

IT'S NOT OK - BUSINESS ENGAGEMENT AND ACTION

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Campaign for Action on Family Violence

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SUMMARY AND CONCLUSIONS

A range of ten SME (small and medium sized enterprises) owners and their employees, plus four family violence community groups in the greater Wellington region were individually interviewed from 15 to 23 June 2009. The research was designed to explore which of the draft message(s) content and design, if any, engage businesses and call them to act to prevent and address family violence. This research builds on the learnings from previous research, with ten large businesses and the businesses that are already involved with the 'Campaign for Action on Family Violence'.

CONTEXTUAL ATTITUDE INFLUENCES RESPONSE TO DRAFT COMMUNICATIONS

There are critical contextual findings that influence the response to the draft communications' content. These are:

- there is high awareness of family violence attributed to the TV campaign and media coverage of violent incidences
- the main message take-out from the TVCs (television commercials) is 'it's not ok', family violence includes everybody, it is not just bruises and 'it is ok to ask for help'
- while there is general concern about family violence and some expression of willingness to 'do something' there are still considerable barriers to individual action – lack of understanding of the scope and severity of family violence, it's not really ok to ask for help (stigma, fear, involvement of authorities etc) and it's not really ok to offer help (none of my business, I don't feel comfortable and I don't know how)
- SMEs do not really believe that family violence is a high cost to their businesses and while some may act out of 'patriarchal' concern for staff or because they are community minded, many will not.

NEED CLARIFICATION OF OBJECTIVES

The communications materials alone would have a difficult task in overcoming the barriers listed above. Engagement of businesses relies heavily on a direct and personalised approach from community groups and/or business 'umbrella' organisations.

That aside, the materials suffer from a lack of clarity of purpose and objective – they have tried and failed to cover too many bases. The campaign team needs to prioritise the current objectives. Questions to ask about the purpose are:

- is this leaflet content intended as a tool for community groups to talk to? – If this is its sole purpose it needn't be a high production cost leaflet – it could be a tool solely for community groups who then use it as a basis for developing their own presentations etc
- is the leaflet intended as a 'leave behind' resource tool for employers – if this is the purpose then it needs to be more of a practical tool for employers to identify signs of family violence and know where to direct employees – much more of a checklist type of resource and probably needs an associated tool for employees to self check.

There also needs to be clarity around what the mandate is and what employers are being asked to do:

1. identify and support their staff involved in family violence so that is good for staff and also good for business – productivity etc, plus genuinely caring about staff and their families?
2. identify and create violence free workplaces through workplace policies and zero tolerance – no bullying, yelling, intimidation etc from employer to employee and between employees?
3. be a vehicle to promote campaign messages to the wider community and make New Zealand a safer place?

SMEs are most likely to engage with the first two objectives and least likely to engage with the third. (Larger businesses may be different.) SMEs think they already have violence-free workplaces (no physical violence tolerated) so possibly there is greatest potential leverage with the first objective – identify and support staff.

Asking SMEs to address all three as equal priorities has a risk of confusing the message, overburdening them and alienating them. It also weakens the likelihood of action. The action points are a generic ‘pick n mix’ that don’t relate well to the objectives listed above:

- SMEs who want to support their staff only see the poster as actually helping staff to know where to go for help (the leaflet doesn’t fill this role and inviting people in to talk has a direct cost, with little perceived benefit)
- SMEs who want to ensure violence-free workplaces suggest workplace policies and procedures – many think they have this already and it doesn’t directly contribute to addressing family violence
- SMEs are least motivated to promote messages to the wider community and indicate unwillingness and a cost of getting involved with community groups. (Note that larger businesses may be different and some businesses have already engaged with community groups and community messages eg, Tenon.)

CONTENT AND DESIGN NEED REWORKING IN THE LIGHT OF PRIMARY OBJECTIVES

The current leaflet content and design is not working as effectively as it can. There are some messages that employers potentially engage with but currently they are overwhelmed by less important messages.

The poster has a clearer message that ‘it is ok to ask for help’. The particular draft visual poster (photo of two men) has a mixed response – for some it provides reassurance but for others it is threatening (face-to-face). Importantly, it excludes some key target audiences (particularly women), does not clearly indicate that it is family violence and doesn’t have a sufficiently strong call to action, where to go for help and what to expect.

WHICH BUSINESSES TO TARGET?

There are indications that business owners likely to engage are those that:

- have large numbers of employees so may have a higher prevalence of family violence and/or have dedicated resource eg, HR to follow through eg, Pak 'n Save, Mitre 10, Hubbards Foods and Tenon (one of Taupo's biggest companies) who are already involved or some of the larger SMEs that were interviewed
- employ lower socio-economic groups – SMEs perceive that family violence is highest among these groups
- work in communities that have high and visible evidence of family violence eg, Wairarapa – gangs, assaults, threats, fights and intimidation
- are particularly involved in the community and are likely to have more altruistic motivations
- have experienced family violence issues and know the high cost to families and/or their business
- have high involvement with customers and/or are in positions of trust and confidence where they can identify family violence but currently don't know what to do about it eg, hairdressing, hospitality, child care, trades people working in people's homes, lawyers
- belong to strong trade organisations or other business groups who take the lead nationwide, with individual businesses then coming on board eg, Master Builders' Association
- are financially strong and viable (not under threat from the recession).

IN CONCLUSION

Distilling it down, Unravel's recommendations are:

1. Campaign Team to support community groups. Businesses are going to need personal and direct contact to engage – therefore the Campaign Team is to use the learnings from the research to provide community and business groups with messages and benefits that are most likely to engage businesses – family violence is prevalent and highly likely within your staff (facts), what happens at home affects what happens at work (how), what is good for your staff is good for your business (how/what are the benefits – productivity etc)
2. The primary objective of all communications is that employers support staff involved in family violence
3. Violence-free workplaces and community action are secondary and separate objectives
4. The primary action required is that staff seek help whether they are the abuser or the abused. Therefore, the communications materials that are available to employers and employees are 'help tools' – they define violence, graphically depict how family and work overlap, list how to recognise family violence, direct to help options, stress that employers do not need to be experts or counsellors and demonstrate what to expect when that help is accessed
5. Continue to work with business organisations to promote 'good for business' messages
6. Explore the potential opportunities of working across government for some form of accreditation and the associated financial and marketing benefits this may provide for individual businesses.

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RESEARCH APPROACH

OBJECTIVES

The Campaign for Action on Family Violence – the It's not OK Campaign is a long-term programme to change attitudes and behaviour. The Campaign Team works with people throughout New Zealand to help reduce family violence. One of the current priorities of the Team is to encourage businesses to get involved and to provide generically appropriate resources, information and advice. Draft communication and resources are being developed and feedback is required on whether these resources engage and inform and, most importantly, encourage businesses to get involved at some level.

The research is intended to gauge overall whether the proposed content, tone of voice and presentation style will have the best chance of helping businesses 'do something', and to get a sense of what that 'something' might be.

Potential communication and resources consisting of an introductory 'leaflet', resource kit and poster were explored with businesses.

LEARNINGS TO DATE FROM LARGE BUSINESSES

The Campaign Team has some existing knowledge of how best to partner and work with large employers. Contextually, it is known that large employers are receptive to the messages and willing to act, in that they:

- are aware of the messages
- support and prefer community initiatives
- are concerned
- are willing to help.

It is also clear that employers are not sure where to start or what they can effectively do. The Campaign Team is working towards providing some ideas on where to start and will also provide associated resources and tools to assist with this.

There are some important comments from the previous research that can also provide direction for development of communications and resources:

- the tone of communications and resources is critical, with businesses saying they are more likely to engage with positive, affirming messages than negative, 'anti' messages
- staff (and customers') responses are really important to the business – hence it would be good to include some staff reaction as well as employers'
- there is strong competition for the mind, time and resource from businesses – quite aside from the demands of their core businesses, there are competing social marketing messages, charities, local sports, school sponsorships etc – hence the campaign needs to be 'sharp' in message and what is wanted of them
- businesses thinking about local sponsorships, support or involvement with family violence community groups will be concerned about brand, reputation and values 'fit' and will assess that on a more one-on-one basis depending on the region, the business and the local community groups etc
- However, the values communicated nationally or generically need to be those that most businesses can readily relate to.

RESEARCH APPROACH - INDIVIDUAL INTERVIEWS WITH BUSINESS EMPLOYERS AND THEIR STAFF

Because the attitudes of larger businesses have already been explored, this research focused on SMEs¹. For the purposes of the research, businesses participating employed between 5 and 50 employees.

The research design was driven by the need to:

- understand SMEs' 'headspace', response to and likely take-up of the material
- ensure that employees would respond favourably (or at least not negatively) to any response/initiatives undertaken by their employer
- check that the community organisations, that would be the 'bridge' into small businesses, think that the introduction and resource material is appropriate and useful.

SME owners and their staff in the greater Wellington area ie, Wellington and the Wairarapa, were individually interviewed in the period 15 – 23 June 2009.

To ensure the participation of a mix of SMEs, quotas were set for industry, size of business, ethnicity of employees (Māori, Pakeha and Pasifika), age of employees, gender and socio-economic level of employees.

The ten business owners and staff who have provided input are:

1. One Pasifika male and one Māori female joint owners of two businesses – catering and child care. They primarily employ Māori staff and have a focus on Māori development. Two young Māori female staff were included in the discussions.
2. One Pakeha male owner of a small plant nursery business. The owner is extensively involved in the community and governance of community organisations, has previously been in management positions in large organisations and a union delegate. Two young Pakeha male staff were included in the discussions both of whom have their own businesses as well and/or have previously been in supervisory/management roles.
3. One Pakeha male owner of a large (50 employees) electricians business. Employs male Pasifika, Māori and Pakeha staff of all ages. Have had experience of family and workplace violence among some male staff. One Pasifika male staff, who is a supervisor in the business and is involved in his local community and church, was included in discussions.
4. One Māori male owner of a small retail business. The owner is heavily involved in community youth issues – poor education attainment, drug, alcohol, prostitution and family violence.
5. One Pakeha male partner in an accountancy and financial advice business. Five Pakeha (male and female) staff were included in discussions.
6. Two Pakeha female owners of a child care centre (87 families) with a mix of Pakeha and Māori low income families. Have had experience of family violence among some of the families. Two female staff members (Pakeha and Māori) and three mothers (Pakeha and Māori) were included in discussions. One of the mothers is a community plunket nurse.

¹ Most enterprises in New Zealand are small and medium-sized enterprises. At February 2007, 97.1% of enterprises employed 19 or fewer people. (Ministry of Economic Development: SMEs in New Zealand: Structure and Dynamics 2008).

7. One Pakeha male owner of a residential building business. Employs male Pakeha and Māori staff. Has had experience of a male staff member arrested for domestic violence. One female office staff member was included in the discussions.
8. One Pakeha female owner of a family plumbing business. One Pakeha male staff member was included in discussions. Have had experience of one male staff member abused by his female partner and staff members have witnessed family violence while working on site.
9. Two Pakeha (female and male) owners of a hairdressing business. Four staff members (male and female) included in discussions. Have had experience of both staff and customers involved in family violence.
10. Two Pakeha female owners of two cafes. Employ 30 young staff (a cross section of ethnicities and genders).

In addition, there were discussions with four community agencies (people at the local level) involved in family violence initiatives/support to ensure that the communications material and resources are aligned with and underpin what they are doing. This included the National Network of Stopping Violence Services (Porirua, Kapiti and Masterton) and Relationship Services (Wellington).

DETAILED FINDINGS

CONTEXTUAL ATTITUDES

SMEs' awareness and attitudes about family violence contextualise their engagement and responses to the communications materials. To understand the context, there was a general discussion about family violence prior to specifically exploring the materials.

HIGH AWARENESS OF FAMILY VIOLENCE

There is high recognition of the national TV campaign and it has effectively conveyed:

- family violence is an issue
- 'it's not ok'
- 'it's ok to ask for help'
- there are many forms of 'violence'
- family violence affects all types of people.

"I do like the ads they have on TV and I think they probably get their point across to most people – if something like that is happening to you, that there are places you can go to get help, that you will be listened to and it's nice in those ads too that there are all sorts of different people from different nationalities, you can tell that their ways of life are different, that they come from all sorts of jobs and that it's not just the same people committing violence and beating up their families. It could be doctors, ministers, lawyers, and it's not just people who look like they are rough or got tattoos."
(Pakeha, female owner, child care)

There is also some mention of white ribbon day.²

"That white flag thing always sticks in my mind, because everybody got involved in it (in Masterton). People had white flags on their bumpers and their aerials on their cars and it was stopping violence, we were going through a pretty bad time with police bombings and all sorts of things here." (Māori male owner, retailer, involved in youth community)

Most SMEs can think of someone they know, themselves or employees, who have been in family violence situations and all SME employers and employees express concern about the level of family violence in New Zealand.

"A fairly small community (where the interviewee lives) so the old internal grapevine is pretty strong, so if anyone was in a domestic violence situation, I think we would find out fairly quickly. We were basically going to instantly dismiss this particular person, because of the situation, because we both feel fairly strongly about it, we didn't want that to reflect on our company, because it does, the type of clients that we have, we try to maintain a reputation of being honest and reasonable in what we do, so it was sort of quite hard to justify keeping xx on and then in the same context legally we didn't have a right to dismiss him for something that happened outside of work hours, but it was starting to affect his ability to work with us, so we were looking at doing something on that basis." (Pakeha male owner, trades)

² White Ribbon Day, 25 November, is the international day when people wear a white ribbon to show that they do not condone violence towards women.

“As soon as you say family violence I always assume it’s the male striking the partner, but then some guys get beaten up by their partners. I know my brother had a relationship like that and how we found about it is we saw him on the beach in his car and I rolled up and he was bawling, that’s how we knew... “I think they (people who are abused) find it demoralising. We had a situation one work evening where a partner arrived and beat up one of the girls here in the salon, and she told us a year or so later when they had split up that that’s what actually happened that evening, so they do keep it secret.” (Pakeha male owner, hairdressing)

“She (a mother) used to come in black and blue, and I knew, I mean it was as obvious as the nose on your face. She finally left him and things turned out... Trouble is, of course, you can say ‘are you ok?’ and it might not necessarily be violence, so you usually don’t jump in unless you know somebody very well and if they are at the stage they want to tell you, they will tell you.” (Pakeha female owner, child care)

“I have seen some serious personalities come through, from one, who is a complete alcoholic, would arrive intoxicated for her shift, but she was in complete and utter denial. We have had anorexia, watching some of our staff starve before our eyes, just hugely complex issues. We lost a girl to suicide. (Signs?) - no, we knew that she suffered some depression, we knew that she had gone off her medication.” (Pakeha female café owner)

BUT STILL LACK OF UNDERSTANDING OF SCOPE AND SEVERITY

Despite concern about family violence, it appears that SMEs have not as yet understood and ‘taken on board’ the size and scope of the issue. The key barriers to real concern (and action) are:

- not really understanding the size, nature and impact of family violence

“I do think it is a big problem that we have in NZ and this is my gut view and this is from reading all the data and all the bits and pieces, I just don’t think New Zealanders realise how big a problem we actually have. Figures are really important, that 8 billion (the estimated cost to New Zealand a year), if we could quantify what that was made up of and how we get to that figure, so people could actually understand ‘hey there are 20 women that go to Women’s Refuge every Saturday night’, or whatever it is.” (Pasifika male owner)

- not really understanding what ‘violence’ is other than physical violence

“Violence to me is the tangibles, the black eyes, broken nose, the physical. The abuse is more of the internal, it’s the bullying, it’s the mental state.” (Pasifika male owner)

“A person knows where they stand within the pecking order and what’s expected of them... Oh you swear your head off and scream in someone’s face. You obviously only do it to the ones that need it because it can’t get into their little heads. We run a very tight programme and we have a date, if it’s not finished on that date it costs us \$xxx a day until it is finished, so if you have some guy ‘oh I didn’t want to come in today, I was a bit tired’...” (Pakeha male owner trades)

- competing demands of running the business, personal life, as well as other social issues eg, drugs, alcohol, gambling, health, depression, poor levels of literacy

“Everyone has outside commitments, everybody is a lot busier now than they were 20 years ago, I work between 10-12 hours a day, and so another 12 hours over the weekend, generally, plus having 4 children. If you have got happy staff you have productive staff, it’s not just the family violence, a whole raft of factors that basically make up a happy employee – whether they are getting paid well, whether they are medically fit, alcohol and drugs abuse, gambling, just general finance. As an employer you have got to be sensitive to all of those issues, so it’s hard to jump in and focus on this one thing and put in all your efforts, it’s more like having a small bit of knowledge on each factor.” (Pakeha, male owner, trades)

- the recession means that although family violence is likely to increase, business survival is at the forefront of owners’ minds.

“Recessions, in the past family violence has always come to the fore. And I think making businesses aware, I mean it’s community issues, I have been involved with youth work mainly, not so much family violence and from about 1972, and most of the kids that we work with, have either come from homes where severe alcoholism has been a problem or severe family abuse. I have seen it all the time, I have seen it rise and fall as the years go on and when times get tough it definitely comes to the fore a hell of a lot more.” (Māori, male retailer, involved in community youth issues)

“It’s a tough time so business focus at the moment is survival and then all of a sudden you ask someone to look at another area as well, so timing wise perhaps probably not ideal... I am on the Maori Business Network Board so we have 120 members and listening to what the members are saying currently, it’s pretty tough, and for some of them it’s quite hand to mouth stuff literally.” (Pasifika, male owner)

AND BARRIERS TO SPECIFIC INVOLVEMENT

As well as the more ‘generic’ barriers outlined above, there are barriers to SMEs taking action within their own workplaces. These barriers are:

- a belief that family violence is unlikely to be prevalent among their own staff (particularly if their staff are primarily Pakeha and/or medium to high socio-economic groups)

“We haven’t had any incidences here, because we do have policies in place and we all have police checks and things. So in that way it’s slightly different.” (Pakeha, female owner, child care)

- reluctance to get involved in employees’ private lives

“You are getting the company involved in their personal life.”
(Pakeha, male owner, trades)

“Of course under the Privacy Act, it has become more difficult to discuss things with staff members that you think maybe having some trouble. I have managed big companies and have seen this in the companies but have really struggled to do anything about it because of that issue. And usually people are so private about it or ashamed, they completely turn off and don’t want to discuss it in any shape or form, then it gets worse and worse and it’s not until they are totally desperate that they seek help or it’s too late to get help.” (Māori, male retailer, involved in the community)

- employers' anxiety about introducing the topic to employees as it may appear to be 'finger pointing'

"It's more personal in a smaller business. If I saw them (poster) being put up I would be like 'what are you trying to say?'" (Young, pakeha, male employee)

"I had staff with convictions and things but I didn't want to ask anything. Don't want to know, off the books, dodgy people." (Pakeha, male owner)

"Well I suppose it's probably natural reluctance to sow any seeds that we maybe prying into staff. Staff are sensitive enough about all sorts of things, I would hate to think that someone thought we were targeting them." (Pakeha, male owner, accountancy)

- employees' reluctance to bring it up with employer

"Quite often they will think it's not relevant to us so they might not bring it up." (Pakeha male owner)

"I would think (twice) about telling my employer, I would be thinking he is thinking how much time is he going to need off?" (Pakeha male employee)

- not knowing how to identify family violence
- not knowing how to help or support staff

"The hard part is knowing how to intervene with what's going on, that's what you need to be arming businesses with, everybody is so reluctant to interfere or do anything about it and I think some clarity needs to be brought forward to business owners on just what they can do and if there is someone they can go to and talk to about this, or get someone in, that would be great. The problem is if you recognise that it's going on in your business and you try and draw someone out about it, unless they will come forward with it you haven't got a hope in hell." (Māori, male retailer, involved in the community)

"The first thing would be being able to identify and knowing what to do if someone came to you with that problem." (Pakeha, woman owner, hairdressing)

- still concerned about the stigma of family violence (not, as yet, truly believing that 'it's ok to ask for help').

"We are not Wellington or Auckland we are small town and the stigma, that privacy thing – oh my God they will know what is happening to me or what I have done. It's all that stigma of what will people think? What will they say? How will I be perceived?" (Pakeha, female owner, child care)

COMMUNITY GROUPS CONTEXTUAL PERSPECTIVE SAME AS SMES

The comments made by community groups generally highlight the same barriers to action as those expressed by SMEs themselves eg:

- employers not wanting to get involved in their employees' private lives

"There is quite a lot of old school thought, that's sometimes a hurdle to get around. The whole family violence area, well that happens at their house but it doesn't affect work. We are just looking at a lot of education to employers and managers and business owners around the effects that it does have on their business. They (employers) may all have ideas that things are happening for their employees but it's largely believed that that's their own business."

- not knowing what to do or where to go for help.

“They’re (employers) scared that if something is disclosed to them or they do find out something, then they are worried about what they have to do and what they have to say. Stress to them that they aren’t there as counsellors they just need to know where they can refer people to or get help from, it’s not that they have to do anything about it. Just being afraid of what am I going to do now that I know all this stuff, so giving them that confidence of being able to know what to do if it does arise.”

“I think the less employers have to get into the personal business of their employees is the better for them, because I think part of that fear is that they care about their employee but they don’t want to know all the details, and then to pass something that says ‘look contact this person to discuss it’.”

SPECIFIC RESPONSE TO THE LEAFLET DRAFT MESSAGES

THE KEY OBJECTIVE NEEDS TO BE CLARIFIED AND STATED

SMEs seek clarification of MSD’s key objective and purpose – is it primarily to encourage employers to:

- foster ‘safe’ workplaces and prevent and address **workplace** violence?

I have encouraged a process for releasing tension and that so the people that I have employed they are quite frank and able to communicate with me and I have a personal view of allowing questioning and conflict resolution in my business. I work for high productivity and that necessitates good communication and also a healthy environment, also that the staff aren’t abused in subtle indirect and direct ways...you are not going to get productivity if you are going to have an environment where people can’t freely be themselves. People get volatile and upset at different times and it’s not personally often, it’s just misplaced anger...It’s the social intelligence of the employer. Management has to be able to articulate and communicate well and resolve conflicts and tensions and have a transparent process in place.” (Pakeha, male owner, small business)

- support staff being abused or abusive in **family** situations?

“I am still trying to get my head around it, exactly what you’re asking? In terms of campaigning with businesses, are you asking for businesses to keep an eye out for their staff?” (Māori, male, retailer, involved in youth community)

“Not that he was going to be asked to be any kind of therapist or any facilitator but that he was going to be aware and so there could be a range of little brochures that he might be going to give them (employees) to give referrals to the PHOs (Primary Health Organisations) for free counselling services” (Pakeha, male owner)

- support and sponsor community groups who are targeting family violence?
- be a channel to promote messages to the wider community?

IDENTIFICATION OF FAMILY VIOLENCE NEEDS TO BE INCLUDED – SEPARATELY FOR EMPLOYERS AND EMPLOYEES

If the intention is to support staff involved in family violence, SMEs state they need a:

- definition of the scope of family violence (hitting, intimidation, control, etc)
- checklist of how **employers** can recognise the signs of potential family violence
- checklist of how **employees** can recognise if they are being abused or are abusing someone.

Specifically, SMEs suggest that the signs and impacts of family violence (other than bruises) are employees who have a change in pattern of behaviour or personality eg:

- socially withdrawn
- late
- take sick days
- make mistakes and/or injure themselves
- have partners who keep close tabs on the employee – ring, turn up, always drop off and pick up
- abusive to other employees and/or managers.

“Stress – either they go into their little shell or they explode out or they just get sick all the time. Probably it wouldn’t do any harm for the employer to be aware of some of the signs – anger, sick, antisocial, timekeeping – late, short fuse, they flick from one to the other, mind you that comes under alcohol abuse, drug abuse, the whole lot. Any change that is out of character, but we generally pick that up sometimes with some of the guys, the ones that are an open book and usually then they are just going through a rough patch or they broke up with their girlfriend, but there is probably family violence but you don’t see it, because it’s secret. For management you would need to have a thing that can be passed out and recommended to read so they can pick up the symptoms.”
(Pakeha, male owner, trades)

“If I was to do this campaign I would look at identifying signs like problems at work, tiredness or financial, I assume drinking. Like having a brochure of the key signs to make people aware what could be happening to our teams or whatever. ‘Family violence it’s not ok’, is that enough information do you think to have on that? Because I just assumed it was males hitting females but it can be other way around.”
(Pakeha, male owner, hairdressing)

SMEs also suggest a self help or first steps checklist in a separate leaflet for employees – people being abused or people who are being abusive. A pamphlet produced by the Porirua Community Family Violence Prevention Network contains an example of a checklist that employers and employees suggest would be useful for self check eg, Does your partner try and control everything you do? Are you discouraged or stopped from seeing family and friends? etc

“Ever threatened you, physically, verbally? Has he threatened the kids, is he abusive to the children, to you? Like often he is in jail, have you got a plan for when he is out of jail? Some will say ‘oh yeah he did hit me, but he is really good now’ and you go ‘ok well he will probably hit you again, have you got a plan?’ The thing that works a lot of the time is ‘oh he only punches me doesn’t punch the children’ that is what they will say and you say ‘do you realise what effect that violence has on the children?’” (Pakeha community plunket nurse)

If the intention is to reduce workplace ‘violence’ then employers also need a checklist of whether they are being appropriate role models or whether they are being abusive.

“Addressing something to the employer, because he is the one who has got stress and anxiety about money and he is nutting out and he is blaming all his staff for stuff that they are not even doing wrong and he is neurotic so some staff members can’t do anything right. He is the one that sets the bad habits and the bad vibe. It’s almost like you need a poster up there saying ‘Hey! Calm down, don’t abuse your staff, don’t talk to them in a bad tone, watch your tone.’” (Pakeha, male owner)

There also needs to be some clarity about the intended ongoing use or life of the leaflet. There is strong suggestion that most SMEs would skim read the leaflet and then ‘bin it’. Even in a research situation, where they are asked to read it, most only glance at it and then put it aside. There doesn’t appear to be any ongoing ‘life’ as a resource worthy of keeping on file.

SCOPE THE SEVERITY OF THE PROBLEM AND PERSONALISE IT

SMEs indicate they are not really ‘on board’ but suggest they would engage with more personalised ‘human’ facts and figures. They indicate the figure of \$8 billion is ‘impressive’ but is hard to relate to as an individual business.

Lost productivity:

- Family violence costs New Zealand an estimated \$8 billion a years in deaths, injuries, lost productivity, law enforcement and related justice and prison costs.

“It’s more like a numbers game, like out of 10 people in the community, 1 person will be involved in family violence, and so then you look at how many employees you have and so that means we are looking at a possibility of xx people, working on that ratio.” (Pakeha male owner, trades)

“Questions such as ‘why have we got the highest teenage suicide rate in the world? How much of that is due to family violence? What does it cost to keep someone in prison? Police spend x hours on domestic violence, guys brought up in family violence are time bombs.” (Pakeha male employee, trades)

The impact on children also prompts a high level of engagement eg, New Zealand has the third highest rate of infanticide in the OECD (Organisation for Economic Co-operation and Development).

SMES PRIMARILY MOTIVATED BY BUSINESS PRODUCTIVITY, RATHER THAN MORE ALTRUISTIC MOTIVATIONS

The motivations that SMEs relate to are:

- good for business, good for staff
- what happens at home affects what happens at work
- it makes good business sense
- workplace productivity, efficiency, staff turnover, absenteeism and safety risks.

“Well it makes good business sense, it’s what it’s about, I totally agree that if your workers are in a happy environment, a good environment, they work better, or more to the point if they are in a bad place they don’t work so well, so yes if there is no family violence, their performance will be better at work.” (Pakeha, male owner, trades)

“I make more money from a happy team... this is what links it into a business. You are trying to help businesses to be more efficient, to increase productivity of our country this is one of the vehicles that will help increase the productivity so John Key would be happy with something like this because it makes sense.” (Pakeha, male owner)

There are some secondary messages that should possibly be included for those SMEs who are also community minded (and they may work for larger businesses). These are:

- making New Zealand a safer place, safer community, safer society

“I don’t think it’s something that anyone can ignore really, everyone knows it’s unacceptable and if everyone helps I guess it can only get better.” (Pakeha, female owner)

- caring about staff and their families
- reputation (employer of choice)

“Become an employer of choice and it could be sold as that aspect, it’s just another one of those benefits that you do and you are aware of it, you know that in New Zealand we have a problem, and yes we are prepared to work within that, whatever that may be.” (Pasifika, male owner, hospitality)

REASSURANCE AND ‘HOW TO’ REALLY IMPORTANT

One of the big contextual barriers to SME action is not knowing how to help. Therefore SMEs respond to the messages of:

- you don’t have to be an instant expert
- you don’t have to solve the problem.

The message that ‘staff just need to know how to recognise family violence, how to get help and how to offer it’ is along the right lines, but the leaflet needs to tell them ‘how’ and ‘where’ to do this.

EXAMPLES DON'T WORK EFFECTIVELY

There are some problems with the examples in that they:

- are only big business, dominated by a few industries and tend to be lower socio-economic employees (SMEs can't 'see' themselves)

"The businesses are very targeted at probably not my industry, it's very much factory type, it seems targeted to the lower socio economic." (Pasifika, male owner, hospitality)

- 'muddy the waters' about what the primary objective is – supporting staff involved in family violence, community awareness, sponsorship, or violence free workplaces? (At a glance, by reading the headlines only, it appears to suggest the latter eg, 'violence free supermarket' and 'violence free hardware store' as opposed to reading the small print that says that Mitre 10, Hubbards and Tenon are supporting staff who are experiencing family violence or helping spread the message within the community)

- are mocked

"All work sites are violence free, if someone takes a swing at someone that's it they are gone." (Pakeha male owner, trades)

"Violence-free hardware store, I would be absolutely amazed if there was violence in their hardware store. Pak n Save I mean I would be absolutely staggered if at 10am every morning they all got stuck in and beat each other up."

- dominate the message, both in terms of amount of content and visually, so that it appears they are sponsors or advertisers to the detriment of the key message.

"Advertising their stores, it puts them out there as being violence free."
(Pakeha, male owner, trades)

SMEs suggest something along the lines of bullet point examples of how other businesses have handled it eg, display of banners, support programmes, sponsorship of local projects and for more information on the examples go to the website.

Alternatively, the logos could be used as advertising or sponsorship for the messages with the right to display the logo when businesses have undertaken specific actions.

ACTION POINTS

There is currently no strong call to action and little of the action points that SMEs readily engage with.

They don't want to actually do the helping so 'You can help stop family violence by...' makes them slightly anxious. Plus, they don't really want to get specifically involved (remove the heading on the back page 'How to get involved'). They are not particularly motivated to support the campaign, so for them it is not about involvement as such.

There is highest willingness to increase understanding by displaying posters or making leaflets available – this is a fairly passive and non time-consuming action on SMEs' part and partly overcomes their barriers about getting involved. However, see the following section on the poster for more comment on SMEs' responses.

There is some recognition and willingness to develop workplace policies and procedures eg, as part of health and safety, and some SMEs already do this. However, this is perceived to be more about violence (bullying, intimidation) free work places than about addressing family violence.

“You could make that part of your workplace policies, where your staff sign off on it to say they have read it, they have understood it and as an employer you have said that ‘yes this is part of my core values that I have as a business and we will be putting this through’.” (Pasifika, male owner, hospitality)

“This would be like the business plans, governance, management and documentation for staff, company organisational culture, eg, Doug Matheson (The Complete Guide to Good Governance in Organisations and Companies by Doug Matheson, published 2004 by Profile Books). It would be necessary also to do a Māori one as part of the Treaty (of Waitangi) obligation.” (Pakeha, male owner, previously managed large organisations and involved in the community)

SMEs do not engage with the suggestion they should:

- get involved with community efforts to prevent family violence
- provide staff with information and training
- getting involved with community efforts to prevent family violence
 - donate goods that can help local services
 - allow staff to do volunteer work in their paid work time
 - assist with fundraising
- providing staff with information and training
 - invite a local family violence organisation into your workplace to talk about their services – organise training for managers, supervisors, and HR staff.

“Provide staff information and training - we wouldn't want it done in our (employers') time, and the guys would say ‘I am having my smoko, why is it in my time?’ so it's more (relevant) that it's out there and they just need to be aware of it and they know there is somewhere they can go and that it's (violence) not acceptable.” (Pakeha male owner, trades, larger business)

Both of the suggestions above have a direct cost to business in terms of unchargeable hours and the suggestion tends to alienate SMEs and indicate that ‘government’ do not understand the reality of business.

SMEs do have other suggestions eg:

- include messages in newsletters

“Every two weeks we send out a newsletter, quite happy to put it at the bottom of the newsletter, it's quite generic, ‘we have been approached by xxx, anybody knowing anybody in their family or whoever it may be please feel free to ring this number or for more information please ask xxx they do have some information at the office, you are more than welcome to it’. So it's just being generic about it in those type of instances.” (Pasifika, male owner, child care centre)

SMEs may want to recognise the signs and then be able to direct their employees to where they can get practical help and support for family violence. This means displaying checklists (pamphlets) and/or reference to help (business card size).

“It might even be if one of our staff came to us...’hey let’s get this out and let’s go through it’ because stuff is happening at home and we would be able to see how we could help this person. We would also let the team know that we had that in the filing system somewhere so if there was an issue that it is a tool and it’s there to be used.” (Pakeha male owner)

“These sort of things could be left on lunchroom tables and things like that. This is quite a good little pamphlet (leaflet that sets out a checklist of abuse). It doesn’t take a huge amount of reading so there is not a lot of rubbish in there that is hard to understand, it just sets out a little bit of where can you get help, what you need to know, if somebody is desperate and yet doesn’t want to tell anybody about it, they can quietly read that in their own time and maybe do something about it.” (Māori male retailer, involved in community youth work)

DESIGN IS NOT WORKING EFFECTIVELY FOR THE MESSAGES

The key feedback from SMEs is:

- there is too much text with messages that would be better graphically conveyed eg the overlap between home and work
- people just skim through the headings and this means that the headings need to be very clear in their message takeout and well prioritised. For example, the first point in biggest font on the first page is ‘Employers can play an important part in raising awareness of family violence and making New Zealand a safer place’. This is not the key message and not what employers engage with. Meanwhile, the most important message is lost in small print ‘What happens at home affects what happens at work’.

**EMPLOYERS CAN PLAY AN
IMPORTANT PART IN RAISING
AWARENESS OF FAMILY
VIOLENCE AND MAKING
NEW ZEALAND A SAFER PLACE.**

What happens at home affects what happens at work.

- as outlined previously, the content example is not contributing to engagement, plus the logos, the headlines and the quotes dominate visually to the detriment of the more important messages – see below

“

... [the program] has given us valuable assistance to implement practical HR policy and structures which have created no added hassle to the way we run our business.”

Doug Paulin, CEO of Hubbards Foods Limited



**VIOLENCE FREE
SUPERMARKET**



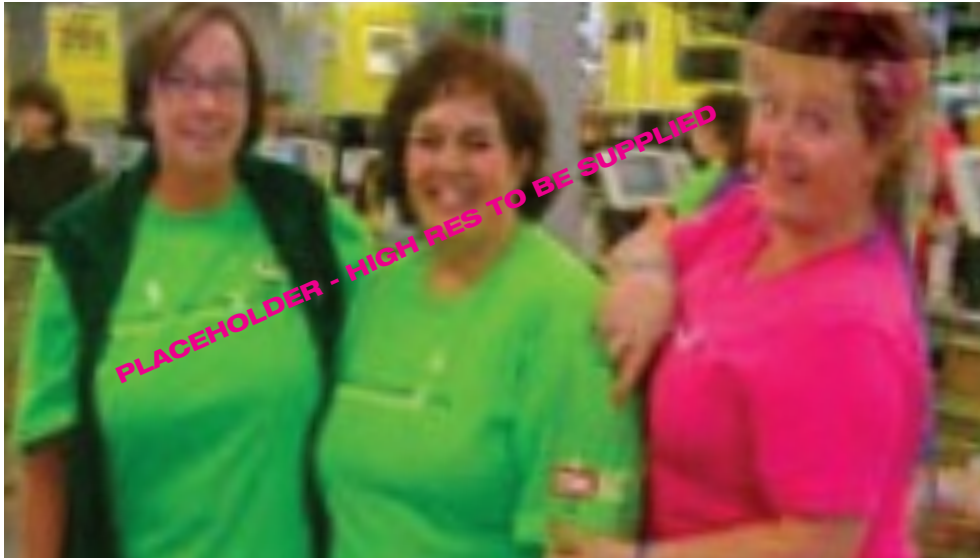
**VIOLENCE FREE
HARDWARE
STORE**



**HUBBARDS
WORKPLACE
PROGRAMME**



**TENON HELPING
TO SPREAD THE
WORD IN TAUPO**



- the photos are miscellaneous in that they don't support the key messages
- people open up the three sections and read from left to right. This means the messages on the last page – action points, are lost.

You can help stop family violence by:

- increasing understanding of family violence in your workplace
 - display posters around your workplace, make booklets and leaflets available
- getting involved with community efforts to prevent family violence
 - donate goods that can help local services
 - allow staff to do volunteer work in their paid work time
 - assist with fundraising
- providing staff with information and training
 - invite a local family violence organisation into your workplace to talk about their services – organise training for managers, supervisors, and HR staff.
- developing workplace policies and procedures
 - incorporate a family violence policy into your health and wellbeing policy, or policies on harassment and bullying. Ask local family violence services to help
 - it doesn't have to cost a lot and it can save you money in the long-run by contributing to happier, safer, and more productive staff.

COMMUNITY GROUPS' DIRECTION FOR CONTENT

Community groups respond positively to the idea of generic messages that would potentially engage employers. They state they would use any communications' material in discussions with employers, picking up and communicating the main points. They would also leave it with employers as a point of reference.

Prior to looking at the leaflet there was some discussion about what they think would be useful content. Community groups suggest the material should communicate:

- the primary message that family violence impacts the business – and, in particular, causes loss of productivity and cost to the business.

"I think the way to get them to want to be involved with it, is talking about their bottom line profits, in terms of the amount of sick leave that's used for people being away, particularly for places like the timber mill and machinery staff if their employees aren't on the ball, if they are not concentrating, if there are problems, they are going to make mistakes, which means lost production, reduced production, which leads to a whole mess for employers as well, so it can be really costly and I think that's probably going to be the most effective way for them to want to be involved, – is really looking at the bottom dollar."

- stress the overlap/link between work and family – in a visual diagram

"In tough economic times domestic violence rises, that's not a guess, that's the reality, so it's even more of an issue...impact on the workplace not just in the home."

"Family violence does not stay at home when people go to work."

- challenge employers to think about the prevalence of family violence – likely among their employees

"The thing about it (family violence) is the secrecy is so clever, like they (employers) are not going to know unless they are up for that challenge. If the message can get them thinking 'oh, maybe we are not so clear of it here, maybe it is very likely that it's here too'."

- the signs of family violence (as a checklist for employers)

"Being absent from work, patterns of absenteeism, unexplained injuries, patterns, that things might be good for awhile and then it starts up again. They can't be involved in socialising, they have got to be home, they are very anxious about being home on time, they can't socialise, they can't mix outside of work. It can be their partner coming in and checking on them or phoning constantly or even coming in and making a fuss about something. Sometimes (they may be) upset or traumatised and there is something not right, just that instinctual thing that somebody is not right. Whether they have isolated themselves at work, being quiet and don't actually talk to people."

- a checklist for the workplace/employer themselves (if also promoting a violence free workplace)

"I would be looking for a checklist (for the employer). Am I violence free? Are sexist jokes accepted in the smoko room? Does everyone know it's not ok? Would all your staff members know about the 0800 (number) in the campaign? Is there a place they can go that's free and confidential for help? Is it a (work) place they would even raise it at (family violence)? Is this the place that your staff want to work all day? Am I role modelling? So a checklist as an employer and a checklist for a work place. Take the test, issue a challenge or action, 'are you a violence free workplace? How would you know?'"

- a checklist for employees – are they abused or abusing? Is anyone afraid of them or are they afraid of anyone?
- how employers can direct employees towards help

“If you suspect that there is family violence involved with any staff members, this is what you do, 1,2,3,4,5, and it can be as simple as one page that fits in with their health and safety file. If I was worried about one of my employees I would arrange a time to talk to them, to simply say ‘look I have noticed bruising, or that you have been missing work a lot, what’s happening?’ And give them the chance to say (talk), and then take it a step further, because usually the answer is ‘oh no everything is fine’, and it’s about ‘well actually I am still very worried about you, do you need some help, do you want to talk to an EAP (Employee Assistance Programmes)?’ If they are under that scheme or ‘do you want to talk to one of these organisations?, look through our directory here’. It’s about finding who is the most appropriate person and that’s where the coordinator could come in, they (the employer) could phone and say ‘look I am worried about my employee’, before they even talk to them, do a bit of work before, ‘who can we suggest?’, so the coordinator could say ‘these are the organisations that could help this person’ and give them a choice. And support for themselves (employer), ideas and support.”

COMMUNITY GROUPS’ FEEDBACK ON THE SPECIFICS OF THE MATERIAL

Community groups’ feedback on the draft messages is similar to SMEs’. As with SMEs, community groups feel there is a need to clarify the message and the primary objective:

- general promotion of messages?
- workplace free of violence?
- employer supporting their employees experiencing family violence?

“I am really strongly focused on a violence-free workplace. They (employers) are in a complete position of modelling behaviour that might get repeated. If the workplace tidies up their act, because you can be sure that there would be a fair bit in a day, low key, ‘oh you’re a dickhead’ or ‘what did you do that for?’ Yes a workplace version, no name calling, putdowns so that everyone is free to contribute and be all they can be, Is your workplace violence free? But then we are getting off the topic of family violence? I guess the campaign hasn’t got the authority to do work place violence, they are doing family violence, I guess they haven’t got the mandate to branch that out into workplace stuff specifically but I see a really direct link. ‘Is anyone afraid of you? At home or at work?’ Quite cool to link the two wouldn’t it?”

They query whether the leaflet is intended as a ‘once read’ or to be used as an ongoing resource? – They think it should be the latter.

“This is kind of just almost the propaganda for the businesses to be involved, there is no real reason for them to actually hold onto it. If it’s trying to get the businesses on board would it need to be something so big and flashy if all they are going to do is read it and go ‘oh yeah it’s a good idea’ and that’s all it’s used for?”

Overall, they think business engagement with the messages is likely to be weak.

“Any more stats? Why would I? What’s in it for me? No it doesn’t leap out. Making New Zealand a better place – it’s quite global if you are thinking about the ‘what’s in it for me?’. And is there anything on here that tells me what to do? - Increase my understanding, get involved? And is it saying there is a kit available? Would there be a kit available? What would it include?”

The content that community groups think will engage business is:

- Good for Business

“It’s positive... I think to ask businesses to be interested in staff just for the good of the world, nobody can afford that, but to have the link (good for business), I like that.”

“
**GOOD FOR
BUSINESS**
**GOOD FOR
STAFF**
”

- don’t have to be an instant expert

“I like ‘it makes good business sense’ and I like ‘you don’t have to be an instant expert’.”

- it also makes good business sense:

- workplace productivity, efficiency and reputation are all linked to workplace safety and morale
- what a business does for its staff, their families and their wider community can impact on its business performance

- you don’t have to be an instant expert and you don’t have to solve the problem. Staff just need to know how to recognise family violence, how to get help and how to offer it
- impact of home on work

“And ‘what happens at home affects what happens at work’, that’s a really key message.”

Based on what they think should be priority messages (see previous section) they think the content is missing:

- the scope and definition of 'family violence'

"My initial impression is that it's quite busy. I was reading about the how family violence might affect safety and productivity, but it doesn't actually tell you what family violence is, what it covers and what it doesn't, so would (it include) somebody who is distressed, depressed and anxious? Would people recognise kind of the bullying, intimidating aspects of family violence in this or would they just think it's actually the person who is going to explode and physically hurt and maim someone? Because this doesn't describe anything of what family violence is, it risks being too narrow. It doesn't grab me... (Needs) something about 'family violence also includes intimidation and stand-over tactics'. I mean intimidation in a family violence sense, so the woman who is intimidated and harassed at home is going to come to work fearful, not do her job well... Workplace bullying or harassment will be reasonably evident and known about, think about what those people are like when they go home to their partners and families."

- checklists of signs

"There might be a checklist for staff to do. Would you like help? Go there to get it."

- how to get help.

"Does it tell me where I can go? Campaign team is not always going to be around, in three years' time, the campaign team is gone."

Community groups suggest there is too much emphasis on:

- altruistic motivations

"I'm curious about the play on 'employers playing an important part', I guess some people do like that social good, so maybe that's a good line?"

- the examples

"The collective 'we can all help stop family violence by...', it's not such a direct call to action is it? Part of my reaction is 'well you don't have to tell me what other people have done', like either I am interested or I am not, and Pak n Save, well of course they have got so much money. Mitre 10, they are monstrously big, Hubbard's have got more money. Is this supposed to be emotional blackmail? This feels like they helped pay for this (the leaflet), did they? It feels like it, they look like the sponsors. If it said 'here are some ideas from other companies', or 'these companies are happy to share what works for them', but it just has that feel of 'many businesses are already involved in helping' and I just want to say 'well good on them', it doesn't warm me up."

POSTER(S)

VARIABLE SUPPORT FOR DISPLAYING POSTERS

Business owners who are already involved in the community and/or concerned about family violence indicate a willingness to display posters visible to staff and in more public/customer spaces of their workplaces as a passive channel to promoting the message to the wider community.

"We would certainly be more than happy to support an exposure via some posters to be put up in the general office. If it was intended to get a total coverage of the message, I would be prepared to be part of that to get wider exposure. On the whole our clientele, the people that come in here would be mainstream, middle of the road people. I wouldn't have a clue whether this is just a lower class issue or whether it's widespread, I honestly don't know. But I am absolutely willing to accept that potentially it's a significant issue and if we can give exposure to a wider exposure (issue) then I am actually happy to be part of it." (Pakeha male owner, accountancy)

However, there are also some SMEs who would not display the posters at all as they think it would create a sense that they were 'finger pointing', prying into employees' private lives and/or don't want to impose into employees' physical meeting space. Plus, some all-male workplaces are still dominated by rugby and 'girly' calendars.



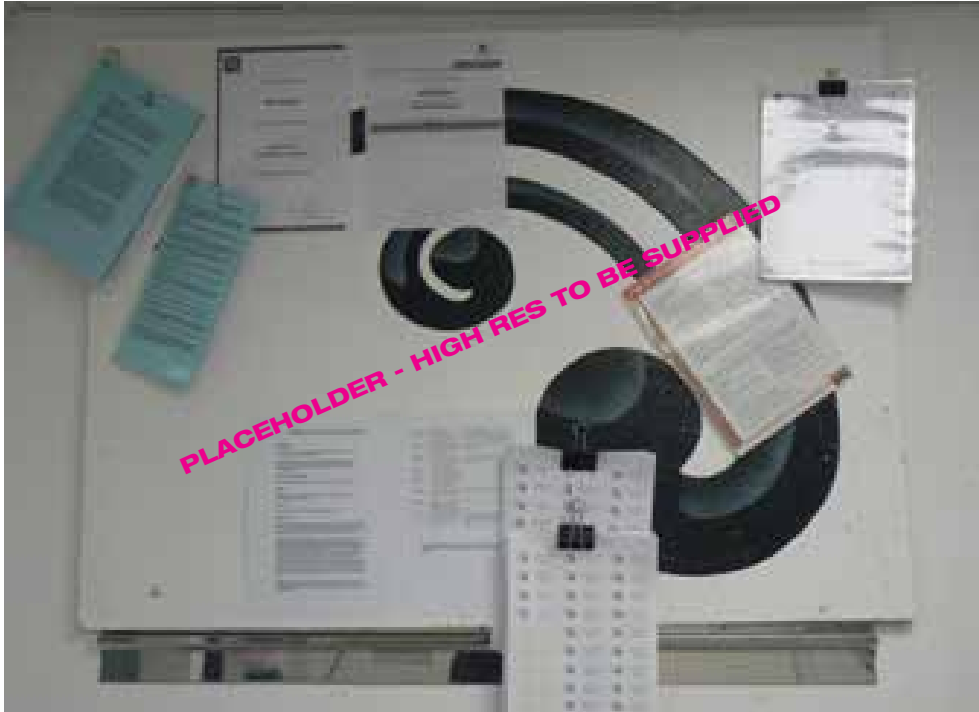
"They would rather look at the All Blacks. Interfering in their private lives, I don't want to know what they're doing in their private lives... The first reaction if it was put up would be 'who's got violence at home?' They would take it personally. 'Oh who are you aiming it at?'. Most of them would be quite insulted if they thought that I thought there was a problem." (Female Pakeha owner, trades)

Some businesses are also reluctant for clients to see family violence posters.

"Most probably not because then they ask the question 'oh have you had problems before?'" (Pakeha, male owner, trades)

"I don't think it would be appropriate to have this in the salon itself, because it is a topic that is a bit...it may make people feel a bit uncomfortable. And if there was someone who was prone to doing that, we wouldn't want to get into a scenario, because I am assuming men that do this are quite into power and I don't want anyone to get agro or just be a bit more sarcastic towards me." (Pakeha, male owner, hairdressing)

One further barrier is there may not be a suitable noticeboard or staff area to display posters. Most noticeboards seemed to just have a few staff notices.



NEED TO DEFINE THE PRIMARY OBJECTIVE OF THE POSTER

People's response to the draft poster messages and visuals depends on what they interpret the primary purpose to be:

- to raise generic awareness that family violence 'is not ok' – in which case they suggest depiction of bruises and strong 'it's not ok' messages – more widespread coverage of the existing posters

"I like the ad about the ALAC ones, and you see it so many times, it just reminds me every time I see someone's kid it reminds me of that ad, it makes me cringe but I think it is a good ad." (Young Māori female employee)

- to get people to recognise that they are being abused or being abusive – eg, Is anyone afraid of you? Power and control wheel³, checklists
- to encourage people who are being abused and afraid (primarily women) to get help – in which case they suggest depiction of women and a strong call to action (stronger than 'it's ok to get help') and clear direction to the help available – confidential, free, expert – website, 0800 number or local organisation (and what they can expect when they ring or go online)
- to encourage people who are abusers and making other people afraid (primarily men) to get help, in which case they suggest depiction of men and a strong call to action (stronger than 'it's ok to get help') and clear direction to the help available – confidential, free, expert – website, 0800 number or local organisation.

³ The Power and Control wheel was developed by women in Duluth, USA: www.womensrefuge.org.nz

OVERALL PREFERENCE FOR VISUAL MESSAGE, RATHER THAN WORDS

Most people (owners and employees) suggest that visual messages are more powerful than plain words.



However, some people suggest that the plain words are less like 'advertising' and state the message simply and clearly – where to get help for family violence. It also gets around the issue of narrowing the message – by not having a visual it is inclusive of all demographics – gender, ages, ethnicities, socio-economic groups etc.

**WORRIED ABOUT
FAMILY VIOLENCE?
CONFIDENCE HELP
IS AVAILABLE.**

**0800 456 450 OR
WWW.AREYOUOK.ORG.NZ**



“(Words) is more like a document. That’s more official, that’s what you are after. It’s all there, the information is there, it’s not over the top, it doesn’t appear opinionated. That would be something that could easily go somewhere on site. (It looks like) a government department (a good thing) because a lot of guys that are in that situation, all the things they are looking for has to be a free service, family planning and family support.”
(Pakeha, male owner, trades)

There is a problem in depicting men only. There would probably need to be a women’s version as well or an alternative visual that is gender neutral.

“I just wondered who they are, it doesn’t look like someone who would be in a position that needs to ask for help but then you don’t know the situation, but to me it’s more females that would want the help, so yeah to have two men, on the picture I am not sure.” (Māori, female owner, child care)

“The problem is that men that are violent to women, won’t see that – because they see that their woman needs some control, that’s what they think. So they are not going to ask for help. This photo here makes it look like a man saying ‘I have been violent to my partner’, that is not going to happen very often is it? Because those men only will (get help) if they get caught. He is more likely to be forced into it. If that picture was women saying ‘it’s ok to ask for help’, that’s because they are a victim and we are saying ‘please don’t feel like you can’t. There is someone out there that cares’. What about a business card with the 0800 number on it and website, you don’t need a lot of writing on it.”
(Pakeha, community plunket nurse)

There is a mixed reaction to the depiction of face-to-face help – mostly it emphasises that help is available and in a non-threatening situation (over a cup of coffee/tea).

“They are basically talking, a good thing having a cup of tea.”
(Older, Pasifika male employee)

“Just basically encourage people to come out in the open about it, to seek help, giving them permission and not ostracising them for doing so. The expression on that man’s face – anxious, concerned...sad and just a normal-looking guy, he could be anybody, my husband or my brother. It’s conveying all sorts of emotions, even pain. You don’t need anything graphic in your face, that to me is more poignant, we have become inured to bloody images, battered faces, the stereotypical tattooed Māori. This just brings it back down to a normal level, a sensible level, you would have to be deaf, dumb and blind not to know that it’s (family violence) out there and it’s being dealt with, this just keeps it real, his normal expression, normal-looking bloke who you could pass in the street, just the anguish the furrowed brow, just hunched forward, you could read so much into that, despair.” (Pakeha, female employee)

But some men indicate a reluctance to talk face-to face. In the first instance, they are most likely to go to the website. There is also some interpretation that this is the employee and employer and that can make employers feel they will be expected to be counsellors.

“I just think a lot of people might find it hard to actually talk to someone one-on-one and that is what is suggested.” (Young, pakeha male employee)

"It's not a bad thing if an employee can come and talk to your employer, a lot of times when I was working at Auckland a lot of staff would actually want to come and talk to you because half the time the reason they were late was because of their parents or all sorts of things going on at home, which was making them not turn up to work. They do need to feel comfortable being able to talk to you. If they never talked to you, then you would never know why they aren't coming to work or why they are coming to work with bruises on their faces or crying during lunch and having longer lunch breaks and all sorts of things." (Young pakeha male employee, previously supervised staff)

The visual poster needs a lead in eg, 'Is someone afraid of you?' so that people know at a glance it is family violence. People don't notice the logo at the bottom of the poster and there is not high recognition of the face from the campaign.

"It's ok to ask for help, ask for help for what? A gambling problem, mental health? Maybe if it was a lady with a black eye, different story. You think it's a guy having a coffee talking to another bloke, just a couple of mates having a coffee, whereas if you put a lady in there holding two children with a black eye, I guarantee everyone will know what it's about." (Pasifika, male owner)

"Family violence – because it looks like a logo you don't read it. It could say Wellington Regional Council for all you know." (Young, pakeha, male employee)

"The poster is not what you would call 'out there', it's usually a battered wife, to me that picture could be like Viagra help." (Pakeha, male employee)

A further draft version of the poster (it is ok to ask for help) did not engage SMEs as it does not indicate subject matter (family violence) and does not have a strong call to action.

IT IS

OK **TO ASK FOR HELP**

0800 456 450
WWW.AREYOUOK.ORG.NZ

FAMILY VIOLENCE
IT'S NOT OK

STRONG PREFERENCE FOR WEBSITE - HAS CRITICAL CONTENT IMPLICATIONS

People strongly indicate they would look at the website (www.areyouok.org.nz) in the first instance as it protects their privacy and eases them into getting help. This means that the poster (and/or leaflets) need to indicate the website offers expert, confidential practical step-by-step actions. It is not sufficient to just list the website as all organisations have a web address and it doesn't signify anything other than just the usual organisational information.

"If it was me, I would probably go online first, if I was a culprit of family violence then I would probably go online (rather) than ring somebody – the thought of talking, somebody knowing, you might be in trouble, they might go straight to the cops, privacy." (Pasifika, male employee)

The preference for website has strong implications for the website design and content. It is critical that having directed people to the website, it is very user friendly in its design (visual, not text) and search/navigation, (finding the specific help) and steps for people to follow through on action points.

"Probably choices of what you are looking for, what your problem is, the steps you could follow without you having to be too specific...give you numbers of local people you could talk to...If you went on the website right now what would you get?" (Pasifika, male employee)

"What is on the website? I would probably go to the website first before ringing just to kind of scope it. If I was to ring, it would probably just be general, I would go 'my name is xx', probably be anonymous just to ask questions, initially." (Young Māori female employee)

"On the website you might have an employer page – information and services for the employer, so the employers need a lot of anger management training or might need stress management because a lot of it is stress and they are taking it out on the staff, so in tough economic times you would be putting some resources into that because there would be more stress. And an employee page, so what counselling services are there when people are made redundant nowadays? And when there are problems...when they want something they don't really talk about it, they will just go to the internet and Google it quietly. Have a real good page that they can go to which gives all the choices that they could possibly have." (Pakeha, male owner)

"Plumbing is a tough industry to crack – alpha males. Knowing where you can go is good, the website could break the ice, rather than talking to someone on the phone. You can look in your own time without anyone knowing about it. There is a stigma attached to seeing a counsellor, assume there is something wrong with you. The website would need to be non-judgemental, there is nothing wrong with you, not judged. Maybe a mini questionnaire – do you feel angry? If you feel angry go for a walk, write it down. Maybe a message board or chat line with anonymity – 'I'm stressed, parked up on the wharf, she's f... yelling at me, what can I do?'" (Pakeha, male employee, trades)

IMPLICATIONS FOR 0800 - CONFIDENTIAL, EXPERT, FREE

Some people may have a preference to phone the 0800 number if they can't (safely) access a computer at home or are not computer literate. As with the website, there are important considerations for the 0800 number. It needs to be a free call from a mobile phone and people need to be assured of expert, confidential and free help at steps through action.

"The other thing about a website is that it's traceable, it's in the history. It doesn't take much to know that you can log onto that computer and look at the history and look at what your partner has been doing." (Pakeha, community plunket nurse)

"If you ring that number are you guaranteed to get help? And don't forget you are a really vulnerable person, this is big stuff to even ring. I would just be scared that if someone finally found the zip of courage they needed to phone that number, there has got to be someone to 'grab' them... You would want to hear a person on the phone who is extremely onto it, can read your voice, can read the desperation and direct you. You would want to have confidence in that person who is empathetic and immediately knows that you are in a crisis and helps you. It can't be impersonal, it can't be like masses of recorded messages. They probably direct you? They (the abused) are worried someone might ring back." (Pakeha mother)

COMMUNITY GROUPS PROVIDE DIRECTION FOR DESIGN AND CONTENT

Community groups state that the important content and design points for poster (or other resources) are:

- instant recognition that the subject is family violence
- use of visuals to convey the message(s) – but not necessarily photos of people
- *"Show one strong and one cowering and there is (are) your two – take the genders out. 'Is this you?'"*
- inclusion of all ages, gender, ethnicities and socio-economic groups
- inclusion of all types of violence – bullying, intimidation, control, physical etc
- highlight the feelings involved in violence and the impact on families – fear
- help people recognise when they are involved in family violence
- call to action to seek help
- emphasis on confidential, free and expert help
- direct people where to go to for help – website, 0800 number and/or local organisation.

COMMUNITY GROUPS REPORT THE DRAFT POSTER IS NOT A STRONG CALL TO ACTION

Community groups understand the purpose of the posters to be calling people (abused/ abuser) to action, but they think it is not sufficiently strong.

"It's not calling them to an action the way it's written. (If it was) 'Are you and your family ok?' – It (would) get people going 'yes' or 'no', it's asking something of them. Or 'get help today' calling them to action. (Draft poster) – you could just read that, there is nothing that is going to get me thinking in myself about my family, that's (draft) still global. 'Is anyone afraid of you? Are you afraid of anyone?' – calling them to have to answer a question, calling them to think."

Community groups recommend retaining the following key messages, albeit strengthening them:

- it is confidential – but add ‘free’ and ‘expert’
- ‘it is ok to ask for help’ – but strengthen it
- worried about family violence? – it picks up on the subject and the feelings that it engenders but could be stronger

“It tells me it’s confidential, it picks up my worries, connects with me personally, I have been worried about what’s happening at home, I have been worried about my neighbour, I have been worried about my workmate, I do quite like us finding a way to keep on saying that ‘it’s ok to ask for help’.”

“It’s hard for people to ask for help, admit that they have got a problem (Needs to include) free, confidential... the website. Tapping into their worry ‘it’s ok to ask for help.’”
(Pasifika women community staff)

As with SMEs, community groups state a preference for a visual depiction, rather than a words message.

“Worried about family violence? – Coming from a manufacturing background and having seen a lot of cafeterias and what gets chucked up on walls, that means nothing to the guys in the factory. And to a lot of those guys English is a second language so it has to be in their face.”

“The picture sort of draws you in.”

However, this particular visual has problems in that:

- people don’t know it’s about family violence

“There are images like that already in factories for all sorts of different things. I have seen employment relations posters like that and even ACC posters. (Pakeha community staff – men and women)

“I don’t know that that says enough, that could be anything, it could be alcohol and drugs, health.” (Pasifika women community staff)

- it risks the exclusion of women

“That’s quite appealing (visual) but what if it’s a woman who wants to ask for help about her male partner?”

“It’s just depicting one aspect of asking for help but it’s not saying anything about women who want support. You sort of think you would be doing two posters really.”
(Pasifika women staff)

- it makes some men nervous/reluctant to immediately find themselves in a face-to-face situation.

“I was just thinking of some of those visuals of not faces but the arm around the shoulder, but then you think actually that goes back to that ‘do I have to talk to someone’, well ‘no you don’t’. This is like I am going to have to sit down, I am going to have to share myself with you over a cup of tea, ‘I don’t think so’.”

As with SMEs, the community groups emphasise the implications for the website search, navigation, design and content.

“Most people who are internet-ok, with using computers would go to the website first because then they don’t have to tell anyone. I actually had problems using it – it’s actually really hard to go through the website and find a local service, so that whole bit was quite frustrating. It came up with a whole lot of other area businesses as well. You wouldn’t know this is a Māori provider of stopping violence services, and that’s alcohol and drug, that’s health.”

Community groups have developed their own poster displays depicting family violence messages in a variety of ways.



RESOURCE 'KIT'

SMEs indicate that if they decide they want to do something to support their staff and/or wider community they will source practical help, ideas and resources from their local organisation(s) who have instigated the approach. It seems unlikely that they have any interest in the wider 'Campaign for Action on Family Violence' or that they will contact the campaign team at areyouok@msd.govt.nz unless there is a specific outline of what they can access or how it will be of help.

HOW TO GET INVOLVED

The Campaign for Action on Family Violence – the It's not OK Campaign is a long term programme to change attitudes and behaviour. The campaign can help your workplace programme by providing resources, information and advice.

Contact the campaign team at info@msd.govt.nz and visit the website www.areyouok.org.nz for more information.

SMEs suggest they have little interest in 'information' as such and seemed uninterested in any further information over and above what is in the leaflet. They were reluctant to read the information in the toolkit, especially when they saw many pages of text.

SMEs indicate they do not want written hard copy, but may go to the national website as a practical resource. Again, they need to know more specifically what they can find on the website. The previous section about the poster highlights people's expectations of website content.

OTHER OPTIONS AND OPPORTUNITIES

POCKET-SIZED CONTACT DETAILS

People are likely to find it difficult to remember the website address (www.areyouok.org.nz), the 0800 number (0800 456 450) and/or the local contact especially as it may be some time before they can go online or make a phone call. In addition they are unlikely to want to be seen writing it down. Therefore, SME owners, employees and community groups suggest the availability of a small business-sized card with key contact details on it.

"So they can put it in their pocket if they need to make a phone call."

(Pakeha, male owner, trades)

"A card-size thing they can tuck away because they don't want to leave anything obvious because they are under threat, something they can tuck into their pocket, a business card size." (Pakeha, community plunket nurse)

"Well you would just recommend counselling (to customers who have said they are being abused), just hand it over and say 'there we are', not our problem, like if they had a shiner, you are not counsellors in that area, you would need to give them something or a card that can say 'look, your best people to call would be these people here' just so it takes the weight off your shoulders...a card would be better."

(Pakeha male employees, hairdressers)

"Just very discreetly just take a little card. Because you can take that quietly and no one would notice, whereas if you are writing something down..."

(Pakeha female owner, child care)

POSTERS AND LEAFLETS THROUGH COMMUNITY CHANNELS

Some SMEs, who don't make the link between family violence and workplace productivity, suggest that rather than business channels, the posters would be more effective in the community. Employees also suggest the same.

"Churches have their own pin boards in the foyers so places like that could be good. I play rugby as well and have a few beers after rugby, stuff like that, clubs and RSAs (Royal New Zealand Returned and Services' Association) would be good places for those to be put up... At the plunket nurses, which my baby goes to every now and then for checkups and obviously they have alcohol posters and places like that would be good. Guys like club captains of rugby clubs are pretty out there not only rugby but other sports like netball and things, even hospitals and doctors and nurses (medical centres). If they are thinking of making those for pubs and stuff like that, I suppose a drinking atmosphere is where you are most likely to... it's a pretty good idea."
(Pasifika, male employee)

"Bus stops, schools, malls, probably in some bars as well."
(Young pakeha male employee)

VIOLENCE-FREE STICKERS

There is some enthusiasm for violence free stickers as a tool for wider community awareness.

"It's actually saying family violence is not ok, you could do it on the door in the corner. If it was like a sticker that would be alright I would put that up in my salon. That would actually make a really good sticker on a window." (Pakeha male owner, hairdressing)

CHANNEL THROUGH BUSINESS AND TRADE ORGANISATIONS AND/OR ACC

SMEs strongly recommend that awareness and engagement will be more effective and ongoing if it is channelled at a more 'systemic' level than approaching individual businesses within the community. They also indicate that it may have a better fit as a business initiative to contribute to business viability, rather than a community initiative.

"Targeting businesses...might come out through ACC, and it would come out through the Chamber of Commerce and also Trade Organisations. ACC – if you are looking at wanting a business to take in the culture of it, you know the biggest marketing thing for business in doing something like this, is linking it with ACC and reducing the levy as an incentive to actually take up an agreement and putting it in legislation so you put it in the Health and Safety Act. So if you are wanting to make systemic changes throughout the country, what is the obvious links in a community that average Joe business man has in his mind? – ACC." (Pakeha, male owner)

“Master Builders and Certified Builders if you could get them on board. If you could get those two organisations you would hit basically 60% of the building industry, which is quite a big sector. The likes of Fletchers and Mainzeal they have Site Safe and all that sort of thing. If you went to the Master Builders Federation they would send it throughout NZ but it would be more done on an electronic version. Steps - it could be included with the new licensing system, tagged onto Health and Safety Policy and it could be included as part of the training programme, because with the new licensing system for builders you have to go through and you have to do so many unit standards per year to maintain your licence, so thinking long term, it could be structured like that so it could actually be part of a unit standard or part of the Health and Safety policy, and this could be part of the training programme. Then you would be hitting a wider audience, because people will be having to do ongoing training. Once you have got it set up, then it would just basically propel itself.” (Pakeha, male owner, trades)

“Community organisations approaching a business? I get letters from them, it’s around the funding, sponsorship or money. They are not professionals, so it’s not coming from a professional organisation... How do you target the small businesses which comprise of 60-80% of businesses? Approaching it through the community? How many businesses are actually connected with the community, they are not. Like I was chair of our local community house, for 4-5 years, and I have been chair of the local board for the council, and I get requests from the local community house and I have had to say no to certain things and I am more receptive than most and if I am not able to do it, then no one else is going to be doing it at all.” (Pakeha male owner involved in the community)

GOVERNMENT ACCREDITATION

There is some suggestion of Government supported accreditation and trademarks eg, similar in concept to Bio Grow Organic Certification. However, other SMEs were reluctant about the amount of compliance and accreditation cost versus the marketing benefits.

“Able to tell their customers that they are bona fide and experienced or accredited in some way, a trademark...symbols and you are accredited or you are recognised as participating in something. (The leaflet examples) have fragmented it to an individual ‘many businesses are already involved’, so you haven’t really got a trademark and something that is going to be a marketing plan behind it. The Ministry of the Environment has an accreditation where you get an environmental rating and they will come out and they will assess your business, they will assess and audit it to see what you have to do...so you have got an audit of a business and then you can come in, and see that they are socially intelligent, where there is no abuse, no sexism, racism, and they can have a high standard...So you would almost be working in conjunction with the Ministry of Health and even ACC... Get those key players in and the professionalism and the structure and the system and the processes there which are already in other models. If they spend one million of government (money), it hasn’t been wasted, because it can be reused. This (leaflet) is like a one-off thing...“what is it, it’s a piece of paper that just goes in the rubbish bin and you just a tick box that you have done something and so whoever has initiated this and got some funding for it, is like do they really want to raise the level of awareness of small businesses towards violence?” (Pakeha, male owner)

