

APPENDIX C: Committee brainstorm re: Sexual Harassment Risk Factors & Recommendations for Intervention based on EEOC Report, 2016

	Risk Factor	Why This is a Risk Factor for Harassment	Brainstormed Interventions
Leadership & Accountability	Clear message from the top	Messages endorsed from the top about core values of the institution are powerful way to clarify expectations	<p>Develop & communicate university value statement/s</p> <ul style="list-style-type: none"> • Engage in campus process to develop consensus around our values • Strong message from the top and middle • Craft & distribute clearly defined list of UML’s values • Have each department develop/sign off on a values statement • Include value for respect on every syllabus • Be clear about valuing safety and intolerance for bad behavior over some other values (privacy of people, avoiding lawsuits) • Leaders/managers more routinely include, encourage, promote dialogue about climate, culture, values • Keep SH on the agenda for campus beyond TF • Clear and connected messages tying values/organizational goals/culture <p>Incorporate values into ongoing university procedures</p> <ul style="list-style-type: none"> • Establish a process of regular/periodic review of our adherence to the articulated values (e.g., a report card?) • Establish department-based awards for proactive efforts to promote equity/DEI • Add criteria for awards that includes history of SH findings <p>Leaders communicate and model behavior in line with values</p> <ul style="list-style-type: none"> • Particular responsibility of leaders to be active bystanders • Leaders set clear expectation for everyone’s participation in training <p>Attend to those who translate values into daily work (e.g., department chairs, middle managers)</p> <ul style="list-style-type: none"> • Ensure managers/leaders are in a space to dialogue – well and/or able to intervene effectively

		<ul style="list-style-type: none"> • Assessing periodically knowledge/skills/comfort <ul style="list-style-type: none"> ○ -add in refreshers ○ -case scenarios in trainings ○ -call/text line for emerging concerns • Internal “university” conduct ongoing seminars for divisions to outline the what, how, and why of their work
Clear procedures and policies	Clear and transparent policies help to communicate expectations and the values of the institution	<p>Ensure policies are clear, understandable and well-communicated</p> <ul style="list-style-type: none"> • Establish and communicate a clear map of process/policies • Strong, transparent, clear, accessible policies and procedures • Transparency around how process to investigate complaints/reports works – who, what, when, how • Develop concrete plan for transparency /communicating information about specific cases/sanctions and protections (that are within legal guidelines) • <u>Proactive</u> consideration of what the university needs to know about cases • Address the disconnect between faculty and staff vis-à-vis rules/consequences <p>Establish mechanisms in addition to HR for people to discuss problem situations</p> <ul style="list-style-type: none"> • Ombudsperson
Workplaces with “high value” employees (high financial & social capitol)	<p>Leaders are often reluctant to jeopardize high value employee’s economic value to the employer.</p> <p>High value employees may perceive themselves as exempt from workplace rules or immune from consequences of their misconduct.</p>	<p>Apply workplace rules uniformly, regardless of rank or value to the employer.</p> <p>If a high-value employee is discharged for misconduct, consider publicizing that fact (unless there is a good reason not to).</p>

Demographics	<p>Homogenous Workforce</p>	<p>Employees in the minority can feel isolated and many actually be, or at least appear to be, vulnerable to pressure from others.</p> <p>Employees in the majority might feel threatened by those they perceive as “different” or “other,” or might simply be uncomfortable around others who are not like them.</p> <p>Harassment is more likely in male-dominated environments & male-dominated professions</p>	<p>Increase diversity at all levels of leadership</p> <p>Develop & communicate strategic diversity hiring plan</p> <ul style="list-style-type: none"> • Increase diversity at all levels of the workforce, • Identify where voices may be missing –develop strategies/ways to seek out/listen/know (ext. partners) • Assess where diversity is most lacking/pay particular attention to work groups with low diversity <p>Increase leadership accountability for diversity goals, e.g., add it to performance evaluations</p> <p>Pay attention to diverse groups already in the workforce</p> <ul style="list-style-type: none"> • Attend to relations among and within diverse work groups. • Provide supports as needed, e.g., tailored onboarding, affinity/identity groups • Look at how identities/differences are valued • New employee orientation to include more on UML values and community expectation, e.g., civility
Demographics	<p>Cultural and language differences in the workplace</p>	<p>Different cultural/national backgrounds may mean some employees are less aware of US laws and workplace norms.</p> <p>Employees who do not speak English may not know their rights and may be more subject to exploitation.</p> <p>Segregation of employees with different cultures or nationalities can make them more vulnerable</p>	<p>Ensure that culturally diverse employees understand harassment norms/ US laws, workplace norms, and policies.</p> <ul style="list-style-type: none"> • Be sure clear policies are accessible to all (e.g., translations) <p>Increase diversity in culturally segregated workforces.</p> <ul style="list-style-type: none"> • Increase transparency re: trouble spots <p>Provide training/events re: cultural dynamics</p> <ul style="list-style-type: none"> • Include cultural differences in orientation of all faculty • Manager/supervisor training, include academic department chairs • Workshops to raise awareness of bias and develop cultural competence • Organize events highlighting contributions of individuals from various backgrounds

Demographics	Young workforces	<p>Employees in their first or second jobs may be less aware of laws and workplace norms; may lack the self-confidence to resist unwelcome overtures or challenge conduct that makes them uncomfortable.</p> <p>Young employees may be more susceptible to being taken advantage of by coworkers or superiors, particularly those who may be older and more established in their positions.</p> <p>Young employees may be more likely to engage in harassment because they lack the maturity to understand or care about consequences.</p>	<p>Increase attention to generational rep on critical policy making bodies</p> <p>Provide training & orientation to all new employees re: workplace expectations</p> <ul style="list-style-type: none"> • Emphasize the University’s desire to hear about all complaints of unwelcome conduct. • Onboarding programs with mentoring component • SH training in residence halls <p>Provide training on how to be a good supervisor when youth are promoted to supervisory positions.</p> <ul style="list-style-type: none"> • Assess where (which units) this is an issues. <p>Communicate clear structure for student reporting faculty or staff & provide safe places to do so</p>
Structure of the Job	Workplaces that rely on customer service or client satisfaction	Fear of displeasing a “customer” may compel employees to tolerate inappropriate or harassing behavior.	<p>Be wary of a “customer is always right” mentality in terms of application to unwelcome conduct.</p> <ul style="list-style-type: none"> • Relook at evaluation criteria to avoid over reliance on feedback from clients/student evaluations • Build in protection from abusive “clients” (e.g., donors, students, faculty) • Incorporate peer reviews • Increase manager awareness of problematic impact of over reliance on “customer” reviews <p>Make all P&T committees aware of potential bias in student evaluations</p>

<p>Workplace with significant power disparities</p>	<p>Supervisors feel emboldened to exploit low-ranking employees.</p> <p>Low-ranking employees are less likely to understand complaint channels (language or education/training insufficiencies).</p> <p>Undocumented workers may be especially vulnerable to exploitation or the fear of retaliation.</p> <p>Gendered power disparities (<i>e.g.</i>, most of the low-ranking employees are female) can put non-majority members at risk</p>	<p>Apply workplace rules uniformly, regardless of rank or value to the employer.</p> <ul style="list-style-type: none"> • Explicate what this means especially with tenure, i.e., tenure doesn't exempt faculty from civility expectations • Apply rules uniformly even around simple daily things, e.g., budget cuts to water except in exec areas <p>Develop new and resurface existing practices related to justifying performance evaluation decisions, i.e., P&T protocol & parallel re: staff performance evals</p> <p>Enhance attention to and understanding of relations among and within work groups with significant power disparities.</p> <ul style="list-style-type: none"> • Get MSP to raise faculty awareness of power issues/sponsor training • Train managers and student leaders at key promotional transitions • Provide specialized training during transition to faculty leadership positions <p>Create venues for faculty & staff to understand each other's work lives/demands</p>
<p>Workplaces where work is monotonous or tasks are low-intensity</p>	<p>Employees who are not actively engaged or "have time on their hands" have more opportunities to misbehave</p> <p>Harassing behavior may become a way to vent frustration or avoid boredom.</p>	<p>Assess units where monotony might apply</p> <ul style="list-style-type: none"> • Consider specialized attention to MA/bully/SH here • Consider varying or restructuring job duties or workload to reduce monotony or boredom. • Process redesign <p>Seek opportunities to share tasks or rotate (<i>e.g.</i>, meeting facilitation/team leaders) encourage broad participation and decision making</p>

	Isolated workplaces	<p>In physically isolated workplaces, harassers may have easy access to their targets – less accountability</p> <p>There are no witnesses.</p>	<p>Assess jobs/areas that may be high risk & mitigate</p> <ul style="list-style-type: none"> • Identify specific jobs on campus (e.g., housekeeping) • Assess physical spaces that may be high risk (Durgin) <p>Consider restructuring work environments and schedules to eliminate isolation.</p> <ul style="list-style-type: none"> • Reconsider solo assignments that might put people at risk, e.g., housekeeping, advancement • Develop systems for employees in geographically diverse locations to connect and communicate • Increase opportunities for cross-unit interaction, e.g., affinity groups, “re” orientation every 2 years done centrally/mixed groups • Consider physical safety measures (panic buttons, PD-increase foot traffic, etc.) <p>Ensure that workers in isolated work environments understand complaint procedures.</p> <ul style="list-style-type: none"> • Clear reporting systems and support structures
	Decentralized workplaces	Managers may be unaware of how to address harassment issues and may be reluctant to call admin for direction.	<p>Ensure that compliance training reaches all levels of the organization, regardless of how geographically dispersed workplaces may be.</p> <ul style="list-style-type: none"> • Ensure that compliance training for area managers includes their responsibility for sites under their jurisdiction.
Workplace Climate	Tolerance for subtle biases/gender harassment/ Microaggressions/ incivility	<p>Tolerance of the more subtle forms of bias and harassment is a problem in its own right and also a predictor of more egregious forms of harassment</p> <p>Abusive remarks or humor may promote workplace norms that devalue certain types of individuals.</p> <p>Macroaggressions and bias pervasive on daily basis</p>	<p>Conduct ongoing, meaningful climate assessments</p> <ul style="list-style-type: none"> • Establish process for ongoing-benchmark • Appropriate action to follow up outcomes from assessment • Hard core response to climate assessments, e.g., any program with civility score < 3.6 merits a visit/intervention from HR • Assess retaliation dynamics in the workplace <p>Identify safe “reporting” spaces/people (for resources and help deciding how to respond and whether to report)</p> <p>Proactively & intentionally create a culture of civility and respect with the involvement of the highest levels of leadership.</p>

		<p>Bullying behavior tolerated</p> <p>“rough and tumble” or single sex dominated workplace cultures</p> <p>Remarks, jokes, or banter that are crude, “raunchy,” or demeaning</p>	<ul style="list-style-type: none"> • Ensure availability of accountability mechanisms; having voice • Promote sense of connection within units/departments • Targeted training at acceptable behavior/conduct • Establish norm of tolerance for difference • Opportunities for community member to come together e.g. Summer BBQ (cross F/S/S?) <p>Encourage awareness of subtle forms of bias and harassment</p> <ul style="list-style-type: none"> • Training on respectful workplace • Disseminate best practices • Expand micro-aggression training to staff <p>Work to shift collective norms about respectful treatment</p> <ul style="list-style-type: none"> • Activate bystanders to address daily microaggressions/subtle bias • Bystander training for all • “Death by 1,000 paper cut” training (extend to senior cabinet) • Leaders encourage/expect/facilitate employee participation in training, i.e., bystander training
Workplace Climate	Workplaces that tolerate or encourage alcohol consumption	Alcohol reduces social inhibitions and impairs judgement.	<p>Standard institutional philosophy around alcohol use</p> <ul style="list-style-type: none"> • Reduce availability of alcohol at UML events (policy?) • Decrease times when free alcohol is available <p>Look at high risk settings</p> <ul style="list-style-type: none"> • Reinforce that during sporting events the same standards (non-harassing) behaviors still apply <p>Intervene promptly when customers or clients who have consumed too much alcohol act inappropriately</p> <ul style="list-style-type: none"> • Remind managers of their responsibility if they see harassment, including at events where alcohol is consumed • Train colleagues, peers, co-workers to intervene appropriately if they observe alcohol-induced misconduct

Broader Context	Coarsened social discourse in broader society	Coarsened social discourse that is happening outside a workplace may make harassment inside the workplace more likely or perceived as more acceptable.	<p>Events and dialogue that really take on inequalities not just “civility”</p> <ul style="list-style-type: none"> • Proactively identify current events-national and local-that are likely to be discussed and/or reflected in the workplace. • University forums that reinforce respect <p>Remind the workforce of the types of conduct that are unacceptable in the workplace</p> <ul style="list-style-type: none"> • Clearer guidelines re: acceptable work place speech • “opt-out” for listeners <p>Offer considerations, guided thoughts, reflection questions, ways to navigate/talk</p>
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