

From the Editor

Over the past year, our homes have become our offices, our schools, our gyms, and our movie theaters. Dozens if not hundreds of articles have been written to help employers connect with their newly remote teams in order to maintain productivity, boost morale, and maximize wellness. However, during this same time period, “a less-publicized public health crisis is seeing a widespread surge across the globe”¹ that for many has turned their homes into traps—domestic violence.

According to the National Commission on COVID-19 and Criminal Justice, incidents of domestic violence have increased just over 8% since stay-at-home orders began, although this number likely represents “a floor and not a ceiling.”² As counter-insider threat professionals committed to workforce protection, what can we do when our colleagues’ and friends’ private and professional lives collide?

This issue highlights research and resources to help us create a workplace that is safe for everyone. I am very grateful to the organizations and subject matter experts featured in this issue: Cornell University; National Institute for Occupational Safety and Health; Workplace Violence Prevention Institute; Monash Business School, Monash University, Australia; The Centre for Research & Education on Violence Against Women & Children, Western University, Canada; and DV@Work Network.

As always, I encourage everyone to reach out to these organizations to learn more and incorporate their best practices into your programs.

Onward & Upward,

Stephanie Jaros

¹ <https://www.asisonline.org/security-management-magazine/latest-news/online-exclusives/2020/covid19-rise-in-domestic-violence/>

² <https://www.cnn.com/2021/03/01/us/domestic-violence-pandemic-trnd/index.html>



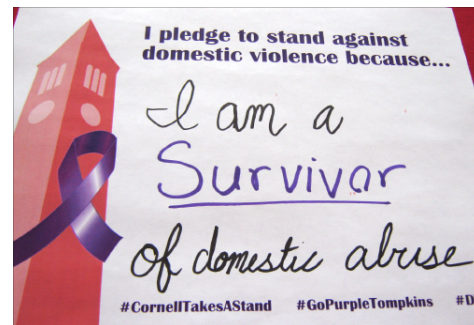
NOW AVAILABLE

Voices from the SBS Summit Podcast

This monthly series features conversations with presenters from The Threat Lab’s annual Counter-Insider Threat Social & Behavioral Science Summit. During each episode, Threat Lab team members ask guests for updates to their presentations, including what they didn’t have time to talk about, and what’s new since last September’s Summit.

The podcast is available on all major podcast platforms including Google, Spotify, and Apple. To find the podcast on these platforms, search for “Voices from the SBS Summit”.

Cornell University Takes a Stand Against Domestic Violence



National, state, and local hotlines have reported an uptick in the number of victims of domestic and intimate partner violence (DV/IPV) seeking help since March 2020. In Tompkins County — where Cornell University is located — calls to The Advocacy Center are up 50% compared to the prior year. Pandemic realities of social distancing, essential work jobs, breakdowns in child care, access to medical care, and closures and alterations to public school schedules have all impacted the experiences of victims.

Given this reality, it is imperative for employers to take an active role in raising awareness of domestic violence, reducing stigma, sharing internal and external resources and policies, and providing appropriate training for managers and HR professionals.

Initiated five years ago by Cornell Law Professor Elizabeth Brundige, founder of the Gender Justice Law Clinic (www.lawschool.cornell.edu/Clinical-Programs/global-gender-justice/index.cfm), Cornell HR led a campus-wide review of the university's support systems, policies, how they integrated to serve victims effectively, and the preparedness of staff in key roles to address concerns as they surfaced.

An outcome of this review was the development of Cornell's Domestic Violence at the Workplace Guide for Managers and HR Professionals

(hr.cornell.edu/sites/default/files/domestic_violence_at_the_workplace_guide_v3.pdf). This guide, created in partnership with faculty, DV/IPV experts, campus police, and others, has become an essential tool in helping employees, reducing stigma, and fostering a workplace environment that is safe. It has served as the foundation of training for hundreds of Cornellians.

Since heightening awareness of this issue and training managers, employees have come forward at a higher rate — and seemingly sooner — to ask for support. This often includes safety planning, mental health, financial support, and child care.

With one in four women and one in ten men experiencing DV/IPV in their lifetime (with an even higher proportion of transgender individuals), and DV/IPV occurring among all socioeconomic and education levels, the prevalence affects all employers.

October was National Domestic Violence Awareness Month (ncadv.org/take-action) and Cornell again recognized it (hr.cornell.edu/DV) with a concerted effort on education and fundraising, as emergency funds were made available for employees seeking help.

For more information about Cornell's efforts, contact Michelle Artibee, director, workforce wellbeing, at m1a64@cornell.edu.

NATIONAL RESOURCES

Domestic Violence Hotline
1-800-799-7233 (SAFE)

Child Abuse Hotline
1-800-4-A-CHILD (1-800-422-4453)

Sexual Assault Hotline
1-800-656-4673 (HOPE)

National Resource Center on Domestic Violence
www.nrcdv.org

National Institute for Occupational Safety and Health

The National Institute for Occupational Safety and Health (NIOSH) (cdc.gov/niosh/about) was established by the Occupational Safety and Health Act of 1970. NIOSH is part of the Centers for Disease Control and Prevention, in the US Department of Health and Human Services.

- NIOSH's mandate is to assure "every man and woman in the Nation safe and healthful working conditions and to preserve our human resources".
- NIOSH is a research agency focused on worker safety and health, and empowering employers and workers to create safe and healthy workplaces. NIOSH conducts research and

makes recommendations for the prevention of work-related illness, injury, disability, and death.

- NIOSH engages in transparent and independent peer and stakeholder review to optimize study methods and data quality to ensure recommendations are based on the highest quality science.
- NIOSH accomplishes its mission in partnership with industry, workers, government agencies, academia, and scientific and professional communities, both nationally and internationally, and openly shares work products and services through print and electronic sources.

Workplace Homicides Among U.S. Women: The Role of Intimate Partner Violence

Homicide is one of the leading causes of occupational injury death for U.S. women (BLS, 2011) (www.bls.gov/iif/oshwc/cfoi/cftb0265.pdf). Very little research has focused on workplace violence (WPV) against women and domestic violence is rarely acknowledged as an element of WPV. Domestic violence can follow women into the workplace, resulting in serious consequences not only for them, but for their co-workers. To better understand WPV, events can be broken down into four types, based on the relationship of the perpetrator to the employee (Injury Prevention Research Center, 2001):

Type I (criminal intent): The perpetrator had no legitimate relationship with the employee or business and was committing a crime in conjunction with the homicide.

Type II (customer/client): The perpetrator had a legitimate relationship with the employee or business (example: customers, patients, or students).

Type III (co-worker): The perpetrator was a current or former employee of the business.

Type IV (personal relations): The perpetrator had a personal relationship with the employee (includes intimate partners).

When we examined the role of intimate partner violence in workplace homicides (Tiesman et al., 2012) (sciencedirect.com/science/article/abs/pii/S1047279712000245), there was no national report on workplace homicides among U.S. women. We obtained data from the US Bureau of Labor Statistics (BLS) Census of Fatal Occupational Injuries (CFOI) (www.bls.gov/iif/oshcfoi1.htm), characterizing these homicides into the four types and describing their characteristics. Between 2003 and 2008, 648 workplace homicides occurred among U.S. women; 84% were described with sufficient detail to categorize by type (n=544). Of these, 39% were Type I (n=212), 14% were Type II (n=74), 14% were Type III (n=77), and 33% were Type IV (n=181). Nearly 80% of the Type IV workplace homicides were perpetrated by a current or former intimate partner (n=142). Women were killed by their intimate partners while at work more frequently than by clients (Type II) or co-workers (Type III), both of which are more commonly dealt with in typical WPV prevention programs.

OTHER RESOURCES

The CDC National Center for Injury Prevention and Control's Preventing Intimate Partner Violence Across the Lifespan: A Technical Package of Programs, Policies, and Practices (cdc.gov/violenceprevention/pdf/ipv-technicalpackages.pdf)

Workplaces Respond (workplacesrespond.org)

The findings and conclusions in this report are those of the author and do not necessarily represent the official position of the National Institute for Occupational Safety and Health, Centers for Disease Control and Prevention.

That Deadly Intersection of When Workplace Violence and Domestic Violence Collide

What Happens at Home Doesn't Stay at Home

By: Kathleen M. Bonczyk, Esq.
 (thank you Danielle Denniston for research support)
info@workplaceviolencepreventioninstitute.org

The Occupational Safety and Health Administration (OSHA) estimates at least 2,000,000 workers report being victimized by workplace violence each year.

Homicide, per OSHA, is currently the fourth leading cause of occupational death.

A particularly highly charged form of workplace violence is when it collides with domestic violence.

Not only the domestic partner but everyone else — colleagues, customers, clients, and others — are potentially at risk when workplace violence and domestic violence (WV/DV) intersect.

According to the Centers for Disease Control and Prevention (CDC) more than half of all female homicide victims are killed in connection with intimate partner/domestic violence.

The CDC reports that 10% of the time, a lesser form of domestic violence will occur shortly before the partner is killed.

Tips to Mitigate the Risk of WV/DV

- Offer Employee Assistance Program (EAP) services to your employees who are being victimized by domestic violence.
- If a disgruntled partner enters the workplace, call the police immediately. Do not attempt to mediate the problem yourself.
- Never encourage co-workers to get involved in a colleague's domestic problem.
- Take all threats of WV/DV seriously, including those made over the internet.
- Institute a WV/DV reporting system and invite employees to report safety risks they experience or witness. Then take action.

More about Workplace Violence and Domestic Violence

22% of workplace homicides result from domestic violence.
 Source: NIOSH

THAT DEADLY INTERSECTION OF

Workplace Violence
-and-
Domestic Violence.

RunHideFightRunHideFightRunHideFight
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 FightRunHideFightRunHideFight**PREVENT**

ADDITIONAL RESEARCH

Workplace Violence Prevention Institute
www.workplaceviolencepreventioninstitute.org/

Monash Business School

Department of Business Law & Taxation

Monash Business School research students and staff are shaping the future of business, driving beyond traditional boundaries, and bringing together multi-disciplinary thinking to tackle the big issues. Our Department of Business Law and Taxation research expertise includes corporate law and corporate social responsibility, taxation law and policy, labour law, equality and human rights, and comparative business law.

Principles for Responsible Management Education

Monash Business School is a proud signatory to the Principles for Responsible Management Education (PRME) (www.unprme.org).



MONASH
University

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PRME is an initiative that was founded in 2007 with the support of the United Nations. Its aim is to serve as a platform to raise the profile of sustainability in schools around the world and to equip today's business students with the understanding and ability to deliver change tomorrow. Monash Business School's inter-disciplinary approach to researching and understanding the big social and environmental issues of our day is informed by PRME.

In line with MBS' inter-disciplinary approach, Dr. Alice de Jonge, Senior Lecturer, is qualified at doctorate level in both law (SJD, 2008) and management (PhD, 2019).

Featured Research

Alice's work complements research being done within the Monash Gender and Family Violence Prevention Centre (monash.edu/arts/gender-and-family-violence/home). She explores how government department and private sector workplaces are addressing the complex social issue of domestic violence (DV) (link.springer.com/article/10.1007/s10551-015-3010-9). Tools available to manage the disruptive effects of DV on workplace schedules, workplace security, and workplace morale (amongst other things), include:

- I. Establishing a network of trained employee support persons throughout the workplace. These should include at the minimum, personnel in HR able to assist with access to practical supports for employee victims of DV such as:
 - DV leave (paid and/or unpaid); new desk office location and other physical security measures; new email, phone

line, and other cybersecurity measures; and referrals to social support service, including health, housing, and legal.

- II. HR policies that balance a no-tolerance towards DV with support for perpetrator employees assessed as willing and able to take advantage of rehabilitation programs and services.
- III. For victims especially, what is also important is that workplaces build strong 'social capital' networks into the community, to protect and enhance the effectiveness of referrals, and to facilitate social networks able to support victims and their families.



EDUCATIONAL AND TRAINING SERVICES PREVENTATIVE PROGRAMMING

Pursuant to the federal OSH ACT of 1970, the employer "shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees,..."

OSHA defines workplace violence as "any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide. It can affect and involve employees, clients, customers and visitors."

Liability could potentially exist where the employer is on notice of such conduct. Workplace violence brings with it a host of problems including compromising the safety of people, costly litigation, disruption to the organization, loss of goodwill, employee turnover, lost business and more.

The WVPI offers cutting-edge workplace violence prevention programming and solutions to assist employers in identifying prospective risk factors and offering proactive solutions to the growing tragedy of workplace violence.

Get in Touch



The Centre for Research & Education on Violence Against Women & Children at Western University



Make it our business

Domestic violence is not a private matter:
We all have a role to play

Make It Our Business Workplace Education Program

Domestic violence is not a private matter. Recognizing, responding, and referring to appropriate resources can help your workplace to become more productive and safer for everyone. Make It Our Business has designed an interactive approach to help people understand the dynamics of domestic violence and abusive relationships (including physical abuse, verbal abuse, emotional abuse, financial abuse) and to teach skills to build confidence to address the problem in the workplace. The program provides an engagement pathway for employees at all levels of your organization.

Multi-Level Training

Basic Education teaches all employees to recognize warning signs and risk factors.

Leadership Development prepares managers and supervisors to respond to early warning signs and engage in effective conversations with employees at risk.

Organizational Readiness provides comprehensive training support for leaders to develop and implement a company-wide program of action.

Contact us at crevawc@uwo.ca

Guidelines for Workplaces



These guidelines are designed to help you develop effective policies, programs, and practices suitable for your own workplace. They were developed in consultation with experts in this field including security experts, experts on the problem of domestic violence, employers, victim-survivors, workers, and union representatives.

Learn about:

- Balancing safety and confidentiality
- Developing a policy
- Assessing threats and managing risks
- Communicating with an employee at risk
- Setting up security measures
- Setting up an inter-professional team
- Safety Planning at Work

Download the guidelines at:

makeitourbusiness.ca/content/guidelines-workplace

HAVE A CONVERSATION: See It, Name It, Check It!

SEE it:

Recognize warning signs or risk factors of abuse.

NAME it:

Approach the person you are concerned about (i.e., "I'm concerned about you. You seem tired and distracted, and you have been late every day this week.")

CHECK it:

Don't judge, don't jump to conclusions, don't try to fix it — ask questions. Check with an expert in your workplace — a Human Resources Manager, your union steward, your health and safety expert, your supervisor, or community experts like your local women's shelter.

Domestic Violence is a Workplace Issue



Nadine Wathen, Jennifer MacGregor, & Barb MacQuarrie
Western University, Canada

Formed in 2014 with funding from the Social Science and Humanities Research Council of Canada, the DV@Work Network consists of researchers, DV experts, social and labor organizations, and employers from around the world.

Purpose

Mounting evidence indicates the impacts of DV are not confined to the home. The purpose of the Network is to conduct research and mobilize knowledge about the impacts of DV in the workplace.

Impact

As its inaugural project, researchers at Western University, Canada, in collaboration with the Canadian Labour Congress, conducted the first Canadian national survey of the impacts of DV on the workplace (findings described below). This work, as well as subsequent international research by Network members and partners, has directly influenced new legislation for DV paid leave and Labour-led initiatives in collective bargaining in Canada and beyond.

The Impacts of Domestic Violence on Workers and Workplaces

Among the 2831 respondents who had experienced DV:

- In nearly 54% of cases, DV continued at or near work (journals.lww.com/joem/Fulltext/2015/07000/The_Impact_of_Domestic_Violence_in_the_Workplace_.19.aspx)
- More DV at or near work was associated with poorer health (journals.sagepub.com/doi/10.1177/0886260515624236)
- About 43% of victims discussed the DV at work, usually with co-workers as opposed to HR or supervisors; women were more likely to disclose (pubmed.ncbi.nlm.nih.gov/27641211)
- Respondents belonging to a sexual or gender minority were more likely to experience DV and its impacts at work (link.springer.com/article/10.1007/s00038-018-1127-1)

Among the 8,429 respondents in general:

- Nearly 40% believed they had recognized a DV victim and/or perpetrator in the workplace (sciencedirect.com/science/article/pii/S2093791116000044)
- 42% received DV-related information at work (tandfonline.com/doi/abs/10.1080/15555240.2017.1349612)
- 82% believed workplace supports such as paid leave and DV safety policies can reduce the impacts on workers (tandfonline.com/doi/abs/10.1080/15555240.2017.1349612)

OTHER RESOURCES

A series of infographics summarizing our research is available at: <http://dvatworknet.org/content/infographics>

Additional information, including employer resources:

MakeItOurBusiness.ca

DVatWorkNet.org

RECENT PUBLICATIONS

MacGregor, Naeemzadah, Oliver, Javan, MacQuarrie, Wathen (2020). Women's experiences of the intersections of work and intimate partner violence: A review of qualitative research. Trauma, Violence, & Abuse. journals.sagepub.com/doi/10.1177/1524838020933861

MacGregor, Oliver, MacQuarrie, Wathen (2019). Intimate partner violence and work: A scoping review of published research. Trauma, Violence, & Abuse. journals.sagepub.com/doi/10.1177/1524838019881746