



It's everybody's business.

# How Family Violence Affects the Workplace & How The Workplace Affects Family Violence

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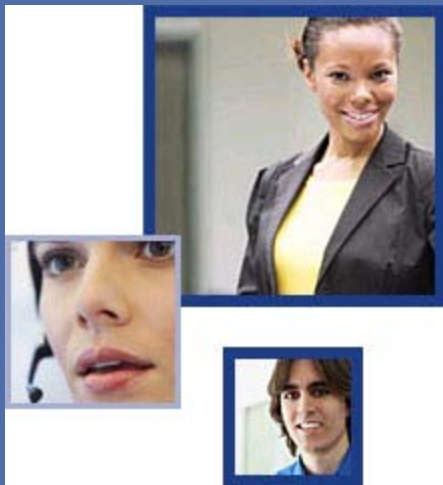
# Objectives:

- Identify the impacts of family violence on the workplace
- Discuss the role of an employer in addressing family violence
- Examine practices for addressing family violence at the workplace



# What is CAEPV?

- CAEPV ([www.caepv.org](http://www.caepv.org)) is the only national nonprofit in the US founded by the businesses with a mission to impact partner violence through the workplace.





# Partner Violence: Definitions

- Type IV Workplace Violence (Personal Relationship) – Incidents in which the perpetrator may or may not have a relationship with the workplace, but has a personal relationship with the intended victim.
- Partner violence is a pattern of coercive or abusive behavior (not just physically) from one partner to another in an intimate relationship



# Why Are We Talking About This?

“When you solve million dollar problems every day for a living, when you have a problem with your partner abusing you, you figure you can solve that problem, too. The trouble is, you can’t, because you did not make the person start hitting you, and you can’t make them stop.”



# Victims Words About How DV Affected Them at Work:

‘I took time off work to enable bruising to go away . . .

‘I resigned-- I was too ashamed to face my colleagues with my injuries.’

‘I applied for a promotion and put my life into that interview -- I knew it was the only way I could move to another part of the country and escape.’

‘The bruises and disfigurement as well as my anxiety should have prompted my manager to refer me for some support or counseling.’

‘It wasn't the physical violence because bruises and cuts go over time, it was the psychological abuse which stayed with me and affected my whole life.’



# Medical Costs

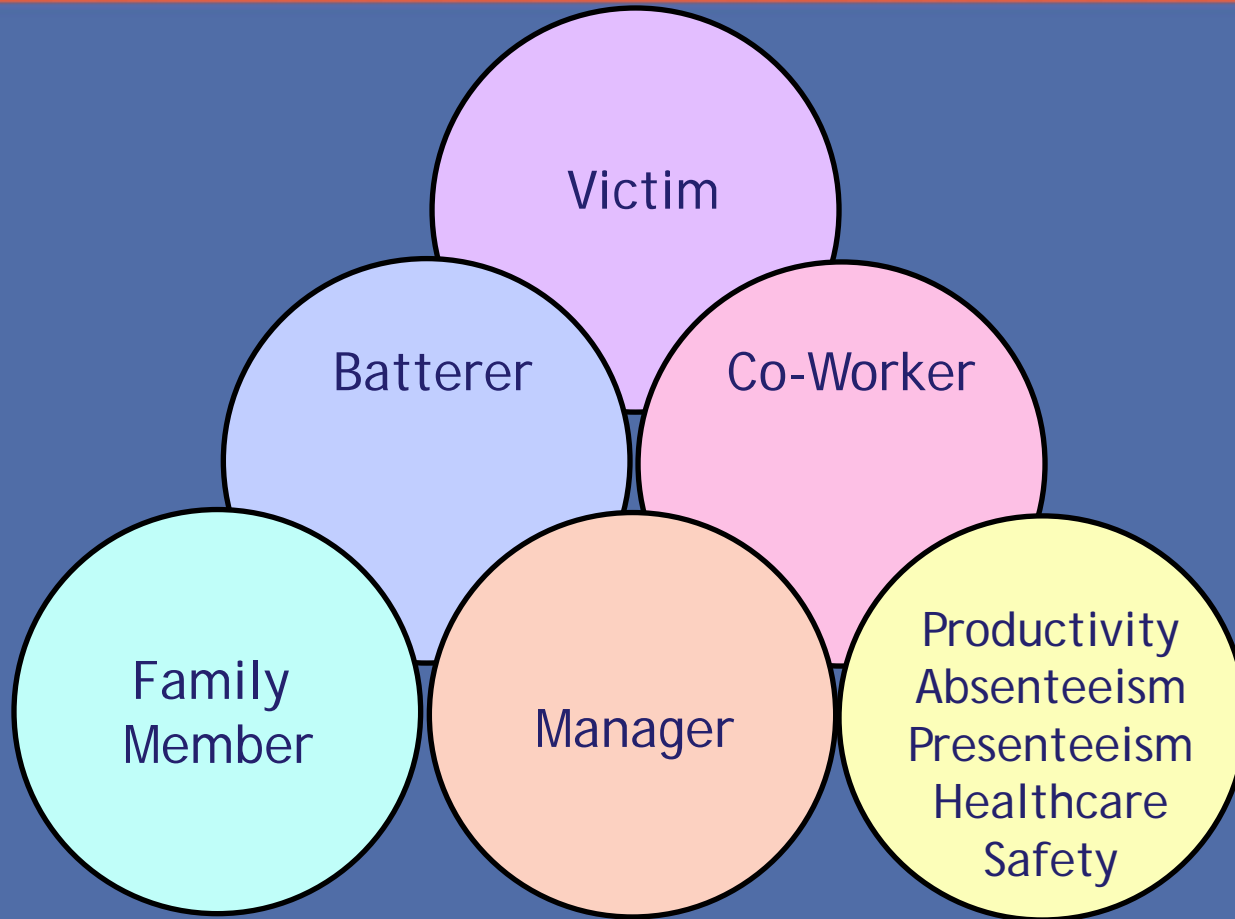
- Direct medical costs associated with domestic violence in the US are 1.8 BILLION a year
- One study found that US women experiencing partner violence have increased health care costs -  
- \$1,775 more a year than a general female enrollee in one study
- Another study found that women experiencing partner violence had healthcare costs averaging more than \$5,000 (US) per year, compared to an average of \$2,900 for women in the control groups



# What Do Employees Experience?

- 74% of victims are harassed at work by the abuser
- 37% of those involved in partner violence felt its impact reflected in lateness, missing work, difficulty keeping a job, and difficulty advancing in careers
- 25% of workplace problems are rooted in family violence
- In the US, intimate partner violence victims lose the equivalent of more than 32,000 full-time jobs-and nearly 5.6 million days of household productivity as a result of the violence.

# How Is This Affecting the Workplace?





# Bureau of Labor Statistics Survey October 2006

Playing the Percentages Game:

13%

24.1%

4%



# Who Does It Affect?

- In February of 2008, the CDC released the most comprehensive US survey regarding intimate partner violence - 23.6% of women and 11.5% of men reported at least one lifetime episode of intimate-partner violence.

# US National Telephone Survey- Impact on Victim

- 21% of the full-time employed adults polled identified themselves as victims
- 64% percent of them indicated their ability to work was significantly impacted



# Telephone Survey – Impact on Co-Worker

- 31% felt obliged to cover for co-worker who as a victim
- 38% were concerned for their own safety
- 27% had to do the victim's work
- 25% resented co-worker due to the situation



# Impact on Perpetrator's Work Life

The Maine Department of Labor found that:

- 78% of surveyed perpetrators used workplace resources to express remorse or anger, check up on, pressure, or threaten their victim
- 74% had easy access to their intimate partner's workplace
- 21% of offenders reported they contacted the victim at the workplace in violation of a no contact order



# What is CAEPV?

- The only NGO in the US founded by corporations themselves with this mission
- Members companies represent over a million employees across the US
- Members include large and small private employers, units of local government, and service providers themselves
- Corporate Alliance Against Domestic Violence UK and Hurriyet in Turkey are international sister organizations and members



# Why Was CAEPV Created?

- Business community as area of influence in society
- Workplace has existing mechanisms for communicating with people (their employees) through workplace communications
- Opportunity for businesses to work together on this issue and bring a unified message that partner violence is a business issue

# Why Not Get Rid of All the Victims and Batterers?

- You don't know who they all are –
- You've created a disincentive for reporting – that is a safety concern
- It is less expensive to keep a current employee
- It is against the law in some states and municipalities to get rid of a victim of domestic violence solely because he/she is a victim

# What Is An Employer's Role?

- **R**ecognize – domestic violence as an issue impacting the workplace
- **R**espond – appropriately within the context of the workplace
- **R**efer – to the professionals who can assist the employee
- **R**each Out – to community resources for partnership, expertise, and to support them

# What Is An EAP's Role?

- **Expertise** – Be sure EAP Counselors have specific expertise in recognizing and responding to DV as a workplace issue and as a co-issue for other cases.
- **Advice** – Provide advice to employers about the appropriate response to DV within the context of the workplace, including performance management.
- **Provide resources and training** – to employers for their DV in the workplace programs.

## *Man shoots ex-girlfriend, kills himself in Portage, MI*

A Battle Creek woman was shot in the head by her former boyfriend, who then killed himself in the parking lot of a State Farm Insurance Company Claims Center. The female victim, 28, was taken into surgery at Bronson Methodist Hospital and listed in critical condition. The female victim and the man, also 28, had recently ended a 6 ½ year relationship.

They met in the parking lot of the State Farm Claims Center to exchange some possessions when the man shot the woman in the head. Then he got into a truck and shot himself in the head.

There were no witnesses to the shooting, police said. State Farm officials said the female victim has worked for the company for the past five years as a claims representative. Company officials had on-site counseling today for employees at the Portage Road location and offices in Grand Rapids and Marshall for employees who know the female victim.

"We're very concerned and our hearts are going out to her and her family," The State Farm spokeswoman said.



# Possible Warnings Signs Potential Victim

- Uncharacteristic absenteeism or lateness for work
- Sudden or sustained drop in productivity
- Uncharacteristic signs of anxiety or fear
- Isolation, unusual quietness, keeping away from others
- Unexplained injuries or injuries that do not fit the explanations of how they occurred
- Minimization and denial of harassment or injuries
- Sensitivity about home life or hints of trouble at home



# Possible Warning Signs Potential Victim

- Excessive calls/visits/faxes from a current/former partner (Do these interruptions seem to cause distress to the employee? Is there a reluctance to converse or respond to messages?)
- Irrational or unfounded fear about losing his/her job
- Inability to travel for work
- Clothing inappropriate to season (long sleeves in warm weather/wearing sunglasses inside)
- **OVERACHIEVER** (remember – work may be this person's only lifeline)



# Possible Warning Signs: Potential Batterer

- May (or may not) demonstrate violence at work
- May bully others at work
- Blames others for problems, especially the victim
- Denies problems
- Defensive injuries (scratches)
- Absent or late due to court or other issues related to the abuse
- Calls victim repeatedly during work hours



# Creating A Workplace Program

## Step One:

- **Get buy in from the top**
- **Organize a multi-disciplinary team to oversee the process**
  - Human Resources
  - Legal
  - Security
  - Other (Medical, Communications, EAP, etc)
  - Subject Matter Experts



# Creating A Workplace Program

## Step Two: Develop a workplace policy on Domestic Violence

- Make it clear that using your workplace time and resources to threaten or commit domestic violence is not acceptable



# Creating a Workplace Program

## Step Three: Develop and Provide Training

- Multidisciplinary Team
  - These individuals should be trained on the policy and protocol and also “DV 101.” Local subject matter experts can assist with this.
- Managers
- Employees



# Creating a Workplace Program

## Step Four: Build awareness through workplace communications

- New Employee Orientation
- Posters
- Brochures
- Employee Health Fairs
- Department Meetings
- Intranet/Internet



# Creating a Workplace Program

## Step Five: Enlist employees' help in ensuring the workplace is a violence-free zone

- Employees won't be penalized for seeking help
- Employees won't be penalized if they are concerned about someone else



# Creating a Workplace Program

**Step Six: Broaden communications to include members of the community including stakeholders in your industry and other organizations**

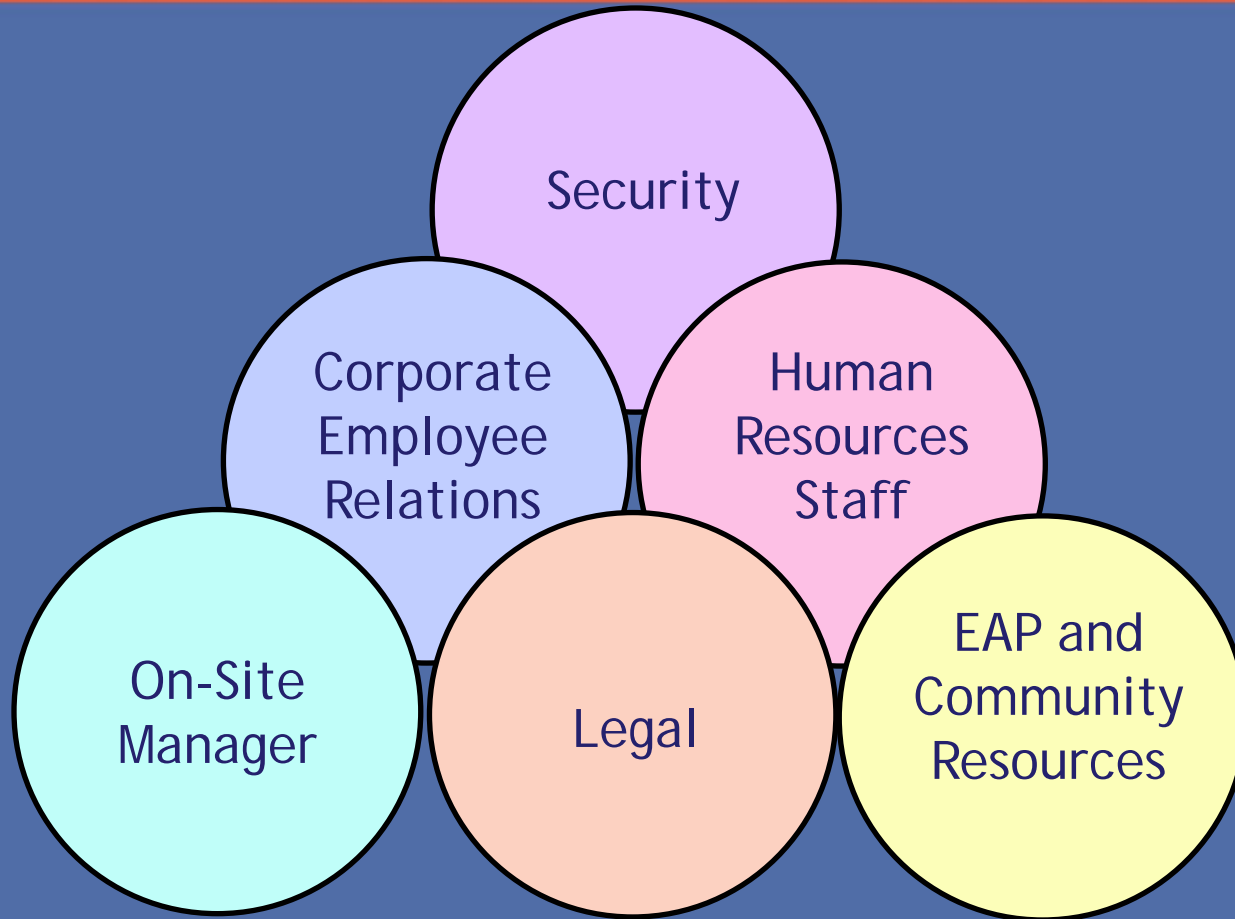
**Reach out into the community to strengthen community response to domestic violence— this enables community organizations to be good resources for employees**



# Best As A Team Effort - DVRT

- **Multi-Disciplinary Team/Domestic Violence Response Team**
  - A case = DV situation that currently affects or has the potential to affect workplace security and performance.
  - Suggested DVRT includes: Security, Human Resources, Legal, Employee Assistance Program. Local law enforcement and subject matter experts may be consulted as needed.
  - Back-ups for each employee above should be determined in the event they are unavailable

# The CIGNA Team Approach





# Role of Managers, HR and Security

- Managers, Human Resources and Security should avoid taking the role of a counselor when talking with or providing resources to an employee experiencing domestic violence.
- Rather, they should provide support, workplace resources, and referrals. In addition, they should focus on security and safety for both the victim and entire workplace.

# Workplace Violence Assessment Tool

(Courtesy Gap Inc.)

Components to Evaluate						Leader by Risk	
	Complainant	Alleged	Incident	Law Enforcement/ Courts	Business		
WpV Risk Level	Low	Non-employee	Non-employee			There is no imminent threat or other business disruption present.	Investigation Leader
		Employee	Employee	Veiled Threat?	No law enforcement involvement was necessary.	There has been a business disruption that did not result in a location closure.	Loss Prevention
				A specific event or act triggered the incident. Incident happened 1-week to 1 month ago.	There is no court involvement.		Business Leader
	One	Victim (complainant) has a relationship with the alleged.	Alleged has knowledge of, or access to, the workplace.	Direct threat?	Law enforcement was contacted.	The alleged is contacting the business.	Inform: LP, HR, ER
			Alleged is known to use drugs and/or alcohol.	Incident happened within the last week.			Human Resources
			Alleged has talked about using weapons.	Incident involved a physical act of violence.			
	Two	The victim (complainant) has an immediate concern for his/her safety.	Alleged has a history of violence.	A similar incident has occurred between the victim and the alleged before.	There are charges pending from the incident.	There has been a business disruption (i.e., location closure).	Consult: LP, ER and Business Leaders
			Alleged possesses or has access to weapons.		The victim (complainant) has an active restraining order against the alleged.		Employee Relations
	Three						

Investigation leader is determined by highest risk-level present (left).

# Interim Safety Steps

(Courtesy Gap Inc.)

This list is not meant to be exhaustive as each incident is unique. Please refer to the "Resolution Options Menu" tool for additional long-term solutions.

VPV Risk Level			
Low-LP Led	One-Business Led	Two-HR Led	Three-ER Led
Review personal safety tips with employee (see below)	Review personal safety tips with employee (see below)	Work modifications (new location, new/modified shift)	Consider Paid Administrative Leave for employees involved
	Documented discussion with employee placing ownership on them to update business of any changes pertinent to the incident	Recommend employee partner with law enforcement to file a report.	Work modifications (new location, new/modified shift)
	Bi-Monthly scheduled and documented check-ins to ensure incident has not escalated	Ask employee to share what external options have or will be pursued (i.e. restraining order, police report, protective order) and request that a copy be provided to the business leader.	Explore with employee what external options have or will be pursued (i.e. restraining order, police report, protective order) and request that a copy be provided to the business leader.
		Weekly scheduled check-ins to ensure incident has not escalated	Explore background check on the alleged [Requires Sr RLPM or above approval]
			Explore increased LP Agent Coverage
			Explore Armed Security Coverage (Utilize approved provider) [Requires Sr. RLPM or above approval]
			Evaluate need for additional security beyond the workplace [Requires Sr RLPM or above approval]
			Daily Scheduled Check-ins to ensure incident has not escalated (maintain until situation is resolved)



# Why Doesn't My Employee Just Leave?

Would You? . . . .

# Potentially The Most Dangerous Time?

- In cases of homicide related to domestic violence; 75% of the time it is when the victim is leaving or has left the abuser
- Leaving is potentially **VERY** dangerous for a victim – this must be kept in mind and communicated to employees



# Possible Safety Procedures

- Distribute perpetrator's photo
- Close parking space/parking in supervised area
- Security escort to car/public transportation
- Change employee shift
- Telephone directory/email– consider having the victim's number/email removed from external access or changed.
- Offer temporary relocation to another facility
- Ensure employee has an emergency cell phone
- Avoid locating victim in isolated workstation out of site of fellow employees



# What About Possible Abusers?

- Follow written company policies
- Include other team members as appropriate before taking any action (ex: Security, HR)
- Respond Appropriately
- Discipline or terminate carefully
- Provide EAP as a Counseling and Referral Resource Tool



# Things to consider

- Policies and protocols are guidelines only
- Environment must be open and comfortable for employees to come forward to get help
- Integrate this issue into existing infrastructure you already have
- Do you have an EAP provider? Check in with them and find out how they handle domestic violence cases. Don't assume they are trained

# Preliminary Key Findings (Harris Poll of Women Using EAPs)

- **Background and Outcomes of EAP Contacts:**
- Among EAP users, nearly half (46%) of women contacted their EAP after being encouraged by someone they know; 20% were encouraged by a manager or supervisor.
- The vast majority of EAP users (89%) used the help they received.
- 71% of EAP users report that their work performance improved after contacting their EAP.

# Preliminary Key Findings (cont'd)

## Satisfaction with EAPs and Areas for Improvement

- Nearly all EAP users (93%) say that they would recommend that other women who have had similar experiences contact their EAPs for help.

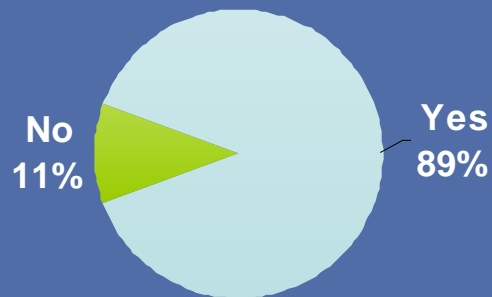
# Preliminary Key Findings (cont'd)

## Barriers to EAP Use for Intimate Partner Violence

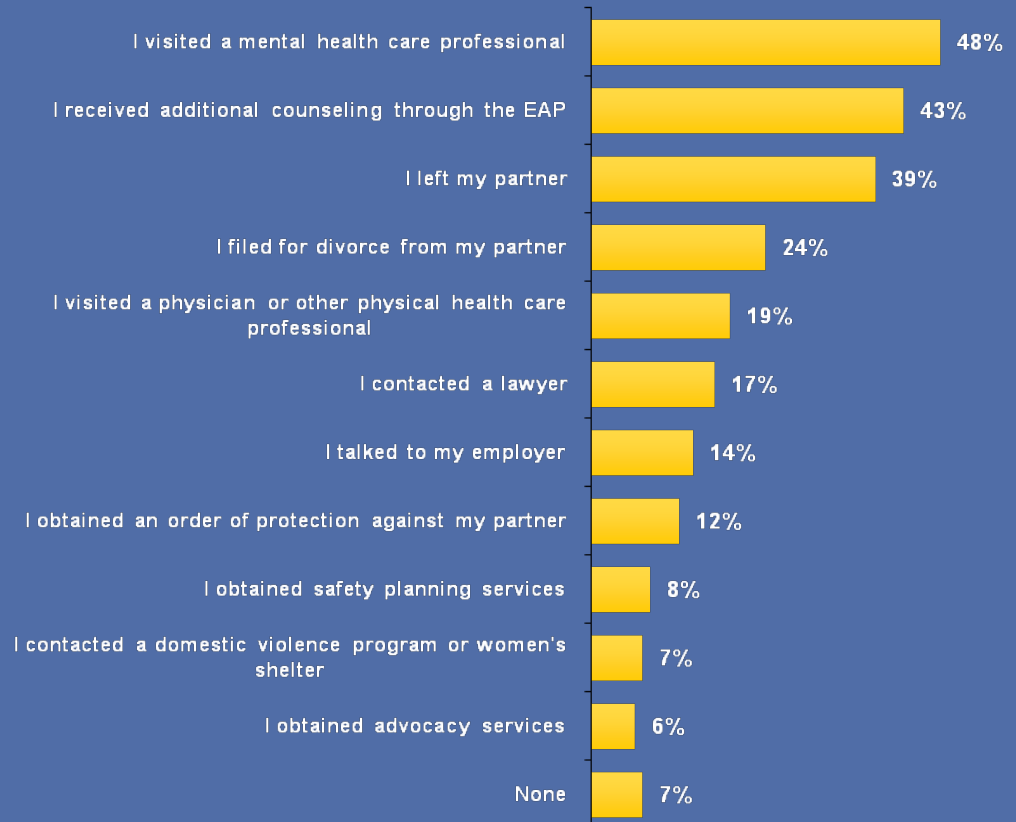
- Among women who did not contact their EAP about IPV experiences, the most common reasons given were they did not think of it (32%) and were not comfortable talking about it (24%).
- Among EAP users, confidentiality was the most common concern reported with two-thirds (67%) saying they were worried that their employer would find out.

# Use of EAP Help

Did you use the help you received when you contacted your EAP?



What actions did you take as a result of contacting your EAP?



# Change in Work Performance

Since Contacting my EAP, my work performance has...

Gotten worse  
2%

Gotten better  
71%

Stayed the  
same  
28%



BASE: CONTACTED EAP AS A RESULT OF IPV OR SIDE EFFECT (n=760)

Q1000 Did you use any of the help you received when you contacted your EAP about...?

Q1005 Which of the following actions, if any, did you take as a result of contacting your EAP about ...? Please select all that apply.



# What Happens In A “Four R” Workplace?

- **Workplace policy** -- and understand DV affects workplace productivity, absenteeism, turnover, healthcare costs, and safety
- **Managers/HR DO** -- understand how to recognize potential warning signs, how to respond in the workplace
- **Managers/HR are NOT** -- domestic violence counselors – but provide referrals to resources –
- **Leave/Benefit Policies** -- PTO is available for use to go to court, counseling, move to shelter, etc.



# What Happens In A “Four R” Workplace? (cont.)

- **Education/Communications** – Employees are provided with information about domestic violence, how it impacts the workplace, where they can get assistance.
- **Safety** – Safety of employees is primary consideration
- **Integration** – Messages are integrated into all aspects of work/life.
- **Workplace culture** – People understand they can come forward to get help and won't lose their jobs
- **Partnerships** – Volunteerism, donations, use of business services, etc.

- CAEPV Sample Policy
- CAEPV Article on “Six Steps” for creating a workplace program
- Liz Claiborne Sample Policy & Guidelines
- Liz Claiborne RRR Wallet Card & Tri-Fold Pamphlet
- CAEPV Newsletter National Telephone Survey Results



# For More Information

## Corporate Alliance to End Partner Violence

[www.caepv.org](http://www.caepv.org)

[domesticviolenceworkplace.blogspot.com](http://domesticviolenceworkplace.blogspot.com)

[kwells@caepv.org](mailto:kwells@caepv.org)

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“The world is a dangerous place to live, not because of the people who are evil, but because of the people who do not do anything about it.”

Albert Einstein