



THE CANADIAN INSTITUTE OF WORKPLACE
BULLYING RESOURCES

Prevention | Intervention | Repair

OVERVIEW OF SERVICES



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Workplace Bullying Resource
Centre Inc.

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THE CANADIAN INSTITUTE OF WORKPLACE BULLYING RESOURCES

The Canadian Institute of Workplace Bullying Resources (CIWBR) is a distinguished, five-time award-winning organization with 15 years of expertise. CIWBR delivers comprehensive services to address workplace challenges such as harassment, bullying, lateral violence, mobbing, and discrimination. Committed to prevention and intervention, CIWBR supports clients through the repair, recovery, and restoration process. Operating through two specialized departments—Corporate Resources and the Respectful Workplace Clinic—CIWBR equips organizations, individuals, and groups with essential tools and guidance. Its hallmark holistic approach ensures customized, trauma-informed services tailored to each client's unique needs, fostering respectful workplace cultures and providing vital resources to address complex issues effectively.

MISSION

Our mission is to serve individual and corporate clients with evidence-based practices, grounded in openness and transparency. We aim to enhance the quality of employees' work lives by protecting dignity and integrity through safe, confidential, and non-judgmental resources for organizations and individuals alike. Our goal is to educate on prevention, provide early interventions or qualified crisis support, and offer repair and recovery options for workplaces, institutions, and communities. By promoting psychological safety, we deliver trauma-informed consultations, training, coaching, counseling, and other tailored services that foster psychological health and safety. This mission reflects our unwavering commitment to cultivating respectful, inclusive environments and prioritizing the well-being and dignity of every individual.

Mandate

Our mandate is to deliver trauma-informed prevention, early intervention, crisis support, and restorative services to foster psychological safety across workplaces, institutions, and communities.





ABOUT US

Linda Crockett, the esteemed founder of CIWBR, brings a distinguished 39-year career as a professional social worker, including 15 years dedicated to specialized training, coaching, and trauma therapy across diverse professions, industries, trades, and institutions. As an internationally recognized speaker, Linda has become a leading voice for psychological safety in workplaces, sharing her expertise on a global stage. CIWBR provides a robust platform supporting leaders, HR, OHS, unions, lawyers, and investigators, while also offering individuals and groups confidential spaces to assess their cases and develop tailored strategies. Supported by a team of skilled and dedicated professionals, Linda's visionary leadership drives CIWBR's mission to cultivate respectful, psychologically safe workplaces and communities throughout Canada.



Examples of the professions, trades, industries, and communities we have trained:

- | | |
|-------------------------|--|
| Oil and Gas, Trades | First Nations, Metis, Inuit Workplaces and Communities |
| Unions, Safety Officers | Doctors, Nurses, Dentistry, and Paramedics |
| Investigators | Police, RMCP, Fireman |
| Mediators | Marketing Companies |
| Teachers | Academic Bullying |
| Legal Teams | People with Disabilities |
| OHS Students | Domestic Violence Survivors Entering the Workplace |
| Psychologists | Prevention of Elderly Bullying |
| Psychotherapists | Prevention for Teens Entering Workplace |
| Social Workers | Municipalities |
| Non-Profits/Charities | Engineers |
| Addictions Services | Vocational Rehabilitations Services |

We have also provided our individual services to all professions including leaders and staff.

Locations Supported: Manitoba, Saskatchewan, BC, Ontario, Alberta, UK, Inuvik, Nova Scotia, NB, PEI, Quebec **Internationally:** UK, Australia, New Zealand, Nigeria, South Africa.



STATISTICS

Respect at Work April 2022 Research Report Harassment and Violence in Canadian Workplaces:



71.4% of survey respondents experienced at least one form of harassment and violence or sexual harassment and violence, in the two years prior to completing the survey



65% of survey respondents experienced at least one behaviour or practice of harassment and violence at work in the past two years.



43.9% of survey respondents experienced at least one behaviour or practice of sexual harassment and violence in the past two years while at work.

Harassment and violence continue to be pervasive and devastating issues in Canadian workplaces, causing profound and costly consequences for individuals, organizations, and governments. Workers endure severe physical and mental health impacts, lost earnings, and derailed career trajectories, while workplaces face significant economic losses and diminished productivity. Despite decades of research, advocacy, union efforts, legislative changes at federal and provincial levels, and the influence of social movements like #MeToo and #TimesUp, harassment and violence remain alarmingly widespread across Canadian workplaces.

OUR APPROACH



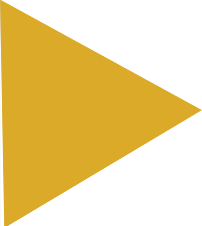
Our approach at CIWBR is rooted in open, honest dialogue, addressing the core challenges faced by individuals and organizations seeking our support. We embrace a holistic, trauma-informed methodology that considers the unique circumstances of each case. Through our consultations, training, and counseling services, we integrate rigorous research, real-world insights, and diverse professional expertise. Our priority is not only to support our clients but also to amplify their voices, ensuring every perspective is heard and valued.

Transparency, expertise, and wisdom form the foundation of our services. We provide realistic assessments of every case, identifying challenges while offering practical solutions and actionable recommendations. Viewing our clients as integral collaborators, we foster teamwork and problem-solving as key elements of resolution.

Our interventions are ethically grounded, accessible, and affordable, designed to create practical solutions that empower individuals and organizations to move forward with confidence. At CIWBR, we believe that meaningful change and healing arise from dialogue, trust, and the collaborative pursuit of solutions.

OUR MODEL

We strongly advocate for providing each party involved with access to specialized trauma-informed resources and support, acknowledging the diverse needs, perspectives, experiences (both past and recent), values, beliefs, knowledge, and resources they bring to the table.



Leadership
Human Resources
Complainants
Witnesses
Respondents

We believe it is essential to collaborate with both internal and external workplace and community systems and resources to bridge gaps effectively and provide comprehensive support to everyone we work with.



YOUR INVESTMENT

At CIWBR, we emphasize transparency and collaboration, fostering open and engaging communication with all participants in our programs. To ensure seamless coordination, we request clear identification of the designated point(s) of contact for each training site, including their contact information and availability. We recommend having at least two designated contacts per site to maintain optimal support. Confidentiality is a core principle we uphold at all times.

To prepare for our training sessions, we propose initial meetings via phone, email, or video conferencing. These meetings allow us to gather information about specific concerns or needs and keep the assigned contacts informed. In urgent situations, we will promptly reach out to the designated contact person.

Flexibility and adaptability are integral to our approach, and we strive to accommodate requests with reasonable notice. Our team of highly qualified professionals brings diverse expertise and employs strengths-based, person-centered methods tailored to the unique needs of individuals, groups, and organizations.

Our training initiatives aim to raise awareness, empower participants to recognize and address harassment, and enhance their understanding of company policies, human rights, and available resources. Through interactive sessions in English and French, featuring surveys, polls, and breakout rooms, we foster meaningful connections and rapport, promoting positive workplace relationships and reducing potential issues.

We take pride in customizing our training programs to meet specific needs, ensuring alignment with current policies and legislation, and supporting effective learning and application in diverse contexts.

EXAMPLE OF A FULL DAY TRAINING AGENDA

Trauma-informed
Corporate Workplaces
Half Day Training Options Available



Promoting Psychological Safety for All Employees

Workplace Harassment, Bullying, Lateral Violence: trauma informed prevention, interventions, and repair or recovery options. *Note: the following agenda is customized to meet the contract needs.*

Morning - beginning with an introduction and an icebreaker aimed to create safety

- **Definitions** are taken from legislation international research and CIWBR examples: harassment, psychological harassment, mobbing, lateral violence, racism, and discrimination.
- **Review of the nuances and tactics** used with cases of harassment, psychological harassment, or psychological violence, e.g., micro-managing to gaslighting
- **Profiles and/or characteristics** of targets, bystanders, and respondents
- **There are added complexities for Indigenous workplaces and communities.**
- **Other Complexities with** minorities, e.g., neurodiversity, LGBTQ, internal racism, etc.
- **Risk factors, early signs,** causes, and barriers to reporting abuse.
- **The Impact:** physical, psychological, financial, spiritual, and how this can also harm the employee(s) or student(s) family and personal life.
- **Tools to prevent further harm,** e.g., dealing with highly charged, traumatized individuals and recognizing the signs of psychological harm. Learn responses and skills to defuse and calm a reactive nervous system. These tools can reduce harm and support and expedite the repair.
- **Impact on the workplace,** including costs, productivity, and environment.
- **Video** - sums up the morning and supports the learning experience.

Lunch

What can we do about it:

- A review of Legislation, Research, Statistics
- The responsibilities of the Employer, Leaders, and Employees,
- The role of the 'Joint Health & Safety Committee'
- Conflict resolution and/or debriefing.
- Best Practices: a) to approach someone causing harm, b) if you are accused.
- Policies, procedures, complaint and investigation process.
- Evidence, complaints and investigations - what you need to know
- Restore, Repair, Recovery Options
- Emotional Intelligence
- Self-Accountability, Boundaries, and Healthy Work/Community Life Balance
- Resources and recommended reading
- **One 15-minute coffee break in the morning and afternoon.**

ADDITIONAL TRAINING OPTIONS AND DETAILS



The full-day training outlined on the previous page can be customized and adapted to your organization. This trauma-informed, in-depth format allows time for discussion, Q&A, and breakout group activities. Group sizes vary depending on whether the training is conducted in person or via videoconferencing. Sample available on page eight.

The half-day training is a condensed version of the full-day session, with limited time for interaction and Q&A, and no breakout group activities. Condensed training packages tailored for new hires or as refresher courses are also available for purchase.

New Hire Orientation Package: Designed for onboarding and ensuring consistency.

Based on our experience, we recommend training **staff and leadership** separately. We suggest starting with staff, as this encourages open dialogue, sharing of experiences, and honest feedback. Staff are assured their confidentiality will be fully protected.

Leadership Training: This session provides a summary of themes and feedback identified during staff training, along with tailored recommendations. Leadership training also covers leadership styles and strategies for addressing employees' evolving needs and supporting diverse personalities and working styles.



WORKSHOP ON MOBING



Course Title: Understanding and Addressing Workplace Mobbing: A Path to Psychological Safety - Duration: 2 Hour Minimal

Course Description:

This session provides an in-depth exploration of workplace mobbing through a trauma-informed lens. Mobbing is a group-driven form of harassment that targets two or more individuals, often causing profound psychological, professional, and physical harm. Participants will learn to recognize the behaviors and dynamics that characterize mobbing, the systemic factors that enable it, and the devastating impact it has on individuals, teams, and organizations.

The session will also introduce strategies for prevention and intervention, emphasizing the importance of fostering a culture of inclusion, respect, and psychological safety. Through real-world examples and practical insights, participants will leave with a greater understanding of how to identify mobbing, support those affected, and create proactive measures to mitigate its occurrence.

Learning Objectives:

- Define workplace mobbing and understand how it differs from other forms of workplace harassment.
- Recognize the signs, patterns, and impact of mobbing on individuals and organizations.
- Learn strategies to prevent mobbing through team-building, communication, and leadership.
- Explore approaches to intervene and support targets of mobbing effectively.

This session is ideal for HR professionals, leaders, managers, and employees looking to contribute to a healthier and more inclusive workplace.

EXAMPLES OF OTHER TOPICS



All Training Sessions are Trauma Informed

- Trauma Informed Interviewing Skills for First Responding Professionals.
- Training for Therapists: assessment, diagnosis, and treatment.
- Training for Domestic Violence Survivors Returning to the Workforce
- Training for Teens: entering the work force.
- Bullying within Indigenous Workplaces and Communities
- Dealing with Highly Activated Nervous Systems in the Workplace
- Leadership: building emotional intelligence

We offer trauma-informed training for all professions, industries, trades and communities. First responding professionals (leaders, HR, Investigators, Mediators, Unions, Safety), staff, students, volunteers, domestic violence survivors, people with disabilities, and indigenous peoples.

Additional Courses Mini Mental Health Series



The following is a list of our one hour courses.

These can be offered individually, or in selected 1/2 day sessions.

Dealing with Difficult Conversations
Vicarious Trauma
Compassion Fatigue
Burn Out
Anxiety
Depression
Critical Debriefing
Mobbing

Healthy Boundaries
Life Balance
Emotional Intelligence
Neurodiversity
Grief and Loss
What is your leadership style?
Dealing with Addictions
Lateral Violence

Happy to develop additional courses relevant to needs, interests, or concerns.

Example

SPECIALIZED WORK WITH RESPONDENTS



Substantiated or Unsubstantiated Investigations: Prevention is Key - Education, Coaching, Assessment, and Short-Term Counselling Process:

- Initial Review: Approximately one hour to review submitted materials, including evidence, company policies, and an outline of concerns and expectations.
- Booking the First Session: The employee contacts Linda Crockett to schedule the initial session.
- First Session (Up to 3 hours): Focuses on rapport and safety building, obtaining consent, listening to the client's story, comparing it with provided evidence, and assessing motivation, self-insight, and capacity for change. A preliminary treatment plan is established.
- Summary Letter: One hour to develop an initial summary letter with recommendations, prepared in collaboration with the client and shared with their knowledge and participation.
- Follow-Up Sessions (6–8):
 - The client reviews the summary letter and recommendations before submission to the employer.
 - A half-hour progress report is provided at the midpoint.
 - A final session (one hour) concludes with a final summary letter or a Zoom meeting with the client and Kara to outline progress and next steps.

Additional Recommendations:

May include specific homework, such as courses on Emotional Intelligence, Anger Management, or Self-Compassion, suggested readings, or ongoing mental health therapy. Fees for these extra resources are the responsibility of the employer or employee. This version organizes the content into distinct sections for readability while ensuring a professional tone.

Respondents need a safe non-judgmental place with skills to support changes to occur.



SPECIALIZED WORK WITH COMPLAINANTS AND WITNESSES



Regardless of the outcome of a workplace investigation, it is vital to acknowledge that an incident has occurred. Tailored measures can be implemented to effectively support complainants and witnesses, addressing their unique needs and providing comprehensive assistance.

In our trauma-informed specialized sessions, Linda Crockett conducts brief or detailed needs and risk assessments, blending coaching, counseling, advocacy, and educational support. Linda prioritizes creating a safe and confidential space where the complexities of each situation are recognized and validated. Working collaboratively with her clients, she explores creative strategies to repair, restore, and facilitate successful recovery.

Overview of Process and Fees – Customized for each client:

Review of Materials: One to two hours to examine company policies, procedures, complaint details, and evidence.

Session Booking: Employees may contact Linda Crockett directly to schedule a group or individual session via email at psychologicalsafetyfirst@gmail.com or phone at 780-965-7480.

Initial Session (2–3 hours): Focuses on rapport building and ensuring safety.

Activities include:

- Obtaining consent.
- Listening to the client's narrative.
- Assessing symptoms, concerns, and available resources.
- Exploring personal history and potential barriers.
- Support navigation internal and external resources and systems.
- Evaluating motivation, self-awareness, and readiness to adopt new tools.
- Introducing tailored best practices.
- If time allows, the session may include initial recommendations or the formulation of a treatment plan.

SPECIALIZED WORK WITH COMPLAINANTS AND WITNESSES



Next Steps

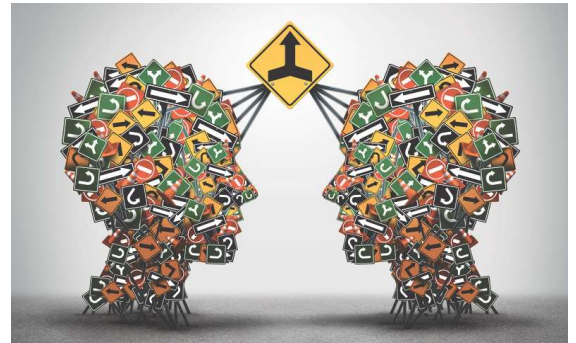
The next steps will be determined based on the client's preferences and needs, such as whether to proceed with group or individual sessions. Typically, 2–3 group sessions and/or 2–3 individual sessions are estimated.

Optional Initial Update

To ensure employer awareness while maintaining transparency and confidentiality, one hour is allocated to create an initial summary letter outlining recommendations. If three individuals are part of a group, this time may be divided into 30-minute segments per participant. The letter is collaboratively developed with full client consent and shared with the designated contact person.

Recommendations may include:

- Additional medical assessments.
- Relevant workshops or retreats.
- Executive coaching sessions.
- Suggested reading materials.



Optional Progress Report

A brief progress report can be provided at the midpoint, if requested.

Closing Summary

At the conclusion, a summary will detail progress and final recommendations.

Time Calculations

Additional time may be required for phone calls or emails as part of the process.

FOUNDER



Linda Crockett

Facilitator and Consultant



Keynote Speaker: Linda Crockett, MSW, RSW, SEP, CCPA

Linda Crockett is a globally acclaimed specialist in workplace psychological safety, renowned for her pioneering efforts to address the mental, emotional, and physical risks associated with workplace harassment and violence. In 2023/2024, she was recruited by the Government of Canada as part of a four-person expert panel tasked with conducting research and preparing booklets for public service employees. These resources, titled *What We Heard* and a second specifically for Members of Parliament, provide recommendations for a Restorative Engagement Program to support public service employees affected by harassment, bullying, racism, or discrimination.

As the founder of the award-winning Canadian Institute of Workplace Bullying Resources (CIWBR), Linda offers trauma-informed workplace assessments, policy reviews, consultations, customized training, and counseling services. Her work spans collaboration with leaders, staff, investigators, HR professionals, unions, healthcare providers, and insurance companies. CIWBR delivers education and trauma counseling to targets, bystanders, leadership, and individuals identified as workplace bullies or harassers. Additionally, Linda mentors individuals completing her training, equipping them to become specialists in coaching, counseling, and training.

Linda also established The Canadian Institute of Workplace Harassment and Violence (CIWHV), a nonprofit organization dedicated to helping employees who are psychologically, physically, or financially injured access financial support for treatment and legal options.

A champion of awareness, Linda spearheads the annual International Workplace Bullying Awareness Week, which in 2023 engaged participants from 20 countries. Her podcast, *On the Record: Stories of Strength and Survival*, shares powerful narratives from diverse professions, industries, cultures, and communities, amplifying the voices of those impacted.

Throughout her career, Linda has empowered employees, advocated for legislative reforms, established essential services for stakeholders, guided injured workers through complex systems, and driven meaningful, sustainable change in workplace environments. Her unwavering commitment to creating respectful, psychologically safe workplaces is transforming organizations and lives worldwide.

(*Awards are from the Government of Alberta, University of Calgary, CCOHS, Lieutenant Governor of Alberta .)

For further information about Linda and her work, please visit these sites:

<https://scholar.google.ca/citations?user=bhrRJHMAAAAJ&hl=en&oi=sra>

<https://instituteofworkplacebullyingresources.ca/on-the-record/on-the-record-episodes/>

<https://instituteofworkplacebullyingresources.ca/articles/>

<https://instituteofworkplacebullyingresources.ca/workplace-bullying-awareness-week/>

