

A GUIDE TO BETTER UNDERSTANDING AND SUPPORTING DOMESTIC VIOLENCE SURVIVORS IN OUR WORKPLACES

When 'Safer-At-Home' is Not Actually Safe

2022

MISSION

The mission of the IWL at Marquette University is to advance women's leadership locally and globally through pioneering research, innovative programming, and collaborative engagement.

VISION

The vision of the IWL is one of intersectional inclusivity and gender equity. As advocates for justice, we will engage, inspire, and transform students, faculty, staff, and community leaders.

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EXECUTIVE SUMMARY

The global COVID-19 pandemic highlighted the impact on already vulnerable populations. “Safer-at-home” orders designed to minimize the spread of a deadly virus inadvertently increased deadly situations for some. Working with the Sojourner Family Peace Center and the Milwaukee County Courts, and supported by the Marquette University President’s Challenge grant, Marquette University researchers interviewed domestic violence survivors over a year-and-a-half to better understand the impact of domestic violence on employment experiences and guide workplace policies moving forward.

Even before the pandemic, it was clear that domestic violence impacted the workplace in two primary ways. First, the more obvious impact is **safety**—violence at home also turns up at work, impacting victims and others. Here in Milwaukee, the Azana Spa shooting in 2012 not only ended with the deaths of the targeted estranged wife but two others as well as multiple injuries. This type of incident is replicated across the country with over 20% of workplace deaths resulting from domestic violence.¹

Second, and perhaps the more hidden cost of domestic violence is the **economic impact**. Domestic violence costs survivors, the economy, and their employers millions of dollars each year. Domestic violence is the most common cause of injury for women ages 18-44 and leads to an increased incidence of chronic disease, costing upwards of \$100,000 per survivor. Moreover, the missed work or loss of a job add to this cost for the individual survivor and their workplace. Forbes has estimated that the economic cost of lost productivity due to domestic violence is \$2.5 billion per year.² **Finding and maintaining employment is the most vital aspect of escaping a cycle of abuse.**

Employers can play a role in mitigating these impacts on survivors and the workplace. The current study shows that when employers have supportive policies and when employees utilize these, domestic violence survivors have improved outcomes. Additionally, this white paper outlines the variety of preventive, protective, and intervention strategies that employers can adopt. **Prevention strategies** are those designed to educate employees so both potential perpetrators and potential survivors can recognize and understand which behaviors constitute domestic violence. **Protection strategies** are measures that protect employees who are survivors of domestic violence survivors in the workplace and have reported their abuse to their respective organizations. **Intervention strategies** are those that are implemented to assist victimized employees in obtaining resources to combat the abuse as well as supporting survivors in various ways while they are experiencing these terrible situations. We also include a review of local and national initiatives that serve as resources as well as an overview of the legal structure. Finally, we include a sample domestic violence policy that can be implemented by organizations.

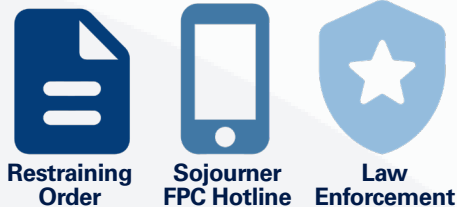
1 National Council for Home Safety and Security | “Women are Being Murdered on the Job at an Alarming Rate”

2 Pearl | “Domestic Violence: The Secret Killer that Costs \$8.3 Billion Annually”

METHODOLOGY

Ninety-two domestic violence survivors were recruited to take part in this study. Phone interviews were conducted by Marquette faculty, staff, and students. Respondents were contacted because they either filed a restraining order, called/utilized Sojourner Family Peace Center's services, or called law enforcement regarding a domestic violence situation.

Reasons for Contact

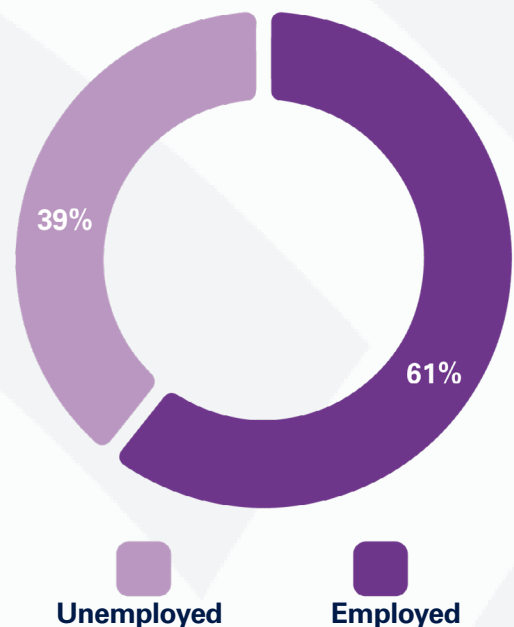


Of the 92 survivors who agreed to participate, 56 of them were employed at the time of the interview.

The data in this report reflects the experiences of those who were employed. Interviews were conducted between the fall of 2020 and the summer of 2021 and lasted about 45 minutes. For their participation, respondents were mailed Walmart gift cards. All demographic information of respondents is provided in Appendix II.

In addition to the data collected from respondents, a literature review was conducted on research-based organizational practices that help support domestic violence survivors. That search included identifying peer-reviewed journal articles and organizational and government reports.

Domestic Abuse Survivors' Employment Status



INTRODUCTION

This report serves as a guide for how organizations can support employees experiencing domestic violence in their home life. More specifically, the report will cover the effects of domestic violence on the workplace, how organizations can effectively combat it, the positive effects of workplace intervention, the local and national initiatives that can serve as resources, as well as sample domestic violence policies that can be implemented by organizations. The data for this report comes from a study conducted by a team of faculty and students at Marquette University in conjunction with the Sojourner Family Peace Center and informs the insights in the following report.

WHAT IS DOMESTIC VIOLENCE?

Domestic violence has many labels, including intimate partner violence (IPV), domestic abuse, and family violence. These terms are interchangeable, and all describe a pattern of abusive behaviors utilized by a current or former partner or spouse to exert power and control over another person. For the purposes of this report, we will refer to this pattern of abusive behavior as domestic violence. It is important to note that this term refers to abuse tactics perpetrated by an intimate partner, and does not include child abuse, parental abuse, or any other kind of family violence situation. It occurs through a range of abuse tactics, which can be broken down into four overarching categories: physical, emotional, sexual, and financial. A domestic violence perpetrator may continue abusive tactics at the survivor's place of work in the form of workplace interference tactics.³ Additional and detailed examples of these, along with workplace interference tactics, are listed in Appendix I.

Most people who experience domestic violence do not seek help or report it to any institution out of fear, emotional attachments, or limited options.⁴ While domestic violence affects many women and men, it has disproportionate effects on communities of color and other marginalized groups.⁵ Around 50 percent of all non-Hispanic Black, American Indian/Alaskan Native women, and multi-racial women have experienced domestic violence at some point in their lives.⁶ Young women—especially young women of color—experience domestic violence at higher rates than any other group.⁷

HOW DOES DOMESTIC VIOLENCE AFFECT THE WORKPLACE?

Domestic violence affects nearly one-third of all Americans at some point in their lives.⁸ This means that there are likely employees in all organizations that are currently struggling with a domestic violence situation without support or resources to escape their abuser. Domestic violence does not just affect employees in their home life. The impact of the violence experienced at home often spills over and influences their work life as well, and thus impacts the workplace.

Our research adds to the growing literature on the detrimental effects that domestic violence can have both in and out of the home, including 1) undermining workplace safety and security, 2) lost employee productivity and performance, 3) healthcare concerns of the survivors, and 4) lingering economic impacts on survivors.⁹

3 CDC | "Violence Prevention: Intimate Partner Violence"

4 Evans, *et al.* | "A Pandemic within a Pandemic"

5 Evans, *et al.* | "A Pandemic within a Pandemic"

6 Smith, *et al.* | The National Intimate Partner and Sexual Violence Survey: 2010-2012 State Report

7 CDC | "Violence Prevention: Intimate Partner Violence"

8 CDC | "Violence Prevention: Intimate Partner Violence"

9 Jacobs and Raghu | "The Need for a Uniform Federal Response to the Workplace Impact of Interpersonal Violence"; Reeves and O'Leary-Kelly | "The Effects and Costs of Intimate Partner Violence for Work Organizations"; Pearl | "Domestic Violence: The Secret Killer That Costs \$8.3 Billion Annually"; CDC | "Violence Prevention: Intimate Partner Violence"; and Moe and Bell | "Abject Economics: The Effects of Battering and Violence on Women's Work and Employability"

Workplace Safety and Security

While abusers typically engage in abuse tactics in the home, perpetrators can also target their survivors through stalking, calling, or showing up to the survivor's place of work. A perpetrator often has access to and can locate survivors at the survivor's place of employment.¹⁰ Abusers may know the survivor's schedule, workstation location, and even entry/access points where they can continue their abuse at all times of the day. With ease of access, abusers can be violent in the workplace and can even go as far as committing homicides. **Between 2011 and 2017, 22 percent of all workplace homicides of women were caused by a relative or domestic partner.**¹¹

In this study conducted in conjunction with the Sojourner Family Peace Center, survivors were asked about their abusive partner's use of various work interference tactics. The responses are as follows.



10 Jacobs and Raghu | "The Need for a Uniform Federal Response to the Workplace Impact of Interpersonal Violence"

11 National Council for Home Safety and Security | "Women are Being Murdered on the Job at an Alarming Rate"

Lost Productivity and Performance

Survivors often rely on workplaces to be a place of safety, free of any abuse tactics; however, that is often not the case. Many abusers continue emotional abuse and interfere with the survivor at work through calling, messaging, emailing, harassment of coworkers, etc.¹² Perpetrator abuse tactics affect a worker's ability to concentrate on work tasks, show up to work on time, or show up to work at all. Such impacts were found in the current study showing that those who experienced workplace interference tactics reported poorer concentration while on the job, poorer workplace performance, and higher levels of absenteeism.¹³ The implications of these findings include potential for lower performance evaluations and limited potential for maintaining employment or career advancement.¹⁴

8 MILLION DAYS

\$2.5 BILLION DOLLARS

According to a 2013 Forbes feature, an estimated 8 million days of paid work is lost in the United States each year because of domestic violence, and the annual value of lost productivity from employment is approximately \$2.5 billion.¹⁵

Health Care Concerns

There are many negative health outcomes associated with domestic violence, including a range of conditions affecting the heart, digestive, reproductive, musculoskeletal, and nervous systems. **Domestic violence is the most common cause of injury for women ages 18-44 and leads to an increased incidence of chronic disease.**¹⁶ Abused women are 70 percent more likely to have heart disease, 80 percent more likely to experience a stroke, and 60 percent more likely to develop asthma.¹⁷ Survivors not only experience physical ailments because of domestic violence but also experience many psychological effects such as having a higher risk of engaging in at risk behaviors including smoking, binge drinking, and sexually risky behaviors.¹⁸ Survivors of domestic violence can also experience mental health problems such as depression and even post-traumatic stress disorder (PTSD) symptoms.¹⁹ In the current study, respondents reported a poorer overall state of mental health, a less positive outlook or drive to achieve their goals, and higher levels of loneliness. Such physical and mental repercussions can carry both a personal and a financial impact.²⁰ For example, it is estimated that the **total annual health care costs of domestic violence (including medical and mental health care services) are nearly \$5.8 billion.**²¹

Economic Considerations of Victimized Employees

Domestic violence affects survivors over the course of their lifetime. Hidden costs can include managing chronic pain, physical ailments, psychological effects, or difficulty

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- 12 Banyard, *et al.* | "The Impact of Interpersonal Violence in Adulthood on Women's Job Satisfaction and Productivity"
 - 13 See Appendix III for a more detailed description of the survey results.
 - 14 Reeves and O'Leary-Kelly | "The Effects and Costs of Intimate Partner Violence for Work Organizations"
 - 15 Pearl | "Domestic Violence: The Secret Killer"
 - 16 Pearl | "Domestic Violence: The Secret Killer"
 - 17 Pearl | "Domestic Violence: The Secret Killer"
 - 18 CDC | "Violence Prevention: Intimate Partner Violence"
 - 19 CDC | "Violence Prevention: Intimate Partner Violence"
 - 20 See Appendix III for a more detailed description of the survey results.
 - 21 Pearl | "Domestic Violence: The Secret Killer"

escaping the abusive situation. The estimated economic cost of domestic violence over a survivor's lifetime is \$103,767 for women and \$23,414 for men.²² As survivors are dealing with the mounting costs of mental and physical care, many are also contending with the very real fear of a loss of income. Participants in the current study had higher levels of absenteeism, which can translate to lost income as well as higher levels of job insecurity because of the repercussions of the domestic violence they were experiencing.²³ The projected lifetime economic cost associated with medical services for domestic violence-related injuries, lost productivity from paid work, criminal justice, and other costs for all survivors is \$3.6 trillion.²⁴

*"The pandemic brought about a **record number of unemployment claims** filed and a surge in the purchase of firearms, suggesting that incidents of **domestic violence** would be exacerbated by the stressors of this unique **global crisis**."*

HOW HAS THE COVID-19 PANDEMIC AFFECTED DOMESTIC VIOLENCE?

The pandemic exacerbated the dangers of domestic violence because of the measures taken to prevent the spread of the COVID-19 virus. Social distancing guidelines and stay-at-home orders and mandates were designed with the intent of protecting communities during this public-health crisis. However well-intentioned, these actions brought about a "combination of fear, isolation, and subsequent economic and social pressures," that caused experts to fear a global surge in domestic violence.²⁵

Multiple life stressors are associated with increased likelihood to assault or abuse an intimate partner. Stressors, such as job loss and financial instability, which lead to food insecurity and inability to pay for housing and utilities, have been associated with a higher likelihood of perpetrating physical violence against an intimate partner.²⁶ The pandemic brought about a record number of unemployment claims filed and a surge in the purchase of firearms, suggesting that incidents of domestic violence would grow because of this unique global crisis.²⁷

Tracking the rate of domestic violence during the pandemic had its own challenges because of the guidelines and stay-at-home mandates. On the one hand, some traditional routes of reporting through medical appointments showed a decrease. Medical clinics moved many of their non-urgent visits to telemedicine platforms, so safely screening patients for domestic abuse became much more difficult with the risk of abusers listening in on the conversation.²⁸ Radiologists reported that there had been a decrease in the total number of domestic abuse survivors seeking hospital care during the pandemic.²⁹

22 Cora Peterson, *et al.* | "Lifetime Economic Burden of Intimate Partner Violence among U.S. Adults," 438

23 See Appendix III for a more detailed description of the survey results.

24 Peterson, *et al.* | "Lifetime Economic Burden of Intimate Partner Violence among U.S. Adults," 438

25 Sorenson, *et al.* | "The Endemic Amid the Pandemic"

26 Schwab-Reese, *et al.* | "Associations of Financial Stressors and Physical Intimate Partner Violence Perpetration"

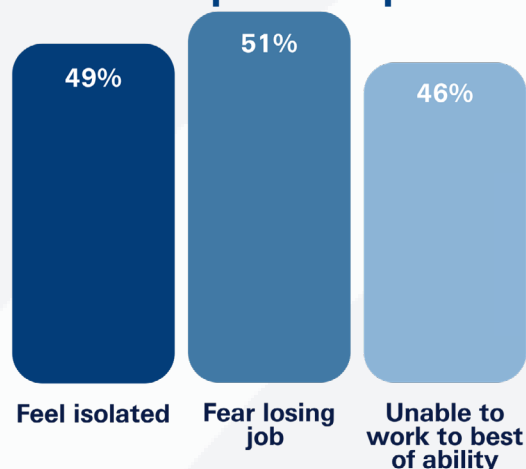
27 Sorenson, *et al.* | "The Endemic Amid the Pandemic"

28 Evans, *et al.* | "A Pandemic Within a Pandemic"

29 Gosangi, *et al.* | "Exacerbation of Physical Intimate Partner Violence During COVID-19 Pandemic"

By other measures, the uptick in domestic violence was very clear. In Milwaukee, the incidence of homicides and nonfatal shootings related to domestic violence increased by 52.6 percent from 2019 to 2020.³⁰ Doctors reported that the severity of injuries among patients had been greater during the pandemic.³¹ In addition to traditional means of violence, a new domestic abuse tactic also resulted from the pandemic, with abusers threatening to infect their family members with COVID-19.³² Analysis of less traditional sources, such as social media platforms like Twitter, also confirmed this increase in domestic violence. In a study of one million randomly selected tweets, researchers found a dramatic increase in the use of keywords associated with domestic abuse following the introduction of quarantine measures.³³

Survivor Reported Experiences



The COVID-19 pandemic created a unique situation in which the best practices for protecting public health exacerbated the issue of domestic violence. Mitigation efforts to protect against viral spread had such a profound effect on the perpetration of domestic abuse because the stringent restrictions on movement shut off avenues of escape, help-seeking, and ways of coping for survivors.³⁴ Public interventions—particularly the stay-at-home orders—forced many to work out of their homes, increasing their exposure to their abusers, and robbing them of the ability to escape their abusers or access

support resources.³⁵ While unintentional, lockdown measures granted abusers greater freedom to act without scrutiny or consequence behind “closed doors.”³⁶

In the current study, the impact of workforce interference tactics (*i.e.*, ways in which a partner may interfere with one’s work) on a survivor’s wellbeing was examined. Examples might include monitoring work devices, making harassing calls to a survivor at their workplace, or threatening to contact one’s supervisor or coworkers. Those who experienced one or more interference tactics experienced lower levels of hope, concentration at work, and workplace performance, as well as higher levels of poor mental health, workplace absenteeism, job insecurity, and loneliness. [See Appendix III.]

Additionally, survivors were asked about the effect of the pandemic on their ability to work from home coupled with their experience of domestic abuse as part of the current study. Of these survivors, 49 percent reported feeling isolated and alone, 51 percent reported being afraid of losing their job, and 46 percent were not able to perform to the best of their ability. [See Appendix IV for a detailed table of responses.]

- 30 Milwaukee Homicide Review Commission | “Homicide and Nonfatal Shooting Dashboards”
- 31 Gosangi, *et al.* | “Exacerbation of Physical Intimate Partner Violence During COVID-19 Pandemic”
- 32 Emezue | “Digital or Digitally Delivered Responses to Domestic and Intimate Partner Violence During COVID-19”
- 33 Xue, *et al.* | “The Hidden Pandemic of Family Violence During COVID-19”
- 34 Bradbury-Jones and Isham | “The Pandemic Paradox”
- 35 Sorenson, *et al.* | “The Endemic Amid the Pandemic”
- 36 Gosangi, *et al.* | “Exacerbation of Physical Intimate Partner Violence During COVID-19 Pandemic”; Samuel | “Employers’ Perceptions of Intimate Partner Violence Among a Diverse Workforce”

WHAT ARE THE EFFECTS OF SUPPORTING EMPLOYEES WHO ARE SURVIVORS OF DOMESTIC VIOLENCE IN THE WORKPLACE?

Organizations that provide a supportive and safe workplace for domestic violence survivors can have a profound impact on victimized employees. **The workplace may be the only space where survivors receive long-term support and care**, so it is both a moral and business imperative that employers make supporting these employees a business priority.³⁷ With various supports, policies, and programs in place, organizations are likely to see an **increase in productivity and job morale** as well as employee wellbeing. Domestic violence survivors with work friendships may feel a level of comfort in the organizational culture that is key for their future career development, which translates into more effective and successful employees.³⁸ Formal and informal workplace supports have been shown to be associated with significantly less risk of mental and physical health ailments, anxiety symptoms, current depression, PTSD, and suicide attempts among women who have experienced domestic violence.³⁹ Supports provide opportunities for survivors to engage in decision-making, while employment success provides survivors with external validation.⁴⁰ Safe and secure workplaces provide a space for reflection and are violence-free environments that survivors may need above all else.⁴¹

Workplace Strategies

- Workplace Flexibility Policies
- Informal Supports
- Counseling
- Information Services
- Human Resources
- Employee Assistance Programs



Outcomes

- More Positive Outlook
- Greater Drive to Achieve Goals
- Better Mental Health
- Stronger Workplace Performance
- Lower Rates of Absenteeism
- Better Workplace Performance

These positive outcomes are evident in the current study for survivors who reported usage of informal supports (39.3 percent) and workplace flexibility policies (53.6 percent) to help deal with their abusive situations. While a smaller number (25 percent) sought out

37 Adams, *et al.* | “Does Job Stability Mediate the Relationship Between Intimate Partner Violence and Mental Health Among Low-Income Women?”

38 Collins | “Strategy of Career Interventions for Battered Women”

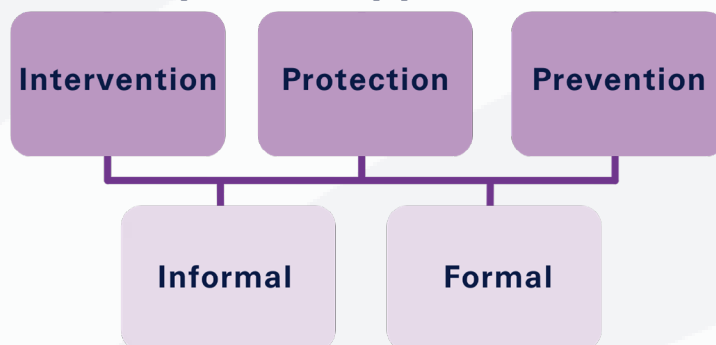
39 Coker, *et al.* | “Social Support Protects Against the Negative Effects of Partner Violence on Mental Health”

40 Kumar and Casey | “Work and Intimate Partner Violence”

41 Kumar and Casey | “Work and Intimate Partner Violence”

formal intervention services (e.g., counseling, information services, human resources, or employee assistance programs), those who did use these and other workplace support services noted several positive outcomes, including a more positive outlook, greater drive to achieve their goals, better mental health, stronger workplace performance, and lower rates of absenteeism. Those who relied upon workplace flexibility policies reported a more positive outlook and better workplace performance; and those who engaged more formal intervention strategies noted a more positive outlook, better workplace performance, and lower rates of absenteeism. [For a summary of these results refer to Appendix V.]

Workplace Support Tactics



HOW CAN ORGANIZATIONS BEST RESPOND TO DOMESTIC VIOLENCE IN THE WORKPLACE?

A long line of research shows that **finding and maintaining employment is the most vital aspect of escaping a cycle of abuse.**⁴² Survivors who can find and/or maintain their employment have a sense of autonomy, financial independence, and workplace supports and resources that can give them the courage and the ability to leave their abusive partners.⁴³ Thus employers have an important role to play in providing support and opportunities to employees who may be the survivors of domestic violence. To that end, a variety of formal and informal workplace programming suggestions are detailed at length below.

Workplaces can be one of the best resources and supports for helping their employees escape their abusive situations. **Workplace supports include actions, initiatives, or policies that organizations can enact to support survivors of domestic violence and help employees that may be perpetrators of domestic violence to give up their abusive ways.** These supports can be categorized as prevention, protection, or intervention strategies. **Prevention strategies** are those designed to educate employees

42 Collins | "Strategy of Career Interventions for Battered Women"; Weiser and Widiss | "Employment Protection for Domestic Violence Victims"; Rothman, *et al.* | "How Employment Helps Female Victims of Intimate Partner Violence"; Smith and Strauser | "Examining the Impact of Physical and Sexual Abuse on the Employment of Women with Disabilities in the United States"; McLaren | "Domestic Violence, Housing and Employment"; Patton | Pathways: How Women Leave Violent Men; and Mathur and Slavov | "Escaping Domestic Violence"

43 Collins | "Strategy of Career Interventions for Battered Women"; Kumar and Casey | "Work and Intimate Partner Violence"

so both potential perpetrators and potential survivors can recognize and understand which behaviors constitute domestic violence. **Protection strategies** are measures that protect employees who are survivors of domestic violence survivors in the workplace and have reported their abuse to their respective organizations. **Intervention strategies** are those that are implemented to assist victimized employees in obtaining resources to combat the abuse as well as supporting survivors in various ways while they are experiencing these terrible situations. Within those three categories, workplace supports can be further classified as either formal or informal. **Formal supports** are those that an organization provides through workplace policy or financially, while **informal supports** refer to other supportive measures taken by supervisors, coworkers, and friends in the workplace. For more information on various resources for organizations and victimized employees, please refer to Appendix VI.

Prevention Strategies: Formal

Preventing domestic violence from occurring begins with education on how it is perpetrated and what constitutes as abuse tactics. One of the most efficacious formal prevention strategies is to provide educational training programs for supervisors, employees, and security personnel.⁴⁴ **Programs for supervisors** should include information on how to recognize warning signs of domestic violence such as poor work performance, tardiness, and absenteeism. They should also familiarize supervisors with community resources available for survivors. Manager training should cover legal responsibilities, options available for survivors, organizational tools available, organizational policies regarding the reporting of and intervention in domestic violence, and how to conduct safety planning.⁴⁵ Partner violence education **programs for employees** should strive to empower employees to support one another, promote citizenship behaviors, train employees in domestic violence awareness and recognizing the signs of abuse, and integrate bystander intervention work.⁴⁶ Similarly, educational **programs for security personnel** should include information on domestic violence policies, safety planning, and safety accommodations for victimized employees.⁴⁷

In addition to educational initiatives, organizations should also have strict **workplace policies for domestic violence perpetrators** in place. First and foremost, there should be zero tolerance for any type of violent behavior and organizations should publicly commit to opposing domestic violence in the workplace.⁴⁸ However, workplaces should also strive to help employees who may be perpetrators of domestic violence and support them by providing or helping them find counseling services. Most importantly, organizations should enact internal **confidential reporting procedures** to protect both victimized employees and perpetrators from any kind of workplace discrimination that might accompany one's request for help in escaping an abusive situation or in modifying their own negative behaviors.⁴⁹

44 Swanberg, Logan, and Macke | "Intimate Partner Violence, Employment, and the Workplace"

45 McFarlane, *et al.* | "Indicators of Intimate Partner Violence in Women's Employment"; Swanberg, *et al.* | "Intimate Partner Violence, Employment, and the Workplace"; and LaVan, *et al.* | "The Impact of Domestic Violence in the Workplace"

46 Livingston, Delavier, and Benaben | "Intimate Partner Violence Is a Workplace Issue"

47 Swanberg, *et al.* | "Intimate Partner Violence, Employment, and the Workplace"

48 Swanberg, *et al.* | "Intimate Partner Violence, Employment, and the Workplace"; de Jonge | "Corporate Social Responsibility Through a Feminist Lens"

49 Workplaces Respond | "Confidentiality Is Critical"

“Given the shame and stigma associated with partner violence, demystifying the disgrace associated with this social problem might encourage employees to come forward and to consequently reduce or eliminate the risk of partner violence spilling over into the workplace.”⁵⁰

Prevention Strategies: Informal

Informal prevention strategies include raising awareness of and normalizing conversations about domestic violence in the workplace. Frequently mentioning domestic violence at office staff meetings can help employees become more comfortable discussing this topic.⁵¹ It is also beneficial to help survivors become more aware of their rights.⁵²

Protection Strategies: Formal

If domestic violence has spilled over into the workplace, or in the case that domestic violence may spill over, then protection strategies should be in place to ensure the safety of all employees. Formal protection strategies can be further divided into subcategories, including a domestic violence policy, legal requirements, and physical safety. First, workplaces should have a formal **domestic violence policy** that includes specific disclosure elements such as a job protection clause, protection from any stigma of being a domestic violence survivor, and an understanding that just because an employee has disclosed their domestic violence situation does not suggest that they are ready or planning to leave the relationship at that point in time.⁵³ The policy should include an **employer response to survivors**, a non-discrimination and non-retaliation clause, work leave options, and a commitment to promote awareness of domestic violence and safety in the workplace.⁵⁴ Finally, the policy should allow **flexibility** for survivors in order to ensure a safe and supportive workplace. Such policy clauses could include flexible work hours or schedules, workplace transfers, workstation location changes, flexible leave times, making allowances for vacation time or sick leave, and even temporarily altering job responsibilities or expectations.⁵⁵ Next, workplaces should follow **legal obligations** for protecting their employees. This can include observation of protection or restraining orders and the provision of legal assistance to employees against their abusers.⁵⁶ Finally, organizations should prioritize the **physical safety** of their survivors and other employees from domestic violence perpetrators. Examples of these physical safety measures include the provision of a cell phone to victimized employees who do not have one, providing silent alarms at a survivor’s workstation, circulating a photograph of the perpetrator to security personnel to spot an intruder, setting up security cameras, providing victimized employees a security escort to their vehicle, and securing access points by enforcing visitor sign-in policies.⁵⁷

50 Swanberg, *et al.* | “Intimate Partner Violence, Employment, and the Workplace,” 306
51 MacGregor, *et al.* | “Gender Differences in Workplace Disclosure & Supports for Domestic Violence”
52 Alaniz and De Los Santos | “From the Voice of a Teacher—A Domestic Violence Survivor”
53 Giesbrecht | “Toward an Effective Workplace Response to Intimate Partner Violence”
54 LaVan, *et al.* | “The Impact of Domestic Violence in the Workplace”
55 Swanberg, *et al.* | “Intimate Partner Violence, Women, and Work”; Katula | “Creating a Safe Haven for Employees Who Are Victims of Domestic Violence”; and Swanberg, *et al.* | “Intimate Partner Violence, Employment, and the Workplace”
56 Swanberg, *et al.* | “Intimate Partner Violence, Employment, and the Workplace”
57 Swanberg, *et al.* | “Intimate Partner Violence, Employment, and the Workplace”; Giesbrecht | “Toward an Effective Workplace Response to Intimate Partner Violence”; Holditch Niolon, *et al.* | “Preventing Intimate Partner Violence Across the Lifespan”

Protection Strategies: Informal

Informal protection strategies are helpful to all employees, especially those who experience domestic violence. These can include enhancing parking lot lighting, installing emergency phones in parking lots, providing priority parking near the building to victimized employees, and even **screening phone calls** for victimized employees to prevent their abusers from contacting them while at their place of work.⁵⁸ Coworkers can also help victimized employees create a safety plan to be employed in the case that the abusive partner shows up the survivor's place of work.⁵⁹ These enhanced safety measures provide a level of protection for all employees against domestic violence threats, but also against other dangers to workplace safety.

Intervention Strategies: Formal

Intervention strategies are opportunities to assist survivors in working through the physical and psychological effects of domestic violence, by providing them with support and resources to get out of their current situation. Some formal intervention strategies include extensive **Employee Assistance Programs (EAP)** that are staffed with partner violence professionals.⁶⁰ These EAPs, sometimes referred to as **EFAPs (Employee Family Assistance Programs)**, should include domestic violence-specific counseling services.⁶¹ Organizations should provide survivors with **resource referrals** to outside partner violence services in the community—such as domestic violence hotlines and shelters—and assist survivors with safety planning in the workplace.⁶² Organizations may also choose to provide emergency funds for crisis situations or provide other kinds of financial assistance for medical bills, criminal justice, emergency housing, *etc.*⁶³ Finally, Human Resource departments must play a role in creating an environment that is welcoming and inclusive to employees suffering from abusive relationships and be mindful to support rather than punish employees for potentially having personal issues spill over into the workplace.⁶⁴

Intervention strategies can also include addressing employees who may be domestic violence perpetrators. First, organizations should have a company policy that requires employees who are in trouble with the law because of domestic violence to complete a domestic violence program to keep their job. If supervisors suspect that an employee is abusing their partner, a supervisor could suggest counseling, provide community resources, offer help and support, and/or might warn the employee about the consequences of domestic violence. It is most important for supervisors to make it clear to their employees that domestic violence is not acceptable, and the use of company resources or work time to harass, intimidate, or abuse a partner in any way will not be tolerated.⁶⁵

58 Swanberg, *et al.* | "Intimate Partner Violence, Employment, and the Workplace"; Alaniz and De Los Santos | "From the Voice of a Teacher—A Domestic Violence Survivor"

59 Swanberg, *et al.* | "Intimate Partner Violence, Women, and Work"

60 Swanberg, *et al.* | "Intimate Partner Violence, Employment, and the Workplace"

61 Giesbrecht | "Toward an Effective Workplace Response to Intimate Partner Violence"

62 Swanberg, *et al.* | "Intimate Partner Violence, Employment, and the Workplace"

63 Swanberg, *et al.* | "Intimate Partner Violence, Employment, and the Workplace"

64 LaVan, *et al.* | "The Impact of Domestic Violence in the Workplace"; Collins | "Strategy of Career Interventions for Battered Women"

65 Schmidt and Barnett | "Effects of Domestic Violence in the Workplace"

Intervention Strategies: Informal

Informal intervention strategies are very helpful to survivors in coping with their domestic violence situations, and survivors often rely on informal workplace supports for their emotional and psychological well-being. The results found in the present study showed that employees seek out informal workplace supports more often than they utilize formal measures. These informal strategies can include an **active supervisor response, compassion from coworkers and supervisors**, partnering domestic violence survivors with another employee for support by lending a listening ear, and having a **list of community resources for referral**.⁶⁶

HOW SHOULD DOMESTIC VIOLENCE INFORMATION BE DISSEMINATED TO EMPLOYEES?

There are several ways to distribute information to all members of an organization. The most in-depth approach includes **mandatory domestic violence training**.⁶⁷ This training should be mandatory for all employees, with special training sessions that include unique information specifically for supervisors.⁶⁸ This can be done in-person, but a **computer-based training format** is just as effective and has been shown to improve knowledge about domestic violence in the workplace.⁶⁹ On a more regular basis, leave laws and workplace domestic violence policies should be mentioned at new hire orientations and regularly during staff meetings.⁷⁰ Organizations should also make domestic violence information, workplace policies, and initiatives easily accessible and known to all—whether that is through posters in various locations around the workplace or through flyers attached to paychecks.⁷¹

HOW IS DOMESTIC VIOLENCE ADDRESSED IN THE LAW AND WHAT INITIATIVES ARE IN PLACE TO ENCOURAGE ORGANIZATIONS TO ADDRESS DOMESTIC VIOLENCE IN THE WORKPLACE?

Various countries, states, and municipalities have started to enact legislation or policies to help combat domestic violence's effects on the workplace as domestic violence affects

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- 66 Samuel, *et al.* | "Employers' Perceptions of Intimate Partner Violence Among a Diverse Workforce"; Alaniz and De Los Santos | "From the Voice of a Teacher—A Domestic Violence Survivor"; Swanberg, Macke, and Logan | "Working Women Making It Work"
 - 67 Laharnar, *et al.* | "Workplace Domestic Violence Leave Laws"
 - 68 Laharnar, *et al.* | "Workplace Domestic Violence Leave Laws"
 - 69 Glass, *et al.* | "A Computer-Based Training Intervention for Work Supervisors to Respond to Intimate Partner Violence"
 - 70 Laharnar, *et al.* | "Workplace Domestic Violence Leave Laws"
 - 71 Giesbrecht | "Toward an Effective Workplace Response to Intimate Partner Violence"; Laharnar, *et al.* | "Workplace Domestic Violence Leave Laws"

productivity, absenteeism, morale, and finances.⁷² Moreover, employers have a legal responsibility to protect themselves and employees from domestic violence that reaches the workplace. The purpose of this section is to understand what legislation is in place to help survivors in the workplace. For more resources and information on domestic violence laws in various countries around the globe, at the federal level in the United States, and at the state level, refer to Appendix VII and VIII.

Federal Level

Federal laws have, thus far, focused on criminal enforcement and repercussions of domestic violence. In 1994, Congress enacted the **Violence Against Women Act (VAWA)**—further amended in 2000, 2005, and 2013, then reauthorized in 2022—that “creates and supports comprehensive, cost-effective responses to domestic violence, sexual assault, dating violence, and stalking.”⁷³ This act is the first federal legislation acknowledging domestic violence and sexual assault as crimes, and its programs—administered by the U.S. Departments of Justice and Health and Human Services—provide federal resources to help overburdened states’ criminal justice systems and encourage community-coordinated responses to combat violence.⁷⁴ The VAWA allows survivors to obtain protection orders to prevent abusers inflicting possibly deadly harm. The **Victims of Crime Act (VOCA)** ensures that domestic violence survivors will receive state survivor compensation and assistance services.⁷⁵

There is currently no required U.S. federal employment protection law for domestic violence to support or protect employees and their coworkers.⁷⁶ There are a variety of laws that protect some survivors from certain discrimination depending on the situation. Yet the lack of an overarching protective structure leaves gaps where employers can choose to support their employees—or not. In 2013, the United States Office of Personnel Management issued the **Guidance for Agency-Specific Domestic Violence, Sexual Assault, and Stalking Policies.**⁷⁷ This guide was produced in response to the Presidential Memorandum of April 18, 2012, which ordered all federal agencies to establish policies to respond to the effects of domestic violence, sexual assault, and stalking on their workforce, and for the Office of Personnel Management to develop guidelines for the agencies to follow in formulating these policies.⁷⁸

Additional federal laws provide some protection for survivors in some instances. **Title VII of the Civil Rights Act of 1964** prohibits discrimination against individuals in the workplace based on race, color, religion, sex, or national origin. This applies to survivors of domestic violence because domestic violence has a disproportionately negative impact on female

72 Sotiropoulos | “Words Can Cut the Deepest Wounds”

73 Krause | “The Domestic Violence Leave Act”; National Network to End Domestic Violence | “Violence Against Women Act”

74 National Network to End Domestic Violence | “Violence Against Women Act”

75 Nadler | VOCA Fix to Sustain the Crime Victims Fund Act of 2021, H.R.1652, 117th Cong. (2021–2022)

76 United States Department of Justice | “Federal Domestic Violence Laws”; Laharnar, *et al.* | “Workplace Domestic Violence Leave Laws”

77 The Women’s Legal Defense and Education Fund | “State Law Guide: Domestic and Sexual Violence Workplace Policies”

78 The Women’s Legal Defense and Education Fund | “State Law Guide: Domestic and Sexual Violence Workplace Policies”

employees, and discrimination against women could occur if they are relieved from work due to issues resulting from domestic violence.⁷⁹ The **Americans with Disabilities Act (ADA)** also helps domestic violence survivors because certain types of disabilities, such as PTSD, anxiety disorders, depression, and other mental disabilities, can be caused by domestic violence. However, this act is limited because it only applies when individuals have been found to have that disability as a result of violence and “does not prohibit discrimination against applicants or employees who experience domestic or dating violence, sexual assault, or stalking.”⁸⁰ The **Occupational Safety and Health Act (OSHA)** states that employers are required to provide their employees with a place of employment that is “free from recognized hazards that are causing or are likely to cause death or serious harm to employees,” which means that workplaces need to ensure a safe work environment where survivors of domestic violence will not be subject to violence or abuse tactics.⁸¹

One of the ongoing gaps for survivors is time to deal with the violent situation including time to deal with health and mental care, time for finding new housing, and time to access other social services. The **Family and Medical Leave Act (FMLA)**, enacted in 1993, provides eligible employees up to 12 weeks of paid or unpaid, job-protected leave. Eligible reasons for taking leave include, among others, a serious health condition that makes an employee unable to perform work-related tasks and responsibilities.⁸² The FMLA is the only federal law that enables employees to take leave from work for harm. However, the act does not explicitly mention domestic violence. It is implied from the phrase “serious health condition” that a variety of illnesses including domestic violence injuries are covered. Moreover, the U.S. Department of Labor has stated that, “eligible employees may take FMLA leave because of his or her own serious health condition or to care for a qualifying family member with a serious health condition that resulted from domestic violence.”⁸³

Other acts have been introduced to Congress but have not passed to become a bill. The acts introduced, such as the Job Protection for Survivors Act first introduced in 2007, would have provided benefits to assist employees with domestic violence issues by implementing leave laws (requiring, for example, employers to grant leave for counseling, safety planning, and the like). Since the act did not pass, the only currently available remedy for survivors is the FMLA which, once again, does not explicitly cover domestic violence.

State and Local Level

Many states have acted in some way to fill the gaps left in federal law. Forty-nine states have workplace anti-discrimination laws for crime victims in general, but other protections vary widely among states. Only four states (California, Connecticut, Illinois, and Kansas) have laws specifically for domestic violence survivors.⁸⁴ Thirteen U.S. states require employers to have domestic violence workplace awareness and safety



79 Katz, *et al.* | “Domestic Violence Spillover into the Workplace”; Krause | “The Domestic Violence Leave Act”

80 Krause | “The Domestic Violence Leave Act”; Katz, *et al.* | “Domestic Violence Spillover into the Workplace” 563

81 United States Department of Labor | “Employer Responsibilities”

82 Krause | “The Domestic Violence Leave Act”

83 United States Department of Labor | “Leave: Frequently Asked Questions”

84 Laharnar, *et al.* | “Workplace Domestic Violence Leave Laws”

policies, and three (New York, Illinois, and Oklahoma) require workplace domestic violence education and training.⁸⁵ And, as of 2015, fifteen U.S. states and the District of Columbia provide protected leave specifically to domestic violence survivors.⁸⁶



Required Workplace Domestic Violence Education & Training

Yet this patchwork of inconsistent laws creates challenges for employers, many of whom are based in multiple states. California, for example, prevents employers from discriminating against survivors who take time off for medical attention due to injuries incurred from violence.⁸⁷ The act requires employees to give advanced notice of absence. In the case that absence is unscheduled, the employee can provide documentation after the fact. In theory, this policy would be extremely helpful for domestic violence survivors; however, it is limited to places of employment with 25 or more employees. Similarly, in Illinois employees in workplaces of 50 or more employees are allowed the 12 weeks of leave provided under FMLA, but in workplaces with 15 to 49 employees, employees are only allowed eight weeks of leave.⁸⁸ Again, this state legislation would strongly benefit survivors; however, there are still survivors in smaller employment settings who are not covered by the act. Some states, such as North Dakota, allow employees to take leave for legal proceedings and punish employers who do not provide an employee survivor with that leave.⁸⁹

Some states have created initiatives to encourage employers to enact domestic violence policies and supports for survivors in their workplaces. Wisconsin employers of any industry or size can commit to the **S.A.F.E. (Safe Access for Employees) Program** by implementing a domestic and sexual violence policy that emphasizes confidentiality, job-protected time off, and non-discrimination.⁹⁰

On the local level, the Milwaukee Health Department also has a **Commission on Domestic Violence and Sexual Assault**, which provides the city with a “multidisciplinary team of experts and community leaders that work together to increase safety for survivors and survivors of domestic violence and sexual assault and to hold perpetrators accountable and change their behavior.”⁹¹ The city of Madison extended its employment laws to include survivors of domestic abuse, sexual assault, and stalking as protected classes.⁹²

85 Laharnar, *et al.* | “Workplace Domestic Violence Leave Laws”

86 Laharnar, *et al.* | “Workplace Domestic Violence Leave Laws”

87 Krause | “Domestic Violence Leave Act”

88 Krause | “Domestic Violence Leave Act”

89 Krause | “Domestic Violence Leave Act”

90 Department of Workforce Development | “About the Safe Access for Employees (S.A.F.E.) Program”

91 City of Milwaukee | “Commission on Domestic Violence and Sexual Assault”

92 Good | “Employment Protections for Victims of Domestic Abuse in Wisconsin”

WHAT SHOULD AN ANTI-DOMESTIC VIOLENCE WORKPLACE POLICY INCLUDE?

A workplace anti-domestic violence policy should include the following sections:

- A statement of confidentiality,
- The employer response to survivors,
- Reporting procedures for employees with information about violence,
- Response to employees who commit violence,
- Reporting procedures for employees who are survivors, and
- The reporting procedure for a violation of the policy.

Below is a summary of what should be included in an organization's domestic violence spillover policy and examples of initiatives under each section.⁹³

Summary of Fundamental Policy Points

- **Statement of Confidentiality**
 - Maintain the employee's right to privacy as well as the need for confidentiality and autonomy.
- **Employer Response to Survivors**
 - Non-discrimination and non-retaliation
 - Leave and other reasonable accommodation and assistance
 - Access to unemployment insurance benefits
 - Support if work performance is declining
 - Enforcing Protection and Restraining Orders
- **Reporting by Employees with Information About Violence**
 - Information on any kind of act of violence against an employee or perpetrated by an employee must be reported.
- **Response to Employees Who Commit Violence**
 - Immediate investigation of any allegation
 - Employees are prohibited from utilizing workplace resources to harm another person.
 - Any employee who is subject to a protection/restraining order must notify Human Resources immediately.
- **Reporting by Employees Who are Survivors**
 - Employees who are survivors of domestic violence will report to a designated person as determined by the employer.
 - The designated person will provide community referrals and resources to employees.
- **Reporting Violation of Policy**
 - Any allegations of violations of this policy will be immediately investigated.

93 Futures Without Violence | "Model Workplace Policy on Domestic Violence, Sexual Violence, and Stalking"

APPENDIX I:

TYPES OF DOMESTIC VIOLENCE ABUSE TACTICS

Physical Abuse Tactics

- Pushing, kicking, slapping, punching, scratching
- Pulling or ripping out hair, strangling, biting
- Throwing objects at or near partner, subjecting partner to reckless driving
- Using objects as weapons or threatening with weapons

Emotional Abuse Tactics

- Ridiculing, continually criticizing, or humiliating partner
- Taking away car keys, cell phone, or other means of communication
- Regularly threatening to leave or threatening to hurt themselves, their partner, or another family member
- Not allowing access to basic needs (toiletries, medication, *etc.*)
- Threatening to kidnap children
- Abusing, torturing, or killing pets
- Manipulating or gaslighting partner
- Stalking in-person or online
- Destroying furniture or appliances, punching walls

Sexual Abuse Tactics

- Birth control sabotage or reproductive coercion
- Forcing partner to perform sexual acts
- Forcing partner to become a sex worker or prostitute
- Subjecting the partner to unwanted touching
- Sexually assaulting a partner

Financial Abuse Tactics

- Having all bank accounts in the abuser's name
- Controlling how, when and where money is spent
- Denying a partner the right to work outside the home or to make any financial contribution to the family
- Controlling all or most of the finances
- Forcing partner to sign documents against their will

Workplace Interference Tactics

- Interfering with a partner's efforts to go to work or perform work-related responsibilities
- Looking through or monitoring the partner's phone, iPad, computer, or other electronic devices used for work without permission
- Sending harassing messages, phone calls, or making social media posts that distract from work-related responsibilities
- Engaging in or threatening to engage in behaviors, including posting on social media or sending emails or texts, that would make the partner look bad to their coworkers
- Using current living conditions, children, or family members to prevent a partner from being able to do their job

APPENDIX II: DEMOGRAPHIC INFORMATION ON EMPLOYED PARTICIPANTS

| Demographic Dimension | Category | Frequency | Percent (%) |
|---|--|-----------|-------------|
| Gender | Male | 10 | 17.9 |
| | Female | 46 | 82.1 |
| Race/Ethnicity | Black/African American | 30 | 53.6 |
| | White | 12 | 21.4 |
| | Hispanic/Latinx | 8 | 14.3 |
| | No Response | 6 | 10.7 |
| Marital Status | Married | 10 | 17.9 |
| | Married but Separated | 8 | 5.4 |
| | Divorced | 4 | 7.1 |
| | In a Relationship | 1 | 1.8 |
| | Single | 38 | 67.9 |
| Participant was contacted because they... | Filed a Restraining Order | 16 | 28.6 |
| | Called Sojourner's Domestic Violence Hotline | 32 | 57.1 |
| | Called Law Enforcement | 8 | 11.3 |

[APPENDIX II: DEMOGRAPHIC INFORMATION ON EMPLOYED PARTICIPANTS—CONTINUED]

| Demographic Dimension | Category | Frequency | Percent (%) |
|--|--|------------------|--------------------|
| Participant currently lives with their abuser? | Yes | 8 | 14.3 |
| | No | 48 | 85.7 |
| Highest Level of Education | 9th Grade | 1 | 1.8 |
| | 10th Grade | 1 | 1.8 |
| | 11th Grade | 3 | 5.4 |
| | GED | 1 | 1.8 |
| | High School Diploma | 12 | 21.1 |
| | Some College | 19 | 33.9 |
| | Associate's Degree | 9 | 16.1 |
| | Bachelor's Degree | 4 | 7.1 |
| | Master's Degree | 5 | 8.9 |
| | Doctorate or Professional Degree (e.g., Ph.D., J.D., M.D.) | 1 | 1.8 |
| Number of Children in Household | 0 | 19 | 33.9 |
| | 1 | 11 | 19.6 |
| | 2 | 13 | 23.2 |
| | 3 | 8 | 14.3 |
| | 4 | 3 | 5.1 |
| | 5 | 1 | 1.8 |
| | 6 | 1 | 1.8 |
| Participant connected with an advocate from Sojourner while filing or after filing for a Temporary Restraining Order? | Yes | 20 | 35.7 |
| | No | 9 | 16.1 |
| | N/A or No Response | 27 | 18.2 |

| Demographic Dimension | Category | Frequency | Percent (%) |
|---|------------------------------|-----------|-------------|
| Participant works... | Part-time | 18 | 32.1 |
| | Full-time | 38 | 67.9 |
| Participant is the primary income provider? | Yes | 47 | 83.9 |
| | No | 5 | 8.9 |
| | Shared with another provider | 4 | 7.1 |
| Participant is an essential worker? | Yes | 40 | 71.4 |
| | No | 11 | 19.6 |
| | No Response | 5 | 8.9 |
| Participant started or is working remotely during the pandemic? | Yes, all the time | 11 | 19.6 |
| | Yes, part of the time | 9 | 16.1 |
| | No | 36 | 64.3 |

| Demographic Dimension | Category | Years |
|--|--------------------|-------|
| Participant Age | Minimum | 18.00 |
| | Maximum | 67.00 |
| | Mean | 35.79 |
| | Standard Deviation | 11.05 |
| Length of Time Participant has been with Current Employer (in years) | Minimum | 0.01 |
| | Maximum | 24.00 |
| | Mean | 2.85 |
| | Standard Deviation | 4.93 |

APPENDIX III:

IMPACT OF WORKPLACE INTERFERENCE TACTICS ON OUTCOMES

1 PREDICTOR

Workforce Interference Tactics

Workforce interference tactics are the extent to which one experiences a partner interfering with one's work, including monitoring work devices, making harassing calls while at work, threatening to contact one's supervisor or coworkers, and using children or living conditions to prevent one from working. The response scale ranged from never (1) to very often (5).

8 OUTCOMES

Hope (pathways & agency)

Hope is composed of two facets: pathways, the extent to which one perceives that there are viable ways to attain one's goals, and agency, which is the extent to which one is motivated to obtain one's goals. The response scale ranged from 1 (definitely false) to 8 (definitely true).

Poor Mental Health

Mental health is the extent to which one experiences negative psychosocial states such as nervousness, worthlessness, and restlessness. The response scale ranged from 1 (happens all of the time) to 1 (happens none of the time).

Concentration at Work

Concentration at work is the extent to which one can put forth attention or mental effort on tasks at work. The response scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Workplace Performance

Workplace performance is the extent to which one can perform to the best of their ability. The response scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Absenteeism

Absenteeism is the extent to which one misses work due to experiences with domestic violence. The response scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Job Insecurity

Job Insecurity is the extent to which one is concerned about the potential for job loss. The response scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Loneliness

Loneliness is the extent to which one feels isolated and alone. The response scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Mean Differences of Those Experiencing One or More Workplace Interference Tactics Compared to Those Who Experienced None

| OUTCOME | EXPERIENCED ONE OR MORE WORKPLACE INTERFERENCE TACTICS (MEAN) | EXPERIENCED NO WORKPLACE INTERFERENCE TACTICS (MEAN) |
|------------------------------|--|---|
| Hope (Pathways) | 6.09 | 6.24 |
| Hope (Agency) | 6.08 | 6.38 |
| Poor Mental Health | 4.06 | 3.37 |
| Concentration at Work | 2.23 | 2.78 |
| Workplace Performance | 2.31 | 3.05 |
| Absenteeism | 2.59 | 1.62 |
| Job Insecurity | 2.99 | 2.71 |
| Loneliness | 3.39 | 2.46 |

Overall, those who experienced one or more workplace interference tactics reported...

- Lower levels of hope through pathways and agency.
- Higher levels of poor mental health.
- Lower levels of concentration at work. *(statistically significant at $p < .05$)*
- Lower levels of workplace performance.
- Higher levels of workplace absenteeism. *(statistically significant at $p < .05$)*
- Higher levels of job insecurity.
- Higher levels of loneliness. *(statistically significant at $p < .05$)*

APPENDIX IV:

PARTICIPANT EMPLOYMENT EXPERIENCES DURING COVID-19

| QUERY | RESPONSE | PERCENT (%) |
|--|----------------------------|-------------|
| <i>Since the COVID-19 pandemic, I have not been able to perform to the best of my ability.</i> | Strongly Disagree/Disagree | 52.7 |
| | Neither Agree nor Disagree | 1.8 |
| | Strongly Agree/Agree | 45.5 |
| <i>Since the COVID-19 pandemic, I missed work because I have been too upset.</i> | Strongly Disagree/Disagree | 70.9 |
| | Neither Agree nor Disagree | 1.8 |
| | Strongly Agree/Agree | 27.3 |
| <i>Since the COVID-19 pandemic, I have been afraid about losing my job.</i> | Strongly Disagree/Disagree | 47.3 |
| | Neither Agree nor Disagree | 1.8 |
| | Strongly Agree/Agree | 50.9 |
| <i>I am afraid my current job won't last because of the changes my organization needs to make due to the pandemic.</i> | Strongly Disagree/Disagree | 56.4 |
| | Neither Agree nor Disagree | 10.9 |
| | Strongly Agree/Agree | 32.7 |
| <i>If I lost my job, I would be unemployed for a long time.</i> | Strongly Disagree/Disagree | 44.4 |
| | Neither Agree nor Disagree | 13.0 |
| | Strongly Agree/Agree | 42.6 |
| <i>If I lost my job, it would be difficult to find a comparable job elsewhere.</i> | Strongly Disagree/Disagree | 43.6 |
| | Neither Agree nor Disagree | 7.3 |
| | Strongly Agree/Agree | 49.1 |
| <i>Since the COVID-19 pandemic, I have felt isolated and alone</i> | Strongly Disagree/Disagree | 45.5 |
| | Neither Agree nor Disagree | 5.4 |
| | Strongly Agree/Agree | 49.1 |

APPENDIX V: FREQUENCY OF USING INFORMAL SUPPORTS, SUPPORTIVE WORKPLACE OPTIONS, & INTERVENTION SERVICES

| QUERY | RESPONSE | PERCENT (%) |
|---|---------------|-------------|
| Informal Support: <i>How often have you used informal support from work, such as having someone to talk to, having help with non-work responsibilities, or to keep you safe?</i> | Never | 57.1 |
| | At Least Once | 39.4 |
| | N/A | 3.5 |
| Supportive Workplace Options: <i>How often have you used supportive workplace options, such as work flexibility, modified work schedule, or a job reassignment?</i> | Never | 42.9 |
| | At Least Once | 53.5 |
| | N/A | 3.6 |
| Intervention Services: <i>How often have you used intervention services, such as referrals to counseling, information services, or other supports that might be offered through HR or an Employee Assistance Program?</i> | Never | 71.4 |
| | At Least Once | 25.0 |
| | N/A | 3.6 |

3 PREDICTORS

Informal Support

Informal supports include helping behaviors by coworkers or supervisors such as lending a listening ear, helping with non-work-related responsibilities, and providing a safe space outside of work. The response scale ranged from never (1) to very often (5).

Supportive Workplace Options

Supportive workplace options are practices employees can utilize to help manage their home situations, including offering flexible or modified work schedules or job reassignments. The response scale ranged from never (1) to very often (5).

Workplace Intervention Services

Workplace intervention services are formal workplace policies that include referrals to counseling, information services, or other supports that might be offered through HR or an employee assistance program. The response scale ranged from never (1) to very often (5).

[APPENDIX V: FREQUENCY OF USING INFORMAL SUPPORT, SUPPORTIVE WORKPLACE OPTIONS, & INTERVENTION SERVICES—CONTINUED]

8 OUTCOMES*

*Refer to **Appendix III** for variable definitions and response scales of OUTCOME variables.

Mean Differences of Those Who Used Informal Supports Compared to Those Who Did Not

| <i>OUTCOME</i> | <i>USED INFORMAL SUPPORTS</i> | <i>DID NOT USE INFORMAL SUPPORTS</i> |
|------------------------------|-------------------------------|--------------------------------------|
| <i>Hope (Pathways)</i> | 6.30 | 6.03 |
| <i>Hope (Agency)</i> | 6.58 | 6.11 |
| <i>Poor Mental Health</i> | 3.68 | 3.44 |
| <i>Concentration at Work</i> | 2.73 | 2.48 |
| <i>Workplace Performance</i> | 2.59 | 3.00 |
| <i>Absenteeism</i> | 2.23 | 2.39 |
| <i>Job Insecurity</i> | 2.86 | 2.94 |
| <i>Loneliness</i> | 3.05 | 3.19 |

Overall, those who used informal support reported...

- Higher levels of hope through pathways and agency.
- Higher levels of concentration at work.
- Lower levels of absenteeism.
- Lower levels of job insecurity.
- Lower levels of loneliness.

Mean Differences of Those Who Used Supportive Workplace Options Compared to Those Who Did Not

| OUTCOME | USED SUPPORTIVE WORKPLACE OPTIONS | DID NOT USE SUPPORTIVE WORKPLACE OPTIONS |
|------------------------------|--|---|
| <i>Hope (Pathways)</i> | 6.40 | 5.77 |
| <i>Hope (Agency)</i> | 6.28 | 6.33 |
| <i>Poor Mental Health</i> | 3.45 | 3.65 |
| <i>Concentration at Work</i> | 2.67 | 2.48 |
| <i>Workplace Performance</i> | 2.67 | 3.04 |
| <i>Absenteeism</i> | 2.47 | 2.13 |
| <i>Job Insecurity</i> | 2.98 | 2.82 |
| <i>Loneliness</i> | 3.13 | 3.13 |

Overall, those who used supportive workplace options reported...

- Higher levels of hope through pathways.
- Lower levels of poor mental health.
- Higher levels of concentration at work.

Mean Differences of Those Who Used Intervention Services Compared to Those Who Did Not

| OUTCOME | USED INTERVENTION SERVICES | DID NOT USE INTERVENTION SERVICES |
|------------------------------|-----------------------------------|--|
| <i>Hope (Pathways)</i> | 6.20 | 6.12 |
| <i>Hope (Agency)</i> | 6.23 | 6.33 |
| <i>Poor Mental Health</i> | 3.57 | 3.43 |
| <i>Concentration at Work</i> | 2.79 | 2.51 |
| <i>Workplace Performance</i> | 2.71 | 2.87 |
| <i>Absenteeism</i> | 2.29 | 2.33 |
| <i>Job Insecurity</i> | 2.79 | 2.95 |
| <i>Loneliness</i> | 3.36 | 3.05 |

Overall, those who used intervention services reported...

- Higher levels of hope through pathways.
- Higher levels of concentration at work.
- Lower levels of absenteeism.
- Lower levels of job insecurity.

APPENDIX VI:

RESOURCES FOR ORGANIZATIONS & EMPLOYEES

FOR ORGANIZATIONS:

National

- Workplaces Respond to Domestic & Sexual Violence | Resources for Employers or Managers: <https://www.workplacesrespond.org/role/employer/>
- Futures Without Violence Resource Center: <https://www.futureswithoutviolence.org/workplace-safety-equity/>
- Violence Against Women (VAW) Workplace Policies Resources: <https://vawnet.org/sc/workplace-policies>
- National Resource Center on Domestic Violence: <https://nrcdv.org>

State

- Wisconsin Department of Workforce Development Safe Access for Employers (S.A.F.E.) Initiative: <https://dwd.wisconsin.gov/safe/>

FOR EMPLOYEES:

National

- The National Domestic Violence Hotline: <https://www.thehotline.org/get-involved>
- National Network to End Domestic Violence: <https://nnedv.org/>
- CUAV | Supporting LGBTQ+ survivors of domestic violence <https://www.cuav.org>
- National Coalition Against Domestic Violence: <https://ncadv.org/>
- StrongHearts Native Helpline: <https://strongheartshelpline.org/>
- Jewish Women International: <https://www.jwi.org/>
- FaithTrust Institute | Multifaith and multicultural organization working to end domestic violence: www.faithtrustinstitute.org/
- National Clearinghouse on Abuse in Later Life (NCALL): <https://www.ncall.us/>
- National Clearinghouse for the Defense of Battered Women | Victims of abuse charged with crimes related to their abuse: www.ncdbw.org

State

- End Domestic Abuse Wisconsin: <https://www.endabusewi.org>
- Impact 2-1-1 (Free, confidential helpline and online resource director): <https://www.impactinc.org/impact-2-1-1/>
- Wisconsin Coalition Against Sexual Assault, Inc.: <https://www.wcasa.org/>
- Latina Resource Center: <https://www.umos.org/social-services/>
- Wisconsin State Public Defender: <http://wisspd.org>
- Hawks Quindel, S.C. Law Firm: <https://www.hq-law.com/>

Local

- Sojourner Family Peace Center: <https://www.familypeacecenter.org/get-help>
- Community Advocates | The Milwaukee Women's Center for Family Violence: <https://communityadvocates.net/what-we-do/milwaukee-womens-center/overview.html>

- Hmong Women’s Association (HAWA): <https://www.hawamke.org/>
- Gerald L. Ignace Indian Health Center (GLIHC): https://glihc.net/?fbclid=IwAR3Q_v_N8l4VyKaiFwF01UYOneh1JIRa17-xCdktwylnV0wZQyZToL-njGY
- Milwaukee Health Department Domestic Violence & Sexual Assault Resources: <https://city.milwaukee.gov/Health/Services-and-Programs/staysafe/directory>
- Milwaukee Rescue Mission: <https://milmission.org/programs/>
- Sojourner | Making Your Restraining Order Work For You: <https://static1.squarespace.com/static/5d39f654dfc553000198b222/t/5eb6f18170a7166eaeaf5af8/1589047682690/SFPC-R.O.-Booklet-English.pdf>
- Milwaukee County District Attorney: <https://county.milwaukee.gov/EN/District-Attorney>
- Centro Legal | Nonprofit Legal Services for Domestic Violence: <https://centrolegalwisconsin.org>
- Legal Action of Wisconsin: <https://www.legalaction.org>
- Legal Aid Society of Milwaukee: <https://lasmilwaukee.com>
- Walter F. Kelly, S.C., Law Firm: <https://www.waltkellylaw.com>

APPENDIX VII:

LEGAL RESOURCES

The following is a list of legal resources regarding domestic violence in the workplace:

1. WomensLaw.org provides a map with the explanations of domestic violence laws in each state.
2. National Domestic Violence Hotline (1.800.799.7233; SMS: Text START to 88788) offers survivors a chance to discuss various domestic violence issues they might face. <https://www.thehotline.org/>
3. Safe Access for Employers (S.A.F.E.) is a Wisconsin initiative to help employers work with employees who are survivors of domestic violence. <https://dwd.wisconsin.gov/safe/>
4. Canadian Center for Occupational Health and Safety gives an overview of violence and harassment and their prevention in the workplace. <https://www.ccohs.ca/healthyworkplaces/topics/harassmentandviolenceprevention.html>
5. NOLO is a legal encyclopedia that answers legal questions, including those about domestic violence in the workplace. <https://www.nolo.com/legal-encyclopedia>
6. The American Bar Association published a practitioner's guide for employment law and domestic violence. <https://www.worldcat.org/title/employment-law-and-domestic-violence-a-practitioners-guide/oclc/559011250>
7. Cornell Law School published a model policy and toolkit for domestic violence in the workplace. <https://www.lawschool.cornell.edu/academics/experiential-learning/clinical-program/gender-justice-clinic/domestic-violence-and-the-workplace-model-policy-and-toolkit/>
8. The United Nations developed a policy on domestic violence through treaties and conventions. <https://www.un.org/womenwatch/daw/cedaw/>
9. The Kering Foundation created a comparative report on workplace laws to combat domestic violence. <https://www.kering.com/en/special-reports/the-kering-foundation>
10. Workplace Fairness includes a page discussing domestic violence with Frequently Asked Questions. <https://www.workplacefairness.org/domestic-violence-workplace>
<https://www.workplacefairness.org/domestic-violence-effects-on-employment-legal-options>
11. The United States Department of Labor created an entire page dedicated to Workplace Violence Programs. The page includes policies, warning signs, and response suggestions. <https://www.dol.gov/agencies/oasam/centers-offices/human-resources-center/policies/workplace-violence-program>
12. American Bar Association published a model workplace policy addressing domestic violence, sexual violence, dating violence, and stalking. https://www.americanbar.org/groups/domestic_violence/Initiatives/policyandlegislation/model-workplace-dsv-policy/

APPENDIX VIII:

DOMESTIC VIOLENCE IN INTERNATIONAL LAW

International Level

Some international organizations and Australia have enacted policies or legislation to help domestic violence survivors in the workplace. The Fair Work Ombudsman Act, enacted in 2009, deals with the relationship between an employer and employees. The purpose is to provide a safety net for employees for flexible arrangements in the workplace that are both fair and anti-discriminatory. The act has a policy for domestic violence leave which entitles employees to five days of unpaid leave each year. Australia also enacted Intervention Orders to protect people from abuse by restricting what the perpetrator does. The act also requires the perpetrator of domestic violence to work towards rehabilitation. Furthermore, in Queensland, Australia, the Domestic and Family Violence Protection Act of 2012 aims to maximize the safety and wellbeing of people who fear domestic violence. Since November 25, 2017, each state and territory has enacted laws to improve protection of domestic violence survivors through domestic violence orders (DVO). A DVO issued in one territory is enforceable in all states and territories in Australia.

Internationally, various policies have been enacted to protect domestic violence survivors in the workplace. International Human Rights Law argues domestic violence is a violation of human rights that causes barriers to achieving equality. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) “requires governments to exercise ‘due diligence’ to prevent and respond to violence against women.” This means governments must take remedial measures to prevent, investigate, and punish domestic violence. Governments must act with due diligence through legal measures, protective measures, and preventative measures to prevent domestic violence from impacting the workplace.

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