policy and legislation in Canada and abroad. Currently, legislation allowing workplace leaves for employees experiencing IPV are in place in Manitoba, Ontario, Alberta, Saskatchewan, Prince Edward Island, and Quebec. Manitoba allows for up to ten days leave (5 paid or sick days used and another 5 unpaid) as well as a 17-week continuous unpaid leave. Ontario's legislation is similar, providing ten days of leave (5 of them paid) plus an unpaid leave of 15 weeks. Legislation in both Alberta and Saskatchewan allows workers to take up to 10 unpaid days off, used either continuously or intermittently. Prince Edward Island's legislation offers up

to ten days off, with three of the days being paid. Employees in Quebec are entitled take an unpaid leave of up to 26 weeks, with up to two of the days paid.

Ontario's *Occupational Health and Safety Act* states that "if an employer becomes aware, or ought reasonably to be aware, that domestic violence that would likely expose a worker to physical injury may occur in the workplace, the employer shall take every precaution reasonable in the circumstances for the protection of the worker." This legislation regards domestic violence in the workplace as a kind of workplace violence and requires employers to have policies on workplace violence, develop a program to implement the policy, and to provide workers with information regarding the policy.

Key Study Findings

Data contained in this report was obtained through an online survey, focus groups, and interviews conducted in Saskatchewan between April 2016 and January 2017. Four-hundred and thirty-seven (437) people responded to the online survey and 27 took part in focus groups or interviews.

50% of Saskatchewan survey respondents reported experiencing abuse compared to 33% in pan-Canadian study. **83% of people experiencing IPV said that the abuse impacted them at work.** A theme repeated throughout this research was the lack of awareness in workplaces. Workers cited a lack of awareness about the dynamics and signs of IPV, how to respond, and the policies at their workplaces. Troublingly, while 49% of survey respondents said that they had known or suspected a coworker was experiencing IPV, only 13% had reported it. **12% of survey respondents who reported that they had been impacted at work stated that they had lost a job as a result of the abuse.**

> *I took a lot of leave. I was taking a lot of leave. Not once was I ever asked, "Hey are you okay?" I never had any kind of support for that. Nobody asked me directly, "Is there something else going on? Can we help you with it?" None of that. I was burning through sick leave and taking leave without pay. Nobody even addressed it.*

Focus group and interview data resulted in four themes, with sub-themes under each. The four themes included Impact of Intimate Partner Violence in the Workplace on Survivors, Interventions in the Workplace, Importance of Training on Intimate Partner Violence and the Workplace, and Suggestions for Intimate Partner Violence Policies for Workplaces.

The theme of **Impact of Intimate Partner Violence in the Workplace on Survivors** includes two sub-themes: experiences of IPV in the workplace (including experiences of stalking and harassment at the workplace, threats of injury or harm at the workplace, physical injury, and financial challenges) and work challenges and experiences (additional challenges in the workplace, impacts to coworker relationships, work performance, continuing to work despite experiencing IPV, and work as helpful).

The theme of **Interventions in the Workplace** included examples of when coworkers and managers noticed or did not notice that a worker was experiencing IPV, helpful and unhelpful responses, the accessibility of resources, helpful workplace policies and accommodations, and participants' awareness of IPV policies in their own workplaces.

The theme of **Importance of Training on Intimate Partner Violence and the Workplace** included three sub-themes: changing workplace culture, increasing awareness about IPV, and ideas for training and responses in the workplace.

The theme of **Suggestions for Intimate Partner Violence Policies for Workplaces** included: legislation to protect jobs of workers experiencing IPV; supports for all Saskatchewan workers; workplace leaves; safety precautions in the workplace; training on IPV is necessary for all managers and employees, the importance of interventions and safety plans on an individualized, case-by-case basis; and the importance of listening to survivors.

> *I worry about employers currently having the knowledge and awareness to support a person effectively. Being familiar and aware of this topic is so essential to responding to it correctly, because there's so many risks involved. You can not only not keep that person safe, as in that their relationship is a danger to them, but you can isolate them further, push them away. There's so many ways that that person can begin to feel unwelcome or unsafe in their workplace, outside of that.*

Legislative or policy provisions granting leaves and other supports must also be accompanied by training and education for managers and workers. When asked if they had confided in someone at work about what they were experiencing, 158 participants responded affirmatively, but only 20.1% has confided in a manager and 3.4% had confided in a union representative. Other research on this topic (Reeves & O'Reilly-Kelly, 2009; Wathen et al., 2014) clearly shows that those who are experiencing violence are more likely to confide in a coworker they are close to, rather than a human resources professional or other designated individual. Our research has shown that those experiencing violence are more than twice as likely to talk to coworkers as managers. This further illustrates that IPV in the workplace is everyone's business and that all workers must have access to a basic level of training and information. It is in workplaces' best interests to ensure that all employees have training and information on IPV and how to respond appropriately and effectively. Information and support, including referrals and safety planning, must be accessible to everyone in the workplace.

Recommendations

Recommendations (detailed in Section 6) are offered to the federal and provincial governments, and for workplaces, managers, unions, and people experiencing violence.

Recommendations for the Government of Canada include:

- Develop and implement a national action plan on violence against women which would include preventative education and increased funding for services, especially in rural and remote communities.
- Implement paid IPV leave for all Canadian workers.

Recommendations for the Government of Saskatchewan include:

- Develop and implement a provincial strategy on intimate partner violence, focused on coordination of services and preventative education.
- Incorporate elements of Ontario's *Occupational Health and Safety Amendment Act*, which states that: "if an employer is aware or ought to be aware that domestic violence that is likely to expose a worker to physical injury may occur in the workplace, the employer must take every reasonable precaution to protect the worker" (2009, p. i).
- Follow the lead of Manitoba and other provinces by allowing paid days off for survivors of IPV.
- Provide all workers in Saskatchewan with paid sick time.
- Amend the definition of interpersonal violence in *The Victims of Interpersonal Violence Act* to include psychological or emotional abuse and post-traumatic stress disorder resulting from IPV.
- Amend *The Saskatchewan Employment Act* to state that no employer shall take discriminatory action against an employee because of absence related to IPV.
- Add experience of IPV to *The Saskatchewan Human Rights Code's* list of grounds on which discrimination is prohibited.
- Make changes to the Victims Compensation Program to allow survivors of IPV to access counselling in a timely fashion, at no cost.
- Provide adequate and consistent funding for services for survivors and perpetrators of IPV across Saskatchewan.

Recommendations for Workplaces include:

- Foster a supportive workplace culture.
- Provide mandatory training to all employees on the impact of IPV and how to respond.
- All workplaces must have a policy explaining what accommodations and supports are available to staff members who are experiencing IPV.
- Any employee who is affected by violence (survivors, perpetrators, or coworkers) must be able to access information and support at work.
- Employees must be assured that coming forward about their experience of IPV will not result in negative repercussions at work, including job loss.

- Accommodations must be made for survivors who need to access services related to IPV during their scheduled work time.
- Work with survivors to develop and implement a workplace safety plan. The survivor must be consulted on all decisions concerning their safety plan.
- Review workplace security measures.
- Have a protocol for locking/securing the workplace when needed.
- Require perpetrators of IPV to participate in a treatment program as a condition of continued employment.
- Accommodations should be made when possible to allow perpetrators to arrange their work schedule to allow for participation in violence treatment programs.
- Implement a policy stating that disciplinary action can be taken against employees who use workplace resources and work time to stalk, harass, or abuse their current or former partners.
- Ensure that a sufficient amount of counselling is covered by employee health benefit programs.

Foreword to the Revised Report

The original version of this report was completed in the second year of PATHS' project *Working Together to Build Protective Factors into Workplace Policies and Procedures for Victims of Intimate Partner Violence,* funded by Status of Women Canada (a 3-year project, September 2015- September 2018).

In 2017, PATHS was consulted by the sitting provincial government as well as the official opposition on workplace legislation for survivors of IPV. It was clear at that time that legislation concerning the impact of intimate partner violence in the workplace would soon be enacted in Saskatchewan. PATHS released the report in October 2017, sharing the report with government, as well as with our partners and the public, so that the results of this Saskatchewan-specific research could inform any potential legislation.

In the year since the release of the original research report, there have been a number of legislative changes in Canada and abroad, including legislation providing workplace leave for survivors of interpersonal violence in Saskatchewan. At the conclusion of the Status of Women Canada funded project (September 2018), the report was revised to incorporate details of these changes.

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Section 1: Introduction

About PATHS

The Provincial Association of Transition Houses and Services of Saskatchewan (PATHS) is the member association for twenty-one agencies that provide intimate partner violence (IPV) services across Saskatchewan. Our members are women's shelters (also known as domestic violence shelters, safe shelters, transition houses, or interval houses), second stage shelters, and counselling centres that offer counselling and support to survivors of IPV. Our member agencies work on a daily basis with individuals who have experienced violence, those who have perpetrated it, and children who have been exposed to it.

PATHS has worked on issues related to violence against women and supported our member agencies for over 30 years. We provide a unified voice for our members and are regularly consulted by the media and legislators for input on issues related to violence against women. PATHS' vision is a society free from violence. PATHS' mission is to collaborate with PATHS members, and to provide research, program development, awareness, and education on interpersonal violence to all.

PATHS has received funding or partnered on projects funded by: Status of Women Canada; Public Health Agency of Canada; Saskatchewan Office of the Status of Women; Saskatchewan Ministry of Justice; Social Sciences and Humanities Research Council of Canada (SSHRC), Community-University Research Alliance (CURA); Canadian Women's Foundation; Saskatchewan Community Initiatives Fund; and Prairie*action* Foundation. PATHS partners with Research and Education for Solutions to Violence and Abuse (RESOLVE), Saskatchewan Towards Offering Partnership Solutions (STOPS) to Violence, Sexual Assault Services of Saskatchewan (SASS), and Saskatchewan Society for the Prevention of Cruelty to Animals (SPCA).

About the Project

Awareness of the impact of IPV in workplaces has been increasing in recent years. A small body of research has illustrated that when individuals are experiencing IPV at home, they are impacted at work. Co-workers, managers, and organizations are also affected. The present study, conducted in Saskatchewan, builds on existing research investigating the impact of IPV in workplaces, and offers more insight into the situation in this province, as well as offering suggestions for legislative and workplace policy solutions to help reduce this impact. Through an online survey, focus groups, and interviews, input was sought from a variety of people who are engaged in the workforce—managers, union employees, human resources professionals, and workers, including workers who are experiencing or have experienced IPV, whether as a victim or a perpetrator.

This report is part of PATHS' project *Working Together to Build Protective Factors into Workplace Policies and Procedures for Victims of Intimate Partner Violence,* a 3-year project (2015- 2018) funded by Status of Women Canada. As awareness of the impact of IPV in workplaces was growing, PATHS began this work

with the support of Status of Women Canada and our partners to make a change in workplaces across Saskatchewan. Project partners include the Saskatchewan Federation of Labour (SFL) and the Saskatchewan Government and General Employees' Union (SGEU). The unions played an essential role by circulating the survey to their membership and advocating to government for legislative changes.

As part of the project, PATHS worked with a Steering Committee comprised of members from unions, crown corporations, non-profit organizations, government, policing, and survivors of violence. In addition to the research detailed in this report, the project included a number of other activities. PATHS held our biennial provincial conference in 2016, where the theme *Violence is Everyone's Business* highlighted the connection that workplaces have to play in supporting survivors of violence. One of the keynote speakers was Barbara MacQuarrie, Community Director of the Centre for Research and Education on Violence against Women & Children (CREVAWC) in the Faculty of Education at the Western University, who spoke on this issue. PATHS is also part of the Regina Community Partnership Against Violence (CPAV), which focused on the topic of IPV and the workplace at the annual CPAV Peacemakers Breakfast which featured a keynote talk on this topic from Barbara Byers of the Canadian Labour Congress (CLC).

As part of this three-year project, PATHS' staff completed train-the-trainer training for the *Make It Our Business* training program, developed by the CREVAWC at Western University (n.d. a), and now offer variations of the training (2-day, 1-day, 1-hour, and 2-hour presentations) in Saskatchewan.

This project included piloting current promising practices to address IPV in the workplace with the staff of SGEU, including a review of the organization's policies and contract language, updating these documents to reflect promising practices, as well as training for staff on the impact of IPV in the workplace, resources, and how to intervene. A pre-survey of employees' awareness of policies related to IPV was conducted prior to beginning and a post-survey was completed following the pilot.

Literature Review

IPV in Saskatchewan

IPV, also referred to as domestic violence, impacts people of all ages, genders, cultures, and socio-economic backgrounds. The term IPV does not just refer to physical violence but encompasses verbal, emotional, psychological, financial, spiritual, and sexual abuse, as well as stalking and threats. Property can be destroyed and pets can be harmed or killed. Victims and their children experience significant physical and mental health impacts.

Police and agency data demonstrate that, overwhelmingly, women are the victims of IPV, while men are the perpetrators. Seventy-nine percent (79%) of victims of police-reported IPV are women (Burczycka, 2017). Saskatchewan, where this research was conducted, has the highest per capita rate of IPV among the provinces (all three territories have a much higher rate). The most recent Statistics Canada report, using 2015 data, reports the rate of IPV in Saskatchewan at 666 per 100,000 population, while the Canada-wide rate is 309 per 100,000 (Burczycka, 2017). These data include 4,825 female victims (rate of 1,086)

and 1,151 male victims (rate of 254) (Burczycka, 2017), meaning that Saskatchewan women are over four times as likely to report experiencing IPV.

"Saskatchewan has the highest rates of police-reported interpersonal and domestic violence of all provinces across all relationships. This affects the wellbeing of Saskatchewan citizens, businesses and communities and generates high costs to human service systems, workplaces, individuals and families" (Saskatchewan Ministry of Justice, 2018). From 2005 to 2014, 48 domestic-related homicides with 9 suicides occurred in Saskatchewan. The majority of victims were female, while the majority of perpetrators were male (Saskatchewan Ministry of Justice, 2018).

Women in Saskatchewan Workplaces
In March 2017, Saskatchewan's workplace participation was 570,400 people (Statistics Canada, 2017). In a report for the Saskatchewan Status of Women Office, Sask Trends Monitor reported that there are 430,900 women fifteen years of age and older living in Saskatchewan. In an average month "275,400 or 63.9% were in the labour force, that is, either working or looking for work; 260,100 or 60.4% were working on a full-time or part-time basis, as a paid worker or self-employed" (Sask Trends Monitor, 2017, p. iii). Further, women are more likely to be employed now than in past decades, with over 20% more women in the labour force in Saskatchewan now than there were 40 years ago (Sask Trends Monitor, 2017). Work can be precarious and income can be low for working women in Saskatchewan, with 20% of working women in part-time positions (compared with less than 5% of men). "The number of women who were involuntary part-time workers (that is, would prefer full-time work) increased to 18.7% in 2016" (Sask Trends Monitor, 2017, p. iv). Most (86.8%) of working women in Saskatchewan in 2016 were employees (the remainder, 13.2%, were self-employed) (Sask Trends Monitor, 2017). According to Sask Trends Monitor, "in 2016, 64.5% of employed women were in the private sector and 35.5% were in the public sector but the proportion in the public sector is increasing. Women were more likely than men to work in the public sector" (2017, p. v). Just over one third (33.2%) of working women in Saskatchewan were part of a union (Sask Trends Monitor, 2017).

Previous Survey Research
Knowledge on the impact of IPV in workplaces has vastly increased in recent years, largely due to the work of the labour movement. Literature on the topic is limited and extant research is primarily quantitative and survey-based (Ararat, Alkan, Bayazıt, Yüksel, & Budan, 2014; McFerran, 2011; Reeves & O'Leary-Kelly, 2009; Trades Union Congress (TUC), 2014; Wathen, MacGregor, MacQuarrie, with the Canadian Labour Congress, 2014; Wathen, MacGregor, & MacQuarrie, 2015).

An American online survey of nearly 2,400 employees (both female and male) (Reeves & O'Leary-Kelly, 2009) who worked for three companies across three states found that 30% of women and 19% of men had experienced IPV in their lifetimes and of those currently experiencing IPV, over 20% said that some form of abuse was taking place on work premises, with stalking being the most common. An additional

survey of 2,000 employees reported that about half of the workers who experienced IPV talked about it with a coworker, though coworkers' level of intervention was low (Reeves & O'Leary-Kelly, 2009).

In 2011, a national survey on domestic violence and the workplace was conducted in Australia (McFerran, 2011). Responses totaled 3,611, with 81% from female respondents. Thirty percent (30%) of respondents had experienced IPV, consistent with Australia's national data at the time. Interestingly, "Respondents who knew a person who had experienced domestic violence at work reported rates higher than personal reports: their coworker was harassed on phone at a rate of 22%, or 17% reported the violence caused conflict with coworkers compared with 7% when self-reporting" (McFerran, 2011, p. 18). Forty-five percent (45%) of respondents "affected by domestic violence in last 12 months discussed the violence with someone at work, primarily coworkers or friends rather than supervisors, HR staff or union representatives" (McFerran, 2011, p. 13).

A similar study called *Can Work Be Safe When Home Isn't?* was conducted in Canada (December 2013-June 2014) by the Centre for Research & Education on Violence Against Women and Children (CREVAWC) at Western University and the Canadian Labour Congress (CLC) (Wathen et al., 2014; Wathen et al., 2015). Over eight thousand (8,429) responses were recorded. Half of the sample lived in Ontario and 21.6% lived in British Columbia. Just under five percent (412; 4.9% of 8380 respondents) indicated that they were from Saskatchewan. A third (33.6%) of respondents in this pan-Canadian survey reported experiencing IPV at some point during their lives—a higher rate than found in the American and Australian surveys. Of the respondents who reported that they had experienced IPV, 38% stated that the violence impacted their ability to get to work (including being late or having to miss work). Fifty-three and a half percent (53.5%) reported that at least one incident of abuse had occurred at or near the workplace. In addition, 8.5% of IPV survivors stated that they had lost their job because of the violence. Eighty-one (81.9%) percent of survivors stated that IPV negatively affected their work performance. This was most often due to feeling distracted or feeling tired and/or unwell (Wathen et al., 2014).

Can Work Be Safe When Home Isn't? found that 43.2% of those experiencing IPV told someone at work, with many telling more than one person. Most frequently, survivors confided in co-workers (81.6%). Less than half (44.7%) confided in their supervisors. In addition, this study illustrated the impact of IPV on coworkers and others. They also found that 35.4% reported that they believed at least one coworker was experiencing or had experienced IPV and 11.8% reported having at least one coworker who they believed was perpetrating violence or had perpetrated IPV. Survivors reported that it affected their coworkers and 28.9% of coworkers reported experiencing concern or stress (Wathen et al., 2014).

The English Trades Union Congress conducted a survey in 2014 (TUC, 2014), which was completed by 3,423 people, with 80% of respondents being women. Forty percent of respondents had experienced IPV themselves and 20% knew someone who had. Similar to the pan-Canadian survey, 86% of respondents reported that IPV impacted their performance at work due to feeling distracted, or feeling tired and/or unwell. Others had to take time off work because of the violence.

The results of the aforementioned studies make it clear that IPV is a workplace issue and demonstrate the variety of ways that IPV impacts survivors and perpetrators of violence, as well as their colleagues and managers.

Impact of IPV on Survivors at Work

"Workplaces are unprepared to respond to domestic violence and workers have been harmed, harassed and killed at work" (CREVAWC, n.d. a).

IPV can impact victims' ability to get to work—partners may prevent them from attending by physically assaulting them or restraining them, refusing to care for children, or hiding the car keys (McFerran, 2011; Swanberg & Logan, 2005; Wathen et al., 2014; Wathen et al., 2015; Wettersten et al., 2004). Harassing behaviour can disrupt the majority of the work day for women in abusive relationships. The perpetrator may show up at work, repeatedly call, text, or email, and contact coworkers (Logan, Shannon, Cole, & Swanberg, 2007; McFerran, 2011; O'Leary-Kelly, Lean, Reeves, & Randel, 2008; Wathen et al., 2014; Wathen et al., 2015; Wettersten et al., 2004; Swanberg & Logan, 2005; TUC, 2014). A study of intimate partner stalking by Logan, Shannon, Cole, & Swanberg (2007), showed that in 95% of cases, the harassment continued at work, a finding echoed in the literature on the impact of IPV in the workplace (McFerran, 2011; Reeves & O'Leary-Kelly, 2009; Swanberg & Logan, 2005; Wathen et al., 2014). When the relationship has ended, abusive partners may not know where their former partner is living but will likely know where they work. The workplace is often the easiest way for a perpetrator of violence to contact their victim (Zorn, 2017). If the workplace is open to the public, such a gas station, restaurant, bank, etc., perpetrators may feel entitled to repeatedly visit the workplace and victims feel powerless to stop them.

In a study conducted in Regina of intimate partner stalking, Kimberley Zorn (2017) relayed experiences of many women affected by stalking during work. The women in Zorn's study shared that it was extremely difficult to get through a work day due to the stress and fear associated with being stalked, as well as constant interruptions from their stalkers. Stalking impacted women in their workplaces in many ways, including being phoned repeatedly throughout the day, having to miss work due to frequent court dates (often exacerbated by frequent adjournments), being accused of having affairs with coworkers, being slandered and the perpetrator contacting supervisors in attempts to get her fired, the perpetrator threatening coworkers, the perpetrator driving by work to check if she is there, the perpetrator coming to her workplace, the perpetrator blocking her driveway with his vehicle to prevent her leaving for work in the morning, or the perpetrator waiting outside her workplace in his vehicle and following her home. For many women, the stalking began when they had ended or attempted to end the relationship. One participant recalled how after ending a brief dating relationship, her ex-boyfriend began showing up at her workplace. Another woman got a new job to prevent her ex-partner from showing up. Women expressed concern that their workplaces or areas of their workplaces (such as parking lots) were public spaces, so the stalkers were not prevented from loitering in these areas. Some of the women in Zorn's

study were fired from their jobs because of stalking and harassment—one woman because her ex-partner smashed the windows of her work vehicle.

The risk of danger—and the precautions required to maintain workers' safety—varies depending on the type of workplace. Using information available through media and online searches, Lee and Trauth (2009) reviewed 500 cases of intimate partner assaults in workplaces. They reported that "when the time and place of the assault was known, 20% occurred in the parking lot as the abuse victim was arriving for work" (p. 1). Further, victims were sometimes embarrassed by current or former partners who showed up at their workplace and went outside with them to talk, presumably to avoid making a scene in their workplace, which caused them to be more vulnerable to harm. In 12% of the cases reviewed by Lee and Trauth (2009), the victim had either received a warning from the perpetrator or another incident had recently occurred in the workplace. In 58% of cases, the victim was the only one harmed in the assault—in the other cases, additional people, often coworkers, were hurt.

Unfortunately, those who are forced to deal with the impact of violence and abuse are often distracted during their work day which may lead to lowered productivity, increased stress, and lowered self-esteem for the worker. Reeves and O'Leary-Kelly (2009) found that survivors of IPV experienced negative impacts such as depression and lowered self-esteem and economic self-sufficiency, as well as job insecurity. Further, "current victims did report higher levels of work distraction as compared to non-victims, a pattern that did not exist among lifetime victims who no longer were dealing with the immediate effects of IPV. There was preliminary evidence that current victims have lower salaries than non-victims, and strong evidence that employer costs were increased by the IPV victimization of employees" (Reeves & O'Leary-Kelly, 2009).

The Canadian survey found that 81.9% percent of survivors stated that IPV negatively affected their work performance. This was most often due to feeling distracted or feeling tired and/or unwell (Wathen et al., 2014). In addition, some survivors reported losing a job because of the impact of IPV (Wathen et al., 2014). Abusive partners may also force women to quit work or endeavor to get them fired. Research has demonstrated that women with a history of IPV "tend to have a more disrupted work history, are consequently on lower personal incomes, have had to change jobs more often, and are employed at higher levels in casual and part time work than women with no experience of violence" (Wathen et al., 2015, p. 65). Recently, Alberta MLA Maria Fitzpatrick shared her experience of being fired from her job for "putting coworkers and clients at risk" after her former partner came to her workplace with a gun. Her job was later reinstated, but she spoke of the importance of the job for the financial well-being of herself and her children and as source of stability amidst the chaos of IPV (Maimann, 2017). Maintaining employment is incredibly important for women who are experiencing IPV because "the financial security that employment affords women can allow them to escape becoming trapped and isolated in violent and abusive relationships, and to maintain, as far as possible, their home and standard of living" (McFerran, 2011).

While IPV often results in survivors being late or missing work, this is not always the case. For many survivors, work is a respite from abuse. The concept of "presenteeism" is defined by Sanderson and Andrews (2006) as lost productivity when an employee comes to work when unwell (physically sick or experiencing mental health symptoms). This concept applies to the impact of IPV, as well. Productivity is often lost, by both victims and perpetrators of abuse, due to stress, harassment, exhaustion, and continued harassment during work (Schmidt & Barnett, 2012; Mankowski, Galvez, Perrin, Hanson, & Glass, 2013; McFerran, 2011; Reeves & O'Leary-Kelly, 2009; TUC, 2014; Wathen et al., 2014; Wathen et al., 2015; Scott et al., 2017). This is not the case for all who experience IPV, however. While some employees may be struggling, they may be present at work and the quality of their work may not suffer. This can make the signs more challenging to recognize.

The impact of IPV on work does not just end when the relationship ends. A key finding of DeRiviere's (2014) study of the labour market implications of IPV in the prairie provinces was that the rate of employment was correlated with the recency of abuse, indicating that it often takes time for women to gain or re-gain employment after they have experienced violence.

Impact of IPV on Perpetrators at Work

Workplaces are not only impacted when their workers are experiencing violence—they are also impacted when their employees are the perpetrators of IPV. Perpetrators of IPV do not just enact this behaviour inside the home—they often stalk and harass their partners or former partners throughout their work day, often using their own work time and workplace resources to do so. This results in lost productivity, inappropriate use of workplace resources, and increased risk of danger, including workplace accidents, to both perpetrators of violence and their coworkers.

Mankowski, Galvez, Perrin, Hanson, & Glass (2013) used the work-related domestic violence perpetration scale to gather information from 198 adult men in batterer intervention programs about the work-related impact of their violent perpetration. The scale contains 40 items comprising "five subscales, each of which assesses a different form of work related IPV including coworker jealousy, threatened or actual abuse, work control, work monitoring, and work interference" (Mankowski et al., 2013, p. 3045). Most men who participated in the study reported that IPV affected their performance at work. Work performance was especially likely to be affected amongst men who perpetrated more forms of work-related IPV and the most severe forms of work-related IPV (Mankowski et al., 2013).

In a study conducted by Schmidt & Barnett (2012) in Vermont, 193 male batterer intervention program participants "lost a total of 52,731 days of work—equivalent to 27 years of full time employment and $5.4 million in estimated lost wages—because of consequences related to domestic violence. 23% (30) collected unemployment to make up for lost wages" (2012, p. 5). Further, 19% had caused or almost caused a workplace accident and 80% said that their job performance was negatively impacted by their IPV perpetration. Of the perpetrators who participated, 93% felt it would be helpful for supervisors to speak to an employee that they suspect may be abusing their intimate partner, 87% recommended "a

company policy that requires people who get in trouble with the law because of domestic abuse must complete a batterer intervention program in order to keep their job," and 77% "felt that the presence of a written company policy that sets a workplace culture against domestic violence would be an effective measure that workplaces could take to prevent domestic violence" (Schmidt & Barnett, 2012, p. 5).

Some of the participants in the Vermont study had lost their jobs due to their IPV perpetration and subsequently collected employment insurance. Nearly one-third of participants took time off from work (paid or unpaid) to perpetrate IPV or deal with the aftermath of an incident of abuse (Schmidt & Barnett, 2012). Eighty-three percent (83%) of respondents stated that their supervisors were aware that time they took off work was related to IPV, but only 32% of supervisors addressed IPV with the employee (Schmidt & Barnett, 2012). While some perpetrators of IPV reported that supervisors or coworkers addressed their violence with them in a constructive and helpful way, more perpetrators reported unhelpful or colluding responses from those that they worked with.

In October 2017, Katreena Scott and colleagues at the University of Toronto and Western University, Partner Assault Response (PAR) programs across Ontario, and the DV@Work Network released a report detailing results of a survey with 443 PAR participants on the impact of the IPV perpetration on their work. This survey looked at lost work productivity and time due to violence, explored the degree to which IPV perpetration occurred in the workplace, and inquired about workplace responses to IPV perpetration issues (Scott et al., 2017). The results show that approximately one-third of survey respondents reported being in contact with their current or former partner during work hours to engage in emotional abuse and/or monitoring. Around one-fifth of the PAR participants who reported engagement in conflict, emotional abuse, and/or monitoring during work also indicated that someone at work (most often co-workers) knew what was going on. Thirty-eight percent (38%) of the men surveyed reported that the violence had a medium, large, or very large impact on their job performance. Respondents also shared examples of mistakes made at work due to distraction resulting from the violence. Further, more than one-quarter of Scott et al.'s sample reported that they lost their job as a direct or indirect result (e.g., missed too many days, was often distracted, poor productivity) of their violence perpetration (Scott et al., 2017).

Impact of IPV on Workplaces
Zhang, Hoddenbagh, McDonald, & Scrim (2012) estimated the total economic cost of spousal violence in Canada to be $7.4 billion in 2009 (equivalent to $8.7 billion in 2018). The number includes a $6 billion cost for victims (80.7%); $545.2 million (7.3%) cost to the justice system; and $889.9 million (12%) cost for third parties including social services, children exposed to violence program costs, government expenditures, and costs to employers. The total losses to employers totaled $77,918,560 (equivalent to $91,233,327 in 2018). The total $77.9 million cost includes $68,541,415 lost because of tardiness and distraction, $7,970,806 in lost output, and $1,406,339 due to administrative costs. Violence against women cost employers $52,123,343, while the cost of violence against men equaled $25,795,217. Zhang and colleagues illustrated that while distraction and absence from work experienced by those experiencing

violence lead to large costs for employers, there are other costs as well. If employees are unable to attend work, this leads to increased administration costs for employers. Additional costs to employers come from recruitment and retraining costs when employees quit or are fired for reasons relating to IPV, but due to the unavailability of data, these costs were not included in the $77.9 million estimate.

IPV has a significant impact on workplaces. Not only does IPV cost organizations financially in terms of lost work time and lost productivity, but coworkers and managers are also impacted by stress and worry. Survey research indicates that survivors frequently confide in someone at work, with many telling more than one person (McFerran, 2011; TUC, 2014; Wathen et al., 2014). Survivors reported that it affected their coworkers, and coworkers reported experiencing concern or stress (Wathen et al., 2014). Lives of workers and others in the workplace (students, customers, etc.) can be at risk. Given the prevalence of IPV in Saskatchewan, it is clear that many workplaces have been impacted by IPV, whether or not survivors have come forward or the violence has been recognized by others. When women experience IPV, not only do those women suffer the financial impact but organizations and "society [lose] the value of the productivity that could have been generated" (DeRiviere, 2014, p. 21).

Recent Legislative & Policy Changes

In recent years, changes to protect and support survivors of IPV have been enacted in policy and legislation in Canada and abroad.

IPV Leave Legislation in Canada

In 2016, Manitoba was the first province to legislate workplace leave for survivors of violence. The legislation provides for up to ten days of leave, five of which can be paid (or sick days used) and up to five more unpaid days. These ten days can be used in a row, or as needed throughout the year. The legislation also allows for up to an additional 17 weeks of continuous, unpaid leave with a right-to-return to the job guaranteed (*The Employment Standards Code,* 2018)*.*

Ontario provides up to 10 days (5 days paid) and 15 weeks in a calendar year of time off for full-time and part-time employees (*An Act to amend the Employment Standards Act, 2000, the Labour Relations Act, 1995 and the Occupational Health and Safety Act and to make related amendments to other Acts, 2017;* Government of Ontario, 2017). In 2018, Prince Edward Island's legislation allows up to three days of paid leave, and another seven days of unpaid leave (*An Act to Amend the Employment Standards Act (No. 3),* 2018).

Alberta allows employees who have experienced IPV to take up to ten days of unpaid leave per year (Government of Alberta, 2018a; 2018b).

In March and April 2017, Saskatchewan's official opposition introduced legislation similar to Manitoba's, with up to ten days of leave (five paid) to be used intermittently, as well as a 17-week continuous leave (Bill 603; Bill 604). These bills did not pass and the sitting government subsequently passed legislation

providing survivors of violence with ten days of unpaid leave. Opposition members have continued their call for legislation similar to that of Manitoba, including paid days (Slattery, 2018).

On December 6, 2017, following the release of the original version of this report, the Government of Saskatchewan introduced and passed the *Saskatchewan Employment (Interpersonal Violence Leave) Amendment Act, 2017* which provides up to ten days of unpaid leave for victims of interpersonal violence (including those subjected to abuse by someone in a caregiving relationship). The leave is available for workers whether they have personally been a victim of violence or a dependent has. The ten days of leave can be taken continuously or intermittently, in blocks of hours or days, to seek medical attention, obtain counselling or services from a victim services organization, relocate, seek law enforcement or legal services, preparing for legal proceedings, or "any other prescribed purpose" related to interpersonal violence. The legislation makes it clear that employers must maintain confidentiality (*The Saskatchewan Employment Act,* 2013).

In 2018, Quebec passed legislation which allows employees to take up to 26 weeks off over a period of one year when experiencing domestic violence. Two of these days will be paid, with the remainder of the leave unpaid (*An Act to Amend the Act Respecting Labour Standards and Other Legislative Provisions Mainly to Facilitate Family-Work Balance*, 2018).

In 2018, Nova Scotia introduced legislation that would allow 10 days of intermittent unpaid leave or up to 16 continuous weeks of unpaid leave for individuals experiencing violence (*An Act to Amend Chapter 246 of the Revised Statutes, 1989, the Labour Standards Code, Respecting Leaves of Absence*, 2018).

To date, domestic violence leave is not legislated in British Columbia, Newfoundland and Labrador, Yukon, Northwest Territories, and Nunavut. At the time of writing, New Brunswick had proposed legislation (not yet passed) that would provide workers with up to 10 days of leave (five days paid) to be used intermittently or continuously and a continuous, unpaid leave of up to 16 weeks (CBC News, 2018).

In 2017, the federal government amended the Canada Labour Code to allow ten unpaid days off for employees in federally regulated private sector workplaces (*A Second Act to Implement Certain Provisions of the Budget Tabled in Parliament on March 22, 2017 and Other Measures*, 2017). This leave is available to employees in federally regulated private sector workplaces, including approximately 900,000 employees in sectors such as telecommunications, banking, marine shipping, and air and rail transportation (Harris, 2018). In spring 2018, the federal government announced its plans to further amend Canada Labour Code to make five of the ten days off paid days. Consultations will take place in the fall of 2018, with changes to federal labour legislation possibly taking up to two years to enact (Harris, 2018).

IPV Leave Legislation in Other Countries

The Philippines was the first country to provide IPV leave, granting up to ten days of paid leave in 2004 (*Republic Act 9262: Anti-Violence Against Women and Their Children Act of 2004*), though it is reported that this benefit is underutilized and that awareness about it is lacking (Harpur, 2016). In July 2017, Australia legislated leave of up to five unpaid days for all workers (Fair Work Commission, 2018; Fair Work Ombudsman, 2018). In July 2018, New Zealand became the second country in the world to pass legislation providing survivors with up to ten days of paid leave, which will come into effect in April 2019 (*Domestic Violence—Victims' Protection Bill,* 2018).

In March 2016, a law came into force in China which "requires employers, both public and private, to mediate or resolve any conflicts, work to counter domestic violence, and report to the police any cases brought to their attention" (Bhandari, 2017).

Occupational Health and Safety Legislation

Ontario was the first province to amend occupational health and safety legislation in 2009. Ontario's *Occupational Health and Safety Act* now states that "if an employer becomes aware, or ought reasonably to be aware, that domestic violence that would likely expose a worker to physical injury may occur in the workplace, the employer shall take every precaution reasonable in the circumstances for the protection of the worker." This legislation regards domestic violence in the workplace as a kind of workplace violence and requires employers to have policies on workplace violence, develop a program to implement the policy, and to provide workers with information regarding the policy. British Columbia's *Occupational Health and Safety Regulation* covers violence in the workplace and requires employers to complete a risk assessment where there is a risk to workers from violence arising out of their employment. This includes the spillover of domestic violence" (Government of British Columbia, n.d.).

Awareness & Resources

Unions have been instrumental in bringing the issue of IPV and the Workplace to the attention of their members, employers, and the public. The CLC developed the *Domestic Violence at Work Facilitator Training Program* and has trained union representatives across Canada from a variety of different unions. The CLC also drafted seven principles for collective bargaining, which encourage employers to protect and support employees who are experiencing IPV (CLC, n.d.). The Canadian Union of Public Employees (CUPE, 2015) published a bargaining guide for union officers and bargaining committee members who want to support union members experiencing IPV. In Saskatchewan, the SEIU-West (Service Employees International Union) Young Workers Committee launched an awareness campaign and a petition supporting legislation that will ensure job protection for victims of domestic violence (SEIU-West, 2017). Unifor has actively engaged in campaigning for legislation on paid domestic violence leave (Unifor, n.d. b). In addition, Unifor runs the Women's Advocate program, which is an important resource for assisting women workers who are experiencing violence (Unifor, n.d. a). Unions and union groups including SFL, SGEU, SEIU West, and the CLC have actively supported work on this issue in Saskatchewan.

Workplace Policies

Some proactive organizations have implemented policies to support employees experiencing IPV. While legislation is necessary to provide the same protections to all workers, the organizations that have implemented policies are setting an example for others.

In 2012, the Yukon Teachers' Association Collective Agreement was amended to include "Leave when an employee is a victim of domestic violence, to a maximum of five (5) instructional days per school year. Additional leave may be granted at the discretion of the Superintendent or designate" (Yukon Teachers' Association, 2012).

Recently, the St. John's Status of Women Council (SJSOWC) implemented a domestic violence leave policy which allows employees three paid days off work for the purpose of accessing services related to IPV. The SJSOWC stated that they hoped this would inspire "public, private business and community organizations to adopt a similar policy" and that they are working with the Newfoundland Federation of Labour to create change at a provincial level (Samson, 2017; SJSOWC, 2017).

Sports organizations are also recognizing the importance of implementing policies and providing training to employees. In 2015, the Canadian Football League (CFL) released its *Policy on Violence Against Women*. The policy "applies to all individuals who work for the CFL and its Member Clubs; including players, coaches, officials, executives and staff" and applies "to violence against women committed by members of the public in our workplaces, including at any CFL event or football game" (CFL, 2015, p. 1). The policy details expectations for the league in terms of prevention and education, responding appropriately to incidents of violence against women, and providing assistance to victims of violence. Since the implementation of the policy, staff (including players, coaches, officials, executives and staff) have had yearly training on the policy, violence against women, and the impact of IPV in workplaces. PATHS partners with the Ending Violence Association of Canada (EVA CAN) and Sexual Assault Services of Saskatchewan (SASS) to deliver this training. The Toronto Blue Jays have participated in the *Make It Our Business* training program and the National Hockey League (NHL) has established mandatory training on violence against women for players (CREVAWC, 2016).

Increasing awareness of the impact of IPV has led some workplaces to recognize that they are in a unique position to intervene and support their clients. In 2015, the BC Dental Hygienists' Association (BCDHA) formed a partnership with the Ending Violence Association of BC (EVA BC) to provide specialized training to 3,000 dental hygienists in British Columbia, as well as undertake an awareness campaign.

In 2016, Illinois passed a law, which came into effect January 1, 2017, requiring all beauty professionals to take a one-hour domestic violence and sexual assault awareness course. (*An Act Amending The Barber, Cosmetology, Esthetics, Hair Braiding, and Nail Technology Act of 1985,* 2017). This is similar to the *Cut It Out* campaign, provided by the CREVAWC at Western University (CREVAWC, n.d. b). This program, while currently not operating due to a lack of funding, "provides the education, awareness and skills that

permits salon professionals to safely refer clients to community resources." Similarly, the Canadian Orthopedic Association (COA) has begun training physicians and support staff to recognize the signs of IPV—and to know how to address this with their patients (Magder, 2017).

Cases of Intimate Partner Homicide in the Workplace

Domestic violence shelter and service workers have long been aware that the most dangerous time in a violent relationship is when the victim leaves. When a relationship is ending, violence can come to work, endangering the victim, as well as coworkers and others. **According to labour statistics from the U.S., homicide is one of the main causes of workplace death for women. In 2014, homicide accounted for 19% of cases where women died at work (transportation accidents were the leading cause at 20%). When women are murdered at work, it is most frequently by an intimate partner (32%, versus 2% for men)** (U.S. Bureau of Labor Statistics, 2016).

Nearly twelve hundred people (1,187) were shot in 156 mass shootings in the U.S. between 2009-2016, with 848 victims murdered. Over half (54%) of these cases were related to intimate partner or family violence, with the perpetrator shooting a current or former partner, or other family member, among others. "In nearly half of the shootings—42 percent of cases—the shooter exhibited warning signs before the shooting indicating that they posed a danger to themselves or others. These red flags included acts, attempted acts, or threats of violence towards oneself or others; violations of protective orders; or evidence of ongoing substance abuse" (Everytown for Gun Safety, 2017, p. 2). In some cases, this lethal violence was enacted in the workplace of the perpetrator or the victim.

An especially horrific example of the impact of IPV in the workplace occurred in April 2017 in San Bernardino, California. Karen Elaine Smith, a teacher, was shot and killed in her workplace, North Park Elementary School. An 8-year-old student was also murdered and another was injured. The gunman was Karen Smith's husband, whom she had recently separated from, and who killed himself after the murders. He had a history of perpetrating violence against a former partner and court documents showed that he had threatened to kill that partner, their children, and himself. Karen Smith's mother reported that problems escalated after Karen separated from him. It was reported that school district employees had recently gone through threat assessment training to prepare for the possibility of a school shooting, but that it was not uncommon for spouses to be allowed to visit their partners at work, and that the gunman had followed "check-in protocol" (Jeltsen, 2017; Rocha et al., 2017).

In June 2016, Cara Russell, the Executive Director of a small non-profit organization in Colorado, was murdered in her office where she worked alone. The perpetrator was her husband, who then killed himself. She had recently filed for divorce (Kenney, 2016).

Some Canadian cases of IPV homicide have impacted legislative and policy changes. Theresa Vince was a 56-year-old mother and grandmother who worked at the Sears store in Chatham, Ontario. In 1996, Theresa was murdered in her workplace by her boss, who had sexually harassed her for years. Her death

"prompted a call to action to address workplace harassment through the Ontario *Occupational Health and Safety Act*" (Shreve, 2016).

Another fatal case of IPV in the workplace also prompted changes to the Ontario *Occupational Health and Safety Act,* which was amended in 2009. In Windsor, Ontario in 2005 Lori Dupont, a 37-year-old nurse, was killed by her former partner, an anesthesiologist, at the Hôtel-Dieu Grace Hospital where they both worked. He killed himself shortly after the murder. An inquest was conducted into Lori's death (Lori Dupont and Marc Daniel Inquest, 2007 & 2008). When Dr. Peter Jaffe reviewed the case, his findings included an analysis of warning signs. He found 37 critical events, including threats and stalking at the workplace, and 84 missed opportunities for intervention.

Anthony (Tony) McNaughton, a manager at a Vancouver Starbucks, was killed at work when he stepped between an employee and her ex-partner, who was wielding a butcher knife, and told her to run. It was reported that the intended victim "had initiated a divorce, and she had several unwanted visits from her estranged husband." The employee was saved, but Tony McNaughton died of multiple stab wounds (Alphonso, 2001).

These cases are only a small selection of the intimate partner homicides that have occurred in workplaces in recent years, chosen to illustrate that IPV can endanger workers, coworkers, clients and students, and culminate in the death of the perpetrator, as well. These cases also illustrate the good work that has happened in other provinces, notably Ontario, leading to legislative changes and improvements to education and prevention programs.

Section 2: Methodology

The present study was guided by a mixed methods approach, using an online survey, focus groups, and interviews. The study design was approved by the project's Steering Committee, which is comprised of members from unions, crown corporations, non-profit organizations, government, policing, and survivors of violence. The Steering Committee also provided input on the survey and focus group questions.

Survey

The present study adds to the body of knowledge gained from national online surveys conducted in the USA (Reeves & O'Leary-Kelly, 2009), Australia (McFerran, 2011), England (TUC, 2014), Turkey (Ararat et al., 2014), and Canada (Wathen et al., 2014; Wathen et al., 2015). The results of the aforementioned studies make it clear that IPV is a workplace issue and demonstrate the variety of ways that IPV impacts survivors of violence and people who use violence, as well as their colleagues and managers. The present study is the second survey regarding the impact of IPV in workplaces to be completed in Canada and the first to focus on the specific impact—and possible solutions—in the province of Saskatchewan. When advocating for legislative and policy change, it is necessary to have an evidentiary basis. For this reason,

the present study was undertaken in Saskatchewan, to gather information on the ways that IPV impacts workers and workplaces, with the goal of offering recommendations for legislators, policy-makers, and employers.

Data were collected using a web-based self-report survey, administered using Qualtrics survey software. The project's Steering Committee, which is comprised of members from unions, crown corporations, non-profit organizations, government, policing, and survivors of violence, provided input on the survey questions and pilot tested the survey before its implementation. Revisions were made to the survey based on the feedback of the Steering Committee.

The survey remained open for voluntary participation from mid-April 2016 to early September 2016. Participation was solicited through a notice about the survey and link to the survey posted on PATHS' website, Facebook, and Twitter pages; a notice in PATHS' newsletter; and via email. The survey was circulated via email and/or on social media by members of the Steering Committee, PATHS member agencies, Saskatchewan Federation of Labour (SFL), Saskatchewan Government and General Employees' Union (SGEU), the University of Regina, and other partner agencies.

Focus Groups and Interviews

Literature on the topic of the impact of IPV in the workplace is limited and extant research is primarily quantitative and survey-based (Ararat, Alkan, Bayazıt, Yüksel, & Budan, 2014; McFerran, 2011; Reeves & O'Leary-Kelly, 2009; TUC, 2014; Wathen, et al., 2014; Wathen, et al., 2015). The present study added to the small body of qualitative research on this topic (other studies include Swanberg & Logan, 2005 and Wettersten et al., 2004), through focus groups and interviews conducted with survivors, workers, managers, union employees, and human resources professionals on the impact of IPV in the workplace—and strategies for mitigating this impact.

An invitation to participate in focus groups was included at the end of the survey. In addition, focus group dates were posted on PATHS' website and Facebook page, and shared via email and Twitter. The invitation to participate was circulated via email by members of the project's Steering Committee, domestic violence shelters and services, and other partner organizations. Initially, separate focus groups were planned for survivors of violence, perpetrators of violence, and workers who had witnessed the impact of IPV in their workplace. Due to scheduling or because many people identified as both survivors and workers, attendance at all of the focus groups was a mix of survivors of violence and workers. No one who identified as having perpetrated IPV volunteered for a focus group.

To protect the confidentiality and safety of those who attended, the location of the focus group was not provided on recruitment materials and was only provided to participants after they registered. Individuals who lived in communities where focus groups were not being conducted or who could not make it to the focus groups at the scheduled times were offered the option of participating in a telephone interview. In addition, some participants expressed that it was preferable to be interviewed one-on-one due to the

nature of the research topic. The opportunity to participate in one-on-one interviews was circulated through the same means as the focus group invitation. Standard confidentiality practices were followed according to the Tri-Council Policy Statement.

The interview guide included questions on experiences with IPV in the workplace, existing workplace policies relating to IPV, and recommendations for workplace responses relating to IPV. Survivors were asked if they had ever had challenges or difficulties at work as a result of violence or abuse in their relationship and, if so, who they had confided in and the result. Coworkers were asked if they had ever known or suspected that a co-worker was experiencing IPV, if they had ever reported an incident of violence at work, and their opinion on how experiencing violence impacts survivors' ability to function at work. All participants were asked if their workplace had policies or procedures in place related to IPV, if information on IPV was available in their workplaces, and what policies or procedures they thought that their workplaces could put into place to help people who are experiencing IPV.

In total, four focus groups in three different cities were conducted, with a total of 17 participants (16 women and one man). Several participants identified as both having experienced IPV in the past and as having been aware of IPV experienced by their coworkers or employees in their workplaces. In addition, participants shared examples from different points in their careers, including previously held jobs and current work roles. Quotations are not attributed to a specific speaker to protect participant confidentiality.

Eight interviews were conducted over the telephone or in-person with survivors, workers, managers, union employees, and human resources professionals. Some participated in pairs, resulting in a total of ten interview participants (9 women and one man), with half identifying as survivors.

Focus groups and interviews were recorded on an audio recorder and transcribed verbatim. Data from focus groups and interviews were analyzed together, with transcripts coded using an open-coding method (Auerbach and Silverstein, 2003). Coding this data resulted in four major themes, with subthemes under each.

Section 3: Quantitative Research Findings

Demographics

Survey data were cleaned to remove blank survey responses. In addition, those who responded that they did not live in Saskatchewan were excluded from this analysis, resulting in a total of 437 responses. Respondents had a choice to skip any questions that they wished. For this reason, responses to questions do not total 437.

The average age of respondents to the online survey was 43. The youngest respondent was 19, the oldest 83. Four hundred and thirty-three (433) respondents answered the question asking their gender: 354 (81.8%) identified as female; 79 identified as male (18.2%); and 1 (0.2%) identified as other, specifying "transwoman." The majority of participants, 93.4% (407), were born in Canada, while 6.6% (29) were born outside of Canada. Those who were born outside of Canada came from all over the world with Europe, North America, South America, Africa, and Asia represented. Four hundred and thirty-five (435) participants responded when asked if they identified as First Nations, Inuit, or Métis: 13% (58) said yes, 87% (377) said no. Eight percent (8%, 33) replied that they lived with a disability, while 401 (92%) responded that they did not. Over forty-nine percent (49.5%, 215) responded that they belonged to a union, while 50.5% (219) responded that they did not.

Table 1: Occupations of respondents

Community/ Non-Profit	177	40.9%
Government	86	19.9%
Healthcare	31	7.2%
Other (Not Specified)	31	7.2%
Education (including K-12 or Post-Secondary)	29	6.7%
Corporate	28	6.5%
Private Business	17	3.9%
Other (Specific Jobs)	10	2.3%
Labour/Union	8	1.8%
Finance	3	0.7%
Municipal Government	3	0.7%
Self-employed	3	0.7%
Trades/ Utilities	3	0.7%
Not currently employed/ volunteer	2	0.5%
Policing	2	0.5%
	n=433	100%

Table 2: Employment position of respondents

Front-line staff	225	52.0%
Middle management	88	20.3%
Director/High-level management	47	10.9%
Other (specified educator)	32	7.4%
Other (not specified)	29	6.7%
Other (specific jobs)	12	2.8%
	n=433	100%

411 respondents answered the question asking about current relationship status. 75% (308) were in a relationship, 20% (82) were not, and 5% (21) were separated.

Experiences of IPV

408 people responded to the question, "Have you ever experienced intimate partner violence?"

Yes	185	45.3%
No	197	48.3%
Not sure	26	6.4%

"Not sure" included an open-ended question asking respondents to explain. Twenty-three people responded with details. These included: verbal, emotional, or psychological abuse (past or present) (19), physical intimidation (hitting walls, breaking possessions, etc.) (2), witnessed IPV as a child (1), and unsure what "intimate partner violence" is (2). One respondent specified that they had experienced both emotional abuse and physical intimidation.

Adding the 21 respondents who had experienced abuse or physical intimidation or witnessed violence as a child, totals become:

Yes	185 + 21= **206**	50.5%
No	197	48.3%
Not sure	26 − 21= 5	1.2%

Those who had experienced violence were asked to specify who perpetrated violence in their relationship.

My partner was violent toward me.	159	82.4%
Both my partner and I were violent.	33	17.1%
I was violent toward my partner.	1	0.5%
	n=193	

Looking at experience of IPV by gender, we see that 10.3% (13) of the 79 men who responded to the survey identified as having experienced IPV. Forty-eight percent (48.6%, 172) of the 354 women who responded to the survey responded "yes." As over 80% of survey respondents were female, we cannot

draw conclusions from this sample, however this finding consistent with police-reported data (Burczycka, 2017) that illustrates that Saskatchewan women experience IPV at a rate of four times that of Saskatchewan men.

Next, survey respondents were asked if they had ever experienced the following behaviours from a current or previous intimate partner. The list of behaviours was modelled on behavioural descriptions of different types of violence used in a Turkish survey of domestic violence experienced by working women (Ararat et al., 2014). Adjustments and additions to this list were made with the guidance of the project's Steering Committee. The behavioural descriptions of different types of violence include psychological ("humiliate you in front of others,") economic ("prevent you from attending work,") social ("prevent you from seeing friends and/or family,") sexual ("physically force you to have sex,") moderate physical ("pull hair, slap, or push you,") and severe physical ("choke or strangle you.") Of interest is that while 185 initially identified as having experienced IPV (206 when counting those who selected "not sure" but specified violent experiences), 283 reported having experienced at least one of the abusive behaviours from the following list.

Table 3: Abusive behaviours experienced from a current or former intimate partner

Behaviour Experienced from Partner	# out of 283	% of 283	% of total survey respondents (437)
Yell or swear at you	213	75.3%	48.7%
Call you names	184	65.0%	42.1%
Get jealous when you talk to others	163	57.6%	37.3%
Humiliate you in front of others	159	56.2%	36.4%
Criticize your appearance	148	52.3%	33.9%
Mock your views and opinions	144	50.9%	33.0%
Use offensive terms for your friends or family	141	49.8%	32.3%
Pressure you to have sex	124	43.8%	28.4%
Act dismissive of your job	116	41.0%	26.5%
Pull hair, slap or push you	107	37.8%	24.5%
Call, text or email you repeatedly while you are at work	98	34.6%	22.4%
Control who you talk to	94	33.2%	21.5%
Prevent you from seeing friends and/or family	93	32.9%	21.3%
Control how your or the family's money is spent	92	32.5%	21.1%
Check up on you frequently	85	30.0%	19.5%
Threaten physical harm	85	30.0%	19.5%
Kick, punch, or hit you with an object	75	26.5%	17.2%
Tell you what to wear	73	25.8%	16.7%
Prevent you from attending work	66	23.3%	15.1%
Come to your workplace to check up on you	55	19.4%	12.6%
Confine you or lock you in	53	18.7%	12.1%
Physically force you to have sex	46	16.3%	10.5%
Choke or strangle you	42	14.8%	9.6%
Threaten you with a weapon	35	12.4%	8.0%
Cause wounds with a weapon	9	3.2%	2.1%
	n=283		

Table 4: Abusive behaviours experienced from a current or former intimate partner, by yes," "no", "not sure" to ever having experienced IPV

	Yes		No		Not Sure	
Yell or swear at you	148	87.1%	47	52.2%	15	75.0%
Call you names	141	82.9%	30	33.3%	10	50.0%
Get jealous when you talk to others	122	71.8%	31	34.4%	8	40.0%
Humiliate you in front of others	121	71.2%	21	23.3%	14	70.0%
Criticize your appearance	114	67.1%	21	23.3%	10	50.0%
Mock your views and opinions	105	61.8%	29	32.2%	8	40.0%
Use offensive terms for your friends or family	108	63.5%	19	21.1%	11	55.0%
Pressure you to have sex	98	57.6%	18	20.0%	6	30.0%
Act dismissive of your job	86	50.6%	19	21.1%	9	45.0%
Pull hair, slap or push you	102	60.0%	2	2.2%	2	10.0%
Call, text or email you repeatedly while you are at work	75	44.1%	15	16.7%	6	30.0%
Control who you talk to	84	49.4%	6	6.7%	2	10.0%
Prevent you from seeing friends and/or family	82	48.2%	5	5.6%	4	20.0%
Control how your or the family's money is spent	74	43.5%	12	13.3%	5	25.0%
Check up on you frequently	69	40.6%	8	8.9%	6	30.0%
Threaten physical harm	79	46.5%	0	0.0%	5	25.0%
Kick, punch, or hit you with an object	73	42.9%	1	1.1%	1	5.0%
Tell you what to wear	59	34.7%	9	10.0%	3	15.0%
Prevent you from attending work	59	34.7%	2	2.2%	4	20.0%
Come to your workplace to check up on you	50	29.4%	2	2.2%	3	15.0%
Confine you or lock you in	48	28.2%	1	1.1%	3	15.0%
Physically force you to have sex	45	26.5%	1	1.1%	5	25.0%
Choke or strangle you	42	24.7%	0	0.0%	0	0.0%
Threaten you with a weapon	35	20.6%	0	0.0%	0	0.0%
Cause wounds with a weapon	9	5.3%	0	0.0%	0	0.0%
	n=170		n=90		n=20	

* Note that while 283 respondents answered the question above (Table 3), only 280 people answered both the question about their experience of IPV and the abusive behaviours experienced (Table 4).

Of particular note is the fact that 90 individuals who identified as not having experienced IPV reported that they had experienced at least one abusive behaviour from the list. As 283 people selected something off of the list, of the total of 437 respondents, we can roughly estimate that the percentage of respondents who have experienced IPV is approximately 64%. While we cannot directly infer this from the data provided, this does indicate that without a doubt rates of IPV among respondents is much higher than the estimate of 50.5%.

In addition, respondents were asked if they had used any of the following behaviors toward a current or former partner. Of note is that while only one person identified that they had been the perpetrator of violence and 33 people stated that both they and their partner had been violent, 231 respondents identified that they had used at least one of the following behaviours.

Table 5: Abusive behaviours perpetrated by respondents against a current or former intimate partner

Yell or swear at them	184	79.7%
Call them names	121	52.4%
Get jealous when they talk to others	53	22.9%
Humiliate them in front of others	24	10.4%
Criticize their appearance	39	16.9%
Mock their views and opinions	24	10.4%
Use offensive terms for their friends or family	41	17.8%
Pressure them to have sex	7	3.0%
Act dismissive of their job	16	6.9%
Pull hair, slap or push them	20	8.7%
Call, text or email them repeatedly while they were at work	22	9.5%
Control who they talk to	6	2.6%
Prevent them from seeing friends and/or family	3	1.3%
Control how their or the family's money is spent	15	6.5%
Check up on them frequently	17	7.4%
Threaten physical harm	1	0.4%
Kick, punch or hit them with an object	6	2.6%
Tell them what to wear	14	6.1%
Prevent them from attending work	4	1.7%
Go to their workplace while they were at work to check up on them	5	2.2%
Confine them or lock them in	1	0.4%
Physically force them to have sex	0	0%
Choke or strangle them	0	0%
Threaten them with a weapon	3	1.3%
Cause wounds with a weapon	1	0.4%
	n=231	

Workplace Satisfaction

Respondents were asked how satisfied they are in their current position, on a scale of 0 (very dissatisfied) to 3 (very satisfied). An independent samples *t*-test was used to compare people who self-reported as having experienced IPV with those who self-reported as not having experienced IPV. Based on the results of that test, individuals who did report having experienced IPV appear to have significantly lower scores on authority, salary, benefits, opportunities for promotion, chance to learn new skills, feelings of success in their profession, and hours or scheduling, however there were no statistically significant differences between the groups based on responsibilities of their position, challenge provided by their work, recognition from supervisors, or relationships with coworkers (see Table 9).

Table 6: Work satisfaction in current position, for respondents who had not experienced IPV

Have Not experienced IPV	Mean	Standard Deviation	Variance	Count
Responsibilities of my position	2.35	0.69	0.47	197
Amount of authority	2.18	0.77	0.59	192
Salary	2.02	0.78	0.60	192
Benefits	2.14	0.76	0.58	189
Opportunities for promotion	1.72	0.89	0.79	184
Challenge provided	2.29	0.77	0.60	195
Chance to learn new skills	2.23	0.82	0.68	192
Recognition from my supervisor	2.11	0.93	0.86	186
Feelings of success in my profession	2.13	0.84	0.71	192
Hours/ schedule	2.39	0.73	0.53	194
Relationships with coworkers	2.42	0.63	0.40	194

On a scale of 0 (very dissatisfied) to 3 (very satisfied).

Table 7: Work satisfaction in current position, for respondents who had experienced IPV

Have experienced IPV (YES)	Mean	Standard Deviation	Variance	Count
Responsibilities of my position.	2.29	0.72	0.51	183
Amount of authority	1.96	0.89	0.79	184
Salary	1.67	0.90	0.81	181
Benefits	1.85	0.99	0.99	179
Opportunities for promotion	1.41	0.90	0.81	170
Challenge provided	2.19	0.93	0.86	180
Chance to learn new skills	2.06	0.92	0.84	180
Recognition from my supervisor	2.01	0.95	0.91	174
Feelings of success in my profession	1.96	0.89	0.79	180
Hours/ schedule	2.17	0.84	0.71	183
Relationships with coworkers	2.36	0.76	0.57	181

On a scale of 0 (very dissatisfied) to 3 (very satisfied).

Table 8: Work satisfaction in current position, for respondents who responded "not sure" to ever experiencing IPV

Not sure	Mean	Standard Deviation	Variance	Count
Responsibilities of my position.	2.23	0.64	0.41	26
Amount of authority	1.81	0.83	0.69	26
Salary	2.04	0.87	0.76	25
Benefits	2.23	0.85	0.72	26
Opportunities for promotion	1.71	1.02	1.04	24
Challenge provided	2.04	1.02	1.04	26
Chance to learn new skills	2.00	0.85	0.72	25
Recognition from my supervisor	2.12	0.95	0.91	25
Feelings of success in my profession	2.24	0.86	0.74	25
Hours/ schedule	2.46	0.64	0.41	24
Relationships with coworkers	2.38	0.62	0.39	26

On a scale of 0 (very dissatisfied) to 3 (very satisfied).

Table 9: Independent *t*-test: Work satisfaction

	t	*df*	*1-tailed p*	*d*
Responsibilities of my position	-.743	382	> .10	.076
Amount of authority	**-2.622**	**378**	**< .01**	**.269**
Salary	**-4.244**	**362.4**	**< .001**	**.427**
Benefits	**-3.095**	**341.3**	**< .01**	**.320**
Opportunities for promotion	**-3.436**	**356**	**< .001**	**.355**
Challenge provided	-1.245	352.8	> .10	.128
Chance to learn new skills	**-1.980**	**374**	**< .05**	**.203**
Recognition from my supervisor	-.967	362	> .10	.102
Feelings of success in my profession	**-1.996**	**374**	**< .05**	**.206**
Hours/ schedule	**-2.745**	**379**	**< .01**	**.283**
Relationships with coworkers	-.862	377	> .10	.090

Respondents were asked how confident they are at work, on a scale of 0 (not at all confident) to 3 (very confident). An independent samples *t*-test was used to compare people who self-reported as having experienced IPV with those who self-reported as not having experienced IPV. Based on the results of that test, individuals who did report having experienced IPV are less confident, *t* (383)= -2.252, *p* <.05, *d*= .23 and expressed that they have trouble balancing work and family, *t* (381)= -3.578, *p* <.01, *d*= .37; nevertheless, there were no differences between groups with respect to believing they have the necessary skills to do their job, *t* (382)= -.301, *p*>.10, *d*= .03.

Table 10: Confidence at work, for respondents who had not experienced IPV

Have Not experienced IPV (NO)	Mean	Standard Deviation	Variance	Count
I am able to do my best in my job	2.56	0.62	0.38	197
I have the necessary skills to do my job	2.58	0.59	0.35	195
I can keep up with the demands of my job	2.38	0.69	0.48	197
I can problem solve at work	2.63	0.52	0.27	197
I am able to balance work and family	2.43	0.70	0.49	195

On a scale of 0 (not at all confident) to 3 (very confident).

Table 11: Confidence at work, for respondents who had experienced IPV

Have experienced IPV (YES)	Mean	Standard Deviation	Variance	Count
I am able to do my best in my job	2.41	0.64	0.41	184
I have the necessary skills to do my job	2.56	0.57	0.32	185
I can keep up with the demands of my job	2.41	0.69	0.48	183
I can problem solve at work	2.60	0.59	0.35	185
I am able to balance work and family	2.16	0.73	0.54	185

On a scale of 0 (not at all confident) to 3 (very confident).

Table 12: Confidence at work, for respondents who responded "not sure"
to ever experiencing IPV

Not sure	Mean	Standard Deviation	Variance	Count
I am able to do my best in my job	2.64	0.56	0.31	25
I have the necessary skills to do my job	2.80	0.40	0.16	25
I can keep up with the demands of my job	2.48	0.64	0.41	25
I can problem solve at work	2.69	0.61	0.37	26
I am able to balance work and family	2.36	0.69	0.47	25

On a scale of 0 (not at all confident) to 3 (very confident).

Impact of Intimate Partner Violence in the Workplace on Survivors

In the following question, survey respondents were asked if, as a result of abuse in their relationship, if they had ever had any of the following experiences. Two-hundred and four (204) people answered the question by choosing at least one behaviour from the list.

Table 13: Experience of negative workplace experiences, related to experience of IPV

Been unable to concentrate at work	169	82.8%
Been unable to perform your work to the best of your ability	151	74.0%
Called in sick because you were too upset to work	124	60.8%
Been afraid that your coworkers would find out about your relationship troubles	104	51.0%
Gone home sick as you were too upset	94	46.1%
Made a mistake at work	93	45.6%
Found it difficult to form friendships at work	78	38.2%
Been afraid to go to or leave work due to your partner's or ex-partner's behaviour	62	30.4%
Felt your coworkers were getting annoyed at you	60	29.4%
Contacted your workplace's Employee Assistance Program	55	27.0%
Confided in a manager about your situation	41	20.1%
Been reprimanded at work	37	18.1%
Quit a job	30	14.7%
Been unable to go to work because of injuries	26	12.7%
Lost a job	25	12.3%
Not received a promotion you thought you deserved	18	8.8%
Caused or almost caused an accident at work	13	6.4%
Confided in your union representative about your situation	7	3.4%
	n=204	

Again, it is noteworthy that while only 185 initially identified as having experienced IPV (206 when counting those who selected "not sure" but specified violent experiences), 204 reported that violence and abuse in their relationship had impacted them in their workplace in at least one way.

When asked if they had confided in someone at work about what they were experiencing, 158 participants responded. 102 (64.6%) stated that they received emotional support, 38 (24.1%) were referred to a counsellor or an Employee Assistance Plan, 17 (10.8%) received support around safety planning, and 26 (16.5%) stated that they got no referrals or support. In addition, 22 (13.9%) respondents selected "other." Open-ended responses included eight people who stated that they did not confide in anyone and three people who confided in friends. One comment told of a manager breaching an employee's confidentiality by telling others in the office when the employee requested time off for appointments with a lawyer and

mental health professionals. Another commenter wrote that they were given time off work as needed, but did not receive any referrals or support.

Three-hundred and eighty-two (382) individuals responded to a question asking if they had ever known or suspected that a coworker was experiencing IPV. Of these, 187 (49.0%) said yes, 150 (39.3%) said no, and the remaining 45 (11.8%) were unsure. Two-hundred and fifteen people listed the types of abuse that they suspected, listed in Table 14.

Table 14: Types of abuse suspected

Emotional abuse	186	86.5%
Verbal abuse	143	66.5%
Economic Abuse	69	32.1%
Physical assault	83	38.6%
Sexual assault	16	7.4%
Threatened with weapon	10	4.6%
Threats of any kind	37	17.2%
Other:	6	2.8%
	n=215	

Thirteen percent (13.1%, 50) had reported an incident of workplace violence while 71.9% (274) had not. Another 13.7% (52) chose the response that stated "Informally—I talked to someone about it, but did not report." "Other" was selected by an additional 1.3% (5). Of note is that while 49% responded that they had known or suspected a coworker was experiencing IPV, only 13.1% had reported it.

When asked if their workplace has policies or procedures related to IPV, 133 (35.6%) said no, 70 (18.2%) said yes. The greatest number, 171 (45.7% of 374 who answered the question) were unsure. One-hundred and nineteen (31.8%) had received information at work on how to identify and respond to IPV, while the majority (255, 68.2%) had not. Information came from: Human Resources (31, 28.2%), Supervisor (30, 27.4%), Head Office (10, 9.0%), Union (12, 10.9%), and Other (39, 35.5%). Responses to "Other" included participants identifying that they work as a counsellor or domestic violence professional (therefore they would have access to this information themselves or be the contact for such information), community presentations, locating resources through researching on their own, or finding information from non-work sources.

The majority of survey respondents recognized the seriousness of the impact of IPV on workers. Ninety-five percent (95%, 362 of 381) agreed that experiencing IPV can impact someone's ability to feel safe at work, while 0.5% (2) answered that it does not and 4.5% (17) were unsure. Ninety-eight percent (98%, 376 of 382) agreed that experiencing IPV can impact someone's ability to function well at work. Two respondents (0.5%) answered that does not and 1% (4) were unsure.

Section 4: Qualitative Research Findings

Qualitative Survey Data

The online survey asked two open-ended questions. Data from both questions were thematically coded using an open-coding method (Auerbach and Silverstein, 2003). The first question was, "In your opinion, what policies or procedures could your workplace put into place to help people who are experiencing intimate partner violence?" Responses were coded into 5 themes (Leaves and Workplace Accommodations/Benefits, Workplace Services and Supports, Awareness in the Workplace, Workplace Policy on IPV, and Respondents' Experiences).

Leaves and Workplace Accommodations/Benefits

The most common theme was called Leaves and Workplace Accommodations/Benefits. A total of 41 responses fit this category. In responses fitting this category, 28 respondents mentioned making the possibility of a leave from work available to people who are experiencing violence. Many of these wrote a variation of "days off with pay." One participant responded that paid leave for workers experiencing violence should be implemented for all workers, at the provincial level. Another wrote "policies [are needed] around needing to take time off/stress leave, etc. vs. having to take vacation time." Others echoed this sentiment. Other respondents offered suggestions for including paid leave, when needed in cases of IPV, into collective agreements.

Other suggestions fitting the theme of Leaves and Workplace Accommodations/Benefits included: flexible work schedules, the opportunity to access counselling, legal assistance, medical appointments, and look for alternative housing during work hours; the ability to transfer to another office or work location (when available, depending on the nature of the employment); additional administrative assistance (such as help with emails); and "Time excused for days needed to take off for court or if the victim is accessing the use of a shelter and currently have no place to live, adjusting hours accordingly in a compassionate manner that allows the victim to know their employment is secure."

Workplace Services and Supports

The next theme was called Workplace Services and Supports. Twenty respondents offered suggestions fitting this theme, with an additional 21 offering suggestions on "making work a safe space." Most suggestions of Workplace Services and Supports centered around access to counselling and benefit plans that include counselling. One respondent mentioned the importance of a workplace safety plan. Access to Employee Assistance Programs (EAPs) or Employee and Family Assistance Programs (EFAPs) was also mentioned. In terms of making work a safe space, many respondents wrote that employees need to know that it is safe to talk to management and coworkers about what they are experiencing. Respondents wanted to ensure that those who report IPV will receive a respectful response and be free from judgement. Several mentioned an "open door policy" where staff feel that they can communicate with management.

A lot of women including myself felt ashamed and embarrassed to talk about it. Or to even ask for help. If someone is experiencing abuse and they disclose maybe offer to have them speak with a worker from the victims' advocate office so the victim or survivor know they are being supported.

Another mentioned the importance of being able to talk about IPV and the role that education has to play.

Education on the importance of self-care and how to address issues that we might face in clients, as personal problems that we might also face. There seems to be a disconnect; as though we as staff are expected to [be] "above" issues that we assure clients are issues than can affect ANYONE. Regular education sessions or a talking circle may help break this barrier among our fellow staff.

Awareness in the Workplace

A large category was Awareness in the Workplace, which included 69 comments with several sub-themes: designated support people within the workplace, awareness of the dynamics of violence and abuse, awareness of available resources, and awareness of the policy and procedures within the workplace. Suggestions included: "make sure that there are available materials in the workplace [and] on website to assist employees to find information they need if victimized or if they are concerned a colleague is being victimized," "appointing someone in the workplace who is knowledgeable in intimate partner violence and is bound by confidentiality to provide support to the impacted staff," and "training for employees on violence in general. . . signs, symptoms, safety, how to help the victim. All staff need to be trained on the topic of domestic violence so they will know what steps to take if and when it occurs." In addition, several respondents noted the importance of training for managers on recognizing signs of IPV and knowing what to do. Others mentioned the Women's Advocate program (available through Unifor) as a helpful resource. The importance of a basic level of awareness among all staff was mentioned by multiple respondents.

Workplace Policy on IPV

Another category was called Workplace Policy on IPV. Twenty-five comments fit this category, including respondents' suggestions for policies to make workplaces safer for individuals experiencing IPV and protecting the employment of individuals experiencing IPV. Suggestions included: procedures for reporting and initiating discussion if it is suspected that a coworker is experiencing abuse, making training mandatory for new employees, and ensuring confidentiality is protected.

Employers can acknowledge intimate partner violence in policies and procedures, similar to the way diversity policies have been enhanced and shared recently in my experience where a particular effort is made to highlight the topic, where it is found in policy, and how employees can 'safely' (without judgement or threat) use these policies. Additionally, general policies and procedures must

leave room to be flexible with an employee who is experiencing intimate partner violence. Rigid policies that prevent employees from accessing vacation, sick, or personal time for a set period or until it is accumulated run the risk or adding pressure, lessening trust, and not effectively supporting an individual facing intimate partner violence.

Another survey respondent also stressed the importance of clear policies that support workers while protecting confidentiality.

Have procedure/very clear process in place for reporting, and reporting discretely—especially who to report to, and what will be done with that information. Ensure confidentiality. Process may be different depending on whether partner is in the same workplace. Referrals to EAP are important, but there needs to be action on the employer's part as well. Should also be a way of reporting and dealing with suspected violence involving other people—the victim may not be comfortable asking for help.

Other respondents shared positive and negative workplace experiences. One shared, "My current work place is current and educated. Supports are in place. However, I cannot say that from former employment." Another responded with what would have been helpful in their own situation:

Time off to report attacks (was unable to go down to police station during normal operating hours due to work schedule and I never reported the assaults that took place. I only reported when property was damaged because that could be done over the phone after-hours).

Another wrote about an unsupportive work environment, coupled with unsupportive coworker relationships:

Where I work, if you're sick or have a personal problem that prevents you from working, you go home and don't get paid. If it continues for more than a few days, you're fired. I've known a few people at my level who've been able to get jobs back after a long illness, but it's absolutely not guaranteed. Besides, no-one takes female-on-male intimate partner violence seriously, especially not at work. To most guys I've talked to about my relationship problems, they make fun of me for not being able to stand up to her or give patronizing and unhelpful advice. . .

Another respondent, a contractor, spoke about a client finding out, not believing it was true, and subsequently not wanting to deal with the contractor anymore. They wrote:

> *. . . so there is a lot of doubt and a lack of support in that the person who complains or expresses difficulty is the person who is doubted and judged inadequate. When someone is excluded in this way—such as an independent contractor is not offered contracts due to people finding out about their personal problems it's like a prejudice, hard to prove when work is not given, how to prove the reason for the bid being turned down, that sort of thing is very social rather than actual financial or ability driven. Even though you are still doing the same work and doing it well—that people feel you are less capable because I think they feel that if it were them, they would not be able to cope with work as well as personal problems— so they project that on you, that you cannot deal with your personal life. . .*

The second question was "Any other comments that you would like to make on the impact of intimate partner violence in the workplace?" Most who responded wrote about the impact that experiencing IPV had on them in their own work. One wrote about being impacted as a coworker of someone who was experiencing violence.

Responses included being reprimanded at work for things that happen in relation to the IPV. ("Way too often, things are going on at home, and here, you are continually reprimanded for small issues, rather than have someone open up and talk to you," "During divorce ex would text/taunt me at work and call me to argue and I was told I was breaking cell phone policy instead of cared for in any way.")

Respondents also wrote about a lack of recognition of IPV in their workplaces, as well as a lack of supportive responses.

> *I was always covered head to toe in bruises so when I worked at [restaurant], I always had to wear a long sleeved shirt under my uniform to cover up my bruises. The abuse affects you emotionally and mentally and it makes its very hard to keep a job especially when you try telling your manager but they don't care so they make it very hard on you and it's very, very hard on the person who is already getting abused at home.*

Another survey respondent shared,

> *Work might be the only safe calm place away from the abuse. I feel if I had had support to maybe take time to go counselling during work hours it may have helped me to keep the position as it was my only thing that made me self-*

> *sufficient. . . Victims lose everything. Had to move away, leave school and work to be safe. If I could be open about the abuse maybe I could have created a safety plan. A safety plan at work should also be implemented so if something happens out of character they can reference to the safety plan. . .*

It came out clearly in the surveys that work is positive for many survivors, not only in terms of financial stability, but because it is a safe place and work can increase feelings of self-efficacy and self-sufficiency.

> *I used work as my get away and dove into my work to get away from everything. This would be the reason my work actually at times improved and I was at work more because of a poor and stressful home life.*

Some respondents mentioned the need for training on IPV in workplaces. Others noted the importance of this issue and some stated that they were thankful for the opportunity to respond to their survey and that they were glad that the research was being done. Two survey respondents also mentioned recent legislative changes in Manitoba and Ontario to protect workers who are experiencing IPV.

Focus Groups and Interviews

Focus groups and interviews were audio recorded and data from the four focus groups (n= 17) and eight interviews (n= 10, total of n=27 participants) were transcribed verbatim. Transcripts were coded using an open-coding method (Auerbach and Silverstein, 2003). Coding this data resulted in four themes, with sub-themes under each: Impact of Intimate Partner Violence in the Workplace on Survivors, Interventions in the Workplace, The Importance of Training on Intimate Partner Violence and the Workplace, and Suggestions for Intimate Partner Violence Policies for Workplaces.

Impact of Intimate Partner Violence in the Workplace on Survivors
The theme of the impact of IPV in the workplace on survivors can be broken down into two sub-themes: experiences of IPV in the workplace (including stalking, harassment, and threats and the workplace) and work challenges and experiences (including challenges at work, effects on work performance, and reasons why survivors continue to work while experiencing IPV).

Experiences of IPV in the Workplace
Discussion of stalking and harassment at the workplace included examples of partners showing up at work or watching from outside the building, continually phoning throughout the work day, ruining the rest of the worker's day, contacting coworkers or supervisors, threatening to get the worker fired, and creating safety concerns for coworkers. Experiencing stalking and harassment from a current or former partner can greatly disrupt an employee's day by preventing them from getting their work done, upsetting them, and causing them to fear for their own safety as well as that of their coworkers.

Before the problems started happening, it was that you would hardly ever see my ex here. There were days that it was constant, that it was two or three times a day. I mean, I have my own office, but it was steady that, he's coming to check, he's coming to check, because he felt I was cheating on him. . . It wasn't happening, and why he figured I'd be doing something at work is anybody's guess, but it just got to the point where, after we separated, he was not allowed at my office anymore. If he was here, the door had to stay open, because I didn't feel safe, because of some of the things that were starting to happen at home, previously. Yeah. It had a big impact on work, because he'd come in, things would go on that would totally ruin the rest of my day. A person couldn't function, because of what was said or done.

Another worker shared her experience of stalking at work,

I remember sitting and doing work. . . I remember feeling that kind of spidey sense and I turned around and he was standing at the window and he was trying to look at my screen and he wanted to know what I was working on. That was how bad the stalking got was that it was he would come to my work and he would stand at my window. [When he was seen] he came in and made a joke about "I just wanted to surprise you."

Another participant was followed by her partner while she was out with a coworker. Later, he returned and damaged her vehicle. In an interview, a woman who worked in the same field as her partner, explained that she requested to not work with him,

. . . just for the simple fact that I never knew when I was going to set him off and we carried weapons. That was the last thing that I wanted to do. I was always stressed out about putting my coworkers in danger because he was going to lose it.

When her ex-partner showed up at her workplace during a night shift, one woman felt that this was done strategically, as there were less staff and management on site at that time. Even when she expressed her concern, others in the workplace did not grasp the seriousness of the situation.

Yeah, he got escorted out by a couple of people, and he was like, "Oh no, I'm just trying to return some stuff. Yeah, we're separating." He was like, "She won't talk to me, and we need to settle some legal stuff." He is very charismatic. He can pull it off that he seems very non-threatening. Everybody is like, "Maybe he really wasn't trying to cause a problem. Maybe he really was just trying to come talk to you."

Working alone, especially during night shifts, can be a safety risk for employees for a number of reasons. Focus group participants noted that for employees who are experiencing IPV, management would not be aware or be able to intervene if a partner showed up at the work location or was calling repeatedly during a worker's shift.

> *There was one incident that I can remember where he was just calling incessantly and wouldn't stop. It was disrupting my ability to work. . . I was working alone at that place. They only had one staff on at a time, so nobody noticed.*

Another participant shared, ". . . my [cell] phone's ringing, and ringing, and ringing, and ringing again and stuff. When I turned it off, that's when he phoned the office phones." An interview participant shared that her workplace had no safety protocols in place for dealing with situations of IPV. During a shift, her former partner showed up at her place of work and it was reported that he had weapons with him. She said,

> *At that time he didn't know where I lived, but he knew where I worked. He was always trying to access me at my work. Even though the threat was against me, it was still a direct threat to other people and my coworkers. . .*

In some cases, workers experiencing IPV were reprimanded for incidents related to the violence. In others, they lost their jobs or quit.

> *The partner would show up at her place of work. The place of work had actually asked him to leave. He would then sit outside; he would phone her repeatedly. He just was making her life at work very miserable. . . She ended up quitting her job.*

One participant recalled that someone she knew,

> *Voluntarily left her job because of not being able to get to work. Just the stuff that's going on in the home is not ... The workplace that she would be going to, she didn't feel comfortable going to that type of a setting with experiencing what she was going through. She quit before she was fired.*

Other participants recalled their current or former partners driving by the work location, when they should have had no reason to be in the area, and bombarding them with harassing emails throughout the day. One woman shared that her partner, who worked for the same organization, used coded language and veiled threats in his emails "specifically so the IT department wouldn't flag our emails," adding that the threats were never addressed.

An employer reported that many of the IPV situations that they dealt with "came in the form of threats, had been sabotaging the person on social media, to the point where they are trying to get them fired, phoning and threatening them, the person had restraining orders against them. So as an employer, we looked at what could we do, every situation was different. . . " Oftentimes, the abusive partner contacted others in the workplace.

> *The spouse would show up at five minutes before lunchtime and be standing there waiting for his partner to be ready to go for lunch. Would strike up just a really casual, macho conversation with the boss. Yeah, so what was his presence really saying in that workplace?*

Another worker shared, "He would phone my work and try to say what a horrible person I am, and I should be fired. . . He didn't come to my work, because I usually work Monday to Friday, and he would work too." Another example came from a focus group,

> *He was attempting to ruin my reputation and my career. He also had a mental health issue at that point. . . but was under the impression that I had ruined his life so he was going to ruin mine. There were pictures taken of me without my knowledge and those were emailed to people in [the organization].*

An employer recalled her observations of an employee who was in an abusive relationship,

> *Some of the difficulties were things like the employee not being able to call in, because the partner had taken the phone. Another example would have been repeated calls to the workplace phone. With the employee wanting to keep it private, so really distracting to the employees work, because of course he had told her she would lose her job, and he was going to get her fired. Instead of handing off the phone to me, or saying, "This is not a good day for me to take these calls, or this number's calls." She was trying to protect herself, and her job, she thought. It made it a whole lot more difficult for her. Lack of transportation, because he would take the keys. Just always wanting to be aware of where she was. Not just phoning, but also expecting her home at exact times. Then, of course, the conflict that followed would make life totally unsettling for the remainder of the work day. Those are just a few.*

Focus group and interview participants also shared about the emotional toll of trying to focus and perform well at work while coping with violence and abuse in their personal lives.

> *Am I going to get it when I get home? Am I going to. . . It's just this constant feeling of unknown. . . That's the big thing, I think at work, the one place that*

you're supposed to be able to control yourself and your environment, and there's this unpredictable facet of your life that keeps interjecting that you don't know what's going to happen.

Survivors also talked about hiding physical injuries while at work. A lack of physical injuries or bruises, or injuries that are not visible, may be a barrier to others in the workplace recognizing that abuse is taking place.

I was tired all the time. I think the only thing that did help me was that I was wearing a uniform all the time, so I wasn't concentrating on trying to hide the bruises so much because I already had a uniform that did cover. I didn't have to worry about that.

Another shared,

He was smart enough that he would rip my hair out, he would strangle me, hold my head under the water. . . He would just lay on top of me and basically crush me. . . It was all things and bruises underneath my clothes, but never a punch to the face.

Experiencing IPV places a large financial burden on the individual experiencing the abuse. One interview participant spoke of the cost of having to replace eyeglasses, furniture, and other personal possessions that her partner destroyed. Another interview participant said,

For a person who's struggling, going through divorce, and that's just my situation, I'm separated from my partner, your income level is cut in half. You're still having to support your children, you're now having to put a roof over your head, because we were mortgage free before, now I'm paying rent. It's been tough, it weighs on a person. If a person would have to pay for counseling, I shudder to think how much a counsellor actually costs.

Work Challenges and Experiences
Some of the other challenges cited by workers experiencing IPV included: making excuses to hide the abuse, missing work, challenges accessing counselling and supports, and losing opportunities at work.

Speaking of making excuses to hide the abuse from coworkers, one woman said "I was late because he had taken my keys or whatever. . . I always just had a quick story and a quick answer for everything so people didn't know." Another example was making up excuses to attend court during the work day, which took several days due to adjournments.

He kept not having a lawyer and all that. I used to leave work and just go to the courthouse and you might have to be there for two or three hours. You never know when you're going to be called up. I used to do that too, and I never told anybody. I lied actually. I said I was going to see family or something else. Then I would. . . go back to work, do whatever I had to do. . .

Commenting on legislation in other provinces that provides workers experiencing IPV with a leave from work, one focus group participant said,

I know women who have children involved and that was one of their biggest barriers is when are we supposed to go see someone because the only time we can see someone is during work hours and we're supposed to be at work. Then we have our kids, and we don't have anyone to take our kids. How are we supposed to see a counsellor? For them to be able to get those five weeks off and then they have from 9:00 in the morning until 3:00 or 3:30 when their kids get off school, they have that time to plan their move, getting funds, see a counsellor, look for a new place.

Losing opportunities when it comes to work, post-secondary education, financial assistance, or daycare can create additional stress and barriers to leaving an abusive relationship.

It's hard when the daycare, or the employer, the school, even if they know what's going on, if you miss this many days, you don't get your PTA [Provincial Training Allowance], your government funding, or aid. All those things, miss too many days of daycare, your kid's taken off the list, or you have to pay for this month's spot. . . I think all of those things are connected to why people get kicked out of school and daycare and stuff.

Workers who were experiencing IPV felt that relationships with their coworkers were affected. These included feeling that people do not want to hear about personal issues and worrying that coworkers are frustrated about having to pick up their slack. Some participants felt that workers who have been open about personal issues, including violence, have been treated unkindly. This created a feeling that it was not okay to talk about one's personal life at work and a fear that disclosing IPV would lead to gossip and other negative outcomes. One focus group participant remarked that,

I can think of one coworker that she was crying when she was at work. It had something to do with her personal life and people bring it up fairly often in a rude or derogatory kind of way to one another, just in a gossip kind of way. That sort of re-instilled that fear in everyone else that it's not okay to have personal

issues and share them with your coworkers or else everybody's going to be talking about you in this way.

Participants made it clear that workplace culture can dissuade people experiencing IPV from coming forward.

I think sometimes the staff know when there's a situation of domestic violence. They see how the employer handles it and then they are not going to be the next person to put their hand up because they see firsthand that there isn't support from the employer nor is there support from the coworkers. I think it's just a continuation of suppressing people's desire to even come forward and talk about it as well. People just don't want to talk. You know, I've heard from some employers because they think there's going to be exploitation of this.

One manager spoke of her challenges trying to support a staff member who was experiencing IPV, but who had not disclosed when asked about it, as well as trying to adequately support the rest of the staff team. She stated that other staff members were empathetic but did get frustrated with extra work being allocated to them.

Lots of concern for her. . . she was struggling in doing her job well. She obviously was trying really hard but she wasn't able a lot of the time to fulfill the expectations of the job because she's falling asleep, or whatever, right. Which meant some of the job that she was to do fell on the shoulders of other staff. Over time that begins to affect other staff too so it affects not only that person in the workplace but it affects the whole team or department within where that person works too. Then, in effect, myself as a manager. . . how can I affect change somehow here? It was incredibly challenging but you could see how it was beginning to affect the team they were beginning to get tired, not frustrated with her, I didn't see that. I think there was incredible compassion but frustrated that they were doing another person's share of work on top of their own. They knew it wasn't intentional on her part, she just wasn't coping well, and understandably so.

It is clear that lost productivity and missed days of work impact organizations and businesses, in many ways beyond financial. The previous quotation also highlights additional stress experienced by a manager in an organization where the staff have expertise and training in working with survivors of IPV, trying to balance performance expectations with support and compassion for one of their workers. Many workplaces are not so supportive. Many workers who are living with IPV receive reprimands or are "talked to" by their managers. Some workers felt that they were expected to "get it dealt with" and be back to their "old self" and level of performance quickly.

Performance level did go down. My boss was commenting on the fact that my numbers were down and my confidence level was down. Just kept saying, "You know, you've got to get this stuff dealt with, and we want to see the old [name] back, not what's going on right now."

She went on to say, "It was to the point there where it was like, 'Get your shit together. We've been very lenient with you, but try to get things wrapped up because you need to be back up to par.'" Others spoke about being reprimanded or disciplined because of their attendance or use of sick time. Another survivor said, "I was missing so much work. I was going to be disciplined for it. They were like, 'Whatever is going on, work it out, and show up for work.'"

Some workplaces have financial penalties for going over the allotted amount of sick time. This can be devastating for someone who is planning to exit an abusive relationship.

Some of the first steps for discipline is a financial penalty. I was like, "I'm already missing so much work, and I'm not even getting my full paycheck." I was trying to desperately save money, so I could get out, and now you're going to ding me an entire paycheck. One of the reprimands is that you get a verbal warning, and then you get a written warning, and then they can impose fines and financial penalties. I didn't even know what to say when they said that. They didn't know what was going on, but at the time it crushed me. When they imposed that penalty on me, it took everything that I had saved just to be able to get out, and I had to start all over.

A union employee spoke of situations she had witnessed where employees in various workplaces who were experiencing IPV were disciplined for their lack of attendance. In unionized workplaces, union representatives have an important role to play supporting workers at meetings to discuss attendance "where a person's not coming to work and then the employer determines if it's culpable, non-culpable . . . The employer will flag a person who has above peer group average absenteeism and it can be for a variety of different reasons." One example was that a union member was experiencing IPV and her absences from work were related to the violence. The representative stated that it is common for workers not to divulge that they are experiencing IPV, but in this case the worker did disclose to her employer. The representative stated, "From my perspective there was an absolute correlation between what was happening in the workplace and the domestic violence and I didn't believe that discipline was warranted. Unfortunately, the employer disagreed and issued discipline to the member." In situations such as this, unions can assist workers to grieve actions taken by their employers. While having access to support is positive, filing a grievance can create additional stress for the worker. Workers in non-unionized environments do not have this additional support and can be at greater risk of losing their jobs.

In relation to discipline being issued for attendance, one interview participant stated,

> *A couple of different people were provided a letter from the employer to improve their attendance. What I would suggest is that those letters are not provided. That it's not a punitive process. That it should be a supportive process and to have the ability to access leaves that are in the collective agreement like family leave, pressing necessity, sick leave, and/or apply for disability benefits, which is a very large stretch from that conversation.*

Focus groups and interview participants also spoke of impacts to their work performance. For many, work is a source of pride and not performing to the best of one's abilities can lead to anxiety and can negatively impact self-esteem. Participants shared that they suffered exhaustion and a lack of concentration; had to take time out of their work day to deal with phone calls, legal concerns, and other issues related to managing the relationship; and that they found themselves lying to hide the IPV. One worker described the lack of concentration and exhaustion by saying,

> *Waking up in the morning when you are awake half the night, you'll always fall asleep at 5am. I think trying to be on time and that all is affected by sleeping and that kind of thing. Focusing and concentrating when you are constantly thinking about other things going on. I think too one thing I noticed with myself was that I was more closed off towards clients. Things that normally wouldn't bother me bothered me. . .*

Another said,

> *I actually was turning up all the time because that was a place I felt safe but. . . That was a place I felt safe but I had a hard time concentrating. It was a research project and I needed to be working with data and I needed to get it right and get input in right. I had made some mistakes that I had to go and confess and talk to my coworkers about it and my supervisor. I was distracted and I was having a hard time focusing and just scared. All the time, inside myself, I was going, "What do I do? What do I do? What do I do?" And I was scared to go out of the building. Some of the work entailed going out and doing interviews and things, and every time we went out I'd be just watching all around. So it totally impacted my work, yes.*

Others used the term "presenteeism" when discussing how IPV impacts attendance. Speaking of a coworker, one participant said ". . . her coping mechanism was to spend extra time at work so she didn't have to be at home. So from a workplace perspective, she probably over performed sometimes just because of the avoidance." The importance of maintaining employment was echoed by many participants.

It was good to get out of the house and have a routine. . . That's a protective value and probably for your self-esteem of being able to do something even if you doubt if you're as effective as you could be. You're still able to do a job and do it to the best of your ability.

Another worker recalled that her coworker had said,

One thing I can't miss is work. That is so important to me. I love my job and I don't want him to wreck that for me. That's something I'm very proud of. I've gotten this job myself. I like it and I'm going to keep it.

One participant summed up the turmoil of being a helping professional, coping with IPV in her personal life.

For me, it was, coming to work was my safe spot. That's where I knew I, it was the one place I felt good about myself. I know what I do and what I love, but incredibly like living a lie. Like, I am supposed to be the [helper]. . . Here I am, dealing with this. In one breath, living a lie and just being completely humiliated about it, and not wanting to reach out for help because how could I?

Interventions in the Workplace

Focus group and interview participants shared experiences of interventions for workers who are experiencing IPV, both from their own experience and things that they had witnessed with coworkers and employees. Participants shared examples of when colleagues identified that a coworker was experiencing IPV, and when they did not. They also shared examples of unhelpful responses and helpful responses, including workplace policies and accommodations.

Very few examples were shared by workers who noticed that a coworker was experiencing IPV (or simply became aware that something was "not right"). Again, the theme arose of the challenges that managers, coworkers, or union staff face when they suspect a worker is experiencing violence but the worker does not disclose. Consistent with the survey data, it appears that many survivors do not disclose to anyone and those that do disclose are more likely to talk to coworkers that they are friendly with than managers or others in the workplace. One union representative stated that employees may end up not disclosing until an incident occurs that leaves them with no other choice. "I would say they're keeping it a secret until the lid blows off. Until the lid blows off, until the worst physical [violence] is going on. They often don't want to, but they have no other choice."

One focus group participant's comment highlighted the need for awareness and training within the workplace,

> When you look back on it, it could have been a situation where there was interpersonal violence or abuse at home, but at that time didn't really get involved, knowing specifically if it was or was not, because the conversations weren't there. When you look back, I can think of people that I've worked with in the past that there definitely was possible signs and symptoms that just nobody was recognizing.

Many examples were shared where coworkers were experiencing challenges at work and exhibiting warning signs, but no one in the workplace noticed or intervened.

> I took a lot of leave. I was taking a lot of leave. Not once was I ever asked, "Hey are you okay?" I never had any kind of support for that. Nobody asked me directly, "Is there something else going on? Can we help you with it?" None of that. I was burning through sick leave and taking leave without pay. Nobody even addressed it.

The same participant stated that her partner's manager had witnessed him be violent toward her, but the manager never mentioned it. She continued to say, "I know that one of my direct supervisors knew something was going on but didn't know what it was and never came out and asked, 'Hey, is there something I can help you with?' Never offered anything."

Another interview participant explained that she did not share what she was experiencing with her manager, because she was afraid that she would receive an unsupportive response, as she had from friends.

> I feel it would have been a very similar situation of it being my fault, the blame that how could I? I mean, I got a lot of that. When I speak of my story to people that I'm friends with and stuff now, they're like, "I don't believe you." Almost like they believe me but don't because I don't present that way. . . according to them, I don't look like the person that something like that would happen to.

Under the theme of interventions in the workplace, participants also discussed the accessibility of resources. Survivors whose jobs provided them with access to EAPs reported thankfulness for the program, many sharing that it would be unaffordable for them to pay out of pocket for counselling services. Some participants who had accessed EAPs recalled long wait times before an initial appointment and of only being entitled to one session per month or a certain number of sessions in total. For some in

smaller cities or rural communities, travel to receive counselling increased the difficulty of accessing services.

> *. . .we have to travel, and the closest place is an hour away. I always tried to schedule things at the end of my work day, or as close to the end of the work day as a person could. I mean, there was this work, more so the travel time. . . He [the counsellor] would give a person homework to work on, and I think it was a lot to do with travel, too. He didn't want to be pulling me out too often, either.*

Another spoke of other survivors that she knew and the challenge of accessing services in a smaller city.

> *A few of them in this field drive to [nearest large centre, approximately 2.5 hours one way] once or twice a month to get counseling on their own dime, and take the day off work, and go there, and pay for it, and come back. Just because it was at the point where either you've quit your job because of everything you're dealing with, that they've chosen this path. Then eventually both of them did move onto other jobs, because of just not having the support.*

For some, counselling was helpful in providing much-needed information on violence and abuse and offering support and assistance with safety-planning. Some participants felt that while helpful, the availability of EAPs created a sense of alleviating the responsibility of the employer to keep the worker safe.

> *It was at the very end I ended up seeing a counsellor, for about 5 sessions, I think it was. It helped me to solidify to move and identify that yes it was abusive and that yes I needed to leave. If I had known that it [the women's shelter] existed, I would've way before that. I tried leaving a couple of times, and I literally had nowhere to go. No resources, no nothing. I always ended up having to go back because I had no way to get out.*

Another shared,

> *One thing that is told to anybody who is having any kind of challenge in their personal life is that they're given a pamphlet for the Employee Family Assistance Program. "Here, you should call them and they can help you," which in a lot of ways is great. It really is great and there's a lot of great services but I think sometimes that seems very impersonal. I think reinforces that a lot of people don't know what to do and so don't talk to me about it. Just go deal with your problem.*

During focus groups and interviews, participants were asked if they were aware if their workplace had policies on IPV, and if so, if they knew what the policies were. Two sub-themes arose: first, policies do not exist or employees do not know about them—even when they have had IPV impact them at work. Second, workplaces have policies related to harassment or violence directed at employees from customers, which differs significantly from violence from an intimate partner. Others shared that "Anti-harassment policy is the closest, but it isn't [IPV] specific. . . violence policy is very generic, focused on respectful workplace."

Most participants stated that their workplaces did not have a policy. Those who thought their workplace did have a policy were not aware of its content. One employee received harassment and threats at her workplace from her former intimate partner, resulting in her disclosing to management and coworkers. Some precautions were put into place to keep her safe while at work. When asked what her workplace's policy regarding IPV was, she answered,

> *I think there is something that exists although I don't know specifically what it is. I know from my own personal experience there was a reaction that happened, I had gone to the manager about what was going on. . . She then brought in the supervisor, my supervisor, and also security as well because they want him to ensure that I was okay being there. Also I think to protect the work environment so I don't know specifically what the policy is. I have no idea.*

Under the theme of interventions in the workplace, participants also shared policies and accommodations that assisted them in their places of work. It is important to note that things that helped to increase safety were not always easy or fair for survivors (such as changing their duties or place of work). Accommodations that were mentioned were: switching work locations to work out of another facility; implementing a protocol to be escorted into and out of the building; utilizing leaves (such as family leave or pressing necessity leave) that are not specifically intended for IPV; flexible work time; adjusting workplace procedures, such as routing calls through reception so that the worker could avoid harassment and disruption during the workday; allowing time off for moving and appointments; and tailoring protocols used for threats from clients or public to enhance safety and maintain confidentiality.

> *They just tailored it a little bit and used some of the protocols and were able to utilize it so that I didn't have to tell every single person I worked with, "Hey, I was in a domestic violence situation. Now, this is what's happening to me." It was, "This is in place because there was a threat made against her." They don't have to specify.*

Some participants felt that while some supervisors are very supportive and allow for flexibility, that this is an individual characteristic, not organizational policy. In terms of helpful responses received by managers and coworkers, things that workers experiencing IPV found most helpful were managers who worked in collaboration with them, deciding together what supports and safety measures were needed.

It is crucial that responses are confidential, flexible, and tailored to employees' needs. Union members also appreciated access to advocates who can work with them if they receive reprisals related to their experience of IPV. A manager said,

> I think it's so important that employers have the information so that they can do a good job of supporting their workers. If you don't know, you can't support. Also to not ever make assumptions, because support may look very different from one circumstance to another.

A worker said,

> I had to have a security escort to and from the building. Every time I went out to my car, I couldn't go anywhere by myself and there was that sort of thing which logically you know why, but it also takes a toll on you. Even by them trying to protect you, you feel violated and exposed. . .
> (Interviewer: That wasn't at your request, that was them saying "we've got to keep you safe so this is what we are doing?")
> Yeah, because I am on the workplace property, I'm their responsibility, right?

The same worker continued,

> I don't know what IT and security ended up dealing with but when those [emails] were sent there was also threats put in there about me as well. They contacted the police and kind of did something with the [police] about it. I wasn't part of that exactly.
> (Interviewer: You weren't part of that?)
> I wasn't privy to. . . No I was told. . . I was also told that the director of security was speaking with the police about it and it would be reported. There was nothing that happened.

The importance of including survivors in, and giving them choices about, decisions regarding their situation was stressed by the participants.

> I think just there needs to be the understanding that what's disclosed to them is kept confidential and that the employee has full knowledge of what's going on like who's doing what, and when, and why, and what the outcome of that is. I think because in situations like that, you feel like you have absolutely no control and that's one more thing that's added on there, that you don't have control over.

It was also made clear throughout our research that it is absolutely necessary to listen to survivors and include them in safety planning. One focus group participant shared, "I think you need to include them in that decision too because they ultimately know the perpetrator the best. They know what's going to set them off."

Participants also shared that it is important not to get frustrated if a coworker or employee who is experiencing IPV does not make changes or decisions that you want them to, when you want them to: "always leave that door open. Just because someone doesn't do what you said, or you thought they should do, leave that door open." Survivors shared experiences where those who tried to help became frustrated when they did not take the advice or action recommended: ". . . some people did know some of the things that were happening, but because I didn't take the steps that they wanted me to at that time, then our relationship was done."

One manager talked of the staff team helping the individual move and doing things like barring the perpetrator from entering the workplace (as opposed to calling the police). The manager remarked that while it seemed like a helpful response at the time, she now realizes that they could have subjected themselves to danger. Examples such as this highlight the need for training to ensure that all workers are aware how they can safely intervene when they suspect or witness IPV.

Regarding to the importance of a supportive and accepting response from management, another participant stated,

> I worry about employers currently having the knowledge and awareness to support a person effectively. Being familiar and aware of this topic is so essential to responding to it correctly, because there's so many risks involved. You can not only not keep that person safe, as in that their relationship is a danger to them, but you can isolate them further, push them away. There's so many ways that that person can begin to feel unwelcome or unsafe in their workplace, outside of that.

Importance of Training on Intimate Partner Violence and the Workplace
Participants' comments regarding the importance of training on the impact of IPV in the workplace can be grouped into three sub-themes: changing workplace culture, increasing awareness about IPV, and ideas for training and responses in the workplace. Participants discussed the importance of training for all workers. One participant summed it up as, "I think it's about educating managers, and staff, and unions about the issue. . . It's a sort of a three-part responsibility." Another added that, "I'm pretty sure the management team there would be willing to have some time allocated to this specific issue. . . because they do see the impact on productivity, on sick time. They do see it and that it's all linked."

The importance of mandatory training was also discussed by focus group participants,

> *The education piece but I think I look in my organization and they are so busy if something is made optional it's not going to ever happen, there's no time for it. It needs to be mandatory and on a regular basis, because of change in services all the time.*

Referring to her former workplace, one participant commented,

> *I think that that culture among workers would have to be directly addressed with the place that I was thinking of. Just calling them out on it. Not on an individual basis, but if you were speaking to a whole group, I think it would be most helpful to just directly identify sometimes it happens that if somebody is vulnerable about this and does try to share that then they're almost ostracized for doing so.*

Participants felt that culture needs to change to assist people experiencing violence to feel comfortable coming forward. On the topic of the importance of a safe and supportive workplace culture, another participant suggested,

> *Find a way to make your workplace a safe place so that when the time comes when that person feels like "I've got to do something, I've got to be able to share," that your workplace is a safe place whether it's your manager whether it's your coworker that goes with you. . . that's your safe person. Somehow and I don't know that you can put that into policy per se but somehow developing, creating safe places for people because you are going to find it in every workplace. How are workplaces going to make their place a safe place for people to be able to disclose things like that, regardless of what profession they are in because we know it can happen to absolutely anyone. Then how can we create that safe place in our work places for people to be able to speak about it openly?*

Some participants felt that colleagues may lack empathy for survivors due to a lack of awareness about IPV. Also related to the lack of awareness and empathy are issues of workplace gossip and the fact that some may see it as "a story for a few weeks" rather than looking at the seriousness of the situation.

Several participants related the need to end stigma and increase workplace awareness about IPV to other recent cultural shifts in workplaces.

> *I think until we start having those conversations in the workplace, it's kind of like mental health issues. It's only in the last couple of years that we've had more*

open conversations about psychological issues, mental health issues. I think we've done a little bit to change the conversation and to also get employers to understand that they need to play a more supportive role.

Others cited Saskatchewan's high rates of IPV and family violence and stated that a cultural shift is needed within the province. One woman stated "It seems like it's just one of those things we sweep under the rug, don't talk about," going on to cite the consistently high rates of violence in the province. She stated that all citizens have a role to play in talking about IPV to raise awareness and reduce stigma while at the same time, the provincial government should put more money toward prevention.

Many participants spoke about the lack of awareness and information in their own workplaces. One participant shared, "They don't have any information about it. They don't know. None of it. None of my managers knew how to make a safety plan for domestic violence in any way, shape, or form. They had no idea." She continued on,

A lot of it I think was nobody could tell me where I could go get help. We had our EAP program, obviously. Nobody could tell me, "this is abusive." Before it got to the point where it was being physical, nobody could even identify that. People just didn't have any general knowledge of it. People just brushed it off. . . Honestly I think it was a general lack of knowledge in what to do and resources. I found out after I had left that there actually was a women's shelter nearby, and I could have went there, but nobody even knew about it. No one knew about it. Nobody knew it existed. Nobody knew there was counsellors there that I could've went and talked to. Nobody had any knowledge of it whatsoever. It just was not talked about. I personally wasn't even able to identify the psychological abuse in the beginning. I knew something wasn't right. I didn't have anything to go to. I didn't know. I didn't have any way to go to a checklist and look at it and be like, "Okay, yeah this is abusive."

Several other participants shared that in their various employment experiences, they had "never received information on intimate partner violence, or anything about employee rights, or supporting employees in that regard. It's never been part of an orientation package, or generally something that I was made aware of in any policy or procedure." Participants recommended that information on IPV be available for all workers. Suggestions included posting resources and referral sources on a company intranet or bulletin board.

Participants agreed that managers or others within workplaces should not be expected to be experts on IPV, but that they have a responsibility to offer a supportive response and connect victims to resources that can help.

Need high-level guidelines for managers. They don't need to provide in-depth intervention, but so that they can address it if they suspect or if they receive a disclosure. Need to be able to help employees access leaves or policies, be safe, and provide a safe, supportive, and helpful response.

Consistent with data illustrating that most often, workers who are experiencing IPV disclose to their coworkers, focus group respondents shared that it is important for all workers to have basic information about what to do if they recognize signs of IPV or a coworker discloses to them.

If there was some sort of education available, maybe just a couple guidelines on how to address a coworker coming forward about an issue in their personal life. Things that you can say that are helpful or encouraging. . . If everybody in the workplace knew that everyone else knew how to address it if they do come forward and say, "Yes, this is something I'm experiencing," it might promote people feeling more safe about doing so.

Another participant discussed the importance of coworkers having confidence in "doing an early ask regardless of if it's violence or whatever but having not just managers but everybody comfortable and skilled enough to have the 'are you okay?' conversation."

Participants also discussed "using the tools we have" to intervene more effectively in situations of IPV, such as analyzing data from sick or vacation time to notice if someone may be experiencing challenges and using this information to have a supportive—not punitive—conversation with them.

An example was shared of a manager that had a policy to meet with staff to address issues of sick time use when an employee had run out or used too much. When the manager met with an employee, the employee disclosed that she was experiencing IPV. Information about IPV was not available in the workplace and the manager felt at a loss for what to do, but luckily someone in the manager's personal life worked in a women's shelter, so he was able to call her to find out where his staff member could call for support and services. Training on what to say and information available on where to go would help to increase many managers' confidence and competence in such situations.

Suggestions for Intimate Partner Violence Policies for Workplaces
The importance of legislation to protect the jobs of workers who are experiencing IPV came out strongly in the research ("I think there needs to be legislation that says you won't get fired.") Further, it was made clear by focus group and interview participants that all workers deserve support and protection. While some workplaces have been proactive in putting policies in place, not all workplaces will choose to do so. Legislation would ensure equal treatment for all Saskatchewan workers who experience IPV.

As well as legislation, policies specific to the workplace are important for providing clear direction on roles and responsibilities of employers, managers, and workers (those experiencing IPV and their coworkers). Having this clear direction increases the confidence of those who intervene that they are doing the right thing.

> *What I can see is, when there are policies in place, it's easier to take the paper and say, "Okay, just so you know, this is our policy around interpersonal violence. In this workplace this is what we do." Whether it's a coworker, whether it's me, myself, this is what I can expect. I think that starts to create some boundaries. It puts the topic out there for discussion. If it was mandatory to have policies in place, I would see it as a really positive thing, because of the awareness piece, the education piece, and the support piece, those three things.*

Another theme that came up repeatedly during interviews and focus groups was the idea of leaves for workers who are experiencing IPV. One manager stated "and really it's an investment because if you got somebody working for you for fifteen years, you probably don't want to lose them just because they're having a bump." Participants suggested adapting available programs (whether federal, provincial, or organizational), such as Employment Insurance, family/caregiver leave, family illness leave, or pressing necessity leave to include survivors of violence. Even though participants mentioned a variety of existing policies that could assist survivors, it was a clear recommendation that leaves and other provisions must be available "across the board" and not left to individual workplaces. Legislation that protects workers who are experiencing violence would ensure that all citizens have access to the same protection and supports.

Some of the participants indicated that including IPV under other types of leaves protects the confidentiality of survivors, as not all coworkers would need to know the reason for the leave and the leave could be noted in a more general way on an employee's timecard, for example. One participant also suggested that leaves need not be restricted only to victims of violence. Accessing a leave or time off from work could also allow an individual who is perpetrating violence to access counselling and treatment. In addition, participants felt that workers experiencing violence should be able to access sick time or leave time while being honest about their reasons for needing the time off.

> *It's about being able to utilize the leaves that are presently [available] or the time that's allocated for your sick [time] so that you can use it and be honest about what you're using it for instead of having to lie and say that you're sick. You're not sick. You're in a situation that's frightening.*

Another participant stated,

> *It's that whole thing of what's seen as abusing the system at times. A woman like this may be calling in sick quite often. Maybe she's had a fat lip from being punched in the mouth. She doesn't want to be seen that way. It's obviously not mental health. It's an injury. . .*

Participants shared that workers who are experiencing violence do not feel good about calling in sick if they are unable to make it to work because they are injured, exhausted, emotionally distraught, or because their partner is preventing them from leaving the house. Some participants thought that workplaces' practices of requiring a note from a doctor for sick time may lead to a doctor recognizing the signs of IPV and providing support. Others felt that the practice of a note put survivors in an unfair position when they could not be at work but did not wish to be dishonest about their reasons and also may force them to disclose before they are ready.

> *She may not be someone that wants to go to the doctor and have this documented by anybody. They're not really bringing this all out of the closet. That's a tough position to put women in that aren't ready to disclose. This whole note thing is just a concern to me.*

The importance of individualized support and safety planning came up repeatedly in the research as did the idea of allowing employees to make choices about what will work best for them. Workplace IPV support must be

> *. . . case by case, and be supportive, and meet the person where they're at, and find a way to make the workplace a safe place for that person to continue to come to work or access the leave as needed and that should be in a policy.*

It is also important to remember that just because someone discloses that they are experiencing IPV, it does not mean that they are ready to or are planning to leave the relationship. There is a plethora of reasons why someone may stay in an abusive relationship and every situation is unique. Survivors may choose to stay in the relationship for the time being so that they can save money and make plans to leave later or they may choose to stay because of children or because of love for the perpetrator. It is also known that the most dangerous time for a victim of IPV is when they leave the relationship (Dawson, 2017) and the survivor may be afraid of further violence if they leave.

> *It's so important to honor and respect where the worker is at. It doesn't matter if it's a worker, or it's a client, or family, or whatever. Our job isn't to change them, the job is support. . . Sometimes we'd love to do things, but it's not our place. I think that's where it's difficult for workplaces to think about okay, what's*

reasonable and appropriate here to help to strengthen the individual, so they can make choices that are stronger choices in the future?

I feel that one of the greatest challenges of this initiative potentially, is employers finding a way to support an employee, without in any way judging or influencing their own decisions, and honoring and respecting where they're at and what they want to do. Confidentiality in those circumstances, to me, isn't just about not sharing something, or not talking about it further, or what-not. There's a very fine line, and a tough road of what does support look like? Without [providing] any opinion, or direction as to what that person should or shouldn't be doing.

This sentiment was also echoed in comments by participants who received negative responses from those close to them when they did not take the advice offered or exit the relationship on a timeline that others felt was appropriate.

Participants expressed that providing leaves and other workplace accommodations would not be effective unless coupled with training for workers on IPV. These provisions cannot be offered and survivors cannot effectively access them if there is not an understanding of the issue of IPV within their workplace. Participants also discussed the cyclical nature of IPV and the reality that many people who experience IPV return to the relationship or make multiple attempts to leave. They expressed concern that a leave or days off should not be a one-time offering and stressed that dealing with disruptions to one's life caused by IPV are a much longer process.

Take those five days and come back and be fixed. That would kind of be my fear, is without the information piece, how do you mandate every single person to have an understanding of what domestic violence could look like? Whether it's male or female. . . To understand maybe I don't need these five days now, I need them when I'm moving. You know what I mean?

Another participant echoed,

*That's part of my concern about policy. . . is then we're putting parameters around recovery, and this moving forward piece. What if it's not every five or six years, what if it's every month something happens, and you're going through that however many times. It just scares that me that you think, "I didn't recover"
. . . like, "Oh, I didn't recover, and I had days off, now what?"*

Participants from other focus groups also stated that leave should be available annually.

> *I know in my organization every year, according is it the fiscal year or whatever it is, you get so many hours of sick time per year or something. You have so many vacation hours, that sort of thing. Perhaps it is something that could be looked at as it could be available yearly. . . It could potentially be used a lot more frequently than that. . . It's something that we roll over and a clock is reset every year and you're entitled to this if you need it.*

In addition to the recommendation that protection from job loss, leaves, and other accommodations to protect and support victims should be legislated and therefore provided to all Saskatchewan workers, was the recommendation that all workers should have access to counselling and supports. Concern was expressed that while some workers have access to EAPs and benefit plans that include counselling, many workers in part-time and low-paid jobs do not have the same access to supports. Domestic violence shelters and counselling agencies offer support at no cost, but these agencies are not available in every community. With much of Saskatchewan's population living in rural areas, it is necessary to ensure that victims of IPV can access support no matter where they live.

Ideas of specific workplace precautions were also mentioned during focus groups and interviews. It was clear that it is hard to avoid stalking and harassment in the workplace if the place of business has a public area. Safety can be increased for workers who are experiencing violence or threats by making adjustments tailored to the type of workplace, such as moving the employee's desk to a back area (so that the partner cannot access them without going through reception or passing a manager's desk), moving their workspace away from a window, installing a panic button, and ensuring that reception or security personnel is aware of protocols. Safety planning looks very different in an office setting with a reception area versus a publicly accessible space, such as a restaurant, bank, or store.

Another topic that came up throughout focus groups and interviews is the unique situation of those working in helping professions (including domestic violence shelters, counselling agencies, healthcare, etc.). Those working as helping professionals felt a great deal of shame when they found themselves in abusive relationships as they felt they "should have known better" or that it would reflect negatively on their ability to do their job. One participant, who had been furthering her post-secondary education as well as working in a counselling role at the time of her abusive relationship, shared:

> *As I learned more about domestic violence, but also as the relationship itself progressed, because for the first two years there really wasn't any violence that I had noticed. It came later. I don't know. As I learned more about violence, I became really guilty and I felt very ashamed that I was preaching one thing to clients and studying one thing. I felt sort of like a fraud or that my life wasn't congruent with that, because I had this relationship that intellectually I knew*

wasn't any good and that I was sort of blaming myself, because, as we know, every victim blames themselves.

Upon disclosing that she was experiencing IPV, one worker had a very negative reaction from a colleague.

It was actually put to me that I, once again verifying what my perpetrator was saying, that [colleague] was saying the exact same things. That, how can I be in this position? How can I let this happen?

An interview participant spoke of the challenges of wanting to see her partner, who had perpetrated severe violence toward her over an extended period, get help. She recalled the challenges reconciling her values as a helping professional with what she experienced as a victim of IPV.

It was really hard. It was hard to admit to myself because of what I do. My job is to, I have to believe in people. When people are at their worst, my job is to refer them to get them better, to make progress in some way and that's what I was trying to do with him. Right? How can I give up on somebody, so it was so incredibly difficult for me to finally be like, no, and to admit it that I couldn't help him. What he needed, and just separate those two. I always knew they were separate, but I mean, this is what I get paid to do seven hours a day, is to refer people, and to find them help, and to be the person to pick them up when everyone else has pushed them down. When your life and your career is about believing in people, and wanting to see them get better, that's a valuable thing. But in your own relationships, it's hard to say, "Yes, you can get better, however, maybe not on my time, or it's not safe for me to be here while you do that." Right? It's hard.

Some workers feel that they should be able to deal with what they are experiencing on their own because they "fix everyone else's stuff." An additional concern is confidentiality and having to seek assistance from other workers with a similar role (and who they may know professionally). One worker said, "it's challenging because you know places that you could contact and are you going for counseling? You know all the people that are offering those resources."

There's a recognition that to be helped you have nine hundred people in your stuff. I don't want nine hundred people in my stuff because as a service provider, you see all the case management that goes on and all of the intrusiveness and all of the being processed. I think that had a significant impact and I think another piece to that partly is the judgement and all that kind of thing but also not wanting to be perceived as weak, which I suppose is somewhat the same. I should be able to fix this because I fix everyone else's stuff.

A manager shared,

> *That's exactly the challenge that I ran into with [one of my staff]. . . She herself was in that social worker type of a role, knew the information, helping other women. I certainly could see within that a huge obstacle, how do you come out and say "I know this stuff, but I'm living it every day" and how do you admit that?*

Those working in the helping professions, especially those in the domestic violence field, expressed the awkwardness of addressing the situation with colleagues when they suspected IPV. One shared, "Would we know how to do it with a coworker? . . . Yeah, so then you feel stupid saying anything that you might say to a client, because you're thinking, 'Well, they already know this.'"

The challenges faced by helping professionals further underline what we already know—that IPV impacts people of all socioeconomic backgrounds, education levels, and in all types of workplaces. Stigma about identifying as a victim of IPV exists for nearly everyone who experiences it, though profession and education can intersect to create additional challenges to disclosing or reaching out for some professionals. In turn, barriers to talking about IPV can be equally large in other fields where there is little to no awareness of IPV and issues are not discussed in the workplace. This makes it clear that a basic level of training on the dynamics of IPV, resources, and what to say to coworkers is necessary for workers in all professions.

An additional challenge that several helping professionals experienced was that working in small, non-profit organizations, they do not have access to benefit plans (including counselling), disability benefits, or access to leaves from work.

> *It's really disheartening, knowing that what we would need most, would be the short-term disability. Just thinking about sometimes you just need some time because you're overloaded, and we don't have any options. That's really frustrating, and we don't have any kind of counseling on our plan either. It is difficult always being the counsellor, but sometimes you need to get filled up yourself, and we just don't have . . . Because we're non-government, again. . . so to pay a hundred and whatever dollars an hour for counseling is not always an option.*

While we heard in the course of our research of some workplaces that have family leaves, pressing necessity leaves, and other benefits that could easily be tailored to be used by workers experiencing IPV, many workplaces do not have such benefits available. Again, this highlights the recommendation by research participants that protection from job loss, leaves, access to counselling and supports, and other

accommodations to protect and support victims should be legislated and therefore provided to all Saskatchewan workers.

Section 5: Discussion

Demographics & Limitations

The survey sample of n=437 is fairly representative of the population of Saskatchewan in that 13% of respondents (58) stated that they identified as Indigenous. According to the 2011 National Household Survey, Indigenous people constitute 15.6% of Saskatchewan's population (Saskatchewan Bureau of Statistics, 2013).

One limitation is that while we know that trans people, and transwomen in particular, experience exponentially higher rates of violence (McInnes, 2017) we did not receive enough responses from individuals who identified as trans to gain insight into their experiences of IPV in the workplace. A compounding factor in the low response rates from the trans community may be the high rates of unemployment experienced by trans people, especially transwomen (Trans PULSE, 2011). Additional research on trans people's experience of IPV in their workplaces would significantly add to the body of knowledge on this subject.

The majority of survey respondents came from the Community/ Non-Profit and Government sectors (177, 40.9% and 86, 19.9% respectively). This relates to the high proportion (81.8%) of respondents who identified as female. According to the HR Council for the Nonprofit Sector, women are three times as likely as men to work the non-profit sector (HR Council, 2008). This also may relate to the nearly even proportion of respondents in unionized and non-unionized workplaces (49.5% and 50.5%, respectively).

Data from Saskatchewan shows that the majority of working women are in the private sector and just over one-third of employed women belong to a union (Sask Trends Monitor, 2017). It is crucial for workplace protections for workers experiencing IPV to be implemented through legislation so that all workers in Saskatchewan are protected, no matter their sector. When the onus is on employers to implement such protections, some will, but many workers—often those in the lowest paid and most precarious forms of work—will be left unprotected.

Experiences & Awareness of IPV in Saskatchewan

Of 437 individuals who responded to the survey, 408 people answered the question, "Have you ever experienced intimate partner violence?" Individuals who responded "yes" totaled 185 (45.3%), "no" totaled 197 (48.3%), and 26 (6.4%) responded as "not sure." Of those who were not sure and who answered an open-ended question asking respondents to explain, it was clear that 21 had experienced IPV. Therefore, totals became: yes= 206 (50.5%), no= 197 (48.3%), and not sure= 5 (1.2%). Further, it is of concern that 283 respondents (64.76% of 437) reported that they had experienced some form of abuse

from a partner. While we cannot infer that the rate of IPV experience reported here is representative of the population of the province, we do know that Saskatchewan has the highest rate of police-reported IPV among the provinces. Saskatchewan women experience violence at a rate 4.3 times higher than Saskatchewan men and 3.5 times higher than Canadians overall. The study *Can Home Be Safe When Work Isn't?,* which had respondents from across Canada with half residing in Ontario and another 20% in British Columbia, found that 33.6% had experienced IPV. That survey had similar gender representation to the present study (78.4% women, 20.4% men, and 0.2% transgender for the pan-Canadian study and 81.8% women; 18.2% men; and 0.2% transgender in the Saskatchewan survey). Ontario and British Columbia both have significantly lower rates of IPV than Saskatchewan (Figure 2).

Figure 1: Victims of Police-Reported Intimate Partner Violence, 2015: Saskatchewan and Canada by Gender, per 100,000 population
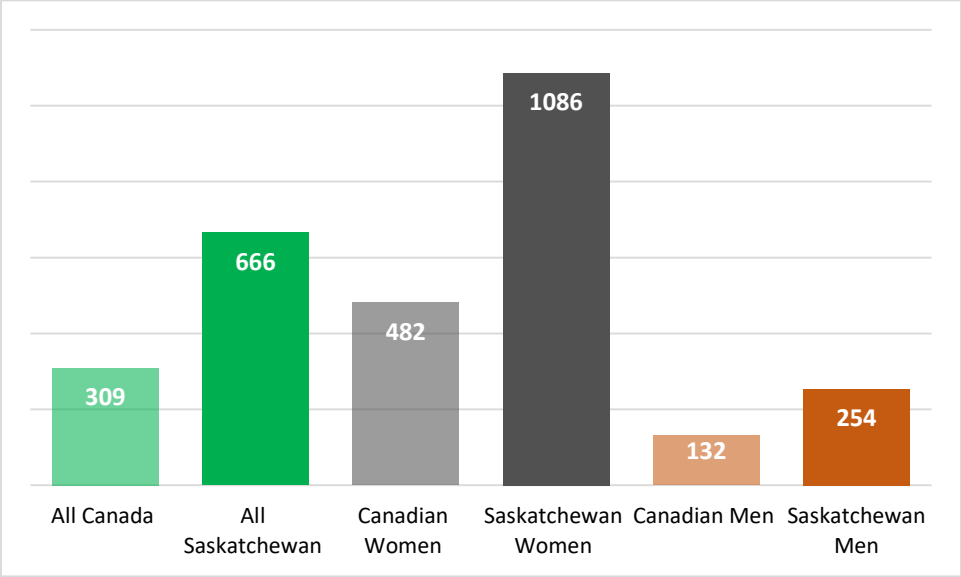
Source: Table 3.6 Victims of police-reported intimate partner violence, by sex of victim and province or territory, 2015. Burczycka, M (2017). Section 3: Police-reported intimate partner violence. In *Family violence in Canada: A statistical profile, 2015*. Statistics Canada Catalogue no. 85-002-X. Ottawa, ON: Statistics Canada.

Figure 2: Victims of Police-Reported Intimate Partner Violence, 2015: Ontario, British Columbia, Saskatchewan, and Canada, per 100,000 population
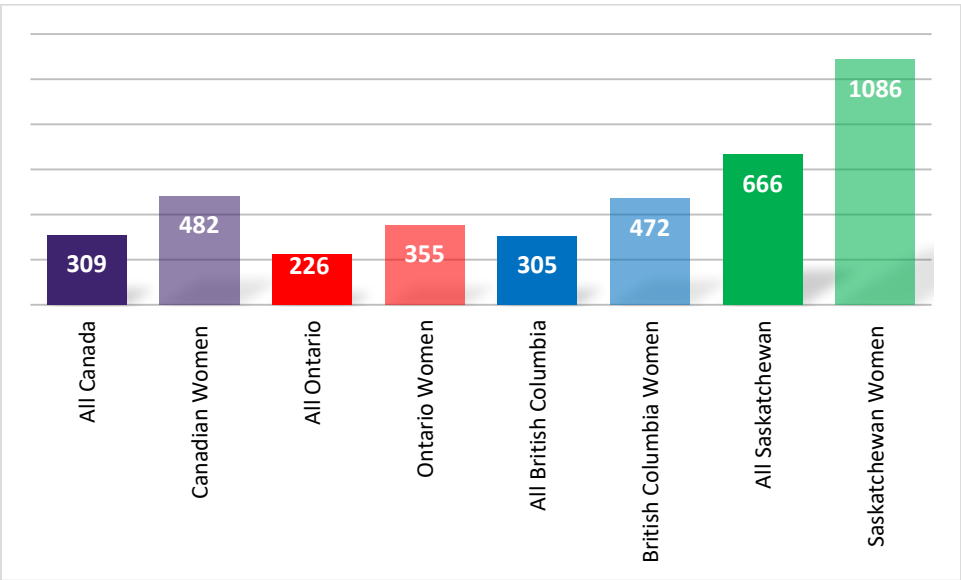
Source: Table 3.6 Victims of police-reported intimate partner violence, by sex of victim and province or territory, 2015. Burczycka, M (2017). Section 3: Police-reported intimate partner violence. In *Family violence in Canada: A statistical profile, 2015*. Statistics Canada Catalogue no. 85-002-X. Ottawa, ON: Statistics Canada.

One possible explanation for the high incidence of IPV experience among participants in this survey could be that many victims of IPV choose not to report to police (70%, according to Burczycka, 2016) but may have been willing to share their experience in an anonymous survey. Another possible explanation is that people who have experienced IPV saw the topic as important and wanted to share their experiences, whereas those who did not identify as having experienced violence may have been less interested in participating.

When asked to explain, several people who responded that they were not sure if they had experienced IPV wrote answers such as "intimate partner abuse, relationship was not physically violent," "verbal abuse, nothing physical," and "emotional not hitting/punching. Called names. Fights before work." Others wrote longer responses including examples of controlling behaviour and manipulation. PATHS defines IPV a physical, psychological, emotional, verbal, financial, sexual, and spiritual abuse; excessive jealousy and control; sexual assault; harassment after separation; and murder that can impact anyone, regardless of ethnic background, age, gender, sexual orientation, disabilities, religion, marital, financial or employment status. It is clear that these respondents had experienced IPV but were unclear about the definition of IPV or unsure if their experiences fit. The term "intimate partner violence" may be unfamiliar to some respondents and it would have added clarity to the survey to include the definition with the question. We also hypothesize that many people may assume that the terms IPV and domestic violence/abuse refer to physical violence/abuse. This demonstrates the need for increased public awareness about IPV and workplaces are an ideal mechanism for making information and training available. People who are

experiencing IPV are not likely to reach out for help or support if they do not think that their experience is categorized as abusive or unhealthy. As one participant said, "I personally wasn't even able to identify the psychological abuse in the beginning. . . I didn't have any way to go to a checklist and look at it and be like, 'Okay, yeah this is abusive.'" In the course of this research, we also heard that coworkers must have access to information and training about IPV so that they can recognize the signs and respond appropriately if they suspect a coworker is experiencing abuse.

Of interest is that while 185 initially identified as having experienced IPV (206 when counting those who selected "not sure" but specified violent experiences), 283 reported having experienced at least one of the abusive behaviours from the list provided. Two-hundred and thirteen people (75.3% of the 283 who selected something from the list and 48.7% of the total 437 respondents) had experienced being yelled at or sworn at. There were high numbers of many responses on the list (Table 3). For example, being humiliated in front of others (159), having hair pulled or being slapped or pushed (107), having who they talk to controlled (93), and not being allowed to see friends or family (94). Forty-six people (10.5% of 437 total respondents) reported that their intimate partner had sexually assaulted them (physically forced them to have sex). Seventy-five were kicked, punched, or hit with an object (26.5%, 17.2% overall). Further, 53 (18.7%, 12.1% overall) had been forcibly confined.

Ninety people who identified as not having ever experienced IPV and 20 who said that they were not sure if they had identified that they had experienced at least one abusive behaviour from the list. Therefore, one-quarter of individuals (25.2%, 110) who responded to the survey had experienced abuse but did not identify it as such. For example, 159 people experienced their partner humiliating them in front of others, but 35 of them did not identify as ever having experienced IPV. Two people reported that they had their hair pulled or had been slapped or pushed but responded that they had not experienced IPV, another 2 experienced the same but responded that they were "not sure." Five who responded "not sure" had been sexually assaulted by their partner.

Further, we saw higher numbers of participants who had experienced potentially lethal violence than we might have expected. Forty-two (42) people had experienced strangulation (14.8%; 9.6% overall), 35 had been threatened with a weapon (12.4%, 8.0% overall), and 9 were wounded with a weapon (3.2%, 2.1% overall).

Respondents were also asked if they had used any of these behaviors toward a current or former partner. While only one person identified that they had been the perpetrator of violence and 33 people stated that both they and their partner had been violent, when asked if they had perpetrated any of the behaviours from the list against a current or former partner, 231 respondents identified that they had used at least one of the behaviours. The majority of these included emotional abuse, such as yelling or swearing at their partner (79.65%, 184), calling them names (52.38%, 121), getting jealous when they talk to others (22.94%, 53), humiliating them in front of others (10.39%, 24), criticizing their appearance (16.88%, 39), mocking their views and opinions (10.39%, 24), and using offensive terms for their friends or family

(17.75%, 41). This further illustrates that people tend to think of IPV as physical violence only or do not consider emotional and psychological abuse to be abusive or violent. In addition, many who did not identify as perpetrating IPV had been physically violent to their partner—18 people had pulled their partner's hair, slapped them, or pushed them while only 7 people identified as "I was violent toward my partner" or "Both my partner and I were violent."

We saw that violence impacted many respondents' work. One-hundred and sixteen respondents (41% of those who answered the question, 29% overall) experienced their partner act dismissive of their job; 98 (34.6%; 22.8% overall) received repeated calls, texts and emails from their partner while at work; 66 (23.3%, 15.1% overall) were prevented from attending work; and 55 (19.4%, 12.6% overall) had their partner come to their workplace to check up on them. Those who did not identify as experiencing abuse also reported abusive behaviours that came to work—while only 185 initially identified as having experienced IPV (206 when counting those who selected "not sure" but specified violent experiences), 204 reported that IPV had impacted them at work.

Of those who reported experiencing IPV, 34.7% indicated that it impacted their ability to get to work, a finding to similar to that of the pan-Canadian survey (38%) (Wathen et al., 2014). Wathen et al. (2014) reported that the majority of survivors (81.9%) reported that their experience of violence negatively affected their performance. Our Saskatchewan survey found that 82.8% had been unable to concentrate at work and 74% felt that they had been unable to perform their work to the best of their ability. This finding was echoed in qualitative comments in our survey, as well as in the focus groups and interviews.

Focus group and interview participants described the emotional toll of trying to focus and perform well at work while coping with violence and abuse in their personal lives. They also spoke of impacts to their work performance. Not performing to the best of one's abilities can lead to anxiety and can negatively impact self-esteem. Participants shared that they suffered exhaustion and a lack of concentration; had to take time out of their work day to deal with phone calls, legal concerns, and other issues related to managing the relationship; and that they found themselves lying to hide that they were experiencing IPV.

Twenty-five (12.3%) of the 204 respondents who reported that they had been impacted at work reported that they had lost a job, compared to 8.5% of the Canadian sample (Wathen et al., 2014). Focus group and interview participants shared that, in some cases, workers experiencing IPV were reprimanded for incidents related to the violence. In others, they lost their jobs or quit.

Implications of IPV for Workplaces

With 204 survey respondents reporting that they have been negatively impacted at work as a result of experiencing IPV, there is no denying that this is an issue that impacts all sectors and types of workplaces in Saskatchewan.

While IPV often results in survivors being late or missing work, this is not always the case. For many survivors, work is a respite from abuse. The concept of "presenteeism" is defined by Sanderson and Andrews (2006) as lost productivity when an employee comes to work when unwell (physically sick or experiencing mental health symptoms). Productivity is often lost, by both victims and perpetrators of abuse, due to stress, harassment, exhaustion, and continued harassment during work. This is not the case for all who experience IPV, however. While some employees may be struggling, they may be present at work and their quality of work may not suffer. While this can make the signs more challenging to recognize, this does not mean that the problem is less serious. It is still necessary for the workplace to respond.

Employers may express concern about the potential cost of IPV leaves for employees experiencing IPV, but as Reeves and O'Reilly-Kelly (2009) point out, if employers attempt to avoid hiring survivors of IPV in an attempt to avoid distraction, absence, tardiness, or other workplace impacts, this is an impractical goal. The rates of IPV, especially in the province of Saskatchewan, are simply too high. It is extremely likely that someone in every workplace has been affected.

These concerns can be assuaged by an economic analysis of paid leaves for survivors of IPV published by Jim Stanford in late 2016, writing for the Centre for Future Work at the Australia Institute. He found that in a given year, only around 1.5% of female employees and 0.3% of male employees are likely to utilize IPV leave and that wages paid to workers on IPV leave would cost $80-$120 million per year for the whole Australian economy—0.02 percent of existing payroll costs. Stanford explains that "the costs to employers associated with those payouts are likely to be largely or completely offset by benefits to employers associated with the provision of paid domestic violence leave: including reduced turnover and improved productivity" (2016, p. 3). Further, given the huge economic cost of IPV, reducing the incidence of IPV even slightly by implementing workplace protections, including leaves, would generate economic benefits that far outweigh the cost of the IPV leaves. Australia's legislation currently grants unpaid IPV leaves for employees (Fair Work Ombudsman, 2018). Given the similarities of research results on the topic of the workplace impact of IPV in Australia and Canada, and what we know about the nature of IPV, we can assume that implementing (paid) domestic violence leave legislation in Saskatchewan (and across Canada) would have a positive, rather than negative, economic impact. Further, the stigma experienced by people experiencing IPV makes it highly unlikely that workers would falsely identify as victims.

Legislative or policy provisions granting leaves and other supports must also be accompanied by training and education for managers and workers. When asked if they had confided in someone at work about what they were experiencing, 158 participants responded, but only 20.1% has confided in a manager and 3.4% had confided in a union representative. Other research on this topic (Reeves & O'Reilly-Kelly, 2009; Wathen et al., 2014) clearly shows that those who are experiencing violence are more likely to confide in a coworker they are close to, rather than a human resources professional or other designated individual. Our research has shown that those experiencing violence are more than twice as likely to talk to coworkers as managers. This further illustrates that IPV in the workplace is everyone's business and that all workers

must have access to a basic level of training and information. It is in workplaces' best interests to ensure that all employees have training and information on how to respond appropriately and effectively. Information and support, including referrals and safety planning, must happen at work and everyone in the workplace must have access to information about IPV and where to access support.

It appears that most workers who are experiencing IPV do not disclose abuse unless they need to (because it is impacting their job performance or to explain a request for time off) or because they are concerned for their coworkers' safety (Reeves & O'Leary-Kelly, 2009; Wathen et al., 2014). The development of an IPV policy and promotion of awareness of the policy to all employees may be have an impact on employee's comfort in coming forward at work.

A theme repeated throughout this research was the lack of awareness in workplaces. Workers cited a lack of awareness about the dynamics and signs of IPV, how to respond, and the policies at their workplaces. Troublingly, while 49% of survey respondents said that they had known or suspected a coworker was experiencing IPV, only 13.1% had reported it.

When asked if their workplace has policies or procedures related to IPV, the greatest number (45.7%) were unsure. One-hundred and thirty-three (133, 35.6%) survey respondents said no, 70 (18.2%) said yes. During focus groups and interviews, participants were asked if they were aware if their workplace had policies on IPV, and if so, if they knew what the policies were. Two sub-themes arose: first, policies do not exist or employees do not know about them—even when they have had IPV impact them at work.
This highlights the importance not only for the implementation of policies and procedures to support workers impacted by IPV but for awareness of these policies. If workers are unaware that policies exist, they will be unlikely to access the provisions within or to speak to someone in their organization about accessing assistance in accordance with the policy.

While a law implemented in China in 2016 states that employers have a responsibility for intervening in when their employees are experiencing IPV, it was reported that "nearly half of all human resource managers from companies across China surveyed were aware of neither the domestic violence law nor their responsibilities stipulated in it" (Bhandari, 2017). Further, most organizations did not have knowledge about how to respond in situations of IPV and had not done any work toward implementing measures as required by the new law (Bhandari, 2017). Therefore, education about any new legislation will be critical to creating the desired impact.

Implementing policies to address IPV can have additional positive impacts for businesses. Writing about initiatives undertaken at Liz Claiborne, Inc., O'Leary-Kelly, Lean, Reeves, & Randel (2008) link IPV programs to corporate social responsibility (CSR), which is defined as "actions that appear to further some social good, beyond the interest of the firm and that which is required by law" (McWilliams & Siegel, 2001, p. 117, cited in O'Leary-Kelly, Lean, Reeves, & Randel, 2008). As well as increasing the wellbeing of employees and working toward greater social welfare in general, IPV programs may have a promotional

impact, in the same way that other CSR initiatives do. When a company is known for supporting its employees and being part of the movement to end IPV, customers will choose to give their business to an organization in line with their values. Potential employees will also be attracted to apply.

What is Currently Available

When the original version of this report was released in the fall of 2017, many workplaces offered family or pressing necessity leaves (paid or unpaid), though few explicitly stated that these leaves can be accessed for reasons relating to IPV. Further, IPV leaves were not available at all Saskatchewan workplaces. Those in the most precarious and low-paid employment settings did not have access to such options. PATHS recommended then that the way to address the impact of IPV in workplaces was through legislation, which ensures consistency and equal access for all workers across the province.

On December 6, 2017, following the release of the original version of this report, the Government of Saskatchewan introduced and passed *The Saskatchewan Employment (Interpersonal Violence Leave) Amendment Act, 2017* which provides up to ten days of unpaid leave for victims of interpersonal violence. The leave is available for workers whether they have personally been a victim of violence or a dependent has. The ten days of leave can be taken continuously or intermittently, in blocks of hours or days, to seek medical attention, obtain counselling or services from a victim services organization, relocate, seek law enforcement or legal services, preparing for legal proceedings, or "any other prescribed purpose" related to interpersonal violence. The legislation makes it clear that employers must maintain confidentiality (*The Saskatchewan Employment Act,* 2013).

Recommendations for the Government of Canada

- Develop and implement a national action plan on violence against women which would include preventative education and increased funding for services, especially in rural and remote communities. (See the Canadian Network of Women's Shelters and Transition Houses (now Women's Shelters Canada) 2013 report *The Case for a National Action Plan on Violence Against Women* for more detail.)
- Implement paid IPV leave for all Canadian workers.

Recommendations for the Government of Saskatchewan

- Develop and implement a provincial strategy on intimate partner violence, focused on coordination of services and preventative education.

The Occupational Health and Safety Act

- Legislation must recognize IPV at work as an occupational health and safety issue. Saskatchewan should incorporate elements of Ontario's *Occupational Health and Safety Amendment Act, 2009* which states that:
  - o "if an employer is aware or ought to be aware that domestic violence that is likely to expose a worker to physical injury may occur in the workplace, the employer must take every reasonable precaution to protect the worker" (2009, p. i).
  - o "requires an employer to prepare policies with respect to workplace violence and workplace harassment, and to review the policies at least annually" (2009, p. i),
  - o "requires an employer to develop a program to implement the workplace violence policy. The program must include measures to control risks of workplace violence identified in the risk assessment that is required undersection 32.0.3, to summon immediate assistance when workplace violence occurs, and for workers to report incidents of workplace violence. The program must also set out how the employer will deal with incidents and complaints of workplace violence" (2009, p. i), and
  - o "requires an employer to provide a worker with information and instruction on the contents of the workplace violence policy and program" (2009, p. i).

The Saskatchewan Employment Act

- *The Saskatchewan Employment Act* should be amended to provide all workers in Saskatchewan with paid sick time. Manitoba, for example, recently incorporated both paid and unpaid domestic violence leave into employment legislation. Paid leaves for workers experiencing IPV would be a welcome change in Saskatchewan, however paid leave for illness seems a logical concurrent step.
- Section 2 40(1) of *The Saskatchewan Employment Act* (Protection of employees for illness or injury) states that "no employer shall take discriminatory action against an employee because of absence: (a) due to the illness or injury of the employee; or (b) due to the illness or injury of a member of the employee's immediate family who is dependent on the employee." This section

should be amended to include that no employer shall take discriminatory action against an employee because of absence related to IPV.

Employment Leaves for Survivors of IPV

- Legislation providing Saskatchewan workers with ten unpaid off was a welcome change. Protections for survivors within the *The Saskatchewan Employment Act* could further be strengthened by legislating paid IPV leave.

- Regarding legislation allowing employment leaves for workers who have experienced IPV, the best example comes from Manitoba, which allows for a total of ten days of workplace leave, 5 of which can be paid (or sick days used) and up to five more unpaid days. These ten days can be used in a row, or as needed throughout the year. The legislation also allows for up to an additional 17 weeks of continuous, unpaid leave with a right-to-return to the job guaranteed (*The Employment Standards Code*, 2018).

The Victims of Interpersonal Violence Act

- Amend the definition of interpersonal violence in *The Victims of Interpersonal Violence Act* to include psychological or emotional abuse and post-traumatic stress disorder resulting from IPV.

The Saskatchewan Human Rights Code

- *The Saskatchewan Human Rights Code* lists fifteen grounds on which discrimination is prohibited (religion, creed, marital status, family status, sex, sexual orientation, disability, age, colour, ancestry, nationality, place of origin, race or perceived race, receipt of public assistance, and gender identity). Experience of IPV should be added to this list of prohibited grounds.

Victims Compensation Program

- Make changes to the Victims Compensation Program to allow survivors of IPV to access counselling in a timely fashion, at no cost. The current *Victims Compensation Application Form* states that "Counselling can only be provided during the victim's involvement in the criminal justice process. Victims should first try to access counselling services through their health region's mental health services" (Saskatchewan Ministry of Justice, 2016). An adequate amount of counselling sessions—jointly agreed upon by the victim and the mental health professional providing services—should be covered. Further, while the program requires that the victimization was reported to the police, it also makes it clear that counselling (or coverage of other expenses) is only available during the criminal justice process. Many cases of IPV and intimate partner stalking and harassment are never reported (for example, only 19% of victims of spousal violence report to police (Burczycka, 2016) and when they are, charges are often not laid and the perpetrator is not required to go through the criminal justice process.

- Allow a statement from a professional person as proof of eligibility for counselling through the Victims Compensation Program. In 2017, legislation came into effect in Saskatchewan allowing survivors of violence to end a tenancy agreement, stating that the tenant need not report the violence to the police. A statement by a professional (social worker, psychologist, duly qualified medical practitioner, registered nurse, registered psychiatric nurse, member of the RCMP or a police service, or an employee of an emergency transitional shelter or an agency that provides

support for victims of interpersonal violence) suffices as proof *(The Victims of Interpersonal Violence Amendment Act, 2017).*

Funding for Programming

- Provide adequate and consistent funding for services for survivors and perpetrators of IPV across Saskatchewan.

Recommendations for Workplaces

Foster a Supportive Workplace Culture

- Cultivate a workplace culture that does not tolerate IPV through training, policy, and posted information. Demonstrated buy-in from leadership is necessary for instigating a culture shift.

Mandatory Training for All Employees

- Provide mandatory training for *all* employees. This may include more intensive training for managers, human resource staff, and other designated staff with a minimum level of training (such as a two-hour workshop) required for all team members. Repeat training on an annual basis.

Availability of Information on IPV in Workplaces

- All workplaces must have a policy explaining what accommodations and supports are available to staff members who are experiencing IPV. This policy must be posted along with other human resource policies and be easily accessible to staff.

- Information on IPV must be available in all workplaces, to be easily accessed by workers who are experiencing IPV as well as coworkers and managers. Information should include: how to recognize IPV, how to respond, referral sources, and information on the workplace's policy. Information should be made available through as many mediums as possible—examples include: the organizational intranet, bulletin boards, and employee handbooks. *(See Section 7 for resources).*

Workplace Policy on IPV

- All workplaces must have a posted policy explaining what accommodations and supports are available to staff members who are experiencing IPV.

- Employees who are experiencing IPV should be protected from job loss as a result of their victimization.

- Any employee who is affected by violence (survivors, perpetrators, or coworkers) must be able to access information and support at work. This means that employees must be assured that coming forward about their experience of IPV will not result in negative repercussions at work.

- Accommodations must be made for survivors who need to access services related to IPV during their scheduled work time. This may include court appearances, appointments with lawyers, medical appointments, counselling, and appointments related to their children. For some workplaces, this is simply a matter of allowing the individual flexible work time or time off during the day, where in others (front-line, customer service, etc.) it may be necessary for the employer to bring in extra staff coverage to backfill time that the employee is away.

- Work with survivors to develop and implement a workplace safety plan. The survivor must be consulted on all decisions concerning their safety plan.
- Review workplace security measures (for example: who can access office areas, if employees need a keycard to enter restricted areas, employee information provided to callers over the telephone, etc.)
- Have a protocol for locking/securing the building and calling police when needed and make sure that all staff are aware of the protocol.
- Require IPV perpetrators to participate in a treatment program as a condition of continued employment.
- Accommodations should be made when possible to allow perpetrators to arrange their work schedule to allow for participation in violence treatment (batterer intervention) programs.
- It must be clear in policy that disciplinary action can be taken against employees who use workplace resources and work time to stalk, harass, or abuse their current or former partners.
- Ensure that a sufficient amount of counselling is covered by employee health benefit programs.

Recommendations for Managers and Workers
- Managers or others within workplaces should not be expected to be experts on IPV, but they do have a responsibility to offer a supportive response and connect victims to resources that can help.
- Ensure that information on how to recognize and respond in situations of IPV is available in your workplace.
- Ensure that your workplace has a policy on IPV and that all workers are aware of and have access to the policy.
- Ensure that training is conducted in your workplace on an annual basis.

Recommendations for Unions
- Talk to member organizations about hosting training on IPV for staff members.
- Ensure that member organizations have information available on how to recognize and respond to IPV.
- Negotiate IPV leave into contracts.
- Ensure that union stewards are trained on how to recognize and respond to IPV.
- Implement a Women's Advocate program, such as that of Unifor (n.d. a).

Recommendations for Survivors
- When obtaining a protection order (Peace Bond/Restraint Order or Emergency Intervention Order), request to have your work address listed, as well as your home address.
- Talk to your supervisor/manager, union representative, human resource professional, or another individual in your workplace that you feel comfortable talking to. Let them know what you are experiencing.

- Work with your manager, workplace security, and others who need to be involved to develop a safety plan for when you are work.
- Contact a shelter or violence counselling centre for counselling, support, risk assessment, and assistance with safety planning.

Recommendations for People Using Violence

- Talk to your supervisor/manager, union representative, human resource professional, or another individual in your workplace that you feel comfortable talking to. Let them know what you are experiencing.
- Contact a violence counselling centre, health region, or domestic violence treatment program for counselling, support, and risk assessment.

Section 7: Resources

PATHS Website: IPV & the Workplace

pathssk.org/ipv-workplace

Includes links to download our infographic and our *Make It Our Business* booklets (adapted for Saskatchewan from CREVAWC) and information about PATHS' *Make It Our Business* training program.

Also visit pathssk.org for a library of promising practices (including safety planning templates, information on trauma-and-violence-informed practice, and other resources), our newsletter, information on PATHS' training and events, list of member agencies, and more.

Make It Our Business

Western University's Centre for Research & Education on Violence against Women & Children (CREVAWC)

makeitourbusiness.ca

Information on IPV and the workplace, guidelines for employers and workplaces, and an excellent selection of resources and links.

Workplaces Respond to Domestic & Sexual Violence: A National Resource Centre

workplacesrespond.org

This website, based in the USA, includes a resource library with information for employers, coworkers, unions, advocates, and survivors.

211 Saskatchewan's Directory of Services for People Experiencing Violence & Abuse

abuse.sk.211.ca

Includes information and a directory of shelters, counselling services, crisis support, sexual assault services, children and family services, legal supports, and more. Also see 211 Saskatchewan's main page at sk.211.ca for a directory of all services in the province.

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Appendix

Important Elements of a Workplace Policy for Intimate Partner Violence

A statement on the purpose of the policy and your organization's position. For example, *[organization name] strives to support our workers who are impacted by intimate partner violence by fostering a safe and supportive environment, providing access to information and resources, and providing supports for those who need it.*

Define intimate partner violence. For example, *Intimate partner violence (IPV) (also known as domestic violence/abuse) can include physical, psychological, emotional, verbal, financial, sexual, and spiritual abuse; excessive jealousy and control; sexual assault; harassment after separation; and murder.*

State who the policy will apply to. For example, *All employees who are currently experiencing IPV are entitled to access the provisions laid out in this policy. Recognizing that employees may be impacted when a coworker or someone else close to them is experiencing IPV, supports will be in place for all workers when needed. All employees of [organization name] are required to participate in training, abide by the IPV policy, and work toward fostering a supportive work environment for people impacted by IPV.*

Be specific about expectations for all employees. For example,
- *All employees will be made aware of the IPV policy upon hiring.*
- *Coming forward about their experience of IPV will not result in negative repercussions for employees.*
- *A mandatory training session on IPV will be offered annually for all employees.*
- *Information on IPV must be available in the workplace, to be easily accessed by workers who are experiencing IPV as well as coworkers and managers. Information will include: how to recognize IPV, how to respond, referral sources, and information on the workplace's policy. Information will be made available on the organizational intranet, bulletin boards, and in the employee handbook.*
- *Workplace security measures must frequently be reviewed. There must be a protocol for locking/securing the building and calling police when needed. Make sure that all staff are aware of the protocol.*
- *Employees who are using violence must participate in a treatment program as a condition of continued employment.*
- *Disciplinary action can be taken against employees who use workplace resources and work time to stalk, harass, or abuse their current or former partners.*

Be specific about the provisions that are offered. The provisions offered will vary depending on the type of workplace and the worker's role. Consider: Can employee work flexible hours? How much notice is reasonable if a worker needs to be away from work for reasons related to IPV? are workspaces accessible by the public? Do employees work offsite or in multiple locations? For example,

- *All employees who have been employed for at least 13 consecutive weeks and are experiencing IPV are entitled to access up to ten days of workplace leave, five paid and up to five more unpaid days. These ten days can be used in a row, or as needed throughout the year. Partial days can also be taken off for appointments, such as counselling or court.*
- *Accommodations will be made for survivors who need to access services related to IPV during their scheduled work time.*
- *All employees who have been employed for at least 13 consecutive weeks and are experiencing IPV are entitled to access up 17 weeks of continuous, unpaid leave.*
- *Employees who take leave for reasons related to IPV victimization will have a right-to-return to the job guaranteed (will not be terminated or lose their position).*
- *Someone in the workplace will work with survivors to develop and implement a workplace safety plan or refer them to a professional who can assist. The survivor must be consulted on all decisions concerning their safety plan.*
- *Accommodations will be made, when possible, to allow employees who perpetrate violence to arrange their work schedule to allow for participation in violence treatment (batterer intervention) programs.*