Workplace Safety & Prevention Services®

INFORMATION

DEVELOPING WORKPLACE VIOLENCE AND HARASSMENT POLICIES AND PROGRAMS

A TOOLBOX

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Purpose

This toolbox supports Developing Workplace Violence and Harassment Policies and Programs: What Employers Need to Know, which outlines steps that will help you protect the workers in your workplace from the hazard of violence and harassment.

This toolbox contains information, tools and assessments that can be useful to employers as they identify hazards and risks related to violence and harassment, develop a workplace violence policy and program, develop a workplace harassment policy and program, or a domestic violence program.

This is a voluntary resource. **Workplaces are not required to use all or any of the tools presented in this Toolbox.** Employers may use other tools or techniques to help them to comply with the requirements of the *Occupational Health and Safety Act*.

Contact Workplace Safety & Prevention Services with any questions about workplace violence and harassment prevention. Ontario health and safety associations have sector-specific information, programs and services related to workplace violence and harassment , as well as other topics. See resources section for contact information.

Use, reproduction or customization of these tools to meet sector or workplace-specific needs is recommended and encouraged.

Workplace Violence Survey

(Based on material from the Ontario Safety Association for Community and Healthcare.)

This survey may be used to ask workers and management about their perception of their safety in the workplace. It can also be used as part of Step 1 in *Developing Workplace Violence and Harassment Policies and Programs: What Employers Need to Know.*

Workplaces are not required to use this survey, or any survey, in order to comply with the *Occupational Health and Safety Act.*

Before distributing this survey, add an introduction that outlines the purpose of the survey, how the results of the survey will be reported, with whom the results will be shared, and how it will be used. The survey should be anonymous.

Physical Environment

Do you feel safe at work?	☐ Yes	☐ No	
Has your workplace been designed to protect you from workplace violence?	☐ Yes	☐ No	
In your opinion, are there adequate measures to protect you?	☐ Yes	☐ No	
If you answered No to any of the previous questions, please indicate whether the following areas require improvement:	Yes	No	N/A
Lighting			
Security checks or protocols (identification checks, sign-in sheets, etc.)			
Restrictions on public access to work areas (secured elevators, stairwells, etc.)			
Security in areas used to store personal belongings (locker rooms, etc.)			
Security staff			
Security of restrooms			
Security of parking lots			
Communication procedures (for example, when and how to call for help)			
Layout of work areas (visual obstructions, unsecured objects and furniture, etc.)			
Security devices (surveillance equipment, silent or sounding alarms, panic buttons, personal alarms, telephones, cell phones, etc.)			
Other:			

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Incidents at Work

Have you been hit, pushed, physically assaulted, or otherwise attacked while working at this organization?	☐ Yes ☐ No
If you answered Yes:	
• Where did the incident occur?	
• Did you report the incident?	☐ Yes ☐ No
• How did you report the incident? ☐ Orally? ☐ In Writing?	
• Who physically assaulted or otherwise attacked you? ☐ client/customer ☐ member of the public ☐ co-worker ☐ partner/ex-partner ☐ manager/supervisor ☐ other:	
Have you been sexually assaulted or been the target of a sexual incident while working at this organization?	☐ Yes ☐ No
If you answered Yes:	
• Where did the incident occur?	
• Did you report the incident?	☐ Yes ☐ No
• How did you report the incident? ☐ Orally? ☐ In Writing?	
• Who assaulted you? ☐ client/customer ☐ member of the public ☐ co-worker ☐ partner/ex-partner ☐ manager/supervisor ☐ other:	
Have you been threatened with physical harm (orally, in writing, or otherwise) while working at this organization?	☐ Yes ☐ No
If you answered Yes:	
• Where did the threat occur?	
• Did you report the threat?	☐ Yes ☐ No
• How did you report the threat? ☐ Orally? ☐ In Writing?	
• Who threatened you? ☐ client/customer ☐ member of the public ☐ co-worker ☐ partner/ex-partner ☐ manager/supervisor ☐ other:	

Have you been harassed (sexual harassment, insults, or bullying) while working for this organization?	☐ Yes ☐ No
If you answered Yes:	
• Where did the harassment occur?	
• Did you report the harassment?	☐ Yes ☐ No
• How did you report the harassment? ☐ Orally? ☐ In Writing?	
• Who harassed you? ☐ client/customer ☐ member of the public ☐ co-worker ☐ partner/ex-partner ☐ manager/supervisor ☐ other:	
In your opinion, what steps could be taken to make your workplace safer?	

Policy and Program

Is there a written workplace violence policy and program for your workplace?	☐ Yes ☐ No
Have procedures for violence prevention been set out for your work area?	☐ Yes ☐ No
If yes, are they easy to understand and follow?	☐ Yes ☐ No
Have you ever seen a written copy of the procedures	☐ Yes ☐ No
Here, employers may insert questions about procedures in the workplace that they consider critical, such as how to call for help, how to de-escalate a situation, how information about a client's behaviour is communicated to workers, etc.	
Comments:	

Workplace Incident Reporting and Follow-up

Are you required to report threats and violence at your workplace?	☐ Yes ☐ No
If yes, can you do so without fear of retaliation (revenge or punishment)?	☐ Yes ☐ No
Is there a system for reporting threats and violence at your workplace?	☐ Yes ☐ No
If yes, is it easy to understand and follow?	☐ Yes ☐ No
Does your supervisor or manager investigate incidents promptly?	☐ Yes ☐ No
Does your supervisor or manager take suitable corrective action promptly?	☐ Yes ☐ No
Are police and emergency services called immediately when a criminal incident occurs?	☐ Yes ☐ No
Are support programs in place to help you if you are directly or indirectly affected by workplace violence?	☐ Yes ☐ No
Comments:	

Education and Training

Do you know what workplace violence policies and programs exist in your workplace?	☐ Yes ☐ No
Do you know how to report a threat or a violent incident, and to whom?	☐ Yes ☐ No
Have you received training in recognizing, preventing, and dealing with workplace violence?	☐ Yes ☐ No
Have you received training on the security devices available to you (such as surveillance equipment, silent or sounding alarms, panic buttons, personal alarms, telephones, cell phones, etc.)?	☐ Yes ☐ No
Do you think you are prepared to handle a violent situation, a threat, or escalating behaviours exhibited by clients/customers while at work?	☐ Yes ☐ No
Have you received training or information about domestic violence in the workplace?	☐ Yes ☐ No
Here, employers may insert other questions about training in the workplace, such as how to call for help, how to de-escalate a situation, how information about a client's behaviour is communicated to workers, etc.).	
Comments:	

Sample – Workplace or Sector-specific Questions

The following section can be tailored to meet your specific workplace or sector-specific needs. The following are sample questions for workers in a community-based setting.

If you work in the community, are you provided with any of these supports?	Yes	No	N/A
Background information on the neighbourhood in general, the immediate work area, clients, etc.			
The assistance of a buddy or security guard in high-risk situations			
A cell phone or radio when needed			
A security contact person			
Communication about a client's history of violence or known behavioural issues			
Timely assistance when you report a problem			
Are there any other supports that you think would help safeguard your security? If yes, please specify below:			

Policy, Program, and Training Review Tool

This section outlines policies, programs, and training related to workplace violence prevention.

The tool may be used ***during three of the steps*** for developing your workplace violence policy and program, as outlined in *Developing Workplace Violence and Harassment Policies and Programs: What Employers Need to Know.*

During Step 2, *Assess the Risks of Workplace Violence,* the tool can help you review the policies, programs, measures, and procedures you have in place to counter workplace violence. During this step, you may wish only to use the Yes and No columns to determine whether your workplace has the policies, programs, or training in place.

During Step 3, *Control the Risks of Workplace Violence,* when you are setting up your workplace violence program, you may wish to use the examples of content for policies, programs, and training as ideas for what you could do in your workplace.

During Step 4, *Monitor and Evaluate,* the questions about workplace culture may help you monitor and evaluate your workplace violence and harassment policies and programs.

Workplaces are not required to use the examples of policy, program, and training content provided in this tool. Employers may develop their own policies, programs, and training that comply with the requirements of the *Occupational Health and Safety Act.*

Policy, Program, and Training Review Tool

	Yes	No	Examples of Content	Existing	Recommended
Workplace Violence					
Do you have a workplace violence policy, as required by the *Occupational Health and Safety Act (OHSA)?*			A workplace violence policy is required by the OHSA. A good workplace violence policy should, at minimum: • state that violence is an occupational health and safety hazard in the workplace • state what workplace violence is and its sources • state that workplace violence is unacceptable and recognize the harm that could result • state the employer's commitment to protecting workers from workplace violence • outline consequences of behaviours covered by the policy • encourage workers to report all incidents and threats of workplace violence • commit to investigate and deal with concerns promptly An Example Workplace Violence Policy is available on page 67 in this *Toolbox*.		
Do you have a workplace violence program, as required by the OHSA?			A workplace violence program is required by the OHSA. A workplace violence program must include, at minimum, the elements below.		
Does your workplace violence program include the following elements, required by the OHSA?					
• Measures and procedures to control the risks identified by your assessment as likely to expose a worker to physical injury			See the Workplace Violence Assessments.		

• Measures and procedures for summoning immediate assistance for actual or potential workplace violence			Measures and procedures could include:
			• providing equipment to call for help, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call an emergency number)
			• providing GPS tracking devices or other locating devices
			• providing internal and external numbers for workers to call
			  • at all hours of operations
			  • posted or otherwise readily available
			• establishing an internal code word or words to indicate that help is needed
			Consider integrating your workplace's measures and procedures with your building's, or join with neighbouring businesses to coordinate measures and procedures.		

Policy, Program, and Training Review Tool

	Yes	No	Examples of Content	Existing	Recommended
• Measures and procedures for workers to report actual or potential workplace violence			The reporting measures and procedures should: • deal with workplace violence from all sources (you may wish to have separate procedures for violence arising from a client, a worker, a supervisor, or a domestic/intimate partner) • communicate your willingness to deal with concerns that are brought forward, and to respect confidentiality, while ensuring the safety of all workers • specify how, when, and to whom a worker may report incidents or threats • include reporting forms or other recording mechanisms • include procedures that allow workers to report concerns about supervisors • include procedures that protect those reporting their concerns • specify the roles and responsibilities of employers, supervisors, workers, joint health and safety committees, health and safety representatives, and unions • outline when the joint health and safety committee, health and safety representative, and/or union need to be notified about an incident • outline when external organizations should be notified (the police, Workplace Safety Insurance Board, Ministry of Labour, etc.)		
• Set out how you will investigate complaints or incidents			The investigation process should: • deal with workplace violence from all sources (the investigation approach may be different for violence arising from a worker, a client, or a domestic/intimate partner) • respect confidentiality, while ensuring the safety of all workers • describe what will be included in the investigation • specify the roles and responsibilities of employers, supervisors, workers, joint health and safety committees, health and safety representatives, unions, and others • describe how, when, and by whom investigations will be conducted • outline record-keeping practices		
• Set out how you will deal with incidents, complaints, and threats of violence			The process to deal with violence or threats of violence should: • describe follow-up to the investigation (description of subsequent actions and timeframe) • identify consequence if non-workers become violent		

Policy, Program, and Training Review Tool

	Yes	No	Examples of Content	Existing	Recommended
			• identify consequences if workers become violent (the consequences could include disciplinary action, up to and including termination of employment) • respect confidentiality, while ensuring the safety of all workers • outline counselling supports or resources that are available to assist workers (critical incident stress debriefing, Employee Assistance Program (EAP), and other support) • specify other actions, such as reviewing program measures and procedures or reviewing the assessment of risks • outline record-keeping requirements		
Other measures and procedures associated with workplace violence prevention **Note:** These are recommended measures and procedures that may not be specifically required by the OHSA					
Do you have a workplace emergency response plan that includes measures and procedures for calling for immediate help?			Consider integrating these measures and procedures into an existing emergency response plan, or create a comprehensive emergency response plan for the workplace. An emergency response plan could include: • emergency response protocols, teams, and training • information on the location and use of emergency facilities and safe areas • alarm and emergency communication requirements • procedures for rescue, lockdown, and evacuation • information on when and how to contact the police • information about designated emergency workers, contact persons, crisis management plans, evacuation plans, and building plans Consider integrating your workplace's measures and procedures with your building's, or join with neighbouring businesses to coordinate emergency response. If you have existing procedures, update them. Consider developing a workplace-specific work refusal procedure that includes workplace violence.		
If you have internal procedures for work refusals, have you updated them to include workplace violence?			Remember that internal procedures must conform to the work refusal process in the *Occupational Health and Safety Act*.		

Policy, Program, and Training Review Tool

	Yes	No	Examples of Content	Existing	Recommended
Domestic Violence					
Do you know what to do when you become aware of domestic violence that may occur in the workplace, as required by the OHSA?			If you become aware of domestic violence that may occur in the workplace, be prepared to take all precautions reasonable in the circumstances to protect workers. When an incident of domestic violence is brought to your attention, deal with it on a case-by-case basis. For more information, see page 70 *Creating a Safety Plan* in this *Toolbox*.		
Do you have a program for domestic violence that may occur in the workplace?			Workplace programs and a supportive work environment can help workers who are experiencing domestic violence. Here are some things that leading employers have done: • Instituted a clearly stated policy that any violence, including domestic violence, will not be tolerated in the workplace or on work property • Displayed public education materials (in accessible areas such as lunch rooms, washrooms, and on the company website) detailing where victims and abusers can get help • Organized regular awareness training and education in all levels of the organization about domestic violence • Created policies concerning paid time off, extended leaves of absence, and workplace relocation options for workers who are victims of domestic violence, and accountability measures for the abusers if they work in the organization • Created a plan for getting help in the case of an emergency • Clearly communicated a reporting procedure for incidents of violence or threats • Outlined the steps the employer will take once aware of an incident/potential incident, and how the employer will disclose information on a “need to know” basis in order to protect confidentiality while ensuring worker safety • Listed services (such as the Employee Assistance Plan, a local women’s shelter, the police, and the Assaulted Women’s Helpline) that can support workers in a variety of ways, including the development of a personal safety plan that considers the worker’s needs at work and at home, including her children.		

Policy, Program, and Training Review Tool

	Yes	No	Examples of Content	Existing	Recommended
Information, Instruction, Education, and Training (Workplace Violence)					
Are all workers given information and instruction on the contents of your workplace violence policy and program, as required by the OHSA?			Provide training on the workplace violence policy and program to all workers, including reporting and investigation processes. Ensure workers are advised of changes and updates. Consider integrating workplace violence prevention training into existing health and safety training (health and safety orientation, emergency response plan, job-specific training, etc.).		
Are all supervisors and managers given information and instruction on the contents of your workplace violence policy and program, as required by the OHSA?			Provide training to all supervisors on the contents of the workplace violence policy and program, including reporting and investigation processes. Ensure that supervisors are advised of any changes and/or updates.		
Do workers receive training about the specific risks of workplace violence that they face, and the prevention measures and controls that have been put in place?			Provide worker training on the risks of workplace violence associated with the job, including high-risk locations and situations. Include training on any controls, measures, and procedures that have been put in place. Remember that the OHSA requires employers to provide information and instruction to their workers to protect their health or safety. In this Toolbox, see Assessments for Specific Risks to help identify additional training that could be useful.		
Do you have an educational program about all aspects of workplace violence, including domestic violence?			Consider providing an educational program that includes general-awareness information on: • who can become violent in the workplace (strangers, clients, patients, students, supervisors, co-workers, domestic/intimate partners) • types of unacceptable behaviour (such as hitting, pushing, assault, sexual assault, robbery, criminal harassment) • high-risk situations or locations • general recognition, prevention, and protection information		

Policy, Program, and Training Review Tool

	Yes	No	Examples of Content	Existing	Recommended
Workplace Harassment					
Do you have a workplace harassment policy, as required by the OHSA?			A workplace harassment policy is required by the OHSA. A good workplace harassment policy should, at minimum: • state what workplace harassment is and its sources • state that workplace harassment is unacceptable • state the employer's commitment to protecting workers from workplace harassment • outline consequences of behaviours covered by the policy • encourage workers to report all incidents of workplace harassment • commit to investigate and deal with concerns promptly An Example Workplace Harassment Policy is available on page 68 in this *Toolbox*.		
Do you have a workplace harassment program, as required by the OHSA?			A workplace harassment program is required by the OHSA. A workplace harassment program must include, at a minimum, the elements below.		
Does your workplace harassment program include the following elements, as required by the OHSA?					
• Measures and procedures for workers to report workplace harassment			The reporting measures and procedures should: • deal with workplace harassment from all sources (you may wish to have separate procedures for harassment arising from a worker, a supervisor, or a domestic/intimate partner) • communicate your willingness to deal with concerns • be confidential and neutral • treat all complaints seriously and promptly • respect confidentiality • specify how, when, and to whom a worker should report • include reporting forms or other recording mechanisms • include processes that allow workers to report concerns about supervisors • include processes that protect those bringing forward the concern • specify the roles and responsibilities of employers, supervisors, workers, and unions		

Policy, Program, and Training Review Tool

	Yes	No	Examples of Content	Existing	Recommended
• set out how you will investigate complaints or incidents of workplace harassment			The investigation process should: • treat all complaints seriously and promptly • be confidential and neutral • be fact-based, fair, and thorough • deal with workplace harassment from all sources (the investigative approach may be different for harassment arising from a worker, a client, or a domestic/intimate partner) • protect those who complain from continued harassment • describe what will be included in the investigation • specify the roles and responsibilities of employers, supervisors, workers, unions, and others • describe how, when, and by whom investigations will be conducted • outline how the complainant and others involved will be told about the results of the investigation and any actions taken • outline record-keeping practices The Ontario Human Rights Commission has detailed information on investigations in their publication *Guidelines on Developing Human Rights Policies and Procedures.* http://www.ohrc.on.ca/en/resources/Policies/gdpp		
• Set out how you will deal with incidents and complaints of workplace harassment			The process to deal with workplace harassment should: • respect confidentiality • describe follow-up to the investigation (description of actions and timeframe) • identify consequences for the harasser • outline counselling supports or resources that are available to assist workers (such as an Employee Assistance Program (EAP) or other support • outline record-keeping requirements		
Information, Instruction, Education, and Training (Workplace Harassment)					
Are all workers given information and instruction on the contents of your workplace harassment policy and program, as required by the OHSA?			Provide training to all workers on the contents of the workplace harassment policy and program. Ensure workers are advised of changes and updates.		

Policy, Program, and Training Review Tool

	Yes	No	Examples of Content	Existing	Recommended
			Consider integrating workplace harassment prevention training into existing training (orientation, sensitivity training, anti-harassment or anti-discrimination training, respectful workplace training, etc.)		
Are all supervisors and managers given information and instruction on the contents of your workplace harassment policy and program, as required by the OHSA?			Provide training to all supervisors on the contents of the workplace harassment policy and program. Ensure that supervisors are advised of any changes and/or updates.		
Do you have an educational program on harassment prevention?			Consider providing an educational program that includes general awareness information on harassment prevention and human rights in Ontario.		
Workplace Culture **These questions will help you to determine how well the policies, programs, measures, and procedures associated with workplace violence and harassment prevention are functioning in your workplace.**					
Do you have a workplace culture that does not condone or accept violent, threatening, or harassing behaviour?			Ensure that everyone knows that neither violence nor harassment are ever a normal part of work, and that the organization respects all workers. • Post workplace violence and harassment policies • Develop respectful workplace policies • Embrace diversity • Consider developing a code of ethics Consider developing additional policies, such as a healthy-workplace policy, a domestic violence policy, or a respectful workplace policy		
Does the workplace culture encourage workers to report harassment and actual or potential violence? There are OHSA requirements for procedures for reporting workplace violence and harassment.			Ensure workers know how to report and are aware of confidentiality practices. Encourage reporting by: • having processes in place for reporting in all situations, including when the concerns are about a supervisor • giving workers easy access to information and resources in order to enable the reporting of actual or potential violence • using a worker survey to gauge how well the reporting system is working		

Policy, Program, and Training Review Tool

	Yes	No	Examples of Content	Existing	Recommended
Is workplace violence or harassment promptly investigated and dealt with? There are OHSA requirements for investigative procedures and for dealing with workplace violence and harassment.			Integrate reporting indicators into your existing performance management system for supervisors. Consider using a worker survey or other means to gauge how well the investigation system is working.		
Are workers offered support after violent incidents or threats of violence?			Supports can include: • ensuring workers receive appropriate medical attention, as required • ensuring workers have information on available counselling resources and supports (Employee Assistance Program (EAP), critical incident stress debriefing, or other support) • ensuring follow-up with workers after an incident		
Do workers follow the measures and procedures in the workplace violence program?			Gauge whether measures and procedures are being followed by: • monitoring whether workplace violence policies, procedures, and practices are being followed (if not, why not?) • monitoring the effectiveness of your training • talking to supervisors, workers, joint health and safety committee members, and health and safety representatives to find out how well measures and procedures work in practice • using a worker survey or other methods to find out how well measures and procedures work in practice and how safe workers feel		
Do you regularly monitor the effectiveness of your workplace violence policy and program?			Regularly evaluate your workplace violence policy and program, as well as its associated measures and procedures, using a variety of methods, such as: • analysis of complaints, incident/accident reports, security reports, or unusual occurrence reports • workplace inspections • work practice audits • worker surveys • training needs assessments Establish a process for regular review in consultation with workers, supervisors, joint health and safety committees, health and safety representatives, and/or unions.		
Do you regularly monitor the effectiveness of your workplace harassment policy and program?			Regularly evaluate your workplace harassment policy and program, as well as its associated measures and procedures, using a variety of methods, such as worker surveys and collecting information on complaints.		

Workplace Violence Assessments

There are three parts to the Workplace Violence Assessments:

1. **General Physical Environment Assessment**
2. **Risk Factor Selection Tool**
3. **Assessments for Specific Risks**

You only need to fill out the Assessments for Specific Risks that are relevant to your workplace or to specific jobs or locations.

Before you start to use the assessments:

- Decide who will fill out the assessment(s). Think about the knowledge this person should have. Your health and safety association may be able to help provide training for the assessor, or may be able to help your workplace to complete the assessments.
- Decide with whom you will consult to fill out the assessments.

You are encouraged to involve workers, supervisors, joint health and safety committees, health and safety representatives, and/or unions in this process. Your workplace violence policy and program will be the better for it.

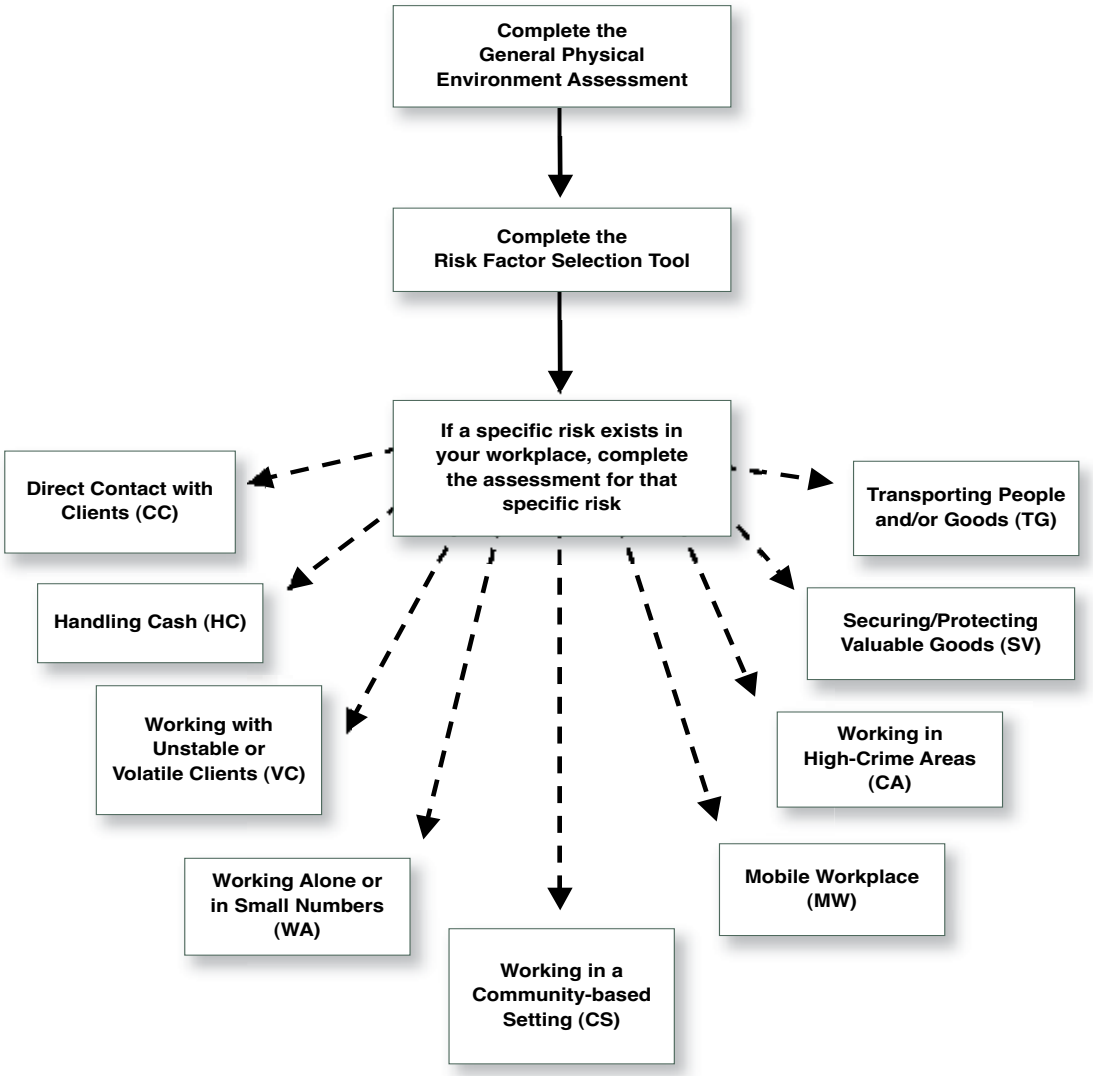
- Decide whether there one set of assessments will be filled out for the entire workplace, or if there will be separate assessments for different jobs, tasks, or locations:
- Smaller employers, such as variety stores, may only have one workplace, so they would need only one assessment.
- Larger employers may wish to divide the operations into workplaces or tasks that have similar risks of violence. For example, a debt collection operation may divide its staff into those who deal with customers personally and those who perform administrative support functions with no customer contact. In this way, violence prevention efforts can be focused on those areas where they are most needed.

When you are filling out the assessments:

- At the top of the assessments, identify the job/department/location, the name of the person filling it out, and the date.
- Check the boxes as accurately as possible, being sure to put a mark opposite each question.
- If the answer to any of the questions is in a shaded column, fill in the information about controls that already exist at your workplace. When filling in recommended controls, take into consideration the protection of all workers in the workplace, including those who may be more vulnerable to violence.

Workplaces are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace, and to controlling the risks of workplace violence that you identify.

Your workplace may have additional risks that are not covered by these Workplace Violence Assessments, or you may need to customize them for your workplace. Your Health and Safety Association may have suggestions or materials about more focused assessments for your type of workplace.



General Physical Environment Assessment

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

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to your workplace's circumstances and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

General Physical Environment Assessment (GA)						
Physical Environment	**Yes**	**No**	**N/A**	**Examples of Controls**	**Existing Controls**	**Recommended Controls** (identify person(s) responsible and expected completion dates, if possible)
Have you assessed the following?						
• Outside building and parking lot				• Bolted entries / locks • Designated public entry doors • Clear sightlines (look at landscaping, layout, and bushes) • Good lighting • Motion/movement detectors		
• Entry control and security system				• Coded doors / security doors • Employee ID cards and guest passes with sign-in/out • Clearly labelled staff areas • Closed-circuit video system • Metal detectors • Alarms (silent or sounding) • Mirrors		

General Physical Environment Assessment (GA)

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
• Reception and waiting areas				• Clear sightlines • Means of communication • Signage (re: hours) • No heavy or sharp objects See the Assessment for Specific Risk: Direct Contact with Clients (page 25) for more suggestions.		
• Public counters				• Widened service desks • Barriers (e.g., unbreakable screens) • Silent, concealed alarms • Other means to summon help See the Assessment for Specific Risk: Direct Contact with Clients (page 25) for more suggestions.		
• Interior design, hidden areas (utility rooms, etc.), and lighting				• Restricted public access • Clear sightlines • Locked doors • Mirrors • Angled corners		
• Stairwells and exits				• Exit signs • Good lighting • No obstructions • Panic bars to allow escape • Requirements of *Fire Code and Building Code*		
• Elevators and washrooms				• Clear sight lines • Restricted public access • Communication devices or alarms • Locks that can be accessed by security		
• Public meeting rooms, interview, treatment or counselling rooms				• Clear sight lines • Communication devices or alarms • Furniture layout • Weighted furniture • Extra exit		

General Physical Environment Assessment (GA)

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
• Isolated areas				• Clear sight lines • Means of communication • Mirrors • Angled corners • Restricted access See the Assessment for Specific Risk: Working Alone or in Small Numbers (page 40) for more suggestions.		
• Location of cash, goods, and medicines				• Locked and hidden storage		
• Workplace location (shared building, neighbouring businesses, neighbourhood)				• Security tours • Cameras • Secured grounds Assessments for Specific Risks may have more detailed examples of controls.		
Are individual security devices necessary to protect workers?				Individual security devices could include: • personal alarms • cell phones • two-way radios • GPS tracking devices or other locating devices Assessments for Specific Risks may have more detailed examples of controls.		
If used in your workplace, are security systems and individual security devices tested?				If used in your workplace: • Test the security systems regularly • Test individual security devices prior to use and regularly while in use • Keep records of tests		
Is there a designated safe area where workers can go during a workplace violence incident?				For emergency purposes, a safe area (for example, a safe room, the business next door, etc.) should be identified. If using a safe room, it should: • have clear entry • have a lock that can be used from the inside, but which can		

General Physical Environment Assessment (GA)						
Physical Environment	**Yes**	**No**	**N/A**	**Examples of Controls**	**Existing Controls**	**Recommended Controls** (identify person(s) responsible and expected completion dates, if possible)
				also be accessed by security • have a means of summoning immediate assistance		
Are there other measures or procedures needed to protect workers from the risks arising from the physical environment?				Measures and procedures will depend on the specific workplace.		
If your workplace has workplace security measures or individual security devices, are workers trained in their use?				Provide workers training on workplace security measures and in the proper use and testing of individual security devices.		
Are workers and supervisors trained in all relevant measures and procedures that will protect them from violence associated with the workplace's physical environment?				Information, instruction, or training could include: • risks of workplace violence arising from their job or location • other relevant measures and procedures		

Risk Factor Selection Tool

You may use this tool to identify risks specific to your workplace. If a specific risk exists in your workplace, make sure that you complete the assessment for that specific risk.

If your workplace is subject to more than one of the specific risks below, you may wish to prioritize or rank them. For help with this process, you may use the process outlined on the third page of this tool.

Your workplace may have additional risks that are not covered by these risk factors. Your Health and Safety Association may have suggestions or materials for more focused assessments for your type of workplace.

Job / Department/ Location: Completed by: Date:

Specific Risks Associated with the Type of Work or Conditions of Work (Based on the risk factors outlined by National Institute for Occupational Safety and Health (NIOSH))		**Risk Exists Yes or No** If Yes, complete relevant Assessment for Specific Risks	Level of Risk H = High M = Moderate L = Low		
Work includes:	**Examples of Activities or Situations**		**H**	**M**	**L**
Direct Contact with clients (CC)	• Working in a fixed location in the presence of cash, goods, or medications that may be readily sold or pawned • Working in a fixed location with clients who have access to staff				
Handling cash (HC)	• Maintaining petty cash in a fixed location • Working at cashier station in a fixed location • Making cash deposits				
Working with unstable or volatile clients (VC)	• Providing a service to persons with physiological, psychological, or psychiatric conditions and substance abuse issues • Providing a service that involves physical contact with clients who may be unpredictable due to influences outside the workplace				
Working alone or in small numbers (WA)	• Working in a fixed location where there is limited or no access to communication tools and other security devices • Working in a fixed location where there is a high potential for assault, sexual assault, or robbery • Working in isolated areas within a worksite, away from other workers • Working in a remote worksite where public may have access				
Working in a community-based setting (CS)	• Traveling alone in the community • Working in a client's personal dwelling • Limited or no access to communication tools and other security devices				
Mobile workplace (MW)	• Working on the road – a vehicle is a "mobile office" • Working in remote/unknown areas • Public having access to the worker in and outside of vehicle				

Job / Department/ Location: Completed by: Date:

Specific Risks Associated with the Type of Work or Conditions of Work (Based on the risk factors outlined by National Institute for Occupational Safety and Health (NIOSH))		Risk Exists Yes or No If Yes, complete relevant Assessment for Specific Risks	Level of Risk H = High M = Moderate L = Low		
Work includes:	**Examples of Activities or Situations**		**H**	**M**	**L**
Working in high-crime areas (CA)	Working in areas where there is a: • high risk of assault, sexual assault, or robbery based on police statistics • high risk of theft and/or property damage based on insurance and realtor/broker statistics				
Securing or protecting valuable goods (SV)	• Working in the presence of cash, goods, or medications that may be readily sold or pawned • Working in the presence of valuable portable goods, such as precious metals, vehicles, or electronics • Transporting cash or valuable goods, especially to remote or isolated locations • Protecting valuable goods in an area open to the public • Intervening in a situation to prevent theft or loss • Patrolling alone or at night, especially in remote or isolated locations				
Transporting people or goods (TG)	• Working in high-density traffic routes • Working in areas where there is exposure to “road rage” • Working in areas where there is limited or no access to communication tools • Working in situations where the public has physical access to driver/staff • Working in situations where fare collection and enforcement of fares is required • Working in situations where there is exposure to theft of goods that are being transferred				

Ranking or prioritizing the risk factors

Ranking or prioritizing the risk factors is one way to help determine which safety hazards need to be addressed first. Priority is usually identified by taking into account how much or how often a worker is exposed to the situation or conditions and the potential for harm. Assigning a priority to the risks creates an action list.

There is no simple or single way to determine the level of risk. Ranking hazards requires knowledge of workplace activities, the urgency of particular situations, and, most importantly, objective judgment. The following can help guide you in choosing the appropriate level for each specific risk:

Category of Risk	Activity Description
High	One or more potential risks regularly place the employee at risk and/or the risk is severe. • **Regularly** = Part of the normal work routine/assignment • **Severe** = Potential for fatal or critical injury
Moderate	One or more potential risks occasionally place the employee at risk and/or the risk is moderate. • **Occasionally** = Recognized part of work activities occurring on an infrequent basis • **Moderate** = Potential for lost time/medical aid required
Low	One or more potential risks rarely place the employee at risk and/or the risk is minimal. • **Rarely** = Not a normal part of the work routine • **Minimal** = Potential for first aid required

The above method is not the only way to categorize risk. If a job or location has multiple risk factors, the overall risk of workplace violence may be higher than for jobs with only one or two risk factors. In addition, you may want to take into consideration whether hours of operation or the makeup of the workforce influences the level of risk.

Remember that you should address all risk factors in your workplace, not just the priority ones.

Assessment for Specific Risk: Direct Contact with Clients (CC)

This assessment can be useful for fixed-location workplaces where workers are expected to provide a product or service to clients, for example, in retail stores, gas stations, factories, manufacturing settings, industrial settings, office environments, health care facilities, and clinics. Examples of activities include:

- Working in a fixed location in the presence of cash, goods, or medications that may be readily sold or pawned
- Working in a fixed location with clients that have access to staff

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CC1. Do clients have direct physical access to workers?				Consider the following measures: • Making reception areas visible to other workers and to the outside • Having counters built wide enough or with barriers to prevent clients from having physical access to workers See question on restricting non-worker access within the workplace for more information.		
CC2. Can workers call for immediate help when workplace violence occurs or is likely to occur?				Measures and procedures could include: • providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call an emergency number) • providing GPS tracking devices or other locating devices • providing internal and external numbers for workers to call • at all hours of operations • posted or otherwise readily available • establishing an internal code word or words to indicate that help is		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CC3. Does the workplace have a clean, uncluttered, welcoming atmosphere?				Consider the following measures: • Providing an informal, tidy entry area • Posting signs such as "Welcome" and "No-Harassment Policy" • Ensuring workers welcome clients and keep them informed of appointment delays, etc.		
CC4. Is public access to the workplace restricted?				Restrict public access to the workplace by: • providing a single entrance for clients and controlling access to other doors • installing security alarms on outside doors • installing door chimes or other means to notify workers when someone enters the workplace • posting signs about worker-only areas • using cards or keys to access worker-only areas • using reception desks and sign-in procedures • accompanying non-workers in restricted areas • using video surveillance and posting signs to inform people of it • locking the public entrance and providing a bell		
CC5. Where clients could become aggressive or violent, are there any objects or equipment that could be used to hurt people?				Consider the following measures: • Storing sharp and dangerous items so that only workers have access to them • Keeping public counters and public areas free of equipment and clutter		
CC6. Are there designated rooms for meeting with clients?				Set up rooms specifically for meetings with the public by: • installing windows in the door or some other way for workers outside to see inside the meeting room • if necessary, designing rooms so that they are within hearing range of reception area • setting up room with an easy exit for workers in case of emergency		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CC7. Is there a place for workers to safely store their personal belongings?				Provide workers with a secure area to lock up their personal belongings, out of public sight.		
CC8. Are workers working in remote or isolated locations within the building?				Maintain regular contact with workers by: • providing cell phones, walkie-talkies, or other communication or monitoring devices • establishing regular contact times • designating a person to monitor contact with workers, and to follow up if contact is lost Consider the following measures: • Having more than one person working in an area where there might be contact with public or clients • Shortening the business hours in remote/isolated areas		
CC9. Do workers work at times of increased vulnerability, such as late at night, early in the morning, or at very quiet times of day?				Assess higher-risk times and the need for additional measures to protect workers, such as: • having workers leave the building in groups • arranging for security patrols • joining with neighbouring businesses to coordinate security		
CC10. Are there any other risks associated with the physical environment and contact with the public?				See the General Physical Environment Assessment for some other aspects of the physical environment that should be assessed.		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CC11. Do you have procedures to identify, evaluate, and inform workers about specific high-risk clients, situations, or locations?				Develop and implement procedures to identify, evaluate, and inform workers about the risk of violence related to specific situations or clients, including possible triggers for violence.		
CC12. Do you have procedures for workers to follow when dealing with strangers or intruders?				Develop and implement such procedures, which could include: • how to question strangers or intruders about the appropriateness of their presence in a non-confrontational manner • recommended actions and responses • when to call for help or go to a safe area		
CC13. Do you have procedures for workers to follow when dealing with aggressive or violent clients or members of the public?				Develop and implement such procedures, which could include: • recommended actions and responses • when to call for help or go to a safe area		
CC14. Are there other measures or procedures needed to protect workers from the risks of contact with clients?				Measures and procedures will depend on the specific workplace.		
CC15. Are workers and supervisors trained in all relevant measures and procedures for protecting themselves from workplace violence associated with client contact?				Information, instruction, or training could include: • the risks of workplace violence arising from their job or location • relevant measures and procedures		

Assessment for Specific Risk: Handling Cash (HC)

This assessment is designed to help workplaces assess the risk of workplace violence where workers are handling cash in a fixed location. Such workers include, but are not limited to, cashiers who might become a target for theft or loss.

Examples of activities include:

- Maintaining petty cash in a fixed location
- Working at a cashier station in a fixed location
- Making cash deposits

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
HC1. Do clients or customers have direct physical access to workers?				Consider the following measures: • Using wide counters or tables at customer service stations/desks • If necessary, installing a barrier to cover the booth and only have a small opening to exchange the cash • Raising the counter to keep cash register out of sight and to limit access		

HC2. Can workers call for immediate help when workplace violence occurs or is likely to occur?				Measures and procedures could include:
				• providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call an emergency number)
				• providing GPS tracking devices or other locating devices
				• providing internal and external numbers for workers to call
				  • at all hours of operations
				  • posted or otherwise readily available
				  • establishing an internal code word or words to indicate that help is needed		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
HC3. Do workers use locked drop safes or time-lock safes?				Consider the following measures: • Depositing cash in a locked drop safe/time-lock safe • Establishing the maximum amount of cash that can be stored in the till (large amounts should be deposited in locked drop safes or time-lock safes) • Posting a sign notifying the public of the locked drop safes or time-lock safes		
HC4. Does the front desk or till counter face the entrance of the workplace?				Front desks or tills (cash) should: • face the main entrance • have clear sight of the main doors • not have sightlines blocked by the storage of large items If there is more than one till, place them away from each other but close enough that they are within view of each other.		
HC5. If there are large street windows, are they clear of obstructions?				Leave large windows clear of obstructions by: • removing large objects or posters that would block the view • ensuring that walls, fences, landscaping, and bushes do not block the view from within the workplace (keep them less than one-metre high)		
HC6. Is an adequate amount of internal and external lighting provided?				Improve lighting by: • ensuring outside lighting does not create shadows or leave dark spots that can be used as hiding places • ensuring inside brightness levels, glare, contrast, and shadows are maintained at levels that are not hazardous • ensuring that all lighting equipment is periodically serviced and maintained		
HC7. Is public access to the workplace restricted?				Restrict public access to the workplace by: • providing a single entrance for clients and controlling access to other doors		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				• installing security alarms on outside doors • installing door chimes or other means to notify workers when someone enters the workplace • posting signs about worker-only areas • using cards or keys to access worker-only areas • using reception desks and sign-in procedures • accompanying non-workers in restricted areas • using video surveillance and posting signs to inform people of it • locking the public entrance and providing a bell • being selective about who is admitted after hours • keeping a list of visitors who are not allowed access or who are allowed to access only specific areas		
HC8. Do workers work in remote locations or isolated areas?				Consider the following measures: • Avoiding having only one worker on shift, where possible • Pairing experienced workers with junior or new workers, where possible • Implementing a buddy system during opening and closing hours • Shortening the business hours in remote/isolated areas, where possible • Monitoring the workplace • Installing panic buttons in several places and making workers aware of them (workers should have easy access to them, but they should not be obvious to the public) Maintain regular contact with workers by: • providing cell phones, walkie-talkies, or other communications or monitoring devices • establishing regular contact times		

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Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				• designating a person to monitor contact with workers, and to follow up if contact is lost		
HC9. If applicable, are there signs and printed notices posted about the limited availability of cash at the workplace?				Post signs and printed notes at the front entrance and near the till to inform the public of limited cash availability.		
HC10. If applicable, are there exit doors that allow cashiers to make a safe exit, if necessary?				Consider providing more than one exit door that leads to a safe area, such as an area occupied by other workers or the exterior of the building.		
HC11. Does the workplace contain or sell sharp and/or dangerous items?				Consider the following measures: • If possible, not carrying sharp and/or dangerous items • Storing sharp and dangerous items near the cash register and locked in a cabinet		
HC12. Do workers work at times of increased vulnerability, such as late at night, early in the morning, or at very quiet times of day?				Assess higher-risk times and the need for additional measures to protect workers, such as: • having workers leave the building in groups • arranging for security patrols • joining with neighbouring businesses to coordinate security		
HC13. Do workers make cash deposits outside the workplace?				Consider the following measures: • Using security patrols • Varying workers' travel times and routes • Using a buddy system or escorts when carrying money • Joining with neighbouring businesses to coordinate security • Providing appropriate communications or individual security devices for summoning help		
HC14. Are there any other risks associated with handling cash and with the physical environment?				See the General Physical Environment Assessment for some other aspects of the physical environment that should be assessed.		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
HC15. Do you have procedures to identify, evaluate, and inform workers about specific high-risk clients, situations, or locations?				Develop and implement procedures to identify, evaluate, and inform workers about the risks of violence related to specific situations or clients.		
HC16. Are there procedures for opening and closing hours?				Develop and implement procedures for opening and closing hours.		
HC17. Do you have procedures for workers to follow when dealing with strangers or intruders?				Develop and implement procedures, including: • how to question strangers or intruders about the appropriateness of their presence in a non-confrontational manner • recommended actions and responses • when to call for assistance or go to a safe area		
HC18. Do you have procedures for workers to follow when dealing with aggressive or violent clients, customers, or members of the public?				Develop and implement procedures, including: • recommended actions and responses • when to call for assistance or go to a safe area		
HC19. Are there other measures or procedures needed to protect workers from the risks of handling cash?				Measures and procedures will depend on the specific workplace.		
HC20. Are workers trained in safety routines for parking, leaving, and returning to their vehicles?				Training could include: • being observant – look and listen • not slinging purses or bags over the shoulder or around the neck • carrying keys in hand • walking around your vehicle and checking back seat before unlocking it • locking doors and keeping windows up • how to carry and store valuables • dangers of reading or writing in parked vehicles		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				• maintaining a full gas tank or filling up at well-lit and busy gas stations • how to choose a safe parking spot • looking for adequate light from street lamps		
HC21. Have workers received training in robbery prevention and response?				Consider establishing a robbery prevention and response program. Training could include: • techniques for preventing robberies • safe responses to robbery • no negative consequences to workers		
HC22. Are workers and supervisors trained in all relevant measures and procedures for protecting themselves from workplace violence associated with handling cash?				Information, instruction, or training could include: • risks of workplace violence arising from their job or location • relevant measures and procedures		

Assessment for Specific Risk: Working with Unstable or Volatile Clients (VC)

This assessment can be useful to workplaces where workers are providing services *or* products to persons with physiological, psychological, or psychiatric conditions, or substance abuse issues. Examples of workers providing services or products to this population include caregivers, parole officers, police, corrections officers, youth officers, social service workers, and receptionists. Examples of activities include:

- Providing a service to persons with physiological, psychological, or psychiatric conditions, or substance abuse issues
- Providing a service that involves physical contact with clients who may be unpredictable due to influences outside the workplace

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
VC1. Do clients have direct physical access to workers?				Consider the following measures: • Making reception areas visible to other workers and to the outside • Having counters built wide enough or with barriers to prevent clients from having physical access to workers See VC3 (restricting non-worker access within the workplace) for more information.		

VC2. Can workers call for immediate help when workplace violence occurs or is likely to occur?				Measures and procedures could include:
				• providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call an emergency number)
				• providing GPS tracking devices or other locating devices
				• providing internal and external numbers for workers to call
				  • at all hours of operations
				  • posted or otherwise readily available
				• establishing an internal code word or words to indicate that help is needed		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
VC3. Is public access to the workplace restricted?				Restrict public access to the workplace by: • providing a single entrance for clients and controlling access to other doors • installing security alarms on outside doors • installing door chimes or other means to notify workers when someone enters the workplace • posting signs about worker-only areas • using cards or keys to access worker-only areas • using reception desks and sign-in procedures • accompanying non-workers when in restricted areas • using video surveillance and posting signs to inform people of it • locking the public entrance and providing a bell • being selective about who is admitted after hours • keeping a list of visitors who are not allowed access or who are allowed only restricted access		
VC4. Are there any objects or equipment in the workplace that could be used to hurt people?				Consider the following measures: • Not providing clients with sharp or dangerous items • Storing sharp and dangerous items so that only workers have access to them • Keeping public counters and public areas free of equipment and clutter • Using alternatives to sharp and/or dangerous items where appropriate (using plastic utensils instead of metal utensils, etc.) • Using weighted furniture		
VC5. Are there designated rooms for meeting with clients?				Set up rooms specifically for meetings with the public: • Install windows in the door or some other way for workers outside the meeting room to see in		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				• Design rooms so that they are within hearing range of reception area or other workers • Set up room (including furniture) to allow for an easy exit in case of an emergency • Use weighted furniture • Provide a means of communication or alarm If no designated meeting rooms exist, set up offices so that workers can exit the office first.		
VC6. Is there a place in which workers can safely store their personal belongings?				Provide workers with a secure area to lock their personal belongings, out of public sight.		
VC7. Do workers work at times of increased vulnerability, such as late at night, early in the morning, or at very quiet times of day?				Assess higher-risk times and the need for additional measures to protect workers, such as: • having workers leave the building in groups • arranging for security patrols • joining with neighbouring businesses to coordinate security		
VC8. Are there any other risks associated with the physical environment and working with unstable or volatile clients?				See the General Physical Environment Assessment for some other aspects of the physical environment that should be assessed.		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
VC9. Do you have procedures to identify, evaluate, and inform workers about specific high-risk clients, situations, or locations?				Develop and implement procedures to identify, evaluate, and inform workers about risks of violence related to specific situations or clients, including possible triggers.		
VC10. Do you have procedures for workers to follow when dealing with strangers or intruders?				Develop and implement such procedures, which could include: • how to question strangers or intruders about the appropriateness of their presence in a non-confrontational manner • recommended actions and responses • when to call for help or go to a safe area		
VC11. Do you have procedures for workers to follow when dealing with aggressive or violent clients, customers, or members of the public?				Develop and implement such procedures, which could include: • recommended actions and responses • when to call for help or go to a safe area		
VC12. Are there other measures or procedures needed to protect workers from the risks of working with unstable or volatile clients?				Measures and procedures will depend on the specific workplace.		
VC13. Are workers trained to recognize and deal with potentially violent people, situations, or high-risk locations?				Training could include: • how workers will be informed about potentially violent people, situations, or high-risk locations • characteristics of aggressive or violent people • signs of behaviour escalation • recognition of potentially violent situations, including situations of sexual violence • recommended actions and reactions, including when to leave or escape • appropriate responses to incidents, including defusing hostile or aggressive behaviours		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
VC14. Are workers and supervisors trained in all relevant measures and procedures for protecting themselves from workplace violence associated with working with unstable or volatile clients?				Information, instruction, or training could include: • risks of workplace violence arising from their job or location • relevant measures and procedures		

Assessment for Specific Risk: Working Alone or in Small Numbers (WA)

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

- Working in a fixed location where there is limited or no access to communication tools and other security devices
- Working in a fixed location where there is high potential for assault, sexual assault, or robbery
- Working in isolated areas within a worksite, away from other workers
- Working in a remote worksite where the public may have access

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
WA1. Do you have a security system?				Investigate the need for security systems such as: • personal alarms • fixed alarms connected to security services • video surveillance with a live feed to a central location • regular security patrols Develop and implement regular alarm checks.		

WA2. Can workers summon immediate assistance when workplace violence occurs or is likely to occur?				Measures and procedures could include:
				• providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call an emergency number)
				• providing GPS tracking devices or other locating devices
				• providing internal and external numbers for workers to call
				  • at all hours of operations
				  • posted or otherwise readily available
				• establishing an internal code word or words to indicate that help is needed		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
WA3. Is public access to the workplace restricted?				Restrict public access to the workplace by: • providing a single entrance for clients and controlling access to other doors • installing security alarms on outside doors • installing door chimes or other means to notify workers when someone enters the workplace • posting signs about worker-only areas • using cards or keys to access worker-only areas • using reception desks and sign-in procedures • accompanying non-workers in restricted areas • using video surveillance and posting signs to inform people of it • locking the public entrance and providing a bell		
WA4. Do workers work at times of increased vulnerability, such as late at night, early in the morning, or at very quiet times of day?				Assess higher-risk times and the need for additional measures to protect workers, such as: • having workers leave the building in groups • arranging for security patrols • joining with neighbouring businesses to coordinate security		
WA5. Are there any other risks associated with the physical environment and working alone?				See the General Physical Environment Assessment for some other aspects of the physical environment that should be assessed.		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
WA6. Do you have procedures for opening, closing, or securing the workplace prior to starting and at the end of shifts?				Develop and implement procedures for opening, closing, or securing the workplace prior to starting and at the end of shifts. Include procedures for responding to and dealing with unusual circumstances.		
WA7. Do you maintain regular contact with workers who are working alone?				Maintain regular contact with workers by: • providing cell phones or other communications or monitoring devices • establishing regular contact times or check-in points • designating a person to monitor contact with workers, and to follow up if contact is lost		
WA8. Do you have procedures for workers to follow when dealing with strangers or intruders?				Develop and implement such procedures, which could include: • how to question strangers or intruders about the appropriateness of their presence in a non-confrontational manner • recommended actions and responses • when to call for assistance or go to a safe area		
WA9. Do you have procedures for workers to follow when dealing with aggressive or violent clients or members of the public?				Develop and implement such procedures, which could include: • recommended actions and responses • when to call for assistance or go to a safe area		
WA10. Are there other measures or procedures needed to protect workers from the risks of working alone?				Measures and procedures will depend on the specific workplace.		
WA11. Are workers trained in safety routines for parking, and leaving and returning to their vehicles?				Training could include: • being observant – look and listen • not slinging purses or bags over the shoulder or around the neck • carrying keys in hand • walking around the vehicle		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				and checking the back seat before unlocking the vehicle • locking doors and keeping windows up • how to carry and store valuables • dangers of reading or writing in parked vehicles • maintaining a full gas tank or filling up at well-lit and busy gas stations • how to choose a safe parking spot • looking for adequate light from street lamps		
WA12. In addition to the above, are workers and supervisors provided with information, instruction, and/or training to protect them from the risks of working alone?				Information, instruction, or training could include: • risks of workplace violence arising from their job or location • relevant measures and procedures		

Assessment for Specific Risk: Working in a Community-based Setting (CS)

This assessment can be useful to workplaces where workers are expected to work in the community and provide services in private homes and dwellings, including home support workers, caregivers, home service and repair personnel, real estate agents, insurance agents, and salespeople. Examples of activities include:

- Travelling alone in the community
- Working in a client's personal dwelling
- Working with limited or no access to communication tools and other security devices

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CS1. Can workers call for immediate help when workplace violence occurs or is likely to occur?				Measures and procedures could include: • providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call an emergency number) • providing GPS tracking devices or other locating devices • establishing an internal code word or words to indicate that help is needed		
CS2. Are vehicles used by workers regularly maintained?				Develop and implement procedures to ensure vehicles used by workers are regularly maintained.		
CS3. Is a pre-visit telephone interview conducted with clients?				Develop and implement a pre-visit client interview process. Questions could determine: • who will be present during the visit • who will answer the door • the presence of animals		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				• the potential for any violence, including possible triggers • parking location • street lighting		
CS4. Do workers carry medications, syringes, or other valuable medical equipment?				Develop measures and procedures to protect workers and prevent robbery.		
CS5. Are workers provided with the safest route to travel to clients?				Develop and implement a process to identify high-crime areas and determine safe travel routes, including parking and walking recommendations.		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CS6. Do you have procedures to identify, evaluate, and inform workers about specific high-risk clients, situations, or locations?				Develop and implement procedures to identify, evaluate, and inform workers about risks of violence related to location, the specific client, a history of violent behaviour, possible triggers for violence, presence of weapons or pets, and public demonstrations or strikes.		
CS7. Do you maintain regular contact with workers who are working in the community?				Maintain regular contact with workers by: • providing cell phones or other communications or monitoring devices • establishing regular contact times or check-in points • designating a person to monitor contact with workers, and to follow up if contact is lost		
CS8. Do you require a safe-visit plan before workers visit high-risk situations?				Develop, implement, and communicate safe-visit plans for high-risk situations. A plan could include: • provision of a cell phone to maintain regular contact with office • a buddy system • meeting a client at a safer location, where possible		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				• deferral of visit until proper safety measures can be met • wearing shoes at all times for home visits (for quick exit, if necessary)		
CS9. Do you have procedures for workers to follow when dealing with aggressive or violent clients, customers, or members of the public?				Develop and implement such procedures, which could include: • recommended actions and responses • when to call for assistance or go to a safe area		
CS10. Are there other measures or procedures needed to protect workers from the risks of working in the community?				Measures and procedures will depend on the specific workplace.		
CS11. Are workers trained to recognize and deal with potentially violent people, situations, or high-risk locations?				Training could include: • how workers will be informed about potentially violent people, situations or locations • characteristics of aggressive or violent people • signs of behaviour escalation • recognition of potentially violent situations, including situations of sexual violence • recommended actions and reactions, including when to leave or how to escape • appropriate responses to incidents, including defusing hostile or aggressive behaviours		
CS12. Are workers trained in safety routines for parking, and leaving and returning to their vehicles?				Training could include: • being observant – look and listen • not slinging purses or bags over the shoulder or around the neck • carrying keys in hand • walking around the vehicle and checking the back seat before unlocking the vehicle • locking doors and keeping windows up • how to carry and store valuables • the dangers of reading or writing in parked vehicles		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				• maintaining a full gas tank or filling up at well-lit and busy gas stations • how to choose a safe parking spot • looking for adequate light from street lamps		
CS13. Are workers trained in safety routines for using public transportation?				Training could include: • being observant – look and listen • not slinging purses or bags over the shoulder or around the neck • carrying keys in hand • looking for adequate light from street lamps		
CS14. Are workers and supervisors trained in all relevant measures and procedures for protecting themselves from workplace violence associated with working in a community-based setting?				Information, instruction, or training could include: • risks of workplace violence arising from their job or location • relevant measures and procedures		

Assessment for Specific Risk: Mobile Workplace (MW)

This assessment can be useful to workplaces where workers are required to travel in a vehicle most of their workday with limited communication with their office. These workers could be salespeople, consultants, auditors contract accountants, etc., who travel to clients' premises. Examples of activities include:

- Working on the road – a vehicle is a "mobile office"
- Working in remote or unknown areas
- Situations in which the public has access to the worker in and outside of the vehicle

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)

MW1. Can workers call for immediate help when workplace violence occurs or is likely to occur while they are on the road?				Measures and procedures could include:
				• providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call an emergency number)
				• providing GPS tracking devices or other locating devices
				• providing internal and external numbers for workers to call
				  • at all hours of operations
				  • posted or otherwise readily available
				  • establishing an internal code word or words to indicate that help is needed		

MW2. Are vehicles used by workers regularly maintained?				Develop procedures to ensure vehicles used by workers are regularly maintained.		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
MW3. Are vehicles equipped with special security devices?				Consider the following measures: • Installing an alarm system in the vehicle • Installing a video camera in the vehicle • Making GPS available for those who want the system or providing GPS-equipped cell phones		
MW4. Are workers working in remote or isolated locations?				Provide appropriate communications or individual security devices (telephone, two-way radio, alarm buttons, etc.) and ensure these devices will be available should a problem arise.		
MW5. Do workers work at times of increased vulnerability, such as late at night, early in the morning, or at very quiet times of day?				Assess higher-risk times and the need for additional measures to protect workers, such as: • having workers leave the building in groups • arranging for security patrols • joining with neighbouring businesses to coordinate security		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
MW6. Do you have procedures to identify, evaluate, and inform workers about specific high-risk clients, situations, or locations?				Develop and implement procedures to identify, evaluate, and inform workers about risks of violence related to specific situations or clients.		
MW7. Do you have procedures for workers to follow when dealing with strangers or intruders?				Develop and implement such procedures, which could include: • how to question strangers or intruders about the appropriateness of their presence in a non-confrontational manner • recommended actions and responses • when to call for help or go to a safe area		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
MW8. Do you have procedures for workers to follow when dealing with aggressive or violent clients or members of the public?				Develop and implement such procedures, which could include: • recommended actions and responses • when to call for assistance or go to a safe area		
MW9. Do you maintain regular contact with workers who are in a mobile workplace?				Maintain regular contact with workers by: • providing cell phones or other communications or monitoring devices • establishing regular contact times or check-in points • designating a person to monitor contact with workers, and to follow up if contact is lost		
MW10. Are there other measures or procedures needed to protect workers from the risks of a mobile workplace?				Measures and procedures will depend on the specific workplace.		
MW11. Are workers trained in safety routines for parking, and leaving and returning to their vehicles?				Training could include: • being observant – look and listen • not slinging purses or bags over the shoulder or around the neck • carrying keys in hand • walking around the vehicle and the checking back seat before unlocking the vehicle • locking doors and keeping windows up • how to carry and store valuables • the dangers of reading or writing in parked vehicles • maintaining a full gas tank or filling up at well-lit and busy gas stations • how to choose a safe parking spot • looking for adequate light from street lamps		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
MW12. Are workers trained to be aware of travel in potentially unsafe areas and of potentially violent situations?				Training could include: • how workers will be informed about potentially violent people, situations, or high-risk locations • areas that are remote, isolated, and/or unsafe • knowing where phone systems do not work • characteristics of aggressive or violent people and signs of escalation • recognition of potentially violent situations, including situations of sexual violence • recommended actions and reactions, including when to leave or escape		
MW13. Are workers and supervisors trained in all relevant measures and procedures for protecting themselves from workplace violence associated with a mobile workplace?				Information, instruction, or training could include: • risks of workplace violence arising from their job or location • relevant measures and procedures		

Assessment for Specific Risk: Working in High-Crime Areas (CA)

This assessment may help workplaces determine the risk of workplace violence where workers perform services in a fixed location in a high-crime area. A high-crime area is identified by police and insurance and real estate broker statistics. Examples of activities include:

- Working in areas where there is a high potential for assault, sexual assault, or robbery, based on police statistics
- Working in areas where there is a high potential for theft and/or property damage, based on insurance and realtor/broker statistics

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CA1. Have you surveyed the outside of the building and parking lots for possible hiding places?				Eliminate or minimize hiding places (cut shrubbery, change the design of garbage bins, etc.). Position security cameras in high-risk locations and continuously monitor them.		
CA2. Are there designated, well-lit, monitored walkways for workers?				Identify/designate safe entrance and exit walkways for workers.		

CA3. Can workers call for immediate help when workplace violence occurs or is likely to occur?				Measures and procedures could include:
				• providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call an emergency number)
				• providing GPS tracking devices or other locating devices
				• providing internal and external numbers for workers to call
				  • at all hours of operations
				  • posted or otherwise readily available
				• establishing an internal code word or words to indicate that help is needed		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CA4. Is public access to the workplace restricted?				Restrict public access to the workplace by: • providing a single entrance for clients or other visitors and controlling access to other doors • installing security alarms on outside doors • installing door chimes or other means to notify workers when someone enters the workplace • posting signs about worker-only areas • using cards or keys to access worker-only areas • using reception desks and sign-in procedures • accompanying non-workers in restricted areas • using video surveillance and posting signs to inform people of it • locking the public entrance and providing a bell		
CA5. Is there a system to verify the identity of persons delivering goods and services?				Measures and procedures could include: • conducting a visual (camera, window) and audio check before opening the receiving-area door • scheduling deliveries		
CA6. Do workers work at times of increased vulnerability, such as late at night, early in the morning, or at very quiet times of day?				Assess higher-risk times and the need for additional measures to protect workers, such as: • having workers leave the building in groups • arranging for security patrols • joining with neighbouring businesses to coordinate security		
CA7. Do workers work in remote and isolated areas inside the building?				Maintain regular contact with workers by: • providing cell phones, walkie-talkies, or other communications or monitoring devices • establishing regular contact times • designating a person to monitor contact with workers, and to follow up if contact is lost		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				Consider the following measures: • Avoiding having only one worker on shift, if possible, or having a buddy system during opening and closing hours • Shortening the business hours in remote or isolated areas, if possible • Joining your building or neighbouring businesses to coordinate security • Positioning cameras in high-risk locations and continuously monitoring them		
CA8. Have you surveyed the interior of the building for possible hiding places?				Consider the following measures: • Locking storage rooms, washrooms, etc. to limit client/visitor access • Continuously monitoring potential hiding places (stairwells, etc.)		
CA9. Are there any other risks associated with the physical environment and a high-crime area?				See the General Physical Environment Assessment for some other aspects of the physical environment that should be assessed.		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CA10. Do you have procedures to identify, evaluate, and inform workers about specific high-risk clients, situations, or locations?				Develop and implement procedures to identify, evaluate, and inform workers about risks of violence related to specific situations or clients.		
CA11. Do you have procedures for workers to follow when dealing with strangers or intruders?				Develop and implement procedures, which could include: • how to question strangers or intruders about the appropriateness of their presence in a non-confrontational manner • recommended actions and responses • when to call for help or go to a safe area		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CA12. Do you have procedures for workers to follow when dealing with aggressive or violent clients or members of the public?				Develop and implement procedures, which could include: • recommended actions and responses • when to call for help or go to a safe area		
CA13. Have you developed a working relationship with community crime-prevention groups?				Consider participating in community efforts to reduce crime (attend meetings, participate in awareness campaigns, volunteer for community activities or fund raisers, etc.).		
CA14. Do you provide safe transportation home very early or late at night?				Develop and implement procedures for providing safe travel home when workers are working very early in the morning or late at night (taxi service to worker's door, etc.).		
CA15. Are there other measures and procedures that would protect workers from the risks of working in high-crime areas?				Measures and procedures will depend on the specific workplace.		
CA16. Are workers trained in safety routines for parking, and for leaving and returning to their vehicles?				Training could include: • being observant – look and listen • not slinging purses or bags over the shoulder or around the neck • carrying keys in hand • walking around the vehicle and checking the back seat before unlocking the vehicle • locking doors and keeping windows up • how to carry and store valuables • the dangers of reading or writing in parked vehicles • maintaining a full gas tank or filling up at well-lit and busy gas stations • how to choose a safe parking spot • looking for adequate light from street lamps		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
CA17. Are workers trained in safety routines for using public transportation?				Training could include: • being observant – look and listen • not slinging purses or bags over the shoulder or around the neck • carrying keys in hand • looking for adequate light from street lamps		
CA18. Are workers and supervisors trained in all relevant measures and procedures for protecting them from workplace violence associated with high-crime areas?				Information, instruction, or training could include: • risks of workplace violence arising from their job or location • relevant measures and procedures		

Assessment for Specific Risk: Securing/Protecting Valuable Goods (SV)

This assessment is designed to help workplaces assess the risk of workplace violence where a worker's principal job function includes protecting or securing valuable goods in transport and/or in a fixed location which, if left unprotected or unsecured, might become a target for theft or loss. Such workers include, but are not limited to, security guards. Activities may include:

- Working in the presence of cash, goods, or medications that may be readily sold or pawned
- Working in the presence of valuable portable goods, such as precious metals, vehicles, or electronics
- Transporting cash or valuable goods, especially to remote or isolated locations
- Protecting valuable goods in an area open to the public
- Intervening in a situation to prevent theft or loss
- Patrolling alone or at night, especially in remote or isolated locations

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)

SV1. Can workers call for immediate help when workplace violence occurs or is likely to occur?				Measures and procedures could include:
				• providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call emergency number)
				• providing GPS tracking devices or other locating devices
				• establishing an internal code word or words to indicate that help is needed
				• providing internal and external numbers for workers to call
				  • at all hours of operations
				  • posted or otherwise readily available		

SV2. Are workers working in remote and isolated areas?				See SV1 and SV8. Consider a buddy system.		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
SV3. Do workers work at times of increased vulnerability, such as late at night, early in the morning, or at very quiet times of day?				Assess higher-risk times and the need for additional measures to protect workers, such as: • rescheduling hours, if possible • adding workers or using a buddy system • providing appropriate communications or individual security devices for summoning assistance		
SV4. Are vehicles used by workers regularly maintained?				Develop and implement procedures to ensure vehicles used by workers are regularly maintained.		
SV5. Is interior and exterior lighting adequate?				Discuss with the client the risks posed by inadequate lighting and consider providing workers with high-beam flashlights.		
SV6. Are there any other risks associated with the physical environment and securing/protecting valuables?				See the General Physical Environment Assessment for some other aspects of the physical environment that should be assessed.		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
SV7. Do you have procedures to identify, evaluate, and inform workers about specific high-risk clients, situations, or locations?				Develop and implement procedures to identify, evaluate, and inform workers about risks of violence related to specific locations or clients: • location (unsafe area, isolation, unlit parking area, poor lighting, unsafe building) • history of violence associated with activity/work location (robberies, etc.)		
SV8. Do you maintain regular contact with workers who are securing or protecting valuables?				Maintain regular contact with workers by: • providing cell phones or other communications or monitoring devices • establishing regular contact times or check-in points • designating a person to monitor contact with workers and follow up if contact is lost		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				(e.g., an operations room operator may contact the guard every hour via a dedicated radio system – ensure the supervisor contacts the guard, and the patrol guard notifies the supervisor, if either knows of a change in a scheduled patrol).		
SV9. Are there other measures or procedures needed to protect workers from the risks of securing or protecting valuables?				Measures and procedures will depend on the specific workplace.		
SV10. Are workers trained in safety routines for parking, and leaving and returning to their vehicles?				Training could include: • being observant – look and listen • not slinging purses or bags over the shoulder or around the neck • carrying keys in hand • walking around the vehicle and checking the back seat before unlocking the vehicle • locking doors and keeping windows up • how to carry and store valuables • the dangers of reading or writing in parked vehicles • maintaining a full gas tank or filling up at well-lit and busy gas stations • how to choose a safe parking spot • looking for adequate light from street lamps		
SV11. Have workers received training in robbery prevention and response?				Consider establishing a robbery prevention and response program. Training could include: • techniques for preventing robberies • safe responses to robbery • no negative consequences to workers		
SV12. Are workers trained to recognize and deal with potentially violent people, situations, or high-risk locations? SV13. In addition to				Training could include: • how workers will be informed about potentially violent people, situations, or locations • characteristics of aggressive or violent people		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				• signs of behaviour escalation • recognition of potentially violent situations, including situations of sexual violence • recommended actions and reactions, including when to leave or how to escape • appropriate responses to incidents, including defusing hostile or aggressive behaviours		
the above, are workers and supervisors provided with information, instruction, and/or training to protect them from the risks of securing and protecting valuables?				Information, instruction, or training could include: • risks of workplace violence arising from their job or location • relevant measures and procedures		

Assessment for Specific Risk: Transporting People and/or Goods (TG)

This assessment is designed to help workplaces determine the risk of workplace violence where workers transport people in taxis, buses, streetcars, or subways, and where workers transfer goods of all kinds in trucks and mid-size vehicles. Examples of activities include:

- Working in high-density traffic routes
- Working in areas where there is exposure to “road rage”
- Working in areas where there is limited or no access to communication tools
- Working in situations where the public has physical access to the driver/staff
- Working in situations where fare collection and the enforcement of fares is required
- Working in situations where there is exposure to theft of goods that are being transferred

You are not required to use all or any of the examples of controls. There may be other controls that are more suitable to the circumstances of your workplace and to controlling the risks of workplace violence that you identify.

Job / Department/ Location: Completed by: Date:

Shading indicates elevated risk

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
TG1. Do passengers have physical access to drivers?				Consider the following measures: • Removing direct access by installing a cage, barrier/partition, or door with a glass shield • Posting a sign to warn passengers of the outcomes if the driver is harassed (e.g., they will be denied access to service, the police will be called)		
TG2. Do drivers carry large amounts of money?				Public transportation: • Encourage the use of tickets, tokens, or Smart Cards Truck drivers (transporting goods): • Increase the use of debit/credit cards for payment of goods • Carry little cash (establish a rule that money in excess of a set amount must be deposited at the bank)		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
				Taxi drivers: • Increase the use of debit/credit cards for fare payment • Carry little cash (establish a rule that money in excess of a set amount must be deposited at the bank) See the Assessment for Specific Risk: Handling Cash for more suggestions about deposits.		
TG3. Do workers work at times of increased vulnerability, such as late at night, early in the morning, during very long work hours, or at very quiet times of day?				Assess higher-risk times and the need for additional measures to protect workers, such as: • rescheduling hours, if possible • adding workers or using a buddy system • providing appropriate communications or individual security devices for summoning assistance		
TG4. Are workers transporting people or goods in remote and isolated areas?				See TG6 and TG9. Consider a buddy system.		
TG5. Are vehicles used by workers regularly maintained?				Develop and implement procedures to ensure vehicles used by workers are regularly maintained, such as: • daily, weekly, and monthly maintenance checklists • checking interior and exterior mirrors and replacing damaged mirrors • installing new large full-access mirrors in areas where it is required Where a vehicle is inoperable while passengers are present, notify them in a calm manner and immediately call for back up. Avoid confrontations.		
TG6. Can workers call for immediate help when workplace violence occurs or is likely to occur?				Measures and procedures could include: • providing equipment to summon assistance, such as individual or fixed alarms (sounding or silent) or cell phones (pre-programmed to call emergency number) • flashing lights, such as those used on taxis in some cities		

Physical Environment	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)

				• GPS tracking systems to allow fast access to supervisors and emergency services
				• providing internal and external numbers for workers to call
				  • at all hours of operations
				  • posted or otherwise readily available
				• establishing an internal code word or words to indicate that help is needed		

TG7. Is there adequate lighting within and outside the vehicle?				Ensure the brightness levels, glare, contrast, and shadows are maintained at levels that create appropriate surveillance conditions internally and externally. Ensure that all light fixtures work properly and are regularly serviced and maintained.		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
TG8. Do you have procedures to identify, evaluate, and inform workers about specific high-risk clients, situations, or locations?				Develop and implement procedures to identify, evaluate, and inform workers about risks of violence related to specific locations or clients.		
TG9. Do you maintain regular contact with workers who are transporting people or goods?				Maintain regular contact with workers by: • providing cell phones or other communications or monitoring devices • establishing regular contact times or check-in points • designating a person to monitor contact with workers and follow up if contact is lost (e.g., an operations room operator may contact the driver every hour via a dedicated radio system)		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
TG10. Do you have procedures for workers to follow when dealing with aggressive or violent clients or others?				Develop and implement procedures, which could include: • recommended actions and responses • when to call for assistance or go to a safe area		
TG11. Are passengers and clients notified of the vehicle's schedule (including arrival time)?				All transportation sectors: • Early notification can relieve passenger-client aggression caused by fear of missing a bus, streetcar, subway, or taxi, or the late arrival of goods. • If delays are expected, drivers should immediately notify passengers or clients (by announcement, on an electronic sign, or over the phone). Public transportation: • Post schedules to make it easy for public to view (e.g., at stations, at each stop, online) Truck drivers (transporting goods): • Notify client of the arrival day and time in advance, either by phone, letter, or email. • Call close to scheduled delivery time to notify client of delays, if necessary. Taxi: • Dispatcher should notify client of the anticipated arrival time and expected delays, if any.		
TG12. Do you have a procedure regarding the correct response to fare disputes?				Procedures should: • clearly define when the driver should withdraw from the dispute (workers must not to put themselves in danger for the collection of the correct fare – do not leave the nature of the response to the individual driver's discretion) • rule out any negative consequences for failure to collect the correct fare		
TG13. Are there other measures or procedures needed to protect workers from the risks of transporting people or goods?				Measures and procedures will depend on the specific workplace.		

Measures and Procedures	Yes	No	N/A	Examples of Controls	Existing Controls	Recommended Controls (identify person(s) responsible and expected completion dates, if possible)
TG14. Have workers received training in robbery prevention and response?				Consider establishing a robbery prevention and response program. Training could include: • techniques for preventing robberies • safe responses to robbery • no negative consequences to workers		
TG15. Are workers trained to recognize and deal with potentially violent clients, situations, or high-risk locations?				Training could include: • how workers will be informed about potentially violent people, situations or locations • characteristics of aggressive or violent people • signs of behaviour escalation • recognition of potentially violent situations, including situations of sexual violence • recommended actions and reactions, including when to leave or how to escape • appropriate responses to incidents, including defusing hostile or aggressive behaviours See the Canadian Urban Transit Association's Ambassador Training Program for Difficult and Dangerous Situations on Buses and Streetcars http://www.cutaactu.ca/en/transit_ambassador.		
TG16. In addition to the above, are workers and supervisors provided with information, instruction, and/or training to protect them from the risks of transporting people and/or goods?				Information, instruction, or training could include: • risks of workplace violence arising from transporting people and/or goods • relevant measures and procedures		

Example Workplace Violence Policy

The management of _____ ***(insert company name)*** is committed to the prevention of workplace violence and is ultimately responsible for worker health and safety. We will take whatever steps are reasonable to protect our workers from workplace violence from all sources. ***(The workplace may wish to insert the definition of workplace violence and to list the sources of workplace violence)***

Violent behaviour in the workplace is unacceptable from anyone. This policy applies to ***(the workplace may wish to list to who this policy applies to, especially if it applies to persons other than workers, such as visitors, clients, delivery persons, volunteers, etc.).*** Everyone is expected to uphold this policy and to work together to prevent workplace violence.

There is a workplace violence program that implements this policy. It includes measures and procedures to protect workers from workplace violence, a means of summoning immediate assistance and a process for workers to report incidents, or raise concerns. ***(The workplace may wish to specify and expand upon the components of the workplace violence program here.)***

_____, ***(insert company name)*** as the employer, will ensure that this policy and the supporting program are implemented and maintained and that all workers and supervisors have the appropriate information and instruction to protect them from violence in the workplace.

Supervisors will adhere to this policy and the supporting program. Supervisors are responsible for ensuring that measures and procedures are followed by workers and that workers have the information that they need to protect themselves.

Every worker must work in compliance with this policy and the supporting program. All workers are encouraged to raise any concerns about workplace violence and to report any violent incidents or threats. ***(The workplace may wish to provide more information about how to report incidents, and may wish to emphasize that there will be no negative consequences for reports made in good faith.)***

Management pledges to investigate and deal with all incidents and complaints of workplace violence in a timely and fair manner, respecting the privacy of all concerned to the extent possible. ***(The workplace may wish to provide more information about how incidents and complaints will be investigated and/or dealt with.)***

Signed: _____ President/CEO Date: _____

The workplace violence policy should be consulted whenever there are concerns about violence in the workplace.

Recognizing Domestic Violence in the Workplace

It is in your best interests to be able to recognize the signs of domestic violence. What follows are some signs that may be noticed in the workplace.

The victim may:

- try to cover bruises;
- be sad, lonely, withdrawn, and afraid;
- have trouble concentrating on a task;
- apologize for the abuser's behaviour;
- be nervous when the abuser is in the workplace;
- make last-minute excuses or cancellations;
- use drugs or alcohol to cope; or
- miss work frequently or more often than usual.

The abuser may interfere with the victim while at work by:

- repeatedly phoning or emailing the victim;
- stalking and/or watching the victim;
- showing up at the workplace and pestering co-workers with questions about the victim (Where is she? Who is she with? When will she be back?, etc.);
- displaying jealous and controlling behaviours;
- lying to co-workers (she's sick today, she's out of town, she's home with a sick child, etc.);
- threatening co-workers (if you don't tell me, I'll…);
- verbally abusing the victim or co-workers;
- destroying the victim's or the organization's property; or
- physically harming the victim and/or co-workers.

The abuser may attempt to prevent the victim from getting to work by:

- interfering with transportation by hiding or stealing the victim's car keys or transportation money;
- hiding or stealing the victim's identification cards;
- threatening deportation in a situation where the victim was sponsored;
- failing to show up to care for children; or
- physically restraining the victim.

Creating a Safety Plan

Safety planning is a way to increase the victim's safety. By examining possible steps that victims of domestic violence – and those around them – can take to minimize the risk of violence, you can increase safety in your workplace.

Safety plans look at the steps that can be taken at different points in time or in various situations (when at work, while living with the abuser, getting ready to leave the abuser, leaving the abuser, after leaving the abuser, and protecting children and family pets). Creating a safety plan requires experience in risk and threat assessments, so you may want to connect with services in your community to get expert help with completing the plan.

Below, you will find information on the general features of a safety plan, as well as where to go for help with creating one.

A safety plan:

- identifies actions to increase the worker safety;
- is prepared in advance based on the possibility of further violence;
- needs to be created with the affected employee as she knows the abuser's patterns of behaviour, the higher-risk times, and the resources available to her;
- suggests actions that the worker and employer can take – it doesn't dictate absolute steps;
- recognizes that the abuser's behaviour cannot be controlled, but that the plan may increase the worker's safety, her co-workers' safety, or the safety of her children; and
- is fluid – it needs to be reviewed regularly and revised as needed to respond to changes.

A workplace safety plan generally will look at:

- increased security measures for the victim while at work or travelling to and from work (panic buttons, caller i.d., door security, code words, photo of abuser supplied to security, escorts to car or public transportation)
- record-keeping options for possible police evidence (e.g., threatening voice mails or emails)
- emergency contact person if the employer is unable to reach the worker
- alternative work arrangements to adjust the worker's schedule or location in order to increase the worker's safety

Services that provide safety planning include:

- The **Assaulted Women's Helpline** at 1-866-863-0511 and TTY 1-866-863-7868. They offer anonymous and confidential crisis support for abused women in Ontario in 154 languages. Service representatives discuss the warning signs of abuse and give practical advice on safety planning and other community resources.
- Shelternet at www.shelternet.ca or 416-642-5463. They provide information for abused women, their family, friends, and colleagues on a variety of topics, including finding shelter and safety planning.
- Shelters for abused women. Their phone numbers can be found in your community telephone listings. They provide emergency shelter and support services to women and their children in various stages of their abusive relationship, including safety planning.

What if the Abuser and the Victim Belong to the Same Workplace?

In some cases of domestic violence, the victim and the abuser will work in the same organization. Keeping the victim safe will require the employer to respond effectively to the worker who is abusive. It is important to hold the abuser accountable for any unacceptable behaviour in the workplace.

In some instances, the violence may appear mutual, but there is usually one person who is exerting power and control over the other to cause fear. Victims may act defensively or reactively to the violence. Keep this dynamic in mind as you address domestic violence in the workplace.

Some steps that an employer can take to respond to a worker who is abusive and who works in the same organization as the victim include:

- providing information on the Employee Assistance Program (EAP) or community counselling;
- following disciplinary steps that hold the abuser accountable for any unacceptable behaviour and ensuring that the victim and co-workers are protected;
- setting up alternative work arrangements so the abuser does not have access to the victim;
- calling the police to investigate and requesting restraining orders that keep the abuser away for the workplace and the victim; and
- ensuring that co-workers do not try to intervene physically to prevent or stop the violence themselves, and that police or counsellors are involved.

For further information on dealing with abusers, see the following resources:

1. “Recognize. Respond. Refer: What to Do when Abuse at Home Comes to Work”: Liz Claiborne. http://www.loveisnotabuse.com/c/document_library/get_file?p_l_id=45693&folderId=72612&name=DLFE-6.pdf

Workplace Harassment – Employer's "To Do" List

As of September 8, 2016, the Occupational Health and Safety Act sets out expanded rights and obligations to eliminate harassment in the workplace. This list has been developed to help employers meet their responsibilities.

- ☐ Indicates a legal requirement set out in OHSA
  - ○ Indicates a suggested good practice

Notice: The information in this document is offered as a courtesy and is not legal advice. Employers remain fully responsible for ensuring compliance with the Occupational Health and Safety Act.

1. Develop a workplace policy addressing workplace harassment, including sexual harassment

- ☐ Post, if you have six or more workers
- ☐ Post in a conspicuous location
- ☐ Review as often as needed, or at least annually
- ○ The policy should contain statements:
  - ○ Defining workplace harassment and workplace sexual harassment
  - ○ Demonstrating commitment to a healthy and safe workplace, including freedom from harassment
  - ○ Indicating that the policy applies to all workers – full-time, part-time, casual/contract/temporary/seasonal, co-op students (paid and unpaid), managers
  - ○ Indicating that workers are protected from harassment from all sources (other workers, patients, customers, service providers, the public, etc.)
  - ○ Encouraging workers to report workplace harassment, experienced or witnessed
  - ○ Demonstrating the employer's commitment to investigate and deal with incidents and complaints in a fair and timely manner
  - ○ Reassuring workers that they will not be penalized for reporting an incident or participating in an investigation
- ○ Have the policy dated and signed by the most senior executive of the organization
- ○ Consider whether to combine your workplace policy on harassment with your workplace policy on violence

- Consider adopting Part I of the Ministry of Labour's Code of Practice

2. Develop and maintain a workplace program addressing harassment, including sexual harassment

- ☐ Prepare a written program (all workplaces, regardless of size)
- ☐ Consult your health and safety representative (workplaces with 6-19 workers) or joint health and safety committee (workplaces with 20 or more workers) on the development and maintenance of the program
- ☐ Review as often as needed, **or at least annually**
  - Check the Ontario Ministry of Labour website for any new requirements
- ☐ The program should contain:
  - The OHSA definitions of "workplace harassment" and "workplace sexual harassment", and what is not considered to be harassment
- ☐ Measures and procedures for workers to report incidents of workplace harassment to the supervisor or the employer:
  - Outline how verbal reports should be made and who will create a record of a verbal report
  - Outline how written reports should be made, e.g. any form to be used, how and to whom the report should be submitted
- ☐ Measures and procedures for workers to report incidents of workplace harassment **to someone else if the alleged harasser** is the supervisor or the employer
- ☐ How incidents or complaints of workplace harassment will be investigated and dealt with:
  - Indicate who is responsible for assigning someone to investigate
  - Indicate how quickly an investigation will be started once a complaint has been received
  - Indicate how investigations will be carried out
  - Indicate the corrective actions that may be taken if the investigation finds that workplace harassment has occurred
- ☐ How information is gathered during an investigation will be protected:
  - Indicate how confidentiality of individuals will be protected
  - Indicate how records will be stored and secured
  - Indicate how long records will be kept and what will be done with them at the end of the retention period

- ☐ How the worker who has allegedly experienced workplace harassment will be informed in writing of the results of the investigation and of any corrective action that has been or will be taken
- ☐ If the alleged harasser is another worker, how he/she will be informed in writing of the results of the investigation and of any corrective action that has been or will be taken
- ○ Develop document templates or outlines, e.g.:
  - ○ Information to be included in a report of an incident
  - ○ Interview templates
  - ○ Information to be included in a final investigation report
- ○ Consider adopting Part II of the Ministry of Labour's Code of Practice

3. Conduct Investigations

- ☐ Every complaint or incident must be investigated
- ☐ Follow your own workplace program's requirements for protecting the confidentiality of information gathered about the incident or complaint, including identifying information about individuals
- ○ Ensure investigations are timely, thorough, and fair to all parties
  - ○ See the tip sheet called: "Workplace Harassment Investigations – Tips for Employers "**(see page 105)**
  - ○ Consider adopting Part III of the Ministry of Labour's Code of Practice

4. Provide Information

- ☐ Employers must provide a written report of the investigation results AND of any corrective action, either already taken or to be taken, to:
  - ☐ The worker who has allegedly experienced workplace harassment
  - ☐ The alleged harasser **IF** he/she is another worker

5. Provide regular training

- ☐ Ensure every worker is trained on your workplace policy and program relating to workplace harassment
  - ○ Prepare a training program that covers who needs to be trained, training topics, frequency of training, and maintenance of training records

- Review your training program regularly:
  - Whenever you make a change to your workplace harassment policy or program
  - Check the Ontario Ministry of Labour's website for any new requirements
- See the tip sheet called "Workplace Harassment Training – Tips for Employers" (**see page 97**)
- Consider adopting Part IV of the Ministry of Labour Code of Practice

WORKPLACE HARASSMENT QUESTIONNAIRE

Introduction

To help employers and workers understand the workplace harassment provisions in the OHSA, a number of tools have been prepared, including this harassment survey tool. The questionnaire tool is part of the Workplace Health and Safety Systems Partners WHSSP Workplace Harassment Tool Kit, and is a voluntary tool for workplaces to consider using.

The fact that you are reviewing this tool means that you are already ahead of the curve. Even if you decide not to administer this questionnaire, the fact that you are looking into it and weighing its usefulness means that you value your staff and understand that a harassment-free workplace is a more productive and happier place.

The Ministry of Labour has issued a Code of Practice to address workplace harassment under Ontario's Occupational Health and Safety Act (OHSA). The Code was created specifically to help employers meet their obligations under the OHSA with respect to workplace harassment. Also available through the Ministry of Labour is a resource document, Workplace Violence and Harassment: Understanding the Law. Both of these resources can assist employers better understand and take steps to comply with OHSA requirements.

This questionnaire has been designed to help with:

- **Understanding harassment in your workplace,**
- **Establishing a baseline, for use in future comparisons,**
- **Conducting an annual check-up against the original baseline, to see if your workplace policy and program are working, and/or**
- **Gathering information that can be used to improve your workplace's program.**

This questionnaire will give you information for policy and program development, and for decision-making.

Preserving the confidentiality of the individual responses is extremely important if you want staff to trust your process.

In the spirit of collaboration, you may consider sharing the overall anonymized results with your joint health and safety committee or health and safety representative.

Important Note to Users: This tool has been provided to you as a voluntary resource. If you decide to use it, you understand that:

1. You may modify the questions in any way you wish,
2. You assume sole responsibility for its use, including any changes you make,
3. The information gathered by this tool is not required by the OHSA and should **NOT** be submitted to the Ontario Ministry of Labour.

Efforts have been made to make it as easy as possible for you to adapt this tool to your unique circumstances. Throughout the tool, we have included tips to help you decide whether to use the questions and how to interpret the results. This supplementary advice is presented in green font throughout the questionnaire template. See Appendix A for a clean version of this questionnaire

Building Support for the Questionnaire

Discuss this questionnaire and its purpose with your management team first. You need to be certain that your management team supports your commitment to this process. If you have a Joint Health and Safety Committee (JHSC) or a Health and Safety Representative (HSR), consider including them in your planning stages.

Once you have support of the management team, and JHSC/HSR if applicable, send a message to all staff to let them know that a questionnaire will be done, why you are doing it, how the results will be used and how confidentiality will be maintained.

Protecting Confidentiality

Ensuring confidentiality is essential when administering this questionnaire. Staff may be concerned that they will be individually identified. You are in the best position to assess how to protect confidentiality based on the profile of your workforce and the physical environment of your workplace.

Consider how you will administer the questionnaire. Some staff may be more comfortable with a paper-based questionnaire that requires only check marks (i.e. no identifiable handwriting), as long as the paper can be deposited discreetly into a securely sealed box. Others may prefer an online questionnaire that can be completed away from the workplace. Whatever method you choose, either electronic or paper-based, staff must feel they can complete the questionnaire without fear of identification or penalty.

Administration

Consider administering the questionnaire annually as a way of monitoring changing patterns. Evaluate the pros and cons of sharing a summary of the questionnaire results with all staff – you will need to find a balance between protecting confidentiality of the responses with the benefit of demonstrating your commitment to be open and transparent.

Access

Some issues that may prevent people from responding, which in turn may impact your results are:

- **Language preferences**
- **Literacy levels**
- **Access to technology**
- **Comfort level with technology**
- **Length of the survey**
- **Timing for completing questionnaire**

Communications

How you distribute and explain the questionnaire are key to getting a good response rate. Plan the following:

- **When staff will be notified**
- **What the message will be (why a questionnaire, what will be done with the results and when it must be completed)**
- **Who will send the message**
- **Whether and how often reminders will be sent out.**

You will also need to consider:

- **Who your audience is**
- **Methods that will reach your audience most effectively (e.g. e-mails, town meetings, posters, newsletters, toolbox talks, etc.).**

What Response Rate to Expect

There is no set number for an acceptable response rate. Instead, you need to understand what factors may influence the response rate in your organization and monitor changes in the rate over time. The rate of responses is just one of several factors you need to take into account when interpreting the questionnaire's results.

Factors that could affect your response rate include:

- **Whether the format of the questionnaire creates any issues that may prevent responses – for example, if you have a multilingual workforce, you may need to offer a translated version of the questions;**
- **Whether staff believe that their responses will truly be anonymous;**
- **Whether the questionnaire is mandatory or voluntary;**
- **Whether there are incentives for completion of questionnaire;**
- **Whether work time is set aside for completing the questionnaire;**
- **Whether your management team, JHSC, HSR and/or union help to champion the questionnaire.**

The response rate may change over time, if you repeat the questionnaire annually. For instance, you may find that the first questionnaire has a very low response rate, but the second one is slightly higher – that's a good sign, even if it's a small change.

Part 1: Experience with Harassment in the Workplace

Tip: The purpose of Part 1 is to help you collect baseline information on the frequency and type of harassment behaviour that may be affecting your staff in the workplace, and to give you a sense of whether incidents are being suppressed.

Repeating the questions in Part 1 annually, as well as the full questionnaire, will help you see whether things are improving, staying the same, or getting worse. In fact, it's important not to change your questions from one year to the next because if you do, it won't be possible to compare the year-to-year results.

We recommend that the questionnaire start with a clear description of workplace harassment, so that you have some assurance that respondents are answering in the same way. If you have developed a more detailed description of workplace harassment, incorporate it into this section.

This survey is based on the examples listed in this section. Please read the examples carefully before you begin answering the questions.

Harassment in the workplace, including sexual harassment, can take many forms, ranging from incivility to bullying. Examples include:

- Non-verbal harassment,
  - e.g. mocking or demeaning facial expressions, body language, tone of voice
- Verbal harassment,
  - e.g. repeated snide or aggressive remarks, insults, inappropriate jokes/comments, argumentativeness
- Social harassment,
  - e.g. scapegoating, backstabbing, spreading malicious rumors or false information
  - e.g. circulating negative comments or images through social media or other media
- Sexual harassment
  - e.g. uninvited or inappropriate touching
  - e.g. implied or explicit expectation of sexual favour from someone in a position of power
  - e.g. unwelcome comments about sex, sexual orientation, gender identity, or gender expression

A reasonable action taken by an employer or supervisor relating to the management and direction of workers or the workplace is not harassment.

1. In your opinion, is harassment a problem in our workplace?
   - ○ Yes
   - ○ No (**skip to Question 14**)

2. Based on the above description of harassment, at any time in the past 12 months, in our workplace, have you: (Select all that apply)
   - ○ Been on the receiving end of harassment?
   - ○ Witnessed harassment?
   - ○ Participated in an investigation into harassment in the workplace (but not as the supervisor or investigator)?
   - ○ None of the above (**skip to Question 14**)

3. Please provide more information about the nature of harassment you experienced or witnessed. Select all that apply.

Harassment Behaviour	From Co-Worker	From Manager/ Supervisor	From Member of the Public	From Client/ Customer	From Other
Non-verbal (mocking or demeaning facial expressions, body language, tone of voice)	○	○	○	○	○
Verbal (repeated snide or aggressive remarks, insults, inappropriate jokes/comments, argumentativeness)	○	○	○	○	○
Social (scapegoating, backstabbing, spreading malicious rumors/false information)	○	○	○	○	○
Social (circulating negative comments or images through social media or other media)	○	○	○	○	○

Sexual: (uninvited or inappropriate touching)	○	○	○	○	○
Sexual (implied or explicit expectation of sexual favour from someone in a position of power)	○	○	○	○	○
Sexual (unwelcome comments about sex, sexual orientation, gender identity or gender expression)	○	○	○	○	○

4. Regarding the incident(s) you noted in Question 3 above, please provide additional information below.

Nature of Incident	Timeframe and Frequency	Location
Free Text	**When** ○ In the past month ○ 2-6 months ago ○ More than 6 months ago **How Often** ○ A single incident ○ Several ○ Ongoing	○ In the workplace ○ Outside of the workplace while working (e.g. mobile workplace or a temporary worksite) ○ A work related social activity, whether virtual, like social media, or live, like a festive dinner
Free Text	**When** ○ In the past month ○ 2-6 months ago ○ More than 6 months ago **How Often** ○ A single incident ○ Several ○ Ongoing	○ In the workplace ○ Outside of the workplace while working (e.g. mobile workplace or a temporary worksite) ○ A work related social activity, whether virtual, like social media, or live, like a festive dinner

Free Text	**When** ○ In the past month ○ 2-6 months ago ○ More than 6 months ago **How Often** ○ A single incident ○ Several ○ Ongoing	○ In the workplace ○ Outside of the workplace while working (e.g. mobile workplace or a temporary worksite) ○ A work related social activity, whether virtual, like social media, or live, like a festive dinner

Tip: Work-related social events, even when held outside regular business hours, could be considered an extension of the workplace. Workers' and employers' obligations may still apply.

5. If you experienced or witnessed harassment in the workplace, did you report it?
   - ○ Yes, I reported it to someone inside my organization (**go to Question 6**)
   - ○ Yes, I reported it to someone outside my organization (**skip to Question 8**)
   - ○ No (**skip to Question 7**)

Tip: The purpose of Questions 5-7 is to help you get a sense of what may be preventing staff from disclosing issues. Workplace harassment cannot be eliminated if it's hidden. Common reasons that staff do not report issues is that they don't know how or to whom to report a problem, or they are afraid to make a report.

If the number of "yes" responses is significantly greater than the number of formal reports you have received, it may be that staff are unclear about how or to whom to report a harassment incident, and so may be an indicator that either your workplace program needs to be reviewed, or your training program, or both.

If the majority of the responses to Question 5 is "no", then you may well have a problem of suppressed reporting on your hands. Question 7 is designed to help shed some light on what may be causing the under-reporting problem.

Finally, note that this question simply asks whether a report was made, regardless of the number of incidents that may have been witnessed or experienced. Since the purpose of the question is to get at the underlying reason for reporting, the number of incidents isn't as important here, and is covered in Question 5 in order to keep the survey streamlined.

6. To whom, in the workplace, did you report the harassment (select all that apply)?
   - ○ Manager/Supervisor
   - ○ Co-worker
   - ○ Owner
   - ○ Human Resources
   - ○ Union
   - ○ Joint Health and Safety Committee (JHSC) Member/Health and Safety Representative (HSR)
   - ○ Workplace healthcare professional (e.g. company nurse)

Tip: If you are a small workplace, omit the answer choices that don't apply to you.

   - ○ Other person associated with my workplace – please specify (optional):

After you have responded to Question 6, skip directly to Question 8.

Tip: Compare the results of Question 6 to your workplace program. If there is a significant difference between the two, this would be a clue indicating that either your workplace program needs to be reviewed and possibly modified, or your training program needs to be refreshed.

7. If you answered "no" to Question 5, why did you not report the harassment (select all that apply)?
   - ○ Although I felt uncomfortable, I wasn't sure the incident was harassment
   - ○ I didn't know I was supposed to report it
   - ○ I didn't know how to report it
   - ○ I didn't know who to report it to
   - ○ I felt I would put my job at risk
   - ○ I didn't want to get in trouble
   - ○ I didn't want to get someone else in trouble
   - ○ I didn't believe anything would be done about it
   - ○ I spoke directly to the harasser and the behavior stopped
   - ○ I spoke to my supervisor and he/she resolved the issue
   - ○ Other – please specify (optional)

After you have responded to Question 7, skip directly to question 14

Part 2: Reporting and Investigating Harassment

8. When you reported the harassment, did you feel you were treated (**select all that apply)**:
   - ○ Fairly?
   - ○ Respectfully?
   - ○ In a timely manner?
   - ○ None of the above

9. When, after reporting the harassment, did someone from the workplace follow up with you?
   - ○ I just reported it and it's too soon for someone to have followed up with me
   - ○ The same day
   - ○ Within the week
   - ○ Within a month
   - ○ Longer than a month
   - ○ No follow up to date

Tip: If the responses to Question 9 are significantly longer than the timeframe set out in your workplace program, this would be a flag that you need to look into the reasons for the difference.

10. Was there an investigation into your report of harassment?
    - ○ Yes, and the investigation is complete (**go to Question 11**)
    - ○ Yes, and the investigation is currently in progress (**skip to Question 14**)

Tip: If the investigation is still underway, avoid jeopardizing the integrity of the investigation and instead have the respondent skip the rest of this question by going to Part 3.

- ○ No, the incident was addressed/resolved through another process (e.g. conflict resolution process, mediation, alternate dispute resolution, etc.) (**skip to Question 14**)

Tip: always investigate an incident or complaint of workplace harassment. The examples in brackets may be used to assist in addressing the harassment, but the employer must still ensure that an investigation is completed.

- ○ No investigation was done, and I do not know why (**skip to Question 14**)
- ○ I do not know if an investigation was done. (**skip to Question 14**)

11. During the investigation process, did you feel it was carried out: (Select all that apply)
    - ○ Fairly?
    - ○ Respectfully?
    - ○ In a timely manner?
    - ○ None of the above

Tip: The responses will give you an indication of how your investigation processes are perceived, and whether staff trust those processes.

12. During the investigation process, did you feel your privacy was sufficiently protected?
    - ○ Yes
    - ○ No

Tip: Any "no" responses, even if from just one respondent, must be treated as an immediate priority, because it's a strong indicator that your workplace harassment program's privacy and confidentiality measures may need to be revised. You could modify the questionnaire by adding a follow-up question inviting suggestions for improvements (make it a free-text form).

13. If you were the person who experienced the harassment, were you informed in writing of the results of the investigation, including any corrective action that was or would be taken? **Note: if you witnessed** the harassment and reported it, **do not respond to Question 13 and instead skip to Question 14**.
    - ○ Yes
    - ○ No

Tip: the purpose of this question is to tell you whether you are complying with s.32.0.7(1)(b) of OHSA, which requires the employer to inform the person who was allegedly harassed of the results of the investigation and of any corrective action taken or to be taken. This must be done in writing. Note also that the alleged harasser, if he/she is another worker, must also receive a written report. If the person who reported the harassment is different from the person who was allegedly harassed, the reporter does not receive a copy of the investigation results/corrective actions.

Staff who witnessed the harassment and made a report are asked to skip Question 14 because OHSA requires the investigation report to be given to the person who experienced the alleged harassment rather than to the witness, even if the witness was the one who reported it.

Part 3: Effectiveness of Your Policy, Program and Training

Training

14. Have you participated in training on our workplace harassment policy and program?
    - ○ Yes (**skip to Question 16**)
    - ○ No (**go to Question 15**)
    - ○ Not sure (**go to Question 18**)

15. I have not participated in training because:
    - ○ I'm scheduled to take it in the near future
    - ○ I was scheduled but couldn't attend
    - ○ It hasn't been offered to me
    - ○ I didn't want it
    - ○ Other – please specify (optional):

After responding to Question 15, skip to Question 18.

16. Did the training include: (select all that apply)
    - ○ What workplace harassment is, including workplace sexual harassment
    - ○ How to recognize harassment
    - ○ Where our policy is posted
    - ○ How to report harassment that you have experienced or witnessed
    - ○ To whom you should report an incident of harassment
    - ○ To whom you should report if your manager or supervisor is the alleged harasser
    - ○ How our workplace will respond to reports or incidents of harassment

Tip: If your training program contains more elements than those listed above, feel free to add them here.

Tip: this question can help you identify education needs, and in subsequent years, indicate whether the existing training is adequate. See the "Workplace Harassment Training – Tips for Employers". (see page 97) You need to ensure that your training includes all necessary information and instruction so that your workforce can follow your policy and program.

17. In your opinion, how adequate was the training? Select all that apply.
    - ○ I know how to recognize harassment behaviour
    - ○ I know to whom to report harassment if I witness or experience it
    - ○ I know how to make a report of harassment
    - ○ None of the above.

Tip: your workplace training program should have its own feedback form for staff to complete at the end of the training session. You could compare that training session feedback to the responses to Questions 16 and 17 to see if there are any discrepancies – if there are any significant differences, that's a clue that something needs to be reviewed more carefully.

Workplace Harassment Policy and Program

18. Are you aware of our workplace harassment policy and program?
    - ○ Yes
    - ○ No (**skip to Question 22**)
    - ○ We do not have a policy and program (**skip to Question 22**)
19. In your opinion, how easy is our workplace harassment policy and program to understand and follow?
    - ○ I am able to understand and follow our policy and program
    - ○ I find the policy and program difficult to understand and follow
    - ○ I do not understand and I cannot follow our policy and program
20. Do you know who to ask if you need more information about our workplace harassment policy and program?
    - ○ Yes
    - ○ No
21. Do you feel our workplace harassment policy and program are helping to make our workplace free of harassment?
    - ○ Yes
    - ○ No
22. In your opinion, what additional steps can we take to reduce or eliminate harassment in our workplace?

[free text field, no character limits]

Tip: Even if staff believe your workplace harassment policy and program are effective, they may still have some good ideas that will make it even better.

If you are a manager or supervisor, complete Part 4.

Tip: We have included Part 4 in this tool so that you can access everything in one place. However, we recommend that you administer Part 4 as a standalone survey that is provided only to supervisors and managers, and delete this instruction line and the next one from the main questionnaire. Administering Part 4 as a standalone will reduce the likelihood of non-managers responding to those questions.

All others should skip directly to Part 5.

Tip: If you remove Part 4, remember to change "Part 5" to "Part 4" and delete this instruction line.

Part 4: Supervisors, Managers and Persons in Positions of Authority

This section should only be filled out by those who are in positions of authority over others.

Tip: Your supervisors and managers need support, too. And in turn, you need to know that they are supporting you to ensure compliance with the OHSA requirements about workplace harassment.

Most importantly, you, your supervisors, and your managers need to work together as a team to promote a healthy and safe workplace. Consider whether your management/supervisor team needs supplementary training or information to help them be more effective in carrying out their heightened responsibilities.

Tip: To avoid response errors, Part 4 should be administered separately to managers/supervisors to ensure that the responses come only from individuals in those positions.

23. As someone in a position of authority (e.g. supervisor), are you aware of your duties and responsibilities with respect to workplace harassment, including workplace sexual harassment?
    - ○ Yes
    - ○ No
24. Do you feel you have the training, tools and resources to meet your responsibilities under our workplace harassment policy and program?
    - ○ Yes
    - ○ No
25. Do you feel you are able to respond appropriately to a complaint or incident of harassment?
    - ○ Yes
    - ○ No
26. What additional support would you like to have?

[free text field]

Part 5: Questionnaire Conclusion

Thank you very much for taking the time to complete this questionnaire - we are committed to making our workplace healthy and safe, which we can only do with your help. Your individual responses will be kept confidential. The combined information from all of the responses will help us design and update our workplace harassment policy and program in order to eliminate harassment on the job.

Harassment - it's never okay!

Part 1: Experience with Harassment in the Workplace

This survey is based on the examples listed in this section. Please read the examples carefully before you begin answering the questions.

Harassment in the workplace, including sexual harassment, can take many forms, ranging from incivility to bullying. Examples include:

- Non-verbal harassment,
  - e.g. mocking or demeaning facial expressions, body language, tone of voice
- Verbal harassment,
  - e.g. repeated snide or aggressive remarks, insults, inappropriate jokes/comments, argumentativeness
- Social harassment,
  - e.g. scapegoating, backstabbing, spreading malicious rumors or false information
  - e.g. circulating negative comments or images through social media or other media
- Sexual harassment
  - e.g. uninvited or inappropriate touching
  - e.g. implied or explicit expectation of sexual favour from someone in a position of power
  - e.g. unwelcome comments about sex, sexual orientation, gender identity, or gender expression

A reasonable action taken by an employer or supervisor relating to the management and direction of workers or the workplace is not harassment.

1. In your opinion, is harassment a problem in our workplace?
   - ○ Yes
   - ○ No (**skip to Question 14**)

2. Based on the above description of harassment, at any time in the past 12 months, in our workplace, have you: (Select all that apply)
   - ○ Been on the receiving end of harassment?
   - ○ Witnessed harassment?
   - ○ Participated in an investigation into harassment in the workplace (but not as the supervisor or investigator)?
   - ○ None of the above (**skip to Question 14**)

3. Please provide more information about the nature of harassment you experienced or witnessed. Select all that apply.

Harassment Behaviour	From Co-Worker	From Manager/ Supervisor	From Member of the Public	From Client/ Customer	From Other
Non-verbal (mocking or demeaning facial expressions, body language, tone of voice)	○	○	○	○	○
Verbal (repeated snide or aggressive remarks, insults, inappropriate jokes/comments, argumentativeness)	○	○	○	○	○
Social (scapegoating, backstabbing, spreading malicious rumors/false information)	○	○	○	○	○
Social (circulating negative comments or images through social media or other media)	○	○	○	○	○

Sexual: (uninvited or inappropriate touching)	○	○	○	○	○
Sexual (implied or explicit expectation of sexual favour from someone in a position of power)	○	○	○	○	○
Sexual (unwelcome comments about sex, sexual orientation, gender identity or gender expression)	○	○	○	○	○

4. Regarding the incident(s) you noted in Question 3 above, please provide additional information below.

Nature of Incident	Timeframe and Frequency	Location
Free Text	**When** ○ In the past month ○ 2-6 months ago ○ More than 6 months ago **How Often** ○ A single incident ○ Several ○ Ongoing	○ In the workplace ○ Outside of the workplace while working (e.g. mobile workplace or a temporary worksite) ○ A work related social activity, whether virtual, like social media, or live, like a festive dinner
Free Text	**When** ○ In the past month ○ 2-6 months ago ○ More than 6 months ago **How Often** ○ A single incident ○ Several ○ Ongoing	○ In the workplace ○ Outside of the workplace while working (e.g. mobile workplace or a temporary worksite) ○ A work related social activity, whether virtual, like social media, or live, like a festive dinner

Free Text	**When** ○ In the past month ○ 2-6 months ago ○ More than 6 months ago **How Often** ○ A single incident ○ Several ○ Ongoing	○ In the workplace ○ Outside of the workplace while working (e.g. mobile workplace or a temporary worksite) ○ A work related social activity, whether virtual, like social media, or live, like a festive dinner

5. If you experienced or witnessed harassment in the workplace, did you report it?
   - ○ Yes, I reported it to someone inside my organization (**go to Question 6**)
   - ○ Yes, I reported it to someone outside my organization (**skip to Question 8**)
   - ○ No (**skip to Question 7**)

6. To whom, in the workplace, did you report the harassment (select all that apply)?
   - ○ Manager/Supervisor
   - ○ Co-worker
   - ○ Owner
   - ○ Human Resources
   - ○ Union
   - ○ Joint Health and Safety Committee (JHSC) Member/Health and Safety Representative (HSR)
   - ○ Workplace healthcare professional (e.g. company nurse)
   - ○ Other person associated with my workplace – please specify (optional)

7. If you answered "no" to Question 5, why did you not report the harassment (select all that apply)?
   - ○ Although I felt uncomfortable, I wasn't sure the incident was harassment
   - ○ I didn't know I was supposed to report it
   - ○ I didn't know how to report it
   - ○ I didn't know who to report it to
   - ○ I felt I would put my job at risk

- ○ I didn't want to get in trouble
- ○ I didn't want to get someone else in trouble
- ○ I didn't believe anything would be done about it
- ○ I spoke directly to the harasser and the behavior stopped
- ○ I spoke to my supervisor and he/she resolved the issue
- ○ Other – please specify (optional)

After you have responded to Question 7, skip directly to question 14

Part 2: Reporting and Investigating Harassment

8. When you reported the harassment, did you feel you were treated (**select all that apply)**:
   - ○ Fairly?
   - ○ Respectfully?
   - ○ In a timely manner?
   - ○ None of the above

9. When, after reporting the harassment, did someone from the workplace follow up with you?
   - ○ I just reported it and it's too soon for someone to have followed up with me
   - ○ The same day
   - ○ Within the week
   - ○ Within a month
   - ○ Longer than a month
   - ○ No follow up to date

10. Was there an investigation into your report of harassment?
   - ○ Yes, and the investigation is complete (**go to Question 11**)
   - ○ Yes, and the investigation is currently in progress (**skip to Question 14**)
   - ○ No, the incident was addressed/resolved through another process (e.g. conflict resolution process, mediation, alternate dispute resolution, etc.) (**skip to Question 14**)
   - ○ No investigation was done, and I do not know why (**skip to Question 14**)
   - ○ I do not know if an investigation was done. (**skip to Question 14**)

11. During the investigation process, did you feel it was carried out: (Select all that apply)
   - ○ Fairly?
   - ○ Respectfully?
   - ○ In a timely manner?
   - ○ None of the above

12. During the investigation process, did you feel your privacy was sufficiently protected?
   - ○ Yes

○ No

13. If you were the person who experienced the harassment, were you informed in writing of the results of the investigation, including any corrective action that was or would be taken? **Note: if you witnessed** the harassment and reported it, **do not respond to Question 13 and instead skip to Question 14**.

○ Yes

○ No

Part 3: Effectiveness of Your Policy, Program and Training

Training

14. Have you participated in training on our workplace harassment policy and program?
    - ○ Yes (**skip to Question 16**)
    - ○ No (**go to Question 15**)
    - ○ Not sure (**go to Question 18**)

15. I have not participated in training because:
    - ○ I'm scheduled to take it in the near future
    - ○ I was scheduled but couldn't attend
    - ○ It hasn't been offered to me
    - ○ I didn't want it
    - ○ Other – please specify (optional):

After responding to Question 15, skip to Question 18.

16. Did the training include: (select all that apply)
    - ○ What workplace harassment is, including workplace sexual harassment
    - ○ How to recognize harassment
    - ○ Where our policy is posted
    - ○ How to report harassment that you have experienced or witnessed
    - ○ To whom you should report an incident of harassment
    - ○ To whom you should report if your manager or supervisor is the alleged harasser
    - ○ How our workplace will respond to reports or incidents of harassment

17. In your opinion, how adequate was the training? Select all that apply.
    - ○ I know how to recognize harassment behaviour
    - ○ I know to whom to report harassment if I witness or experience it
    - ○ I know how to make a report of harassment
    - ○ None of the above.

Workplace Harassment Policy and Program

18. Are you aware of our workplace harassment policy and program?
    - ○ Yes
    - ○ No (**skip to Question 22**)
    - ○ We do not have a policy and program (**skip to Question 22**)
19. In your opinion, how easy is our workplace harassment policy and program to understand and follow?
    - ○ I am able to understand and follow our policy and program
    - ○ I find the policy and program difficult to understand and follow
    - ○ I do not understand and I cannot follow our policy and program
20. Do you know who to ask if you need more information about our workplace harassment policy and program?
    - ○ Yes
    - ○ No
21. Do you feel our workplace harassment policy and program are helping to make our workplace free of harassment?
    - ○ Yes
    - ○ No
22. In your opinion, what additional steps can we take to reduce or eliminate harassment in our workplace?

If you are a manager or supervisor, complete Part 4. All others should skip directly to Part 5.

Part 4: Supervisors, Managers and Persons in Positions of Authority

This section should only be filled out by those who are in positions of authority over others.

23. As someone in a position of authority (e.g. supervisor), are you aware of your duties and responsibilities with respect to workplace harassment, including workplace sexual harassment?
    - ○ Yes
    - ○ No
24. Do you feel you have the training, tools and resources to meet your responsibilities under our workplace harassment policy and program?
    - ○ Yes
    - ○ No
25. Do you feel you are able to respond appropriately to a complaint or incident of harassment?
    - ○ Yes
    - ○ No
26. What additional support would you like to have?

[free text field]

Part 5: Questionnaire Conclusion

Thank you very much for taking the time to complete this questionnaire - we are committed to making our workplace healthy and safe, which we can only do with your help. Your individual responses will be kept confidential. The combined information from all of the responses will help us design and update our workplace harassment policy and program in order to eliminate harassment on the job.

Harassment - it's never okay!

Example Workplace Harassment Policy

The management of _____***(insert company name)*** is committed to providing a work environment in which all individuals are treated with respect and dignity.

Workplace harassment will not be tolerated from any person in the workplace ***(The workplace may wish to list the sources of workplace harassment).*** Everyone in the workplace must be dedicated to preventing workplace harassment. Managers, supervisors, and workers are expected to uphold this policy, and will be held accountable by the employer ***(If the policy applies to other people in the workplace, they should also be listed).***

Workplace harassment means engaging in a course of vexatious comment or conduct against a worker in a workplace – a comment or conduct that is known or ought reasonably to be known to be unwelcome ***(The workplace may wish to list examples of unacceptable behaviour).***

Harassment may also relate to a form of discrimination as set out in the Ontario Human Rights Code, but it does not have to ***(The workplace may wish to include information about what constitutes discriminatory harassment under Ontario's Human Rights Code).***

This policy is not intended to limit or constrain the reasonable exercise of management functions in the workplace ***(The workplace may wish to include examples of work functions that would generally not be considered workplace harassment).***

Workers are encouraged to report any incidents of workplace harassment ***(The workplace may wish to provide more information about how to report incidents and may wish to emphasize there will be no negative consequences for reports made in good faith).***

Management will investigate and deal with all concerns, complaints, or incidents of workplace harassment in a fair and timely manner while respecting workers' privacy as much as possible ***(The workplace may wish to provide more information about how incidents of harassment will be investigated and/or dealt with).***

Nothing in this policy prevents or discourages a worker from filing an application with the Human Rights Tribunal of Ontario on a matter related to Ontario's Human Rights Code within one year of the last alleged incident. A worker also retains the right to exercise any other legal avenues that may be available.

Signed: _____ President/CEO Date: _____

The workplace harassment policy should be consulted whenever there are concerns about harassment in the workplace

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Workplace Harassment Training – Tips for Employers

As an employer, you must provide information and instruction that is appropriate for the worker on the contents of the policy and program with respect to workplace harassment. Here are some suggestions to help you ensure that you have an effective training plan in place.

Table 1 sets out your mandatory training obligations under the Occupational Health and Safety Act, along with suggested good practices.

Table 2 outlines what your training program should cover, along with suggested good practices, to help you select or design a training program.

Table 3 outlines recommended good practices for supplementary training; these recommendations are not required by law, so are entirely optional at your discretion.

Notice: The information in this document is offered as a courtesy and is not legal advice. Employers remain fully responsible for ensuring compliance with the *Occupational Health and Safety Act*.

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Table 1 - Mandatory Training Requirements

Mandatory training obligations under the Occupational Health and Safety Act, along with suggested good practices

	MANDATORY		RECOMMENDED GOOD PRACTICES
	OHSA Requirements	**The Details of Your Workplace Policy and Program**	**Supplementary Training**
WHO	All Workers ▪ New Hires ▪ Contract/temporary ▪ Full-time ▪ Part-time ▪ Casual ▪ Seasonal ▪ Co-op students (paid and unpaid) ▪ Management/supervisors OHSA, s. 32.0.8: "An employer shall provide a worker with, (a) information and instruction…with respect to workplace harassment."		Supervisors/Managers (all levels) In-house investigators (e.g. human resource staff) Health and safety representative (for workplaces with 6-19 workers) Joint health and safety committee members (for workplaces with 20 or more workers)
WHEN	As often as appropriate in your workplace. OHSA does not specify timing or frequency. Suggestions: ▪ New hires: during orientation; 6-month refresher; then annually ▪ Regular staff: annually ▪ Whenever you change your workplace program ▪ Whenever the Ministry of Labour updates this training requirement ▪ Keep organized training records of training provided, to whom, and when		As often as appropriate in your workplace. OHSA does not specify timing or frequency. Suggestions: ▪ New hires: during orientation; 6-month refresher; then annually ▪ Regular staff: annually ▪ Whenever you change your workplace program ▪ Whenever the Ministry of Labour updates this training requirement ▪ Keep organized training records of training provided, to whom, and when

	MANDATORY		RECOMMENDED GOOD PRACTICES
WHAT	**OHSA Requirements**	**The Details of Your Workplace Policy and Program**	**Supplementary Training**
HOW	s.32.0.8(a): "information and instruction **that is appropriate for** the worker" [emphasis added]. Each employer must decide what is appropriate. Suggestion: Take into consideration your workforce profile, for example: ▪ Literacy (reading, computer) ▪ Language ▪ Other accessibility needs		Consider implementing Part IV of the Ministry of Labour's Code of Practice

Table 2 – Mandatory Training Content and Recommended Good Practices

What your training program should cover, along with suggested good practices, to help you select or design a training program

Mandatory Training for all workers - Tips for Training Content			
Review OHSA Requirements		**Review Your Workplace's Policy and Program**	**Suggested Additional Good Practices**
s.1(1) s1(4)	Definition of "workplace harassment," including "workplace sexual harassment" Clarification of what is not harassment, i.e. a reasonable action taken by management	▪ Definitions ▪ Explain the individual components of the OHSA definitions of "workplace harassment" and "workplace sexual harassment" ▪ Explain the difference between general harassment behaviours and harassment behaviours that fall under OHSA ▪ Clarify that workers are protected from harassment from any source, not just from other workers	▪ How to recognize harassment behaviours ▪ Harassment on the civility-violence continuum ▪ Eliminating workplace harassment – why it matters ▪ Your organization's commitment to a healthy, safe workplace ▪ Your organization's corporate values ▪ Any related policies or practices, e.g. Code of Conduct, computer usage policy, social media usage policy, etc
s.32.0.1 s.32.0.6(1)	Requirement for written policy/ies on workplace harassment and violence, and posted in conspicuous location Requirement to have a written program to implement the workplace **harassment** policy	▪ Where to find your workplace's written policy and program on harassment and violence	▪ Note the **general** requirement to have a written occupational health and safety policy and program (s.25(2)(j)), **in addition** to the requirement for a specific policy and program addressing workplace harassment ▪ Note that you may combine training on your workplace **harassment** policy/program with training on your workplace **violence** policy/program

Mandatory Training for all workers - Tips for Training Content			
Review OHSA Requirements		**Review Your Workplace's Policy and Program**	**Suggested Additional Good Practices**
s.28 s.8 s.9 s.27 ss.25, 26, 32	Roles and responsibilities of ▪ All workers ▪ Health and safety representative (where applicable) ▪ Joint health and safety committee (where applicable) ▪ Supervisors/managers ▪ Employer	▪ Roles and responsibilities ▪ Identify names and positions where appropriate	▪ Outline the expectations of workers who witness workplace harassment (refer to s.28(d) obligation for all workers to report any contravention of OHSA) ▪ Refer to the general obligations of all parties to contribute to the health and safety of your workplace
s. 32.0.6(2)(a) s.32.0.6(2)(b)	Measures and procedures for workers to **report** incidents of workplace harassment **to the employer or supervisor** Measures and procedures for workers to **report** incidents of workplace harassment to a person **other than** the employer or supervisor, **if the employer or supervisor is the alleged harasser**	▪ How verbal reports will be recorded (e.g. by the person receiving the report) ▪ How written reports will be made (e.g. report template) ▪ What information is to be included in the report ▪ Who is designated to receive reports, i.e. supervisor or employer or employer's designate (e.g. human resource director) ▪ Alternate person designated to receive reports if alleged harasser is the supervisor or employer	▪ Discuss the reasons that cause people to suppress reporting, e.g. fear of stigma, fear of reprisal, etc. ▪ Discuss how your reporting procedure has taken these fears into account

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Mandatory Training for all workers - Tips for Training Content			
Review OHSA Requirements		**Review Your Workplace's Policy and Program**	**Suggested Additional Good Practices**
s.32.0.6(2)(c) s.32.0.7(1)(a) s.32.0.6(2)(d) s.32.0.6(2)(e) s.32.0.7(2)	How incidents or complaints of workplace harassment will be investigated and dealt with Investigations to be "appropriate in the circumstances" How information will be protected Requirement to provide a written report of the investigation results, including any corrective action. Requirement to report back to the worker who experienced the harassment. If the alleged harasser is another worker, requirement to report back to the alleged harasser. Reports created as part of, or as a result of, an investigation are not a report under s.25(2	▪ Indicate who is responsible for assigning an investigator and how quickly an investigation will be started ▪ Outline the investigator's responsibility to conduct a fair and confidential process ▪ Distribute any reporting templates workers should use ▪ Describe how confidentiality will be protected, including noting that the employer is not required to provide investigation-related reports to the joint health and safety committee or to a health and safety representative	▪ Discuss the fears that incidents or disclosures will become widely known in the workplace ▪ Explain what "appropriate in the circumstances" means ▪ Describe your workplace's recordkeeping practices, e.g. what records will be maintained (the complaint, investigation information and reports, etc.) ▪ Communicate your commitment to protect privacy ▪ Suggest resources workers can turn to – for example, an Employee Assistance Program or peer support group, if you have one

Mandatory Training for all workers - Tips for Training Content			
Review OHSA Requirements		**Review Your Workplace's Policy and Program**	**Suggested Additional Good Practices**
s.50	Workers protected from reprisal; workers may request arbitration under a collective agreement or may file a complaint with the Ontario Labour Relations Board	▪ If you have a collective agreement, outline any provisions relating to reprisal protection	▪ Communicate your commitment to eliminating workplace harassment, to taking every complaint seriously, and to fair investigation processes ▪ Communicate reassurance that good faith complaints are protected from reprisal ▪ Outline your internal procedures for dealing with reprisals
s.55.3	Ministry of Labour inspector has power to order investigation by an impartial person; power to specify qualifications. Employer responsible for cost of retaining impartial investigator and for obtaining a written report from the investigator	▪ Describe Ministry of Labour's authority	▪ Describe the kinds of circumstances in which a Ministry of Labour inspector might make such an ordeR

Table 3 – Recommended Good Practices for Supplementary Training; Optional

Recommended good practices for supplementary training; these recommendations are not required by law, so are entirely optional at your discretion.

Supplementary Training – Recommended Good Practices		
Supervisors, Managers, Executives, Board Members	**Health and Safety Representative OR Joint Health and Safety Committee Members**	**In-house Investigators (e.g. human resource specialists)**
▪ How to create and maintain a safe and healthy workplace, free from harassment o Psychosocial factors o Physical factors o People management skills ▪ Understanding the power dynamic between workers and someone in a position of authority ▪ What to do if you o Witness one of your workers being harassed o Receive a written complaint o Receive a verbal report of an incident o How to treat casual verbal remarks as a report ▪ How to keep disclosures and investigations confidential ▪ Supervisors'/managers' heightened responsibility to cooperate with an investigation ▪ Understand the impact an allegation can have on the workforce (perceptions, biases, stigma, culture, etc.) ▪ How to handle cases that may not be "workplace harassment" under OHSA ▪ Board members' responsibilities under s.32 of OHSA; fiduciary responsibility	▪ Role of HSR/JHSC ▪ Role of union(s), where applicable ▪ Limitations on information-sharing	▪ Understanding the contents of the workplace harassment policy and program including processes for investigations and confidentiality ▪ How to assess what information needs to be gathered ▪ How to conduct interviews ▪ What measures to take to keep information confidential ▪ Cautionary note: harassment complaints may well involve issues very different from other investigations required by OHSA. Be alert to the possibility that you may benefit from looking into investigation techniques developed for other types of issues.

Workplace Harassment Investigations – Tips for Employer's

Here are some tips to help you with your workplace harassment complaint investigation process.

Appropriately investigating incidents of workplace harassment reflects an employer's commitment to providing a workplace free of harassment and contributes to a safe and healthy workplace.

Notice: The information in this document is offered as a courtesy and is not legal advice. Employers remain fully responsible for ensuring compliance with the *Occupational Health and Safety Act*.

What Does an Investigation "Appropriate in the Circumstances" Look Like?

- The Occupational Health and Safety Act (OHSA) gives employers the flexibility to conduct an investigation that is "appropriate in the circumstances." In other words, the employer always has to conduct an investigation but you have the flexibility to make the scale of the investigation be in proportion to the nature and severity of the incident/complaint.
- An appropriate investigation would be:
  - Timely – the investigation has to be done in a manner that demonstrates the importance of the issue, respectful of the parties involved and reflects the need to access information while it is fresh in people's minds.
  - Thorough, objective and evidence-based – address all relevant issues, interview relevant parties and witnesses, be commensurate to the nature and severity of the incident/complaint.
  - Conducted by someone who has the knowledge, skills and experience to conduct an investigation.
  - Documented – keep records of meetings, interviews, documents or evidence gathered during the investigation, as well as any reports, summaries or recommendations.

You Need Someone to Do an Investigation – What to Look For

- First and foremost, you need someone who is discreet, fair, objective, and who does not have a conflict of interest relating to any of the parties. If you select someone from within your organization, pay close attention to knowledge, skills, experience, and relationships (e.g. reporting lines, and both peer and personal relationships).
- You are NOT required to hire someone with legal training, or a professional investigator. You have the freedom to decide whether you need an investigator with these credentials.

- If you decide you need someone with advanced qualifications outside your organization, you can start your search with:
  - Certified human resource professionals,
  - Lawyer/Paralegal Referral Service operated by the Law Society of Upper Canada,
  - Council of Private Investigators of Ontario.

Tips for the Investigation Process

First Steps

- Take the incident or complaint seriously.
- Do not assume either guilt or innocence on anyone's part.
- The purpose of the investigation is to gather objective information to determine whether or not harassment occurred. In other words, it's about fact-finding, not fault-finding. Don't jump to a decision about what to do before you've completed the investigation.
- Allow sufficient time for the person conducting an investigation to complete the process and prepare a report.
- Determine what sources of information you will need – for example, you may need information like emails or video footage. You will almost certainly need to interview people.
- Start your investigation as soon as possible. Memories can fade quickly and evidence lost.

Talking to Others

- Be discreet. Don't discuss the fact that you're doing an investigation unless it's with the people who need to be involved, and even then only share the minimum information necessary to conduct the investigation.
- When interviewing people, refrain from expressing your own opinions about the incident or complaint. Plan your questions in advance.
- Ask open-ended questions whenever possible. Open-ended questions start with Who, What, How, When, and Where. A closed-ended question leads the respondent to answer with "yes" or "no", and so can inadvertently reinforce hidden biases.
- Take your own notes and summarize what you hear in each interview.
- Ask each person to review a written summary of the information he/she provided to confirm that it accurately reflects what he/she said.

General Tips

- Think carefully about all the ways that individuals could be identified. Deleting names from documents is usually not enough to protect identities – descriptive information, printouts left on photocopiers, or conversations overheard in open spaces may be enough to reveal an identity.
- Take thorough precautions to keep notes and any other documents confidential. For instance, if you make handwritten notes, keep them in a separate notebook and store it in a locked drawer; if you take electronic notes or create audio recordings, store them in a password-protected folder or on a password-protected USB key. And use smart passwords.
- A great deal of free and credible advice is available on the internet about conducting a workplace investigation (for example, professional human resources associations or law firms), use the keywords "how to do a workplace investigation."
- Once you have gathered enough information to confirm whether or not harassment occurred, you are then ready to move on to the next stage of concluding the investigation determining findings and if in scope of the investigation, suggesting corrective actions.
- Once the investigation stage has been completed, a written report is to be created and forwarded to only the persons directly involved with the incident investigation. If directed, the minister of labour officer may request a copy of the investigation to confirm orders to comply with conducting the investigation, appropriate in the circumstances, have been met.
- Consider adopting Part III of the Ministry of Labour's Code of Practice

Impact on the Workplace

Bear in mind that issues of harassment often affect more than just the alleged complainant and alleged harasser.

- Offer the persons involved any available supports, such as an employee assistance program (if you have one), peer support, or community support.
- Recognize the stigma that can become attached to an alleged harasser even if he/she is innocent – once an accusation has been levelled at someone and word gets out, it can be hard to shake off the stigma even if he/she is completely cleared. One way of reducing the risk of stigma is by maintaining confidentiality. Another way is by reminding those involved in the investigation to avoid jumping to conclusions.
- Recognize that there will very likely be talk in the workplace about the incident and/or investigation
  - people will have views, will want to express them, and may make assumptions about what happened and what should happen. The investigation should not be influenced by these discussions.

Following the Investigation

- Provide a written report to the worker who alleged harassment – the report must contain:
  - Results of the investigation,
  - Any corrective action that has been or will be taken as a result of the investigation.
- If the alleged harasser is another worker, provide him/her with the same written report that you provided to the worker who alleged harassment.
- Remember that there is no OHSA requirement to share the report with the joint health and safety committee, health and safety representative, or the Ministry of Labour. This protects the identities of the individuals involved in the incident and in the investigation.
- Does this incident or its investigation indicate the employer should review the workplace harassment or program
- Review the ***Code of Practice*** issued by the Ontario Ministry of Labour, and decide whether you want to adopt it for your workplace.
- Follow your workplace program's requirements to protect the privacy of the individuals involved.

Action Plan

Action Plan	
Name of Employer/Department:	Job:
Area:	Address:
Date:	Completed by:

Controls or Actions	Assigned To	End Date	Monitor Effectiveness	Other Actions

Resources

Ontario Health and Safety Associations

http://www.preventiondynamics.com

Public Services Health and Safety Association
Tel: 416-250-2131
Toll-free: 1-877-250-7444
www.pshsa.ca

- education
- municipalities
- community and healthcare

Infrastructure Health and Safety Association
Tel : 905 212-7933
www.ihsa.ca

- aggregates
- construction
- electrical and utilities
- natural gas
- transportation
- ready-mix concrete

Workplace Safety & Prevention Services

Tel: 905-614-1400

Toll-free1-877- 494-9777

www.wsps.ca

- farm sector
- industrial sector
- service sector

Workplace Safety North
Tel: 705-474-7233
Toll-free: 1-888-730-7821
www.workplacesafetynorth.ca

- mining
- forestry
- pulp and paper

Occupational Health Clinics for Ontario Workers, Inc.
Phone: (416) 449-0009
1-888-596-3800
http://www.ohcow.on.ca

Workers Health and Safety Centre (WHSC)
Phone: (416) 441-1939
1-888-869-7950
http://www.whsc.on.ca

Other Occupational Health and Safety Contacts

Institute for Work and Health
http://www.iwh.on.ca

Ministry of Labour
http://www.labour.gov.on.ca/

Workplace Safety and Insurance Board
http://www.wsib.on.ca

Canadian Centre for Occupational Health and Safety
http://www.ccohs.ca/oshanswers

For Human Rights

Ontario Human Rights Commission
http://www.ohrc.on.ca
(416) 314-4500

Ontario Human Rights Legal Support Centre
http://www.hrlsc.on.ca
Tel: (416) 314-6266
Toll Free: 1-866-625-5179

For Domestic Violence

Ontario Women's Directorate
http://www.citizenship.gov.on.ca/owd/

Ministry of Labour Publications

A Guide to the Occupational Health and Safety Act
http://www.labour.gov.on.ca/english/hs/pubs/ohsa/index.php

Workplace Violence and Harassment: Understanding the Law
http://www.labour.gov.on.ca/english/hs/pubs/wpvh/index.php

Ontario Human Rights Publications

Guide to Your Rights and Responsibilities Under the Human Rights Code
http://www.ohrc.on.ca/en/resources/Guides/GuideHRcode2

Guidelines on Developing Human Rights Policies and Procedures http://www.ohrc.on.ca/en/resources/Policies/gdpp

Canadian Centre for Occupational Health

Bill C-45 - Overview
https://www.ccohs.ca/oshanswers/legis/billc45.html

Violence in the Workplace Prevention Guide
https://www.ccohs.ca/products/publications/violence.html

Domestic Violence/Safety Plan Resources

The Assaulted Women's Helpline
Phone: 1-866-863-0511
TTY 1-866-863-7868
http://www.awhl.org

Shelternet
Phone: 416-642-5463
http://www.shelternet.ca

Community Legal Education Ontario
www.cleonet.ca/resources/973

Neighbours Friends and Families
http://www.neighboursfriendsandfamilies.ca/
http://www.kanawayhitowin.ca/index.php

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- Workplace Safety & Prevention Services (WSPS)
- Infrastructure Health and Safety Association (IHSA)
- Workplace Safety North
- Institute for Work & Health
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- Ontario Ministry of Labour
- Workers Health and Safety Centre
- Workplace Safety and Insurance Board (Ontario)

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