



MANIFEST CHANGE

Supporting men to prevent gender-based violence
in the workplace

Results of MANifest Change Facilitator Training and Coaching with
key influencers at Carleton University



Ottawa Coalition to End Violence Against Women

Background

Since 2009, the Ottawa Coalition to End Violence Against Women (OCTEVAW) has collaborated with Carleton University's Department of Equity Services to explore the role of men in preventing gender-based violence. To this end, OCTEVAW has developed its MANifest Change program to equip men to act as allies to women and LGBTQ2IS people in the workplace, in post-secondary and secondary learning environments, and in public spaces.

Carleton University has been a site of intensive stakeholder engagement, the development of workshop curricula for high school and university settings, pilot workshops with undergraduate and graduate students, and MANifest Change Facilitator Training. Quantitative program evaluation demonstrates that MANifest Change positively affects men's views on gender roles, increases our willingness to address common situations of gender-based violence, and supports us to explore our motivations for acting as an ally, as well as the barriers to taking action.

This report reviews the impact of the most recent collaboration between Carleton University and OCTEVAW – the training of faculty, staff and student leaders as MANifest Change Facilitators.

Purpose of Facilitator Training and Coaching

Equity Services and OCTEVAW sought to increase the capacity of male allies to prevent gender-based violence in a variety of campus settings.



The goal was to train a group of 20 MANifest Change Facilitators and form a community of practice to support their violence prevention efforts.

Recruitment

From July to September of 2018, OCTEVAW and Equity staff members recruited candidates of all genders by identifying key influencers in the university community, including:

- Staff in Housing and Residence Life Services, the Department of University Safety and Student Affairs
- Student leaders, including union leaders and service centre coordinators
- Faculty members teaching in male-dominated fields
- Union representatives

Staff reached out to approximately 30 campus organizations and leaders. Eighteen candidates were interviewed to learn about their motivations, learning needs, and assess their ability to follow through after the training. They were screened for past history of gender-based violence. All candidates interviewed were invited to training.

Participation

Fourteen candidates participated in MANifest Change Facilitator Training from October 9 - 11, including one Equity Services staff member. Five candidates did not attend because of last minute schedule conflicts or illness.

Trainees represented a cross-section of campus organizations. University staff from security, admissions, student conduct, residence, and advancement attended; student leaders from the Womxn's Centre, Muslim Students' Association and Graduate Students' Association participated; and one faculty member from Systems and Computer Engineering took the training. The timing of the training conflicted with faculty teaching assignments, and a separate stream of engagement for faculty is recommended in the future.

This training was designed for an all-gender group. Nine trainees self-identified as men, five as women. None of the trainees identified as gender non-conforming or non-binary.

Training Evaluation

Trainees expressed appreciation for a safe space where people could be honest, explore common ground and explore differing/conflicting perspectives on GBV. They found that time spent in gender caucuses significantly deepened their learning, and increased their ability to learn from one another.

Trainees appreciated the activity-based learning format and instructional approaches that appealed to a range of learning styles.

Trainees reported high levels of readiness to initiate and sustain the 5 MANifest Change conversations in their workplaces. However, they felt least ready to receive disclosures of GBV from colleagues, students, and clients.

Coaching and Implementation Period

An eight week “incubation period” followed the training. During this time the new facilitators put their skills into action and had access to OCTEVAW staff support. Support took the form of weekly facilitator tips via email (two facilitators opted into this) and a coaching session for facilitators who were preparing formal presentations and workshops on men’s role in preventing GBV on campus (this suggestion came from facilitators, but ultimately no facilitators opted into this).

Results of Facilitator Impact Survey

After eight weeks, facilitators were surveyed on their activities during the incubation period. The survey gathered the insights of 12 respondents, who reported engaging a total of 133 people in MANifest Change conversations since the training. Nearly all of these were informal interactions with colleagues, and the remainder were coaching conversations with direct reports. None were workshops, though some facilitators laid the groundwork for future workshop delivery during this time. Facilitators made 25 referrals to GBV support services during these conversations.

"MANifest Change training helped me to provide a perspective to co-workers they may not have considered previously. We have had productive conversations in which female co-workers provided real world examples of how women must maintain an elevated level of alertness for gender-based violence every day. Male co-workers found it eye opening and it led to more understanding among men in the workplace."

*Daryl Slater,
Special Constable
Department of University
Safety*

“I was meeting with a respondent responsible for sexual violence and had a really amazing conversation about the Man Box. It led to a conversation around consent . . . and how he can be more aware of pre-existing gender-based power imbalances.”

*Christina Callingham,
Manager of Student Care and Support*

The most commonly reported barrier to implementing the MANifest Change conversations was a lack of time and staff resources (6 respondents). Timing was the second largest barrier, e.g. the incubation period didn't coincide with program cycles (5 respondents). Three respondents reported that they did not encounter any significant barriers in initiating the MANifest Change conversations in their workplace.

Some facilitators didn't feel safe raising issues in the workplace. Their ability to address harmful behaviour at work was undercut by power imbalances.

The anonymous quote below underlines the need for outspoken organizational leadership on equity issues before some staff can risk changing their workplace culture.

Facilitators indicated that their skill and capacity grew in three areas:

1. **A greater ability to provide direct service to clients/students.** The majority of respondents used their new skills in supporting people indirectly affected by GBV, and the remainder found the training helpful in supporting survivors of GBV.
2. **Increased awareness of the impacts of GBV informed the application of policy and procedure.** Seven respondents used their training to help with assessing safety issues, harassment complaints and


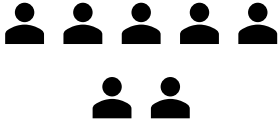



“I think it is tough to put our words into action - I feel comfortable bringing forth points and having conversations as they arise or as I see things happening. It is entirely another when you are part of a group that feels marginalized, or you feel that your contract/position could be in jeopardy if you start bringing these ideas forward without any other traction behind it.”

– MANifest Change Facilitator

reports of sexual violence. Seven respondents found their new skills helpful in policy development and application. Five respondents used their new knowledge in decisions about granting accommodations, identifying and addressing harmful behaviour and monitoring campus safety.

3. All facilitators reported **more confidence and skill in creating a safer workplace culture** through informal conversations with colleagues.

Facilitators observed the following indicators of change in their workplace cultures:

RESPONSE RATE	OUTCOME
	<p>People in my workplace have a deeper understanding of the impact of GBV on women and LGBTQ2IS colleagues.</p>
	<p>People in my workplace are better at recognizing GBV and don't normalize GBV as much.</p>
	<p>Men in my workplace are more active in preventing GBV and creating a safe environment for everyone.</p>
	<p>People in my workplace are more likely to see the person causing harm as responsible, rather than blaming the survivor/victim.</p>
	<p>People in my workplace are more likely to disclose their experiences of GBV and seek support.</p>

“Conversations and reactions to current events foster an inclusive and safe environment at my workplace. People have exercised high degree of empathy and understanding in their day-to-day conduct.”

Anshul Singh, Assistant Director of Admissions

Conclusions and Next Steps

Continued support for the community of practice is recommended as they continue to unpack their own victim-blaming beliefs, strengthen their ability to recognize common forms of GBV, and gain confidence in engaging problematic attitudes in others. A number of facilitators expressed that they need more time for their impact to be fully realized.

Nonetheless, they have already achieved a significant impact in a short period of time. OCTEVAW staff also attribute much of their success to the careful recruitment process and the accountability for action that is built into the coaching period.

The MANifest Change Facilitators are well-positioned to support campus-wide initiatives to raise awareness of GBV in the university community. The depth of their training complements the broad reach of public awareness campaigns, and they have strengthened their ability to transform their own workplace cultures.

Support from senior leadership is critical in empowering the facilitators to take further action, and protect them from retaliation when they respectfully challenge harmful behaviour in students, colleagues and supervisors.

The creation of a community of practice for campus leaders committed to engaging men in the prevention of GBV has produced a higher level of collegiality, increased skill level and better communication across university departments, student organizations and faculty.

“People are having more open conversations and showing up to events related to GBV.”

*Adrian Chan,
Professor of
Systems and
Computer
Engineering*

“I don't think there was a gap in how serious people think GBV is, or in holding persons responsible who cause harm, but rather the depth of the impact on marginalized populations is where the gap remains in thinking. I think the topic of intersectionality/social determinants of health is where I see people making the biggest gains from these conversations.”

*Shannon Noonan,
Special Projects Officer
Office of the Vice-President (Students and Enrolment)*