



THE CANADIAN INSTITUTE OF WORKPLACE BULLYING RESOURCES

Prevention | Intervention | Repair

OVERVIEW OF SERVICES



Prepared by:

Linda Crockett Founder of
The Canadian Institute of
Workplace Bullying Resource
Centre Inc.

Date: February 2025





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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 stands out in the industry by providing comprehensive services to address workplace challenges, including harassment, bullying, lateral violence, mobbing, and discrimination. Committed to prevention and intervention, CIWBR supports clients through repair, recovery, and restoration, offering unique solutions tailored to each client's needs.

CIWBR equips organizations, individuals, and groups with essential tools and guidance by operating through two specialized departments — Corporate Resources and the Respectful Workplace Clinic. Its hallmark is a holistic, trauma-informed approach, which has been proven to be highly effective in delivering customized services tailored to each client's needs. CIWBR empowers organizations to navigate complex issues confidently and effectively by fostering respectful, psychologically safe workplace cultures, thereby ensuring the well-being of all employees.

MISSION

Our mission is to serve individuals and corporate clients with evidence-based practices rooted in openness and transparency. We strive to improve the quality of employees' work lives by safeguarding their dignity and integrity through safe, confidential, and non-judgmental resources for both organizations and individuals.

Our commitment to psychological health is unwavering. We aim to educate on prevention, provide early interventions or qualified crisis support, and offer effective repair and recovery options for workplaces, institutions, and communities. By promoting psychological safety, we deliver trauma-informed consultations, training, coaching, counseling, and other customized services that foster psychological health and well-being, ensuring that our client's mental well-being is always our top priority.

This mission reflects our unwavering commitment to cultivating respectful, inclusive environments. We prioritize the well-being and dignity of every individual, ensuring that everyone we serve feels valued and respected.

Mandate

Our mandate is to provide trauma-informed prevention, early intervention, crisis support, and restorative services to enhance 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 is a leading voice for workplace psychological safety, sharing her global expertise and ensuring the highest quality of services at CIWBR.

CIWBR is a trusted resource for leaders, HR professionals, OHS teams, unions, lawyers, and investigators. It provides individuals and groups with confidential, supportive spaces to assess their cases and develop customized strategies. Supported by a team of skilled and dedicated professionals, Linda's visionary leadership drives CIWBR's mission to foster respectful, psychologically safe workplaces and communities across Canada and beyond.



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, Inuvik, NS, 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 remain pervasive and devastating issues in Canadian workplaces, with profound and costly consequences for individuals, organizations, and governments. Workers endure significant physical and mental health impacts, lost earnings, and derailed career trajectories, while workplaces experience substantial economic losses and decreased productivity.

Despite decades of research, advocacy, union efforts, legislative reforms at both federal and provincial levels, and the influence of social movements like #MeToo and #TimesUp, harassment and violence continue to be alarmingly widespread in Canadian workplaces.

Reference: <https://www.learningtoendabuse.ca/research/index.html>

OUR APPROACH



At CIWBR, our approach is rooted in open, honest dialogue. We address the core challenges faced by individuals and organizations seeking our support. We apply a holistic, trauma-informed methodology that considers the unique circumstances of each case. Our consultations, training, and counseling services integrate rigorous research, real-world insights, and diverse professional expertise. These packages reinforce key concepts and maintain consistency across your organization.

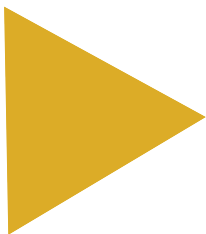
Transparency, expertise, and wisdom form the foundation of our services. We provide realistic, unbiased assessments of each case, identifying challenges while offering practical solutions and actionable recommendations. Viewing our clients as essential collaborators, we promote teamwork and problem-solving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

Our interventions are ethically grounded, accessible, and affordable. They are designed to deliver practical, results-oriented solutions that empower individuals and organizations to move forward with clarity and confidence. At CIWBR, meaningful change and healing emerge from dialogue, trust, and the collaborative pursuit of sustainable solutions.

OUR MODEL

We strongly advocate for providing every party with access to specialized, trauma-informed resources and support. We recognize each individual's diverse needs, perspectives, experiences (past and present), values, beliefs, knowledge, and resources.

Our commitment extends to supporting:



Leadership
Human Resources
Complainants
Witnesses
Respondents

Effective, sustainable solutions require collaboration with internal and external workplace and community systems. By bridging gaps through shared knowledge, resources, and expertise, we provide comprehensive, compassionate support to everyone we serve.



YOUR INVESTMENT

At CIWBR, we prioritize transparency and collaboration, fostering open, engaging communication with all program participants. 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 assigning at least two contacts per site to maintain consistent support. Confidentiality remains a core principle we uphold at all times.

To prepare for our full-day training sessions, we propose initial meetings via phone, email, or videoconferencing. These meetings allow us to gather information about specific concerns or needs and keep the assigned contacts informed. In urgent situations, we will promptly contact 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 individuals, groups, and organizations' unique needs.

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 conducted in both English and French—featuring surveys, polls, and breakout rooms—we foster meaningful connections and rapport, promoting positive workplace relationships and reducing potential risks.

We take pride in customizing our training programs to meet each client's needs, ensuring alignment with current policies and legislation while supporting effective learning and practical application in diverse workplace 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.**

Training packages for new hires and/or refreshers courses are also available for purchase.

ADDITIONAL TRAINING OPTIONS AND DETAILS



The full-day training outlined on the previous page can be customized and adapted to meet your organization's needs. This trauma-informed, in-depth format provides ample time for discussions, Q&A, and breakout group activities. Group sizes may vary depending on whether the training is in-person or via videoconferencing. A sample is available on page eight. The half-day training is a condensed version of the full-day session. It offers limited time for interaction and Q&A and no breakout group activities.

Condensed Training Packages

Tailored packages are available for new hires or as refresher courses for existing staff. These packages reinforce key concepts and maintain consistency across your organization.

New Hire Orientation Package

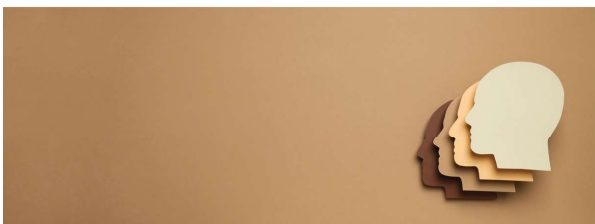
This package is specifically designed to support onboarding and ensure new team members receive consistent, foundational training on workplace psychological safety.

Staff and Leadership Training

Based on our experience, we recommend training staff and leadership separately. We suggest starting with staff, as this approach fosters open dialogue, encourages sharing experiences, and promotes honest feedback. We assure staff that we will fully protect their confidentiality.

Leadership Training

This session provides leadership teams with a summary of the key themes and feedback identified during staff training. It also includes tailored recommendations, explores various leadership styles, and offers strategies for addressing employees' evolving needs. Additionally, the training helps leaders learn how to effectively support 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 one or more individuals, often resulting in 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 its devastating impact 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 gain a deeper understanding of how to identify mobbing, support those affected, and implement 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, effective communication, and adaptive leadership.
- Explore trauma-informed approaches to intervene and support targets of mobbing effectively.

Who Should Attend:

This session is ideal for HR professionals, leaders, managers, and employees committed to contributing to a healthier, more inclusive, and psychologically safe workplace.

EXAMPLES OF OTHER TOPICS



All Training Sessions are Trauma Informed

We offer trauma-informed training for professionals across all industries, trades, and communities. Our programs equip participants with the knowledge, skills, and confidence to foster psychologically safe workplaces. We collaborate with first-responding professionals (leaders, HR, investigators, mediators, unions, and safety personnel), staff, students, volunteers, domestic violence survivors, individuals with disabilities, and Indigenous communities.

Available Training Sessions:

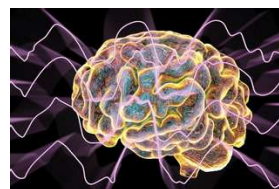
- Trauma-Informed Interviewing Skills for First-Responding Professionals
- Specialized Training for Therapists: Assessment, diagnosis, and treatment of workplace trauma.
- Training for Domestic Violence Survivors: Supporting individuals returning to the workforce.
- Addressing Bullying in Indigenous Workplaces and Communities
- Leadership Development: Building emotional intelligence and fostering inclusive, respectful workplaces.

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



Our training sessions integrate the latest research, practical tools, and real-world scenarios, ensuring participants gain actionable insights applicable to their roles and environments.

Example

SPECIALIZED WORK WITH RESPONDENTS



Education | Coaching | Assessment | Short-Term Counselling

We provide trauma-informed, evidence-based support for individuals involved in workplace investigations, regardless of whether the allegations are substantiated or unsubstantiated. We focus on education, self-awareness, accountability, and growth while promoting psychological safety for all parties involved.

Substantiated or Unsubstantiated Investigations: Prevention is Key

Process Overview:

1) Initial Review (Approx. 1 hour)

- Review submitted materials, including evidence, company policies, and an outline of concerns and expectations.

2) Booking the First Session

- Employees can contact Linda Crockett to schedule the initial session.

3) First Session (Up to 3 hours)

- Establish rapport and psychological safety.
- Obtain informed consent for the process.
- Listen to the client's story and compare it with the provided evidence.
- Assess motivation, self-awareness, and capacity for change.
- Develop a preliminary treatment plan.

4) Summary Letter (Approx. 1 hour)

- Collaborate with the client to prepare an initial summary letter with recommendations.
- Share the letter with the client's knowledge and participation.

5) Follow-Up Sessions (6–8 Sessions)

- The client reviews the summary letter and recommendations before submission to the employer.
- Midpoint: A 30-minute progress report is provided.
- Final session (1 hour): Conclude with a final summary letter or a Zoom meeting with the client and Kara to outline progress and next steps.



Additional Recommendations:

- Assignments such as courses on Emotional Intelligence, Anger Management, or Self-Compassion.
- Suggested readings and self-reflection exercises.
- Recommendations for ongoing mental health therapy as needed.

SPECIALIZED WORK WITH COMPLAINANTS AND WITNESSES



Important: Fees for supplementary resources are the responsibility of the employer or employee unless otherwise arranged.

Our approach ensures that each individual receives the support and guidance necessary to foster growth, accountability, and healthier workplace interactions. Respondents need a safe, non-judgmental place with skills to support changes.

Specialized Work with Complainants and Witnesses

Acknowledging the Impact: Support Beyond Investigation Outcomes

Regardless of the outcome of a workplace investigation, it is crucial to recognize that an incident has occurred. CIWBR offers tailored measures that provide meaningful support for complainants and witnesses, addressing their unique needs and offering comprehensive assistance. In our trauma-informed, specialized sessions, Linda Crockett conducts brief or detailed needs and risk assessments, integrating coaching, counseling, advocacy, and educational support. Linda prioritizes creating a safe, confidential space where the complexities of each situation are recognized and validated. Working collaboratively with clients, she explores practical, creative strategies to promote repair, recovery, and long-term well-being.

Process Overview and Fee Structure (Customized for Each Client)

1. Review of Materials (1–2 hours)

- Examine company policies, procedures, complaint details, and supporting evidence.

2. Session Booking

- Employees can contact Linda Crockett directly to schedule a group or individual session:

Initial session (2–3 hours) Focus: Building rapport and establishing psychological safety.

Activities Include:

- Obtaining informed consent.
- Listening to the client's narrative.
- Assessing symptoms, concerns, and available resources.
- Exploring personal history to identify potential barriers.
- Supporting navigation of internal and external resources and systems.
- Evaluating motivation, self-awareness, and readiness to adopt new tools.
- Introducing customized best practices.

SPECIALIZED WORK WITH COMPLAINANTS AND WITNESSES



If time permits, the session may conclude with initial recommendations or developing a preliminary treatment plan.

Next Steps:

- The client determines the following steps based on their needs and preferences.
Options may include:
 - Group Sessions: Typically 2–3 sessions.
 - Individual Sessions: Typically 2–3 sessions.

Optional Initial Update (1 hour)

A one-hour session is allocated to prepare an initial summary letter to promote employer awareness while safeguarding transparency and confidentiality.

If the group includes three participants:

- Time is divided into 30-minute segments per individual.
- The letter is collaboratively developed with full client consent and shared with the designated contact person.

Potential Recommendations:

- Additional medical or psychological assessments.
- Participation in relevant workshops or retreats.
- Executive coaching sessions.
- Suggested reading materials or self-guided exercises.



Optional Progress Report

CIWBR can prepare a brief progress report to track client progress and provide updated recommendations upon request.

Closing Summary (Final Session)

The final session will include a comprehensive summary outlining:

- Progress was achieved throughout the sessions.
- Final observations and insights.
- Tailored recommendations for ongoing growth and recovery.

Time Considerations: 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, CPPA

Linda Crockett is a globally recognized 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, Linda was recruited by the Government of Canada to serve on a four-person expert panel tasked with conducting research and preparing resources for public service employees. The panel produced two key reports: *What We Heard* and a second document specifically for Members of Parliament. Both offered recommendations for a Restorative Engagement Program designed 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 provides trauma-informed workplace assessments, policy reviews, consultations, customized training, and counseling services. Her work involves close collaboration with leaders, staff, investigators, HR professionals, unions, healthcare providers, and insurance companies. Additionally, Linda mentors professionals, completing her training and equipping them to become coaching, counseling, and training specialists.

As a nonprofit organization that helps employees who suffer from psychological, physical, or financial injuries, CIWBR delivers education and trauma counseling to targets, witnesses, leadership teams, and individuals identified as workplace bullies or harassers. It also offers financial support to assist these individuals in accessing essential treatment and legal services.

A tireless advocate for workplace safety and 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*, features compelling narratives from individuals across diverse professions, industries, cultures, and communities, giving voice to those impacted by workplace harm.

Throughout her career, Linda has empowered employees, advocated for legislative reforms, established essential services for key stakeholders, supported injured workers navigating complex systems, and driven meaningful, sustainable change in workplace environments. Her unwavering commitment to fostering respectful, psychologically safe workplaces continues to transform organizations and lives worldwide.

Awards and Recognition

Linda has received multiple prestigious awards for her work, including honors from:

- The Government of Alberta, and The University of Calgary
- The Canadian Centre for Occupational Health and Safety (CCOHS)
- The Lieutenant Governor of Alberta True Grit Award

