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Inventory of Workplace Interventions Designed to Prevent Intimate Partner Violence

Task 3: Final Inventory of Workplace Interventions Designed to Prevent Intimate Partner Violence

Prepared for

**Phaedra Corso
Bill Rhoades**

Centers for Disease Control and Prevention
Division of Violence Prevention
4770 Buford Highway, NE
Atlanta, GA 30341-3724

Prepared by

**Christine Lindquist
Monique Clinton-Sherrod
Jennifer Hardison
Belinda Weimer**

RTI International
Health, Social, and Economics Research
Research Triangle Park, NC 27709

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*RTI International is a trade name of Research Triangle Institute.

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Introduction

1.1 UNDERSTANDING THE PROBLEM

1.1.1 Prevalence of Intimate Partner Violence (IPV)

Although national estimates vary according to survey methodologies employed, the results are unequivocal in showing that IPV remains a widespread experience among American women. According to the National Violence Against Women Survey (NVAWS), women's lifetime prevalence of physical assault victimization by an intimate partner is about 22 percent. Lifetime prevalence is 7.7 percent for intimate partner rape and 4.8 percent for intimate partner stalking. NVAWS data also indicate that 5.3 million victimizations occur annually for adult women. In 1997, nearly 1.5 million women experienced approximately 4.5 million violent acts by intimate partners (Tjaden & Thoennes, 2000a). Estimates from the National Crime Victimization Survey (NCVS) indicate that women suffered nearly 600,000 nonfatal violent victimizations by an intimate partner in 2001 and that 85 percent of IPV incidents were against women (Rennison, 2003). Over a lifetime, as shown in the results of the NVAWS, the prevalence of IPV for women is triple the prevalence for men (Tjaden & Thoennes, 2000b).

1.1.2 IPV and the Workplace

IPV has a substantial impact on the workplace. Its effects are both indirect (e.g., through absenteeism and decreased productivity of the victim and perpetrator while at work) and direct (e.g., the victim is harassed, threatened, or attacked at the workplace [Wilkinson, 2001]). Although indirect effects are more typical, the direct impact of IPV on the workplace is significant and a discussion of the prevalence of IPV occurring in the workplace is warranted. It has been estimated that 74 percent of IPV victims are harassed at work by their abuser

(Victim Services of New York, 1987). IPV victims may be particularly vulnerable at work because the workplace is typically a location in which the perpetrator knows exactly where to locate the victim and, by targeting the victim at work, perpetrators can ultimately make victims more dependent on them by threatening their employment stability (Farmer and Tiefenthaler, 2000). Annually, 13,000 acts of violence against women are committed in the workplace by intimate partners (Bachman, 1994). These incidents are of such concern that California's branch of the Occupational Safety and Health Administration uses a typology of workplace violence that includes a category for domestic violence (Type IV or "violence that stems from the spillover of interpersonal disputes into the work environment, and otherwise is usually not work-related") (Peek-Asa et al, 1997). Homicide was the second cause of death among women in the workplace in 2003 (Bureau of Labor Statistics, 2004), and nearly one-fifth of women murdered in the workplace are murdered by an intimate partner (Bureau of Labor Statistics, 1994).

For perpetrators, behavior can adversely affect employers through the use of company phones, e-mail, and vehicles to perpetrate domestic violence and time spent attending court. A study on IPV perpetrators and the workplace conducted by the Maine Department of Labor and Family Crisis Services found that 74 percent of offenders reporting having easy access to their intimate partner's workplace, 21 percent had contacted their partner at the workplace in violation of a restraining order, 48 percent of offenders had difficulty concentrating at work (19 percent reported a workplace accident or near accident due to preoccupation with their relationship), and 42 percent of offenders were late to work (Ridley, 2004). Similar findings were evident in a study of IPV perpetrators in the workplace conducted by Rothman and Perry (2004).

1.1.3 The Consequences of IPV for the Workplace

IPV is associated with high personal and societal costs, including physical injury and death, psychological trauma, substance abuse, suicide attempts, and depression. The widespread impact of IPV extends into high healthcare costs and costs for social and criminal justice services related to IPV.

IPV perpetrated against women cost over \$5.8 billion dollars in 1995, including \$320 million for rape, \$4.3 billion for physical

assault, \$342 million for stalking, and \$893 million for murder (National Center for Injury Prevention and Control, 2003). Most of this (\$4.1 billion) is for direct medical and mental health care services. Lost productivity (from paid work and household chores for victims of nonfatal IPV) accounts for \$0.9 billion, and lost lifetime earnings by IPV homicide victims accounts for \$0.9 billion (National Center for Injury Prevention and Control, 2003).

Companies bear 52 percent of the economic costs of IPV (National Center for Injury Prevention and Control, 2003). One of the main components of these costs is healthcare provided to IPV victims. It has been estimated that medical expenses from IPV cost U.S. businesses \$3–5 billion per year (Bureau of National Affairs, 1990). One study found that healthcare costs for IPV victims were \$5000 per year, compared to \$3400 for women who are not victims and \$2400 for all women in the general population (Urich et al, 2003). Max et al. (2004) estimated the direct cost of medical treatment for IPV victims at \$2.6 billion annually (1995 dollars).

In addition to high healthcare costs, the other primary components of the economic burden of IPV on employers are related to the job performance and employment stability of IPV victims and perpetrators. These components include decreased productivity of employees (presenteeism), absenteeism, errors, turnover, and time spent away from work to deal with IPV issues. In a survey of 1,200 full-time employed U.S. adults, among the individuals who identified themselves as victims of domestic violence (21% of the sample), two-thirds reported that IPV affected their ability to work, through mechanisms such as distraction (57%), fear of discovery (45%), harassment by an intimate partner at work (40%), lateness (38%), fear of intimate partner's unexpected visits (34%), inability to complete assignments on time (24%), job loss (21%), and problems with one's boss (21%; CAEPV, 2005).

Of the lost productivity costs described above, 85 percent (or \$727.8 million) is attributed to lost productivity from employment. (The remainder is due to lost home productivity.) Nearly 8 million days of paid work are lost annually due to IPV (National Center for Injury Prevention and Control, 2003). In the NVAWS, 17.5 percent of IPV victims who were physically assaulted, 35.3 percent of those who were stalked by an

intimate partner, and 21.5 percent of those who were raped by an intimate partner reported losing time from paid work. The average number of days lost ranged from 7.2 days (physical assault victims) to 10.1 days (intimate partner stalking victims). Half of the IPV victims receiving services through shelters or support groups in a 2004 study by Zink and Sill indicated that they had lost jobs because of IPV. Not only does this adversely affect the victims themselves, but it also has a negative impact on employers because recruiting and training new employees is costly for employers.

Although most discussions related to the economic impact of IPV focus on costs attributed to victims, there are costs associated with the perpetration of IPV affect employers as well. Focus groups with convicted male domestic violence (DV) offenders conducted by Employers Against Domestic Violence indicated that abusers made costly and dangerous mistakes on the job and used company phones, e-mail, and vehicles in perpetrating DV. They also used paid work time to attend court for matters related to DV. IPV also adversely affects the workplace through its impact on coworkers and the public. For example, the victim absenteeism discussed previously can cause additional work for coworkers. Coworkers may also experience uncertainty regarding how to handle the situation and be fearful of the abuser entering the workplace. These situations can decrease worker morale. IPV may also affect customer perceptions of the company, especially after high profile incidents. Finally, IPV can increase the legal liability of companies (Randel and Wells, 2003). Victim assistance laws in some states prohibit employers from taking adverse job actions against victims who disclose their situation or who take time off their jobs to attend court (Randel and Wells, 2003). Some states have laws requiring employers to give employees time off to address IPV (e.g., going to court, receiving medical attention).

The numerous ways in which IPV affects the workplace have had an impact on employer awareness. In a survey of Fortune 1000 senior executives and managers conducted by Liz Claiborne in 1994 and 2002, 66 percent of corporate leaders indicated that IPV is a major problem in society (compared to 57 percent in 1994) and 56 percent were aware of employees who were affected by IPV (compared to 40 percent in 1994). Sixty-seven percent believed that IPV is serious enough to

warrant their attention. Executives and managers are also intimately familiar with the costs of IPV. Half reported that IPV had a harmful effect on their organization's insurance and medical costs, 32 percent indicated that their company's bottom-line performance had been damaged by IPV, 48 percent said that it had a harmful effect on productivity, and 42 percent said that it had a harmful effect on attendance. Regarding the role of employers in preventing IPV, although 85 percent said that corporations are responsible for the general well-being of their employees, only 12 percent said that corporations should have a major role in addressing IPV. Sixty-eight percent said that a company's financial performance would benefit if IPV were addressed among its employees (Roper, 2002). As discussed in more detail in the following section, many employers are already addressing IPV through a variety of workplace interventions.

1.2 WORKPLACE IPV PREVENTION ACTIVITIES

In preventing IPV, the identification of effective programming continues to be a major need in all sectors of the community, including workplace settings. Companies have a vested interest in developing workplace IPV prevention programs, not only for the general well-being and safety of their employees but also for the subsequent effects on employee productivity, health costs, and a myriad of other outcomes with cost implications.

At the federal level, agencies such as the National Institute for Occupational Safety and Health (NIOSH) and the Occupational Safety and Health Administration (OSHA) have implemented fairly general, widespread efforts in improving workplace safety and health with a limited amount of focus directly on issues of workplace IPV prevention. However, there are a few national associations that focus specifically on issues of workplace IPV prevention efforts. Two of the largest national associations (composed primarily of Fortune 500 companies) that have helped raise corporate awareness of IPV and guide the development of workplace IPV prevention activities for employers are the Corporate Alliance to End Partner Violence (CAEPV), with a membership of approximately 80 companies, and the National Business Group on Health, with a membership of approximately 185 companies and large public sector employers. Other nationally known associations that engage in extensive activities to increase awareness of IPV in the

workplace and provide resources to companies seeking to implement IPV prevention activities include the Family Violence Prevention Fund, the Safe@Work Coalition, and Peace@Work.

Each of these organizations has worked to provide resources to companies through the dissemination of information on curricula, trainings, and/or other resources regarding IPV prevention and intervention in the workplace. There continues, however, to be a need for details on what workplace IPV activities companies are actually implementing and the effectiveness of these activities, particularly in terms of cost to employers.

The implementation of one or more workplace strategies to address IPV is often dictated by a myriad of factors, including company resources, the importance placed on the issue by company management, and precipitating events that heighten awareness and need for the strategies. In the workplace, a variety of strategies for preventing or responding to IPV can be implemented, including policies, security measures, victim resources, education, primary prevention, and perpetrator-oriented activities.

1.2.1 Policies

Both CAEPV and the National Business Group on Health recommend that all employers establish a corporate policy addressing violence and IPV (Randel & Wells, 2003). This policy pertains to the perpetration of violence (e.g., policy regarding threats or acts of violence while working or while using company property, disciplinary action for abusers) and victimization (e.g., actions the company will take to assist employees who are victims, such as flex time or paid time off). The Family Violence Prevention Fund offers a model policy manual that details comprehensive workplace policies related to IPV. CAEPV and the National Business Group on Health emphasize the importance of strong upper-level management support for the policies as a best practice for IPV prevention.

1.2.2 Security Measures

Employers may also utilize security measures designed to prevent IPV in the workplace and to provide additional protection to employees identified as IPV victims. These include environmental measures, such as lighting, physical separation,

and monitoring/surveillance, and other measures, such as visitor check-in and limiting access to employees.

1.2.3 Victim Resources

Workplace IPV activities often include the provision of resources for employees identified as IPV victims. These activities may be implemented directly by the company or contracted through an Employee Assistance Program (EAP)—a confidential resource for information and help without the employer’s direct involvement. In addition to specialized security measures described above (e.g., restricting the abusive partner’s access, changing the victim’s office phone number or location), victim resources can include supporting the victim’s safety plan, providing legal help, providing paid time off, referring the victim to community resources, and providing comprehensive medical benefits.

1.2.4 Education

Educational strategies are typically designed to raise employees’ and managers’ awareness of the company’s IPV policy, teach employees how to recognize signs of potential victimization and where to refer victims for help. These strategies include the distribution of brochures, posters, and newsletters, as well as more intensive, personal activities such as training courses.

1.2.5 Primary Prevention

Ideally, company strategies would be designed to prevent IPV from occurring in the first place. Although intensive primary preventive approaches appear to be quite rare, many companies engage in activities designed to raise awareness of the issue of IPV in general. Such activities could indirectly prevent the initiation of IPV because they may educate potential victims about warning signs for IPV and change IPV-related knowledge and attitudes among potential perpetrators.

1.2.6 Perpetrator-Oriented Activities

The final category includes strategies that specifically target perpetrators/batterers. This approach also appears rare and includes targeted assistance for employees identified as batterers (e.g., an EAP referral to a batterer intervention program).

1.3 SPECIFIC AIMS

Although many companies have taken steps to enact policies, procedures, and activities to address IPV issues in the workplace, these efforts have not been systematically documented. Very little is known about the extent to which employers are implementing IPV activities. Focus groups with small, mid-sized, and large employers, conducted by the Partnership for Prevention in 2001, indicated that most employers did not have a defined IPV policy, and smaller employers were less likely than larger employers to have one. These focus groups also indicated that the most common IPV services were victim referral services, security precautions, and employee educational materials (Partnership for Prevention, 2002). The most common workplace IPV interventions reported in the Liz Claiborne survey of Fortune 1000 senior executives and managers were victim resources, such as emergency counseling services, referrals to other organizations that deal specifically with domestic violence, and employee benefits that cover the costs of help (Roper, 2002).

An inventory of IPV activities implemented by private sector companies is essential to generating an understanding of the breadth of such activities in the U.S. workplace. In addition, it will provide the foundation for future evaluation studies on workplace IPV activities. Evaluations of the efficacy of IPV activities implemented by private sector companies will enable the identification of activities that yield desired outcomes and thus warrant recommendation for wider dissemination. But before selecting worksites for an evaluation or designing the evaluation approach, it is important to document the variety of existing approaches and determine what, specifically, is available and appropriate for evaluation.

This “inventory” is the first task in a workplace IPV prevention project funded by the National Center for Injury Prevention and Control (NCIPC) of the Centers for Disease Control and Prevention (CDC), which has identified a clear focus on advancing workplace IPV prevention efforts in its research agenda. The current report presents the results of a systematic documentation of workplace IPV activities implemented by private sector companies. This report documents the methodology employed in developing the inventory, summarizes key findings across the included companies, and

presents a detailed description of each company’s IPV activities. Through discussions with the CDC Project Officer, it was determined that RTI would attempt to identify as many private sector companies as possible within time and budgetary constraints. Thus, while this report is not completely exhaustive of all private sector companies, it provides clear insight into some commonly implemented workplace IPV activities throughout the country.

2

Technical Approach to Developing the Inventory

RTI staff met with the Technical Monitor and other CDC staff on September 13, 2005, to discuss the scope of work for the inventory, including the identification of existing workplace IPV prevention programs, the type of programmatic information to be included in the inventory, and the categories of interest for the appropriate stratification of workplaces included in the inventory. The information conveyed during the meeting guided the development of a draft workplan (submitted on October 10, 2005) for completing the inventory. Feedback from the Project Officer on the draft workplan was incorporated, and the workplan was implemented.

2.1 PROCESS FOR THE IDENTIFICATION OF COMPANIES INCLUDED IN THE INVENTORY

From conversations with CDC staff, we agreed that the inventory should include as many private sector U.S. companies as possible, and that we would generate a list of companies by contacting organizations/agencies knowledgeable about companies engaging in workplace IPV activities. In addition, we determined that as we contacted individual companies identified through this process, we would ask them whether they knew of other companies engaged in workplace IPV activities, thereby utilizing "snowball" techniques to expand the list. Given a limited time frame for data collection, we determined that this approach provided a time-effective mechanism for gathering a large amount of information.

We identified several organizations, including the following, as initial sources of company names for potential inclusion in the inventory:

- The Corporate Alliance to End Partner Violence
- The National Business Group on Health
- The Family Violence Prevention Fund
- The National Institute for Occupational Safety and Health
- The National Safety Council (which conducted a survey on workplace violence)
- Liz Claiborne (which conducted a survey on IPV activities among Fortune 1000 companies)
- EAP organizations

We contacted each of these organizations, describing the study and eliciting information on any companies they could recommend for potential inclusion. We also asked which companies they felt were particularly promising, in order to get ideas about promising programs and candidate sites for the evaluation. In addition, during our discussions with the organizations, we asked for feedback on the type of information we planned to obtain from the companies we contacted (described in more detail in the following section), and we elicited ideas about how the utility of the inventory could be increased.

The resource that generated the largest number of candidate companies was CAEPV. The Director of CAEPV agreed to send an e-mail to all private sector companies, including members of CAEPV as well as "affiliates" and other companies, for which she had knowledge of IPV activities. The e-mail described the study, included a letter of support from the Director of NCIPC as an attachment, and indicated that unless the company responded otherwise, its contact information would be provided to RTI. Additionally, the CAEPV Director sent e-mails to various regional agencies and organizations that focus on workplace IPV prevention to ask for assistance in identifying companies. Of the 36 companies identified by CAEPV, only 2 declined to have their contact information conveyed. The declining companies both gave their reason as limited or no workplace IPV activities.

Throughout data collection for the inventory (described in a Section 2.3), the companies we contacted nominated a total of 4 additional companies for potential inclusion in the inventory. In addition, we identified another 15 companies through our own searches of relevant Web sites. This resulted in a total of 53 potential companies.

2.2 INFORMATION INCLUDED IN THE INVENTORY

In consultation with CDC staff, we identified key characteristics that we would attempt to capture for each company included in the inventory. We developed a standardized template (Figure 2-1) reflecting these data elements.

As shown in Figure 2-1, the first several data elements capture information about the company and its employees (note that the “header” information, such as company name and contact person, was included only on the internal version used by RTI and CDC staff). The company indicators include industry type (also only included in the internal version used by RTI and CDC staff, in order to protect the anonymity of the companies),¹ geographic location, number of employees, proportion of full-time employees, an indication of whether the company’s EAP provides any IPV activities, and the department/area of the company that leads the activities. The templates also contained a place to capture available information on the demographic composition of the company’s employees, particularly the gender composition.

The remaining data elements in the template pertain specifically to the companies’ IPV prevention activities. It is important to note that the activities are limited to those that target (either directly or indirectly) company employees. Thus, community outreach activities, such as fundraising for local shelters or participation in national awareness events, were only included if they involved significant employee participation

¹ The 12 industry supersectors used for classifying industry type were Construction, Education and Health Services, Financial Activities, Government, Information, Leisure and Hospitality, Manufacturing, Natural Resources and Mining, Other Services, Professional and Business Services, Transportation and Utilities, and Wholesale and Retail Trade (BLS, *Industry at a Glance*). The research analysts coded industry type based on their knowledge of the company and in consultation with the company contact.

that could justify the activity as an IPV education-related activity (i.e., raising awareness about IPV among employees). As shown in the template, the data elements include the following:

- goals, objectives, and desired outcomes of IPV prevention activities
- description of current IPV activities (organized by policies, security measures, victim resources, education, primary prevention², and perpetrator-targeted activities; any differences in the delivery of IPV activities by company branch or geographic location are documented here)
- history/development of IPV approach
- evaluation activities
- cost information
- other companies with promising IPV activities (this data element was only included in the internal version used by RTI and CDC staff because it contained identifying information)
- additional information
- data sources (this data element was only included in the internal version used by RTI and CDC staff in order to document the sources utilized to compile the information in the inventory)

² In this inventory, “primary prevention” was conceptualized more broadly than traditional definitions. Workplace activities classified in this category primarily include awareness raising activities, which could indirectly prevent the initiation of IPV.

Figure 2-1. Template Used to Abstract Data from Companies

Company Name:
Name of IPV Program:
Contact Name:
Phone Number:
E-mail:
Web Site:

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Type of industry: ◆ Geographic location: ◆ Number of employees working for the company: ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities: ◆ Department/area of company that takes primary responsibility for the IPV program:
<p>Employee information: provides a general overview of the demographic makeup of your company including things such as gender distribution, racial/ethnic makeup, age</p>	<ul style="list-style-type: none"> ◆ Demographic makeup of employees at the company:
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/objectives of IPV activities: ◆ Desired outcomes of IPV activities: ◆ The most important services the IPV activities provide:
<p>Description of current IPV activities: describes current IPV-focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but on internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: ◆ Security measures: ◆ Victim resources: ◆ Education: ◆ Primary prevention: ◆ Perpetrator-focused activities: ◆ Variations in implementation of the activities across sites:
<p>History/development of approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: ◆ Theoretical/scientific principles guiding IPV activities:

Factor of Interest	Types of Information
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: Y/N ◆ Assessments of successes/challenges of the IPV activities: ◆ Number of employees who participated in the IPV activities: ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): ◆ Availability of possible comparison sites:
<p>Cost information: describes cost-related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: ◆ Return on investment (ROI) or cost-effectiveness information:
<p>Other companies with promising IPV programs: lists other private sector companies that you are aware of that have internal workplace activities aimed at IPV prevention for their employees</p>	<ul style="list-style-type: none"> ◆ Companies and contacts:
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆
<p>Data sources: sources from which RTI retrieved information</p>	<ul style="list-style-type: none"> ◆

2.3 DATA COLLECTION

2.3.1 Overview of Data Collection Procedures

Our data collection procedures involved the following steps. First, as companies were identified for potential inclusion by the sources described previously, we logged them in a master file (with available contact information for the most knowledgeable person at the company recorded, if available) and assigned them to one of two RTI research analysts trained to collect data for the inventory.

The research analysts then created a template for each company, filling in any data elements for which existing information was available. For example, narrative descriptions of IPV activities were available for several companies through existing sources such as Web sites (including the CAEPV and Family Violence Prevention Fund) and journal articles. In addition, the analysts visited each company's Web site in order to obtain any available company/employee data.

After the templates were created, the research analysts made e-mail contact with each company, describing the study³ and requesting a telephone call to discuss the company's IPV prevention activities. The analysts attached the template to the e-mail, so that the contacts could see the type of information we were interested in obtaining and review (for accuracy) any information we were able to obtain on our own.

During the telephone call, the analysts and company representative reviewed the template and obtained or verified information for each data element. In a few cases, the company contact filled in the missing information on the template him/herself and e-mailed it back before the call. The analysts also answered any questions the companies had regarding the project. For companies that had initially been identified by CAEPV or other sources as "promising," or for which the research analysts encountered evidence of engagement in extensive IPV prevention activities, a senior member of the project team also participated in the telephone call.

³ Before RTI made contact, most companies had already received an e-mail from CAEPV describing the study.

After the call, the analysts e-mailed the completed templates back to the companies for final verification.

2.3.2 Response Rate

As mentioned previously, a total of 53 companies were identified through our various sources as potential candidates for the inventory.⁴ Because the inventory itself includes an entry only for companies that are conducting some level of workplace IPV activities (however minimal) and for which the information contained in the company's template was verified by the company by March 7, 2006, the final number included (26) is somewhat smaller. Among the companies we approached for potential participation, five indicated that they did not have any IPV activities and were therefore excluded from further contact. Thirteen companies did not respond to our request for a telephone call or provide any information that would enable us to complete a template (despite repeated follow-up and attempts to make contact). Nine companies did not meet our eligibility criteria because they were not private sector or they were essentially consultants that provided training services regarding workplace IPV prevention strategies.

⁴ This number excludes the two companies that did not want CAEPV to share their contact information with us.

3

Findings

The information presented in this section reflects the 26 companies for which the templates were finalized (and verified by the companies). The findings are presented in summary form in this section. The detailed templates for each company are presented in Appendix A. All identifying information has been removed from the templates to ensure company anonymity.

3.1 DESCRIPTION OF COMPANIES INCLUDED IN THE INVENTORY

The 26 companies included in the inventory represent a variety of industry types. The industries represented are financial services (6 companies), education and health services (5 companies), information (2 companies), leisure and hospitality (1 company), manufacturing (3 companies), natural resources and mining (1 company), professional and business services (2 companies), and trade, transportation, and utilities including wholesale and retail trade (6 companies). All except one of the companies have multiple locations, and half of the companies included in the inventory are international. All of the companies are headquartered in the United States (a criterion for inclusion in the inventory), primarily in major metropolitan areas. The 26 companies are headquartered in geographically diverse regions (5 in the Midwest, 11 in the Northeast, 4 in the Southeast, 3 in the Southwest, and 4 on the West Coast).

Because the current study is focused primarily on activities implemented in the U.S. workplace, we obtained information on the number of employees in the United States. The number of U.S. employees ranged from 1,000 to approximately 160,000.

To further categorize company size, we divided the companies into categories using natural breakpoints in the distribution, based on the number of U.S. employees. The results of this categorization are shown in Table 3-1. As shown, nine companies were classified as “1,000 to 5,000 U.S. employees.” The range of the company size within this category is also shown in the table, in order to convey the distribution. For this category, the range is very small (these companies ranged in size from 1,000 to just over 4,000). Four companies were classified as “5,000 to 10,000 U.S. employees” (with a small range evident among this category), seven companies were classified as “10,000 to 50,000 U.S. employees”, and six companies were classified as “over 50,000.” A wide range was evident in the final category, with the largest company employing over 160,000 U.S. employees.

Table 3-1. Company Size Categorization

Company Size	Number of Companies	Range within Category
1,000 to 5,000	9	~1,000 to ~4,300
5,000 to 10,000	4	~6,800 to ~10,000
10,000 to 50,000	7	~12,000 to ~40,000
Over 50,000	6	~57,000 to ~160,000

In addition to company size, we attempted to obtain information on the proportion of employees who work full time (vs. part time); this information was not systematically available, however. Not surprisingly, of the companies that provided any information on full- versus part-time employees, most indicated that the majority of their employees are full-time.

Regarding the demographic makeup of company employees, little information was available except the gender composition. Gender may be an important determinant of the breadth of a company’s IPV prevention program, however, so we considered this the most important demographic variable available. Many companies provided the exact proportion of their employees who are female, and the ones that did not gave a rough estimate such as “majority female.” Six companies did not provide any information about the gender composition of their workforce. Among the remaining companies, 63 percent (12 companies) can be classified as “majority female” (these

companies ranged from 56 percent to 83 percent female) and 37 percent (7 companies) can be classified as “majority male” (these companies ranged from 60 percent to 81 percent male).

Only a third of the companies provided some level of information about the racial/ethnic composition of their workforce. The percentage of the workforce classified as racial/ethnic minority among these 9 companies ranged from 13 percent to 43 percent.

3.2 SUMMARY OF IPV ACTIVITIES

As mentioned previously, in order to be included in the inventory, the company had to have at least one activity related to workplace IPV prevention. In this section of the report, we describe in detail the IPV activities underway in the 26 companies included in the inventory. As noted, the information gathered for this study is restricted to IPV activities directed at company employees; we did not obtain information on the companies’ external IPV activities (unless those activities involved extensive employee participation).

It is relevant to note that within the included companies, the organizational units that are typically responsible for the IPV activities are human resources or security. In some companies the public affairs/corporate communications unit or the legal division has responsibility. Some companies appear to rely primarily on their EAP for the delivery of IPV services and listed the EAP as the organizational unit that takes primary responsibility for IPV prevention programming. Finally, some companies have specifically established a multidisciplinary team, including representatives from security, legal, human resources, or the EAP, and indicated that this team has responsibility for the IPV prevention program.

3.2.1 Goals and Desired Outcomes

When asked about the goals and desired outcomes of their IPV activities, the companies tended to cite the broad goals of improving employee safety and decreasing the prevalence of IPV. Several specifically indicated that their goal was not only workplace safety but personal safety (i.e., the company wants the employee to feel safe not only in the workplace but at home as well). In addition to employee safety, raising awareness about IPV (and IPV resources) for all employees (not just

victims) was commonly mentioned as a goal of companies' programs. One company cited the goal of creating an atmosphere where domestic violence can be addressed and discussed openly.

Providing a supportive environment for employees who need assistance was also mentioned by several companies. Some companies indicated that a goal was to better prepare the company to respond to employees who need assistance with IPV and in turn, build capacity to intervene immediately and respond effectively to employees' needs. Indeed, several of the activities undertaken by companies (described in more detail below) pertain to their "response training" and efforts to provide guidance to managers on how to address the threat of IPV in the workplace.

Also related to establishing a supportive environment for employees is the objective of increasing the likelihood of reporting IPV. Some companies measure their success by the number of reports or referrals for assistance they have had, attributing this to efforts such as raising employee awareness, conveying a nonjudgmental environment where employees can feel free to ask for help without fear of reprisal, and company preparedness to respond.

Some companies also noted the obvious benefit to them of their IPV activities—employee productivity—while also noting that by providing assistance to victims, the victims' financial stability was addressed.

In addition to documenting the goals and objectives of the companies' IPV prevention programs, we sought to obtain information regarding how the companies developed these programs. In a few of the companies in the inventory, the IPV prevention program has been in place for over 10 years, whereas in others, it is brand new. For some companies, the IPV activities grew out of a realization that IPV was the major component of workplace violence which many companies were already focusing on. For example, one company that had been tracking workplace violence reports realized that one-third of the violence reports it received were IPV related. While some companies indicated that their IPV prevention program grew out of a desire to proactively address the issue, four companies realized the need to address IPV by experiencing a tragic incident involving the loss of an employee. Another factor

influencing the initiation of IPV activities for one company was expectations at the state level that employers should have a role in addressing IPV.

Regardless of the factors that precipitated the companies' IPV programs, once companies recognized the need for IPV services, they realized the critical role that employers can have in assisting employees experiencing IPV. Several of the companies included in the inventory have engaged in extensive collaboration and outreach with other employers in order to raise corporate awareness about workplace IPV.

When developing their IPV activities, companies reported utilizing a variety of resources, including the following:

- local domestic violence providers
- national IPV experts
- legal experts
- CAEPV
- Family Violence Prevention Fund materials
- The Federal Bureau of Investigation's Center for the Analysis for Violent Crime
- American Society for Industrial Security's Workgroup on Workplace Violence Guidelines
- conferences
- available information on "best practices"

Most of the company contacts interviewed during the development of this inventory were unaware of the specific theoretical model or scientific principles guiding their IPV activities, primarily because the IPV activities were developed several years ago or because the company relied heavily on external consultants or used existing resources in their IPV program development. Only three companies specifically articulated a specific theoretical model or principles guiding their IPV activities. One of these companies reported that their program was guided by a self-determination/empowerment model. One indicated that its IPV activities were guided by principals supported by the National Domestic Violence Hotline (NDVH), Violence Against Women Act (VAWA), and threat assessment principles generally supported by the Association of Threat Assessment Professionals (ATAP). The third company cited four guiding principles: 1) defining abuse clearly and

broadly, 2) explaining the cycle of violence, 3) explaining why it is difficult to leave an abusive relationship, and 4) providing resources.

3.2.2 Specific IPV Program Components

Before documenting the specific components of the companies' IPV programs, we asked the companies a global question regarding the most important IPV services they provide. Not surprisingly, responses to this broad question were varied. Among the general responses were the following:

- educational efforts to increase awareness of the issue of IPV and available resources
- the provision of security measures and resources to victims in a timely manner and including protection both at work and at home
- response training/company preparedness

In addition, some companies mentioned specific components of their IPV programs, such as specialized victim assistance programs (including safety plans, assessment/case management), manager training, and company IPV policies or guidelines. Some companies also mentioned training on their IPV policy as being among the most important services provided. A few companies cited specific awareness raising events as being the most important component of their IPV program.

In the sections that follow, we provide more detailed descriptions of what the companies have implemented in terms of IPV policies, security measures, victim resources, education, primary prevention, and perpetrator-focused activities. It is important to note that, for large companies with multiple branches or worksites, not all activities are delivered in every site. We specifically inquired about the variation in the activities below across each company's worksites. Although company policies are standard across sites and activities delivered through EAP's are available to all employees, some of the activities (particularly educational activities and some of the security measures) are not available at all sites.

Policies

Most (n=18) of the companies included in the inventory have a formal policy that addresses IPV⁵, although only 7 of these companies indicated that they have a policy *specifically for IPV*. The latter group emphasized the importance of having a policy specific to IPV, indicating that it increases awareness and provides for a safer environment. The information obtained for policies related to IPV is presented separately for each company that reported having an IPV-related policy in Table 3-2.

Regardless of whether the policy is specific to IPV, several companies indicated that having a formal policy that addresses IPV shows commitment on the company's part (fostering a culture of awareness and assistance) and spells out exactly what is available to employees. Many companies emphasized the importance of comprehensive policies that address the issue of IPV, often with accompanying guidelines that state the company's procedures. One company described the purpose of the policy as providing employees and managers with the knowledge and means to protect employees' jobs and benefits while the individual works through his/her circumstances.

In addition to establishing a policy, several companies noted the importance of familiarizing employees and managers with the policy. Some have mandatory training on the company's policy (and in some cases, the policy is reviewed annually), and several engage in widespread dissemination efforts to make employees aware of the policy.

Specifics outlined in IPV-related policies often include issues such as the following:

- paid or unpaid time off (or leave of absences) for victims (e.g., to seek protection, attend court, arrange for housing)
- other victim services, such as alternative scheduling, relocation
- the role of specialized teams designed to provide multidisciplinary assistance to victims
- the response strategy for employees and managers
- procedures regarding protective orders/restraining orders

⁵ For four companies, it was not possible to determine whether they had a policy that includes IPV.

Table 3-2. IPV Policies

ID	Policies Specific to IPV
4	<ul style="list-style-type: none"> • The Company’s Domestic Violence in the Workplace Policy consists of 9 components that address action steps for managers, employees in IPV situations, injunctions against workplace harassment, and benefits
5	<ul style="list-style-type: none"> • Specific workplace policies regarding IPV which may include relocation, flexible responses to time off and schedule needs
10	<ul style="list-style-type: none"> • Developed written domestic violence policy • Attached to policy is additional information designed to assist employees and managers in understanding the dynamics of IPV, how to respond better to employees who may be victims and a sample safety plan. • Domestic Violence Response Team (DVRT) assists employees in receiving services. The DVRT is a company-wide team that trains and assists employees at the various sites
11	<ul style="list-style-type: none"> • Comprehensive domestic violence policy with accompanying guidelines for the HR department and managers and non-managers • Regional planning committees assess needs of all facilities and implement the policy and training • U.S. company-wide mandatory training
13	<ul style="list-style-type: none"> • Time off to seek safety and protection, attend court, arrange for new housing, and other needs • Provide flexible hours, short-term paid leaves of absence and extended leaves without pay • Formal written policy on domestic violence in the workplace • Inclusion of status as a victim of DV as a protected class in the Company’s EEO and workplace harassment policies • Domestic Violence Response Team (DVRT) evaluates, plans, and implements the best course of action on an individual basis for employees affected by abuse; Focuses on security and performance needs; Serves as central reporting location
19	<ul style="list-style-type: none"> • Domestic Violence in the Workplace Policy was launched in January 2006 • The comprehensive policy states the Company’s disapproval of all forms of DV and their intention to take disciplinary action against anyone who threatens or commits violence in the workplace or uses company resources to do so; the policy also asserts the Company’s belief in the importance of offering employees support, assistance, resources, and assurance that employees can come forward and seek support without being penalized • The policy also specifies the response strategy to be used and disciplinary procedures for perpetrators; covers protective orders, confidentiality, and leave for victims; and lists the available programs and resources
24	<ul style="list-style-type: none"> • The company has a policy with domestic violence in title; the policy describes what resources are available and links to other policies, such as policies regarding ‘time off’
General Workplace Violence Policies	
1	<ul style="list-style-type: none"> • Workplace Violence Policy (general violence, but is applicable to IPV) • DV Guidelines (not formal policy) that states company’s flexible and supportive approach and procedures, encourages employees to come forward and work with Workplace Violence Team (provides incentive for employees to comply in that it outlines process, paid time off, violence team’s role, etc.)

2	<ul style="list-style-type: none"> • Workplace Threats and Violence policy. Does not specify domestic violence but does refer to procedures revolving around protective orders or restraining orders
6	<ul style="list-style-type: none"> • General policy against violence in the workplace • Employee handbook contains policy
7	<ul style="list-style-type: none"> • Reviewed annually, publicly distributed via website and posters; existing violence policy will be modified to include IPV
12	<ul style="list-style-type: none"> • Violence-Free Workplace Policy that includes domestic violence. The Company focuses on the issue of the safety of all in the workplace, with a requirement for employees to report any threat against them in the workplace (calls from perpetrator, threats to come to the workplace, attempts by perpetrator to access the workplace to contact them, as well as any protective orders that name the workplace as a restricted area)
15	<ul style="list-style-type: none"> • The Company’s Threat of Violence Policy references domestic violence. The internal EAP has a domestic violence specialist
16	<ul style="list-style-type: none"> • EC.2.0107, Response to Workplace Violence. Available upon request
17	<ul style="list-style-type: none"> • Has DV guidelines used for developing policies at each of the workplace sites; Recently integrated DV policy into Safe Workplace policy; Code of Conduct is referenced • New employees receive an optional questionnaire that aims to identify DV before it becomes a performance issue
18	<ul style="list-style-type: none"> • Violence free Workplace Policy states the Company’s intolerance for weapons and physical violence and threatening behavior in the workplace, on company premises, at work-related functions, or when traveling on business or working from home or another location. Examples of types of violent behavior are provided. Violation of the policy will result in corrective action, which may include immediate termination of employment • The policy outlines where and to whom to report violent or threatening behavior and provides resources for employees to access if they need assistance • The policy lists domestic violence-related situations that should be reported including: <ul style="list-style-type: none"> -- Incidents of domestic or family abuse or violence, or threats against a team member, where there’s a possibility that the other party will seek out the team member at work -- Possession of a restraining order naming the workplace a restricted area -- Situations in which an employee is receiving threatening or harassing telephone calls, emails, voicemails, or other messages at work -- Situations in which an employee is the target of unwanted pursuit by someone who has been seen at or near the workplace
25	<ul style="list-style-type: none"> • Workplace Security Policy • Paid and unpaid time-off policies
26	<ul style="list-style-type: none"> • The company created policies that establish an internal culture of awareness and assistance, employee volunteerism, executive leadership, and company commitment to external organizations • The company included a statement of Workplace Violence & Threats as well as domestic violence in their Employee Code of Business Conduct; this code is reviewed at new employee orientation and by employees annually • Policies foster an environment that encourages employees to come forward discreetly to seek assistance – the statement in the Employee Code of Business Conduct that domestic violence is a workplace issue is the starting point for fostering trust

Could not Determine what Policy Included	
14	<ul style="list-style-type: none"> • Unpaid time off – treated like any other life/health situation that falls under FMLA. Employees can use vacations/sick time; leave of absence is also available
20	<ul style="list-style-type: none"> • Refer to EAP
21	<ul style="list-style-type: none"> • Educational brochures and resource information included as part of new employee orientation process
23	<ul style="list-style-type: none"> • Domestic violence resource information included in associate handbook that is distributed annually

Security Measures

Not surprisingly, given that one of the most commonly mentioned goals of the companies' IPV programs was to protect their employees, almost all (n=25) companies reported engaging in specific security-related activities designed to provide safety to the victim. Company-specific information for these companies is presented in Table 3-3.

As shown in the table, several of the companies mentioned training of security staff on appropriate responses to IPV and involving security staff in the IPV response team. Some companies noted that the specific security measures implemented are determined on a case-by-base basis. Four companies indicated that they conduct a threat assessment for the victim in order to develop a safety plan. One of these companies also produces situation-specific "briefs" for the victim's coworkers based on the threat assessment (indicating what they should be alerted to).

Commonly reported security measures include the following:

- notifying security staff and training them to recognize the named perpetrators⁶
- escorting employee to car/office/public transportation
- providing priority parking
- having emergency call boxes in parking lots
- removing name and phone number from directory

⁶ As shown in the table, one company develops an extremely detailed "abuser profile" documenting information about the perpetrator in order to assess his/her threat level.

Table 3-3. IPV Security Measures

ID	Security Measures
1	<ul style="list-style-type: none"> • Cell phone (free of charge) • Home security system installation (free of charge) • Escort to/from work • Option to change shift, transfer • Designated parking space • Security staff are of the Workplace Violence Team
2	<ul style="list-style-type: none"> • Required to inform Corporate Security Department of all threats and protective/restraining orders.
3	<ul style="list-style-type: none"> • Section in the company’s safety training manual that outlines the security measures that should be taken if incident of violence occurs on-site, including contacting company security local law enforcement and local law enforcement • Company will make arrangements to keep employee safe
4	<ul style="list-style-type: none"> • HR Managers alert Security and supply Security with a recent photo of the perpetrator and/or copies of restraining orders • HR Managers work with Security to arrange escort to the employee's vehicle or public transit • Depending on the circumstances, security will offer the employee priority parking in a well-lit area or access to a side/back entrance as well as supply the employee with possible routes of escape and safe rooms within the building and department
5	<ul style="list-style-type: none"> • Badge access to all sites • Security made aware of needs for identifying perpetrators • Escort employees to transportation • Support for protection orders • Phone and building relocation for victims • Extra security provided, when required
6	<ul style="list-style-type: none"> • Varies by office type and location. Some offices have 24/7 onsite guard, restricted access, and others do not • Security is one of two primary contacts for victims and colleagues • Security is available to assist in the areas of safety and law enforcement (court, protection orders, and coordinating with local law enforcement) • Services/resources and phone numbers are promoted on internal security website • Has held program to educate employees about general safety issues; included IPV
7	<ul style="list-style-type: none"> • Liaison with local law enforcement as appropriate; awareness training for recognition and response by first line supervisors and security officers; escort service; increased surveillance; assigned parking spot close to entrance
9	<ul style="list-style-type: none"> • Formal workforce threat and assessment process
10	<ul style="list-style-type: none"> • Determined on a case-by-case basis because each office/site has its own system and protocol for addressing security depending upon location and physical surroundings. Examples include special/safer parking spaces, parking escorts, car service, escorts to public transportation, collect picture of abuser and distribute to security/guards, change work phone number, relocate employee to different site

ID	Security Measures
11	<ul style="list-style-type: none"> • Increased lighting in parking lots, security locks, panic buttons, First Responder teams • Change work telephone and fax numbers, work location, or building/facility where necessary • Encourage workers to provide a copy of Orders of Protection and picture of perpetrator so that receptionists and security know who to look for or screen
12	<ul style="list-style-type: none"> • Comprehensive access control and physical security program, utilizing a cost effective mix of security technology and uniformed security officers, based on a standardized risk assessment methodology. Based on threat assessment and management process, the Company implements specific, short-term security measures as needed to address specific, localized risks • Security measures include: escorts to car; parking in more secure areas (close to buildings); notifying guards/security; obtaining picture of perpetrator and giving it to guard staff and non-guard staff as appropriate; sending perpetrator a no trespass letter informing them they are not permitted on company property; changing voicemail to system greeting so victim's voice not on phone message; pulling victim's name from company phone book so perpetrator can't call other employees and get phone number; moving to new work assignment in same worksite or in a different location; coordinating with local police • Company has an abusive caller mailbox. The caller is transferred to that mailbox which in turn tells them not to call anymore and the consequences for doing so • Encourage coworkers to help victim but guide them so don't become victim, too. For example, discourage having them stay at victim's house or help them move to new living quarters • Will hire off-duty police officers for additional security at worksite if situation very serious • Provide "Personal Security Information" document outlining what to do or what can be done to be safe at home, at work, and in the community (copy received 1/5/06) • Some sites do not have security personnel
13	<ul style="list-style-type: none"> • Formal domestic violence policy allows for the assignment of special parking spaces, relocation of workspace to a more secure area, telecommuting options and flexible hours, and changes to the employee's phone number; provides escorts to and from car or other modes of transportation; provides for a 911 cell phone, and works with local law enforcement to enforce restraining orders on company property
14	<ul style="list-style-type: none"> • Escort employees to car/office • Remove name and telephone number from telephone directory • Assist in relocating employees
15	<ul style="list-style-type: none"> • Conduct threat/risk assessments and home/work security surveys and help formulate home, school and daycare safety plans • Educate employees on how to get and utilize restraining orders; arrange for law enforcement to take employee to get restraining order • Escort employee from transportation to and from worksites
16	<ul style="list-style-type: none"> • Abuser Profile – Gather information on the abuser, including the following <ul style="list-style-type: none"> -- Does abuser know specifically where victim works? -- Does abuser have a history of violence/arrests and/or substance abuse? -- Does the abuser own, have access to, or have expertise with weapons? -- What is the size/physical strength and agility of abuser? -- Does the abuser have a military background and if so what was his specialty? -- Where does abuser work? Does the abuse work the same shift and how close is the

ID	Security Measures
	<p>abuser’s workplace to the victims?</p> <ul style="list-style-type: none"> -- What vehicle(s) does the abuser own/drive? -- Do the victim and/or abuser have any upcoming anniversaries, birthdays, court appearances? -- Contact a third party who is close to and very familiar with the abuser. Call third party to find out how abuser is doing, what he has been up to, and so on. Referred to as a “Thermometer” – an additional way to assess the abuser and gather additional information -- Post recent photo of abuser and victim’s photo in a log book that security and HR use for reference -- Company is planning to implement screening of mail room mail since 4 of 5 mail bombs are related to domestic violence • Telephone Security <ul style="list-style-type: none"> -- Screen and redirect calls as necessary -- If victim is receptionist, provide with caller ID display -- If no Protective Order, inform abuser that continued calls will be considered harassment of the workplace -- Change telephone number is necessary -- Inform key coworkers to help screen calls • Parking Lot Security <ul style="list-style-type: none"> -- Escort employee to and from vehicles -- Hide car in locations not seen by abuser -- Park by security camera -- Have emergency call boxes in parking lots • Relocating Workplace/Change Schedule <ul style="list-style-type: none"> -- If situation is critical, company will relocate employee victim to a different location -- If both victim and abuser work at company, will rearrange schedules so not working same shift and will not make victim’s schedule available to abuser
17	<ul style="list-style-type: none"> • Each site has security staff who have been involved in discussions about DV to raise their awareness
18	<ul style="list-style-type: none"> • 24/7 emergency security telephone call center and response personnel • Threat Management Teams, threat assessment tools, training, and a consistent threat assessment process, threat case management system • Safety planning for victims and the work groups • Some facilities have 24/7 security staff providing access control, video monitoring and recording, and exterior building patrols
19	<ul style="list-style-type: none"> • Security is a key member of the Domestic Violence Response Team (DVRT) • Security may do any of the following when DV in the workplace is disclosed or suspected: <ul style="list-style-type: none"> -- Conduct a threat assessment -- Provide escorts to/from transportation -- Receive and review orders of protection and photographs of the abuser; document violations -- Responding to and intervening in safety-related calls (which may include intercepting and documenting harassing phone calls made to the victim)

ID	Security Measures
	-- Coordinating with local law enforcement
20	<ul style="list-style-type: none"> • Case by case: escorts, abusing partner banned from workplace, pictures of abusing partner at each entrance
21	<ul style="list-style-type: none"> • Assigned parking close to entrance/exit • Obtain picture of abuser so staff and security can recognize him/her • Notify supervisor of situation so can assist in the protection of the employee
22	<ul style="list-style-type: none"> • Loss prevention and security staff are trained on how to respond; security procedures are very individualized • Depending on individual need, loss prevention/security staff will help with things like restraining order enforcement, getting into a shelter (via the EAP), etc.
23	<ul style="list-style-type: none"> • Associate Safety Plan
24	<ul style="list-style-type: none"> • A threat assessment protocol is used that provides insight into the possibility of events escalating • Provide company security officers with a copy of protective order, photo of abuser, and license plate and vehicle information of abuser • Changes in work schedule, work phone number, and work location • Cameras in parking lots and an emergency button for assistance • Provide employees with more secure parking space and escort to and from car • Give employees tips on how to be safe, such as encouraging them to get a cell phone if don't have one • Will explain what a protective order is (recommendations on whether to get one are not provided) • Check in periodically to see how employee is and status of situation • Provide facilities and resources to local law enforcement and response teams for response training; this activity helps provide responding agencies with a background of company facilities as well as providing the company with awareness of what law enforcement will be asking for during an event (Similar to the school drills)
25	<ul style="list-style-type: none"> • Electronic access control • Restricted access to facilities policy • CCTV (video surveillance) • Threat Response Team responds to domestic threats
26	<ul style="list-style-type: none"> • Security staff are trained to respond to violence and make EAP referrals • Employees may make a change in shift or work location, temporarily reduce work hours, take a leave of absence • Security available to walk the employee to their car, monitor parking areas

- assisting in relocating employees (in terms of both building relocation and phone)
- schedule modification (or telecommuting)
- cell phone or panic button provision
- home security system installation
- building access control (e.g., requiring badge access)
- providing 24 hour emergency response

Also among the security measures listed was support in obtaining a protection order. Several companies indicated that they educated and assisted employees in obtaining protective orders. Six companies specifically indicated that they worked with local law enforcement agencies on issues such as enforcing protection orders.

Victim Resources

In a sense, the security measures described above can also be considered resources for victims because nearly all of the security measures listed are designed for the safety of identified victims. However, the companies are providing many other types of services to victims, such as referrals, legal assistance, and job protection. This type of assistance is summarized below.

Almost all companies (n=25) included in the inventory reported providing services to company employees identified as victims of IPV, with the information contained in Table 3-4. The breadth of services provided to IPV victims varies across the companies. It is important to note, however, that although some companies involve very intensive risk assessments and direct provision of services to victims, other companies specifically stated that they focus on referral rather than intervention.

Some companies reported that they encouraged their employees to contact the EAP for assistance (all but one of the companies reported that their company has an EAP), whereas others involved more intensive case management from company staff members. EAPs, most of which have a 24-hour counseling and referral service, typically screen and then refer victims to counseling services. However, some of the companies indicated that EAPs (which are typically external to the company) are not closely connected with local community

Table 3-4. IPV Victim Resources

ID	Victim Resources
1	<ul style="list-style-type: none"> • Workplace Violence Team – comprised of staff from employee relations, security, and when needed, legal and EAP – works with victim to address issue and get assistance, assesses and monitors cases; One member is assigned to each case as ‘case manager’ to work closely with victim. Is available 24 hours a day. Provides an array of support and security services on a case-by-case basis such as: <ul style="list-style-type: none"> -- Accompany victim to court, to get order of protection, etc. -- Pay for overnight accommodations in hotel -- Up to 2 weeks paid time off, apart from vacation/sick leave, so employee can go to court, address issue • Phone number available 24-hours a day • EAP • “Shoe cards” that include planning tips and resources printed on a small folding card that can easily be concealed are available in some office locations • Programs for general legal assistance; \$3 a month to access • Offices in one city started project in 2002, spearheaded by Governmental/Public Affairs Representative, to work with DV shelters to provide job training to victims and assist in their transition. Computers and instructors were donated. “Adopt a shelter” projects in other office locations was the hope
2	<ul style="list-style-type: none"> • If employee refers self, EAP does assessment. If no indication of violence spillover, will refer to local providers. If potential for violence to spill over into workplace, EAP will stay involved and the Workplace Threats and Violence policy will take effect • If employee referred by supervisor, managers and supervisors coached on what to do to make employee safe in the workplace
3	<ul style="list-style-type: none"> • EAP provider staff is well trained in dealing with issues of partner violence and in helping victims effectively get safe and get violence-free • Toll free number for EAP
4	<ul style="list-style-type: none"> • EAP Program • HR managers have a list of professionals to include agencies in this field • Accommodation of special needs that may arise for IPV needs such as <ul style="list-style-type: none"> -- flexible work schedule -- paid or unpaid time off to assist with the need to take off for medical and/or legal assistance, court appearances, counseling, relocation, etc. -- continuation of employee’s health benefits should the employee require time off of work and job protection during leave
5	<ul style="list-style-type: none"> • EAP • Human Resources support • Security, when needed • Additional resources are listed on the Company’s website • Local community service providers are involved in the educational program, so participants have someone they can contact immediately, if necessary
6	<ul style="list-style-type: none"> • Poster includes information on how to get help. Two phone numbers are provided – one for security and the other for the EAP

ID	Victim Resources
	<ul style="list-style-type: none"> • EAP provides assistance in the areas of counseling, shelter access, etc. • The Company developed a unique information service for employees. Company employees can confidentially request and receive faxes on topics such as how abuse and abusive relationships happen, who to call to get help, and what coworkers can do to address partner violence in the workplace. On each information page, important telephone numbers are listed such as corporate security, EAP, and the National Domestic Violence Hotline. Requests are anonymous so employees do not have to be concerned with anyone else knowing they are requesting the information
7	<ul style="list-style-type: none"> • Company intranet sites contain educational information on domestic violence, what to do in the workplace, and resources available for those in need of assistance • Threat Assessment Team (TAT) case management • Internal consultant for behavioral health issues • Situation specific time-off • Referrals to domestic violence shelters and other services
8	<ul style="list-style-type: none"> • Letter from VP of Communications and HR included telephone numbers where employees could get information and assistance • EAP
9	<ul style="list-style-type: none"> • Referrals • CAEPV Website • Work/Life Initiatives offered including 24/7 employee resource and referral program covering all of life's challenges • Employee Assistance Program (EAP)
10	<ul style="list-style-type: none"> • Unpaid leave • Referrals to community-based organization for assistance, such as domestic violence shelters and counseling • Other accommodations that may be appropriate based on applicable law and employee's circumstances but is determined on a case by case basis
11	<ul style="list-style-type: none"> • Created resource lists in each facility for local referrals to DV agencies • Provide for time-off (paid and unpaid). Employee not penalized for taking time off to deal with domestic violence issues
12	<ul style="list-style-type: none"> • Victims are referred to the EAP for free and fee for service counseling services; referred to the National Domestic Violence Hotline for links to local shelters and counseling services; to local law enforcement; and to their own attorney • Paid leave for the victim is provided when necessary (generally in one week increments), to allow the victim to take protective actions (moving, going to counseling, meeting with law enforcement or prosecutors, entering a shelter, etc.) • If the situation warrants and the victim agrees, the Company may offer to move the victim's work assignment to a more secure location. In a few very serious stalking cases, the Company has relocated victims (at their request) to another city • Victims receive counsel on strategies for deflecting unwanted contacts at work and the appropriate security personnel are made aware of any perpetrators that may approach the workplace • The situation is addresses by a multidisciplinary team made up of Corporate Security, Human Resources, EAP and line of business management (Critical Incident Response Team or CIRT) • The Company does not make recommendations or requirements for regarding obtaining

ID	Victim Resources
	protective orders, but instead the victim is told that there are positive and negative aspects to protective orders and is encouraged to obtain counsel from the above-mentioned outside resources before deciding whether to obtain a protective order
13	<ul style="list-style-type: none"> • EAP (24-hour counseling and referral service) • Employee outreach • Guidance with legal processes provided • Domestic Violence Response Team (DVRT) to assist employees who are victims with needs and concerns • National domestic violence hotline • Local domestic violence hotlines
14	<ul style="list-style-type: none"> • Family Assistance Program assists employees and their families with domestic violence issues and links them to appropriate referral resources
15	<ul style="list-style-type: none"> • Individual and group counseling • Change location of workplace or telephone number/email • Assist victim to file charges against abuser • Assist victim to obtain approval for time-off • Assist victim with other family and personal resources as needed
16	<ul style="list-style-type: none"> • Employee Assistance Program provides counseling, assistance with legal and financial issues, and help with work-life balance • Referral to local county domestic violence agency provided for crisis intervention counseling, shelter and support, and assistance in obtaining Protective Order • Human Resources will work with victim to change employment status – full to part time – as required and needed; will give reasonable time off for court appearances, etc.; grant leave(s) of absence as needed; approve paid and unpaid leave options; and assist with or be involvement in relocation, if necessary • Employee’s departmental leadership/supervisor keeps emergency contact person information in case victim cannot be reached • Identify an emergency workplace contact • Modify work schedule (unpredictable rotations) • Relocate workstation relocation (especially if victim works in a public area) • Strive to maintain communication with victim during period(s) of absence
17	<ul style="list-style-type: none"> • Brochures available to all employees; includes National DV Hotline number • Resource cards that contain resource referral and legal rights information (pocket size, 6-panel accordion style) • EAP
18	<ul style="list-style-type: none"> • Employee Assistance Consulting and Corporate Security are available 24/7 to provide consultation to Managers and Human Resource Consultants about workplace violence concerns and potential employee impact • Corporate Security Agents and Employee Assistance Consultants available 24/7 to provide assistance and support • Relocation assistance, emergency financial assistance if eligible and appropriate • Coordination with human resources and management for job changes if eligible and appropriate • Policy provides National Domestic Violence Hotline number

ID	Victim Resources
19	<ul style="list-style-type: none"> • DVRT is a cross-functional team which serves as the primary resource for employee victims and employees and managers that encounter DV in the workplace. The DVRT members include EAP, Health Services, Security, Human Resources, Contributions, and Legal • The DVRT provides guidance and consultation when a DV issue arises and assists in the development of individualized safety plans which could include (in addition to the security resources above): <ul style="list-style-type: none"> -- priority parking -- flexible work hours and/or short-term leave of absence -- removal of names/contact information from company directories -- relocation of workstation or worksite -- delivery of paychecks -- documentation of all DV situations and maintenance of confidentiality -- legal advice/counseling -- referrals to services • A listing of local and national resources is provided to employees • Laminated (pocket-size) 'palm cards' containing victim resources will soon be available throughout company offices in locations such as the gym, restrooms, and Health Services offices
20	<ul style="list-style-type: none"> • Local shelter which gets financial donations from aforementioned sporting event
21	<ul style="list-style-type: none"> • Employees contact management or Project Ruth staff for assistance with counseling and security needs
22	<ul style="list-style-type: none"> • Victims referred to EAP for services (EAP does a personal assessment and then takes necessary steps, such as referring the person to a local shelter) • Victims are also directed to local/national resources through educational activities • Victims may contact their manager initially; the manager can determine whether the victim could benefit from referral to the EAP
24	<ul style="list-style-type: none"> • EAP provides referrals to support services • Leave of absence available • Company representative will act as a liaison with local law enforcement and court system – will monitor phone numbers and provide court with information
25	<ul style="list-style-type: none"> • Medical department available for and healthcare benefits provided to domestic violence victims • EAP • Flexible work hours • Paid and unpaid time-off

ID	Victim Resources
26	<ul style="list-style-type: none"> • Human Resource staff are educated on what they can do to assist employees who are victims; their role is to provide employees with the means to get help from the trained professionals to keep them and their children safe • HR professionals are empowered to work with any special needs/requests and work with the employee on providing assistance, which may involve transferring the employee to another work location, assisting them in making arrangements for the transfer (e.g., locating housing), informing security, etc. • EAP – 24 hr referral service • Information kept on hand from the local women’s shelters and other local DV organizations • National DV Hotline number provided • Headquarters’ legal team is available to provide guidance

organizations and may not always be aware of the most appropriate services. One company specifically mentioned that they do not utilize the EAP for IPV services. Many companies encourage employees to contact local or national hotlines directly for counseling, shelter, and other assistance and such numbers are typically posted on the posters, brochures, etc. disseminated through the companies’ educational efforts. One company mentioned that because they involve local community providers in their IPV educational efforts, victims have the opportunity to contact someone they have already met.

As mentioned previously, several companies included in the inventory have developed a specialized, multidisciplinary “response team” consisting of staff members from the legal, security, human resources departments, and/or the EAP. Six companies clearly have such a team.⁷ In some of these companies, this response team was formed for workplace violence but also addresses IPV. The “response teams” (typically called “Domestic Violence Response Teams”) work with the victim to get assistance, with one member of the team typically assigned as a “case manager” to work closely with the victim. The response teams are typically available 24 hours a day and provide a variety of support and security services.

Four additional companies reported the use of either a “threat assessment team” that provides case management or conducts assessments or a critical incident response team that provides counseling following a workplace violence incident. However,

⁷ A seventh company may also have this model but the program description was not detailed enough to make this determination.

these teams do not follow the multi-disciplinary, victim-focused model described above..

In addition to linking the victim with counseling, health care, or other assistance, victim resources also included benefits to help victims retain their jobs while addressing the IPV. Some of these benefits are outlined in the company IPV policy and were therefore described above in the “policies” discussion. They did however include the following:

- paid time off to allow the victim to take protective actions (e.g., moving, going to counseling, meeting with law enforcement or prosecutors) or receive medical assistance
- unpaid leave (with benefits and job protection)
- flexible hours
- assistance with obtaining protective orders, filing charges, and/or going to court
- providing legal assistance (or offering guidance with the legal process)
- providing financial assistance (e.g., paying for accommodations)
- assistance with identifying/maintaining emergency contacts
- family assistance

Education

The next category of IPV activities is educational activities. All 26 companies included in the inventory reported being engaged in educational activities related to IPV. Company-specific information on educational activities is presented in Table 3-5. Educational strategies are typically designed to educate employees and managers about the company’s IPV policy and increase awareness of signs of potential victimization and available resources.

Table 3-5. IPV-Related Educational Activities

ID	Education
1	<ul style="list-style-type: none"> • DV training is available through employee relations leadership trainings, but not mandatory • One company office has held an optional training for company leaders (employees with 10 or more employees reporting to them) in 2004 and 2005. The training involved the national organization Corporate Alliance to End Partner Violence, the local battered women’s shelter, HR, security, and a victim that told her story and explained how an employer can have a positive impact
2	<ul style="list-style-type: none"> • EAP provides employee and supervisor awareness training on substance abuse and workplace threats and violence policy
3	<ul style="list-style-type: none"> • Manager training includes workplace violence, both general and DV
4	<ul style="list-style-type: none"> • In 2004, the Company’s Domestic Violence in the Workplace Policy was implemented. All company managers were required to attend training on domestic violence and the policy was introduced and explained at that time. Managers that have been hired subsequent to this rollout are trained in this policy as part of a required course called Civil Treatment for Managers. In this course, there is a module on workplace violence and our policy is introduced to them at that time
5	<ul style="list-style-type: none"> • Curriculum content includes discussion about why victims do not leave, signs of abuse, how to validate and support a victim, and how to refer a victim/resources for victims (training took place 4 years ago and intended repeat for 2006) <ul style="list-style-type: none"> -- 90-minute session provided to managers; outlines how to react when DV issues arise -- 60-minute session for other employees; explains how to address a colleague who may be a victim and how to ask a supervisor for help
6	<ul style="list-style-type: none"> • The Company created a new partner violence poster to remind employees that partner violence is everyone’s business; it urges employees to notify Security and EAP if they detect the telltale signs of partner violence; EAP Site Coordinators, were encouraged to put the posters in as many places as possible at their particular work sites (2002) • Managers receive “Manager’s Guide to EAP” that outlines things a manager can to respond to employee problems, workplace violence (how manager can work with on-site security, etc). • On-site manager training-Seminar for managers titled "Partner Violence and the Workplace: The Manager’s Role” (introduced in 2001); presented jointly by EAP and Security
7	<ul style="list-style-type: none"> • Currently offered in conjunction with violence in the workplace (VWP) training for supervisors and expanding to all employees in 2006 • Posters located in facilities and EAP and wellness brochures located in restrooms, nurses offices and service centers
8	<ul style="list-style-type: none"> • In the past, each employee was sent a copy of the CAEPV brochure, “Make It Your Business” • CAEPV program, "When Domestic Violence Comes to Work," presented to supervisory personnel, as an educational session (October 2001)
9	<ul style="list-style-type: none"> • Company leaders educated through mandatory leadership training; content includes recognizing and preventing violence in the workplace, with an emphasis on domestic/partner abuse • Strives to ensure that company employees and leaders are aware of the breadth of resources available to them

ID	Education
10	<ul style="list-style-type: none"> • Voluntary training for managers and employees. Four years ago partnered with domestic violence providers to conduct a formal training at all sites with all levels of employees but since then the Company has tripled in size and it is impossible to continue it on an ongoing basis. Currently in process of working to create a video tape training that can be used at each site on an ongoing basis
11	<ul style="list-style-type: none"> • Beginning in Fall 2001, delivered mandatory training on domestic violence and the Company’s domestic violence policy to employees and managers at all U.S. worksites. Created teams of internal and external trainers who participated in regional Train-the-Trainers prior to beginning training, using domestic violence trainers from community organizations near each facility as external experts. • Training concluded in June 2002 but ongoing training is conducted at intervals with all new employees. • Distributes resource information, safety conditions, and posters throughout facilities
12	<ul style="list-style-type: none"> • Education specific to Domestic Violence victims is available through the EAP • An online educational program on the Violence Free Workplace program is part of a certification program for managers and supervisors • Information about the program and reporting directions are available on the Global Corporate Security and Life Safety internal website • Currently, training is voluntary but certain lines of business require it and it is part of annual evaluation • Global Corporate Security website includes information on domestic violence services and links to EAP; also includes a 24/7 toll free hotline for reporting potential workplace safety issues. Employee Relations provides a toll free hotline for Employee Relations issues. The EAP provides a toll free number to access EAP services • Some sites do posters and placards
13	<ul style="list-style-type: none"> • Training in awareness, assistance, policy and protocols for legal, security, and human resources staff that serve on the DVRT • Human resources staff encouraged to consider domestic violence when performance issues are identified and addressed • Training for managers on how to identify and respond to domestic violence • Training for front-line administrative staff (with access to panic buttons) on how to identify and report potentially dangerous behavior (i.e., of visitors) • Role-play training sessions (in particular for retail management) on abuse and how to handle it. • Handbook developed in collaboration with a national family violence organization that provides guidance on how to reach out to a co-worker, friend, family member suspected to be in an abusive relationship
14	<ul style="list-style-type: none"> • CAEPV ads and posters with customized crisis assistance information distributed to company worksites • Managing Anger training is conducted twice a year with employees • Information fairs are conducted and representatives are provided to offer suggestions for seeking help • In 2002, a domestic violence brochure was distributed to employees and given to Human Resources for distribution as needed • In October 2003, “Family Focus Day” was held; information provided included: how to identify domestic violence, statistics on domestic violence, steps employees should take to protect themselves, confidential counseling services available to employees, what

ID	Education
	employers need to know so employees comfortable coming forward, and the impact of domestic violence on families. About 200 people attended
15	<ul style="list-style-type: none"> • Domestic violence services training is a part of every new employee orientation session • Domestic violence services are included in every training for managers • Palm cards with hotline numbers are placed throughout facilities • Domestic violence signs (general and specific to provided services) are located throughout facilities
16	<ul style="list-style-type: none"> • General orientation for employees and volunteers on domestic violence and company policy • Quarterly workplace violence training (including domestic violence) – all staff required to complete once per year (computer program) • Leadership training – managers and directors updated on violence programs annually • Intranet site – domestic violence information and services through company EAP and Interact posted • Environment of Care policy on workplace violence – formal policy on workplace violence (including domestic violence) that provides educational information, such as warning signs • Brochures – 3 brochures provided that list domestic violence agencies in surrounding cities as well as general information on domestic violence • Placards located inside of bathroom doors with tear off tabs that provide telephone numbers of domestic violence shelters • Situation-specific briefs provided to coworkers of victim; based upon threat assessment and done on a case-by-case basis. Coworkers informed about victim’s situation and what to be on the look out for
17	<ul style="list-style-type: none"> • Manager (supervisory level; any employee that provides oversight) training (1 ½ hour session); will be developing on-line training in 2006 • Managers are asked to provide their employees with information, resources • EAP counselors were provided with manager training • Brochures and posters displayed throughout the workplace, in restrooms • A ‘tool kit’ training package developed for other employers to address family violence in the workplace; includes video and CD containing curricula/materials
18	<ul style="list-style-type: none"> • Workplace violence prevention training targets managers and human resource consultants; content is made available to team members • Additional information is available on emergency flipcharts, employee handbooks, and the Corporate Security web site
19	<ul style="list-style-type: none"> • The DVRT members received training on the DV policy and how to assist and provide guidance to employees and managers when workplace DV issue arises • Security officers are trained by the local police department; The police department is going to add a new DV component to their annual training this year • Manager’s Toolkit was developed to educate and guide supervisors in how to address and respond to DV. The 30-page booklet is available on the company’s intranet. • Employees receive a copy of the new DV policy from the Vice President of Human Resources
20	<ul style="list-style-type: none"> • Training
21	<ul style="list-style-type: none"> • Distribute CAEPV and company educational brochures, resource information, sample script, and instructions to supervisors for use in their employee safety meetings

ID	Education
	<ul style="list-style-type: none"> • Display company’s domestic violence project information in facilities • Project Ruth staff available to explain project and offer educational and resource information to employees
22	<ul style="list-style-type: none"> • Managers go through a training on managing violence. In this training, one of the case studies is domestic violence • Posters/shoe cards available in the restrooms in the home offices (these resources direct victims to national and local resources)
23	<ul style="list-style-type: none"> • Conduct forums and training sessions with HR managers and executives on domestic violence and its impact on the workplace
24	<ul style="list-style-type: none"> • Posters in restrooms with tear-off tabs with hotline phone numbers • Train all new leaders and managers on how to respond to domestic violence issues and the available resources; minimal training for hourly employees
25	<ul style="list-style-type: none"> • Desktop flyers contain resource information • Employee workplace domestic violence training launched in October 1995 and instruction to supervisors on what to do if they suspect an employee might be violent or a likely target for an abusive partner. • Professional training provided to the Threat Response Team every two years
26	<ul style="list-style-type: none"> • Educational programs and DV-focused activities are locally-based and differ across sites; in general, educational efforts are focused on training employees to recognize DV, acknowledge it with victims, and report it (if appropriate) so victims can be referred for services • The company has a partnership with the National DV Hotline in which they provide victims quick access to this toll-free resource • Training materials are available electronically • Domestic violence posters that include National DV Hotline information are hung in all company facilities

Many of the educational activities described in Table 3-5 are relatively non-intensive and includes media-related activities, such as the following:

- distributing brochures
- distributing handbooks
- distributing palm cards
- placing posters in the workplace

The materials typically provide information on how to support a victim or refer him/her to services, and list hotline numbers or local resources.

Another type of educational activity consists of formal trainings on workplace violence including IPV. These trainings typically

cover the company policy on violence/IPV and services/resources for IPV victims. Some companies have developed extensive training packages including curricula and other materials.

Most companies report having trainings (usually mandatory) on workplace violence (including IPV) for all company leaders and managers. In addition to the manager trainings, some companies also reported holding trainings for employees. A few of the companies utilize online training using computer programs while others hold in-person training involving components such as role-playing sessions and utilizing trainers from community-based IPV organizations. Some companies include their IPV training session within the general employee orientation.

In addition to the employee/manager trainings, the companies that have developed specialized, multidisciplinary "IPV response teams" also reported holding trainings for the legal, security, and human resources staff that serve on the response teams. Finally, some companies noted that they hold trainings for front-line administrative staff on how to identify and report potentially dangerous behavior.

Primary Prevention

One of the priority areas for the current scope of work was the identification of primary prevention activities implemented by companies. Our definition of primary prevention was expanded in order to include activities designed to raise awareness of the issue of IPV in general, which could indirectly prevent the initiation of IPV. Nearly all (n=22) companies can be classified as being engaged in primary preventive activities. Specific details about this type of activity are shown in Table 3-6.

Similar to what was observed with educational activities, the first set of activities is relatively non-intensive and includes media-related awareness-raising activities, such as the following:

- including information about IPV in employee newsletters
- posting IPV information on the company's intranet site
- including IPV-related messages on paychecks
- e-mail or memo distributions containing information on IPV

Table 3-6. Primary Prevention

ID	Primary Prevention
1	<ul style="list-style-type: none"> • Company offices promote Domestic Violence Awareness Month each year in a variety of ways: <ul style="list-style-type: none"> -- Paychecks for both pay periods in October include a message that October is Domestic Violence Awareness Month (all employees) -- Events held at main offices that include speakers. In the past, speakers have included speakers from law enforcement and advocacy groups and an employee who is a survivor of partner violence -- Present videos and materials to employees -- Place posters and brochures in rest rooms that provide educational information and resources -- Brown bag lunches on domestic violence and what employees can do to address the issue are held -- Offer volunteer opportunities to employees, such as collecting cell phones for victims, conducting a "penny drive" to raise money, supporting a local or shelter, or contributing to a national or local domestic violence organization's fundraising efforts -- Have formed task forces and held other activities geared to raise awareness of the issue in the workplace • Take proactive approach to preventing violence; more likely, services prevent violence from getting worse
2	<ul style="list-style-type: none"> • Company email newsletter includes domestic violence information • Company publication in October 2001 included information on domestic violence • Company-wide communications (such as during DV Awareness month)
3	<ul style="list-style-type: none"> • Brochure available to all employees which contains the EAP telephone number, information on who is at risk, definitions and signs of abuse and abusive relationships, explanation of why partner violence is an issue in the workplace, and what to do if you are a co-worker, manager, or supervisor of someone you suspect is involved in partner violence • Company newsletters often feature facts about domestic violence; One issue highlighted partner violence as a featured topic • During DV Month in October, EAP representative will provide educational materials to employees in the cafeteria at the corporate headquarters • Weekly Monday news from corporate news flash sometimes features DV • Monthly EAP publication for employees in Human Resources will sometimes highlight DV
4	<ul style="list-style-type: none"> • The Company asks managers to be alert to possible signs of abuse and information regarding options for employees in IPV situations is posted in bathrooms year round • During October's Domestic Violence Awareness month and April's Walk to End Domestic Violence, additional fliers and public awareness material are displayed throughout the building
5	<ul style="list-style-type: none"> • Employee "lunch and learn" sessions educate employees about the Company's "Domestic Violence Initiative" and the issue • The Company provides information about domestic violence on their website
6	<ul style="list-style-type: none"> • Information on partner violence provided through newsletters and payroll stuffers • In 2001 and 2002 the Company chose to "break with tradition" and dedicate the month of July as Worksite Violence/Partner Violence Month; Partner violence was highlighted in the

ID	Primary Prevention
	<p>July newsletter sent to all employees</p> <ul style="list-style-type: none"> • Each year, the Company works with EAP Site Coordinators to provide educational programs. One such program includes 5 designated topics, one of which is partner violence (examples of other topics are flu shots, mammography). Coordinators receive an incentive prize for offering all 5 designated topic sessions. • The Company’s Foundation sponsored a play that illustrated the social, medical, and legal impact of partner violence through interweaving personal scenarios. Following each performance, audience members engaged in a discussion with community leaders about the play and its message. A variety of people attended including employees (approximately 40,000), district attorneys, and local organizations. Performances were so successful that groups in other cities have inquired to see if the Company will bring the play to their communities as well (2001) • A few years ago held a luncheon during which a panel discussed dating safety with employees and invited friends and girls
7	<ul style="list-style-type: none"> • Awareness, recognition, controlled/limited access, intervention and TAT
8	<ul style="list-style-type: none"> • During the October "Domestic Violence Awareness Month," communications are sent to employees • EAP included a feature piece on domestic violence in its newsletter (October 2001) • The Company annually provides information to employees about Domestic Violence Awareness Month via the Company’s intranet • In October 2005, the Silent Witness and Clothesline displays were brought to company offices for employee viewing
9	<ul style="list-style-type: none"> • Employee newsletters are used to build awareness with targeted articles that include graphics and text highlighting the signs of partner violence, ideas on preventing partner violence, and internal, local community, and national resources where assistance is readily available • Ongoing presentations provided to employees and leaders regarding Work/Life initiatives including involvement with CAEPV and increasing understanding that domestic/partner violence is not just a personal issue, it is a business issue • CAEPV educational brochures are distributed throughout the company • Adherence to company values & EOE Policy; violations can result in termination of employment
12	<ul style="list-style-type: none"> • The Company partners with outside agencies in certain locations for community efforts in prevention; it does not initiate prevention programs in the workplace
13	<ul style="list-style-type: none"> • Creation and dissemination of educational materials; the Company anticipates that their universal approach will affect bystander behavior with everyone exposed to materials as a part of their educational campaign • Workplace materials, including a brochure and card for addressing domestic violence at work mailed to all U.S. employees; educational posters displayed in restrooms and throughout company facilities; periodic distribution of e-mails, memos, and payroll inserts with hotline number and available resources; informative articles in company newsletters
14	<ul style="list-style-type: none"> • In 2004, Domestic Violence Help banner was placed on company’s intranet site. A benefits section of the company’s intranet site has "Domestic violence is everyone’s business" on it, links employees to a site about domestic violence, and lists the FAP contact information, National Domestic Violence Hotline telephone number, and CAEPV website • In 2004, 'Focusing on the Family' was offered as a general education activity. There were 30 attendees • Company would like to provide educational programs to provide information on risks and red

ID	Primary Prevention
	flags associated with being a victim or perpetrator of domestic violence
15	<ul style="list-style-type: none"> • Basic awareness (domestic violence signs which contain general information are located throughout facilities)
16	<ul style="list-style-type: none"> • Brochures list warning signs/red flags for domestic violence
17	<ul style="list-style-type: none"> • Raising awareness of employees that are not victims
18	<ul style="list-style-type: none"> • Education and information dissemination through training, articles (articles are posted to the Company's intranet site and EAC intranet site raising awareness during domestic violence awareness month/activities), websites, handouts, etc. Goal of raising awareness for team members and managers to contact EAC and Corporate Security early to help with prevention and not wait until risk has escalated or is imminent
19	<ul style="list-style-type: none"> • Booklets containing important information about domestic violence are placed in company offices and facilities • During DV Awareness Month, the Company offers many activities such as lunchtime seminars, newsletters, and clothing and school supply drives for local shelters
20	<ul style="list-style-type: none"> • Employee exposure through annual sporting event
21	<ul style="list-style-type: none"> • Supervisors show public service announcements about domestic violence at meetings. • Payroll stuffer with affixed CAEPV domestic violence message • Partner violence article included in company's monthly publication for all employees and retirees
22	<ul style="list-style-type: none"> • The company holds periodic workshops (lunchtime seminars) on different topics (including domestic violence) once a year; these are sponsored by the EAP and are open to employees and managers • There is a campaign to donate cell phones for domestic violence victims that is underway for company employees (which raises awareness of the issue)
25	<ul style="list-style-type: none"> • Company publications for employees and agents contain feature articles on domestic violence (memo urging discussion of articles with employees sent to upper management) • Display domestic violence posters and videos in corporate locations • Link on company web site homepage to CAEPV and internal domestic violence awareness programs and policies • Classes are offered in the spring and fall each year • Formal reporting method of reporting threats • Appropriate action is taken for each threat reported • Documentation of threats • Statistics gathered to show the type of threats reported
26	<ul style="list-style-type: none"> • The company developed worked with a Hispanic/Latino organization to develop a multi-lingual video on teen dating which is also used internally for employee education <ul style="list-style-type: none"> Local women's shelters are included in the company's annual health and benefits fairs, where they provide educational information on DV, teen dating, etc. • During Domestic Violence Awareness Month, activities may include: <ul style="list-style-type: none"> -- Silent Witness Program -- Clothesline Project Display -- Speakers

ID	Primary Prevention
	-- Providing materials from local shelters

The materials above typically (1) provide facts about IPV, (2) discuss why IPV is a workplace issue, and (3) list signs of abuse and abusive relationships. Interestingly, one of the companies that disseminates educational materials on IPV allows for anonymous employee requests of topical reports on IPV topics.

The second set of awareness-raising activities is more interactive. This group of activities includes the following:

- Information fairs in which representatives such as EAP representatives distribute IPV educational materials to employees
- Having presentations or events for employees in which guest speakers such as law enforcement or advocacy group members present on IPV
- Brown bag lunches in which IPV topics are discussed
- Offering IPV volunteer opportunities for employees such as supporting local shelters

The activities described above are often scheduled for Domestic Violence Awareness Month.

Perpetrator-Focused IPV Activities

Finally, we documented any activities directed specifically toward perpetrators of IPV who are employees of the company.⁸ About half of the companies (n=14) reported having services or policies directed toward perpetrators. Specific details for these companies are shown in Table 3-7.

For most of these companies, the only service listed was EAP referrals to batterer treatment and indeed it is likely that even among the companies that did not specifically report perpetrator activities, the EAP would provide such a referral. Some of the companies noted that their educational materials include resource information for batterer treatment. One of these companies has collaborated with a community group to

⁸ Obviously, several of the security measures available to victims pertain to protecting them from a specific perpetrator, but these activities are not classified as “perpetrator-focused activities.”

Table 3-7. Perpetrator-Oriented Activities

ID	Perpetrator-Oriented Activities
1	<ul style="list-style-type: none"> • Access to EAP
3	<ul style="list-style-type: none"> • Provides for batterers treatment for its employees through its benefit plans
7	<ul style="list-style-type: none"> • EAP referral if perp is an employee and the behavior is impacting the workplace; contact and limit access to victim
10	<ul style="list-style-type: none"> • Training clearly communicates that the use of company resources (including time) to perpetrate IPV will be met with disciplinary action up to and including termination
13	<ul style="list-style-type: none"> • Nothing specific; Educational materials and activities intended for perpetrators as well; Batterer would receive same level of assistance in addressing battering as would victim
15	<ul style="list-style-type: none"> • There is a new initiative at one worksite that is focused on educating men about abuse
16	<ul style="list-style-type: none"> • If abuser is employed at the Company, they are eligible for all the same services as the victim; would be referred to EAP for services such as counseling. There is no tolerance for domestic violence related activities from the workplace (phones, e-mail, etc.)
17	<ul style="list-style-type: none"> • General information includes resources for batterers as well as victims • In collaboration with a community group, a specific brochure has been designed for batterers and will be placed in restrooms throughout the workplace, in the future
18	<ul style="list-style-type: none"> • Background checks, added security at workplace, counseling if perpetrator is a team member and has not violated violence policy; liaison with local law enforcement and criminal justice system.
19	<ul style="list-style-type: none"> • Security may conduct background checks on employees believed to be perpetrating violence in the workplace • The Company’s DV policy states that disciplinary action will be taken against perpetrators that commit DV in the workplace • The Company’s approach is to connect perpetrators with local community resources and to the EAP (who would also refer to the community-based batterer’s intervention program)
21	<ul style="list-style-type: none"> • If employee, would encourage the person to come forward and would refer to EAP for services
22	<ul style="list-style-type: none"> • The EAP can refer perpetrators to batterer treatment services
24	<ul style="list-style-type: none"> • If convicted or arrested for abuse, it could impact employment status (lose job); if making calls from company facility to harass, the employee could be terminated
26	<ul style="list-style-type: none"> • At least one company site has had a program, aimed at prevention, that targets male employees with male presenters providing the program

design a brochure specifically for batterers and plans to disseminate the brochure in the workplace).

Two companies reported that they have (or are developing) programs directed toward male employees and aimed at preventing abuse.

Finally, four companies reported that their IPV policy addresses company responses to employee engagement in IPV-related behaviors in the workplace, such as harassing phone calls or e-mails. Such policies specify disciplinary action including termination for IPV perpetration.

3.2.3 Evaluability

After documenting each company's IPV prevention program, we asked additional questions about any evaluation-related activities the company had engaged in, as well as any anecdotal evidence regarding the challenges and successes they had encountered in implementing their IPV activities.

Six of the companies included in the inventory indicated that they have conducted some type of evaluation of their IPV activities. For two of these companies, the evaluation appears to consist of critiques or feedback forms from individuals participating in the activities, i.e. satisfaction surveys. Two companies have completed pre- and post- surveys for specific components of their programs, such as manager training, in order to determine knowledge gained. In addition, two companies have conducted employee surveys that ask about knowledge of steps to take if the employee or a coworker experiences IPV. One of the companies that reported having conducted an evaluation noted that it was conducted by an external organization but did not provide further details about this evaluation.

The companies included in the inventory did not report many challenges in implementing their IPV programs. The challenges that were reported include the following:

- difficulty building a multidisciplinary team
- the time commitment required for training sessions
- the retraining that must be conducted when manager turnover occurs

- difficulty keeping awareness high (one company indicated that participation is cyclical depending on events)
- difficulty ensuring that all employees understand the messages that are conveyed given cultural differences among many large, multi-site companies
- difficulty implementing the guidelines initially, particularly the guideline for providing paid time off for IPV victims)

Most companies indicated that they have had great leadership and buy-in from their senior management and CEO, citing this support as one of the reasons the programs have been implemented successfully.

Another “success” reported by several companies is the increase in referrals (either to the EAP or the “IPV response team”) that has been observed since their IPV activities have been implemented. Increased reporting of IPV by employees is an important outcome of the educational efforts and climate of support fostered by workplace IPV programs.

Among the companies included in the inventory, it is difficult to determine the number of employees that have participated in IPV activities. Many activities, particularly the educational activities, are universal in delivery and nearly all employees are exposed to them in some fashion. However, as mentioned previously, many of the manager trainings are mandatory, and some companies were able to estimate how many managers participated in them (with estimates of several hundred employees). Services for victims can be delivered only to employees who come forward and identify themselves as needing assistance. Among the companies that provided estimates regarding the number of IPV cases, these numbers ranged from 70 (over a 4-year period) to 300 annually. Of course, the number of services received through the companies’ EAPs may be impossible to estimate because the employees contact the EAPs anonymously.

When we asked the companies about data that might be available for an external evaluation, the following sources were suggested:

- attendance data
- training critiques

- notes/minutes from “IPV response team” meetings or records in the response team database (one company indicated that they utilize their response team database to review actions taken on prior cases and learn what worked well and what did not)
- EAP records (one company tried to track IPV calls to the EAP but learned that the EAP only tracks the primary issue about which the employee contacted them)

Finally, we asked the companies about any information they can provide on the cost of their IPV activities. Very few companies provided an estimate and some of the estimates included all workplace violence activities and community outreach activities. One company estimated their IPV program costs at \$2,000 annually. Several companies indicated that the costs were minimal and primarily include the cost of program development, training time, and materials. In a cost related activity, one company did develop a cost-calculator to estimate potential costs incurred by an organization as a result of domestic violence and sexual assault.

4

Conclusions

This report has documented a variety of IPV-related activities delivered by 26 private sector employers in the U.S. workplace. The companies included in this inventory are large, multisite, geographically diverse companies.

Based on the goals of improving employee safety and providing a supportive environment for victims, the companies have implemented a variety of IPV activities. Over two-thirds of the companies have developed a policy pertaining to IPV, and almost all companies reported providing services and additional security to employees identified as IPV victims. In addition, many companies have implemented educational activities designed to raise awareness about IPV among their employees as a whole. About half of the companies also reported services for employees who are IPV perpetrators, most commonly through EAP referrals for batterer treatment. Across the companies included in the inventory, there is significant variability in the breadth and intensity of IPV activities delivered. Significant variability is also evident in the level of involvement of company staff (i.e., whether the primary focus is on teaching employees where to go for assistance or whether the focus is on providing the assistance internally) and whether a multidisciplinary approach to responding to IPV is utilized.

The next step for this inventory includes identifying a subset of companies that appear to be implementing particularly promising IPV activities. We will select this subset of companies through consultation with CDC staff and will factor in criteria such as intensity of IPV activities, breadth of IPV activities, company size, company interest in participating in an evaluation, availability of data, and ability to identify an appropriate comparison company.

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A

Company Templates

Company 1

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, International ◆ Number of employees working for the company: approximately 85,000 worldwide; 40,000 U.S. employees in 1200 offices in the U.S. (5-6 major offices) ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities: Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Security
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: approximately 60% female
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To keep employees safe and create a supportive environment for employees ◆ Desired outcomes of IPV activities: <ul style="list-style-type: none"> Employees are supported and validated Employees feel comfortable and safe to report IPV Employees report and take steps to keep themselves and workplace safe (e.g., through court issued protection order) Documentation of reports and actions taken to support victim ◆ The most important services the IPV activities provide: <ul style="list-style-type: none"> DV guidelines and process in place to assist victim Up to 2 weeks paid time off, apart from vacation/sick leave Workplace Violence Team Security (beyond the norm; includes placing alarm in employee's home, providing victim with cell phone, etc.)
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: <ul style="list-style-type: none"> Workplace Violence Policy (general violence, but is applicable to IPV) DV Guidelines (not formal policy) that states company's flexible and supportive approach and procedures, encourages employees to come forward and work with Workplace Violence Team (provides incentive for employees to comply in that it outlines process, paid time off, violence team's role, etc.) ◆ Security Measures: <ul style="list-style-type: none"> Cell phone (free of charge) Home security system installation (free of charge) Escort to/from work Option to change shift, transfer Designated parking space Security staff are of the Workplace Violence Team ◆ Victim Resources: <ul style="list-style-type: none"> Workplace Violence Team – comprised of staff from employee relations, security, and when needed, legal and EAP – works with victim to address issue and get

Factor of Interest	Types of Information
	<p>assistance, assesses and monitors cases; One member is assigned to each case as 'case manager' to work closely with victim. Is available 24 hours a day. Provides an array of support and security services on a case-by-case basis such as:</p> <ul style="list-style-type: none"> ○ Accompany victim to court, to get order of protection, etc. ○ Pay for overnight accommodations in hotel ○ Up to 2 weeks paid time off, apart from vacation/sick leave, so employee can go to court, address issue <p>Phone number available 24-hours a day EAP "Shoe cards" that include planning tips and resources printed on a small folding card that can easily be concealed are available in some office locations Programs for general legal assistance; \$3 a month to access Offices in one city started project in 2002, spearheaded by Governmental/Public Affairs Representative, to work with DV shelters to provide job training to victims and assist in their transition. Computers and instructors were donated. "Adopt a shelter" projects in other office locations was the hope</p> <p>◆ Education: DV training is available through employee relations leadership trainings, but not mandatory One company office has held an optional training for company leaders (employees with 10 or more employees reporting to them) in 2004 and 2005. The training involved the national organization Corporate Alliance to End Partner Violence, the local battered women's shelter, HR, security, and a victim that told her story and explained how an employer can have a positive impact</p> <p>◆ Primary Prevention: Company offices promote Domestic Violence Awareness Month each year in a variety of ways:</p> <ul style="list-style-type: none"> ○ Paychecks for both pay periods in October include a message that October is Domestic Violence Awareness Month (all employees) ○ Events held at main offices that include speakers. In the past, speakers have included speakers from law enforcement and advocacy groups and an employee who is a survivor of partner violence ○ Present videos and materials to employees ○ Place posters and brochures in rest rooms that provide educational information and resources ○ Brown bag lunches on domestic violence and what employees can do to address the issue are held ○ Offer volunteer opportunities to employees, such as collecting cell phones for victims, conducting a "penny drive" to raise money, supporting a local or shelter, or contributing to a national or local domestic violence organization's fundraising efforts ○ Have formed task forces and held other activities geared to raise awareness of the issue in the workplace

Factor of Interest	Types of Information
	<p>Take proactive approach to preventing violence; more likely, services prevent violence from getting worse</p> <ul style="list-style-type: none"> ◆ Perpetrator Focused Activities: Access to EAP ◆ Variations in implementation of the activities across sites: All employees have access to Workplace Violence Team services, 24-hour call line, EAP Small offices do not offer all activities
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Guidelines and activities initiated in 1994; has conducted all activities since that time. ◆ Theoretical/scientific principles guiding IPV activities: Company started Workplace Violence Program in 1994 with training and policy. Tracking violence incidents resulted in realization that more focus on IPV was needed.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No, but interested ◆ Assessments of successes/challenges of the IPV activities: Database contains 10 years of cases. Enables the company to see what actions were taken on prior cases, what worked well and what did not. Database is a source of guidance. Having an archive helps employees make valid decisions more quickly Challenges: Implementing guidelines initially– Was difficult because questions were raised about providing paid time off to DV victims but not employees with other types of problems. The tracking helped support the need for the program. Training – Would be helpful to train more people; Training is difficult in smaller offices. Employees may quit because they do not know company would be supportive and assist them. ◆ Number of employees who participated in the IPV activities: Less than 10,000 over the 10 year period in which they have had a program; In one city, approximately 200 leaders received the training each year (2004 and 2005) ◆ Information documenting the accomplishments of the IPV activities: Database of reports and workplace/violence team responses to cases Approximately 1000 reports of violence are made each year; 1/3 are IPV-related ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): Leadership buy-in has never been an issue, perhaps because program was started by senior management. No incident of violence had occurred to prompt program; company wanted to be proactive. ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Workplace Violence Team’s annual budget is \$250,000 (includes everything – home security systems, speakers for awareness events, director’s salary, etc.) ◆ Return on Investment (ROI) or cost-effectiveness information:

Factor of Interest	Types of Information
Additional information:	♦

Company 2

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, U.S. ◆ Number of employees working for the company: 6,800 (U.S.) ◆ Number of full-time versus part-time employees: Primarily FTE ◆ EAP offers IPV activities: Yes ◆ Department/area of company that takes primary responsibility for the IPV program: EAP/Health Services
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: Majority male employees.
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Raise awareness of IPV issues and resources ◆ Desired outcomes of IPV activities: Early identification, connecting employees to appropriate services; reduce potential risk to employees and the workplace ◆ The most important services the IPV activities provide: Training, assessment/referral
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Workplace Threats and Violence policy. Does not specify domestic violence but does refer to procedures revolving around protective orders or restraining orders. ◆ Security Measures: Required to inform Corporate Security Department of all threats and protective/restraining orders. ◆ Victim Resources: Assessment and referral via EAP If employee refers self, EAP does assessment. If no indication of violence spillover, will refer to local providers. If potential for violence to spill over into workplace, EAP will stay involved and the Workplace Threats and Violence policy will take effect. If employee referred by supervisor, managers and supervisors coached on what to do to make employee safe in the workplace. ◆ Education: EAP provides employee and supervisor awareness training on substance abuse and workplace threats and violence policy. ◆ Primary Prevention: Company email newsletter includes domestic violence information. Company publication in October 2001 included information on domestic violence. Company-wide communications (such as during DV Awareness month) ◆ Perpetrator Focused Activities: None currently. ◆ Variations in implementation of the activities across sites:

Factor of Interest	Types of Information
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: EAP training more specific to domestic violence occurred 6 months ago. ◆ Theoretical/scientific principles guiding IPV activities: Company is active in community organizations such as Employer Against Domestic Violence, which provide information and some training materials
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: ◆ Number of employees who participated in the IPV activities: ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: N/A ◆ Return on Investment (ROI) or cost-effectiveness information: N/A
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 3

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, International ◆ Number of employees working for the company: Approximately 26,500 employees at over 1400 offices/facilities internationally; approx. 16,000 (U.S.) employees at 600 locations in U.S. ◆ Number of full-time versus part-time employees: 95% full-time in U.S. employees ◆ EAP offers IPV activities: Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Human Resources and EAP
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: breakdowns are for U.S employees 15, 039 total employees White: 13,013; Black: 1361; Hispanic: 490; Asian: 149; Indian: 25 Males: 12,130; Females: 2,908
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To provide services to employees that face IPV and ensure their safety and security ◆ Desired outcomes of IPV activities: To have safe and sound employees ◆ The most important services the IPV activities provide: Education component Quarterly newsletters sent to employees' homes
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: No written policy; Managers are instructed to contact the HR department if employee has IPV/DV issue (or security if incident occurs at work site). The HR department will work with employee to see that they are linked with EAP services and are safe ◆ Security Measures: Section in the company's safety training manual that outlines the security measures that should be taken if incident of violence occurs on-site, including contacting company security local law enforcement and local law enforcement Company will make arrangements to keep employee safe ◆ Victim Resources: EAP provider staff is well trained in dealing with issues of partner violence and in helping victims effectively get safe and get violence-free Toll free number for EAP ◆ Education: Manager training includes workplace violence, both general and DV ◆ Primary Prevention: Brochure available to all employees which contains the EAP telephone number, information on who is at risk, definitions and signs of abuse and abusive relationships, explanation of why partner violence is an issue in the workplace, and what to do if you are a co-worker,

Factor of Interest	Types of Information
	<p>manager, or supervisor of someone you suspect is involved in partner violence Company newsletters often feature facts about domestic violence; One issue highlighted partner violence as a featured topic During DV Month in October, EAP representative will provide educational materials to employees in the cafeteria at the corporate headquarters Weekly Monday news from corporate news flash sometimes features DV Monthly EAP publication for employees in Human Resources will sometimes highlight DV</p> <ul style="list-style-type: none"> ◆ Perpetrator Focused Activities: Provides for batterers treatment for its employees through its benefit plans ◆ Variations in implementation of the activities across sites:
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Involved in development of CAEPV (in 1999 or 2000). Company began to focus on DV at that time and provide educational materials and resources to employees. ◆ Theoretical/scientific principles guiding IPV activities: All materials used by company are from CAEPV.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: Satisfaction surveys conducted by EAP, but does not include specific assessment of DV activities ◆ Number of employees who participated in the IPV activities: Exact number unknown. All U.S. employees receive newsletter and have access to EAP resources (EAP, not company, tracks numbers of reports. DV not tracked specifically to knowledge of company representative). ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): CAEPV nationwide campaign has brought more people to accept the fact that DV needs to be stopped and people need to receive help. Management is supportive as evidenced by company's support of CAEPV. Once employees knew the company would support them around DV issues, more people came forward. No incident prompted activities. Focus was a result of involvement of development of CAEPV. ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Unknown. \$15,000 annual contribution made to CAEPV ◆ Return on Investment (ROI) or cost-effectiveness information: None
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 4

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, U.S. ◆ Number of employees working for the company: 2619 (U.S.) ◆ Number of full-time versus part-time employees: 2011 Full-Time & 608 Part-time ◆ EAP offers IPV activities : Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Human Resources
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: ◆ Total % Minority Population: 22.48% SMSA: 29.4% ◆ Total % Female Population: 40.13% SMSA: 44.6%
<p>Goals, objectives, and desired outcomes of IPV* activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: IPV activities are comprised of three components: (1) A Domestic Violence in The Workplace Policy, (2) manager training in this policy, and (3) on-going internal awareness efforts. The goal/objective is to make available to the victim or potential victim early intervention information and referrals to professionals in the field in order to attempt to avoid or minimize the occurrence and effects of domestic violence in the workplace. The Company strives to create an environment that is supportive for victims, one where they know they can come forward without fear of judgment or retribution. ◆ Desired outcomes of IPV activities: To avoid or minimize the occurrence and effects of domestic violence in the workplace through education of employees in IPV situations and company managers and enforcement of the Domestic Violence in the Workplace Policy. ◆ The most important services the IPV activities provide: The Company's Domestic Violence in the Workplace Policy provides employees in IPV situations and their managers with the knowledge and means to protect employees in IPV situations job and benefits while the individual(s) work through their circumstances.
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: The Company's Domestic Violence in the Workplace Policy consists of 9 components that address action steps for managers, employees in IPV situations, injunctions against workplace harassment, and benefits. ◆ Security Measures: HR Managers alert Security and supply Security with a recent photo of the perpetrator and/or copies of restraining orders. HR Managers work with Security to arrange escort to the employee's vehicle or public transit. Depending on the circumstances, security will offer the employee priority parking in a well-lit area or access to a side/back entrance as well as supply the employee with possible routes of escape and safe rooms within the building and department.

Factor of Interest	Types of Information
	<ul style="list-style-type: none"> ◆ Victim Resources: EAP Program HR managers have a list of professionals to include agencies in this field Accommodation of special needs that may arise for IPV needs such as: <ul style="list-style-type: none"> ▪ flexible work schedule ▪ paid or unpaid time off to assist with the need to take off for medical and/or legal assistance, court appearances, counseling, relocation, etc. ▪ continuation of employee’s health benefits should the employee require time off of work and job protection during leave ◆ Education: In 2004, the Company’s Domestic Violence in the Workplace Policy was implemented. All company managers were required to attend training on domestic violence and the policy was introduced and explained at that time. Managers that have been hired subsequent to this rollout are trained in this policy as part of a required course called Civil Treatment for Managers. In this course, there is a module on workplace violence and our policy is introduced to them at that time. ◆ Primary Prevention: The Company asks managers to be alert to possible signs of abuse and information regarding options for employees in IPV situations is posted in bathrooms year round. During October’s Domestic Violence Awareness month and April’s Walk to End Domestic Violence, additional fliers and public awareness material are displayed throughout the building. ◆ Perpetrator Focused Activities: ◆ Variations in implementation of the activities across sites:
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Since 1998, domestic violence has been one of the core focus areas of the Company’s community relations & philanthropic activities. In 2000, the Company co-founded an organization of local employers committed to engaging the business community in the fight against domestic violence. One of the key goals of the organization was to develop a domestic violence in the workplace training program and policy that could be replicated in both large and small organizations. Working with the organization and local domestic violence providers, including the statewide DV coalition, the Company was the first large employer in their area to implement both mandatory manager training and a specific domestic violence policy. The Company has senior level executives placed on the boards of local DV shelters as well as on the State Governor’s Commission to Prevent Violence Against Women and a regional domestic violence task force. ◆ Theoretical/scientific principles guiding IPV activities: The policy and training were developed in association with local and national experts on this issue.

Factor of Interest	Types of Information
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: ◆ Number of employees who participated in the IPV activities: 400 ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): A key element to the success of the Company’s implementation of IPV activities was the 100% support and buy in from the CEO and senior management team. The policy & training were launched with a letter from the CEO stating the severity of the DV issue and letting employees know of the company’s commitment. This is critical to the launch of these types of internal activities. The Company’s leadership role in community efforts surrounding domestic violence made for a very logical case to be a leader within the organization as well. ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: In 2005, the Company invested nearly \$425,000 in grants to support domestic violence service providers in the community. This amount will exceed \$500,000 in 2006. Additionally, the Company contributed in-kind services for the promotion of domestic violence awareness valued at nearly \$500,000. ◆ Return on Investment (ROI) or cost-effectiveness information:
<p>Additional information:</p>	

Company 5

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, U.S. ◆ Number of employees working for the company: approximately 4,300 (U.S.) employees in more than 20 offices throughout the State ◆ Number of full-time versus part-time employees: FT - 4243 (97%,) PT - 119 = 3% ◆ EAP offers IPV activities : Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Public Affairs
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<p>Demographics makeup of employees at the company: Total Population: 4362</p> <p>Gender: Female – 3404; Male – 958</p> <p>Race: White – 2968; Black – 278; Hispanic – 516; Asian/Pacific Islander – 536; American Indian/Alaskan – 57; N/A – 2; Unknown – 5</p> <p>Age: 18-30 = 1037 31-40 = 1228 41-50 = 1164 51-60 = 791 61+ = 142</p>
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Build awareness in employee population; train HR and security staff on appropriate responses; train managers and supervisors on appropriate responses ◆ Desired outcomes of IPV activities: When an employee comes forward or a manager identifies a victim, the Company takes appropriate action to (a) provide safety and support for the victim and (b) ensure perpetrators are not using company resources inappropriately or creating an unsafe environment ◆ The most important services the IPV activities provide: Providing safe environment for victims
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Specific workplace policies regarding IPV which may include relocation, flexible responses to time off and schedule needs ◆ Security Measures: Badge access to all sites Security made aware of needs for identifying perpetrators Escort employees to transportation Support for protection orders Phone and building relocation for victims Extra security provided, when required ◆ Victim Resources: EAP Human Resources support Security, when needed Additional resources are listed on the Company's website Local community service providers are involved in the

Factor of Interest	Types of Information
	<p>educational program, so participants have someone they can contact immediately, if necessary</p> <ul style="list-style-type: none"> ◆ Education: Curriculum content includes discussion about why victims do not leave, signs of abuse, how to validate and support a victim, and how to refer a victim/resources for victims (training took place 4 years ago and intended repeat for 2006) <ul style="list-style-type: none"> ○ 90-minute session provided to managers; outlines how to react when DV issues arise ○ 60-minute session for other employees; explains how to address a colleague who may be a victim and how to ask a supervisor for help ◆ Primary Prevention: Employee "lunch and learn" sessions educate employees about the Company's "Domestic Violence Initiative" and the issue The Company provides information about domestic violence on their website ◆ Perpetrator Focused Activities: None ◆ Variations in implementation of the activities across sites:
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Company executives who were aware and concerned about the issue of domestic violence launched workplace program in 1996. A position was created in Public Affairs to prepare domestic violence training for customer employers. The Company partnered with local and national domestic violence organizations; the training was formalized in 2000 and offered to company employees. In 2002, the program was moved to the Company's philanthropic arm and has been offered to companies within the State who were customers. Over 100 employers have hosted the program since 1996. ◆ Theoretical/scientific principles guiding IPV activities: 4 guiding principles: (1) define abuse clearly and broadly (to include abuse beyond physical, e.g., emotional, financial, etc), (2) explain of cycle of violence, (3) explain why it is difficult to leave an abusive relationship, and (4) provide resources
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: ◆ Number of employees who participated in the IPV activities: 3,000 ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Paid for by philanthropic arm of the Company ◆ Return on Investment (ROI) or cost-effectiveness information: None
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 6

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, International ◆ Number of employees working for the company: approximately 26,000 worldwide; 24,600 (U.S.); 134 offices in 98 U.S. cities [as of 12/05/05]. Company operates in 15 countries. Approximately 175 sites that vary in size – 5-6 sites with approximately 1000 employees; larger sites have 3,000-4000 employees). ◆ Number of full-time versus part-time employees: Unknown ◆ EAP offers IPV activities: Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Security and EAP
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: 75% female; average age 38. Racial breakdown unknown.
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Keep employees safe and productive ◆ Desired outcomes of IPV activities: Prevention of violence occurring in workplace and in employees’ homes ◆ The most important services the IPV activities provide: Direct telephone numbers for victims and colleagues Depends on site and number of employees
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: General policy against violence in the workplace Employee handbook contains policy ◆ Security Measures: Varies by office type and location. Some offices have 24/7 onsite guard, restricted access, and others do not. Security is one of two primary contacts for victims and colleagues Security is available to assist in the areas of safety and law enforcement (court, protection orders, and coordinating with local law enforcement) Services/resources and phone numbers are promoted on internal security website Has held program to educate employees about general safety issues; included IPV ◆ Victim Resources: Poster includes information on how to get help. Two phone numbers are provided – one for security and the other for the EAP. EAP provides assistance in the areas of counseling, shelter access, etc. The Company developed a unique information service for employees. Company employees can confidentially request and receive faxes on topics such as how abuse and abusive relationships happen, who to call to get help, and what coworkers can do to address partner violence in the workplace. On each information page, important

Factor of Interest	Types of Information
	<p>telephone numbers are listed such as corporate security, EAP, and the National Domestic Violence Hotline. Requests are anonymous so employees do not have to be concerned with anyone else knowing they are requesting the information.</p> <p>◆ Education: The Company created a new partner violence poster to remind employees that partner violence is everyone’s business; it urges employees to notify Security and EAP if they detect the telltale signs of partner violence; EAP Site Coordinators, were encouraged to put the posters in as many places as possible at their particular work sites (2002) Managers receive “Manager’s Guide to EAP” that outlines things a manager can to respond to employee problems, workplace violence (how manager can work with on-site security, etc). On-site manager training – Seminar for managers titled "Partner Violence and the Workplace: The Manager’s Role" (introduced in 2001); presented jointly by EAP and Security</p> <p>◆ Primary Prevention: Information on partner violence provided through newsletters and payroll stuffers In 2001 and 2002 the Company chose to "break with tradition" and dedicate the month of July as Worksite Violence/Partner Violence Month; Partner violence was highlighted in the July newsletter sent to all employees Each year, the Company works with EAP Site Coordinators to provide educational programs. One such program includes 5 designated topics, one of which is partner violence (examples of other topics are flu shots, mammography). Coordinators receive an incentive prize for offering all 5 designated topic sessions. The Company’s Foundation sponsored a play that illustrated the social, medical, and legal impact of partner violence through interweaving personal scenarios. Following each performance, audience members engaged in a discussion with community leaders about the play and its message. A variety of people attended including employees (approximately 40,000), district attorneys, and local organizations. Performances were so successful that groups in other cities have inquired to see if the Company will bring the play to their communities as well (2001) A few years ago held a luncheon during which a panel discussed dating safety with employees and invited friends and girls</p> <p>◆ Perpetrator Focused Activities:</p> <p>◆ Other: Critical Incident Response Team (includes EAP counselor) will come into workplace to counsel employees following the occurrence of a tragic event; could be IPV related but not necessarily. An employee once was killed by intimate partner outside workplace; employees have grief and sometimes guilt and need help dealing with it</p> <p>◆ Variations in implementation of the activities across sites:</p>

Factor of Interest	Types of Information
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: The Company decided in 1997 to develop a more formalized DV communications program after they experienced a tragedy involving three employees in one office. The Company partnered with security, EAP and CAEPV to develop an enterprise wide communication plan. ◆ Theoretical/scientific principles guiding IPV activities: The Company used information from the CAEPV CommuniKit to develop the faxes and other information/education items
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: ◆ Number of employees who participated in the IPV activities: Since the "fax on demand" service was started, the Company consistently receives many requests each month for the documents; activities and participation is cyclical – during times when the Company promotes events or when event/issue receives national attention, then more attention to the issue and participation ◆ Information documenting the accomplishments of the IPV activities: Staff turnover requires constant "re education" of managers and employees. ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): There has been a lot of support for the activities. Giving people permission and support to make a phone call (victims and colleagues) has been important; the activities are putting a focus on a safe workplace for everyone. ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Unknown ◆ Return on Investment (ROI) or cost-effectiveness information: Unknown
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 7

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, International ◆ Number of employees working for the company: 12,000 (U.S.) ◆ Number of full-time versus part-time employees: 99% full-time ◆ EAP offers IPV activities: Yes (external EAP with internal contact) ◆ Department/area of company that takes primary responsibility for the IPV program: Security beginning 1/06 – was HR previously
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: 66% male 34% female Primarily white Mostly in rural areas
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Increased awareness and decreased incidence of IPV ◆ Desired outcomes of IPV activities: Decreased prevalence of IPV ◆ The most important services the IPV activities provide: Awareness of the issue and available resources, recognition and response training
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Reviewed annually, publicly distributed via website and posters; existing violence policy will be modified to include IPV ◆ Security Measures: Liaison with local law enforcement as appropriate; awareness training for recognition and response by first line supervisors and security officers; escort service; increased surveillance; assigned parking spot close to entrance ◆ Victim Resources: Company intranet sites contain educational information on domestic violence, what to do in the workplace, and resources available for those in need of assistance Threat Assessment Team (TAT) case management Internal consultant for behavioral health issues Situation specific time-off Referrals to domestic violence shelters and other services ◆ Education: Currently offered in conjunction with violence in the workplace (VWP) training for supervisors and expanding to all employees in 2006 Posters located in facilities and EAP and wellness brochures located in restrooms, nurses offices and service centers ◆ Primary Prevention: Awareness, recognition, controlled/limited access, intervention and TAT ◆ Perpetrator Focused Activities: EAP referral if perp is an employee and the behavior is impacting the workplace; contact

Factor of Interest	Types of Information
	<p>and limit access to victim</p> <ul style="list-style-type: none"> ◆ Variations in implementation of the activities across sites: Standardized awareness training and TAT response/case management for all locations; increased professional capability of security staff
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: EAP presentations on IPV to targeted audiences including HR, Security officers, Peer Advisors; currently incorporated into VWP initiative which targeted all domestic supervisors in 2005 and will expand to the general employee population in 2006. VWP is number one security concern. ◆ Theoretical/scientific principles guiding IPV activities: Dr. Park Dietz training manuals and supplement with latest information and statistics; use information from CAEPV.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: Yes via critiques, annual performance review of EAP professional ◆ Assessments of successes/challenges of the IPV activities: Significant increase in supervisor EAP consultations and referrals ◆ Number of employees who participated in the IPV activities: 1,000 ◆ Information documenting the accomplishments of the IPV activities: Attendance data, TAT minutes, training critiques ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): Budgetary, emotional, cultural ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: \$50,000 ◆ Return on Investment (ROI) or cost-effectiveness information: Cost of one violent incident, potential litigation if on site, medical claims, absenteeism, emotional and financial impact to workplace, company reputation – cannot assign a dollar amount
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 8

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, U.S. ◆ Number of employees working for the company: 3,400 employee (U.S.); more than 2,000 associates ◆ Number of full-time versus part-time employees: 3,200 full- and 90 part-time ◆ EAP offers IPV activities : Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Corporate Communications
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: 58% female; 42% male 25 or younger: 6% 26-34 years: 22% 35-44 years: 29% 45-54 years: 31% 55 or older: 12%
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: ◆ Desired outcomes of IPV activities: ◆ The most important services the IPV activities provide: The Company does not have a formal program at this time. A special project is underway to identify best practices.
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: The Company is currently looking at best practices of other companies to determine what formal policies may need to be put into place. ◆ Security Measures: See Policies, above ◆ Victim Resources: Letter from VP of Communications and HR included telephone numbers where employees could get information and assistance EAP ◆ Education: In the past, each employee was sent a copy of the CAEPV brochure, "Make It Your Business" CAEPV program, "When Domestic Violence Comes to Work," presented to supervisory personnel, as an educational session (October 2001) ◆ Primary Prevention: During the October "Domestic Violence Awareness Month," communications are sent to employees EAP included a feature piece on domestic violence in its newsletter (October 2001) The Company annually provides information to employees about Domestic Violence Awareness Month via the Company's intranet. In October 2005, the Silent Witness and Clothesline displays were brought to company offices for employee viewing. ◆ Perpetrator Focused Activities:

Factor of Interest	Types of Information
	<ul style="list-style-type: none"> ◆ Variations in implementation of the activities across sites:
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: The Company has been a member of CAEPV as long as CAEPV has existed; has always been interested in the issue. Attention is given to a nearby company in the same line of business that is very involved in workplace IPV. The Company recently had an incident in which an employee was stalked and shot on grounds by spouse. This incident brought the issue back to the forefront for the Company and has resulted in special project to examine company policies and best practices. ◆ Theoretical/scientific principles guiding IPV activities:
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: ◆ Assessments of successes/challenges of the IPV activities: ◆ Number of employees who participated in the IPV activities: ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: ◆ Return on Investment (ROI) or cost-effectiveness information:
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 9

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, International ◆ Number of employees working for the company: 35,767 (U.S.) ◆ Number of full-time versus part-time employees: 97% vs. 3% ◆ EAP offers IPV activities: Referrals ◆ Department/area of company that takes primary responsibility for the IPV program: Global Diversity
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: <ul style="list-style-type: none"> ▪ Total Employees - 34% Women, 21% People of Color (POC) ▪ Board of Directors - 23% Women, 39% POC ▪ Senior Managers, Directors/Supervisors - 25% Women, 14% POC ▪ Exempt Individual Contributors - 26% Women, 12% POC ▪ Non-Exempt Contributors - 38% Women, 26% POC
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: EAP/Referrals/CAEPV Website ◆ Desired outcomes of IPV activities: Education and referrals ◆ The most important services the IPV activities provide: Make employees aware that resources are available
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: No separate or distinct domestic violence policy ◆ Security Measures: Formal workforce threat and assessment process ◆ Victim Resources: <ul style="list-style-type: none"> Referrals CAEPV Website Work/Life Initiatives offered including 24/7 employee resource and referral program covering all of life's challenges Employee Assistance Program (EAP) ◆ Education: <ul style="list-style-type: none"> Company leaders educated through mandatory leadership training; content includes recognizing and preventing violence in the workplace, with an emphasis on domestic/partner abuse Strives to ensure that company employees and leaders are aware of the breadth of resources available to them ◆ Primary Prevention: <ul style="list-style-type: none"> Employee newsletters are used to build awareness with targeted articles that include graphics and text highlighting the signs of partner violence, ideas on preventing partner violence, and internal, local community, and national resources where assistance is readily available Ongoing presentations provided to employees and leaders regarding Work/Life initiatives including involvement with CAEPV and increasing understanding that domestic/partner violence is not just a personal issue, it is a business issue CAEPV educational brochures are distributed throughout the company

Factor of Interest	Types of Information
	<p>Adherence to company values & EOE Policy; violations can result in termination of employment</p> <ul style="list-style-type: none"> ◆ Perpetrator Focused Activities: None ◆ Variations in implementation of the activities across sites:
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Approached by CAEPV to be on Board of Directors ◆ Theoretical/scientific principles guiding IPV activities: Underlying objective is to provide a safe, harassment-free work environment for all employees.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: None ◆ Number of employees who participated in the IPV activities: Not available ◆ Information documenting the accomplishments of the IPV activities: The company was the principal financial sponsor for a national website that served as a tool to help girls build healthy relationships ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: 0 ◆ Return on Investment (ROI) or cost-effectiveness information: 0
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 10

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: International, Multi-site ◆ Number of employees working for the company: 3,000 (U.S.) employees in 25 U.S. sites ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities: Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Legal, HR and training
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: Out of nearly 2700 employees, approximately 1700 are women.
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To increase awareness and heighten sensitivity about IPV among employees and management. To provide support to employees experiencing IPV and to offer guidance and direction to management in responding to the effects of IPV in the workplace. A broader goal is to serve as an example in the legal and corporate communities to demonstrate the impact employers can make by developing policies and protocols to address IPV. The Company also works with clients to heighten awareness and to assist them in developing policies in this area. ◆ Desired outcomes of IPV activities: To provide support to employees who choose to disclose their situation. To communicate that the firm may be able to offer certain accommodations (e.g., unpaid leave) to employees experiencing IPV, depending on the applicable law and their particular circumstances. To communicate to and prepare management for the need to be proactive in addressing IPV in the workplace. More broadly, to inspire other employers to follow our example. ◆ The most important services the IPV activities provide: To provide training on the Company’s policy and protocol to meet the goals stated above. To provide employees with information regarding IPV resources available in the community.
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: <ul style="list-style-type: none"> Developed written domestic violence policy Attached to policy is additional information designed to assist employees and managers in understanding the dynamics of IPV, how to respond better to employees who may be victims and a sample safety plan. Domestic Violence Response Team (DVRT) assists employees in receiving services. The DVRT is a company-wide team that trains and assists employees at the various sites. ◆ Security Measures: <ul style="list-style-type: none"> Determined on a case-by-case basis because each office/site has its own system and protocol for addressing security depending upon location and physical surroundings. Examples include special/safer parking spaces, parking escorts, car service, escorts to public

Factor of Interest	Types of Information
	<p>transportation, collect picture of abuser and distribute to security/guards, change work phone number, relocate employee to different site.</p> <ul style="list-style-type: none"> ◆ Victim Resources: <ul style="list-style-type: none"> Unpaid leave Referrals to community-based organization for assistance, such as domestic violence shelters and counseling. Other accommodations that may be appropriate based on applicable law and employee’s circumstances but is determined on a case by case basis. ◆ Education: <ul style="list-style-type: none"> Voluntary training for managers and employees. Four years ago partnered with domestic violence providers to conduct a formal training at all sites with all levels of employees but since then the Company has tripled in size and it is impossible to continue it on an ongoing basis. Currently in process of working to create a video tape training that can be used at each site on an ongoing basis. ◆ Primary Prevention: ◆ Perpetrator Focused Activities: Training clearly communicates that the use of company resources (including time) to perpetrate IPV will be met with disciplinary action up to and including termination. ◆ Variations in implementation of the activities across sites: Written policy applies to all 25 U.S. sites, but some things vary by site. This includes security because it depends upon where located. Currently updating written policy.
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: The Company has been involved on multiple levels in this area. They have hosted the only two summits on IPV in the workplace in a large Southeast city. Our CEO has spoken on several occasions about the evolution of his understanding of the problem and the critical role employers can face in supporting and assisting employees experiencing IPV. One of the Company’s leaders has been involved in this work nationally for many years and has spoken and written extensively on the topic. ◆ Theoretical/scientific principles guiding IPV activities: Consulted with and used information from local domestic violence providers and information from the Family Violence Prevention Fund Web site.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: N ◆ Assessments of successes/challenges of the IPV activities: Only anecdotal information. ◆ Number of employees who participated in the IPV activities: Training 4 years ago – 500 to 600 employees (50%-60% of the 1,200 employees). Did collected surveys of participants but never analyzed – overall response was very positive. ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): CEO very committed to issue and supportive of activities. One of the reasons all activities/resources not specifically identified is to allow the

Factor of Interest	Types of Information
	Company the flexibility to respond to particular needs within particular contexts. ♦ Availability of possible comparison sites:
Cost Information: describes in cost related information that has been collected regarding IPV activities	♦ IPV activities costs per year: ♦ Return on Investment (ROI) or cost-effectiveness information:
Additional information:	♦

Company 11

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: International, Multi-site ◆ Number of employees working for the company: 3,556 (U.S.) ◆ Number of full-time versus part-time employees: see below ◆ EAP offers IPV activities : Unless EAP would tell them they have counselors trained in domestic violence and available for that purpose they would not consider it an appropriate referral for services – operate as if the EAP does not offer such activities ◆ Department/area of company that takes primary responsibility for the IPV program: Legal Department and HR Departments by site
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: ◆ Total Headcount: 3,556 <ul style="list-style-type: none"> Gender: Males – 2,116; Females – 1,440 PT/FT: Full time employees – 3,513; Part time employees - 43 Race: White – 2,392; Black – 115; Hispanic – 718; Asian – 319; Amer. Indian – 12 Age: 17-19 = 23 50-54 = 459 20-24 = 142 55-59 = 342 25-29 = 303 60-64 = 184 30-34 = 422 65-69 = 41 35-39 = 509 70-74 = 8 40-44 = 585 75-79 = 6 45-49 = 529 80+ = 3
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To increase awareness of IPV; debunk the myths surrounding IPV; provide guidelines for appropriate responses by managers and non-managers if/when IPV is suspected. To support referral not intervention and create an environment where workers feel free to ask for help without fear of reprisal. ◆ Desired outcomes of IPV activities: To create a non-judgmental, safe, supportive working environment. ◆ The most important services the IPV activities provide: The DV policy and training, as distinguished from the Company’s Sexual Harassment policy and training, increases awareness and provides for a safer environment and external referral sources.
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: <ul style="list-style-type: none"> Comprehensive domestic violence policy with accompanying guidelines for the HR department and managers and non-managers Regional planning committees assess needs of all facilities and implement the policy and training U.S. company-wide mandatory training ◆ Security Measures: <ul style="list-style-type: none"> Increased lighting in parking lots, security locks, panic buttons, First Responder teams

Factor of Interest	Types of Information
	<p>Change work telephone and fax numbers, work location, or building/facility where necessary</p> <p>Encourage workers to provide a copy of Orders of Protection and picture of perpetrator so that receptionists and security know who to look for or screen</p> <ul style="list-style-type: none"> ◆ Victim Resources: <p>Created resource lists in each facility for local referrals to DV agencies.</p> <p>Provide for time-off (paid and unpaid). Employee not penalized for taking time off to deal with domestic violence issues.</p> ◆ Education: <p>Beginning in Fall 2001, delivered mandatory training on domestic violence and the Company’s domestic violence policy to employees and managers at all U.S. worksites. Created teams of internal and external trainers who participated in regional Train-the-Trainers prior to beginning training, using domestic violence trainers from community organizations near each facility as external experts.</p> <p>Training concluded in June 2002 but ongoing training is conducted at intervals with all new employees.</p> <p>Distributes resource information, safety conditions, and posters throughout facilities</p> ◆ Primary Prevention: ◆ Perpetrator Focused Activities: ◆ Variations in implementation of the activities across sites: Culturally based. Depending on the needs of the sites, the Company had groups comprised of men and women, women only, and men only.
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Policy and programs in 2001 formed because of tragic murder of an employee of 24 years was killed by her ex-husband as she returned home from work. ◆ Theoretical/scientific principles guiding IPV activities: Consultation with Family Violence Prevention Fund.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: Yes ◆ Assessments of successes/challenges of the IPV activities: Post-training feedback forms in 8 worksites and a more comprehensive pre and post-training survey process implemented in 1 worksite ◆ Number of employees who participated in the IPV activities: All 3,257 associates were involved in training. Approximately, 1,193 employees completed training feedback forms at 8 worksites; 569 completed pre-training surveys and 490 completed post-training surveys at 1 worksite ◆ Information documenting the accomplishments of the IPV activities: Formal evaluation conducted by outside organization. Prior to training and program, fewer than 5 employees had sought assistance. Since training was completed in 2002, at least 6 domestic violence cases have been handled in each of the worksites located in 3 States. ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities

Factor of Interest	Types of Information
	<p>(e.g., political, economic, social): Because the training was mandatory at all levels, the Company had no problems with implementation and attendance.</p> <p>◆ Availability of possible comparison sites:</p>
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<p>◆ IPV activities costs per year: Since inception, the Company's 2-stage domestic violence prevention program has cost less than \$125,000.</p> <p>◆ Return on Investment (ROI) or cost-effectiveness information:</p>
<p>Additional information:</p>	<p>◆</p>

Company 12

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: International, Multi-site ◆ Number of employees working for the company: 160,968 employees worldwide; 3,840 U.S. employees ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities: Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Global Corporate Security
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company:
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: The safety of the workplace and all those in it (employees, vendors, customers, visitors) The Company’s philosophy regarding Domestic Violence is very similar to their approach to the issue of employee health – with the goals of providing a safe workplace and pointing victims toward appropriate outside resources (accommodated by appropriate leave and work assignment) to empower them to make reasonable decisions about their own safety and well-being and encourage personal responsibility. ◆ Desired outcomes of IPV activities: Make reasonable changes to the situation to help move the perpetrator away from considering violence as an option. ◆ The most important services the IPV activities provide: Provides a multi-disciplinary approach/broader look to addressing the risk of potential violence so can address all issues - provide security, maintain employee performance, and provide services/resources.
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Violence-Free Workplace Policy that includes domestic violence. The Company focuses on the issue of the safety of all in the workplace, with a requirement for employees to report any threat against them in the workplace (calls from perpetrator, threats to come to the workplace, attempts by perpetrator to access the workplace to contact them, as well as any protective orders that name the workplace as a restricted area). ◆ Security Measures: Comprehensive access control and physical security program, utilizing a cost effective mix of security technology and uniformed security officers, based on a standardized risk assessment methodology. Based on threat assessment and management process, the Company implements specific, short-term security measures as needed to address specific, localized risks. Security measures include: escorts to car; parking in more secure areas (close to buildings); notifying

Factor of Interest	Types of Information
	<p>guards/security; obtaining picture of perpetrator and giving it to guard staff and non-guard staff as appropriate; sending perpetrator a no trespass letter informing them they are not permitted on company property; changing voicemail to system greeting so victim's voice not on phone message; pulling victim's name from company phone book so perpetrator can't call other employees and get phone number; moving to new work assignment in same worksite or in a different location; coordinating with local police.</p> <p>Company has an abusive caller mailbox. The caller is transferred to that mailbox which in turn tells them not to call anymore and the consequences for doing so.</p> <p>Encourage coworkers to help victim but guide them so don't become victim, too. For example, discourage having them stay at victim's house or help them move to new living quarters.</p> <p>Will hire off-duty police officers for additional security at worksite if situation very serious.</p> <p>Provide "Personal Security Information" document outlining what to do or what can be done to be safe at home, at work, and in the community (copy received 1/5/06).</p> <p>Some sites do not have security personnel.</p> <p>◆ Victim Resources:</p> <p>Victims are referred to the EAP for free and fee for service counseling services; referred to the National Domestic Violence Hotline for links to local shelters and counseling services; to local law enforcement; and to their own attorney.</p> <p>Paid leave for the victim is provided when necessary (generally in one week increments), to allow the victim to take protective actions (moving, going to counseling, meeting with law enforcement or prosecutors, entering a shelter, etc.).</p> <p>If the situation warrants and the victim agrees, the Company may offer to move the victim's work assignment to a more secure location. In a few very serious stalking cases, the Company has relocated victims (at their request) to another city.</p> <p>Victims receive counsel on strategies for deflecting unwanted contacts at work and the appropriate security personnel are made aware of any perpetrators that may approach the workplace.</p> <p>The situation is addresses by a multidisciplinary team made up of Corporate Security, Human Resources, EAP and line of business management (Critical Incident Response Team or CIRT).</p> <p>The Company does not make recommendations or requirements for regarding obtaining protective orders, but instead the victim is told that there are positive and negative aspects to protective orders and is encouraged to obtain counsel from the above-mentioned outside resources before deciding whether to obtain a protective order.</p>

Factor of Interest	Types of Information
	<ul style="list-style-type: none"> ◆ Education: Education specific to Domestic Violence victims is available through the EAP. An online educational program on the Violence Free Workplace program is part of a certification program for managers and supervisors. Information about the program and reporting directions are available on the Global Corporate Security and Life Safety internal website. Currently, training is voluntary but certain lines of business require it and it is part of annual evaluation. Global Corporate Security website includes information on domestic violence services and links to EAP; also includes a 24/7 toll free hotline for reporting potential workplace safety issues. Employee Relations provides a toll free hotline for Employee Relations issues. The EAP provides a toll free number to access EAP services. Some sites do posters and placards. ◆ Primary Prevention: The Company partners with outside agencies in certain locations for community efforts in prevention; it does not initiate prevention programs in the workplace. ◆ Perpetrator Focused Activities: See above response ◆ Variations in implementation of the activities across sites: The major variations are in the local participation in community-based programs. Our internal policy and program is standard across the corporation.
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Developed and implemented at one company in 1997; was adopted by the larger organization generated by a merger in 2004. From 1997-2004, less than 100 total reports of domestic violence impacting the workplace (12% of total reports). Now, less than 200 cases per year. ◆ Theoretical/scientific principles guiding IPV activities: Overall program based on training, recommendations, and/or consultation with Gavin de Becker, Dr. Park Dietz, the FBI’s Center for the Analysis for Violent Crime, and the American Society for Industrial Security’s Workgroup on Workplace Violence Guidelines.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No formal evaluation activity. ◆ Assessments of successes/challenges of the IPV activities: The Company sometimes does an after-action debriefing with all CIRT members to talk about what worked and what didn’t to be able to take that into account when the next situation arises. ◆ Number of employees who participated in the IPV activities: ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): The major challenge to development of a program such as this is breaking down the barriers or “silos” between professional disciplines, lines of business, geographic locations and pre-merger organizations to build a multi-discipline team to address the issues. This is a continuing process. The next major challenge is to publicize

Factor of Interest	Types of Information
	the program appropriately to the right business partners, through a combination of training, communication and effective response to actual issues. ♦ Availability of possible comparison sites:
Cost Information: describes in cost related information that has been collected regarding IPV activities	♦ IPV activities costs per year: N/A – specific costs of program are embedded within the budgets of Global Corporate Security, EAP and HR, and do not represent a significant percentage of the overall budgets. ♦ Return on Investment (ROI) or cost-effectiveness information:
Additional information:	

Company 13

Factor of Interest	Types of Information
Business description:	<ul style="list-style-type: none"> ◆ Geographic location: International, Multi-site ◆ Number of employees working for the company: approximately 8,000-10,000 (U.S) ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities: Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Multidisciplinary team from HR, Security, Legal & Corporate Communications.
Employee information:	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: approximately 75% female
Goals, objectives, and desired outcomes of IPV activities:	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Through its IPV activities, the Company works to create an environment of support within the company and to educate, inform, and assist those employees with domestic violence issues and concerns. ◆ Desired outcomes of IPV activities: Awareness and prevention of relationship violence and management of the impact of IPV on the workplace. ◆ The most important services the IPV activities provide: (1) addressing the issue at all, (2) making employees feel comfortable to report and seek assistance (company does not attempt to provide services they cannot offer such as counseling, however, they connect employees with the appropriate services)
Description of current IPV activities:	<ul style="list-style-type: none"> ◆ Policies: Time off to seek safety and protection, attend court, arrange for new housing, and other needs. Provide flexible hours, short-term paid leaves of absence and extended leaves without pay Formal written policy on domestic violence in the workplace Inclusion of status as a victim of DV as a protected class in the Company’s EEO and workplace harassment policies Domestic Violence Response Team (DVRT) evaluates, plans, and implements the best course of action on an individual basis for employees affected by abuse; Focuses on security and performance needs; Serves as central reporting location. ◆ Security Measures: Formal domestic violence policy allows for the assignment of special parking spaces, relocation of workspace to a more secure area, telecommuting options and flexible hours, and changes to the employee’s phone number; provides escorts to and from car or other modes of transportation; provides for a 911 cell phone, and works with local law enforcement to enforce restraining orders on company property. ◆ Victim Resources: EAP (24-hour counseling and referral service) Employee outreach Guidance with legal processes provided Domestic Violence Response Team (DVRT) to assist employees who are victims with needs and concerns National domestic violence hotline

Factor of Interest	Types of Information
	<p>Local domestic violence hotlines</p> <ul style="list-style-type: none"> ◆ Education: <ul style="list-style-type: none"> Training in awareness, assistance, policy and protocols for legal, security, and human resources staff that serve on the DVRT. Human resources staff encouraged to consider domestic violence when performance issues are identified and addressed Training for managers on how to identify and respond to domestic violence Training for front-line administrative staff (with access to panic buttons) on how to identify and report potentially dangerous behavior (i.e., of visitors) Role-play training sessions (in particular for retail management) on abuse and how to handle it. Handbook developed in collaboration with a national family violence organization that provides guidance on how to reach out to a co-worker, friend, family member suspected to be in an abusive relationship ◆ Primary Prevention: <ul style="list-style-type: none"> Creation and dissemination of educational materials; the Company anticipates that their universal approach will affect bystander behavior with everyone exposed to materials as a part of their educational campaign. Workplace materials, including a brochure and card for addressing domestic violence at work mailed to all U.S. employees; educational posters displayed in restrooms and throughout company facilities; periodic distribution of e-mails, memos, and payroll inserts with hotline number and available resources; informative articles in company newsletters. ◆ Perpetrator Focused Activities: Nothing specific; Educational materials and activities intended for perpetrators as well; Batterer would receive same level of assistance in addressing battering as would victim ◆ Variations in implementation of the activities across sites: Domestically oriented program
History/Development of Approach:	<ul style="list-style-type: none"> ◆ History of IPV activities: Program started in 1991 in response to marketing need; Worked with legal and direct service experts, national and local nonprofit organizations, to develop procedures and policies; Use best practices to revise and update activities/policies ◆ Theoretical/scientific principles guiding IPV activities:
Evaluation:	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: After DVRT initiated, employee reports of DV rose ◆ Number of employees who participated in the IPV activities: From 2002-2004 the DVRT responded to 40 cases; 2001-2005 numbers rose from 0 to over 70. ◆ Information documenting the accomplishments of the IPV activities: Numbers of reports documented; Memo outlining activities of program sent to CEO in 2004; Presented to Leadership Council (top 200 executives in company) about the issue of domestic violence and their role in addressing the issue within the company.

Factor of Interest	Types of Information
	<ul style="list-style-type: none"> ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): Employee base is predominantly female; consumers ranked program high. In the workplace, the renewed implementation (a few years back) came about with the realization that while the Company was doing a very good job externally, when faced with an identified internal IPV situation, they weren't fully prepared to respond within the workplace. ◆ Availability of possible comparison sites:
Cost Information:	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Costs are low; predominantly staff time, some materials ◆ Return on Investment (ROI) or cost-effectiveness information: None available; Used UHC cost calculator to estimate cost
Additional information	<ul style="list-style-type: none"> ◆ Company has also focused on raising the awareness of the issue with other employers, encouraging them to take on the issue; CEO, VP of Corporate Communications and VP of Associate Relations have spoken around the world educating employers on the issue of domestic violence in the workplace

Company 14

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: International, Multi-site ◆ Number of employees working for the company: 9,600 (U.S.) ◆ Number of full-time versus part-time employees: 96.14% full-time; 3.86% part-time ◆ EAP offers IPV activities: Yes. The family assistance program (FAP) assists employees and their dependents with domestic violence problems and links them to appropriate resources. ◆ Department/area of company that takes primary responsibility for the IPV program: Family Assistance Program under Work Life Services, within the Benefits unit of Human Resources
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: Gender: 56% female and 44% male Race: 58% White, 16% Black, 9% Latino, 5% Asian, .0018% Native American Marital status: 56% married, 44% unmarried
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To heighten awareness of domestic violence in order to make employees feel more comfortable turning to work for support and assistance; to heighten awareness in general so employees know DV is an issue that can affect the workplace and may be happening to a coworker; to show employees that the Company has made a commitment to assisting them with this type of crisis. ◆ Desired outcomes of IPV activities: To increase awareness, employee willingness/comfort in coming forward and reporting if they are a victim of domestic violence or have a coworker that may be a victim of domestic violence, and to get employees the services they need. ◆ The most important services the IPV activities provide: FAP – it is an internal service located on-site and is a valuable resource tool that conducts assessments and provides access to the needed resources. Education/training – managers training is important so managers recognize the signs of potential domestic violence and know what services are available so that when someone comes to them with a domestic violence issue their needs can be addressed; general training is important because it “gets the word out” that this is something the company takes seriously and is committed to assisting employees with Policy – the formal policy shows the Company’s commitment and explains everything that is provided and available
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Unpaid time off – treated like any other life/health situation that falls under FMLA. Employees can use vacations/sick time; leave of absence is also available. ◆ Security Measures: Escort employees to car/office Remove name and telephone number from telephone

Factor of Interest	Types of Information
<p><i>on efforts in the community, but those internal workplace activities for employees.)</i></p>	<p>directory Assist in relocating employees</p> <ul style="list-style-type: none"> ◆ Victim Resources: FAP assists employees and their families with domestic violence issues and links them to appropriate referral resources ◆ Education: CAEPV ads and posters with customized crisis assistance information distributed to company worksites Managing Anger training is conducted twice a year with employees Information fairs are conducted and representatives are provided to offer suggestions for seeking help In 2002, a domestic violence brochure was distributed to employees and given to Human Resources for distribution as needed In October 2003, "Family Focus Day" was held; information provided included: how to identify domestic violence, statistics on domestic violence, steps employees should take to protect themselves, confidential counseling services available to employees, what employers need to know so employees comfortable coming forward, and the impact of domestic violence on families. About 200 people attended. ◆ Primary Prevention: In 2004, Domestic Violence Help banner was placed on company's intranet site. A benefits section of the company's intranet site has "Domestic violence is everyone's business" on it, links employees to a site about domestic violence, and lists the FAP contact information, National Domestic Violence Hotline telephone number, and CAEPV website. In 2004, 'Focusing on the Family' was offered as a general education activity. There were 30 attendees. Company would like to provide educational programs to provide information on risks and red flags associated with being a victim or perpetrator of domestic violence. ◆ Perpetrator Focused Activities: None, although trainings and services are available to everyone, not just victims. ◆ Variations in implementation of the activities across sites: FAP and brochure/pamphlets available at all sites. Big events (i.e., Family Focus Day) held at larger worksites. Company works with local HR people and uses a counselor to go to the suburban locations to provide information.
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Activities precipitated because of an employee death due to domestic violence in 2002. That same year, domestic violence brochure was distributed and training and employee events were initiated the following year. ◆ Theoretical/scientific principles guiding IPV activities: Used CAEPV template and forwarded to manager of policy to refine. But no theory or scientific data or research used.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No. ◆ Assessments of successes/challenges of the IPV activities: Done informally. Have looked at utilization rates of FAP services by problem. Mental health used to be the

Factor of Interest	Types of Information
effectiveness of the IPV activities	<p>number one problem but now domestic violence is the number one problem FAP is addressing in terms of number of employees (victims and perpetrators).</p> <ul style="list-style-type: none"> ◆ Number of employees who participated in the IPV activities: All U.S. employees received the brochure; 200 attended the Family Focus Day; 30 attended Focusing on the Family (general education in 2004); 20 have received manager’s training on domestic violence. This year, 30 employees and 10-15 managers are expected to receive training. ◆ Information documenting the accomplishments of the IPV activities: None except data on number of employees coming forward (number one problem fielded by the FAP) and verbal feedback. ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): After the brochure was distributed a male employee filed an EEO charge. He lost his case but it made everyone involved more aware of the sensitivity of the issue. The main office where the corporate leaders are housed tends to have a “it doesn’t happen here” attitude. At the office where operations staff are housed, there is more open-mindedness about the issue – this is where the employee who was killed was located and this is where more of the FAP services for domestic violence are coming from. ◆ Availability of possible comparison sites: 2 sites
Cost Information: describes in cost related information that has been collected regarding IPV activities	<ul style="list-style-type: none"> ◆ IPV activities costs per year: EAP pays \$10K per year for domestic violence membership and an additional \$3-\$4K for domestic violence materials. Most speakers do not charge the company. ◆ Return on Investment (ROI) or cost-effectiveness information: Not assessed.
Additional information:	<ul style="list-style-type: none"> ◆ Every year company will provide educational opportunities and training on domestic violence. They are working toward getting it into managers training on a quarterly basis.

Company 15

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, U.S. ◆ Number of employees working for the company: 30,000 (U.S.) ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities : Yes ◆ Department/area of company that takes primary responsibility for the IPV program: EAP (internal)
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company:
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To provide assistance to victims/survivors of domestic violence in their workplace; the Company is committed to helping employees feel safe in their homes, communities and their workplace. ◆ Desired outcomes of IPV activities: Personal and workplace safety ◆ The most important services the IPV activities provide: All direct services and education
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: The Company’s Threat of Violence Policy references domestic violence. The internal EAP has a domestic violence specialist ◆ Security Measures: Conduct threat/risk assessments and home/work security surveys and help formulate home, school and daycare safety plans Educate employees on how to get and utilize restraining orders; arrange for law enforcement to take employee to get restraining order Escort employee from transportation to and from worksites ◆ Victim Resources: Individual and group counseling Change location of workplace or telephone number/email Assist victim to file charges against abuser Assist victim to obtain approval for time-off Assist victim with other family and personal resources as needed ◆ Education: Domestic violence services training is a part of every new employee orientation session Domestic violence services are included in every training for managers Palm cards with hotline numbers are placed throughout facilities Domestic violence signs (general and specific to provided services) are located throughout facilities

Factor of Interest	Types of Information
	<ul style="list-style-type: none"> ◆ Primary Prevention: Basic awareness (domestic violence signs which contain general information are located throughout facilities) ◆ Perpetrator Focused Activities: There is a new initiative at one worksite that is focused on educating men about abuse. ◆ Variations in implementation of the activities across sites: Sites can get same level of services but amount of education and training available varies
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: In 1992, collaboration with security began to provide basic security and domestic violence assistance to employees. In 1997, the Company secured funding for a full-time domestic violence specialists to work as part of the EAP. ◆ Theoretical/scientific principles guiding IPV activities: self determination/empowerment model
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: Client satisfaction surveys conducted with clients as long as it is safe. In 2001, EAP conducted research study of clients on effects of domestic violence on work, and also evaluated satisfaction with the EAP services. ◆ Assessments of successes/challenges of the IPV activities: Study in progress – cannot provide details at this time (conducted at 1 site) ◆ Number of employees who participated in the IPV activities: In 2005, 300 received training; since 2003 provided individual services to 140 employees with domestic violence issues ◆ Information documenting the accomplishments of the IPV activities: Study in progress – cannot provide details at this time (1 site) ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): Management is very open to addressing domestic violence – they wanted a position to address issues within the internal EAP and sought funding for the domestic violence specialist position. Money is always an issue; it took 5 years to find a way to pay for the position. ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Salary of domestic violence specialist plus cost of materials ◆ Return on Investment (ROI) or cost-effectiveness information: not available
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

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Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location Multi-site, U.S. ◆ Number of employees working for the company: 3,800 (U.S.) ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities : Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Protective Services
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: 82.97% female, 17.03% male 68.48% White, 29.52% Black, 3.54% Asian, 2.11% Hispanic, less 1% American Indian
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To reduce the risk of an abuser committing a violent act at the workplace; protect valued employee victims and coworkers; learn of unknown threats by encouraging victims to ask for protection; enable victim to be financially self-sustaining ◆ Desired outcomes of IPV activities: Tailor Employee Safety Plan to the specific and changing needs of the victim to be successful in providing a comfortable environment to work and ensuring the continued productivity of the employee. ◆ The most important services the IPV activities provide: Provision of a detailed and individualized safety plan. The Employee Safety Plan protects the victim in the workplace, surrounding grounds (especially parking lots), and from telephone harassment. Provides physical security which helps establish a level of comfort and allows the employee to continue to be productive.
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: EC.2.0107, Response to Workplace Violence. Available upon request. ◆ Security Measures: ABUSER PROFILE – GATHER INFORMATION ON THE ABUSER, INCLUDING THE FOLLOWING: <ul style="list-style-type: none"> ▪ Does abuser know specifically where victim works? ▪ Does abuser have a history of violence/arrests and/or substance abuse? ▪ Does the abuser own, have access to, or have expertise with weapons? ▪ What is the size/physical strength and agility of abuser? ▪ Does the abuser have a military background and if so what was his specialty? ▪ Where does abuser work? Does the abuse work the same shift and how close is the abuser’s workplace to the victims? ▪ What vehicle(s) does the abuser own/drive? ▪ Do the victim and/or abuser have any upcoming anniversaries, birthdays, court appearances? ▪ Contact a third party who is close to and very familiar with the abuser. Call third party to find out how abuser is doing, what he has been up to, and so on.

Factor of Interest	Types of Information
	<p>Referred to as a “Thermometer” – an additional way to assess the abuser and gather additional information.</p> <ul style="list-style-type: none"> ▪ Post recent photo of abuser and victim’s photo in a log book that security and HR use for reference ▪ Company is planning to implement screening of mail room mail since 4 of 5 mail bombs are related to domestic violence. <p>TELEPHONE SECURITY</p> <ul style="list-style-type: none"> ▪ Screen and redirect calls as necessary ▪ If victim is receptionist, provide with caller ID display ▪ If no Protective Order, inform abuser that continued calls will be considered harassment of the workplace. ▪ Change telephone number is necessary. ▪ Inform key coworkers to help screen calls. <p>PARKING LOT SECURITY</p> <ul style="list-style-type: none"> ▪ Escort employee to and from vehicles ▪ Hide car in locations not seen by abuser ▪ Park by security camera ▪ Have emergency call boxes in parking lots <p>RELOCATING WORKPLACE/CHANGE SCHEDULE</p> <ul style="list-style-type: none"> ▪ If situation is critical, company will relocate employee victim to a different location. ▪ If both victim and abuser work at company, will rearrange schedules so not working same shift and will not make victim’s schedule available to abuser. <p>◆ Victim Resources:</p> <p>Employee Assistance Program provides counseling, assistance with legal and financial issues, and help with work-life balance.</p> <p>Referral to local county domestic violence agency provided for crisis intervention counseling, shelter and support, and assistance in obtaining Protective Order</p> <p>Human Resources will work with victim to change employment status – full to part time – as required and needed; will give reasonable time off for court appearances, etc.; grant leave(s) of absence as needed; approve paid and unpaid leave options; and assist with or be involvement in relocation, if necessary.</p> <p>Employee’s departmental leadership/supervisor keeps emergency contact person information in case victim cannot be reached</p> <p>Identify an emergency workplace contact</p> <p>Modify work schedule (unpredictable rotations)</p> <p>Relocate workstation relocation (especially if victim works in a public area)</p> <p>Strive to maintain communication with victim during period(s) of absence.</p> <p>◆ Education:</p> <p>General orientation for employees and volunteers on domestic violence and company policy</p> <p>Quarterly workplace violence training (including domestic violence) – all staff required to complete once per year (computer program)</p> <p>Leadership training – managers and directors updated on violence programs annually</p> <p>Intranet site – domestic violence information and services</p>

Factor of Interest	Types of Information
	<p>through company EAP and Interact posted Environment of Care policy on workplace violence – formal policy on workplace violence (including domestic violence) that provides educational information, such as warning signs</p> <p>Brochures – 3 brochures provided that list domestic violence agencies in surrounding cities as well as general information on domestic violence</p> <p>Placards located inside of bathroom doors with tear off tabs that provide telephone numbers of domestic violence shelters</p> <p>Situation-specific briefs provided to coworkers of victim; based upon threat assessment and done on a case-by-case basis. Coworkers informed about victim’s situation and what to be on the look out for.</p> <ul style="list-style-type: none"> ◆ Primary Prevention: Brochures list warning signs/red flags for domestic violence ◆ Perpetrator Focused Activities: If abuser is employed at the Company, they are eligible for all the same services as the victim; would be referred to EAP for services such as counseling. There is no tolerance for domestic violence related activities from the workplace (phones, e-mail, etc.) ◆ Variations in implementation of the activities across sites: Formal policy on domestic violence and all related services and trainings are applied equally across the main campus and all satellite offices. Security, however, is not the same. Rely heavily on local police departments for security at satellite locations.
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Multidisciplinary Domestic Violence Task Force formed in 2001. Over six months, a basis for the current program was established: safety plan, brochures, bathroom placards, etc. Safety plan has matured and grown with the experiences of over 59 victims of classic domestic violence, threats, stalking, harassment, and unwanted attention. ◆ Theoretical/scientific principles guiding IPV activities: Conducted a web search, attended conferences, and adapted information to fit company.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: Conducted Security Survey in 2002 and 2005. Included questions on awareness of policies and services regarding domestic violence and if employee would know what to do if a coworker was a victim of domestic violence. In 2002, 83% of employees said they would know what to do if coworker a victim; in 2005 90% said they would. ◆ Number of employees who participated in the IPV activities: All employees are required to complete annual training. ◆ Information documenting the accomplishments of the IPV activities: Article published in journal about their safety plan for their employees that are DV victims (journal is one within the Company’s business-sector) ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities

Factor of Interest	Types of Information
	<p>(e.g., political, economic, social): None</p> <ul style="list-style-type: none"> ◆ Availability of possible comparison sites: Main campus 3 satellite sites
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Minimal costs, including printing and distribution of materials and regional travel to presentation venues. Do not have a formal monetary figure. ◆ Return on Investment (ROI) or cost-effectiveness information: Never conducted ROI study.
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆ Domestic violence policies, programs, and activities started because a VP attended a conference and everyone was asked to describe what their companies were doing. VP directed a task force be established to address and develop domestic violence policies and activities. ◆ Company's Employee Safety Plan has been presented at several meetings of relevant associations and organizations ◆ Company is currently seeking grants to fund a Domestic Violence in the Workplace Conference during Domestic Violence Awareness Month, October 2006.

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Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, one State ◆ Number of employees working for the company: 17,800 (U.S.) and over 3,200 other professionals with staff privileges; Number of employees in the 13 sites range from 166 to 4,000 employees ◆ Number of full-time versus part-time employees: 77% full time ◆ EAP offers IPV activities : yes ◆ Department/area of company that takes primary responsibility for the IPV program: Community Health Department
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: 75-80% female 63% Caucasian; 19% African American; 9% Hispanic; 8% Asian/Pacific Islander; <1% American Indian/Alaskan
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To raise awareness and decrease denial about family violence; To educate employees about available resources for victims and perpetrators; To provide a safe and supportive workplace environment for employees threatened by family violence ◆ Desired outcomes of IPV activities: Increased acknowledgement that DV happens and awareness of available resources ◆ The most important services the IPV activities provide: Training for managers; resources
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Has DV guidelines used for developing policies at each of the workplace sites; Recently integrated DV policy into Safe Workplace policy; Code of Conduct is referenced New employees receive an optional questionnaire that aims to identify DV before it becomes a performance issue ◆ Security Measures: Each site has security staff who have been involved in discussions about DV to raise their awareness ◆ Victim Resources: Brochures available to all employees; includes National DV Hotline number Resource cards that contain resource referral and legal rights information (pocket size, 6-panel accordion style) EAP ◆ Education: Manager (supervisory level; any employee that provides oversight) training (1 ½ hour session); will be developing on-line training in 2006 Mangers are asked to provide their employees with information, resources EAP counselors were provided with manager training Brochures and posters displayed throughout the workplace, in restrooms A 'tool kit' training package developed for other employers

Factor of Interest	Types of Information
	<p>to address family violence in the workplace; includes video and CD containing curricula/materials</p> <ul style="list-style-type: none"> ◆ Primary Prevention: Raising awareness of employees that are not victims ◆ Perpetrator Focused Activities: General information includes resources for batterers as well as victims In collaboration with a community group, a specific brochure has been designed for batterers and will be placed in restrooms throughout the workplace, in the future ◆ Variations in implementation of the activities across sites: Curriculum is standardized across all sites
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Family Violence Program Initiative began in 1999 when 2 large health systems merged and a system-wide community outreach initiative was sought. Training for employees began in 2000. ◆ Theoretical/scientific principles guiding IPV activities: Cost Calculator development based on research by Department of Justice, CDC, and Family Violence Prevention Fund DV viewed as public health issue
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: Surveys in 2002 following manager training; pre and post surveys collected for 3-4 companies that are piloting employer training developed by the Company ◆ Assessments of successes/challenges of the IPV activities: Survey of employees that participated in manager training (2002) Annual employee opinion survey and employee exit survey includes an item to measure knowledge of first steps to take if the employee or co-worker experiences family violence DV calls tracked 3 years ago (difficult to get numbers from EAP because they only report on primary issue and DV isn't usually presenting problem) Survey was conducted in 2002 to assess prevalence of domestic violence among employees; paper questionnaire was completed and sent to an outside vendor; only 9% response rate, however no follow-up to increase response rates was conducted. The vendor told the Company that their rates matched the national statistic of 1 out 4, however the Company's rates included men and women, whereas the national figure is only women. Employees made comments on questionnaire that were both positive (e.g., "I am proud to work for this organization; glad you are addressing this issue) and negative (e.g., "this is none of your business"). ◆ Number of employees who participated in the IPV activities: 13,000 since 2000 ◆ Information documenting the accomplishments of the IPV activities: (see assessments of successes above) ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): Time commitment is difficult; Hope that on-line training

Factor of Interest	Types of Information
	<p>will solve this issue DV is a tough subject to address; the issue is going to hit home with someone in the audience; even their most seasoned educators needed a script Keeping the issue in everyone’s face is important</p> <p>◆ Availability of possible comparison sites:</p>
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<p>◆ IPV activities costs per year: A large amount spent on developing program; Other costs include training time, printing</p> <p>◆ Return on Investment (ROI) or cost-effectiveness information: Not available (cost calculator developed and made available to other businesses)</p>
<p>Additional information:</p>	<p>◆</p>

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Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: International, Multi-site ◆ Number of employees working for the company: 156,320 (U.S.) ◆ EAP offers IPV activities : Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Corporate Security and Employee Assistance Consulting
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<p>◆ Demographics makeup of employees at the company: Total: 156,320</p> <p>Gender: Female 61.8% Male 38.2%</p> <p>Age: 16-24 17.7% 25-34 31.2% 35-44 23.3% 45-54 18.3% 55-64 8.4% 65+ 1.1%</p> <p>Ethnicity: Caucasian 69.2% Asian 9.4% African-American 7.4% Hispanic 13.1% Native American 0.9% Unknown</p>
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To maintain a safe and productive workplace To provide education and information about dynamics of intimate partner abuse and family violence To offer compassionate work accommodations and connections to comprehensive services, benefits, and resources. To support one of the companies 'Vision and Values' – People as a Competitive Advantage ◆ Desired outcomes of IPV activities: A safe and productive workplace for individuals and for teams ◆ The most important services the IPV activities provide: Information and resources for safety planning, emotional support, and advocacy
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Violence free Workplace Policy states the Company's intolerance for weapons and physical violence and threatening behavior in the workplace, on company premises, at work-related functions, or when traveling on business or working from home or another location. Examples of types of violent behavior are provided. Violation of the policy will result in corrective action, which may include immediate termination of employment.

Factor of Interest	Types of Information
	<p>The policy outlines where and to whom to report violent or threatening behavior and provides resources for employees to access if they need assistance</p> <p>The policy lists domestic violence-related situations that should be reported including:</p> <ul style="list-style-type: none"> ▪ Incidents of domestic or family abuse or violence, or threats against a team member, where there’s a possibility that the other party will seek out the team member at work. ▪ Possession of a restraining order naming the workplace a restricted area. ▪ Situations in which an employee is receiving threatening or harassing telephone calls, emails, voicemails, or other messages at work. ▪ Situations in which an employee is the target of unwanted pursuit by someone who has been seen at or near the workplace. <p>◆ Security Measures: 24/7 emergency security telephone call center and response personnel Threat Management Teams, threat assessment tools, training, and a consistent threat assessment process, threat case management system Safety planning for victims and the work groups Some facilities have 24/7 security staff providing access control, video monitoring and recording, and exterior building patrols.</p> <p>◆ Victim Resources: Employee Assistance Consulting and Corporate Security are available 24/7 to provide consultation to Managers and Human Resource Consultants about workplace violence concerns and potential employee impact. Corporate Security Agents and Employee Assistance Consultants available 24/7 to provide assistance and support Relocation assistance, emergency financial assistance if eligible and appropriate Coordination with human resources and management for job changes if eligible and appropriate Policy provides National Domestic Violence Hotline number</p> <p>◆ Education: Workplace violence prevention training targets managers and human resource consultants; content is made available to team members. Additional information is available on emergency flipcharts, employee handbooks, and the Corporate Security web site.</p> <p>◆ Primary Prevention: Education and information dissemination through training, articles (articles are posted to the Company’s intranet site and EAC intranet site raising awareness during domestic violence awareness month/activities), websites, handouts, etc. Goal of raising awareness for</p>

Factor of Interest	Types of Information
	<p>team members and managers to contact EAC and Corporate Security early to help with prevention and not wait until risk has escalated or is imminent</p> <p>◆ Perpetrator Focused Activities: Background checks, added security at workplace, counseling if perpetrator is a team member and has not violated violence policy; liaison with local law enforcement and criminal justice system.</p>
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<p>◆ History of IPV activities: By history, the Employee Assistance Program and Corporate Security have had a close working relationship at the Company. After merging with another company in 1998, the best of both organizations' internal EAPs were retained and the newly labeled Employee Assistance Consulting (EAC) was created. The partnership with Corporate Security was elevated to assist in managing various complex workplace situations involving aspects of safety and human behavior. Threat Assessment procedures were developed and involve a collaborative and integrated approach. The team always includes EAC and Corporate Security and as necessary will also involve the Law Department, Human Resources, Employee Relations, and Corporate Properties. The Violence Free Workplace Training (VFWT) initiative was started in 2000 to study and develop best practices for maintaining a safe workplace. A company-wide rollout of the training started in 2003 and continues today.</p> <p>◆ Theoretical/scientific principles guiding IPV activities: Intimate Partner Violence activities are guided by principles supported by the National Domestic Violence Hotline (NDVH), Violence Against Women Act (VAWA), and threat assessment principles generally supported by the Association of Threat Assessment Professionals (ATAP)</p>
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<p>◆ Evaluation conducted: No</p> <p>◆ Assessments of successes/challenges of the IPV activities:</p> <p>◆ Number of employees who participated in the IPV activities:</p> <p>◆ Information documenting the accomplishments of the IPV activities:</p> <p>◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social):</p> <p>◆ Availability of possible comparison sites:</p>
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<p>◆ IPV activities costs per year:</p> <p>◆ Return on Investment (ROI) or cost-effectiveness information:</p>
<p>Additional information:</p>	<p>◆</p>

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Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: International, Multi-site ◆ Number of employees working for the company: Approximately 1,000 (U.S.) at 21 sites ◆ Number of full-time versus part-time employees: Not available ◆ EAP offers IPV activities: Yes. EAP staff person on-site; is trained as part of all overall DV activities ◆ Department/area of company that takes primary responsibility for the IPV program: Human Resources (works closely with Security)
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: Not available
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: To (1) promote the health and safety of employees; (2) provide a work environment that is free from violence or threats of violence of any kind; (3) heighten awareness about DV; (4) provide support to employee victims of DV; and (5) provide guidance to employees and managers on addressing the occurrence of or threat of DV in the workplace. ◆ Desired outcomes of IPV activities: <ul style="list-style-type: none"> Offer employees access to resources and appropriate services for the purpose of minimizing or avoiding the occurrence and effects of DV in the workplace To have a better process in place to respond to DV in the workplace (the Company recently launched a new DV-specific policy) ◆ The most important services the IPV activities provide: the DV policy
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: <ul style="list-style-type: none"> Domestic Violence in the Workplace Policy was launched in January 2006 The comprehensive policy states the Company’s disapproval of all forms of DV and their intention to take disciplinary action against anyone who threatens or commits violence in the workplace or uses company resources to do so; the policy also asserts the Company’s belief in the importance of offering employees support, assistance, resources, and assurance that employees can come forward and seek support without being penalized. The policy also specifies the response strategy to be used and disciplinary procedures for perpetrators; covers protective orders, confidentiality, and leave for victims; and lists the available programs and resources ◆ Security Measures: <ul style="list-style-type: none"> Security is a key member of the Domestic Violence Response Team (DVRT) (see more on DVRT below under Victim Resources) Security may do any of the following when DV in the

Factor of Interest	Types of Information
	<p>workplace is disclosed or suspected:</p> <ul style="list-style-type: none"> ▪ Conduct a threat assessment ▪ Provide escorts to/from transportation ▪ Receive and review orders of protection and photographs of the abuser; document violations ▪ Responding to and intervening in safety-related calls (which may include intercepting and documenting harassing phone calls made to the victim) ▪ Coordinating with local law enforcement <p>◆ Victim Resources:</p> <p>DVRT is a cross-functional team which serves as the primary resource for employee victims and employees and managers that encounter DV in the workplace. The DVRT members include EAP, Health Services, Security, Human Resources, Contributions, and Legal.</p> <p>The DVRT provides guidance and consultation when a DV issue arises and assists in the development of individualized safety plans which could include (in addition to the security resources above):</p> <ul style="list-style-type: none"> ▪ priority parking ▪ flexible work hours and/or short-term leave of absence ▪ removal of names/contact information from company directories ▪ relocation of workstation or worksite ▪ delivery of paychecks ▪ documentation of all DV situations and maintenance of confidentiality ▪ legal advice/counseling ▪ referrals to services <p>A listing of local and national resources is provided to employees</p> <p>Laminated (pocket-size) 'palm cards' containing victim resources will soon be available throughout company offices in locations such as the gym, restrooms, and Health Services offices</p> <p>◆ Education:</p> <p>The DVRT members received training on the DV policy and how to assist and provide guidance to employees and managers when workplace DV issue arises</p> <p>Security officers are trained by the local police department; The police department is going to add a new DV component to their annual training this year</p> <p>Manager's Toolkit was developed to educate and guide supervisors in how to address and respond to DV. The 30-page booklet is available on the company's intranet.</p> <p>Employees receive a copy of the new DV policy from the Vice President of Human Resources</p> <p>◆ Primary Prevention:</p> <p>Booklets containing important information about domestic violence are placed in company offices and facilities</p> <p>During DV Awareness Month, the Company offers many activities such as lunchtime seminars, newsletters, and clothing and school supply drives for local shelters</p>

Factor of Interest	Types of Information
	<ul style="list-style-type: none"> ◆ Perpetrator Focused Activities: Security may conduct background checks on employees believed to be perpetrating violence in the workplace The Company’s DV policy states that disciplinary action will be taken against perpetrators that commit DV in the workplace The Company’s approach is to connect perpetrators with local community resources and to the EAP (who would also refer to the community-based batterer’s intervention program). ◆ Variations in implementation of the activities across sites: Employees in all Company sites will receive the policy. Given geographic considerations, there may be discrepancies in the access to various resources
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: A workplace violence policy was developed a few years ago, however the Company wanted to have a stand-alone DV-specific policy because the small clause in the employee handbook did not provide enough information nor protection. The company has an external focus on DV through a large grant making program and public service advertising; they wanted to develop an internal workplace policy to promote DV safety for their own employees. They hired a consultant with specialized expertise to assist them in developing the policy and response protocol. The process which took about one year has recently concluded. The DVRT training, protocol, and new policy are just now being launched. ◆ Theoretical/scientific principles guiding IPV activities: The consultant provided resources, DV statistics and information, and guidance
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: None ◆ Number of employees who participated in the IPV activities: 25 participated in the recent DVRT training; security and managers may receive training in the future ◆ Information documenting the accomplishments of the IPV activities: new policy, DVRT protocol, manager’s toolkit ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): See History above. Contributions, which is the department responsible for the external focus on DV, initiated the process of developing the internal policy and protocol. The Company wanted to have a response protocol in place, address liability concerns; also of concern was absenteeism and productivity. ◆ Availability of possible comparison sites: 21
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Unknown ◆ Return on Investment (ROI) or cost-effectiveness information: Unknown
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 20

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Single-site; National ◆ Number of employees working for the company: approximately 8,500 (U.S.) ◆ Number of full-time versus part-time employees: Unknown ◆ EAP offers IPV activities : Yes ◆ Department/area of company that takes primary responsibility for the IPV program:
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: Company is global; Definitely many more men than women; Virtually all ethnic groups are represented, though majority is Caucasian; Age ranges from 20's to 70's
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Education and awareness ◆ Desired outcomes of IPV activities: Proactive intervention ◆ The most important services the IPV activities provide: Anti-violence day/activities in conjunction with a sporting event with a statewide foundation and local law enforcement each year.
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Refer to EAP ◆ Security Measures: Case by case: escorts, abusing partner banned from workplace, pictures of abusing partner at each entrance ◆ Victim Resources: Local shelter which gets financial donations from aforementioned sporting event ◆ Education: Training ◆ Primary Prevention: Employee exposure through annual sporting event ◆ Perpetrator Focused Activities: None ◆ Variations in implementation of the activities across sites: None
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: As above ◆ Theoretical/scientific principles guiding IPV activities:
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: ◆ Number of employees who participated in the IPV activities: ◆ Information documenting the accomplishments of the IPV activities: External press releases and newspaper articles

Factor of Interest	Types of Information
	<ul style="list-style-type: none"> ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: ◆ Return on Investment (ROI) or cost-effectiveness information:
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 21

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: National, Multi-site ◆ Number of employees working for the company: 1,500 ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities : Yes ◆ Department/area of company that takes primary responsibility for the IPV program: Employee Health Services Staff
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company:
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Create an atmosphere of encouragement and support for victims of domestic violence. ◆ Desired outcomes of IPV activities: Show that there is someone available to help, that there is a way out. ◆ The most important services the IPV activities provide: Safety – Project Ruth staff are available to assist with getting all kinds of services including a safe place to stay and work. Project Ruth is a cross-functional team to deal with partner violence in the workplace named in honor of a company employee who became a fatal statistic of domestic violence in 1991.
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Educational brochures and resource information included as part of new employee orientation process ◆ Security Measures: Assigned parking close to entrance/exit Obtain picture of abuser so staff and security can recognize him/her Notify supervisor of situation so can assist in the protection of the employee ◆ Victim Resources: Employees contact management or Project Ruth staff for assistance with counseling and security needs ◆ Education: Distribute CAEPV and company educational brochures, resource information, sample script, and instructions to supervisors for use in their employee safety meetings. .Display company’s domestic violence project information in facilities. Project Ruth staff available to explain project and offer educational and resource information to employees ◆ Primary Prevention: Supervisors show PSAs about domestic violence at meetings. Payroll stuffer with affixed CAEPV domestic violence message Partner violence article included in company’s monthly publication for all employees and retirees

Factor of Interest	Types of Information
	<ul style="list-style-type: none"> ◆ Perpetrator Focused Activities: If employee, would encourage the person to come forward and would refer to EAP for services. ◆ Variations in implementation of the activities across sites:
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Began in 1993 after several HR employees attended a seminar and on way home during a discussion several shared they had domestic violence experiences of their own. Project Ruth named for employee that lost her life because of domestic violence. ◆ Theoretical/scientific principles guiding IPV activities:
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: ◆ Number of employees who participated in the IPV activities: approximately 300 ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Do not know.= ◆ Return on Investment (ROI) or cost-effectiveness information:
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 22

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: National, Multi-site ◆ Number of employees working for the company: approximately 90,000 (U.S.) ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities : yes (external) ◆ Department/area of company that takes primary responsibility for the IPV program: human resources, loss prevention, and security
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: majority female
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: designed to increase awareness (making managers aware of what to look for and associates aware of resources available to them) ◆ Desired outcomes of IPV activities: increased awareness ◆ The most important services the IPV activities provide: timely and multi-faceted protection for the associates who need it
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: No formal policy (cases handled on an individual basis); however, each employee signs the code of conduct annually (the code of conduct states that associates cannot engage in threats of violence and that if any associates are threatened, they should contact their supervisor) ◆ Security Measures: Loss prevention and security staff are trained on how to respond; security procedures are very individualized Depending on individual need, loss prevention/security staff will help with things like restraining order enforcement, getting into a shelter (via the EAP), etc. ◆ Victim Resources: Victims referred to EAP for services (EAP does a personal assessment and then takes necessary steps, such as referring the person to a local shelter) Victims are also directed to local/national resources through educational activities Victims may contact their manager initially; the manager can determine whether the victim could benefit from referral to the EAP ◆ Education: Managers go through training on managing violence. In this training, one of the case studies is domestic violence. Posters/shoe cards available in the restrooms in the home offices (these resources direct victims to national and local resources) ◆ Primary Prevention: The company holds periodic workshops (lunchtime seminars) on different topics (including domestic violence)

Factor of Interest	Types of Information
	<p>once a year; these are sponsored by the EAP and are open to employees and managers There is a campaign to donate cell phones for domestic violence victims that is underway for company employees (which raises awareness of the issue)</p> <ul style="list-style-type: none"> ◆ Perpetrator Focused Activities: The EAP can refer perpetrators to batterer treatment services ◆ Variations in implementation of the activities across sites: Most activities are available in only the home offices. The manager training and EAP services are available at all sites.
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: In existence for at least 10 years ◆ Theoretical/scientific principles guiding IPV activities: Uncertain
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: There have not really been any challenges within the home offices. In other sites, there may be some difficulty making sure that all employees understand the message. In addition, in other sites it may be difficult to managers to attend the training. There is very strong support at high levels within the company for their domestic violence activities. ◆ Number of employees who participated in the IPV activities: Not available ◆ Information documenting the accomplishments of the IPV activities: Not available ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): The company's vice president is very active in raising awareness of domestic violence among other company leaders. ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Not available ◆ Return on Investment (ROI) or cost-effectiveness information: Not available
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆

Company 23

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: International, Multi-site ◆ Number of employees working for the company: 70,000 ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities : ◆ Department/area of company that takes primary responsibility for the IPV program: Human Resources
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company:
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Maintain a safe work environment for associates. ◆ Desired outcomes of IPV activities: Provide assistance that helps the associate in need. ◆ The most important services the IPV activities provide: Support & assistance
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: Domestic violence resource information included in associate handbook that is distributed annually ◆ Security Measures: Associate Safety Plan ◆ Victim Resources: ◆ Education: Conduct forums and training sessions with HR managers and executives on domestic violence and its impact on the workplace ◆ Primary Prevention: ◆ Perpetrator Focused Activities: ◆ Variations in implementation of the activities across sites:
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: ◆ The company began a training program for human resources and safety services along with printed materials for all company sites after linking with a local 'Coalition Against Family Violence' that was founded in 1998 and with the awareness that business' need to take a stand against family violence. ◆ Theoretical/scientific principles guiding IPV activities:
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: ◆ Assessments of successes/challenges of the IPV activities: ◆ Number of employees who participated in the IPV activities: ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities

Factor of Interest	Types of Information
	(e.g., political, economic, social): ♦ Availability of possible comparison sites:
Cost Information: describes in cost related information that has been collected regarding IPV activities	♦ IPV activities costs per year: ♦ Return on Investment (ROI) or cost-effectiveness information:
Additional information:	♦

Company 24

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, National ◆ Number of employees working for the company: 3,900 (year round); 11,000 during holiday season at 30-40 sites ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities : Yes (external EAP) ◆ Department/area of company that takes primary responsibility for the IPV program: Shared between Security and Human Resources
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: 60% female and 40% male predominantly white
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Education and awareness ◆ Desired outcomes of IPV activities: Awareness of available resources; employees know it is okay to come forward with problem; safer work environment. ◆ The most important services the IPV activities provide: The availability of assistance at work and at home (Because the program was recently implemented, this may change in the future)
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: The company has a policy with domestic violence in title; the policy describes what resources are available and links to other policies, such as policies regarding 'time off'. ◆ Security Measures: A threat assessment protocol is used that provides insight into the possibility of events escalating. Provide company security officers with a copy of protective order, photo of abuser, and license plate and vehicle information of abuser Changes in work schedule, work phone number, and work location. Cameras in parking lots and an emergency button for assistance. Provide employees with more secure parking space and escort to and from car. Give employees tips on how to be safe, such as encouraging them to get a cell phone if don't have one Will explain what a protective order is (recommendations on whether to get one are not provided) Check in periodically to see how employee is and status of situation Provide facilities and resources to local law enforcement and response teams for response training; this activity helps provide responding agencies with a background of company facilities as well as providing the company with awareness of what law enforcement will be asking for during an event (Similar to the school drills).

Factor of Interest	Types of Information
	<ul style="list-style-type: none"> ◆ Victim Resources: EAP provides referrals to support services Leave of absence available Company representative will act as a liaison with local law enforcement and court system – will monitor phone numbers and provide court with information ◆ Education: Posters in restrooms with tear-off tabs with hotline phone numbers. Train all new leaders and managers on how to respond to domestic violence issues and the available resources; minimal training for hourly employees ◆ Primary Prevention: ◆ Perpetrator Focused Activities: If convicted or arrested for abuse, it could impact employment status (lose job); if making calls from company facility to harass, the employee could be terminated. ◆ Variations in implementation of the activities across sites: Training not corporately directed; training is conducted as issues arise. Security in place in largest centers and warehouses but still pending at smaller sites. Written policy, however, is in effect at all sites equally.
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<ul style="list-style-type: none"> ◆ History of IPV activities: Implemented activities in September 2005. The company has 18-24 protective orders per year on average which makes it one of the top 3 security issues the company faces. The company’s home State is very vocal about domestic violence and has expectations of how employers should address it. ◆ Theoretical/scientific principles guiding IPV activities: Use posters from a local Family Crisis Services agency; participated in a steering committee on domestic violence and gathered policies from small businesses; took parts of those already established policies and adapted to fit company.
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: No ◆ Assessments of successes/challenges of the IPV activities: Biggest challenge was convincing company heads and employees that domestic violence has an impact on the workplace and that it is a problem. The company always handles cases confidentially and employees are unaware of issues. Sent a synopsis of investigating activities related to domestic violence and made a real impact – realized it did happen more than thought and put into perspective the impact domestic violence can have on employees. ◆ Number of employees who participated in the IPV activities: ◆ Information documenting the accomplishments of the IPV activities: ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): ◆ Availability of possible comparison sites:
<p>Cost Information: describes in cost related information that has</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: No proven figure but estimate training alone could cost \$15K per year if training 25 groups of

Factor of Interest	Types of Information
been collected regarding IPV activities	40 people for one hour. ◆ Return on Investment (ROI) or cost-effectiveness information:
Additional information:	◆

Company 25

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, National ◆ Number of employees working for the company: 69,000 ◆ Number of full-time versus part-time employees: ◆ EAP offers IPV activities : Yes ◆ Department/area of company that takes primary responsibility for the IPV program:
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<ul style="list-style-type: none"> ◆ Demographics makeup of employees at the company: <ul style="list-style-type: none"> Males Females 18 – 70 years of age Heterosexual Gay Transsexuals Caucasian African American Asian Canadian European
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: Awareness and to provide assistance to employees in need ◆ Desired outcomes of IPV activities: Better education of employees ◆ The most important services the IPV activities provide: Counseling services
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: <ul style="list-style-type: none"> Workplace Security Policy Paid and unpaid time-off policies ◆ Security Measures: <ul style="list-style-type: none"> Electronic access control Restricted access to facilities policy CCTV (video surveillance) Threat Response Team responds to domestic threats ◆ Victim Resources: <ul style="list-style-type: none"> Medical department available for and healthcare benefits provided to domestic violence victims EAP Flexible work hours Paid and unpaid time-off ◆ Education: <ul style="list-style-type: none"> Desktop flyers contain resource information Employee workplace domestic violence training launched in October 1995 and instruction to supervisors on what to do if they suspect an employee might be violent or a likely target for an abusive partner. Professional training provided to the Threat Response Team every two years ◆ Primary Prevention: <ul style="list-style-type: none"> Company publications for employees and agents contain feature articles on domestic violence (memo urging discussion of articles with employees sent to upper management) Display domestic violence posters and videos in corporate

Factor of Interest	Types of Information
	<p>locations Link on company web site homepage to CAEPV and internal domestic violence awareness programs and policies Classes are offered in the spring and fall each year Formal reporting method of reporting threats Appropriate action is taken for each threat reported Documentation of threats Statistics gathered to show the type of threats reported</p> <p>◆ Perpetrator Focused Activities: None ◆ Variations in implementation of the activities across sites: Annual Domestic Violence Awareness Fairs</p>
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<p>◆ History of IPV activities: Employee workplace domestic violence training launched in October 1995</p> <p>◆ Theoretical/scientific principles guiding IPV activities:</p>
<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<p>◆ Evaluation conducted: Yes ◆ Assessments of successes/challenges of the IPV activities: The company received good employee notification of threatening situations which allows us to take the necessary action for the incident. Recommendations are given to the victim to help protect themselves. ◆ Number of employees who participated in the IPV activities: 4,000 per year ◆ Information documenting the accomplishments of the IPV activities: External vendor evaluation ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): Embarrassment of the victim prevents some of them from reporting their issue ◆ Availability of possible comparison sites: None</p>
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<p>◆ IPV activities costs per year: \$2,000 per year ◆ Return on Investment (ROI) or cost-effectiveness information: N/A</p>
<p>Additional information:</p>	<p>◆</p>

Company 26

Factor of Interest	Types of Information
<p>Business description: provides a basic description of company characteristics and manufactory descriptors</p>	<ul style="list-style-type: none"> ◆ Geographic location: Multi-site, National ◆ Number of employees working for the company: approximately 57,000 ◆ Number of full-time versus part-time employees: 93% full time ◆ EAP offers IPV activities: Yes (EAP is managed by Human Resources) ◆ Department/area of company that takes primary responsibility for the IPV program: shared by Human Resources and Corporate Communications
<p>Employee information: provides a general overview of the demographic make-up of your company including things such as gender distribution, racial/ethnic make-up, age, etc</p>	<p>Demographics makeup of employees at the company: 49.8% Female 50.2% Male</p> <p>Average age is: 34</p> <ul style="list-style-type: none"> ◆ 57% White/43% Minority (25% Black, Hispanic 11%, Asian 6%, 1% American Indian)
<p>Goals, objectives, and desired outcomes of IPV activities: describes the basic purpose of your IPV activities and the expected outcomes</p>	<ul style="list-style-type: none"> ◆ Goals/Objectives of IPV activities: to provide a safe workplace; to raise awareness and educate employees about domestic violence; to create an atmosphere where domestic violence can be addressed and discussed openly; to educate employees about domestic violence; to provide immediate domestic violence resources to employees ◆ Desired outcomes of IPV activities: a safe and productive work force that is informed about domestic violence and empowered to support fellow employees ◆ The most important services the IPV activities provide: EAP services, referral programs, awareness programs (programs differ across company locations)
<p>Description of Current IPV Activities: describes current IPV focused activities that are done inside of your workplace for employees and how long they have been in place (<i>Note: This description is not focused on efforts in the community, but those internal workplace activities for employees.</i>)</p>	<ul style="list-style-type: none"> ◆ Policies: The company created policies that establish an internal culture of awareness and assistance, employee volunteerism, executive leadership, and company commitment to external organizations The company included a statement of Workplace Violence & Threats as well as domestic violence in their Employee Code of Business Conduct; this code is reviewed at new employee orientation and by employees annually Policies foster an environment that encourages employees to come forward discreetly to seek assistance – the statement in the Employee Code of Business Conduct that domestic violence is a workplace issue is the starting point for fostering trust ◆ Security Measures: Security staff are trained to respond to violence and make EAP referrals Employees may make a change in shift or work location, temporarily reduce work hours, take a leave of absence Security available to walk the employee to their car, monitor parking areas ◆ Victim Resources: Human Resource staff are educated on what they can do

Factor of Interest	Types of Information
	<p>to assist employees who are victims; their role is to provide employees with the means to get help from the trained professionals to keep them and their children safe HR professionals are empowered to work with any special needs/requests and work with the employee on providing assistance, which may involve transferring the employee to another work location, assisting them in making arrangements for the transfer (e.g., locating housing), informing security, etc. EAP – 24 hr referral service Information kept on hand from the local women’s shelters and other local DV organizations National DV Hotline number provided Headquarters’ legal team is available to provide guidance</p> <p>◆ Education: Educational programs and DV-focused activities are locally-based and differ across sites; in general, educational efforts are focused on training employees to recognize DV, acknowledge it with victims, and report it (if appropriate) so victims can be referred for services The company has a partnership with the National DV Hotline in which they provide victims quick access to this toll-free resource Training materials are available electronically Domestic violence posters that include National DV Hotline information are hung in all company facilities</p> <p>◆ Primary Prevention: The company developed worked with a Hispanic/Latino organization to develop a multi-lingual video on teen dating which is also used internally for employee education Local women’s shelters are included in the company’s annual health and benefits fairs, where they provide educational information on DV, teen dating, etc. During Domestic Violence Awareness Month, activities may include: <ul style="list-style-type: none"> ○ Silent Witness Program ○ Clothesline Project Display ○ Speakers ○ Providing materials from local shelters </p> <p>◆ Perpetrator Focused Activities: At least one company site has had a program, aimed at prevention, that targets male employees with male presenters providing the program</p> <p>◆ Variations in implementation of the activities across sites: Educational programs and DV-focused activities are locally-based and differ across sites</p>
<p>History/Development of Approach: describes how your company developed the current set of IPV activities and any theoretical or scientific research that may have been used to guide the IPV activities used</p>	<p>◆ History of IPV activities: The focus on DV has been with the company since the company’s inception (as a result of a merger) in 2000. The company’s philanthropic program 10 years ago; when the merger took place, DV was already “woven into fabric” of the company climate.</p> <p>◆ Theoretical/scientific principles guiding IPV activities: The company has relied on national groups such as CAEPV for guidance and collaboration.</p>

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<p>Evaluation: describes any evaluation activities and documentation that have been developed to assess the effectiveness of the IPV activities</p>	<ul style="list-style-type: none"> ◆ Evaluation conducted: Informal, internal ◆ Assessments of successes/challenges of the IPV activities: <ul style="list-style-type: none"> Estimates are that at least one report results from every program of about 20 employees Expansion of philanthropic DV activities; anecdotal responses at company events; records of on-premises incidents; EAP reports showed that resources and referral outlets are being used. ◆ Number of employees who participated in the IPV activities: an accurate count depends on how IPV activity is defined; more than 10,000 have participated in educational programs (as of Oct 2002); all employees have access to DV information and resources ◆ Information documenting the accomplishments of the IPV activities: Company’s philanthropic website; Employee Code of Business Conduct is on company’s external website ◆ Contextual issues that may have affected the implementation of and outcomes from IPV activities (e.g., political, economic, social): The focus on DV permeates the company. The commitment to DV is more than just words on a piece of paper; company leadership is committed to the issue and to keeping employees safe; employees are supported in participating in educational programs without losing pay; there are dozens of programs each year. The company culture is unique in its openness. The internal and external statement is so strong, it gives employees confidence and the realization that they can go to HR or EAP and be supported and not be afraid to talk about it because the corporate culture supports it. Most all employees would tell you that the company’s philanthropic/community service focus is DV. ◆ Availability of possible comparison sites: DV-focused activities are available company-wide, however implementation varies. There are 24-25 headquarter sites (20 regions (4 areas) and the main office); three quarters of the company is retail and customer service—2000 retail sites
<p>Cost Information: describes in cost related information that has been collected regarding IPV activities</p>	<ul style="list-style-type: none"> ◆ IPV activities costs per year: Program costs are kept low by using existing educational materials and grant funds ◆ Return on Investment (ROI) or cost-effectiveness information: None available
<p>Additional information:</p>	<ul style="list-style-type: none"> ◆