

The Career Practitioner's Toolkit on

Violence Against Women



ACTEW
a women's training community
2009

The Career Practitioner's Toolkit on Violence Against Women
©2009 ACTEW

ACTEW — A Commitment to Training and Employment for Women
215 Spadina Avenue
Suite 350
Toronto, ON
M5T 2C7

This toolkit can be downloaded in French and English at: www.actew.org

Layout: Nomad Design
Translation: Catherine Gautry
Initial Research: Trish McNamara
Research and Writing: Paula Wansbrough

ACTEW also thanks volunteer Pamela Seto for her contributions.

Funded by:  Ontario

Table of Contents

1. Introduction	5
2. Understanding Violence Against Women	8
What is Violence Against Women?	8
What is a “Survivor”?	9
Who Will Be a Woman’s Abuser?	9
How Does Violence Impact Women?	10
Why Doesn’t She Just Leave?	11
3. How Violence Impacts Job-Seeking	14
Quotes from the Field	14
Common Challenges in Job-Seeking	14
4. Strategies for Career Practitioners	18
Connect with Local Services	18
Learn How to Respond to Signs of Violence and Disclosures	22
Create a Safe and Welcoming Service Environment	23
Refine Programming, Procedures and Policies	28
A Checklist for Career Practitioners Serving Violence Survivors	33
5. Resources	36
For Career Practitioners and Their Clients	36
For Employers (including Management of Employment Agencies)	39
Footnotes	40



1. Introduction

Welcome to *The Career Practitioner's Toolkit on Violence Against Women*.

This toolkit is designed for people who provide employment and training services. It is primarily intended for community-based employment and career counsellors, trainers and job developers. However, you may also work in a private or public agency or institute and find it helpful.

The purpose of this toolkit is to help career practitioners better serve women who have experienced violence in intimate relationships.

This form of violence against women is common. Women are five more times more likely to be killed by their intimate partners than are men, and many women report that they have experienced some sort of abuse at the hands of their male partners, relatives, colleagues and friends.

Violence that occurs in relationships impacts women in a variety of ways. Each individual woman may react differently, but there are some common results.

For example, many women report that after they have left an abusive relationship, they suffer low esteem. This affects their ability to promote themselves, try new things and even how they learn. These are all qualities required to explore career options, develop skills and apply for jobs.

What to Expect from this Toolkit

This toolkit will help you support women survivors of violence as they improve their skills and look for work. The toolkit will:

- provide you with information on violence against women
- direct you to organizations and resources that specialize in supporting survivors of violence
- suggest ways you can support violence survivors as you provide employment and training services

This toolkit will not make career practitioners into experts on violence against women. It strongly encourages you to connect to the agencies in your community that are experts on intimate partner abuse, sexual assault and other forms of violence against women.

Connecting with these organizations means that you can focus on your work providing employment and training services. It will also help to build a community-wide safety net for survivors. When organizations work together on this issue it increases the chances of women and their families overcoming the negative impacts of violence.

This toolkit assumes that there is a women's organization in your community.

In some communities in northern Ontario, there are no women's organizations and survivors must travel hundreds of miles for safe shelter and support. Career practitioners and other service providers must be especially committed and creative in finding ways to support the women in their communities. Sadly, the challenges these communities face are outside the scope of this toolkit.

About ACTEW

This toolkit is created by A Commitment to Training and Employment for Women (ACTEW) and funded by the Ontario Women's Directorate.

Founded in 1987, ACTEW is a network of agencies providing community-based employment and training services for women. ACTEW envisions employment and training services as the bridge to women's economic self-sufficiency. ACTEW advances women's economic security through the promotion of labour force development for women.

History of the Toolkit

In 2006, ACTEW partnered with YWCA Toronto and Springtide Resources to develop an employment and training program for women survivors of violence funded by the Ontario Women's Directorate. Through this project we learned many things about the particular impact of violence on job-seeking women.

The Ministry of the Attorney General then funded ACTEW in 2008 to provide workshops to career practitioners on how to best support violence survivors. ACTEW brought together many practitioners and their local women's organizations around Ontario. Springtide Resources provided information on violence against women. This project taught us about career practitioners' needs and concerns about violence against women as they provide services in their communities.

Input from the Community

The development of this toolkit was supported by the feedback, expertise and commitment of many individuals and organizations. In particular we would like to thank:

Rosemary Aswani, Immigrant Women's Services

Pamela Cross, Lawyer

Trish McNamara, Employment Counsellor and Manager

Eva Pakyam, YWCA Toronto

Marsha Sfeir and Margaret Alexander, Springtide Resources

Lisa Trudel, Office Workers Career Centre

The Staff of Kingston Interval House

The Staff of Northern Community Development Services

Violence and Men

This toolkit focuses specifically on violence against women. While violence also happens to men, it tends to happen in ways and for reasons that are quite different from patterns of violence for women, which will be explored in the next section.

2. Understanding Violence Against Women

What is Violence Against Women?

Violence against women is any cruel, violent, abusive or discriminatory action that is committed against a woman because she is a woman.

For the purposes of this toolkit, when we use the term “violence against women” we refer to physical, sexual and verbal abuse and controlling behaviour that can occur in intimate relationships between adults. This is the most common form of violence Canadian women experience.

In the majority of cases of violence against women, men are the perpetrators against the women with whom they are intimately involved (husband, boyfriend, lover). That said, violence can occur in same-sex relationships, whether the couple is two men or two women, and in a very small number of cases, women can be perpetrators of violence against their male partners.

Violence against women is often referred to as “domestic violence” or “family violence”. These terms hide the fact that almost all violence in intimate relationships between adults involves a man hurting a woman.

Violence against women is sometimes called “gendered violence”. The violence, abuse and discrimination occur because of the recipient’s gender — because she is a woman. In the broadest sense, gendered violence occurs on a systemic level, such as when women are paid less than men for work of equal value because women’s economic security is considered of less importance to society than men’s.

Forms of Violence

- **Physical** — causing physical pain or injury on purpose
 - ✦ **examples:** a woman is slapped by her husband; a man threatens to kill his wife if she leaves him; a man shoots his ex-partner
- **Sexual** — any forced sexual act
 - ✦ **examples:** a man rapes his wife; a man threatens to rape his date if she does not agree to have sex
- **Psychological or Emotional** — trying to control, humiliate, intimidate or instill fear
 - ✦ **examples:** a man threatens not to sponsor his wife’s family for immigration; a man repeatedly telephones and follows his ex-girlfriend

- **Economic** — actions that limit a woman’s financial independence
 - ✦ **examples:** a husband restricts a woman’s access to money and credit
- **Spiritual** — using a belief system to degrade or control a woman
 - ✦ **examples:** a husband will not allow the use of birth control

These forms of violence stem from the abuser’s desire to control the woman.

Violence in a woman’s life can be made worse by racism or other forms of oppression. For example, a boyfriend may call a woman names that degrade both her gender and her learning disability, or if she has a history of mental health problems, he may threaten to expose her to her employer or have her children taken away. A woman of colour who struggles with an abusive partner may also experience racism in her community; that racism may be more frightening or upsetting than her husband’s occasional violence and could prevent her from seeking help.

Every person has the right to live free from fear, violence and abuse. Sexual and physical violence against women are against the law in Canada. However, psychological violence is not against the law or is very difficult to prove in a court of law.

Who Will Be a Woman’s Abuser?

When a woman experiences violence, it almost always is at the hands of a man she knows well and may even love.

While men and boys are most likely to be killed by acquaintances, strangers or someone they know through criminal activity, women and girls are killed by people they know well: intimate partners or family members.

- In 2007, 43% of murdered women were killed by their intimate partners, while only 8% of male victims were killed by their intimate partners.¹
- In 2006, 94% of those killed in “domestic violence” in Ontario were women and 92% of the perpetrators were men.²
- On average, 75 Canadian women die at the hands of intimate male partners each year.³

Compared to men, Statistics Canada has also found that women are twice as likely to be beaten by their partners and to experience chronic, ongoing assaults at the hands of their partners and are three times more likely to be stalked.⁴

Each year, 43,500 Canadian women and their children — the population of a city the size of Timmins, Ontario — escape violent partners by taking refuge in shelters.⁵

WHAT IS A “SURVIVOR”?

Throughout this toolkit we refer to “survivors”. This is a term used to describe women who have experienced violence. This term empowers many women as it focuses on their ability to withstand and move beyond the violence they experienced. Some women feel that the term “victim”, as in “victim of violence”, emphasizes their helplessness and is not a useful label.

Women are also much more likely to be the victims of sexual assault. In 2004, 83% of sexual assault victims were women and 97% of people accused were men. This is the highest representation of men among accused of all types of violent crime. In 82% of the incidents, the victim and the accused knew each other.⁶

How Does Violence Impact Women?

Experiences of violence have long-lasting effects on women and their communities. The physical results of violence can be quite devastating, leading in some cases to extreme injury and death. Other physical outcomes include gynaecological problems, miscarriages, back and abdominal pain, limited mobility and poor general health.⁷

Violence in intimate relationships has long-term psychological effects that appear to impact women more than men. Women survivors report feeling afraid for their personal safety as well as great confusion and anger, and a significant number suffer from depression and/or anxiety up to five years after the incident(s). Only 6% say that intimate violence had no impact on their psychological well-being.⁸

Violence also impacts a woman's economic independence. Her abuser may limit her skill development and career advancement, interfere with her work life to the degree that she frequently quits jobs or is fired, or he may prevent her from working entirely. Many women leave violent relationships with little in the way of financial assets.⁹

Witnessing their mother's abuse greatly affects children. They are more likely to have emotional or behavioural problems and they are at increased risk for injury and murder. Aggressive behaviour in intimate relationships seems normal to them, so they may be more likely to become abusers or victims of abuse themselves.¹⁰

Violence also impacts society. Survivors, abusers and their families require a variety of community, legal and health services. For example, 15% of all police-reported violent incidents involve partner violence.¹¹

Exercise:

Based on this information, how do you think an abusive relationship will impact a woman who is upgrading her skills and looking for work?

See "How Violence Impacts Job-Seeking: Common Challenges in Job-Seeking" (below, page 14) for answers.

Why Doesn't She Just Leave?

by Pamela Cross¹²
July 2009

This is one of the most baffling questions about a woman who is being abused in her intimate relationship for those who do not have a lot of experience in the violence against women field.

It is an important question, because it implies an assumption that if she does not leave, she is somehow at least partly responsible for the abuse she is experiencing, or that the abuse is not really all that serious. This assumption can then inform the service provider's response to the woman; whether it is a police officer deciding what steps to take when responding to a domestic violence call or an employment counsellor considering an appropriate placement for a woman.

It is also an understandable question: why would someone continue to expose herself to ongoing abuse and violence?

There are many reasons. They are as diverse as the women who are abused and as the men who abuse them. Often, women stay for a combination of reasons, which changes over time, depending on her personal circumstances, the situation of the family and external factors.

1. **Financial:** Women often remain with abusive partners because they cannot afford to leave. Especially for women who do not work for money, there are just not enough social supports (e.g. affordable housing, childcare, job retraining, job opportunities, adequate social assistance) to make leaving a viable option. Research clearly establishes that women, especially if they have children, experience a significant drop in their standard of living when they leave a relationship, even if they are employed.
2. **Love:** Many women continue to love their abuser. The desire for many women is simply for the violence to stop, not for the relationship to end.
3. **Fear of losing the children:** One of the most powerful threats for a woman with children is when the abuser says he will take them away from her if she leaves. He may tell her he can beat her in a custody case or he may threaten to keep the children on an access visit or he may say that he will call the Children's Aid Society (CAS) and tell them she is an unfit mother. Because of the power the abuser holds in the relationship, these threats will appear very real and believable to her and may well stop her from leaving him.
4. **Fear of increased violence:** Abusive partners frequently threaten to increase their violence if the woman takes any steps to leave the relationship. Ontario's Coroner's Domestic Violence Death Review Committee annual reports confirm that many of the women killed by their partners are killed during the separation process. Staying with

the violence she knows can seem like less of a risk than leaving to face potentially increased violence.

5. **Denial:** Both abusers and their victims often deny the seriousness of the abuse. Women convince themselves that “it is not that bad” or “it only happens every now and then”.
6. **Self-blame:** Abusive partners often shift responsibility for their abuse onto their partner’s shoulders. An abuser might say: “I only hit you because you did not have dinner on the table on time” or “If you had been able to keep the kids quiet, I would not have had to hit you.” When a woman hears this often enough, she can come to believe that the violence is her fault.
7. **Shame:** It is very difficult for a woman to admit that the person she loves and with whom she has chosen to share her life is abusing her.
8. **Isolation:** Isolating a woman from her family and friends is a common strategy of abusers. This leaves her with few supports if she is thinking about leaving, causing that decision to be even more difficult to make. Isolation can play a role post-separation too, if leaving her relationship would isolate her from her family or religious or cultural community.
9. **External Pressure:** Her family or community may pressure her to stay, because they do not know about the abuse, because they do not believe her or because they believe she should stay despite of it.
10. **Legal:** A woman may stay with her abuser because her immigration status requires it, because she is afraid she or he will be deported if she leaves him or because one of them has criminal issues unrelated to the abuse that she does not want to come to the surface.
11. **Wanting to help:** It is not uncommon for an abuser to threaten to harm himself or to tell his partner he needs her. She may think she can help him stop abusing her. She may have made a deal with him; for example, that she will stay if he stops drinking.
12. **Status:** There are still significant cultural messages that tell women they are not complete without a male partner. Many women are afraid of being alone and would rather have an abusive partner than no partner at all.
13. **Learned helplessness:** After being told again and again by the abuser that she is “stupid,” that she “cannot do anything right,” a woman will begin to believe this and will think she is incapable of managing on her own.

This is a potent mix — some reasons are based in love, some in fear and some in pragmatic consideration of the options — that can be all but impossible to overcome.

Indeed, for some women, staying is actually a better option as it allows them to manage the violence and protect their kids in a way they could not if they left.

It may keep them in their community, which is more important than leaving the violence and being isolated.

Even for those who want to leave, the process is a slow one sometimes called the “evolution of separation”. It can involve a number of trial departures, expeditions into the world to find out what it is like to be away from the abuser, what services and supports are available, how the children will cope, and what he does to try to get her to come back.

Whatever stage in the process a woman is at, whether her ultimate goal is to find ways to live within the abusive relationship as safely as possible or to find ways to leave and be safe, it is important that the support people and service providers she reaches out to understand the complex reasons she has stayed in the relationship or returned to it and demonstrate to her that we are ready to support her in the choices she makes.

3. How Violence Impacts Job-Seeking

Quotes From The Field

“For women looking for work, their needs for housing, childcare and safety from the abuser must be addressed before they can focus their energy on a job search.”

“Often, our clients have never worked or have not worked for a very long time, as their abusive partners would not allow them to do so. The women have not been allowed to upgrade their skills and education.”

“Many women who return to employment or have to restart employment because they have left an abusive partner will take any job even if it is exploitive and often end up returning to that abusive situation.”

“[Survivors] need confidence-building workshops, self-esteem, and practice situations using the new skills from the workshops to prepare for the workforce.”

“In our community, the immigration rate is increasing rapidly and, as a result, we are encountering many immigrant women who are being abused. These women face further barriers of culture and language.”

These observations were made by career practitioners who participated in ACTEW’s research. Do they reflect the experiences of women you serve?

Common Challenges in Job-Seeking

Career practitioners who participated in ACTEW’s research on the impact of violence strongly felt that women survivors have specific job-seeking needs. The following are common challenges identified by practitioners and by survivors themselves.

Impacts Directly on Job-Seeking

Later sections of this toolkit will explore ways career practitioners can respond to and support women through these challenges.

Self-Esteem

Many women survivors of violence report that low self-esteem is the greatest barrier in their ability to move forward. One woman who participated in ACTEW’s research explained that after being abused, “you really need a lot of encouragement” and “positive information about yourself” because all you have heard has been “degrading, negative things about who you are and what you do”.

Career practitioners who serve violence survivors and woman abuse counsellors strongly concur. Almost all rate low self-esteem as the most common characteristic and greatest challenge for the women they serve.

Lack of References

Many survivors lack employer references, which is a significant barrier if they are looking for work.

Survivors may not have references because they have been out of the work force for long periods of time or are new immigrants. Those that have worked may have poor relationships with former employers due to the abuse. Some survivors report that they frequently lost workdays due to injuries and other forms of interference from their abusers. Many survivors report that their abusers stalked them at their workplaces, which affected their work performance and their employers' impressions of them.

Conflict Resolution

Career practitioners who participated in ACTEW's research observed that some survivors need employment-related conflict resolution training. Living in a high-conflict relationship for an extended period of time can shape a person's behaviour, which then requires developing new strategies for difficult situations.

Difficulties Learning

One survivor who participated in ACTEW's research described the traumatizing effects of violence as a "certain haunt" that continues to plague her as she tries to carry out everyday activities. Another woman explained that sometimes she cannot concentrate because she is overwhelmed by lingering fear of her ex-partner.

Career practitioners, trainers and educators observe that often survivors of any sort of violence — women in abusive relationships, gang members, refugees from conflict-torn countries — have difficulty learning because the effects of trauma and stress interfere with their ability to retain information.¹³

Low self-esteem can also play a role in limiting a woman's progress making certain challenges, like learning a new language or developing computer skills, seem like insurmountable hurdles.

The Need for Abuse Counselling

Often survivors look for work before they seek counselling for their abuse because their financial situations are so dire and immediate. Career practitioners report that many of the survivors they serve have not sought counselling support and as a result some survivors are simply not emotionally ready for work or retraining.

Other Impacts

The following issues also arose in ACTEW's research. These challenges will impact all aspects of a woman's life, not just job-seeking.

Safety

Many women's abusers stalk them at their workplaces. One woman who participated in ACTEW's research said that her boyfriend would tell her at the end of every day what she had done at work and when. The survivors in ACTEW's research who had been stalked in their workplaces were concerned as much about their job security as about their safety.

Keeping safe from an abuser after she has left him will be an on-going challenge for some survivors. Women's shelters are excellent resources for developing sensible and effective safety plans that fit individual women's lives. A combined effort with the woman's employment services will identify safety issues and strategies as a woman trains and applies for jobs. Feeling safer and more in control of her life will help a woman focus on training and job-seeking.

Lack of Childcare

While childcare is an issue for many job-seeking women, according to ACTEW's research it is a particular challenge for survivors of violence, especially those in rural areas and those who are newcomers. Women in both of these circumstances can be especially isolated and vulnerable to poverty if they are single parents. Childcare issues are complicated by fear of the abuser's access to the children. Linking a mother to safe, subsidized childcare will greatly ease her worries.

Poverty

Poverty is a very real challenge for abuse survivors. A woman may flee her abuser with few possessions and will likely face a long legal battle to claim her share of their mutual property. She may also be the sole supporter of the couple's children. These factors combined with a limited work history make her very vulnerable to poverty.

The effects of poverty — lack of stable and safe housing, poor nutrition, and the inability to pay for childcare, a phone, suitable clothing or training — trap many survivors so that they cannot gain economic independence through employment. A significant network of services and support is required.

Cultural Issues

A survivor's cultural background will shape her experience of violence. A woman's sense of self worth can be greatly shaped by cultural expectations and racial stereotypes. A woman new to Canada may not be familiar with the laws that can protect her and her children or the availability of services that can support her. Some women's fear of the police, deportation or racism in the legal system may be greater than fear of the abuser. Women will remain in a relationship because they believe that they will be shut out of their community if they name the abuse. Pressure from family and cultural or religious beliefs may limit choices. Her access to her children, relatives and financial assets may be eliminated if she leaves her partner.

Each cultural community has its specific mores and norms. Services that serve local cultural groups, especially if they have staff trained on intimate violence, are important allies. A province-wide resource is the online community of practice consisting of service providers who work with immigrant and refugee women, coordinated by the Ontario Council of Agencies Serving Immigrants; visit <http://www.ocasi.org/vawcommunity>

Not all violence survivors will face these issues; each woman has different life circumstances and responds differently to abuse.

4. Strategies for Career Practitioners

How can a career practitioner provide sensitive and suitable services without detracting from helping people find employment?

The following section explores a number of strategies for use in the employment and training setting. Each strategy builds on the next and all work together to create safe, welcoming services that enable survivors to heal and succeed. Some of these tactics require a combined, agency-wide effort with the approval or involvement of management, while other activities can be undertaken by an individual practitioner.

The strategies are:

- I. Connect with local services that specialize in violence against women
- II. Learn how to respond to signs of violence and disclosures
- III. Create a safe and welcoming service environment
- IV. Refine program delivery, procedures and policies

I. Connect with Local Services

The most important step in serving women survivors of violence in your community is to link your services with those of local women's and other anti-violence services.

Women's organizations include:

- women's shelters, transition and interval houses
- women's resource centres
- sexual assault care centres
- sexual assault/domestic violence treatment centres based in hospitals and health centres

Also important are:

- the police
- child protection agencies and family services, which offer counselling programs designed for children, families and sometimes the abusers
- cultural-specific organizations sensitive to the issues and traditions of a particular population
- religious institutions

Why Connecting With Others is Important

Connecting with women's organizations is essential for these three reasons:

1. **Violence against women is a very serious issue.**
As noted above, it can result in long-term trauma, severe injury or even death.
2. **An effective response to violence against women requires expertise.**
Staff of women's organizations are trained to develop and implement appropriate safety and counselling plans for women and their children. They understand the power and control issues of abusive relationships, how abuse unfolds for different populations, and the various social, economic and emotional hurdles a woman escaping abuse will likely confront.
Furthermore, the staff of these agencies will have workplace policies and procedures and personal self-care strategies to limit secondary trauma and burn-out from this work.
3. **It lets you focus on your work of helping people find suitable training and jobs.**
As a career practitioner, you will see many people with many different barriers to employment. Some barriers are more complicated than others, but all deserve recognition. That is why referral services are a key part of every employment agency. Connecting with other services that specialize in such things as violence, immigration, disability or poverty gives you the space to focus on your expertise: employment and training.

How to Find Local Services

If you do not already know the phone number or name of your local women's organization, here are some ways to find this information.

- The front of the **phone book** lists local emergency women's organizations.
- Refer to the **Resources Section** of this toolkit for provincial and national organizations and networks that can connect you to local organizations.
- Contact the **police**. Many police departments now have officers who are trained in violence against women issues. It will be very helpful to know who they are and how they can be contacted in times of crisis or emergency. In isolated communities, the police may be abused women's only support service.

Collaborations

Making contact with local women's organizations opens the door to collaborative opportunities that will improve your services and increase your clients.

1. **Increase your referral contacts:** Find out from women's organizations what other anti-violence services exist in your community or nearby

areas. Learn about their programs, special supports like transportation, and estimated waiting times for service. Determine who to speak to about particular issues. For example, is there someone who specializes in abuse issues for women with disabilities?

2. **Join the network:** Many communities have domestic violence teams, which meet regularly and develop protocols for the community. These usually include women's organizations and police and representatives from legal, health and family services. Find out if joining such a network will be a productive use of your time as a career practitioner. Review their reports, which will include regional statistics on violence, and determine how your agency can use or participate in the community protocol.
3. **Get anti-violence flyers and posters:** Ask local women's and other anti-violence organizations for posters and flyers that advertise their services and promote healthy relationships and safety for women.
4. **Ask for training:** Invite the local women's organization to train you and your colleagues on violence against women.
5. **Offer your services:** Find ways to provide employment and training services on-site at local women's organizations. For example, provide a monthly goal-setting or resume writing workshop. This is great way to connect with new clients who may be unaware of your agency's services.
6. **Have a counsellor on-site:** Consider having a counsellor who specializes in violence against women visit your centre on a monthly or weekly basis or become a part of a program for women job-seekers or people with multiple barriers to employment.
7. **Formalize partnerships:** Funders are very keen to support collaborative work. Explore ways that new partnerships can be formally recognized through funded projects.

Create a Referral Listing

A template for a referral information list, called "**Local Services for Women Who Have Experienced Violence or Abuse**", is included in this toolkit (see page 21).

Revise the template to fit your needs. For example, if your community has a number of services for specific cultural groups and other populations, you will want to add space for these agencies. You may also want to include lawyers who accept legal aid or private counsellors who specialize in abuse issues.

Local Services for Women Who Have Experienced Violence or Abuse

Women's Organizations (shelter, women's centre, sexual assault care):

Name: _____

Services Offered: _____

Website: _____

Phone: _____ TTY: _____

Location: _____

Contact Name: _____

Name: _____

Services Offered: _____

Website: _____

Phone: _____ TTY: _____

Location: _____

Contact Name: _____

Other services that care about woman abuse:

POLICE Phone: _____ Contact: _____

LEGAL CLINIC Phone: _____ Contact: _____

HEALTH CLINIC Phone: _____ Contact: _____

Family Service Organization: _____

Phone: _____ Contact: _____

Services: _____

Culturally Specific Service Organization: _____

Phone: _____ Contact: _____

Services: _____

Culturally Specific Service Organization: _____

Phone: _____ Contact: _____

Services: _____

II. Learn How to Respond to Signs of Violence and Disclosures

The following information is based on trainings Springtide Resources delivered to career practitioners in partnership with ACTEW in 2008. Springtide Resources is a community organization that provides education on the prevention of violence against women.

Responding to Disclosures

Sometimes women will disclose to you that they are experiencing abuse. They may tell you the whole story or they may just indicate that there are problems in their private lives. The following guidelines for responding to disclosures are designed to help service providers who are not formally trained on woman abuse. Work with your local women's organizations to refine your understanding of how to support violence survivors.

Responding Effectively

Here is what a woman needs as she makes a disclosure about her experiences of abuse and violence:

Privacy

- talk in a private area, ensuring that your discussion cannot be overheard
- treat the information she gives you confidentially — do not identify her if you need guidance and support from colleagues
- document the facts using descriptive language and do not editorialize

Honesty

- explain that you will have a duty to report to child protection services if there are children at risk
- explain that you are a career practitioner and not an expert on violence against women

Information

- tell her violence against women is against the law
- tell her that other women are in this situation; for many women, it is very helpful realizing that they are not alone
- explain that are services that can help her; provide clear referral information and help her make contact with these services

Acceptance

- tell her you believe her
- refrain from judging why she is in this situation and what she should do to get out of it
- use gender-neutral language until she discloses the gender of her abuser

- do not get annoyed if she does not act on your advice or suggestions; realize that she may not be able to leave the relationship now (see “Understanding Violence Against Women: Why Doesn’t She Just Leave?”, page 11)

Compassion

- tell her the abuse is not her fault
- remind her that no one deserves to live in fear
- praise her resilience and ability to survive in such a situation

Suspicious but No Disclosure

Many women will not disclose that they have been abused or are living with violence. Sometimes a woman’s situation will seem quite obvious to you, and it will be frustrating that she will not talk about it so that you can help her. However, it is important to respect a woman’s need for privacy and trust that she is doing what she must.

Emergencies

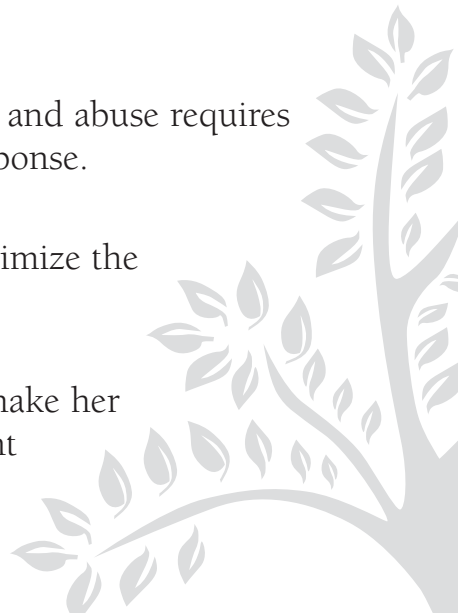
If it has not already done so, your workplace should develop a policy to guide staff when there is the suspicion or knowledge that a client is in danger. See below, “Establish a Workplace Policy on Violence Against Women”, page 30.

Violence Against Women

Guiding Principles:

- Everyone has the right to live free from abuse.
- The abuser, not the woman, is responsible for the violent and abusive behaviour and for stopping this behaviour.
- Women of all ages, races, cultural backgrounds, sexual orientations, socio-economic classes, religions, ability levels and professions can experience abuse.
- All women have the right to access resources and supports to ensure their physical safety, emotional health and basic material and financial needs.
- Violence and abuse impact the physical, emotional and psychological health and well-being of all family members, and have short- and long-term economic and generational effects.
- Breaking the cycle of violence and abuse requires a coordinated community response.
- The response must not re-victimize the woman and her children.
- The woman has the right to make her own choices without judgment and to have her life choices respected.

Developed by Springtide Resources, 2008



III. Create a Safe and Welcoming Service Environment

Given the number of women who will experience violence in their lives, you are certain to serve abuse survivors and many will not disclose their situation to you. It is important to create an environment which is safe and welcoming. Such a space will also remind all clients and staff that violence is unacceptable.

This section explores the following:

- enhancing staff capacity to support abuse survivors
- providing referral information
- assessing the safety of the physical environment
- creating a strong message for everyone in the agency

Enhance Staff Capacity

- Enhance the ability of you and your colleagues to respond to clients with abuse histories by organizing staff training led by your local women's organization.
- Share the "Violence Against Women Guiding Principles" (see page 24) and the completed "Local Services for Women Who Have Experienced Violence or Abuse" (see page 21) with your colleagues.
- Compile resources and publications on violence against women for the staff library, including this toolkit.

Make Referral Information Widely Available

- Post the completed listing of "Local Services for Women Who Have Experienced Violence or Abuse" (see page 21) in public areas, such as bulletin boards and on your agency's web site, and in more private areas like referral binders and individual work stations.
- Get flyers and other promotional material from local women's organizations and place them in your agency's referral area and post referral information inside the stalls of the women's bathroom. Alternatively you can use the poster template in this toolkit (see page 24).
- Add links to women's organizations in the referral section of your agency's web site.

Assess Physical Safety

Safety is important for everyone — staff and clients, women and men. However, for a woman who is being stalked, the physical environment can be especially important. What are the answers to these questions for your workplace?

- What are the security mechanisms? Is there a security guard, security cameras or pass cards?
- Can reception see the entrance or can someone enter the workplace without being seen?
- How isolated is the building? Are any of the entrance-ways secluded?

- How far does a person have to walk from the building to the parking lot or to public transit?
- How is the workplace locked at the end of the day? Who has access to the keys?
- How are the bathrooms accessed?
- What is the lighting like?
- How often are individuals alone in the workplace?
- What are procedures for people who work late? Is there a buddy system?

Talk with your colleagues about their perceptions of the workplace. A person with limited eyesight may notice problems that others have not, while someone who consistently runs evening programs may have other observations.

Consider undertaking a safety audit in your workplace. This is an activity in which the safety and security of a particular environment is carefully reviewed by the various people who use it. It is especially helpful to include the police if you undertake a safety audit as they will quickly identify problems, such as secluded entrances and poor lighting that decrease personal safety. Once safety issues are identified, funding may be available for improvements, as these will likely be one-time modifications.

Take a Stance on Violence Against Women

- Hang posters that promote healthy relationships in the public spaces of your agency or in your office. Local women's organizations and health services may have such posters or will be able to direct you to organizations that do.
- If your agency has not already done so, develop and post a guide or policy for all clients and staff in a central area that sets out expectations for behaviour. Emphasize mutual respect and name the kinds of discrimination that will not be tolerated. Refer to this guide at the beginning of workshops and other group activities.
- Ensure that there is a clearly posted policy on web surfing by the computers in your centre that strongly prohibits use of pornographic web sites.
- Violence can happen to all women, including career practitioners. Work with management to ensure that your organization has a workplace policy that protects staff as well (see "Refine Programming, Procedures and Policies").
- Collaborate with local women's organizations by offering services at one another's locations or develop partnership programs. Promote these activities in your agency's promotional material and web site (see "Connect with Local Services").
- As staff and as an organization, participate in events that focus on violence against women, such as International Women's Day (March 8), Take Back the Night (September), National Day of Remembrance and Action on Violence Against Women (December 6) and fundraisers or other events for local women's organizations.

Does your partner or ex...

- hit, slap or hurt you in other ways?
- make fun of you and call you names?
- threaten to hurt you or the people you love?
- destroy your possessions?
- follow you everywhere?

Are you afraid?

Everyone has the right to feel safe.
No one deserves abuse or violence.

There are people you can talk to about this:

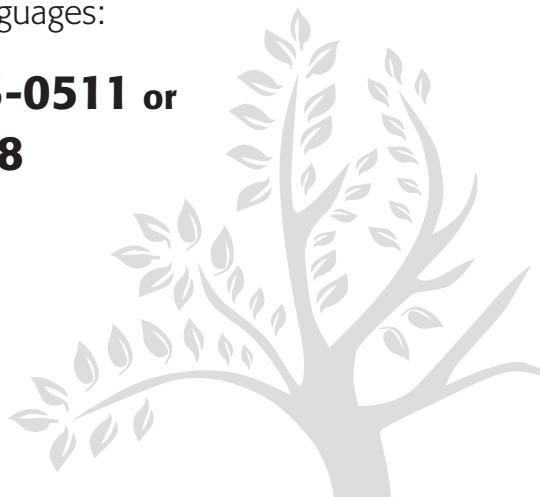
Local Service: _____

Phone number: _____

TTY number: _____

Or call the Assaulted Women’s Helpline for free, confidential information in a variety of languages:

**Toll Free 1-866-863-0511 or
TTY 1-866-863-7868**



IV. Refine Programming, Procedures and Policies

Programming Adaptations

The following list of programming recommendations is drawn from suggestions by abuse survivors as well as by career practitioners at the YWCA Toronto's effective "Moving On To Success" employment program. Consider these strategies when developing new programs or adapting current ones. Sometimes changes can be made to serve individual clients who have disclosed a history of abuse.

Client-Centred

Violence can happen to any woman. As a result, survivors have diverse life experiences. Some are highly educated and have extensive work histories while others have little education and very limited experience. Women will likely have other challenges as well, such as newcomer status or living in a remote location. If possible, integrate one-on-one career counselling, an individualized training program, and/or mentoring. Programs that can be adapted to the individual client's needs and assets best serve the diversity of survivors.

Long-Term

Recovery from violence takes time. Rarely is violence the only barrier a woman must overcome as she tries to gain economic independence. Violence compounds problems, increasing, for example, a woman's ill health, poverty or difficulty integrating into a new culture. Survivors often need extended services. Explore ways to keep a client connected with your agency.

Holistic

Programming for any client who faces multiple barriers to employment must consider both personal and employment-related issues. This is especially true for abuse survivors, many of whom must attend to basic survival needs, such as housing, food and safety, before they can pursue meaningful employment. Some survivors will need supports to bridge a period of extreme poverty. Women may also struggle with entering the Canadian labour force for the first time. Many will find that they are now sole support parents. A strong referral system and program supports, such as transportation vouchers and childcare, are vital.

Graduated Learning

Providing training in graduated steps, with numerous opportunities for evaluation, helps survivors gain confidence and overcome fears of failure. Such programming can also benefit someone who is having problems learning. Training information available in a variety of formats, such as workshops, computer tutorials and workbooks, will accommodate different learning styles and personal schedules, and will reinforce learning.

Self-Esteem

Low self-esteem is the most common issue for abuse survivors. They must unlearn years of humiliation and degradation. Supporting a woman's assertiveness skills

from a culturally appropriate perspective will also enhance her long-term career development as she negotiates for advancements and better compensation. Experiment with the wide variety of programming tools and techniques currently available.

Life Skills

After years of living in a violent relationship, many women develop survival strategies that are not conducive to the workplace. They can benefit from life skills training, in particular goal setting, anger management and conflict resolution.

Foster Positive Relationships

In ACTEW's years of researching employment programming for women, we have learned that programming fostering positive relationships benefits all women. Relationships developed through group work, team activities and small groups tend to outlive the program. Often, clients can offer one another more emotional support than career practitioners, and many will be able to provide first-hand information about other community services. When clients share barriers in common, such as a history of violence, they are also familiar with the pitfalls on the road to recovery. Integrating opportunities to foster relationships among clients can be a low-cost, long-term way to enhance client success.

Increase Current Workplace Knowledge

Violence can isolate a woman, so she may be unaware of developments in the workplace, in job-searching methods, and how post-secondary education and specific credentials have changed for some occupations, especially those traditionally held by women. Providing recent labour market and career trend information and teaching research skills are ways to help women find sustainable and satisfying employment in a labour market that no longer provides steady or secure careers.

Build Work Experience

Programming that includes a temporary job placement or internship will help survivors in a number of ways: it builds self-esteem, develops skills, increases work experience and develops references. Temporary placements also are an opportunity to identify areas for further improvement for job maintenance purposes. Survivors who are re-entrants, older workers, or new to the Canadian workforce will especially benefit.

Avoid Labeling

If you are developing a program with survivors in mind, recognize their right to privacy and that some employers are reluctant to hire women who may be at risk. Avoid naming or describing the program in a way that emphasizes the participants' past, but rather focus on their future achievements as workers and independent women.

Refine Workplace Procedures

Workplace procedures are any of the routines undertaken to ensure efficient and consistent outcomes. Making small changes to some of these procedures can be a simple way to increase the safety of women who are living with violence or may be at risk of violence.

Give special attention to the following areas as you refine procedures with the safety of violence survivors in mind. Work with your local women's organizations to identify and improve other procedures.

Contact Information

When gathering contact information from a new client, ask her if you can contact her at the email address or phone number she provides. Abusers have been known to go through the email and regular mail and to listen to phone messages for their partners. The woman may be keeping her job-search secret from her abuser, as she strives to become more economically self-sufficient and thus able to leave the abusive relationship.

Documentation

If a client discloses abuse to you, be cautious how you document this information. Ensure that you will be able to keep it confidential. Keep in mind that sometimes abusers subpoena service records in their efforts to control their victims through the legal system.

Internships or Job Placements

Visit the work sites of all potential internships and job placements. Evaluate them not just with violence survivors in mind, but also women who are at greater risk for violence, such as young women. What are the security measures? Are the women's bathrooms isolated? What is the general attitude towards women in the workplace?

Use of Online Tools

When providing clients with information about posting resumes online or using online tools such as LinkedIn, also provide online safety information. Some abusers find ex-partners via the internet while others use the internet to continually harass their partners. Online safety is also sensible for everyone. See the Resources section for websites on safety.

Establish a Workplace Policy on Violence Against Women

Employment agencies and other organizations that provide employment and training services are also employers. As such, they are legally obligated to protect their employees and provide guidance in times of crisis or difficult circumstances.

In 2008, when ACTEW provided workshops for career practitioners on violence against women, numerous participants disclosed to the workshop coordinator that they had experienced violence in their relationships. **Violence can happen to anyone.**

Just as career practitioners will encounter violence survivors among the many hundreds of clients they serve each year, employers — whether they are employment agencies or training institutes, large corporations or small businesses — will have employees that have experienced violence in their intimate relationships.

A workplace policy about violence against women...

- guides the actions of staff and management during a crisis or otherwise difficult circumstance — the very times when it is hard to think straight
- protects the organization legally (depending on the quality of the policy)
- gives the message that violence against women is a serious reality that requires a well-informed response

Management Involvement

Workplace policies are dependent upon the involvement and support of the highest levels of governance within an organization (upper management and Board of Directors). Most employers will care about this issue, but they are juggling many priorities and concerns and, because this is a depressing, scary and sometimes contentious issue, violence against women may be easily forgotten.

Here are some ways to get upper management committed to developing a policy:

- provide them with the list of resources for employers available in the final section of this toolkit
- provide information on the prevalence and impact of violence against women
- introduce them to Ontario's Bill 168, "An Act to amend the Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters"¹⁴
- sometimes it is helpful to frame the issue as "domestic violence" or "family violence" if there is strong resistance to recognizing the gendered nature of this issue

The Bottom Line

Violence against women has a financial side that impacts employers. A 2005 American study estimated the annual cost of lost productivity due to partner abuse at "\$727.8 million with over 7.9 million paid workdays lost per year".¹⁵

However, when talking about this aspect of violence against women, it is important not to make situations worse for survivors. Employers have been known to fire women because of their abuse situations. Others may be less likely to hire women if they see them as potential victims. Do not let profit or fears of liability prevent women from getting jobs.

A Policy for People who Help People

Because career practitioners deal with clients regularly, your workplace policy must acknowledge this key relationship. It is likely that your agency already has policies in place that regulate dealings with clients around issues such as privacy, racism and sexual harassment. These policies can be expanded to include violence against women. The policy must help people respond when it is suspected or known that people (clients and/or staff) are in danger.

Consider the following:

- What does the law require? Consult a lawyer, the police and children's protection agencies to understand legal obligations.
- What does the agency's insurance policy require?
- What factors indicate that there is a situation that requires intervention?
- What services are called on for support? Have contact names and numbers easily available and keep them current. Be sure to include the police.
- Determine how the situation needs to be documented in a confidential and professional manner. If this is a case requiring police intervention, this information may be used as evidence in court.
- What staff and management are involved? Determine a team that will make decisions and provide one another with support. Consider also how to be respectful of the woman's privacy — the whole agency does not need to be involved.
- **MOST IMPORTANTLY:** What role will the woman take? In cases of extreme crisis where people's safety is endangered, the woman may not be informed that a crisis response has been implemented. However, in most cases it is important to quickly involve the woman in the response. She will have knowledge about the abuser and other people who may be at risk that no one else will know.

Work with your local women's centre as you develop the policy. As another "helping" agency and one that serves clients that are especially vulnerable to violence, they will likely be able to share information on what issues to cover in the policy. See also the Resources for Employers section of this toolkit for sample policies.

Children's Safety

Child protection is a consideration for any policy related to violence against women. Some job functions and professions have a professional and legal obligation to report if they have reasonable grounds to suspect that a child is or may be in need of protection. A child who is a witness to woman abuse may be in need of protection. Consult your local children's aid society, child protection agency, or lawyer.

A Checklist ✓ for Career Practitioners Serving Violence Survivors		
CONNECTING WITH LOCAL SERVICES		
Activities	Requires Management Involvement¹⁵	Implemented
Identify local services that can help with violence against women	No	
Collect promotional material from women's organizations	No	
Develop referral listing "Local Services for Women Who Have Experienced Violence or Abuse"	No	
Collaborate with local women's organizations	Yes	
LEARNING HOW TO RESPOND		
Activities	Requires Management Involvement	Implemented
Training by local women's organizations – individual career practitioner	Possibly	
Post response reminder at work station – "Violence Against Women Guiding Principles"	No	
Organizational policy for responding to emergencies	Yes	
STAFF CAPACITY		
Activities	Requires Management Involvement	Implemented
Training by local women's organizations – agency-wide	Yes	
Distribute referral listing to colleagues – "Local Services for Women Who Have Experienced Violence or Abuse"	No	
Distribute response reminder to colleagues – "Violence Against Women Guiding Principles"	No	
Distribute response reminder to colleagues – "Violence Against Women Guiding Principles"	No	
Agency-wide familiarity with the workplace policy on violence against women	Yes	
Resources and publications in staff resource centre	No	

REFERRALS		
Activities	Requires Management Involvement	Implemented
Wide availability of referral listing – “Local Services for Women Who Have Experienced Violence or Abuse”	Possibly	
Promotional material from local women’s organizations in public areas	Possibly	
Information on local women’s organizations in private areas – Bathroom Poster	Possibly	
Information on local women’s organizations on organization’s web site	Possibly	
PHYSICAL ENVIRONMENT		
Activities	Requires Management Involvement	Implemented
Review of safety resources – individual career practitioner	No	
Informal review of the physical space with colleagues	No	
Formal safety audit	Yes	
Implementation of safety changes	Yes	
TAKING A STANCE ON VIOLENCE		
Activities	Requires Management Involvement	Implemented
Posters on healthy relationships	Possibly	
Agency-wide guide for behaviour	Yes	
Web usage policy	Yes	
Workplace policy	Yes	
Collaborations with local women’s organizations	Yes	
Events acknowledging violence against women	Possibly	
WORKPLACE PROCEDURES		
Activities (All Require Management Involvement)	Implemented	
Contact information		
Documentation		
Work site visits		
Online safety		

PROGRAMMING STRATEGIES		
Activities (All Require Management Involvement)	Implemented	
Client-centred services		
Long-term availability of services		
Holistic programming		
Graduated training		
Self-esteem building		
Life skills		
Opportunities for relationship building		
Work experiences		
WORKPLACE VIOLENCE AGAINST WOMEN POLICY		
Activities	Requires Management Involvement	Implemented
Compile sample policies	No	
Women's organizations input	Possibly	
Engagement of management	Yes	
Legal advice	Yes	

Notes

5. Resources

For Career Practitioners and Their Clients

Provincial and National Violence Against Women Organizations

Action ontarienne contre la violence faite aux femmes

<http://francofemmes.org/aocvf/>

Information and referrals for francophone women in Ontario who are experiencing violence.

Assaulted Women's Helpline

<http://www.awhl.org/>

GTA 416.863.0511

GTA TTY 416.364.8762

TOLL-FREE 1.866.863.0511

TOLL-FREE TTY 1.866.863.7868

24-hour crisis line with services in a variety of languages. Provides information, referrals or simply a listening ear.

Canadian Association of Sexual Assault Centres

http://www.casac.ca/english/avcentres/rccs_on.htm

Ontario listing with contact information, in French and English.

Ontario Network of Sexual Assault/Domestic Violence Treatment Centres

<http://www.satontario.com>

Information on Ontario's hospital-based treatment centres, in French and English.

Shelternet.ca

<http://www.shelternet.ca>

Nation-wide information about shelters for women escaping violence or underhoused, in 10 languages.

Victim/Witness Assistance Program, Ontario Ministry of the Attorney General

<http://www.attorneygeneral.jus.gov.on.ca/english/about/vw/vwap.asp>

Victim Support Line

Toronto: (416) 314-2447

Toll Free: (1-888) 579-2888

Information, assistance and support to victims and witnesses of crime.

Online Resources for Survivors

Healing

Learning and Violence

(Dr. Jenny Horsman)

<http://www.learningandviolence.net>

Explore the impact of violence on learning and ways to begin healing. Audio throughout the site.

The Healing Journey: Family Violence Prevention in Aboriginal Communities
(Gignoo Transition House Inc. and the Public Legal Education and Information Service of New Brunswick, 2008)
<http://www.thehealingjourney.ca/>
Culturally appropriate prevention and intervention resources for both survivors and their service providers, in French and English.

Safety

Creating a Safety Plan

(Peel Committee Against Woman Abuse, Ontario, 2007)

<http://www.pcawa.org/rp1.php>

Steps to increase your safety and preparing in advance for the possibility of further violence.

Domestic Violence in the Workplace

(Life Span, USA, 2007)

<http://www.life-span.org/workplacedv.htm>

Includes safety planning information for survivors and their employers as well as other resources.

Online Safety Toolkit

(BC Rural Women's Network, 2006)

<http://www.onlinesafetytoolkit.com/>

Working to Halt Online Abuse

(USA, 2008)

<http://www.haltabuse.org/>

Legal

Do you know a woman who is being abused? A Legal Rights Handbook

(Community Legal Education Ontario, 2008)

<http://www.cleonet.ca/resources/476>

Information on many legal issues relevant to women who experience violence including a woman's rights under family law, preparing to leave an abusive relationship, the criminal process and trial, protection orders, and legal and community resources in Ontario.

Family Law Education for Women

(Ontario, 2009)

<http://onefamilylaw.ca/>

Plain language legal information on women's rights under Ontario family law available in 11 languages.

Organizations and Resources for Service Providers

CLEONet

<http://www.cleonet.ca/>

Legal information for community workers and advocates as they help clients understand and exercise their rights.

Helping an Abused Woman: 101 Things to Know, Say and Do

(Linda Baker & Alison Cunningham, 2008)

http://www.lfcc.on.ca/HHG_helping_abused_women_in_shelters.html

For use by anyone who supports women. How abuse affects women with intervention strategies and handouts.

Ontario Council of Agencies Serving Immigrants Community of Practice

<http://www.ocasi.org/vawcommunity>

Province-wide online support on violence against immigrant and refugee women.

Metropolitan Action Committee on Violence Against Women and Children

<http://www.metrac.org/>

Safety audits and information on violence against women.

Springtide Resources

<http://www.springtideresources.org/>

Training and education for diverse audiences, including employers and community service workers, on the prevention of violence against women.

The Impact of Violence on Employment and Training

Addressing Domestic Violence as a Barrier to Work: Building Collaborations between Domestic Violence Service Providers and Employment Services Agencies

(Center for Impact Research, USA, 2004)

<http://www.impactresearch.org/documents/DVpractitionerreport.pdf>

Learnings and best practices emerging from a collaborative project to provide domestic violence services within a job-training environment.

Expanding Your Expertise: Domestic Violence, Employment & Self-Sufficiency (Women Work, USA)

<http://www.womenwork.org/resources/teachingtools.htm>

Responding to the needs of job-seeking domestic violence survivors. (To access you must be a member of the Women Work network.)

JennyHorsman.com

<http://www.jennyhorsman.com>

Canadian educator and researcher explores the impact of violence on learning. While the focus is on literacy, many strategies are transferable to other forms of learning and training.

For Employers (including Management of Employment Agencies)

Canadian

An Integrated Anti-Oppression Framework for Reviewing and Developing Policy: A Toolkit for Community Service Organizations

(Springtide Resources, 2008)

<http://www.springtideresources.org>

Strategies for employers as they develop workplace policies.

Family Violence in the Workplace: It's Everyone's Business (An Employer's Toolkit)

(Government of Manitoba, 2009)

http://www.gov.mb.ca/fs/fvpp_toolkit/index.html

An online toolkit on the impact of violence on the workplace, in French and English. Includes sample policies. Some information is applicable only to Manitoba.

Family Violence: It's Your Business (A Workplace Toolkit)

(The New Brunswick Family Violence and the Workplace Committee, 2007)

<http://www.toolkitnb.ca/>

An online toolkit on the impact of violence on the workplace, in French and English. Includes sample policies. Some information is applicable only to New Brunswick.

Violence Against Women and the Workplace: Intimate Partner Violence — A Resource for Employers

(Springtide Resources, 2008)

<http://www.springtideresources.org>

Information and strategies for employers includes legal information and workplace policies relevant to employers in Ontario.

American

Corporate Alliance to End Partner Violence

(USA, 2009)

<http://www.caepv.org>

A wide variety of resources on partner violence for employers. American legal information and statistics.

Domestic Violence and the Workplace: Learn what you can do to help

(Oregon, USA, 2002)

http://www.co.multnomah.or.us/dchs/dv/dv_workplacemanual.pdf

An extensive manual for educating employers and workers. Very accessible but uses American statistics and legal information.

Domestic Violence in the Workplace

(Life Span, USA, 2007)

<http://www.life-span.org/workplacedv.htm>

Safety planning information for survivors and their employers, support strategies for co-workers, and workplace policy guidelines for employers.

Implementing a Workplace Domestic Violence Program

(DV Initiative, USA, 2004)

http://www.dvinitiative.com/resources/2004_Implementing_Workplace_Domestic_Violence_Program.pdf

A guide to developing a workplace plan including steps to performing an internal audit. American referral and legal information.

Footnotes

- 1 “Homicides”, *The Daily*, Statistics Canada, October 2008.
<http://www.statcan.gc.ca/daily-quotidien/081023/dq081023a-eng.htm>
- 2 *Fifth Annual Report of the Domestic Violence Death Review Committee*, Office of the Chief Coroner, Province of Ontario, 2007.
<http://www.mcscs.jus.gov.on.ca/stellent/groups/public/@mcscs/@www/@com/documents/webasset/ec069407.pdf>
- 3 “Violence against women in Canada... by the numbers”, Statistics Canada, 2006. http://www42.statcan.ca/smr08/smr08_012-eng.htm
- 4 “Violence against women in Canada... by the numbers”, 2006.
- 5 *ibid*
- 6 “Findings”, *Sexual Assault in Canada*, Canadian Centre for Justice Statistics Profile Series, Statistics Canada, 2008.
<http://www.statcan.gc.ca/pub/85f0033m/2008019/findings-resultats-eng.htm>
- 7 *Fact Sheet: Violence Against Women*, World Health Organization, 2008.
<http://www.who.int/mediacentre/factsheets/fs239/en/>
- 8 *Measuring Violence Against Women: Statistical Trends*, Statistics Canada, 2006.
<http://www.statcan.gc.ca/pub/85-570-x/85-570-x2006001-eng.htm>
- 9 *Intimate Partner Violence, Employment, and the Workplace: Consequences and Future Directions*, by J. Swanberg, T. Logan & C. Macke, Sage Publishing, 2005.
<http://tva.sagepub.com/cgi/content/abstract/6/4/286>
- 10 Centre for Children and Families in the Justice System, see for example, *Woman Abuse Affects our Children: An Educator’s Guide*, Linda Baker & Peter Jaffe, 2007.
http://www.lfcc.on.ca/Educators_Guide_to_Woman_Abuse.pdf
- 11 “Highlights”, *Family Violence in Canada: A Statistical Profile*, Statistics Canada, 2008.
<http://www.statcan.gc.ca/pub/85-224-x/2008000/5300006-eng.htm>
- 12 Used with the permission of the author. Pamela Cross is a feminist lawyer with many years of experience working on violence against women and public policy.
- 13 For more information on the effects of trauma and abuse on learning, see the work by Dr. Jenny Horsman. Visit her web site: at <http://www.jennyhorsman.com> or read her important book, *Too Scared to Learn*, Toronto: McGilligan Books, 1999.
- 14 The first reading of this bill occurred in the Ontario Legislative Assembly on April 20, 2009.
http://www.ontla.on.ca/bills/bills-files/39_Parliament/Session1/b168.pdf
- 15 “Facts & Stats: Financial Costs”, The Corporate Alliance to End Partner Violence, 2009. http://www.caepv.org/getinfo/facts_stats.php?factsec=2
- 16 The level of management involvement will vary depending on the size, structure and management style of the organization. This column is meant to remind individual career practitioners that some changes can be implemented even within the context of uninvolved or unsupportive management.