



NORTH WEST METROPOLITAN REGION PRIMARY CARE PARTNERSHIPS

Workplace Family Violence

ORGANISATIONAL ASSESSMENT GUIDE

Acknowledgements

The North West Metropolitan Region (NWMR) Primary Care Partnerships (PCPs) acknowledge the support of the Victorian Government.



North East Healthy Communities led the development of this template.

North East Healthy Communities acknowledges the peoples of the Kulin Nation as the Traditional Custodians of the land on which our work in the community takes place. We pay our respects to their culture and their Elders past, present and emerging.

Disclaimer: The information contained in this publication is for general information purposes only. The information was current at the time of publication, but the North East Healthy Communities makes no representations or warranties, express or implied, about the completeness, accuracy, reliability, or availability of the information in this publication. Any reliance you place on the information contained within this publication is therefore at your own risk. In no event will North East Healthy Communities or its staff members be held responsible or liable for any loss or damages including without limitation, indirect or significant loss or damages of any type whatsoever, suffered by any person as the result of reliance on information contained within this publication.

April 2019





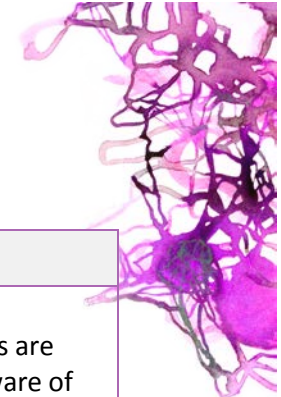
1. Workplace Family Violence: Organisational Assessment Guide

This guide aims to support organisations to develop an implementation plan for changes identified through assessing policies with the *Workplace Family Violence: Organisational Assessment*. It outlines considerations for change for each best-practice statement when supporting women experiencing family violence in the workplace.

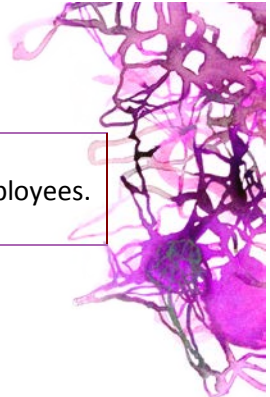
1. Workplace Family Violence Policy

	Considerations for Change
1.1 Our organisation has a Workplace Family Violence policy and procedure. At a minimum it includes: <ul style="list-style-type: none">- Identifying and responding to family violence- Family violence leave- Training for staff- Confidentiality- Support services- Safety planning- Modified work plans	<ul style="list-style-type: none">• Develop a Workplace Family Violence policy (including procedures). Align the policy with statements in the workplace family violence: organisational assessment.• If your organisation already has a workplace family violence policy and procedures developed, assess it using the Workplace Family Violence: Organisational Assessment and make changes according to this document.
1.2 Our orientation requires new employees to familiarise themselves with our Workplace Family Violence Policy/Procedures.	<ul style="list-style-type: none">• Include Workplace Family Violence policy and procedures in organisational orientation/induction.• Promote your Workplace Family Violence policy and procedures effectively in your organisation so that all staff are aware of it. This could be achieved by developing a Workplace Family Violence 'page' on your intranet and/or posters outlining the key clauses (e.g. family violence leave, family violence contact officers) in this policy/procedure.
1.3 Our Workplace Family Violence policy is included in the organisational policy review cycle. (Reviews include the practical implementation of procedures).	<ul style="list-style-type: none">• Ensure that the Workplace Family Violence policy and procedures has a review date and is included in your policy review cycle.
1.4 Where relevant, our Workplace Family Violence policy is detailed in other organisational policies. (E.g. <i>Induction, OHS, Privacy/confidentiality</i>).	<ul style="list-style-type: none">• Review your organisational policies to ascertain where the Workplace Family Violence policy and procedure should be referenced. Consider making reference to other relevant policies in your Workplace Family Violence policy and procedure.

2. Family Violence training and education



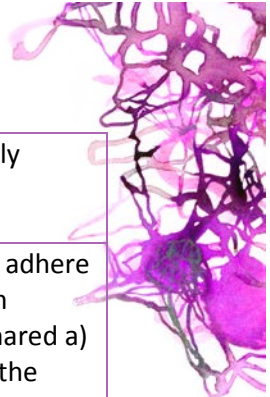
	Considerations for Change
<p>2.1 As part of our orientation program, our organisation makes available training to <u>all</u> employees (including senior management) which covers:</p> <ul style="list-style-type: none"> - The causes, impacts and indicators of family violence. - Understanding how to appropriately identify indicators of family violence and respond to a disclosure of family violence from a fellow employee. - Supports for employees experiencing family violence (EAP, Leave, modified work plans) - Self-care and debriefing 	<ul style="list-style-type: none"> • Employees experiencing family violence may feel more comfortable disclosing their experiencing to a peer or close colleague. Therefore, it is important that all employees are provided with information and training on how to respond to a disclosure, and are aware of their responsibilities in this situation. • Review your organisational orientation training program. Ascertain whether it contains the points in 2.1. If not, contact a training provider (e.g. WHIN - Women’s Health In the North) to discuss including family violence training in your orientation program. You could consider using an internal trainer should you have the expertise in your organisation to do so. • Review, or develop, a tool to indicate which staff have attended training containing points outlined in 2.1. Ensure all staff attend workplace family violence training. Record this information.
<p>2.2 Our organisation provides training and supervision to managers, HR staff and family violence contact officers¹ on:</p> <ul style="list-style-type: none"> - Family violence and industrial entitlements - Referral Pathways - Workplace Safety Plans - Family Violence Leave - Modified work plans - Documentation (leave, conversations and other records) - Confidentiality <p><i>Training is mandatory and is delivered by a family violence specialist.</i></p>	<ul style="list-style-type: none"> • Provide training and supervision to managers, HR staff and family violence contact officers that includes points in 2.2. It is likely that managers, HR staff and family violence contact officers will have primary responsibility for supporting employees experiencing family violence. Therefore it is important that people in those roles are provided with adequate training and resources to support them with the process. • Develop or access training. It is advised that training is delivered by a provider with expert knowledge in both family violence and industrial rights. • Consider accessing specialist training at other locations/organisations to reduce costs when only 1-2 staff require it. • Develop guides for staff to be provided in the training, for example: <ul style="list-style-type: none"> - Identifying possible warning signs: Guide for managers supporting staff experiencing family violence - Frequently asked questions for managers • Review, or develop, a tool to indicate whether managers, HR staff and family violence officers have attended training containing points in 2.2.
<p>2.3 Our organisation’s annual training calendar contains the above training and refresher courses.</p>	<ul style="list-style-type: none"> • Access or develop a workplace family violence training program and add this in your annual organisational training calendar. Ensure training is promoted.



	<ul style="list-style-type: none"> • Promote workplace family violence training and skill development offered externally. • Consider other ways you can support the professional development needs of your employees.
--	---

3. Responding to disclosures of family violence

	Considerations for Change
<p>3.1 Our organisation has clearly documented and promoted roles and responsibilities for staff to follow when responding to a disclosure of family violence from colleagues or when indicators of family violence are present.</p>	<ul style="list-style-type: none"> • Include a list of roles and responsibilities in your Workplace Family Violence policy. • Develop a workplace family violence response flowchart for staff to follow. • Develop a workplace family violence ‘Frequently asked questions for staff’ to refer to (e.g. what is the responsibility of the everyday staff member if they notice indicators of family violence or if a colleague discloses to them).
<p>3.2 Our organisation has clearly documented and promoted procedures for staff to follow when responding to a disclosure of family violence from colleagues or when indicators of family violence are present.</p> <p>Procedures provide guidance to staff on identifying family violence, risk factors and responding to family violence.</p>	<ul style="list-style-type: none"> • Include guidance to staff on identifying family violence, risk factors and responding to family violence in your Workplace Family Violence policy and procedures. • Develop and promote a ‘Supportive conversations’ and a ‘How to ask about family violence’ page for staff to utilise and refer to when responding to a disclosure of family violence from colleagues or when indicators are present.
<p>3.3 Our organisation promotes resources that have been developed to support staff to respond to disclosures of family violence.</p>	<ul style="list-style-type: none"> • Promote the resources outlined in 3.1 and 3.2, and other resources outlined in other parts of this document, throughout your organisation. • Consider promoting resources through the development of a workplace family violence staff portal or intranet page.
<p>3.4 Our organisation encourages staff to access secondary consultations with specialist family violence services when supporting employees with family violence disclosures.</p>	<ul style="list-style-type: none"> • Add ‘access secondary consultation’ to the workplace family violence response flowchart and outline details in the staff checklist/s.
<p>3.5 Our organisation provides support to staff who receive disclosures.</p> <p><i>(E.g. Access to EAP sessions, debrief sessions/s with</i></p>	<ul style="list-style-type: none"> • Have a discussion with your organisations’ Employee Assistance Program (EAP) provider to ensure that this is support they can offer and are aware that your organisation would like them to offer.



<p><i>experienced and skilled staff).</i></p>	<ul style="list-style-type: none"> • Outline staff supports for those receiving disclosures in organisational workplace family violence training so that staff are aware of supports.
<p>3.6 Our organisation prioritises employee confidentiality when responding to disclosures of family violence.</p> <p>Times when that confidentiality may have to be breached would typically occur if there was direct knowledge (and a specific risk, not general) that someone’s health and safety was in danger (including children and other parties).</p>	<ul style="list-style-type: none"> • Review workplace family violence training, ensure it includes the obligation of staff to adhere to legislation regarding confidentiality when receiving family violence disclosures from colleagues. Training should include, staff experiences of family violence will only be shared a) with express wishes and knowledge of the staff experiencing family violence b) when the safety of clients/staff/others is believed to be at risk c) for HR recording purposes. • Consider any other processes that could be put in place to ensure employee consent to share information is obtained. • Make sure staff are able to utilise quiet and private environment/space in the workplace to discuss experiences of family violence. Promote this availability.

4. Providing support to employees experiencing family violence

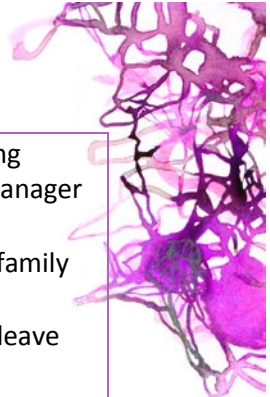
	Considerations for Change
<p>4.1 Our organisation has undertaken all reasonable efforts to create a safe and supportive workplace for employees experiencing family violence.</p>	<ul style="list-style-type: none"> • Develop a workplace gender equality plan that includes the eradication of sexist language and behaviour in the workplace and challenges gender stereotypes. • Provide training and education for staff (especially those in management roles) to model non-violent and respectful relationships. • Consider other ways your organisation could provide a safer and supportive workplace.
<p>4.2 Our organisation’s EAP provider has the skills and experience to respond to family violence disclosures. We know this because our service agreement with them includes a clause regarding such experience and/or our EAP acknowledges the importance of referring to specialist family violence services.</p>	<ul style="list-style-type: none"> • Review your organisations’ service agreement with your EAP provider and check that it has a clause similar to that outlined in 4.2. If it does not, contact your EAP provider and discuss this. Make changes/additions to your EAP service agreement (or EAP provider) to ensure they have these skills and experience. • If necessary, request that your EAP provider changes/updates their promotional material so that it reflects their ability to respond to family violence disclosures.
<p>4.3 Employees who are experiencing family violence are provided with information about our EAP. This information is promoted throughout our organisation.</p>	<ul style="list-style-type: none"> • Review the promotion of your EAP throughout your organisation, ensuring it is widely promoted. Promote more widely if required. E.g. on notice boards, toilet doors, in orientation packs, business cards, easily accessibly on the Intranet etc. • Add ‘employee experiencing family violence is provided with information regarding our EAP’



	<p>to the workplace family violence response flowchart.</p> <ul style="list-style-type: none">• If your organisation also has a workplace family violence intranet page/portal, promote EAP support for staff experiencing family violence.
<p>4.4 Our organisation promotes readily available, and regularly updated family violence resources and support services for employees experiencing family violence.</p>	<ul style="list-style-type: none">• Develop or provide access to a list of resources and support services for employees experiencing family violence.• Assign responsibility for regularly updating the list of resources and support services to an employee.• Promote family violence resources and support services on your organisations workplace family violence intranet/staff portal page/s.• Develop a workplace family violence brochure outlining the following: what is family violence; workplace supports offered such as family violence leave, safety plans, EAP, modified work plans, family violence contact officer roles etc.; key family violence support services.• Include information regarding family violence specialist and other auxiliary supports available in staff workplace family violence training.

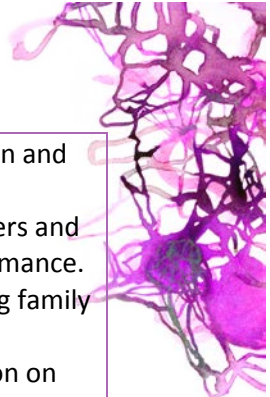
5. Family Violence Leave

	Considerations for Change
<p>5.1 Our Enterprise Agreement(s) (EA) has a 'family violence clause', which includes a provision for 20 days of paid family violence leave per year.</p>	<ul style="list-style-type: none">• Ensure your organisations EA includes 20 days of paid family violence leave (non-accumulative) for medical appointments, legal proceedings and other activities related to family violence.• Outline the following in your workplace family violence policy: Family violence leave is in addition to existing leave entitlements and may be taken as consecutive or single days or as a fraction of a day and can be taken without prior approval.



6. Work Performance and modified work plans

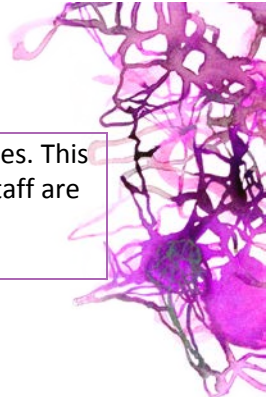
	Considerations for Change
<p>6.1 Our organisation has active systems to ensure that employees experiencing family violence are not subject to adverse or disciplinary action if their attendance or performance suffers as a result of experiencing family violence.</p> <p>Systems include ensuring that there is no further disciplinary action or performance management once a disclosure of family violence has been made.</p>	<ul style="list-style-type: none"> • Review your organisational performance management policy/procedure. Consider including a section such as, ‘when a manager becomes aware that an employee’s productivity and performance is being impacted by family violence, that they consider all aspects of the employee’s situation and that they make reasonable efforts to resolve performance issues.’ Ensure relevant staff are aware of this inclusion. • Review organisational internal complaints system, ensure that access to this system is accessible to all staff and volunteers, and is confidential and secure. • Develop a system that monitors organisational action taken in regard to disciplinary action or performance management for employees experiencing family violence. This may include HR monitoring as well as adding question/s regarding disciplinary action when experiencing family violence, in staff workplace satisfaction surveys (and the like).
<p>6.2 Our organisation has active and promoted procedures to support employees experiencing family violence to support work performance and develop and implement a modified work plan (MWP).</p>	<ul style="list-style-type: none"> • Review workplace family violence policy and procedures, ensure it has a section outlining how to support employees experiencing family violence to develop a modified work plan that enables them to continue their role and manage their workload. In some instances this may involve modifying job duties and responsibilities and/or changing the pattern of hours worked. • Develop a proforma to guide the development of a modified work plan, and place this on your organisations workplace family violence intranet/staff portal page/s. • Add ‘modified work plans’ in the organisational workplace family violence brochure under supports offered to staff experiencing family violence. • Include how to support the development and implementation of a modified work plan in relevant workplace family violence training. • Add ‘completion of MWP’ to the workplace family violence response flowchart.
<p>6.3 Where an employee does not want their direct manager/supervisor to be aware of their experience of family violence, employees are able to access an alternative manager or HR officer to assist the development of a MWP and support work performance.</p>	<ul style="list-style-type: none"> • Review Workplace Family Violence policy, if it does not already, include a clause for employees to gain support from an alternative manager/HR officer for the development and implementation of a MWP if they do not want to engage their direct manager. • Develop a process for supporting employee work performance in instances where that employee does not want their direct manager to be aware of their experience of family violence.



<p>6.4 Our organisation has systems to ensure that employees with authority to approve MWP and support the work performance of an employee experiencing family violence:</p> <ul style="list-style-type: none"> - Have the skills and confidence to do so. - Appropriately support access to MWP. - Receive support to undertake this role as required. 	<ul style="list-style-type: none"> • Include ‘how to support the development and implementation of a modified work plan and support work performance’ in workplace family violence, or other relevant, training. • Support and encourage access to alternative/refresher training to further skill managers and the like in the development and implementation of MWP and supporting work performance. • Consider adding question/s regarding MWP and work performance when experiencing family violence, in staff workplace satisfaction surveys (and the like). • Review organisational supervision guidelines (and the like), consider including a section on supporting managers/HR officers to support employees experiencing family violence access a MWP and supported work performance. • Consider developing a support officer role (most likely a senior manager or someone in a HR role) to oversee and advise on the implementation of the workplace family violence policy and procedures. This includes providing advice and support to managers who are supporting a staff member experiencing family violence.
--	---

7. Family Violence Contact Officer Roles

	Considerations for Change
<p>7.1 Our organisation has established family violence contact officers/or equivalent. Our organisation has a role description that employees are required to respond to when applying for this role.</p>	<ul style="list-style-type: none"> • Develop a family violence contact officer role description. There are a number of templates available (see resource list below). • Develop a process for staff to apply as a family violence contact officer and be appointed as officers as per the role description. Ideally there will be an officer at each worksite. Where this is not possible, at the very least the officer must be easily contactable to staff who are not in that same work location. • Appoint a staff member (e.g. a HR officer) who is responsible for advertising for, and appointing, new family violence officers.
<p>7.2 Family violence contact officers are appropriately skilled and trained to support employees experiencing family violence.</p>	<ul style="list-style-type: none"> • Provide workplace family violence training to family violence contact officers (covering key points in 2.2 above). Training could be on-line, or provided face to face internally or externally. Refresher courses should be made available as required. • Review whether new family violence contact officers are provided with training promptly.



<p>7.3 Our organisation actively promotes the name/s of family violence contact officers throughout the organisation.</p>	<ul style="list-style-type: none">• Develop methods to promote the name/s of staff in family violence contact officer roles. This could be via posters in relevant and visible locations at all sites, via email when new staff are appointed, and/or on workplace family violence intranet/staff portal page/s.
---	--

8. Workplace Safety Plans

	Considerations for Change
<p>8.1 Our organisation has a workplace safety plan template available for completion with employees experiencing family violence.</p>	<ul style="list-style-type: none">• Develop a workplace safety plan. There are a number of templates available, please see resources section below.• Place the workplace safety plan template on your organisations' workplace family violence intranet/staff portal page/s. Consider making the template available in a number of formats.• Review your workplace family violence policy, include a section on workplace safety plans.
<p>8.2 Trained staff in our organisation asks employees experiencing family violence if they would like to complete a workplace safety plan and support them to complete one.</p>	<ul style="list-style-type: none">• Add 'complete workplace safety plan' to the workplace family violence response flow chart and relevant staff checklists. (Note: staff do not have to complete a workplace safety plan, but staff should be asked if they would like to).• Review workplace family violence training provided to managers, HR staff and family violence contact officers, ensure it includes a section on completion of workplace safety plans.
<p>8.3 Our organisation has systems in place to store workplace safety plans confidentially and securely.</p>	<ul style="list-style-type: none">• Review organisational system of storage of workplace safety plans. Ensure they are stored confidentially and securely.



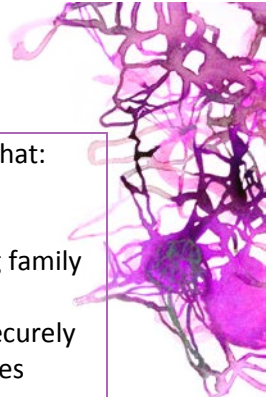
9. Employees who commit acts or threats of family violence

	Considerations for Change
9.1 Our organisation has clearly outlined disciplinary procedures to manage employees who commit acts or threats of family violence from or at our workplace. ²	<ul style="list-style-type: none">• Review your workplace family violence policy/procedures, consider including a section on 'employees who commit acts or threats of family violence'.• As an organisation clarify which organisational policies and procedures someone sits under in regard to disciplinary action if they conduct family violence at work. (Note: It is recommended that, where an employer reasonably believes work resources are being used, they should investigate the matter and deal with the employee in accordance with the organisations' usual policy/procedure for addressing inappropriate behaviour and misconduct.)• Develop and document a process for employees to follow should they become aware of an act or threat of family violence that occurs from or at the workplace.

10. Documentation and Administration

	Considerations for Change
10. Our organisation has clearly documented HR/Payroll protocols to guide the consistent and appropriate documentation of employees' experiences of family violence (e.g. disclosures, conversations and other documents).	<ul style="list-style-type: none">• Develop organisational protocols to guide the appropriate documentation of employees' experiences of family violence (including family violence leave, conversations/disclosures of family violence and other documents such as workplace safety plans, modified work plans etc.). Ensure that your protocols are compliant with privacy and confidentiality legislation.• As this information cannot be stored on an employee's personnel file, some organisations have developed secure files for every employee to store such information.• Develop a template to guide the consistent and appropriate documentation of employee family violence disclosures.

²Engaging with a perpetrator on his use of violence can be complex and fraught with risks if not approached in a skilled and appropriate way. For this reason, organisations are encouraged to contact the Men's Referral Service for advice and support.



Useful Resources

Resource	Description
<u>Family violence Contact Officer: Role Description</u>	An example family violence contact officer position description (page 56).
<u>Model Family Violence Leave Policy</u>	A model family violence leave policy to be used in conjunction with a family violence leave clause in an Enterprise Agreement (page 50-55)
<u>Safety Plan: Family Violence in the Workplace</u>	A template to assist the development of a workplace safety plan (page 57).
<u>Strengthening Hospital Responses to Family Violence</u>	A tool kit of resources designed to support the implementation of procedures outlined in an organisations workplace family violence policy. This tool kit includes: <ul style="list-style-type: none">- Family Violence Workplace Policy and Procedure- Project Management Tools- Training Materials- Training Handouts- Communication Materials
<u>Understanding Family Violence as a Workplace Issue: Your Guide.</u>	A guide designed to support the development of a workplace family violence policy and to navigate issues arising in this field.
<u>Workplace Family Violence: Policy template</u>	Policy template designed to be used to support the development of a workplace family violence policy.
<u>Workplace Safety Plan</u>	A guide and template to assist the development of a workplace safety plan (page 20).
<u>Workplace Support</u>	Resources and education activities to support employers to promote a workplace culture that raises awareness and ensures appropriate support is available for any employee experiencing family violence.

