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A Note about Accessibility:

HR Associates strives at all times to provide high-quality services in a way which holds true to the principles of dignity, independence, integration and quality of opportunity as set out in the *Accessibility for Ontarians with Disabilities Act, 2005*.

Copies of the *HR Associates Workplace Harassment & Violence Prevention Program* are available in alternate accessible formats upon request. In addition, HR Associates will provide any other employee document or communication in an accessible format if requested, including any of the related policies and programs referenced in this document.

I. OVERVIEW

PURPOSE

HR Associates is committed to providing and maintaining a workplace that is free of harassment and violence, as required by the *Occupational Health and Safety Act, 1990*. The *HR Associates Workplace Harassment & Violence Prevention Program* supplements the *HR Associates Harassment, Discrimination & Violence Policy* and outlines the procedures associated with the policy. The program will be reviewed and revised on an annual basis, as necessary.

SCOPE

The *HR Associates Workplace Harassment & Violence Prevention Program* is intended to provide guidelines on appropriate standards of behaviour and employee conduct for all employees, managers, temporary assignment employees, contractors, and consultants of HR Associates.

Temporary assignment employees working for a client are subject to slightly different procedures for reporting violence at the workplace. Please refer to *Appendix A: Temporary Employees* for a description of the reporting and investigation process as they apply to temps. All other sections of this program apply to temporary employees, including the workplace harassment procedures. If in doubt, you may discuss any issues or concerns with your client Manager, or a Manager at HR Associates.

NO REPRISAL

The *HR Associates Workplace Harassment & Violence Prevention Program* prohibits reprisals against employees who have put forward information or complaints regarding incident(s) of workplace harassment or violence. The lack of evidence to prove a complaint does not mean that the complaint was put forward in bad faith.

II. WORKPLACE HARASSMENT

PROCEDURES FOR REPORTING AND PREVENTING HARASSMENT

a. Training and Prevention for Workplace Harassment

All employees, managers, temporary assignment employees, contractors, and consultants of HR Associates will be provided specific instruction with respect to this harassment prevention program. The *HR Associates Workplace Harassment, Discrimination, and Violence Policy* and *HR Associates Workplace Harassment & Violence Prevention Program* will be posted on Microsoft SharePoint for all internal HR Associates employees, as well as will be provided to all new employees (including all temporary employees working for clients) as part of their regular employee orientation and training. Additional copies of the policies and programs can be found on Microsoft SharePoint, or by contacting a Manager.

b. Parties involved in Workplace Harassment

HR Associates prohibits workplace harassment by or toward any employee working for HR Associates, including contractors, consultants, temporary assignment employees, Managers, or regular employees. HR Associates also prohibits workplace harassment by or toward related third parties and visitors.

COMPLAINT PROCESS

a. Confidentiality

HR Associates expects that parties involved in reports of workplace harassment hold information related to the complaint in the strictest of confidence. Parties involved in the complaint, including witnesses, complainants, respondents, and Managers, shall not disclose any confidential information related to the complaint during the course of the report of harassment. All names and identifying information related to complainants, respondents, witnesses and other parties involved in the report will be kept confidential and will only be disclosed to those with a need to know if absolutely necessary during the course of investigating the report.

b. Complaint Process

The complaint process includes the following general stages:

- The Manager will gather information from the complainant;
- The Manager will inform the Respondent of the report of harassment;
- The Respondent will have the opportunity to respond to the allegations;
- Management will consult with other Managers and parties involved to determine a suitable outcome;
- Should there exist a conflict of interest involving the parties in the report of harassment, Management will decide on an alternate course of action to reach a suitable outcome.

REPORTING WORKPLACE HARASSMENT

Employees are responsible for reporting workplace harassment to their Manager. If the employee's immediate Manager is involved in the workplace harassment, the employee shall contact one of the following: the next level Manager, José Sanchez, General Manager, or another Manager.

When a complaint is received by a Manager regarding workplace harassment, the Manager will follow the reporting procedures outlined in the section that follows. Managers should consult with José Sanchez or another Manager as required, if there are concerns about referring the matter to the Toronto Police (e.g., regarding reports of criminal harassment or a hate crime).

a. First Step: Early Resolution

If the Complainant is comfortable to attempt an early resolution with the Respondent, s/he is encouraged to inform the Respondent that his or her conduct or behaviour is inappropriate, unacceptable, and unwelcome as a first step in the complaint process. The Complainant is encouraged to indicate clearly how it the Respondent's behaviour is affecting him or her, that the behaviour must stop, and that repeated behaviour may give rise to further action (e.g., a formal complaint to a Manager). At this stage, it is strongly advised to document and save the interaction in writing (e.g., inform the Respondent of these concerns via email). If needed, Complainants can seek assistance from a Manager when attempting early resolution.

Should discussion with the Respondent not resolve the issue, if the Complainant needs assistance in resolving the issue, or if, for some reason, such discussion is not appropriate (e.g., the Complainant feels threatened), please speak with your Manager to assist in the resolution process.

b. Second Step: Manager Assessment

Upon receiving a complaint of harassment, the Manager will gather information, assess any immediate risks, and document the report of harassment in writing. The Manager may consult with other Managers in resolving the complaint if necessary to determine a suitable course of action (i.e., in deciding whether to take an informal or formal resolution process depending on the nature of the report).

c. Informal Resolution Process

If a Manager received a complaint of workplace harassment which is resolvable through an informal resolution process, s/he must provide assistance to the Complainant to achieve a resolution. The informal process may include one or more of the following actions:

- Communicate concerns directly to the Respondent in-person or in writing, indicating the impact of the behaviour and that the behaviour is unwelcome, unwanted and must stop immediately;
- Strategize ways to address the behaviour;
- Agreement to participate in an informal mediation process;
- Agreement to participate in counselling for one or both parties

The informal resolution process is a shared responsibility among parties involved in the complaint and should include individual meetings with the parties as appropriate (i.e., Complainant, Respondent, and witnesses). The parties may decide to meet as a group during the informal resolution process. If desired, the parties at the meeting(s) may invite representatives such as another Manager.

Throughout the informal resolution process, the Manager shall consider whether any interim measures shall be taken.

If the concern is resolved informally then the file is closed.

If the complaint remains unresolved, the Manager may also seek assistance from José Sanchez, General Manager. After consultation, the Manager may then attempt further informal resolution or formal resolution.

d. Formal Process

If resolution through the informal process is not possible, the Manager shall forward the complaint to José Sanchez, General Manager, to initiate a formal investigation and to consider if any interim measures are required during the process.

Upon receipt of a request for a formal investigation of a workplace harassment concern, José Sanchez, President and General Manager may appoint a third-party (such as a mediator, police in the case of criminal harassment/hate crime, or another internal Manager).

e. Resolution

The Manager(s) providing assistance to the report of harassment, in consultation with José Sanchez, shall determine whether further action corrective action/discipline is warranted. The Complainant will be informed of any action taken and the file will be closed.

If there is more than one Complainant or Respondent involved in a complaint of harassment, the Complainant(s) or Respondent(s) shall receive information and findings which are applicable to his/her specific portion of the complaint/response, in order to maintain confidentiality.

The Manager of both parties will contact the parties periodically to follow-up on the complaint of harassment, to ensure that the workplace is safe and harassment free, including free from reprisal for having sought protection pursuant to the *Act*.

III. WORKPLACE VIOLENCE

PROCEDURES FOR REPORTING AND PREVENTING VIOLENCE

a. Procedures to Report an Act of Violence

HR Associates has implemented measures and procedures for workers to report incidents of workplace violence to the employer or Manager. These procedures apply to HR Associates employees working at

302 The East Mall. For procedures relating to Temporary Assignment Employees, please refer to *Appendix A: Temporary Employees*.

The first step in any reporting process is to use the Internal Responsibility System and report any act of violence to your immediate Manager, unless you feel that you or anyone else is in immediate danger, Toronto Police must be contacted at 9-1-1 from any office phone.

Managers who observe violence or receive a report of violence shall respond in a prompt and effective manner and contact Toronto Police, if necessary.

b. Risk Assessments

Risk assessments are used to determine whether there are areas within HR Associates that may be susceptible to potential violence. Risk assessments include an assessment of the physical environment and a survey of specific risk factors associated with the type or conditions of work. There are 3 risk factors applicable to HR Associates that are used to assess whether a position may be susceptible to an act of violence:

- Working alone or in small numbers (WA)
- Handling cash (HC)
- Direct contact with clients (CC)

If any of the risk factors are identified, risk assessments will be completed for each separate risk. Refer to the *HR Associates Workplace Violence Risk Assessments Checklists* in Appendix C to view templates of each risk assessment, including controls/actions, priority of risk, and individuals assigned to control the risks.

Risk assessments will be conducted if there is a change from a prior assessment or at least every year. HR Associates will advise the Joint Health and Safety Committee of the results of the assessments of the risk of violence. Full risk assessment procedures are found in the *HR Associates Sample Documents for Workplace Violence Risk Assessments*.

CONTROL OF GENERAL RISK OF WORKPLACE VIOLENCE

HR Associates has implemented measures and procedures to control the risks of workplace violence identified in the risk assessments:

Violence Prevention Policy, Standards and Enforcement: In accordance with the *Occupational Health and Safety Act*, HR Associates has clearly established standards and expectations for violence prevention as outlined in the *Harassment, Discrimination & Violence Policies* and this *Program*. HR Associates has zero tolerance for incidents of workplace violence perpetrated against or by any employee, visitor, contractor, or any other person at the workplace. Every person at HR Associates is responsible for acting in compliance with this policy. HR Associates will hold employees and visitors accountable by imposing discipline and other sanctions (up to and including discharge from the premises, termination).

Physical Design: HR Associates conducts risk assessments on an annual basis and reviews the physical layout and design of the HR Associates premises to minimize the risk of violence. In addition, HR Associates has a variety of electronic security devices and risk-based physical security measures, such as surveillance cameras monitoring the entrances to the HR Associates premises, and access control including locks and security alarms.

Building Security Services: HR Associates' workplaces are patrolled by security services at the main office building (302 The East Mall, Toronto). Security will be summoned in the event of an emergency, and to assist in specific situations as required (e.g., escorting individuals off the premises).

Emergency Personnel: HR Associates has designated emergency response personnel to perform specific functions in the event of an emergency, such as personnel trained in emergency First Aid, Fire Safety Representatives, and a Joint Health and Safety Committee who assesses workplace safety hazards on a monthly basis.

Designated safe locations for emergency situations: HR Associates has established a safe area in the event of a building emergency requiring evacuation. Refer to fire evacuation procedures in the *HR Associates Occupational Health and Safety Guide*. HR Associates will lock the doors to the premises and control access if there is the potential for violence entering the workplace. If there is a potential for violence within the HR Associates' workplace, Managers and emergency personnel will direct staff as required, such as exiting the workplace, evacuating the building, or locking down the premises from intruders.

Worker training on the workplace violence policy and program and dealing with aggressive or violent clients: All new employees will receive the *HR Associates Harassment, Discrimination, and Violence Policy* and this *Program* as part of their regular orientation. If any specific risk factors are identified as associated with their position, employees will receive specific direction on how to respond to situations of potential violence and how to report and summon immediate assistance.

SUMMONING IMMEDIATE ASSISTANCE

HR Associates has various ways in which employees can summon for immediate assistance if they are at risk for violence or potential violence. These various ways include:

- **Office phones:** employees may call emergency numbers directly from their office phones such as police or building security. Employees may also call a Manager to summon immediate non-violent crisis prevention intervention, if necessary.
- **Cell phones:** Employees may use their cell phones to call for immediate assistance if required. Employees may also call Managers on their cell phones if they require assistance from a Manager.
- **Emergency procedures:** Call for assistance. If there is nobody in the vicinity, use a phone to call security or the police.
- **9-1-1:** Call the Toronto police by dialing 9-1-1 on the nearest telephone.

EMERGENCY TELEPHONE NUMBERS

HR Associates has prepared a list of contact numbers which are readily available on SharePoint that includes a list of emergency contacts. For certain designated employees who have been identified as being at risk due to their position (e.g., dealing with the public/complaints) a code word has also be established to alert that immediate assistance is required.

General Emergency Contacts:

Contact	Number
Toronto Police	9-1-1
Toronto Police Non-emergency	416-808-2222
Toronto Police TDD (TTY) - Telecommunications Device for the Deaf	For emergencies, dial 9-1-1 and press the space bar announcer key repeatedly until a response is received. A non-emergency TDD telephone number is 416-467-0493.
Valhalla Executive Suites Security Cell Phone	416-540-2579

INVESTIGATION PROCEDURES FOR INCIDENTS OR COMPLAINTS OF WORKPLACE VIOLENCE

All incidents and complaints of workplace violence will be investigated by HR Associates' President and General Manager, José Sanchez, and additional Managers as required.

If a report is received about the potential for violence, or an incident of violence, an action plan will be developed in order to address the immediate concern as well as mitigate any further similar acts of violence. All action plans will be documented. The action plan will include a time frame to implement the security controls, responsible parties, and follow-up procedures.

Investigations will begin as soon as possible immediately following the incident/received report. Managers may assign others, such as third parties (e.g., security, police, counselors) to deal with the issue if necessary. Managers will advise the Joint Health and Safety Committee of any workplace risks and hazards related to the potential for violence and will take measures to control those risks (e.g., implementing increased security). Other specific risk factors will be assessed and measures will be taken such as advising other parties of the potential for violence (e.g., informing reception to be aware of individuals and taking specific precautions/procedures if necessary).

DOMESTIC VIOLENCE

When a Manager becomes aware or ought reasonably to be aware about a domestic situation that could likely expose a worker to physical injury within the workplace, the Manager is required to take steps to protect the worker and co-workers. Precautionary measures, such as creating a safety plan for employee(s) to avoid the threat of violence in various situations, may be used.

DISCLOSURE OF PERSONS WITH A VIOLENT HISTORY

Managers are required to provide information to a worker that is reasonably necessary to protect the worker from physical injury. If Managers are aware of an employee who is exposed to a risk of workplace violence from a person with a history of violent behavior, Management must provide the employee information, including personal information if:

- (a) the worker can be expected to encounter that person in the course of his or her work; and
- (b) the risk of workplace violence is likely to expose the worker to physical injury.

RIGHT TO REFUSE UNSAFE WORK

Employees have the right to refuse unsafe work which may endanger the health or safety of themselves or others in accordance with the *Occupational Health & Safety Act*.

APPENDIX A: Temporary Employees



HR ASSOCIATES HARASSMENT, DISCRIMINATION, AND VIOLENCE PREVENTION PROGRAM FOR TEMPORARY EMPLOYEES

PURPOSE

HR Associates is committed to providing and maintaining a workplace that is free of harassment and violence, as required by the *Occupational Health and Safety Act, 1990*. The *HR Associates Workplace Harassment & Violence Prevention Program* supplements the *HR Associates Harassment, Discrimination & Violence Policy* and outlines the procedures associated with the policy. The program will be reviewed and revised on an annual basis, as necessary.

SCOPE

The *HR Associates Workplace Harassment & Violence Prevention Program* is intended to provide guidelines on appropriate standards of behaviour/employee conduct and reporting procedures for temporary assignment employees working for third-party clients.

NO REPRISAL

The *HR Associates Workplace Harassment & Violence Prevention Program* prohibits reprisals against employees who have put forward information or complaints regarding incident(s) of workplace harassment or violence. The lack of evidence to prove a complaint does not mean that the complaint was put forward in bad faith.

DEFINITIONS

In this policy,

“Manager” refers to a member of the HR Associates Management team;

“On-site supervisor” refers to the third-party client supervisor or Manager of the temporary employee on assignment.

In terms of reporting procedures for harassment and violence indicated below, temporary employees are expected to report all incidents of harassment/discrimination/violence to a Manager of HR Associates. Temporary employees can also report any incidents to their on-site supervisor after they have reported the incident(s) to HR Associates, who may refer the matter(s) to HR Associates to investigate.

Employees should be aware that the third-party client may have different reporting/investigation procedures and employees should consult with their on-site supervisor prior to their assignment for the reporting and investigation of harassment/violence. If in doubt, please contact your Employment Representative at HR Associates. In the case of an emergency, summon immediate assistance or dial 9-1-1 if there are immediate threats of danger/physical violence.

PROCEDURES FOR REPORTING AND PREVENTING HARASSMENT

c. Training and Prevention for Workplace Harassment

All workers will be provided specific instruction with respect to this harassment prevention program. The *HR Associates Workplace Harassment, Discrimination, and Violence Policy* and *HR Associates Workplace Harassment & Violence Prevention Program* will be provided to each temporary assignment employee as part of their regular employee orientation and training. Additional copies and accessible formats of the policies and programs are available on request.

d. Parties involved in Workplace Harassment

HR Associates prohibits workplace harassment by or toward any employee working for HR Associates, including contractors, consultants, temporary assignment employees, Managers, or regular employees. HR Associates also prohibits workplace harassment by or toward related third parties and visitors.

COMPLAINT PROCESS

c. Confidentiality

HR Associates expects that parties involved in reports of workplace harassment hold information related to the complaint in the strictest of confidence. Parties involved in the complaint, including witnesses, complainants, respondents, and Managers, shall not disclose any confidential information related to the complaint during the course of the report of harassment. All names and identifying information related to complainants, respondents, witnesses and other parties involved in the report will be kept confidential and will only be disclosed to those with a need to know if absolutely necessary during the course of investigating the report.

d. Complaint Process

The complaint process includes the following general stages:

- The Manager/on-site supervisor will gather information from the complainant;
- The Manager/on-site supervisor will inform the Respondent of the report of harassment;
- The Respondent will have the opportunity to respond to the allegations;
- Management/supervision will consult with other Managers and parties involved to determine a suitable outcome;
- Should there exist a conflict of interest involving the parties in the report of harassment, Management/supervision will decide on an alternate course of action to reach a suitable outcome.

REPORTING WORKPLACE HARASSMENT

Employees are responsible for reporting workplace harassment to their Manager/on-site supervisor. If the employee's immediate Manager/on-site supervisor is involved in the workplace harassment, the

employee shall contact one of the following: the next level HR Associates Manager, José Sanchez, General Manager, or another Manager/on-site supervisor.

When a complaint is received by a Manager regarding workplace harassment, the Manager will follow the reporting procedures outlined in the section that follows. Managers should consult with José Sanchez or another Manager as required, if there are concerns about referring the matter to the Toronto Police (e.g., regarding reports of criminal harassment or a hate crime).

f. First Step: Early Resolution

If the Complainant is comfortable to attempt an early resolution with the Respondent, s/he is encouraged to inform the Respondent that his or her conduct or behaviour is inappropriate, unacceptable, and unwelcome as a first step in the complaint process. The Complainant is encouraged to indicate clearly how it the Respondent's behaviour is affecting him or her, that the behaviour must stop, and that repeated behaviour may give rise to further action (e.g., a formal complaint to a Manager). At this stage, it is strongly advised to document and save the interaction in writing (e.g., inform the Respondent of these concerns via email). If needed, Complainants can seek assistance from a Manager when attempting early resolution.

Should discussion with the Respondent not resolve the issue, if the Complainant needs assistance in resolving the issue, or if, for some reason, such discussion is not appropriate (e.g., the Complainant feels threatened), please speak with your Manager to assist in the resolution process.

g. Second Step: Manager Assessment

Upon receiving a complaint of harassment, the Manager will gather information, assess any immediate risks, and document the report of harassment in writing. The Manager may consult with other Managers in resolving the complaint if necessary to determine a suitable course of action (i.e., in deciding whether to take an informal or formal resolution process depending on the nature of the report).

h. Informal Resolution Process

If a Manager received a complaint of workplace harassment which is resolvable through an informal resolution process, s/he must provide assistance to the Complainant to achieve a resolution. The informal process may include one or more of the following actions:

- Communicate concerns directly to the Respondent in-person or in writing, indicating the impact of the behaviour and that the behaviour is unwelcome, unwanted and must stop immediately;
- Strategize ways to address the behaviour;
- Agreement to participate in an informal mediation process;
- Agreement to participate in counselling for one or both parties

The informal resolution process is a shared responsibility among parties involved in the complaint and should include individual meetings with the parties as appropriate (i.e., Complainant, Respondent, and witnesses). The parties may decide to meet as a group during the informal resolution process. If desired, the parties at the meeting(s) may invite representatives such as another Manager.

Throughout the informal resolution process, the Manager shall consider whether any interim measures shall be taken.

If the concern is resolved informally then the file is closed.

If the complaint remains unresolved, the Manager may also seek assistance from José Sanchez, General Manager. After consultation, the Manager may then attempt further informal resolution or formal resolution.

i. Formal Process

If resolution through the informal process is not possible, the Manager shall forward the complaint to José Sanchez, General Manager, to initiate a formal investigation and to consider if any interim measures are required during the process.

Upon receipt of a request for a formal investigation of a workplace harassment concern, José Sanchez, President and General Manager may appoint a third-party (such as a mediator, police in the case of criminal harassment/hate crime, or another internal Manager).

j. Resolution

The Manager(s) providing assistance to the report of harassment, in consultation with José Sanchez, shall determine whether further action corrective action/discipline is warranted. The Complainant will be informed of any action taken and the file will be closed.

If there is more than one Complainant or Respondent involved in a complaint of harassment, the Complainant(s) or Respondent(s) shall receive information and findings which are applicable to his/her specific portion of the complaint/response, in order to maintain confidentiality.

The Manager of both parties will contact the parties periodically to follow-up on the complaint of harassment, to ensure that the workplace is safe and harassment free, including free from reprisal for having sought protection pursuant to the *Act*.

PROCEDURES FOR REPORTING AND PREVENTING VIOLENCE

HR Associates has implemented measures and procedures for workers to report incidents of workplace violence to the on-site supervisor or Manager:

The first step in any reporting process is to use the Internal Responsibility System and report any act of violence to your immediate Manager/on-site supervisor, unless you feel that you or anyone else is in immediate danger, Toronto Police must be contacted at 9-1-1 from any office phone.

Managers/on-site supervisors who observe violence or receive a report of violence shall respond in a prompt and effective manner and contact Toronto Police, if necessary.

SUMMONING IMMEDIATE ASSISTANCE

HR Associates has various ways in which employees can summon for immediate assistance if they are at risk for violence or potential violence. These various ways include:

- **Office phones:** employees may call emergency numbers directly from their office phones such as police or building security. Employees may also call a Manager or on-site supervisor to summon immediate non-violent crisis prevention intervention, if necessary.
- **Cell phones:** Employees may use their cell phones to call for immediate assistance if required. Employees may also call Managers/on-site supervisors on their cell phones if they require assistance from a Manager.
- **Emergency procedures:** Call for assistance. If there is nobody in the vicinity, use a phone to call security or the police.
- **9-1-1:** Call the Toronto police by dialing 9-1-1 on the nearest telephone.

EMERGENCY TELEPHONE NUMBERS

General Emergency Contacts:

Contact	Number
Toronto Police	9-1-1
Toronto Police Non-emergency	416-808-2222
Toronto Police TDD (TTY) - Telecommunications Device for the Deaf	For emergencies, dial 9-1-1 and press the space bar announcer key repeatedly until a response is received. A non-emergency TDD telephone number is 416-467-0493.
Jose Sanchez, President and General Manager	Office: 416-237-1500 ext. 226
Heather Lucas, Manager of Interim Staffing/Administration	Office: 416-237-1500 ext. 242

INVESTIGATION PROCEDURES FOR INCIDENTS OR COMPLAINTS OF WORKPLACE VIOLENCE

All incidents and complaints of workplace violence will be investigated by HR Associates' President and General Manager, José Sanchez, and additional third-party Managers and on-site supervisors as required.

If a report is received about the potential for violence, or an incident of violence, an action plan will be developed in order to address the immediate concern as well as mitigate any further similar acts of violence. All action plans will be documented. The action plan will include a time frame to implement the security controls, responsible parties, and follow-up procedures.

Investigations will begin as soon as possible immediately following the incident/received report. Managers/on-site supervisors may assign others, such as third parties (e.g., security, police, counselors) to deal with the issue if necessary. Managers will advise the Joint Health and Safety Committee of any workplace risks and hazards related to the potential for violence and will take

measures to control those risks (e.g., implementing increased security). Other specific risk factors will be assessed and measures will be taken such as advising other parties of the potential for violence.

DOMESTIC VIOLENCE

When a Manager becomes aware or ought reasonably to be aware about a domestic situation that could likely expose a worker to physical injury within the workplace, the Manager is required to take steps to protect the worker and co-workers. Precautionary measures, such as creating a safety plan for employee(s) to avoid the threat of violence in various situations, may be used.

DISCLOSURE OF PERSONS WITH A VIOLENT HISTORY

Managers are required to provide information to a worker that is reasonably necessary to protect the worker from physical injury. If Managers are aware of an employee who is exposed to a risk of workplace violence from a person with a history of violent behavior, Management must provide the employee information, including personal information if:

- (a) the worker can be expected to encounter that person in the course of his or her work; and
- (b) the risk of workplace violence is likely to expose the worker to physical injury.

RIGHT TO REFUSE UNSAFE WORK

Employees have the right to refuse unsafe work which may endanger the health or safety of themselves or others in accordance with the *Occupational Health & Safety Act*.

APPENDIX B: Definitions

Complainant: The individual who puts forward a complaint of harassment or discrimination regarding the harassment or discrimination that was directed towards him or her or another person or group.

Direct Discrimination: This describes an act, behaviour or practice of treating a person unequally on the basis of any of the prohibited grounds. Direct discrimination may be overt and admitted or covert and denied. The second form of discrimination, referred to as "constructive discrimination" in the Ontario Human Rights Code, is most commonly known as systemic discrimination because it is discrimination inherent in, or the result of, the organization's informal or formal policies, practices or procedures. On the face the policy, procedure, or program is not discriminating, but it results or restricts the persons belonging to one of the prohibited grounds.

Discrimination: Discrimination is any practice or behavior, whether intentional or not, which has a negative impact on an individual or group because of personal characteristics or circumstances unrelated to the persons facilities or the employment or service issue in question. Discrimination may arise as a result of direct differential treatment or it may result from the unequal effect of treating of individuals and groups in the same way. Either way, if the effect of the behavior of the individual is to withhold or limit full, equal and meaningful access to goods, services, facilities, employment, housing accommodations or contract available to other members of society, it is discrimination.

Domestic Violence: A person who has a personal relationship with a worker – such as a spouse or former spouse, current or former intimate partner or a family member – may physically harm, or attempt or threaten to physically harm, that worker at work. In these situations, domestic violence is considered workplace violence.

Hate Crimes: The *Criminal Code of Canada* includes two sections under Hate Propaganda related to hate crimes. Section 318 (1) prohibits advocating genocide. Section 319 (1) defines public incitement of hatred as 'communicating statements in any public place, [inciting] hatred against any identifiable group where such incitement is likely to lead to a breach of the peace.' Section 319 (2) defines willful promotion of hatred as 'communicating statements, other than in private conversation, [which] wilfully promotes hatred against any identifiable group.'

Poisoned Work Environment: A poisoned work environment is a form of indirect harassment/discrimination. It occurs when comments or actions ridicule or demean a person or group creating real or perceived inequalities in the workplace. Pornography, pin-ups, offensive cartoons, insulting slurs or jokes, and malicious gossip (even when they are not directed towards a specific employee or group of employees) have been found to "poison the work environment" for employees.

Prohibited (Protected) Grounds: The list of grounds related to employment for which a person or group is protected under the *Ontario Human Rights Code*. The prohibited grounds include citizenship, race, place of origin, ethnic origin, colour, ancestry, disability, age, creed, sex/pregnancy, family status, marital status, sexual orientation, gender identity, gender expression, receipt of public assistance, and record of offence. Under the *Code* and this policy, there are protections where there is a perception that one of the above grounds applies or where you have been treated differently because of an association or relationship with a person identified by one of the above grounds.

Respondent: The individual who directed the alleged harassment or discriminatory remarks at another person or person(s).

Sexual Harassment: Sexual harassment is a type of discrimination based on sex. Sexual harassment includes unwelcome sexual remarks, jokes, innuendoes or taunting and may be regarding a person's body, attire, sex, gender, or sexual orientation. Sexual harassment includes practical jokes of a sexual nature which cause awkwardness or embarrassment, display of pornographic pictures or other offensive material, leering (suggestive staring) or other offensive gestures, and/or demands for sexual favours and solicitations. Sexual harassment also includes reinforcing traditional gender roles. See: <http://www.ohrc.on.ca/en/sexual-harassment-employment-fact-sheet>

Witness: An individual who directly observes or witnesses an act or acts of harassment or discrimination against an individual or group.

Workplace Harassment: The *Occupational Health and Safety Act* defines workplace harassment as engaging in a course of vexatious comment or conduct against a worker, in a workplace – behaviour that is known or ought reasonably to be known to be unwelcome.

The comments or conduct typically happen more than once. They could occur over a relatively short period of time (for example, during the course of one day) or over a longer period of time (weeks, months or years).

Workplace harassment can involve unwelcome words or actions that are known or should be known to be offensive, embarrassing, humiliating or demeaning to a worker or group of workers. It can also include behaviour that intimidates, isolates or even discriminates against the targeted individual(s).

Workplace harassment often involves repeated words or actions, or a pattern of behaviours, against a worker or group of workers in the workplace that are unwelcome.

This may include:

- making remarks, jokes or innuendos that demean, ridicule, intimidate, or offend;
- displaying or circulating offensive pictures or materials in print or electronic form;
- bullying;
- repeated offensive or intimidating phone calls or e-mails; or
- inappropriate sexual touching, advances, suggestions or requests.

This definition of workplace harassment is broad enough to include harassment prohibited under Ontario's *Human Rights Code*, as well as what is often called "psychological harassment" or "personal harassment."

Workplace Violence: The *Occupational Health and Safety Act* defines workplace violence as the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker. It also includes an:

- attempt to exercise physical force against a worker in a workplace, that could cause physical injury to the worker; and a
- statement or behaviour that a worker could reasonably interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

This definition of workplace violence is broad enough to include acts that would constitute offences under Canada's *Criminal Code*.

APPENDIX C: WORKPLACE VIOLENCE RISK ASSESSMENTS

I. OVERVIEW

In accordance with the *Occupational Health & Safety Act*, 1990, HR Associates has established policies and procedures regarding workplace violence and the threat of workplace violence. These policies and procedures outline the rights and responsibilities of the employer and employees of HR Associates, as well as the reporting and investigation process for complaints of workplace harassment, discrimination, and violence.

An integral part of HR Associates' established procedures to prevent workplace violence includes conducting risk assessments for each critical area of HR Associates' business practices, such as dealing with customers, and the general physical layout of the main office. In accordance with the *Occupational Health and Safety Act*, 1990, the following risk assessment templates provide a checklist for Managers to assess associated risks of violence associated with specific areas of work within HR Associates.

II. PROCEDURES

A designated Manager is expected to conduct a risk assessment for each area identified in the following templates on an annual basis, as well as when/if the nature of the business practices, physical environment, or work positions change, as required.

Managers are expected to communicate any risks identified, including the existing/recommended controls, timelines, and person(s) responsible for implementing controls to all Managers and the Joint Health and Safety Committee.

In addition to providing all HR Associates employees with the *HR Associates Harassment, & Violence Prevention Policy* and the *HR Associates Harassment & Violence Prevention Program*, identified risks in the risk assessments shall be communicated to each employee if they may be exposed to the risk in the course of their duties.

III. REFERENCES/RESOURCES

HR Associates Harassment & Violence Prevention Policy

HR Associates Harassment & Violence Prevention Program

Ministry of Labour *Occupational Health and Safety (Workplace Violence and Harassment) Guide:*
http://www.labour.gov.on.ca/english/hs/pubs/ohsa/ohsag_part3-01.php

Occupational Health and Safety Act, 1990:

http://www.elaws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm

Sample Documents Source: Occupational Health and Safety Council of Ontario (OHSCO) WORKPLACE VIOLENCE PREVENTION SERIES. Developing Workplace Violence and Harassment Policies and Programs: A Toolbox. http://www.labour.gov.on.ca/english/hs/pdf/wvps_toolbox.pdf

IV. RISK ASSESSMENT TEMPLATES

a. General Physical Environment Assessment (GA)

This assessment focuses on the nature of the workplace. It takes you through a survey of your workplace's physical environment and its security measures. There are spaces for you to note the controls that are already in place, and to identify what additional controls may be suitable for your workplace.

Job/Department/Location: _____

Completed by: _____

Date: _____

Shading Indicates Elevated Risk

General Physical Environment Assessment (GA)						
Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
Outside building and parking lot				<ul style="list-style-type: none"> Bolted entries/locks Designated public entry doors Clear sightlines (look at landscaping, layout, and bushes) Good lighting Motion/movement detectors 		
Entry control and security system				<ul style="list-style-type: none"> Coded doors / security doors Employee ID cards and guest passes with sign-in/out Clearly labeled staff areas Closed-circuit video system Metal detectors Alarms (silent or sounding) Mirrors 		
Reception and waiting areas				<ul style="list-style-type: none"> Clear sightlines Means of communication Signage (re: hours) No heavy or sharp objects <p>See the Assessment for Specific Risk: Direct Contact with Clients for more suggestions.</p>		

Public counters			<ul style="list-style-type: none"> • Widened service desks • Barriers (e.g., unbreakable screens) • Silent, concealed alarms • Other means to summon help <p>See the Assessment for Specific Risk: Direct Contact with Clients for more suggestions.</p>		
Interior design, hidden areas (utility rooms, etc.), and lighting			<ul style="list-style-type: none"> • Restricted public access • Clear sightlines • Locked doors • Mirrors • Angled corners 		
Stairwells and exits			<ul style="list-style-type: none"> • Exit signs • Good lighting • No obstructions • Panic bars to allow escape • Requirements of Fire Code and Building Code 		
Elevators and washrooms			<ul style="list-style-type: none"> • Clear sight lines • Restricted public access • Communication devices or alarms • Locks that can be accessed by security 		
Public meeting rooms, interview, treatment or counselling rooms			<ul style="list-style-type: none"> • Clear sight lines • Communication devices or alarms • Furniture layout • Weighted furniture • Extra exit 		
Isolated areas			<ul style="list-style-type: none"> • Clear sight lines • Means of communication • Mirrors • Angled corners • Restricted access <p>See the Assessment for Specific Risk: Working Alone or in Small Numbers for more suggestions.</p>		
Location of cash, goods, and medicines			Locked and hidden storage		
Workplace location (shared building, neighbouring)			<ul style="list-style-type: none"> • Security tours • Cameras • Secured grounds 		

businesses, neighbourhood)				Assessments for Specific Risks may have more detailed examples of controls.		
Are individual security devices necessary to protect workers?				Individual security devices could include: <ul style="list-style-type: none"> • personal alarms • cell phones • two-way radios • GPS tracking devices or other locating devices Assessments for Specific Risks may have more detailed examples of controls.		
If used in your workplace, are security systems and individual security devices tested?				If used in your workplace: <ul style="list-style-type: none"> • Test the security systems regularly • Test individual security devices prior to use and regularly while in use • Keep records of tests 		
Is there a designated safe area where workers can go during a workplace violence incident?				For emergency purposes, a safe area (for example, a safe room, the business next door, etc.) should be identified. If using a safe room, it should: <ul style="list-style-type: none"> • have clear entry • have a lock that can be used from the inside, but which can also be accessed by security • have a means of summoning immediate assistance 		
Are there other measures or procedures needed to protect workers from the risks arising from the physical environment?				Measures and procedures will depend on the specific workplace.		
If your workplace has workplace security measures or individual security devices, are workers trained in their use?				Provide workers training on workplace security measures and in the proper use and testing of individual security devices.		
Are workers and supervisors				Information, instruction, or training could include:		

<p>trained in all relevant measures and procedures that will protect them from violence associated with the workplace's physical environment?</p>				<ul style="list-style-type: none"> risks of workplace violence arising from their job or location other relevant measures and procedures 		
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b. Assessment for Specific Risk: Direct Contact with Clients (CC)

This assessment can be useful for fixed-location workplaces where workers are expected to provide a product or service to clients.

Job/Department/Location: _____

Completed by: _____

Date: _____

Shading Indicates Elevated Risk

Direct Contact with Clients (CC)						
Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person responsible and expected completion dates, if possible)
<p>CC1. Do clients have direct physical access to workers?</p>				<p>Consider the following measures:</p> <ul style="list-style-type: none"> Making reception areas visible to other workers and to the outside Having counters built wide enough or with barriers to prevent clients from having physical access to workers <p>See question on restricting non-worker access within the workplace for more information.</p>		
<p>CC2. Can workers call for immediate help when workplace violence</p>				<p>Measures and procedures could include:</p> <ul style="list-style-type: none"> providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell 		

occurs or is likely to occur?			<p>phones (pre-programmed to call an emergency number)</p> <ul style="list-style-type: none"> • providing GPS tracking devices or other locating devices • providing internal and external numbers for workers to call <ul style="list-style-type: none"> ○ at all hours of operations ○ posted or otherwise readily available • establishing an internal code word or words to indicate that help is needed 		
CC3. Does the workplace have a clean, uncluttered, welcoming atmosphere?			<p>Consider the following measures:</p> <ul style="list-style-type: none"> • Providing an informal, tidy entry area • Posting signs such as "Welcome" and "No-Harassment Policy" • Ensuring workers welcome clients and keep them informed of appointment delays, etc. 		
CC4. Is public access to the workplace restricted?			<p>Consider the following measures: Restrict public access to the workplace by:</p> <ul style="list-style-type: none"> • providing a single entrance for clients and controlling access to other doors • installing security alarms on outside doors • installing door chimes or other means to notify workers when someone enters the workplace • posting signs about worker-only areas • using cards or keys to access worker-only areas • using reception desks and sign-in procedures • accompanying non-workers in restricted areas • using video surveillance and posting signs to inform people of it • locking the public entrance and providing a bell 		
CC5. Where clients could become aggressive or violent, are there any objects or equipment			<p>Consider the following measures:</p> <ul style="list-style-type: none"> • Storing sharp and dangerous items so that only workers have access to them • Keeping public counters and public areas free of equipment and clutter 		

that could be used to hurt people?						
CC6. Are there designated rooms for meeting with clients?				<p>Set up rooms specifically for meetings with the public by:</p> <ul style="list-style-type: none"> • installing windows in the door or some other way for workers outside to see inside the meeting room • if necessary, designing rooms so that they are within hearing range of reception area • setting up room with an easy exit for workers in case of emergency 		
CC7. Is there a place for workers to safely store their personal belongings?				<p>Provide workers with a secure area to lock up their personal belongings, out of public sight.</p>		
CC8. Are workers working in remote or isolated locations within the building?				<p>Maintain regular contact with workers by:</p> <ul style="list-style-type: none"> • providing cell phones, walkie-talkies, or other communication or monitoring devices • establishing regular contact times • designating a person to monitor contact with workers, and to follow up if contact is lost <p>Consider the following measures:</p> <ul style="list-style-type: none"> • Having more than one person working in an area where there might be contact with public or clients • Shortening the business hours in remote/isolated areas 		
CC9. Do workers work at times of increased vulnerability, such as late at night, early in the morning, or at very quiet times of day?				<p>Assess higher-risk times and the need for additional measures to protect workers, such as:</p> <ul style="list-style-type: none"> • having workers leave the building in groups • arranging for security patrols • joining with neighbouring businesses to coordinate security 		

CC10. Are there any other risks associated with the physical environment and contact with the public?				See the General Physical Environment Assessment for some other aspects of the physical environment that should be assessed.		
CC11. Do you have procedures to identify, evaluate, and inform workers about specific high-risk clients, situations, or locations?				Develop and implement procedures to identify, evaluate, and inform workers about the risk of violence related to specific situations or clients, including possible triggers for violence.		
CC12. Do you have procedures for workers to follow when dealing with strangers or intruders?				<p>Develop and implement such procedures, which could include:</p> <ul style="list-style-type: none"> • how to question strangers or intruders about the appropriateness of their presence in a non-confrontational manner • recommended actions and responses • when to call for help or go to a safe area 		
CC13. Do you have procedures for workers to follow when dealing with aggressive or violent clients or members of the public?				<p>Develop and implement such procedures, which could include:</p> <ul style="list-style-type: none"> • recommended actions and responses • when to call for help or go to a safe area 		
CC14. Are there other measures or procedures needed to protect workers from the risks of contact with clients?				Measures and procedures will depend on the specific workplace.		

<p>CC15. Are workers and supervisors trained in all relevant measures and procedures for protecting themselves from workplace violence associated with client contact?</p>				<p>Information, instruction, or training could include:</p> <ul style="list-style-type: none"> • the risks of workplace violence arising from their job or location • relevant measures and procedures 		
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c. Assessment for Specific Risk: Working Alone or in Small Numbers (WA)

This assessment can be useful to workplaces where work is performed at a fixed location by a single worker or very few workers. This could include settings such as health care facilities and clinics, retail stores, gas stations, factories, manufacturing facilities, industrial settings, and office environments.

Job/Department/Location: _____

Completed by: _____

Date: _____

Shading Indicates Elevated Risk

Assessment for Specific Risk: Working Alone or in Small Numbers (WA)						
Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person responsible and expected completion dates, if possible)
<p>WA1. Do you have a security system?</p>				<p>Investigate the need for security systems such as:</p> <ul style="list-style-type: none"> • personal alarms • fixed alarms connected to security services • video surveillance with a live feed to a central location • regular security patrols <p>Develop and implement regular alarm checks.</p>		

<p>WA2. Can workers summon immediate assistance when workplace violence occurs or is likely to occur?</p>			<p>Measures and procedures could include:</p> <ul style="list-style-type: none"> • providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call an emergency number) • providing GPS tracking devices or other locating devices • providing internal and external numbers for workers to call <ul style="list-style-type: none"> ○ at all hours of operations ○ posted or otherwise readily available • establishing an internal code word or words to indicate that help is needed 		
<p>WA3. Is public access to the workplace restricted?</p>			<p>Restrict public access to the workplace by:</p> <ul style="list-style-type: none"> • providing a single entrance for clients and controlling access to other doors • installing security alarms on outside doors • installing door chimes or other means to notify workers when someone enters the workplace • posting signs about worker-only areas • using cards or keys to access worker-only areas • using reception desks and sign-in procedures • accompanying non-workers in restricted areas • using video surveillance and posting signs to inform people of it • locking the public entrance and providing a bell 		
<p>WA4. Do workers work at times of increased vulnerability, such as late at night, early in the morning, or at very quiet times of day?</p>			<p>Assess higher-risk times and the need for additional measures to protect workers, such as:</p> <ul style="list-style-type: none"> • having workers leave the building in groups • arranging for security patrols • joining with neighbouring businesses to coordinate security 		
<p>WA5. Are there any</p>			<p>See the General Physical Environment Assessment for some other aspects of</p>		

other risks associated with the physical environment and working alone?			the physical environment that should be assessed.		
WA6. Do you have procedures for opening, closing, or securing the workplace prior to starting and at the end of shifts?			Develop and implement procedures for opening, closing, or securing the workplace prior to starting and at the end of shifts. Include procedures for responding to and dealing with unusual circumstances.		
WA7. Do you maintain regular contact with workers who are working alone?			Maintain regular contact with workers by: <ul style="list-style-type: none"> • providing cell phones or other communications or monitoring devices • establishing regular contact times or check-in points • designating a person to monitor contact with workers, and to follow up if contact is lost 		
WA8. Do you have procedures for workers to follow when dealing with strangers or intruders?			Develop and implement such procedures, which could include: <ul style="list-style-type: none"> • how to question strangers or intruders about the appropriateness of their presence in a non-confrontational manner • recommended actions and responses • when to call for assistance or go to a safe area 		
WA9. Do you have procedures for workers to follow when dealing with aggressive or violent clients or members of the public?			Develop and implement such procedures, which could include: <ul style="list-style-type: none"> • recommended actions and responses • when to call for assistance or go to a safe area 		

<p>WA10. Are there other measures or procedures needed to protect workers from the risks of working alone?</p>				<p>Measures and procedures will depend on the specific workplace.</p>		
<p>WA11. Are workers trained in safety routines for parking, and leaving and returning to their vehicles?</p>				<p>Training could include:</p> <ul style="list-style-type: none"> • being observant look and listen • not slinging purses or bags over the shoulder or around the neck • carrying keys in hand • walking around the vehicle and checking the back seat before unlocking the vehicle • locking doors and keeping windows up • how to carry and store valuables • dangers of reading or writing in parked vehicles • maintaining a full gas tank or filling up at well-lit and busy gas stations • how to choose a safe parking spot • looking for adequate light from street lamps 		
<p>WA12. In addition to the above, are workers and supervisors provided with information, instruction, and/or training to protect them from the risks of working alone?</p>				<p>Information, instruction, or training could include:</p> <ul style="list-style-type: none"> • risks of workplace violence arising from their job or location • relevant measures and procedures 		