Preventing Violence and Harassment in Canadian Workplaces

A Focus on Education, Healthcare, Government and Emergency Services, and Service Sectors

December 2019

Authors

Era Mae Ferron, Public Services Health & Safety Association

Jill Kovacs, Public Services Health & Safety Association

Advisory Panel

Peter Clancy, Humber River Hospital

Kim Slade, Public Services Health & Safety Association

Christopher Boccinfuso, Ontario Ministry of Labour

Nancy Bestic, CSA Group

Priya Malik, CSA Group (Project Manager)

CSA GROUP™ | csagroup.org

Contents

CSA GROUP™ | csagroup.org

Executive Summary

Every year, workplace violence and harassment incidents severely impact workers and workplaces across Canadian sectors and organizations. Almost 1 in 5 violent incidents in Canada occur at work and incidents often lead to injuries and lost-time injury claims [1]. According to the Worker Vice-Chairperson of the International Labour Organization, workplace violence constitutes a serious human rights violation and impinges on workers' ability to exercise fundamental labour rights [2].

The terms workplace violence and harassment are defined in different ways across Canadian and international jurisdictions with a general consensus that workplace violence and harassment fall along a continuum of violence. Examples of violent and harassing behaviours include hitting, kicking, biting, spitting, throwing objects, oral or written threats, sexual harassment, bullying, and verbal abuse that can inflict physical and/or psychological harm.

This report aimed to identify the extent of the problem of workplace violence and harassment across Canada, to determine the availability of guidance resources, identify gaps in effective prevention and mitigation strategies, and understand the need for national standards or additional guidance. The research focused on the following sectors as workers in these sectors experience the highest rates of workplace violence and harassment [3]:

- Healthcare;
- Education;
- Government and Emergency Services; and
- Service Sector:
  - Tourism and Hospitality;
  - Restaurant and Food Services; and
  - Retail.

This report was informed by a review of existing literature, a scan of Canadian and international jurisdictions, and stakeholder input from the above four sectors collected from a national survey and interviews.

Findings

Violence and harassment in the workplace is a serious and growing problem across all studied jurisdictions and sectors. The four sectors studied face specific concerns and challenges such as violence against workers from patients, clients, residents, family members, and worker colleagues in the healthcare sector, violence from students in the education sector, and violence and harassment, including sexual harassment, in the government and emergency services sector and service sector.

Governments and organizations in Canada and internationally have recognized the challenge and understand that it is a significant concern for organizational and worker health. The existence of legislation and additional guidance and financial supports for prevention efforts and the development of guidance resources federally, provincially and territorially demonstrates this system-wide acknowledgement. The current development of a standard by the International Labour Organization speaks to the high-level priority of workplace violence and harassment in the political sphere.

An array of useful practices and resources are employed across a variety of organizations, sectors, and jurisdictions. Organizations that have adopted a comprehensive program approach are particularly successful in preventing and mitigating violence and harassment. These programs include components such as written policies, risk assessments, hazard recognition and control measures, and training. Although many organizations have prevention programs and strategies in place, there is a need for additional research to compare and contrast the effectiveness of specific sector-based control measures and procedures.

Organizations have difficulty implementing workplace violence and harassment legislation due to:

- A lack of practical guidance and adequate infrastructure and/or staff resources, especially in smaller organizations;

- A lack of sector-specific guidance on workplace violence and harassment program components such as advice on training requirements, risk assessment strategies and tools, reporting and investigation approaches, and specific interventions and control measures;

- A need for proactive leadership and accountability structures within organizations;

- A need for leadership at all system levels across sectors to ensure, for example, adequate organizational funding and resources and the use of other system supports such as public campaigns; and

- The requirement for a positive and supportive organizational culture where workers are consulted and participate in prevention efforts.

Research and current workplace practices reveal that a comprehensive approach to prevent and mitigate violence and harassment, recognizing the challenges specific to each sector, is effective and therefore important. Development of a national standard provides an opportunity to harmonize violence and harassment approaches and could support existing legislation and regulation, where it currently exists or the development of new legislation and regulation across the country.

"A national standard for workplace violence and harassment would be a good companion to the CAN/CSA Z1003 Psychological Health and Safety in the Workplace - Prevention, Promotion, and Guidance to Staged Implementation"

—Stakeholder Comment

"Almost 1 in 5 violent incidents in Canada occur at work and incidents often lead to injuries and lost-time injury claims [1]."

1 Introduction

1.1 Why Focus on Workplace Violence and Harassment

Workplace violence and harassment is a significant risk across all occupations, sectors, and organizations, and negatively impacts workers and their families, the work environment, employers, economies, and society [2]. Workplace violence and harassment is such a critical issue globally that the Worker Vice-Chairperson of the International Labour Organization's (ILO) International Labour Office stated that violence and harassment in the world of work constitute a serious human rights violation, impinging on the ability to exercise other fundamental labour rights, is incompatible with decent work, and is a threat to the dignity, security, health, and well-being of everyone [2]. It affects all occupations and sectors of economic activity including the public and private sectors, as well as formal and informal work settings, creating a negative impact on workers, employers, their families, their work environment, economies and society [2].

From an organizational perspective, incidents related to workplace violence and harassment may result in worker physical and/or psychological injury or death, decreased productivity and performance, reduced morale, increased absenteeism, negative publicity, and presents a serious occupational hazard [4]–[8]. Almost 1 in 5 violent incidents in Canada occur at work and incidents often lead to injuries and lost-time injury claims [1].

Governments and organizations recognize this challenge and are making efforts to prevent and reduce the impact. International bodies and governments have developed guidance materials and have put in place legislative requirements aiming to support and strengthen organizations in their prevention efforts and assist workers who are at risk.

> Workplace harassment and violence is defined as "any action, conduct or comment, including of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct or comment." [10]

Internationally and across Canada, workplace violence and harassment are defined in numerous ways. There is a general consensus, however, that workplace violence and harassment fall along a continuum of violence. Four recognized types of workplace violence are [11]:

- **Type I (External Perpetrator):** the violent person has no relationship to the worker or workplace.

- **Type II (Client/Customer):** the violent person is a client/customer at the workplace who becomes violent towards a worker or another client/customer.

- **Type III (Employee Related):** the violent person is a worker or has/had some type of job-related involvement with the workplace.

- **Type IV (Domestic Violence):** The violent person has a personal relationship with an employee or client.

A variety of behaviours are considered as violence and/or harassment and fall on the violence continuum, such as attempting to or actually hitting, kicking, biting, spitting, throwing objects, oral or written threats, sexual harassment, bullying, and verbal abuse. Those impacted may experience physical and/or psychological injury or harm. These behaviours may occur one time or involve repeated behaviours that may escalate over time. A person does not need to have the capacity to understand that their behaviour could cause physical injury to be considered workplace violence. For example, a student with special needs may not intend to hurt an education worker, but if they kick and hit in frustration, these behaviours are still considered violence against the worker.

> "You would think in this day and age we would have a handle on this" (as violence and harassment currently tops the list of violations of the Occupational Health and Safety Act in Ontario) "
>
> —**Peter Augruso ,** *Assistant Deputy Minister, Ontario Ministry of Labour [9]*

1.2 Purpose and Focus of Report

The project was conducted to identify the extent of the problem of workplace violence and harassment across Canada, to determine the availability of guidance resources, identify gaps in effective prevention and mitigation strategies, and understand the need for national standards or additional guidance. The research focused on the following sectors:

- Healthcare;

- Education;

- Government and Emergency Services; and

- Service Sector:
  - Tourism & Hospitality;
  - Restaurant & Food Services; and
  - Retail.

These sectors were selected as they are known to have the highest risk and workers in these four sectors regularly experience the highest rates of workplace violence and harassment in accepted lost injury claims as identified by the Association of Workers' Compensation Boards of Canada [3].

1.3 Methods

To gain a fulsome understanding of stakeholder needs, existing legislative requirements, other guidance and resource documentation, and literature on workplace violence and harassment prevention practices across the four sectors, the following activities were undertaken:

1. *Literature review* on workplace violence and harassment prevention to understand existing standards, leading practices, tools, and knowledge transfer activities such as training and communication plans.

2. *Jurisdictional scan* of all Canadian provincial, territorial, and federal jurisdictions and international jurisdictions and bodies to understand the occupational health and safety (OHS) legislation in place for workplace violence and harassment. Also identified were additional resources and tools from governments and organizations such as provincial and territorial health and safety associations.

3. *National survey* of stakeholders across the four sectors to seek input on current challenges, gaps in existing resources, and the need for a national standard and its important elements.

4. *Interviews* of stakeholders across the four sectors to seek in-depth input about challenges, current practices, and the need for a national standard.

CSA GROUP™ | csagroup.org

2 Project Findings

2.1 Literature Review

Peer-reviewed research papers and grey literature were searched using key words such as *workplace violence, workplace harassment, best practices, guidelines, standards, evidence-based practice, policy, prevention, intervention, healthcare, teachers, government, municipalities, police, emergency medical services, retail, hospitality, hotels.* The search was limited to English-language articles.

Comparing intervention studies of workplace violence and/or harassment prevention across sectors illuminates two points:

1. Interventions are different from one another and are sector-specific, and

2. Research studies differ in design, outcome variables, and approach to measurement so they can be difficult to compare.

The literature review also revealed a general lack of available research, particularly in the service, government and emergency service sectors.

2.1.1 A Comprehensive Approach

Several research-informed guidelines in different sectors have been developed for workplace violence and/or harassment prevention programs. These guidelines demonstrate that a comprehensive approach to addressing workplace violence and harassment is beneficial and necessary.

In the healthcare sector, the International Labour Office, International Council of Nurses (ICN), World Health Organization (WHO), and Public Services International (PSI) [13] conducted a comparison study of guidelines and determined that guidance should include a comprehensive approach consisting of risk assessment, risk control measures, and a review of the strategies.

In the education sector, Espelage et al. [14] recommends a comprehensive method for early detection and prevention of student aggressive behaviours directed at educators and to target school-level contexts. The authors provide a set of recommendations for the student, teacher, classroom, school, and community levels. Other practices, such as establishing and stating clear and understandable classroom and school rules, being consistent in modeling and rewarding positive behaviours, and physical layout of the classroom may also help to prevent aggression or violence.

Workplace violence and harassment prevention programs can be considered comprehensive approaches, and are defined as:

"...programs that demonstrate evidence of management support and employee involvement; include a hazard assessment; utilize violence controls that are based on the hazard assessment (i.e. data driven); include employee training; and incorporate periodic evaluation "[12].

McDonald et al. [15] proposed a framework of sexual harassment prevention strategies, regardless of sector. The framework is an organization-wide systemic multi-level approach. It offers practical guidance for leaders and managers to develop an approach that includes multiple stakeholders, tasks and responsibilities, and recognizes the systemic nature of sexual harassment and its organizational impact. The authors contend that without consideration for timing and key functions of strategy implementation, sexual harassment will remain a persistent workplace problem despite laws prohibiting it. In other words, many organizations fail to implement effective strategies across organizational functions and/or at appropriate times. Examples of appropriate timing of secondary sexual harassment prevention interventions include modelling and reinforcing an effective complaint-handling process and communicating the complaint process outcomes in a transparent way. Lack of proactive, coordinated, and responsive actions will let sexual harassment and other negative behaviours flourish.

"Assessing the risk of violence in different settings and targeting interventions based on the identified risks results in positive change and lower worker injury rates, regardless of the intervention."

Merchant and Lundell [16] categorized workplace violence intervention strategies and approaches as:

(a) **Environmental strategies** – physical environment such as lighting in entrances and exits, security hardware and other engineering controls, such as bullet-proof glass;

(b) **Organizational and administrative interventions** – developing programs, policies, and work practices to maintain a safe work environment; and

(c) **Behavioural/interpersonal interventions** – employee training to anticipate, recognize, and respond to conflict and actual violence in the workplace.

Simonowitz et al. [17] outlined eight comprehensive steps necessary to implementing a workplace violence and harassment prevention program. The steps are shown for reference in the blue box on this page.

The above literature examples apply to different settings, with some being applicable across sectors. The literature consistently shows that addressing workplace violence and harassment requires a comprehensive approach.

2.1.2 Organizational Interventions

Literature findings suggest that assessing the risk of violence in different settings and targeting interventions based on the identified risks results in positive change and lower worker injury rates, regardless of the intervention.

Eight Steps to Implement a Workplace Violence and Harassment Prevention Program [17]:

Step 1. Management commitment and employee involvement.

Step 2. Examine community and workplace history.

Step 3. Analyze records and reports.

Step 4. Inspect the workplace.

Step 5. Develop a written program of violence prevention.

Step 6. Implement corrective measures and post-incident response.

Step 7. Training and education.

Step 8. Recordkeeping and evaluation.

For instance, in healthcare, Arnetz et al. [18] examined the impact of patient-on-worker violence interventions. These involved staff conducting a physical assessment of their units to identify violence-related hazards and the subsequent development of unique controls, which were a mix of environmental, behavioural, and administrative strategies. The risk for violence-related injury was significantly lower on intervention units compared to control units, showing that interventions based on risk assessment are a way to prevent and reduce violence in healthcare.

CSA GROUP™ | csagroup.org

In the education sector, Lin et al. [19] conducted an evaluation study of teachers wearing personal protective equipment (PPE) while caring for a student with high-frequency aggression and found that staff wearing the PPE almost completely eliminated aggression-provoked injury.

Changes to the physical environment were also seen to reduce aggression and violence against workers in the service sector. Successful interventions in night-time establishments include minimizing line-ups, changing entrance and exits to prevent bottlenecks and cross traffic, installing security cameras, providing customers with physical comfort, changing alcohol serving and consumption practices, and scaling back the degree of overall 'permissiveness' in the establishment reduced aggression and violence from customers [20]–[22]. With a small policy change banning glassware in Glasgow, Scotland, it was found that behavioural disorder in all-plastic venues resulted in reduced injury risk [23].

Wassell [24] conducted a systematic review of nearly 100 research papers in various industries. In the retail sector, environmental designs were shown to deter robberies and violence. Effective interventions included increased lighting, limited cash-handling policy, drop safes, and unobscured visibility. Barriers to implementing environmental designs were found to be problematic in small businesses.

Applicable to all sectors, the Framework for Workplace Violence Prevention suggests that on-going and thorough risk analysis is essential to an overall program and drives the development of hazard controls or interventions [12].

2.1.3 Leadership

Leadership and management commitment has been found to be critical in building an organizational culture of safety [13]. The importance of leadership is consistent across sectors and may include:

- Ensuring policies and protocols are in place and that adequate and ongoing training or professional development is provided;

- Conducting a thorough investigation into incidents, or allegations of incidents, and responding both privately and promptly to incidents in a supportive way;

- Banning customers who have sexually harassed an employee; and

- Providing safety equipment, such as panic buttons for employees who work alone.

A study by Williams et al. [25] illuminated the importance of enforcement and accountability for the success of program implementation to reduce alcohol-related violence in licensed businesses. Although a collaborative approach was associated with high levels of organizational adoption, implementation, and reach, the failed enforcement visits, and therefore lack of accountability and leadership, represented an implementation failure.

It was also found that leaders should be accountable for policy development and implementation and that these efforts should be included in performance appraisals [21].

2.1.4 Culture

An organization's culture has been found to have significant influence on safety outcomes [26].

A workplace culture of trust, respect, teamwork, and transparency is needed across all sectors for prevention programs to be effective and sustained [27], [28]. Leadership also plays a significant role, as organizational leaders set the stage for a positive culture by instilling policies and adhering to them, establishing high standards for accountability, taking all reports seriously, rewarding good work, and treating all staff with respect [27].

A culture of gossiping and teasing is one of several characteristics that may impact violence in schools. In their review of the literature [27]. Erickson and colleagues [28] found that effective school violence prevention programs and strategies were grounded in a positive culture, primarily those using behavioural methods.

"A workplace culture of trust, respect, teamwork, and transparency is needed across all sectors for prevention programs to be effective and sustained [27], [28]."

In the nighttime entertainment industry, Graham and colleagues [29] found that of the 258 sexual aggression incidents, most of which were initiated by males with female targets, the intentions of most initiators reflects a "culture of ambiguity" that sanctions unwanted sexual acts. Moreover, only ten incidents involved staff as third parties stepping in with only one involving ejection of the initiator. This is further indication that sexual violence and harassment is not only embedded in organizational culture, but in societal culture as well.

2.1.5 Education and Training

Education and training of workers is a strategy typically included in workplace violence and harassment programs and, as the evidence below demonstrates, has been found to be effective at addressing workplace violence and harassment across sectors.

In the healthcare sector, Casey [31] found that a workplace violence prevention educational program increased nurses' confidence and attitudes in some areas. Guay et al. [32] studied the impact of an education and training program on confidence in coping, and perceived exposure to violence of employees in a psychiatric hospital. The program led to perceived diminished exposure to minor violence and violent acts, a decrease in psychological distress, and increased confidence in coping, showing the positive impact that education and training can have.

Education and training interventions in the education sector, whether targeted (i.e., for the individual student with behavioural challenges) or universal (i.e., for all students), have been found to be effective in reducing or preventing student aggression and violence towards workers. Programs for students about non-response skills (e.g., conflict resolution or anger control), relationship skills, and other interventions of social context show beneficial effects [33]-[35].

In a study of 5,875 civilian employees of the US federal government who received sexual harassment training, it was concluded that training led to an increased probability, particularly for men, of considering unwanted sexual gestures, remarks, touching, and pressures for dates to be a form of sexual harassment [30].

Similar to the other sectors, training interventions in licensed drinking establishments in the service sector have been found to be effective. Brennan et al. [36] concluded that interventions in which staff were trained to identify risks and address them proactively, reduced intoxication-related violence. In a study of over 500 staff and managers from 23 bars and nightclubs in Toronto, Graham et al. [37] found that a training program improved knowledge and attitudes among managers.

Although comparison of studies on workplace violence and harassment prevention and management within and across sectors is limited, the evidence of positive

effects suggests a comprehensive education and training program approach is effective in preventing and mitigating violence and harassment in the workplace. Additional research would be useful to determine specific training and education requirements for each sector.

2.1.6 Reporting and Investigation

An effective reporting and investigation system is a key component of a violence and harassment program. The U.S. Equal Employment Opportunity Commission (U.S. EEOC) made recommendations for an anti-harassment policy and complaint procedures, providing guidance about good organizational reporting and investigation practices, including [38]:

- Procedures to encourage those impacted to come forward without retaliation;

- Ensuring no unreasonable obstacles for complaints;

- Prompt, thorough, and impartial investigation of complaints; and

- The alleged harasser having no authority or control over the investigator or the investigation.

To address the ongoing issues with harassment within the Royal Canadian Mounted Police (RCMP), the Civilian Review and Complaints Commission for the RCMP provided recommendations for improving the reporting and investigation system such as:

- Instituting centralized monitoring and coordination of the harassment complaint process;

- Instituting a mechanism external to the organization for review of harassment decisions;

- Mandatory specialized training; and

- Implementing timelines for prompt investigation and resolution of harassment complaints [39].

2.1.7 Barriers to Implementing a Prevention Program

Potential barriers to implementing a workplace violence and harassment prevention program have been identified [40]. Understanding these barriers will assist organizations in their planning and prevention efforts. In their study, Blando et al. (2015) identified the following seven barriers:

1. **Lack of action resulting from reporting.** If nothing is done or perceived to be done, employees will view reporting as a waste of time and fail to report.

2. **Varying perceptions of what constitutes violence.** Some staff view forms of violence as 'part of the job'. Others take into account the person's intent behind the violent act.

3. **Bullying among co-workers.** Increasing one's influence and reducing their accountability increases the risk of bullying. The reporting system must hold all individuals at any organizational level accountable.

4. **Impact of money and profit-driven management models.** Profit-driven models may not apply in the Canadian context, however, program costs may deter leadership from large upfront investments. The dollar impact of violence and harassment on other variables such as turnover, absenteeism, medical errors, productivity and litigation should be considered. Small businesses with limited resources may find the development and implementation of a comprehensive program challenging [41].

5. **Lack of leadership and management accountability.** There are many opportunities to ensure employees at all levels of an organization are accountable for their actions and decisions. Strategies include management partnering with employee unions and employee representation on committees and decision-making groups.

6. **Intense focus on customer service.** The focus on customer service often results in a mentality that the customer (or patient or client) is always right. The customer-service mentality can both result in no or little action taken against an abusive customer (including family members) and intimidation of staff, to the extent that the organization is more permissive about unacceptable behaviour.

7. **Weak social service and law enforcement approaches to mentally ill patients**. Often hospital care providers become default caregivers and managers of patients with broader social problems due to poorly funded or ineffective social services.

"Up to 85% of healthcare workers experience workplace violence at least once in their career."

Hospitals need to partner and collaborate with social services and law enforcement to assist these high-risk populations. Public policy makers need to recognize the deficiencies that exist in the mental health system and provide adequate resources.

2.1.8 Sector Specific Challenges

Healthcare sector. When compared to other service providers such as police, prison guards, bank personnel or transport workers, healthcare workers are at the highest risk for experiencing workplace violence [42]. Up to 85% of healthcare workers experience workplace violence at least once in their career. Violence from patients is often reported to seriously impact the health of the targeted worker. The negative impacts of violence on health may include injury, depression, anxiety, and post-traumatic stress disorder [43]–[45].

In a recent systematic review, Halim and Riding [46] found that 22 of the 32 papers included in the review reported that bullying, harassment, and undermining behaviours are prevalent and commonplace in the healthcare sector [46].

Healthcare workers' under-reporting of violence and harassment incidents is another key challenge that impacts effective management of the problem. Many reasons contribute to workers' reticence to report such as the belief that violence is part of the job, nobody was hurt, reporting is inconvenient, reporting is not mandatory, and the perception that management will not be responsive, [47]–[49].

Education sector. In the education sector, violence by students against education workers (i.e., teachers, education assistants, early childhood educators, administrators) is a serious challenge. Violence against education workers is linked to many outcomes such as loss of sleep, loss of appetite, anxiety, depression, anger, compromised self-confidence, increased substance use, missed work, isolation from colleagues, poorer job performance, and decreased job satisfaction [5], [6], [50], [51].

Although student-on-teacher violence is pervasive, it remains an understudied problem [14], [52], [53]. Bullying of teachers has also been studied, with a reported one in every two teachers having been bullied at some point in their career [51]. Violence and harassment by parents against education workers is also something that has been noted in the media as a concern. Although this literature focused on violence against teachers, violence and harassment against all education workers is a particular concern that requires additional research and focus.

Government and emergency services sectors. In the government and emergency services sectors, sexual harassment and bullying are a particular concern. Government employees experience general and sexual harassment, and bullying [30], [54], [55], [56]. It was concluded from one Canadian study that harassment of politicians is relatively commonplace [54]. The authors found that 30% of 424 federal and provincial politicians

"Bullying is increasingly discussed alongside workplace violence and harassment with many of the same physical and psychological consequences to the impacted worker as other forms of violence "

who held office in March 1998, experienced criminal harassment through phone calls, letters and notes, or were personally approached either at the workplace or their residence.

Sexual harassment is also a particular concern within police departments. It's been reported that as many as 69% of female police workers and 48% of male police workers had experienced sexual harassment at work [57]. Workplace harassment, bullying, intimidation, and sexual harassment have been a significant issues within the RCMP. Despite numerous reviews of the RCMP, few of the more than 200 resulting recommendations have been implemented [39].

In Kirkwood's [58] call for a stop to violence against emergency medical services (EMS) workers, the author reported that the National EMS Management Association in the US conducted a survey of EMS workers in 2005 and found that more than one in two first responders had been assaulted by a patient. In a study conducted in California, EMS workers reported violence from 8.5% of patient encounters. Of these, 21% were verbal in nature and an overwhelming 79% were physical.

Service sector. Sexual harassment is particularly problematic in the service industry, in part, due to large numbers of employees from vulnerable groups in the population, such as young people, women, migrants or members of ethnic minorities [21], [59]–[64].

In a recent Statistics Canada [65] survey of Canadians between the ages 15 and 64, 19% of women and 13% of men reported that they had experienced harassment (verbal abuse, humiliating behaviour, threats to persons, physical violence, and unwanted sexual attention or sexual harassment) in their workplace in the past year. In another Canadian study, 67% of female retail and security workers had experienced sexual harassment. Of these, 40% had experienced repeat incidents by the same perpetrator over varying periods of time [62]. In the US, the food service industry is among the sectors with the most sex-based charges filed with the EEOC [66].

In the hospitality sector, housekeeping staff are at risk for sexual harassment or violence from customers. Oliveira and Ambrósio [21] interviewed 60 housekeeping employees from five hotels in Portugal. Fifty percent had experienced some kind of sexual harassment. The authors identified the following themes of experiences related to sexual harassment: isolation, lack of security, abusive guests, and fear of confrontation.

Good and Cooper [60] found that employees face difficulties responding to customer-perpetrated sexual harassment because of constraints of contextual factors including working conditions, social norms, and the nature of sexual harassment as a workplace problem. Also, many employees viewed their jobs as temporary and internalized the idea that it was 'not real'.

Bullying is increasingly discussed alongside workplace violence and harassment with many of the same physical and psychological consequences to the impacted worker as other forms of violence such as lower self-rated performance, higher levels of stress, lower levels of emotional well-being, increased absenteeism, and greater intention to leave the organization [56]. Bentley and colleagues [59] surveyed 332 travel industry staff and managers to learn their perceptions of bullying. Approximately 11% of stakeholders experienced bullying in the last six months.

2.2 Jurisdictional Scan

A jurisdictional scan was conducted to determine what legislation and guidance resources are in place to assist organizations and protect workers. The scan included a review of all federal, provincial, and territorial legislation and guidance as well as resources from provincial and territorial health and safety associations who serve the sectors reviewed. International guidance resources from organizations such as Safe Work Australia, ILO, WHO, US Department of Labour Occupational Safety and Health Administration (OSHA), and European Agency for Safety and Health at Work were also reviewed.

All legislation, regulations, and documents were retrieved online.

2.2.1 Canadian Jurisdictions

Legislation. Ten of the 13 provinces and territories have legislation for both workplace violence and harassment. They include: Ontario, Manitoba, Alberta, Saskatchewan, British Columbia, Newfoundland and Labrador, Prince Edward Island (PEI), New Brunswick, Nunavut, and Northwest Territories. New Brunswick recently passed legislation addressing workplace violence and harassment. Nova Scotia has legislation on workplace violence, but not on harassment, whereas Québec has legislation for workplace harassment, but not workplace violence. The Yukon Territory does not have legislation for either workplace violence or harassment, but provides guidance through policies and procedures documentation. The Government of Canada has legislation for workplace violence and harassment for all federally regulated workplaces.

Workplace violence and harassment are captured as separate and distinct topics with differing definitions and requirements across pieces of legislation. For example, completion of an environmental risk assessment is a common requirement for workplace violence, but not for harassment.

Other common (but not consistent) requirements identified in legislation for both workplace violence and harassment are presented in Figure 1.

Figure 1 – Common Legislation Requirements For Workplace Violence And Harassment

The legislation in Nunavut and Northwest Territories includes a requirement for employer commitment. Legislation in Alberta, Ontario, and Newfoundland and Labrador includes requirements specific to domestic violence.

Although current legislative and regulatory requirements for workplace violence and harassment are clearly outlined, the requirements contain the minimum standards and do not provide an explanation for how to implement across sectors or what is meant by each requirement. For example, many pieces of legislation include a requirement that organizations put in place a workplace violence policy and program, however, it is not clear what should be included in an effective program within their organizational context.

Additional guidance resources. To address the lack of legislative guidance, all provinces and territories provide additional guidance and tools. Guidance materials provide advice on how to implement legislative requirements and/or put in place policies and programs. Guidance is provided by federal, provincial and territorial government bodies (e.g., Canadian Centre for Occupational Health and Safety (CCOHS)), health and safety associations (Ontario's Public Services Health and Safety Association (PSHSA)), and other bodies such as worker unions (Canadian Union of Public Employees (CUPE) and Ontario Nurses' Association (ONA)). Some guidance is sector specific, while other guidance is general for all sectors. The additional guidance is extensive, however, it is not consistently provided across provinces and territories and varies in scope, level of detail, and sector-focus.

Additional work is being done to address workplace violence and harassment for each sector. For example, the Ontario Restaurant Hotel & Motel Association (ORHMA) and Tourism HR Canada are collaborating to develop training for frontline workers in the service sector so workers can recognize and intervene when they witness sexual violence or harassment at work and to improve safety for workers and customers in establishments serving alcohol.

The Government of Canada consulted with Canadians about how violence and harassment is currently treated in federally regulated workplaces [67]. The resulting paper discusses the importance of a resolution process. The *Government of Canada website* contains an infographic of a violence and harassment resolution process, and the government has commitment funding to support the findings from this consultation and Bill C-65 (which proposes amendments to the *Canada Labour Code*).

Appendix A summarizes the legislation and guidance material available for each Canadian jurisdiction.

2.2.2 International Jurisdictions

The International Labour Organization. The ILO is in the process of developing an international standard for 'violence and harassment at work' to address the need for a broader international approach. A draft of the standard—being developed as an International Convention and Recommendation—is undergoing review and revision.

The ILO, working with the ICN, WHO, and PSI put together a *Joint Programme on Workplace Violence in the Health Sector.* The program includes *Framework Guidelines* [68] which is a reference tool covering the following areas:

- preventing violence;
- dealing with violence;
- managing and mitigating the impact, care, and support of affected workers;
- care and support of affected workers; and
- sustainability initiatives.

The program also includes a training manual [69] with training content and several tools.

United States (US). The national *Occupational Safety and Health Act* ("OSH Act") has a General Duty Clause that requires employers to provide a safe and healthful workplace for all workers and specifies that employers must take reasonable steps to prevent or address a recognized violence hazard in the workplace [70].

OSHA in the US has information and resources on workplace violence, including a definition, risk factors, prevention programs, training and other resources, and enforcement procedures. Their definition of workplace

"Stakeholders seek guidance on how to address bullying, a particularly challenging issue as they do not think it is addressed in legislation nor explicitly included in definitions of violence or harassment."

violence includes harassment. They have also published several resources, including the document, *Guidelines for Preventing Workplace Violence for Healthcare and Social Service Workers* [71].

The American Society for Industrial Security (ASIS) International, with the Society for Human Resources Management (SHRM), developed an American National Standard for Workplace Violence Prevention and Intervention including policies, processes, and protocols that organizations can adopt to better address and resolve violence and threats of violence. The Standard describes implementation of a workplace violence prevention and intervention program with protocols for effective incident management and resolution [72].

Australia. Safe Work Australia provides high-level advice and guidance to workplaces about workplace violence and harassment (what they call "workplace bullying") [73], [74]. The guidance includes definitions, identifying and assessing risks, implications and effects, and control and prevention measures. Like Canada, legislation and regulations relating to workplace violence are regulated by each Australian state/territory. The Australia Human Rights Commission also provides online information about workplace violence, harassment, and bullying [75].

European Agency for Safety and Health at Work. The European Trade Union Confederation (ETUC), Confederation of European Business, European Association of Craft Small and Medium-Sized Enterprises (UEAPME), and European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest (CEEP) signed a framework agreement on harassment and violence at work in 2007 [76]. The aim of the agreement was to increase awareness and commitment about workplace violence and harassment and provide high-level information to identify, prevent, and manage problems of harassment and violence at work.

The European Agency for Safety and Health at Work (EU-OHSA) published the resource, *Workplace Violence and Harassment: A European Picture* [77] that includes guidance similar to what would be contained in a workplace violence and harassment standard. The report includes definitions, legislative considerations, risks, antecedents (what in Canada would be called measures and procedures), and consequences, and current European initiatives and interventions.

2.3 National Survey

Stakeholders from across Canadian provinces and territories in the healthcare, education, government and emergency services, and service sectors were surveyed to:

1. gain their perspective on challenges related to workplace violence and harassment;

2. identify current gaps in guidance materials; and

3. determine whether development of a national standard would be beneficial.

One hundred and seventy-seven stakeholders responded. See Appendix B for a list of survey questions.

2.3.1 Current Violence and Harassment Activities across Canada

Approximately three-quarters of stakeholders revealed that violence in the workplace is a key concern in their jurisdiction or sector. Eighty-two percent indicated that workplace harassment is a concern. Comments revealed that stakeholders are particularly concerned with harassment and bullying.

2.3.2 Legislation and Guidance

Close to one third of stakeholders indicated that both violence and harassment legislative and/or regulatory requirements are clear, and quality information on implementation is available. Approximately half of stakeholders indicated that legislative and/or regulatory requirements for violence and harassment are clear, *however* more guidance around implementation is needed. Between 10% and 14% of stakeholders believe legislative and/or regulatory requirements for workplace violence and harassment are unclear or inconsistent.

Stakeholders' opinions on workplace violence and harassment requirements differed across jurisdictions. In some jurisdictions, it was noted that legislative and regulatory requirements are clear. However, it was noted that the application of these requirements within organizations is difficult.

Nearly two-thirds of stakeholders indicated that legislative or regulatory resources address workplace violence and harassment in their jurisdiction or sector. Just over 10% of stakeholders believe that the available materials are not helpful. Stakeholders commented that, in addition to legislation, guidance materials are also available through government ministries, unions, and OHS associations. Interestingly, several stakeholders indicated that they sought advice or materials from legal counsel when developing policies.

2.3.3 Gaps

Harassment. Comments were made about the lack of guidance on managing harassment, which according to one stakeholder is *subtle or not obvious or not clearly explained.* In addition, stakeholders seek guidance on how to address bullying, a particularly challenging issue as they do not think it is addressed in legislation nor explicitly included in definitions of violence or harassment.

Program development and implementation. Stakeholders pointed to the lack of resources and practical guidance for program development and implementing legislation. The lack of implementation guidance includes hazard identification and risk assessment; knowledge, training, competencies, and attitudes; and support for the exposed worker. Comments were made regarding gaps in information about reporting and investigation, including who to report to, follow-up procedures, investigator competencies, mediation, and consequences.

Accountability. Stakeholders noted that available resources do not adequately address accountability, particularly for leadership.

> "There is no accountability of individuals to the larger good because the leadership of the organization does not hold safety of all as a high goal of the organization."
>
> —*Stakeholder Comment*

Participation and consultation. Current resources lack information about structures to ensure worker consultation and participation processes such as policy development and investigations.

> "Principals and superintendents need much more training and understanding of their responsibilities under the law particularly on workers' rights to know about safety plans and issues in their workplace regarding potentially violent students… Frequently, principals will not share information about students to all workers who come into contact with a potentially hazardous behaviour. They will limit information to just the time-tabled classroom teacher and not share with custodians, secretaries, librarians and community contractors who are working in the school. They forget that students move around the school unsupervised at the high school level and come into contact with many people."
>
> —*Stakeholder Comment*

2.3.4 Opinions about a National Standard

Approximately two-thirds of stakeholders believe that a national standard on workplace violence and harassment prevention and management, along with related guidance, would be beneficial.

Stakeholders commented that a national standard could provide clear expectations and consistency in workplace violence and harassment prevention practices, and harmonization across jurisdictions and sectors. A national standard was noted as a way to assist in structuring *accountability, consequences,* and *enforcement* practices. Some stakeholders are supportive of a national standard that addresses sector-specific requirements and interventions and that provides guidance on implementation and training.

> "[A] national standard would help assist employers in development of programs making them proactive and not reactive."
>
> —*Stakeholder Comment*

More than half of stakeholders endorsed the list of topics provided in the survey that could be contained in a standard, including:

- competency and training;
- preventive and protective measures;
- incident reporting and investigation;
- hazard identification and risk assessment;
- roles and responsibilities;
- workplace policy implementation;
- communication;
- workplace policy design;
- monitoring and measurement;
- definitions;
- policy evaluation and continuous improvement; and

- other topics noted: consultation and participation of workers and employer partners, strategies for worker support, and accountability and enforcement.

There were also comments provided about leadership training and competence. One stakeholder shared that many supervisors and board members lack knowledge of the law, which may contribute to their seeming lack of interest in worker safety. It was noted that training and competence may depend, in part, on one's scope of responsibilities being realistic and therefore more easily achievable.

> In education, one of the greatest questions is whether a principal (as a site supervisor) who manages a satellite site of a greater organization (a school board with one JHSC) could ever be deemed competent with their training and experience."
>
> —*Stakeholder Comment*

Overall, concerns were raised about the usefulness of a national standard that is not enforceable through legislation.

2.4 Stakeholder Interviews

Fifteen interviews with stakeholders from across Canada were conducted and represented perspectives from the following areas:

- Sectorial (healthcare, education, government and emergency services, and service sectors);
- Provincial and territorial (British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Nova Scotia, New Brunswick) and national;
- Organizational (health and safety association, employer, worker, union, and researcher representatives); and
- Urban and rural.

See Appendix C for list of interview questions.

"Workers who are vulnerable due to race or other ethno-cultural factors were noted as requiring more support from their employer."

2.4.1 Challenges with Violence and Harassment Prevention

Acknowledging and defining the problem. Stakeholders identified differences in the definitions of workplace violence and harassment across the country as a challenge. Concern was raised that the definition of harassment does not capture all forms of harassment such as covert behaviours (e.g., exclusion, talking behind one's back) and bullying.

Several stakeholders discussed the reluctance of management and leadership to acknowledge the existence of particular instances or forms of violence and harassment such as harassment among education leadership and employees, and harassment of education administrators and educators by parents. One stakeholder presented the rationale that school employers do not want to hear about violence or harassment issues because it may result in negative publicity, which could impede the goal of filling leadership roles in the future.

Ineffective solutions. Stakeholders discussed the implementation of strategies as being ineffectual in preventing or mitigating violence or harassment. One stakeholder from the healthcare sector stated that their organization's practice of moving violent patients to different hospital units simply moves the problem rather than solves it. Despite some organizations' use of dedicated units to manage violent and potentially violent care recipients, it was noted that behaviours persist.

In the education sector, management may not know what teachers or frontline workers are experiencing.

"They [management/leadership] sit in their office and implement things that often don't work"

—Stakeholder Comment

One stakeholder believes that some high-needs students with behavioural challenges should be in a treatment program, not in a regular classroom.

Organizational realities. Buildings that allow unlimited access to the public (e.g., public hospitals, retail facilities) were seen as a challenge to screening people for the potential for violence before entry. In addition, the changing workplaces of community workers in healthcare (e.g., community support workers and nurses who travel to people's homes) presents many potential safety hazards, posing difficulties to control or manage violence or harassment.

The reality for many organizations is that they have to manage daily operations short-staffed. One participant shared that when an employer is unable to find replacement staff for those who have called in sick, the result for working staff is heavier workloads and poor treatment from management: *"We are guilt-tripped into coming to work, that's harassment and bullying. We are treated like a robot."*

Resources. Organizations across jurisdictions and sectors noted challenges with inadequate funding, tools, time, and human resources to prevent or respond to violence or harassment. Limited funding due to competing priorities impacts the quality and provision of training programs. For instance, funding for training often does not cover staff replacements. The care model in some healthcare organizations contributes to underfunded care hours, leading to inadequate time and opportunity for staff to care for each care recipient and observe warning signs.

Stakeholders discussed how long-term-care building layout or design can contribute to resident violence. For instance, hard surfaces that easily reflect light, or long straight hallways ending with a locked door (that may direct a resident to walk down the hallway and try to unsuccessfully open the locked door) may trigger violent behaviours.

Training. One stakeholder discussed a lack of mechanisms to train joint health and safety co-chairs, indicating that the current training course is inadequate. Another stakeholder shared that school principals do not know how to report violence and harassment due to a lack of training and that some principals discourage reporting. One stakeholder from the education sector indicated that management know their roles and responsibilities, but deliver poor training, favouring productivity instead of safety. This stakeholder went on to say that online training methods are ineffective, particularly for employees who are not knowledgeable in technology.

An interesting point was made that some staff members perceive the directive to attend violence and harassment training following an incident, as a punishment.

Reporting and investigation. Issues with reporting incidents were noted as being impacted by the cultural norm that a person must be strong after a violent or harassing event. Another issue is the lack of resources for employees. For example, workers in the community may not have access to a computer to complete report forms. One stakeholder pointed out that underreporting by staff in the education sector results in inaccurate prevalence and incidence data, which can lead to inadequate funding allocation. Another stakeholder wondered how a quality investigation of harassment should be done.

Support. Workers who are vulnerable due to race or other ethno-cultural factors were noted as requiring more support from their employer. For instance, workers who rely on their employment for residency or to financially support family members, may not speak up about their experience(s) of violence or harassment, and thus may be at greater risk.

It was also noted that there is a perception that staff are less important than their customers/care recipients/students, which is reflected in leadership holding staff to a higher standard. Discrimination against workers based on pay grade was seen to be a problem in the education sector. For instance, an education program assistant who is attacked by a student may result in no action; whereas when a teacher is attacked by a student, the student is spoken to about the behaviour. When an administrator is attacked, however, the student is perceived to receive the highest discipline by being sent home. Public perception of staff as unimportant or unequal may also be reflected in the public's treatment of staff though racial or gender motivated comments or behaviours.

Culture. Societal and organizational cultural norms play a crucial role in the perception of workplace violence and harassment and how they're managed. Stakeholders discussed the public's disrespectful, offensive, harassing, and at times, violent treatment of workers across sectors and how this behaviour seems to be increasing over time, and employers' tolerance of or lack of knowledge about dealing with these behaviours towards staff.

2.4.2 Good or "Best" Practices

"Good" policies and procedures, organizational practices, training, resources, and staff support can prevent and mitigate workplace violence and harassment. All workers noted benefitting from awareness training delivered as part of the new staff on-boarding process (depending on the quality), common programs such as Nonviolent Crisis Intervention® developed by the Crisis Prevention Institute (CPI), and refresher training. Successful training methods can also include the use of examples and stories.

Other good organizational practices include an annual review of the violence and harassment program, case conferences within their organization, and expertise of a

behavioural support team. According to one stakeholder, a good practice is the absence of worker penalization or retaliation for identifying issues to management.

2.4.3 Helpful Resources

Workers seek resources from a range of materials and organizations – for up-to-date practices and tools. These include guidance materials, tools and OHS literature from provincial and territorial governments as well as health and safety associations (e.g., *OHS Insider*, *OHS Canada magazine*, and the *Institute for Work & Health research*). Government resources are used such as the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) in Québec and the CCOHS. Stakeholders also seek out guidance from legislation, their union, or their school board. Ontario, British Columbia, and Manitoba have developed helpful and accessible resources.

Stakeholders discussed the benefits of risk assessment tools and procedures to prevent and reduce violence. Some organizations share results of risk assessments with all staff to ensure transparency and enhance communication. During a violence risk assessment, best results are achieved when managers engage with and seek input from frontline staff, as frontline staff are most familiar with the hazards and risks.

2.4.4 Gaps in Resources

Gaps in resources and in practice were identified in the areas of training, reporting and investigation, risk assessment, support for staff, and knowledge transfer. One stakeholder shared that their human resources department does not have any resources to address harassment. Another stakeholder shared that senior leadership routinely under-report and that better investigation techniques are needed.

―――――――
"It seems simple on paper but in real life it is hard to investigate violence and harassment and do a good job, especially if the investigator lacks confidence or lacks people skills."

Access to resources is a challenge for employers. For example, while risk assessment tools are helpful, many do not provide guidance on actions to take once a risk has been identified. Healthcare employers have difficulty training all workers due to staffing shortages to cover staff positions for workers attending training. To facilitate training on a limited budget, technology can be leveraged, such as training delivered on a mobile phone application that's available 24 hours per day, seven days a week. One stakeholder discussed the provision of a Respectful Workplace Coordinator to address staff-on-staff violence and harassment at their organization, but not student-on-staff violence and harassment, a considerable problem noted in schools.

Content and language of many guidance materials are written for an OHS audience. However, many employees who use the materials do not have the expertise to fully understand the OHS language and frameworks. Simple language should be used in documentation.

2.4.5 Training Approaches

Organizations and sectors provide very different training programs. Training programs typically include several topics such as how to protect oneself and others, as well as the importance of reporting and how to report. Certain training programs are more widely used. For instance, many healthcare organizations use Nonviolent Crisis Intervention® to teach workers skills to safely manage and prevent violent behaviour, and Gentle Persuasive Approach (GPA) for workers caring for patients with cognitive impairments.

Organizations use a variety of methods to implement training, such as in-person (e.g., safety huddle), e-learning approaches (e.g., smart-phone application, "Safe School" videos), or embedded in the organization's learning management system. Training programs range in duration and can be as short as five minutes for a safety huddle.

Employers struggle with training all employees due to the cost of covering positions of workers attending training. Tracking and managing a training program is also a considerable effort. Stakeholders noted that additional guidance about which training or education programs,

with qualified training specialists, for understanding the risks, de-escalation techniques, and managing violent situations would be beneficial.

2.4.6 Opinions about a National Standard

The benefits. Overall, stakeholders are in support of a national standard for the following reasons:

- clarity about what a workplace violence and harassment program should include;

- improved consistency and harmonization across the country;

- credibility, thus better adoption;

- encourages buy-in from management;

- sparks conversation about the need for national data sets and the interconnectedness of patient and staff safety; and

- would help establish a health and safety culture.

It was stated that a national standard would be a good companion to the CAN/CSA-Z1003/BNQ 9700-803, *Psychological Health and Safety in the Workplace — Prevention, Promotion, and Guidance to Staged Implementation.*

The concerns. Stakeholders from the education sector shared that a national standard would not be beneficial and that current available documents or their organization's policies and practices suffice. It was explained that a standard would not be valuable, as provincial laws dictate the requirements and a general standard would be too broad for the education system. Rather, specific guidance for that sector is needed.

2.4.7 Important Elements of a Standard

Definitions. Clear definitions of violence and harassment are essential for a national standard. For instance, while organizations use their provincial or territorial legislated definition of harassment in their prevention efforts, more guidance around what harassment "looks like" would be useful. There are contrasting opinions about whether a national standard should separate violence and harassment – either within one standard or into two separate standards – or keep the two components together, although separating violence and harassment

may result in the omission of important components. In addition, the number of organizational policies that arise from two separate national standards may result in the prioritization of policies, which is not beneficial as both violence and harassment are equally important and are part of the continuum of violence.

Investigation. Incident investigation is crucial to an employer's violence and harassment management efforts. It was recommended that a national standard indicate when it's appropriate to engage with a third party or when mediation is required. One stakeholder expects a standard to address information-sharing and confidentiality related to an investigation based on their opinion that managers involved in corrective action don't need to know all details.

Other important elements. Additional elements suggested by stakeholders include:

- training;

- having a safety policy and program embedded in the organization;

- assessing, reviewing, and managing risk;

- reporting;

- good metrics for program development, management, and evaluation; and

- roles and responsibilities linked to an effective internal responsibility system.

3 Discussion

3.1 Workplace Violence and Harassment is a Growing Challenge

The findings from this report echo the published literature—violence and harassment in the workplace is a serious and growing problem. Workers across jurisdictions and the four sectors studied—healthcare, education, government and emergency services, and the service sector—are targets of violence and harassment from strangers, customers, clients, co-workers, students, or from those connected through personal relationships (domestic violence). Workplace violence and harassment has been noted by stakeholders and

csagroup.org

governments as an unacceptable part of the job and is a growing concern for governments, associations, unions, employers, and workers.

Different sectors face specific concerns and challenges. In the healthcare sector, workers experience violence and harassment from patients (i.e., clients, residents), co-workers (including sexual harassment), family members and visitors. In the education sector, workers, including teachers and educational assistants, experiencing violence from students is of particular concern and a complex challenge to address. In the government, emergency services, and service sectors, general and sexual harassment are particularly problematic. Workers in the service sector are vulnerable due to the often young age, gender (being female), and precarious employment because of circumstances like part-time or temporary employment status and immigration and language.

Governments and organizations in Canada and internationally have recognized the challenge of workplace violence and harassment and understand that it is a key concern for worker health and safety. The existence of federal, provincial and territorial legislation demonstrates this system-wide acknowledgement of the issue. Bill C-65 and the financial commitment from the Government of Canada for guidance and support over the next five years [66], as well as the international standard for 'violence and harassment at work' currently under development by the ILO speaks to the high-level priority of workplace violence and harassment in the political sphere.

3.2 The Need for Definitions

Varying definitions exist for workplace violence and harassment and the terms are often discussed as separate and distinct topics, particularly in legislation across Canada. Workplace violence and harassment may have different meanings and requirements in Canadian legislation, however, they are both recognized as types of violence that fall along a continuum. Workplace violence and harassment can also have a physical and/or psychological impact on exposed workers and current violence definitions do not all acknowledge the psychological effect.

The concept of bullying is also considered a form of violence and harassment, but is not consistently or explicitly referenced in legislation or resources across Canada. This is a noted gap that should be addressed and included in definitions in future resources.

Stakeholders noted that common definitions for workplace violence and harassment across Canadian jurisdictions would facilitate the sharing of information and resources and perhaps future comparison of sector-specific or other data; common definitions would enable provinces and territories to compare *like* data or 'apples to apples' which may facilitate sharing of ideas and learning across the country.

3.3 Available Guidance Resources

Many guidance resources from across Canadian jurisdictions and international organizations are available for employers and workers about preventing and addressing workplace violence and harassment. Sector-specific advice is also available, especially for the healthcare sector, and additional guidance is becoming available for the education, government and emergency services sectors. The available guidance materials cover a range of topics such as primers on legislation, program components and interventions, tools (like sample risk assessment tools), and worker training programs. What is commonly missing from the current resources is sector-specific guidance on program implementation—how to implement the legislative requirements in an organizational and sector-specific context—and how to evaluate the effectiveness of these programs.

Although there is an abundance of resources, availability of guidance is inconsistent across jurisdictions which may cause confusion, especially for smaller organizations that may not have adequate resources and the necessary infrastructure to implement the guidance. Employers must ensure that their workplace violence and harassment prevention and management efforts align with their local legislative requirements, which could also increase confusion if resources from other jurisdictions are being used.

There is a need for guidance that is clear and simple to understand, while also addressing specific sector concerns and providing detailed sector ideas and

csagroup.org

"Leadership was noted in the literature as a key component of an effective workplace violence and harassment approach."

solutions. For example, the interventions and controls needed to address violence in a hospital setting (healthcare sector) for a violent patient may not be the same interventions and controls needed to address a violent student in a school setting (education sector). Based on the feedback provided by stakeholders, guidance that is sector-specific where appropriate is essential. Given the complexity of the challenges related to workplace violence and harassment, ensuring that guidance is simple to understand, yet addresses the needs of employers and workers, and is sector-specific where appropriate, is not an easy undertaking.

3.4 A Comprehensive Approach

Research reveals that there is value in organizations implementing a comprehensive approach to prevent and mitigate all types of violence and harassment, regardless of the sector. A comprehensive approach, such as a workplace violence and harassment prevention program that includes management support, employee involvement, a risk or hazard assessment, violence controls and interventions, worker training, and evaluation [12], has been found to be important as it provides a way for organizations to match their interventions with the complexity of the challenges.

A variety of components to include in a comprehensive workplace violence and harassment program were presented in the literature and each showed positive results. Components that stakeholders identified in the survey and interviews and that were outlined in the literature as important elements of a violence and harassment program include:

- definitions;
- management and leadership commitment;
- worker participation;
- roles and responsibilities;
- workplace policy design;
- hazard identification and risk assessment;
- workplace policy implementation;
- preventive and protective measures;
- competency and training;
- communication and awareness;
- policy evaluation and continuous improvement;
- monitoring and measurement; and
- incident investigation and analysis.

Organizations across all four sectors reviewed—healthcare, education, government and emergency services, and the service sector—require a comprehensive approach, including a workplace violence and harassment prevention program that includes the components noted above. That being said, sector-specific guidance on some of these components would also be of value. For instance, although preventive

csagroup.org

and protective measures are required across all organizations, organizations within each sector require specific preventive and protective measures to address their identified risks. In addition, organizations would benefit from sector-specific guidance on competency and training requirements.

3.5 Gap Analysis

Research revealed many complex issues with respect to preventing and managing workplace violence and harassment across jurisdictions and sectors. The following sections outline the major gaps in workplace violence and harassment prevention efforts identified from the literature and by stakeholders through the survey and interviews.

3.5.1 Implementation of Legislation is Difficult

While the requirements laid out in legislation are clear, they are difficult to implement at the organizational level. Legislation is necessarily broad so that it is applicable to the various employers across sectors. This broadness does not include the step-by-step guidance that employers look for when developing and implementing a workplace violence and harassment prevention program. The requirements need upfront and ongoing maintenance resources and staff time, activities where resources and staff time are often limited. Perhaps making it more difficult for employers to be in compliance with their legislated duties is the absence of accountability structures to incentivize leadership adherence to the legislation. Smaller organizations are particularly challenged to translate the legislation into a comprehensive violence and harassment prevention program given their limited resources and infrastructure.

3.5.2 Practical Direction on Program Components is Lacking

Under the various provincial and territorial occupational legislation, employers have the duty to implement a workplace violence and/or harassment prevention program. As mentioned above, the legislation is necessarily broad, thus practical step-by-step guidance is not provided within legislation. Other bodies, such as levels of government in Canada, health and safety associations, unions, and international groups, have taken up the job of providing additional guidance materials. While these resources are helpful for program development, they do not go far enough with all information on program component "must-haves" at the organizational, unit or departmental, and worker levels. Stakeholders articulated the need for assistance in training and education on, for example, the compulsory content areas and approaches to training implementation and adult learning such as delivery methods, duration, frequency, and trainer competency. Reporting and investigation structures and procedures is another noted area where further guidance is needed, as systems are complicated, non-transparent, or unenforced, causing impacted workers to feel unsupported and reluctant to report. Investigator competency is a key component of investigation procedures that employers would benefit from additional guidance.

As each of the sectors reviewed have differing challenges and needs, advice about specific interventions and measures, as well as sharing ideas and strategies for ways to address identified risks and hazards, would be of great value to organizations within these sectors.

It cannot be underplayed that employer's need guidance that is very specific on program details and implementation. As noted in the stakeholder interviews, program development and implementation can be cost and time intensive, and is an ongoing endeavour. With competing priorities, employers may be challenged to meet their legislated requirements (which are baseline requirements), without written guidance and incentives, either through rewards or penalties, to achieve them.

3.5.3 The Need for Proactive Leadership

Leadership was noted in the literature as a key component of an effective workplace violence and harassment approach. Some provincial and territorial legislation include the requirement that management commitment be part of a workplace violence program. International guidance also noted the importance of leadership to address workplace violence and harassment efforts. Given their legislated requirements, leaders need to prioritize efforts to prevent and reduce workplace violence and harassment and could do this by first accepting that it is a significant challenge for organizations and workers.

Workers may participate in violence and harassment prevention efforts (e.g., reporting incidents) if they have trust in management. As discussed by stakeholders, an important way to build trust is to build accountability structures for leaders that are consistently enforced. Leadership that is accountable for their actions may facilitate a culture of trust throughout the organization, encouraging worker participation, and ultimately, improving organizational outcomes.

Leadership at all levels is also necessary. Governments and other organizations are working to address workplace violence and harassment, however, systemic challenges of under-funding or lack of resources, as noted in stakeholder interviews, puts pressures on employers and requires system-level leadership and solutions. Leadership at government and other levels may also be able to support employers and workers in ways such as public campaigns to educate people about workplace violence and harassment.

3.5.4 Organizational Culture

The impact of organizational culture cannot be downplayed in workplace violence and harassment prevention efforts. A toxic culture hampers all attempts to build a culture of health and safety and prevent and control violence and harassment hazards. For instance, failing to address a customer who has sexually harassed a worker in the service sector communicates a culture of tolerance. Stakeholders identified particular actions as unsupportive, such as failing to share the outcome of an incident investigation with the impacted worker, and the differential treatment of student aggressors in the education sector based on the employee level (e.g., education assistant versus teacher versus principal). Such situations impede the existence of a healthy and supportive culture where workers can thrive. Changing culture takes time and can be a difficult undertaking. A healthy organizational culture, however, is fundamental to not only effective, but sustainable workplace violence and harassment prevention efforts. *Genuine, proactive* management action where workers are consulted and participate is a key starting point and necessary driving force for positive culture development and violence and harassment prevention program success.

4 Conclusions

The literature and research findings for this report reveal that workplace violence and harassment is a problem across sectors and jurisdictions with indications that is it increasing. Federal, provincial and territorial legislation is a national acknowledgement of the issue, however, definitions and inclusion of types of violence differ across jurisdictions. The literature and stakeholders indicated that violent or harassing behaviours, whether low in intensity or severe, frequent or infrequent, can be devastating for the impacted workers and organizations. Preventing and mitigating the impact is therefore essential.

Each of the sectors reviewed for this research was also found to have specific challenges and needs:

- Workers in the health care sector face violence from their patients, clients, and residents and, although this sector has the majority of guidance available, they find it difficult to implement and adhere to legislative requirements due to challenges such as lack of resources. This sector could use additional guidance about specific preventive and protective measures, investigation procedures, and consistent worker training (content, duration, etc.).

- Education sector workers, such as teachers and education assistants, experience violence from their students. This can be particularly challenging when the students are young or have special needs and may not intend to cause harm. Stakeholders questioned the need for a national standard on workplace violence and harassment, as they believe that specific guidance is required for their sector and circumstances. For instance, they would benefit from specific guidance about preventive or protective measures that could address student violence against education workers in the classroom and school setting.

- In the government and emergency services sector, harassment, sexual harassment and bullying by co-workers, clients, and civilians, and physical violence from patients, respectively, are particularly problematic.

This sector is in need of guidance on training, and reporting and investigation practices specific to harassment and sexual harassment. EMS workers would also benefit from in-depth training in situational awareness, knowledge of the aggression continuum, and de-escalation and self-defense techniques.

- Workers in the service sector (e.g., working in restaurants, hotels, or retail establishments) tend to experience harassment, and in particular sexual harassment, from their clients and co-workers. They would benefit from sector-specific guidance on harassment and sexual harassment training as well as specific guidance on reporting and investigation processes and procedures.

Although the sectors have specific challenges and needs, there are many commonalities between their needs and findings from the literature. For all sectors, a comprehensive approach is required that includes development of a workplace violence and harassment prevention program. This comprehensive approach, perhaps provided by a national standard and consistent with CSA Z45001:19 – *Occupational health and safety management systems*, would offer the guidance needed across Canadian jurisdictions and sectors and would address many of the current gaps, including the difficulties implementing legislation, the lack of practical direction on program development and implementation, and the need for proactive leadership with an organizational culture that supports positive change.

A comprehensive approach with guidance on the development of a program should include the following occupational health and safety elements:

- definitions (including the concept of bullying);
- management and leadership commitment;
- worker participation;
- roles and responsibilities;
- workplace policy design;
- hazard identification and risk assessment;
- workplace policy implementation;
- preventive and protective measures;

- competency and training;
- communication and awareness;
- policy evaluation and continuous improvement;
- monitoring and measurement; and
- incident investigation and analysis.

Overall, guidance on these elements will be useful for all sectors, including the ones identified in this report. Sector-specific guidance on particular challenges and circumstances (e.g., how to implement the legislative requirements in an organizational and sector-specific context, sector-specific guidance on preventive and protective measures, and how to evaluate the effectiveness of these programs) would be of great benefit.

Development of a national standard would be a significant step forward in raising the profile of this important topic and addressing organizational and worker needs. A national standard could support the use of common definitions and similar approaches for prevention and mitigation. It would provide governments, unions, health and safety associations, and employer organizations across sectors with guidance that is currently either not available or not available consistently. A national standard could also support the development of legislation in jurisdictions where there is none or support future legislative revisions. Although adherence to all standards are voluntary, they provide guidance to organizations about what they should focus on. Stakeholders noted that a national standard would elevate the topic to support the prioritization of workplace violence and harassment efforts.

A focus on the provision of a comprehensive approach, including the occupational health and safety elements noted above, would be very helpful for organizations and governments. Development of a national standard could support leaders and organizations of all sizes to proactively focus efforts on the prevention and management of workplace violence and harassment challenges. This could also help to make workplace violence and harassment efforts a priority for governments and organizations in the protection of workers across all sectors.

Appendix A: Summary of Jurisdictional Legislation and Guidance Materials

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials
ALBERTA	***Occupational Health and Safety Act*** **Violence –** whether at a work site or work related, means the threatened, attempted or actual conduct of a person that causes or is likely to cause physical or psychological injury or harm, and includes domestic or sexual violence. **Section 3(1)(c)** That none of the employer's workers are subjected to or participate in harassment or violence at the work site **Section 4(a)(v)** Ensure that none of the workers under the supervisor's supervision are subjected to or participate in harassment or violence at the work site **Section 5(d)** Refrain from causing or participating in harassment or violence. **Section 37(1)** An employer who employs 20 or more workers shall establish ... a health and safety program that includes ... identification of existing and potential hazards to workers at the work site, including harassment, violence ... and measures that will be taken to eliminate, reduce or control those hazards. ***Occupational Health and Safety Code*** **Part 27 – Violence and Harassment** Requirement for employers to: ▪ Develop violence prevention plan, policies and procedures ▪ Implement controls ▪ Duty to inform workers of risk of violence ▪ Disclosure of information ▪ Obtaining immediate assistance ▪ Reporting incidents ▪ Investigations ▪ Documentation ▪ Review program after incident or based on the joint work site health and safety committee recommends a review or every 3 years ▪ Train workers ▪ Domestic violence ▪ Worker reporting an injury or adverse symptom resulting from an incident of violence or harassment is advised to consult a health professional Employers in the retail fuel and convenience sectors must meet additional requirements for a violence prevention plan: **Sections 392.2 to 392.6** apply to gas stations, other retail fueling outlets and convenience stores where workers are ordinarily present during business hours.	***Occupational Health and Safety Act*[1]** **Harassment –** any single incident or repeated incidents of objectionable or unwelcome conduct, comment, bullying or action by a person that the person knows or ought reasonably to know will or would cause offence or humiliation to a worker, or adversely affects the worker's health and safety, and includes: i. conduct, comment, bullying or action because of race, religious beliefs, colour, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, gender, gender identity, gender expression and sexual orientation, and, ii. a sexual solicitation or advance but excludes any reasonable conduct of an employer or supervisor in respect of the management or workers or a work site ***Occupational Health and Safety Code*** **Part 27 – Violence and Harassment** Requirement for employers to: ▪ Develop harassment prevention plan, policies and procedures ▪ Reporting incidents ▪ Investigations ▪ Documentation ▪ Review program after incident, JHSC recommends minimum every 3 years ▪ Train workers ▪ Worker reporting an injury or adverse symptom resulting from an incident of violence or harassment is advised to consult a health professional	Government provided Violence and Harassment prevention guidance and tools Continuing Care Safety Association provides workplace violence & aggression prevention program and resources, including a self-assessment tool Continuing Care Safety Association violence and harassment resources, including training and an online webinar Alberta Hospitality Safety Association harassment and violence in the workplace training program Alberta Government, alis (Alberta Careers, Learning and Employment Information) webpage includes information on bullying and harassment

[1] Refer to same sections of the OHSA listed in the Workplace Violence column for Alberta.

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials

ALBERTA	An employer must ensure the violence prevention plan contains the following:
	
	▪ Safe cash-handling procedures
	▪ Where the work site is open between 11:00 pm and 5:00 am
	  ▪ Timed lock
	  ▪ Limited cash and valuables
	▪ Visibile entrance/exits
	▪ Restricted access to the interior
	▪ Video surveillance
	▪ Signage
	▪ Lone workers provided with a monitored personal emergency transmitter
	▪ Customers must pre-pay fuel purchase
	
	Part 28 – Working Alone
	Requirement for employers with lone workers to provide an effective communication system or other means of contact (e.g., site visits)		

BRITISH COLUMBIA	*Occupational Health and Safety Regulation, sections 4.27-4.31* **Violence –** the attempted or actual exercise by a person, **other than a worker**, of any physical force so as to cause injury to a worker, and includes any threatening statement or behaviour which gives a worker reasonable cause to believe that he or she is at risk of injury. Requirements for workplaces: ▪ Conduct violence risk assessment ▪ Eliminate or mitigate risk ▪ Duty to inform workers of risk of violence and controls ▪ Instruct workers in violence response, obtaining assistance, reporting, investigating, documenting ▪ If worker is injured or has adverse symptoms as a result of an incident of violence, advised to consult a physician Requirement for the employer to develop policies, risk assessment, obtaining assistance, reporting, investigating, documenting. *Workers Compensation Act* **Sections 173, 175, 176** Requirement for employer to investigate and report incidents (including violence). **WorkSafeBC Policies on "Violence in The Workplace", R 4.27 to R 4.31** Requirement for employer to develop policies, risk assessment, obtaining assistance, reporting, investigating, documenting.	*WorkSafeBC Policy #D3-115-2 on Employer Duties – Workplace Bullying and Harassment* **Harassment –** (a) includes any inappropriate conduct or comment by a person towards a worker that the person knew or reasonably ought to have known would cause that worker to be humiliated or intimidated, but (b) excludes any reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment. Requirement for employer to develop policies, reporting, investigating, documenting. *Workers Compensation Act* **Sections 115(1)(a)(ii) and 115(2)(e)** General duty for worker protection and duty to inform and instruct workers in safety. **Sections 173, 175, 176** Requirement for employer to investigate and report incidents, including harassment.	WorkSafeBC resource toolkit WorkSafeBC Take Care: How to Develop and Implement a Workplace Violence Prevention Program WorkSafeBC domestic violence resources, including, Addressing Domestic Violence in the Workplace: A Handbook for Employers WorkSafeBC sector-specific resources for education, healthcare and social services, municipalities, and retail BC Municipal Safety Association Workplace Violence training program Go2HR (the OHS resource for BC's tourism and hospitality industry), Tips To Mitigate And Manage Workplace Violence Go2HR's, Bullying vs. Conflict in the Workplace BC Fed Health and Safety Centre training courses: ▪ Prevention of Violence in the Workplace ▪ Workplace Bullying and Harassment SafeCare BC courses, resources: ▪ Provincial Violence Prevention Curriculum ▪ Violence resources, including organizational and point-of-care risk assessments ▪ Civility Matters! Resources for bullying and harassment Learning Hub (health authority resources) ▪ Respectful Workplace – Fostering a Culture of Respect (e-module) Online Provincial Violence Prevention e-modules (prerequisite for in-person course)

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials

MANITOBA	***Manitoba Workplace Safety and Health Act & Regulation***
	Violence – (a) the attempted or actual exercise of physical force against a person; and (b) any threatening statement or behaviour that gives a person reasonable cause to believe that physical force will be used against the person.
	
	Section 11.1
	A workplace is subject to this Part if:
	a. used to provide healthcare services,
	b. workplace provides following services:
	  i. pharmaceutical-dispensing services
	  ii. education services
	  iii. financial services
	  iv. police, corrections or other law enforcement services
	  v. security services
	  vi. crisis counselling and intervention services
	  vii. public transportation, if the workplace is a taxi cab or a transit bus
	c. the workplace is open to the public for the purpose of retail sales between the hours of 11:00 p.m. and 6:00 a.m.
	d. the workplace is a licensed premises within the meaning of *The Liquor Control Act*; or
	e. the workplace is made subject to this part as the result of an assessment done under section 11.2.
	
	Section 11
	Requirement for Employers to include in violence policy:
	▪ Risk assessment
	▪ Train workers
	▪ Corrective actions
	▪ Duty to inform workers of risk of violence
	▪ Reporting incidents
	▪ Investigations
	▪ Documentation
	▪ Disclosure of information regarding confidentiality
	▪ Recommendation that a worker who has been harmed as a result of an incident of violence at the workplace is advised to consult the worker's healthcare provider
	▪ Annual report on violent incidents
		Manitoba Workplace Safety and Health Act & Regulation
		Harassment – (a) objectionable conduct that creates a risk to the health of a worker; or (b) severe conduct that adversely affects a worker's psychological or physical well-being.
		
		Section 1.1.1(1)-1.1.1(3)
		Harassment includes conduct that is:
		a. objectionable, if it is based on race, creed, religion, colour, sex, sexual orientation, gender-determined characteristics, marital status, family status, source of income, political belief, political association, political activity, disability, physical size or weight, age, nationality, ancestry or place of origin; or
		b. severe, if it could reasonably cause a worker to be humiliated or intimidated and is repeated, or in the case of a single occurrence, has a lasting, harmful effect on a worker.
		
		Reasonable conduct of an employer or supervisor in respect of the management and direction of workers or the workplace is not harassment.
		
		Harassment includes conduct that is written or verbal comment, a physical act or gesture or a display, or any combination of them.
		
		Section 10
		Requirement for employers to include in harassment policy:
		▪ Corrective actions
		▪ Reporting incidents
		▪ Investigations
		▪ Disclosure of information
			SAFE Work Manitoba resources for workplace violence, including a e-learning courses and a *Preventing Violence in the Workplace Guide*
			
			SAFE Work Manitoba resources for workplace harassment, including e-learning courses and a *Preventing Harassment in the Workplace Guide*
			
			S2 Safety Sales and Service Association *Violence Prevention Policy Guide*
			
			S2 Safety Sales and Service Association *Harassment Prevention Policy Guide*

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials

NEW BRUNSWICK	**Proposed legislation to amend OHSA (Reg. 2018-82) to take effect April 1, 2019: Under *Occupational Health and Safety Act,* Reg. 91-191 "General Regulation – Occupational Health and Safety Act"**
	
	Violence – in a place of employment, means the attempted or actual use of physical force against an employee, or any threatening statement or behaviour that gives an employee reasonable cause to believe that physical force will be used against the employee, and includes sexual violence, intimate partner violence and domestic violence.
	
	Requirement for employers to establish a written code of practice for violence and shall include:
	
	a) All employers with 20 or more workers
	b) Employers with fewer than 20 workers in these workplaces:
	  ▪ Public service
	  ▪ Supplier of goods or services to a public
	  ▪ Body under the Procurement Act
	    ▪ Emergency services
	    ▪ Health professional
	    ▪ Pharmacist
	    ▪ Veterinarian
	    ▪ Social worker
	    ▪ Employee of agency as defined in private investigators & security services Act
	    ▪ Financial services
	    ▪ Teaching
	    ▪ Early learning and childcare services
	    ▪ Retail sales
	    ▪ Transporting goods or persons for hire in a vehicle
	    ▪ Home support services
	    ▪ Casino
	    ▪ A place in which a license issued under the *Liquor Control Act* applies and to which members of the public have access
	    ▪ Cannabis retail outlet
	    ▪ Where risk of violence has been identified
	
	Code of practice for violence shall include:
	▪ Risk assessment
	▪ Corrective actions
	▪ Duty to inform workers of risk of violence
	▪ Reporting incidents
	▪ Summoning immediate assistance
	▪ Investigations
	▪ Disclosure of information re: confidentiality
	▪ Documentation
	▪ Train workers
	▪ Review program as often as necessary but at least annually
		Proposed legislation to amend OHSA (Reg. 2018-82) to take effect April 1, 2019: Under *Occupational Health and Safety Act,* Reg. 91-191 "General Regulation – Occupational Health and Safety Act"
		
		Harassment – in a place of employment, means any objectionable or offensive behaviour that is known or ought reasonably to be known to be unwelcome, including bullying or any other conduct, comment or display made on either a one-time or repeated basis that threatens the health or safety of an employee, and includes sexual harassment, but does not include reasonable conduct of an employer in respect of the management and direction of employees at the place of employment.
		
		Harassment – in a place of employment, means any objectionable or offensive behaviour that is known or ought reasonably to be known to be unwelcome, including bullying or any other conduct, comment or display made on either a one-time or repeated basis that threatens the health or safety of an employee, and includes sexual harassment, but does not include reasonable conduct of an employer in respect of the management and direction of employees at the place of employment.
		
		An employer shall establish a written code of practice for harassment at the place of employment and shall include:
		▪ Corrective actions
		▪ Reporting incidents
		▪ Investigations
		▪ Documentation
		▪ Disclosure of information re: confidentiality
		▪ Train workers
		▪ Review program as often as necessary but at least annually
			WorkSafeNB workplace violence and harassment resources, including guidance for employers to develop a workplace violence and harassment code of practice
			
			New Brunswick Continuing Care Safety Association resources, *Nursing Home Violence Prevention Toolkit* and training tools such as, *Working with Dementia: Safe Work Practices for Caregivers*

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials
NEWFOUNDLAND AND LABRADOR	*Newfoundland and Labrador 5/12 Occupational Health & Safety Regulations 2012, under the Occupational Health and Safety Act* **Violence –** the attempted or actual exercise of physical force to cause injury to a worker and includes threatening statements or behaviour which gives a worker reason to believe that he or she is at risk of injury. **Sections 23 and 24** Policy/procedures for violence shall include: ▪ Risk assessment ▪ Disclosure of information regarding confidentiality ▪ Corrective actions ▪ Domestic violence ▪ Duty to inform workers of risk of violence	*Newfoundland and Labrador 5/12 Occupational Health & Safety Regulations 2012, under the Occupational Health and Safety Act* **Workplace harassment** – inappropriate vexatious conduct or comment by a person to a worker that the person knew or ought to have known would cause the worker to be humiliated, offended or intimidated. **Sections 24.1 and 24.2** *Harassment Prevention Plan* means a plan developed, implemented, and maintained by an employer in accordance with section 24.1. **Section 22(4)** A reasonable action taken by an employer or supervisor relating to the management and direction of workers or the workplace is not workplace harassment. Policy/procedures/plan for harassment shall include: ▪ Corrective actions ▪ Reporting incidents ▪ Investigations ▪ Disclosure of information re: confidentiality ▪ Train workers ▪ Disciplinary action	Government of Newfoundland and Labrador's Human Resource Secretariat resources ▪ Violence Prevention ▪ Harassment-Free Workplace Policy
NOVA SCOTIA	*Occupational Health and Safety Act* **Violence –** any of the following: (i) threats, including a threatening statement or threatening behaviour that gives an employee reasonable cause to believe that the employee is at risk of physical injury, (ii) conduct or attempted conduct of a person that endangers the physical health or physical safety of an employee. *Violence in the Workplace Regulations under Section 82 of the OHSA* Applies to the following workplaces: ▪ Healthcare, dental & emergency services ▪ Veterinary services ▪ Pharmaceutical ▪ Education ▪ Policing, law enforcement & detective ▪ Correctional services, probation & custody ▪ Security & private investigation ▪ Crisis counseling and intervention ▪ Retail sales ▪ Delivery services ▪ Financial & insurance services ▪ Sales of liquor or providing premises for consuming liquor ▪ Passenger transit & taxi ▪ Gaming activities ▪ Involve regular interaction with the public under the Public Service Act ▪ Homemakers' services	None	Government of Nova Scotia resources, including codes of practice and guidance on assessing risk A Workplace Violence Prevention Strategy for Nova Scotia Aware NS, *Workplace Violence Prevention Hazard Risk Assessment Guide*

CSA GROUP™ | csagroup.org

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials
NOVA SCOTIA	Policy (or code of practice) for violence shall include: ▪ Risk assessment ▪ Corrective actions including prevention plan ▪ Train workers ▪ Reporting incidents ▪ Documentation ▪ Investigations ▪ Duty to inform workers of risk of violence ▪ Summoning immediate assistance ▪ Debrief after violent incident and recommendation that a worker consult the worker's health professional ▪ Disclosure of information regarding confidentiality ▪ Review policy/plan as often as necessary but at least every five years		
NUNAVUT & NORTHWEST TERRITORIES[2]	*Occupational Health and Safety Regulations* **Violence –** attempted, threatened or actual conduct of an individual that causes or is likely to cause injury, such as a threatening statement or behaviour that gives a worker a reasonable belief that he or she is at risk of injury. **Section 35(2) and (4)** … work sites where violence may reasonably be expected to occur include work sites that provide the following services or activities: a. Services provided by health care b. Pharmaceutical dispensing services c. Educational services d. Police services e. Corrections services f. Other law enforcement services g. Security services h. Crisis intervention and counselling services i. Financial services j. The sale of alcoholic beverages or the provision of premises for the consumption of alcoholic beverages k. Taxi services l. Transit services Requirements of a workplace violence policy: ▪ Employer commitment ▪ Identification of violent worksites ▪ Identification of staff positions for potential violence ▪ Procedures to inform workers of potential violence ▪ Procedures to reduce risk ▪ Procedures to report ▪ Procedures to document and investigate ▪ Recommend victim seek medical attention/counselling ▪ Training in violence prevention Review every three years	*Occupational Health and Safety Regulations* **Harassment –** subject to subsections (2) and (3), a course of vexatious comment or conduct at a work site that (a) is known or ought reasonably to be known to be unwelcome; and (b) constitutes a threat at the work site to the health or safety of a worker. **Section 34(2)-(4)** To constitute harassment for the purposes of subsection (1), any one of the following must have occurred: a. repeated conduct, comments, displays, actions or gestures; or b. a single, serious occurrence of conduct, or a single, serious comment, display, action or gesture that has a lasting, harmful effect on the worker's health or safety. … harassment does not include reasonable action taken by an employer or supervisor relating to the management and direction of the workers or of the work site. Requirements of a workplace harassment policy: ▪ Definition of harassment ▪ Statement that workers are entitled to work free of harassment ▪ Employer commitment ▪ Corrective actions to be taken ▪ Procedures to report ▪ Limited confidentiality ▪ Informing complainant ▪ A statement that the employer's harassment policy is not intended to discourage complainant from exercising other legal rights	Northwest Territories Human Rights Commission provide information about harassment and sexual harassment Workers' Safety and Compensation Commission's 1-page *Tool-box Talk on Violence & Harassment*

---

[2] Nunavut and Northwest Territories have combined occupational health and safety legislation & WCB under *Workers' Safety & Compensation Commission*

CSA GROUP™ | csagroup.org

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials
ONTARIO	*Occupational Health and Safety Act* **Workplace Violence –** (a) the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker, (b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker, (c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker. **Section 32.0** Workplaces (more than 5 workers) must have a violence policy and a program with the following elements: ▪ Controls identified risks ▪ Summon immediate assistance ▪ Report incidents ▪ Investigation ▪ Risk assessment (repeated as necessary) ▪ Domestic violence ▪ Train workers ▪ Duty to inform workers of risk of violence ▪ Disclosure of information regarding confidentiality ▪ Review program as often as necessary but at least annually	*Occupational Health and Safety Act* **Workplace Harassment –** (a) engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome, or, (b) workplace sexual harassment. **Workplace Sexual Harassment –** (a) engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or (b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. **Section 32.0** Workplaces (more than 5 workers) must have a harassment policy and a program with the following elements: ▪ Report incidents ▪ Investigation ▪ Disclosure of information regarding confidentiality ▪ Train workers ▪ Review program as often as necessary but at least annually	Ministry of Labour resources: ▪ *Understand the law on workplace violence and harassment* ▪ *Code of practice to address workplace harassment* ▪ *Workplace Violence in School Boards: Understanding the Law* Public Services Health & Safety Association guidance, tools, and resources for workplace violence in healthcare Public Services Health & Safety Association guidance and tools for workplace violence in education Workplace Safety & Prevention Services (serving sectors including service and hospitality) tools and resources Workplace Safety North violence and harassment prevention training Workers Health & Safety Centre workplace violence and harassment resources and training Occupational Health and Safety Council of Ontario, *Developing Workplace Violence and Harassment Policies and Programs*
PRINCE EDWARD ISLAND[3]	*Occupational Health and Safety Act General Regulations* **Violence –** the threatened, attempted or actual exercise of any physical force by a person other than a worker that can cause, or that causes, injury to a worker, and includes any threatening statement or behaviour that gives a worker reasonable cause to believe that he or she is at risk of injury. **Section 52** Policy/procedures for violence shall include: ▪ Risk assessment ▪ Corrective actions ▪ Reporting incidents ▪ Investigations ▪ Documentation ▪ Duty to inform workers of risk of violence ▪ Train workers ▪ Summoning assistance ▪ A worker who reports an injury or adverse symptom resulting from workplace violence is advised to consult a physician	*Employment Standards Act*[4] **Sexual harassment –** any conduct, comment, gesture or contact of a sexual nature (a) that is likely to cause offence or humiliation to any employee; or (b) that might, on reasonable grounds, be perceived by that employee as placing a condition of a sexual nature on employment or on any opportunity for training or promotion. **Sections 24-28** Policy for sexual harassment shall include: ▪ Corrective actions ▪ Reporting incidents ▪ Disciplinary action ▪ Disclosure of information regarding confidentiality ▪ Investigations ▪ Train workers	Workers' Compensation Board of PEI, *Guide to the Prevention of Workplace Violence*

[3] PEI is proposing to add *Harassment* to OHSA in April 2019: http://www.wcb.pe.ca/Information/LegislativeReview

[4] Includes only Sexual Harassment

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials
QUÉBEC	None	*La Loi sur les normes du travail (Act respecting labour standards)* **Translation: Psychological harassment –** any vexatious behaviour in the form of repeated and hostile or unwanted conduct, verbal comments, actions or gestures, that affects an employee's dignity or psychological or physical integrity and that results in a harmful work environment for the employee. A single serious incidence of such behaviour that has a lasting harmful effect on an employee may also constitute psychological harassment. **Article 81.19 Translation** Every employee has a right to a work environment free from psychological harassment. • Employers must take reasonable action to prevent psychological harassment and, whenever they become aware of such behaviour, to put a stop to it. They must, in particular, adopt and make available to their employees a psychological harassment prevention and complaint processing policy that includes a section on behaviour involving verbal comments, actions or gestures of a sexual nature.	Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) (Committee on Standards, Equity, Health and Safety)
SASKATCHEWAN	*The Saskatchewan Employment Act, Occupational Health and Safety Regulations* **Violence –** the attempted, threatened or actual conduct of a person that causes or is likely to cause injury, and includes any threatening statement or behaviour that gives a worker reasonable cause to believe that the worker is at risk of injury. Prescribed workplaces that must have a violence policy & plan: 　a. Healthcare facilities 　b. Pharmaceutical-dispensing services 　c. Education services 　d. Police services 　e. Corrections services 　f. Other law enforcement services 　g. Security services 　h. Crisis counseling and intervention services 　i. Late night retail premises 　j. Financial services 　k. The sale of alcoholic beverages or the provision of premises for the consumption thereof 　l. Taxi services 　m. Transit services	*The Saskatchewan Employment Act* **Harassment –** any inappropriate conduct, comment, display, action or gesture by a person: 　(i) that either: (A) is based on race, creed, religion, colour, sex, sexual orientation, marital status, family status, disability, physical size or weight, age, nationality, ancestry or place of origin; or (B) subject to subsections (3) and (4), adversely affects the worker's psychological or physical well-being and that the person knows or ought reasonably to know would cause a worker to be humiliated or intimidated; and 　(ii) that constitutes a threat to the health or safety of the worker *The Saskatchewan Employment Act* **Subsections 3 and 4** To constitute harassment, either of the following must be established: (a) repeated conduct, comments, displays, actions or gestures; (b) a single, serious occurrence of conduct, or a single, serious comment, display, action or gesture that has a lasting, harmful effect on the worker.	Government of Saskatchewan, *Preventing Violence in the Workplace* Government of Saskatchewan, *Bullying and Harassment in the Workplace* Saskatchewan Association for Safe Workplaces in Health *workplace violence prevention initiative* Saskatchewan Association for Safe Workplaces in Health, *Building Your Workplace Violence Program* *Occupational Health and Safety SCHOOLKIT* (providing general OHS guidance for schools)

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials
SASKATCHEWAN	**Section 37(1)** Requirement for employers to include in violence policy: ▪ Corrective actions ▪ Duty to inform workers of risk of violence ▪ Procedures to be followed by a worker exposed to a violent incident ▪ Reporting incidents ▪ Investigations ▪ Documentation ▪ Disclosure of information ▪ A recommendation that any worker who has been exposed to a violent incident consult the worker's physician ▪ Train workers ▪ Review policy every three years ▪ Implement controls ▪ Duty to inform workers of risk of violence ▪ Complaint to safety officer Additional hazard assessment and safety measures for "late night retail premises" or working alone or at isolated place of employment ***The Saskatchewan Employment Act*** **Section 3-21** Requirement for employers where violent situations have occurred or may reasonably be expected to occur shall develop violence prevention plan and policy	Harassment does not include any reasonable action that is taken by an employer, relating to the management and direction of the employer's workers or the place of employment. Every employer shall ensure, as is reasonably practicable, that the employer's workers are not exposed to harassment. Every worker while at work shall refrain from causing or participating in the harassment of a worker. ***Occupational Health and Safety Regulations*** **Section 36(1)** Requirement for employers to include in harassment policy: ▪ Corrective actions ▪ Reporting incidents ▪ Investigations ▪ Disclosure of information ▪ Complaint to safety officer	
YUKON	None	None	N/A

csagroup.org

Province / Territory	Workplace Violence Legislation — Definitions and Key Components	Workplace Harassment Legislation — Definitions and Key Components	Other Tools or Guidance Materials
FEDERAL GOVERNMENT OF CANADA	**_Canada Labour Code, Canada Occupational Health and Safety Regulations, Part 2XX_** (for federally regulated employers): **Workplace violence** – any action, conduct, threat or gesture of a person towards an employee in their workplace that can reasonably be expected to cause harm, injury or illness to that employee. A workplace violence policy shall include: ▪ Employer obligations ▪ All factors that contribute to workplace violence, including some examples ▪ Assessment of risk ▪ Develop and implement systematic controls and procedures ▪ Review of prevention measures at least every three years ▪ Implement emergency notification procedures to summon immediate assistance ▪ Notification and investigation procedures ▪ Information, instruction and training (and review effectiveness every three years) **Bill C-65** An Act to amend to the _Canada Labour Code_ by putting into place one comprehensive approach that takes the full spectrum of harassment and violence into consideration. Three main elements: (a) prevention of incidents, (b) timely and effective response to incidents, and (c) support for affected employees. So far, for federal employers/employees only. **Harassment and violence –** any action, conduct or comment, including of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct or comment; _(harcèlement et violence)_	Harassment is legally included in the workplace violence definition. The employer's violence prevention policy must address factors including bullying, teasing, and other aggressive behaviour, which are components of psychological violence. See _Information on Occupational Health and Safety – Pamphlet 8 Violence prevention in the workplace_ **Government of Canada Policy on Harassment Prevention and Resolution** Establishes the responsibility of deputy heads to protect federal government employees from harassment beyond the requirement of the Canadian Human Rights Act by requiring that deputy heads respond to all forms of harassment. **Bill C-65** (see previous column)	_Harassment and Sexual Violence in the Workplace Public Consultations – What We Heard_ _Information on Occupational Health and Safety – Pamphlet 8 Violence prevention in the workplace_ _Is it Harassment? A Tool to Guide Employees_ _Canadian Centre for Occupational Health and Safety resources_ Canadian Centre for Occupational Health and Safety, _Violence in the Workplace: Awareness_ – free training

Appendix B: National Survey Questions

1. Which of the following best describes the situation in the jurisdiction(s) (provinces/territories) or sector(s) you are most familiar with? If you work at the national level, please provide an overall assessment covering all provinces or sectors you are familiar with.

    a. There are clear legislative and/or regulatory requirements around workplace violence policies and enough high quality information and guidance available about how to implement them.

    b. There are clear legislative and/or regulatory requirements around workplace violence policies and a need for additional information and guidance about how to implement them.

    c. The legislative and/or regulatory requirements around workplace violence policies are unclear or inconsistent.

    d. There are no legislative and/or regulatory requirements around workplace violence.

    e. Don't know.

    f. Other. Please specify.

2. Which of the following best describes the situation in the jurisdiction(s) (provinces/territories) or sector(s) you are most familiar with? If you work at the national level, please provide an overall assessment covering all provinces or sectors you are familiar with.

    a. There are clear legislative and/or regulatory requirements around workplace harassment policies and enough high quality information and guidance available about how to implement them.

    b. There are clear legislative and/or regulatory requirements around workplace harassment policies and a need for additional information and guidance about how to implement them.

    c. The legislative and/or regulatory requirements around workplace harassment policies are unclear or inconsistent.

    d. There are no legislative and/or regulatory requirements around workplace harassment.

    e. Don't know.

    f. Other. Please specify.

3. What guidance material on the prevention and management of workplace violence and harassment is currently available in the jurisdictions or sectors you currently work in (or at a national level) that you think is particularly helpful? Please provide a brief description of each document.

    a. Legislative or regulatory guidance

    b. Other guidance.

    c. Policy documentation.

    d. Helpful guidance is not available.

    e. Other. Please describe the helpful material you indicated above.

4. What guidance material or other relevant information on the prevention and management of workplace violence and harassment do you think is currently missing or inadequate in the jurisdictions or sectors you currently work in (or at a national level)? For example, guidance on developing a workplace violence program. Please list and explain why they are missing or inadequate.

5. From your perspective, would it be beneficial to have a national standard, related training guidelines, or other guidelines on the prevention and management of workplace violence and harassment?

    a. Yes

    b. No

    c. Maybe

    d. Not sure

6. Which elements in a national standard do you think would be particularly useful or beneficial to prevent and manage workplace violence and harassment? Check all that apply.

    a. Workplace policy design

    b. Implementation of workplace policy

    c. Hazard identification and risk assessment

    d. Competence and training

    e. Incident reporting and investigation

    f. Preventive and protective measures

    g. Policy evaluation and continual improvement

    h. Communication

    i. Monitoring and measurement

    j. Definitions (e.g., definition of violence or harassment)

    k. Roles and responsibilities

    l. Other. Please specify or comment on the elements you selected.

7. Workplace violence is a key area of concern in the jurisdictions or sectors you currently work in (or nationally if you work at that level). Do you... ?

    a. Strongly agree

    b. Agree

    c. Neither agree nor disagree

    d. Disagree

    e. Strongly agree

    f. Other. Please explain.

8. Workplace harassment is a key area of concern in the jurisdictions or sectors you currently work in (or nationally if you work at that level). Do you... ?

    a. Strongly agree

    b. Agree

    c. Neither agree nor disagree

    d. Disagree

    e. Strongly agree

    f. Other. Please explain.

9. Which jurisdiction(s) are you representing? Check all that apply.

    a. Ontario

    b. Quebec

    c. Nova Scotia

    d. New Brunswick

    e. Manitoba

    f. British Columbia

    g. Prince Edward Island

    h. Saskatchewan

    i. Alberta

    j. Newfoundland and Labrador

    k. Northwest Territories

    l. Yukon

    m. Nunavut

    n. National organization working across Canada

    o. International. Please specify.

10. What sector are you representing?

    a. Healthcare

    b. Education

    c. Government and Emergency Services

    d. Service: Tourism & Hospitality, Restaurant & Food Services, and Retail

    e. Other. Please specify.

Appendix C: Interview Questions

1. What are some of the most significant challenges faced by your organization/your member organization(s) with respect to workplace violence? What are some of the most significant challenges with respect to workplace harassment?

2. What guidance material, procedures, measures, and/or related documentation has your/your member organization(s) found most useful about preventing and reducing workplace violence and harassment? Please explain.

3. Where do you look for information when developing or revising a workplace violence and harassment program (e.g., international guidance, federal legislation, provincial/territorial legislation/regulations, health and safety organizations, and/or current research)?

4. Are there current gaps in guidance material, procedures, measures, and/or related documentation with respect to the prevention and reduction of workplace violence that would be helpful to your/your member organization(s) and, if so, what are these gaps (e.g., assessment and reassessment of risks, robust training and information, clear definitions, measures and procedures, reporting and investigation processes)?

5. Are there current gaps in guidance material, procedures, measures, and/or related documentation with respect to the prevention and reduction of workplace harassment that would be helpful to your/your member organization(s) and, if so, what are these gaps (e.g., robust training and information, clear definitions, measures and procedures, reporting and investigation processes)?

6. Does your organization have a training program on workplace violence and harassment? If so, how is the training delivered (e.g. in-person, online module, emails)?

7. If the CSA Group determines that a national standard or related guidance material/resources on workplace violence and harassment would be beneficial, what information do you think should be included in this? Please explain.

8. Is there anything else we should consider as we complete this research?

Reference

[1]   Statistics Canada, "Criminal victimization in the workplace", 2004. [Online]. Available: https://www150.statcan.gc.ca/n1/pub/85f0033m/85f0033m2007013-eng.pdf.

[2]   International Labour Organization, "Reports of the standard-setting committee on violence and harassment in the world of work: Summary of proceedings," in *107th Sess. Int. Labour Conf.,* Geneva, Switzerland, May–Jun. 2018, pp. 1–127. [Online]. Available: https://www.ilo.org/ilc/ILCSessions/107/committees/violence-harassment/WCMS_631807/lang--en/index.htm.

[3]   The Association of Workers' Compensation Boards of Canada, "National work injury, disease and fatality statistics", n.d. [Online]. Available: http://awcbc.org/?page_id=89.

[4]   K. Biering, L. P. S. Anderson, A. Hogh and J. H. Andersen, "Do frequent exposures to threats and violence at work affect later workforce participation?," *Int. Arch. Occup. Environ. Health,* vol. 91, no. 4, pp. 457–465, 2018, doi: 10.1007/s00420-018-1295-6.

[5]   C. D. Wet, "The reasons for and the impact of principal-on-teacher bullying on the victims' private and professional lives," *Teach. Teach. Educ.,* vol. 26, no. 7, pp. 1450–1459, Oct. 2010, doi: 10.1016/j.tate.2010.05.005.

[6]   S. G. Gerberich et al., "Violence against educa¬tors," *J. Occup. Environ. Med.,* vol. 53, no. 3, pp. 294–302, Jan. 2011, doi: 10.1097/JOM.0b013e31820c3fa1.

[7]   I. Lever et al., "Health consequences of bullying in the healthcare workplace: A systematic review," *J. Adv. Nurs.,* Feb. 2019, doi: 10.1111/jan.13986.

[8]   L. J. Rosenthal et al., "Impact and prevalence of physical and verbal violence toward healthcare workers," *Psychosomatics,* vol. 59, no. 6, pp. 584–590, Nov. 2018, doi: 10.1016/j.psym.2018.04.007.

[9]   A. Silliker, "Violence, harassment top OHS infraction in Ontario," 2019. [Online]. Available: https://www.cos-mag.com/ohs-laws-regulations/40030-violence-harassment-top-ohs-infraction-in-ontario/.

[10] Parliament of Canada. (2018, Oct. 25). *Bill C-65.* [Online]. Available: https://www.parl.ca/DocumentViewer/en/42-1/bill/C-65/royal-assent.

[11] Public Services Health & Safety Association. "Building your workplace violence program." workplace-violence.ca. https://workplace-violence.ca/overview/.

[12] K. M. McPhaul, M. London and J. A. Lipscomb, "A framework for translating workplace violence intervention research into evidence-based programs," *OJIN,* vol. 18, no. 1, Jan. 2013, doi: 10.3912/OJIN.Vol18No01Man04.

[13] International Labour Office et al., "Guidelines on workplace violence in the health sector," 2003. [Online]. Available: https://www.who.int/violence_injury_prevention/violence/interpersonal/en/WV_ComparisonGuidelines.pdf.

[14] D. Espelage et al., "Understanding and preventing violence directed against teachers: Recommendations for a national research, practice, and policy agenda," *Am. Psychol.,* vol. 68, no. 2, pp. 75–87, Feb.–Mar. 2013, doi: 10.1037/a0031307.

[15]   P. McDonald, S. Charlesworth and T. Graham, "Developing a framework of effective prevention and response strategies in workplace sexual harassment," *Asia Pac. J. of Hum. Resources,* vol. 53, no. 1, pp. 41–58, May 2015, doi: 10.1111/1744-7941.12046.

[16]   J. A. Merchant and J. A. Lundell, "Workplace violence intervention research workshop, April 5–7, 2000, Washington, DC. Background, rationale, and summary," *Am. J. Prev. Med.,* vol. 20, no. 2, pp. 135–140, Feb. 2001.

[17]   J. E. Arnetz et al., "Preventing patient-to-worker violence in hospitals," *J. Occup. Environ. Med.,* vol. 59, no. 1, pp. 18–27, Jan. 2017, doi: 10.1097/JOM.0000000000000909.

[18]   J. E. Arnetz et al., "Preventing patient-to-worker violence in hospitals," *J. Occup. Environ. Med.,* vol. 59, no. 1, pp. 18–27, Jan. 2017, doi: 10.1097/JOM.0000000000000909.

[19]   T. Lin et al., "Preventing injury from child aggression: A single-case evaluation of the effects of staff-worn protective equipment," *Dev. Neurorehabil.,* vol. 15, no. 4, pp. 298–303, May 2012, doi: 10.3109/17518423.2012.676100.

[20]   K. Graham et al., "Behavioural indicators of motives for barroom aggression: Implications for preventing bar violence," *Drug Alcohol Rev.,* vol. 30, no. 5, pp. 554–563, Sep. 2011, doi: 10.1111/j.1465-3362.2010.00252.x.

[21]   I. Oliveira and V. Ambrósio, "Sexual harassment in the hotel housekeeping department," *Int. J. Manag. Cases,* vol. 15, no. 4, pp. 180–192, 2013.

[22]   R. Homel et al., "Making licensed venues safer for patrons: What environmental factors should be the focus of interventions?," *Drug Alcohol Rev.,* vol. 23, no. 1, pp. 19–29, May 2009, doi: 10.1080/09595230410001645529.

[23]   A. J. M. Forsyth, "Banning glassware from nightclubs in Glasgow (Scotland): Observed impacts, compliance and patrons views," *Alcohol Alcoholism,* vol. 43, no. 1, pp. 111–117, Jan. 2008, doi: 10.1093/alcalc/agm142.

[24]   J. T. Wassell, "Workplace violence intervention effectiveness: A systematic literature review," *Safety Sci.,* vol. 47, no. 8, pp. 1049–1055, Oct. 2009, doi: 10.1016/j.ssci.2008.12.001.

[25]   A. Williams et al., "Process evaluation of an environmental health risk audit and action plan intervention to reduce alcohol related violence in licensed premises," *BMC Public Health,* vol. 16, no. 1, May 2016, doi: 10.1186/s12889-016-3123-9.

[26]   Health and Safety Executive, Common topic 4: Safety culture, [Online]. Available: http://www.hse.gov.uk/humanfactors/topics/culture.htm.

[27]   C. P. Bradshaw and K. Figiel, "Prevention and intervention of workplace bullying in schools," National Education Association, Washington, DC, 2012. Accessed: Jun. 5, 2019. [Online]. Available: http://www.dsea.org/sites/default/files/pdf/bully_workplace-bullying.pdf.

[28]   C. L. Erickson, M. A. Mattaini and M. S. Mcguire, "Constructing nonviolent cultures in schools: The state of the science," *Children & Schools,* vol. 26, no. 2, pp. 102–116, Apr. 2004, doi: 10.1093/cs/26.2.102.

[29]   K. Graham et al., "Blurred lines?" Sexual aggression and barroom culture," *Alcohol. Clin. Exp. Res.,* vol. 38, no. 5, pp. 1416–1424, May 2014, doi: 10.1111/acer.12356.

CSA GROUP™ | **csagroup.org**

[30]   H. Antecol and D. Cobb-Clark, "Does sexual harassment training change attitudes? A view from the federal level," *Soc. Sci. Quart.,* vol. 84, no. 4, pp. 826–842, Nov. 2003, doi: 10.1046/j.0038-4941.2003.08404001.x.

[31]   C. Casey, "Management of aggressive patients: Results of an educational program for nurses in non-psychiatric settings," *MedSurg Nurs.,* vol. 28, no. 1, pp. 9–21, Jan.–Feb. 2019.

[32]   S. Guay, J. Goncalves and R. Boyer, "Evaluation of an education and training program to prevent and manage patients' violence in a mental health setting: A pretest-posttest intervention study," *Healthcare,* vol. 4, no. 3, p. 49, Aug. 2016, doi: 10.3390/healthcare4030049.

[33]   S. Lester, C. Lawrence and C. L. Ward, "What do we know about preventing school violence? A systematic review of systematic reviews," *Psychol. Health Med.,* vol. 22, no. sup1, pp. 187–223, Jan. 2017, doi: 10.1080/13548506.2017.1282616.

[34]   P. Muratori et al., "Coping power adapted as universal prevention program: Mid term effects on children's behavioral difficulties and academic grades," *J. Prim. Prev.,* vol. 37, no. 4, pp. 389–401, Aug. 2016, doi: 10.1007/s10935-016-0435-6.

[35]   J. A. Mytton et al., "School-based violence prevention programs," *Arch. Pediat. Adol. Med.,* vol. 156, no. 8, pp. 752–762, Aug. 2002, doi: 10.1001/archpedi.156.8.752.

[36]   I. Brennan et al., "Interventions for disorder and severe intoxication in and around licensed premises, 1989-2009," *Addiction,* vol. 106, no. 4, pp. 706–713, Nov. 2010, doi: 10.1111/j.1360-0443.2010.03297.x.

[37]   K. Graham, J. Jelley and J. Purcell, "Training bar staff in preventing and managing aggression in licensed premises," *J. Subst. Use,* vol. 10, no. 1, pp. 48–61, Feb. 2005, doi: 10.1080/1465989042000271219.

[38]   B. Owens, "Proper conduct: A guide to creating and maintaining a workplace free from sexual harassment," *Food Drink Int.,* vol. 18, no. 1, pp. 8–10, 2018.

[39]   Civilian Review and Complaints Commission for the RCMP, "Report into workplace harassment in the RCMP," 2017. Accessed: May 1, 2019. [Online]. Available: https://www.crcc-ccetp.gc.ca/en/report-workplace-harassment-rcmp.

[40]   J. Blando et al., "Barriers to effective implementation of programs for the prevention of workplace violence in hospitals," *Online J Issues Nurs.,* vol. 20, no. 1, Jan. 2015, doi: 10.3912/OJIN.Vol20No01PPT01.

[41]   R. A. Bruening et al., "Understanding small business engagement in workplace violence prevention programs," *Am. J. Health Promot.,* vol. 30, no. 2, pp. e83–71, Nov. 2015, doi: 10.4278/ajhp.140221-QUAL-80.

[42]   M. Kingma, "Workplace violence in the health sector: a problem of epidemic proportion," *Int. Nurs. Rev.,* vol. 48, no. 3, pp. 129–130, Sep. 2001.

[43]   K. Edward et al., "Nursing and aggression in the workplace: a systematic review," *Brit. J. Nurs.,* vol. 23, no. 12, pp. 653–659, doi: 10.12968/bjon.2014.23.12.653.

[44]   N. Lanctôt and S. Guay, "The aftermath of workplace violence among healthcare workers: A systematic literature review of the consequences," *Aggress. Violent Beh.,* vol. 19, no.5, pp. 492–501, 2014, doi: 10.1016/j.avb.2014.07.010.

[45] S. Zhao et al., "Coping with workplace violence in healthcare settings: Social support and strategies," *Int. J. Environ. Res. Public Health,* vol. 12, no. 11, pp. 14429–14444, Nov. 2015, doi: 10.3390/ijerph121114429.

[46] U. A. Halim and D. M. Riding, "Systematic review of the prevalence, impact and mitigating strategies for bullying, undermining behaviour and harassment in the surgical workplace," *BJS,* vol. 105, pp. 1390–1397, Jul. 2018, doi: 10.1002/bjs.10926.

[47] R. Chapman et al., "Examining the characteristics of workplace violence in one-tertiary hospital," *J. Clin. Nurs.,* vol. 19, no. 3–4, pp. 479–488, 2010, doi: 10.1111/j.1365-2702.2009.02952.x.

[48] J. Stene et al., "Workplace violence in the emergency department: Giving staff the tools and support to report," *Perm. J.,* vol. 19, no. 2, pp. e113–117, 2015, doi: 10.7812/TPP/14-187.

[49] D. Copeland and M. Henry, "Workplace violence and perceptions of safety among emergency department staff members: Experiences, expectations, tolerance, reporting, and recommendations," *J. Trauma Nurs.,* vol. 24, no. 2, pp. 66–77, Mar.–Apr. 2017, doi: 10.1097/JTN.0000000000000269.

[50] P. Lutgen-Sandvik, S. J. Tracy and J. K. Alberts, "Burned by bullying in the American workplace: Prevalence, perception, degree and impact," *J Manage. Stud.,* vol. 44, no. 6, pp. 837–861, Aug. 2007, doi: 10.1111/j.1467-6486.2007.00715.x.

[51] Ontario Secondary School Teachers' Federation (OSSTF/FEESO), Elementary Teachers' Federation of Ontario (ETFO) and Ontario English Catholic Teachers' Association (OECTA), *"Bullying in the workplace study,"* 2005. [Online]. Available: https://www.osstf.on.ca/en-CA/publications/research-studies/bullying/bullying-in-workplace-study.aspx.

[52] McMahon et al., "The ecology of teachers' experiences with violence and lack of administrative support" *Am. J Commun. Psychol.,* vol. 60, no. 4-3, pp. 502–515, Nov. 2017, doi: 10.1002/ajcp.12202.

[53] McMahon et al., "Predicting and reducing aggression and violence toward teachers: Extent of the problem and why it matters," in T*he Wiley handbook of violence and aggression Volume 3 Societal interventions,"* P. Sturmey, Ed., Hoboken, NJ: John Wiley & Sons, 2017, pp. 1335–1350.

[54] S. J. Adams et al., "Harassment of members of Parliament and the legislative assemblies in Canada by individuals believed to be mentally disordered," *J. Foren. Psychi. Psych.,* vol. 20, no. 6, pp. 801–814, Feb. 2009, doi: 10.1080/14789940903174063.

[55] I. Niedhammer, S. David and S. Degioanni, "Economic activities and occupations at high risk for workplace bullying: Results from a large-scale cross-sectional survey in the general working population in France," *Int. Arch. Occ. Env. Hea.,* vol. 80, no. 4, pp. 346–353, Feb. 2007, doi: 10.1007/s00420-006-0139-y.

[56] G. Plimmer et al., "The mistreatment of public service workers: Identifying key risk and protective factors," *Public Money Manage.,* vol. 37, no. 5, pp. 333–340, May 2017, doi: 10.1080/09540962.2017.1328186.

[57] S. de Haas, G. Timmerman and M. Höing, "Sexual harassment and health among male and female police officers," *J. Occ. Health Psych.,* vol. 14, no. 4, 390–401, 2009, doi: 10.1037/a0017046.

[58] S. Kirkwood, "It's time to stop the violence. NEMSMA launches initiative to address attacks on EMS providers," *EMS World,* vol. 42, no. 5, pp. 28, May 2013.

[59]   T. Bentley et al., "Perceptions of workplace bullying in the New Zealand travel industry: Prevalence and management strategies," *Tourism Manage.,* vol. 33, no. 2, pp. 351–360, Apr. 2012, doi: 10.1016/j.tourman.2011.04.004.

[60]   L. Good and R. Cooper, "Voicing their complaints? The silence of students working in retail and hospitality and sexual harassment from customers," *Labour Industry,* vol. 24, no. 4, 302–316, Dec. 2014, doi: 10.1080/10301763.2014.978966.

[61]   H. Hoel and S. Einarsen, *"Violence at work in hotels, catering and tourism,"* 2003. [Online]. Available: https://www.ilo.org/sector/activities/topics/violence-and-stress/WCMS_161998/lang--en/index.htm

[62]   K. D. Hughes and V. Tadic, "'Something to deal with': Customer sexual harassment and women's retails service work in Canada," *Gend. Work Organ.,* vol. 5, no. 4, pp. 207–219, Oct. 1998, doi: 10.1111/1468-0432.00058.

[63]   D. Kara, "Workplace mobbing and effects on female employees health and safety needs and turnover cognitions," *Tourism Analysis,* vol. 18, no. 2, pp. 215–220, Nov. 2013, doi: 10.3727/108354213X13645733247891.

[64]   Ontario Newsroom. "Bartenders and servers to receive sexual violence and harassment intervention training." News.ontario.ca. https://news.ontario.ca/owd/en/2016/09/bartenders-and-servers-to-receive-sexual-violence-and-harassment-intervention-training.html

[65]   D. Hango and M. Moyser, "Harassment in Canadian workplaces," 150statcan.gc.ca. https://www150.statcan.gc.ca/n1/pub/75-006-x/2018001/article/54982-eng.htm

[66]   A. Lancaster, "What foodservice directors can learn from Uber's sexual harassment scandal," *Foodservice Direct. Mag.,* 2017. [Online]. Available: https://www.foodservicedirector.com/workforce/what-foodservice-directors-can-learn-ubers-sexual-harassment-scandal

[67]   Government of Canada, *"Government releases Workplace Harassment and Violence Prevention consultation report,"* 2019. [Online]. Available: https://www.canada.ca/en/employment-social-development/news/2019/04/government-releases-workplace-harassment-and-violence-prevention-consultation-reportmore-than-1000-canadians-provided-views-on-how-employers-should.html

[68]   International Labour Office et al., "Framework guidelines for addressing workplace violence in the health sector," 2002. [Online]. Available: https://www.ilo.org/sector/Resources/codes-of-practice-and-guidelines/WCMS_160908/lang--en/index.htm

[69]   International Labour Office et al., "Framework guideline for addressing workplace violence in the health sector: The training manual," 2005. [Online]. Available: https://www.ilo.org/safework/info/instr/WCMS_108542/lang--en/index.htm

[70]   Occupational Safety and Health Administration, "Workplace violence fact sheet," 2002. [Online]. Available: https://www.osha.gov/pls/publications/publication.athruz?pType=Industry&pID=231

[71]   Occupational Safety and Health Administration, "Guidelines for Preventing Workplace Violence for Healthcare and Social Service Workers," [Online]. Available: https://www.osha.gov/dsg/hospitals/workplace_violence.html

[72] ASIS/SHRM WVP.1, *Workplace Violence Prevention and Intervention,* ASIS Commission on Standards and Guidelines, 2011. [Online]. Available: https://www.asisonline.org/publications/sg-asis-shrm-workplace-violence-prevention-and-intervention-standard/

[73] Safe Work Australia, "Workplace violence," Safeworkaustralia.gov.au. https://www.safeworkaustralia.gov.au/workplace-violence#overview.

[74] Safe Work Australia, "Bullying," Safeworkaustralia.gov.au. https://www.safeworkaustralia.gov.au/bullying

[75] Australian Human Rights Commission, "Workplace bullying: Violence, harassment and bullying fact sheet," 2011. [Online]. Available: https://www.humanrights.gov.au/workplace-bullying-violence-harassment-and-bullying-fact-sheet.

[76] European Trade Union Confederation et al., "Framework agreement on harassment and violence at work," 2007. [Online]. Available: https://drive.google.com/file/d/0B9RTV08-rjErYURTckhMZzFETEk/view.

[77] M. Milczarek and European Agency for Safety and Health at Work, EU-OSHA, "Workplace violence and harassment: A European picture," 2010. [Online]. Available: https://osha.europa.eu/en/tools-and-publications/publications/reports/violence-harassment-TERO09010ENC/view.

CSA Group Research

In order to encourage the use of consensus-based standards solutions to promote safety and encourage innovation, CSA Group supports and conducts research in areas that address new or emerging industries, as well as topics and issues that impact a broad base of current and potential stakeholders. The output of our research programs will support the development of future standards solutions, provide interim guidance to industries on the development and adoption of new technologies, and help to demonstrate our on-going commitment to building a better, safer, more sustainable world.