MAKING A REAL DIFFERENCE: HOW TO EFFECTIVELY PLAN AND EXECUTE EFFECTIVE TRAINING FOR SAFETY AND RESPECT
The Safety Respect Equity Coalition

- A Jewish coalition to address sexual harassment and gender discrimination
- 110 members and growing - sign up today!
- Goal: universal leadership commitment, organizational change, and culture shift across the entire Jewish communal world.
Key and Essential Training Components for Employees and Supervisors

Employees: What is helpful and unhelpful behavior? Why does it happen? What are the consequences? Where can you get help? How can you help others? How can you respond in the moment? How do you respond to feedback about your behavior? How do you contribute to a culture of respect?

Supervisors: The above PLUS, What are your obligations when you become aware of a problem? What is retaliation and how can you avoid it? How do you let an employee know you care and take them seriously? How can you make employees perceive that they will be treated fairly and feel respected?
Key and Essential Elements for Governance

- Why is culture their job?
- What is their role in establishing and maintaining culture?
- How do they model good behavior in their dealings with staff?
- What are their policies and how are they enforced?
- What capabilities do they have if a complaint is made?
- Who on the board will serve as a “bypass” recipient of complaints and what should happen?
- How does a board deal with misconduct by other board members?
Recommendations for Training

- Little research has been done on effectiveness of compliance training
  - Compliance training can be useful for education regarding behavior which constitutes sexual harassment
  - Training can also amplify pre-existing biases
  - Training focused on civility and bystander intervention recommended
  - Training as part of comprehensive strategy (not considered preventative)
  - Training should be supported by leadership in words, actions and initiative – otherwise more damaging than no training
Compliance Training on Sexual Harassment*

Is required in various forms in

- California
- New York
- Connecticut
- Maine
- New Jersey
- Illinois

Each state’s requirements vary

*Sexual harassment is just one form of protected class harassment prohibited by law.
### The Basics: Employee Anti-Harassment (Compliance) Training Should Include:

<table>
<thead>
<tr>
<th>An explanation of the employer’s policy</th>
<th>Definitions that support the employer’s policy and clarify prohibited behavior</th>
<th>Responsibilities of supervisors to address known harassment</th>
<th>Examples of behavior that could be harassing and the impact of such behavior on targets and organizations</th>
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<tbody>
<tr>
<td>Instructions about how to respond to harassment and how to report</td>
<td>A discussion of the consequences for unlawful conduct</td>
<td>Hypotheticals for discussion</td>
<td>Explanation of the investigative process</td>
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<td>Discussion of non-retaliation</td>
<td>Outside resources for those who feel harassed</td>
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The Basics: Supervisory Anti-Harassment Training Should Include:

- Everything required in employee training, plus:
  - Information on obligations of supervisors when they become aware of possible harassment
  - Steps to take to respond to an employee complaint and how to document
  - How to work with human resources
  - The importance of setting the tone and responding to lower level behaviors
A Higher Ambition: Training to Promote a Respectful Work Environment.

Key Principles: Evidence, Engagement, Shared Understanding, Tools, Practices and Positivity
Evidence Based Teaching

- Look to research supporting that employee engagement/positive business outcomes are associated with safe, fair, respectful workplaces
  - Porath: Civility and Individual productivity
  - Edmonson: Psychological Safety and Organizational performance
  - Rupp: Workplace Fairness and Staying, loyalty and productivity
  - David: Emotional Agility and leadership
Engagement

Positive engagement and relatability to content leads to higher level of learning retention and use of information.

People generally don’t believe they hurt others with their words or actions but accept they can impart positive feelings.

People want to believe they are important to their employer.

Focus on a culture of fairness, respect and safety.
Shared Understanding

Focus on how to demonstrate respect and civility, and the organizational, emotional, and psychological benefits of each.

Help employees develop shared understanding of helpful behavior vs. counterproductive behavior to create baseline for acceptable behavior.
Tools

Tools make knowledge useful and transferable

• Models
• Scripts
• Documents
• Structures
• Goals

Tools help turn training into behavioral reality
Once tools are introduced, it is essential to provide training on how to use them.

Skills practice promotes confidence and competence.

Problem solving, providing feedback in the moment, coaching, active bystander strategies.
Beyond the Principles: Training That Gets the Message Across
Case Studies

- Customize scenarios for plausibility and resolvability
- Consider real norms and challenges for work setting, i.e.:
  - Is there limited diversity? Might isolation or marginalization might be significant to highlight?
  - Are certain job classes viewed as higher status than others?
  - In a professional firm is there a perception that the producers are subjected to different standards than the back office?
  - Do people socialize or does everyone go home at the end of the day?
Note

Scenarios need to be “sufficiently resolvable”
Personal Sharing

- Example: Turn to the person next to you and spend three minutes describing a time you were treated unfairly at work.
- Colleague to colleague stories most powerful
- Always provide opt-out or alternate (if you don’t feel comfortable talking about a work situation, think of one outside of work.)
Continuum Approach

Helpful to talk about different shades of behavior as eroding or eliminating respect

Helps to put severity of protected-class harassment in perspective

Legally prohibited behavior seen as extension of set of counterproductive, unwanted, destructive behavior

Make abundantly clear that definition of unlawful conduct is NOT the standard for organizational action
Continuum

- Respectful Behavior
- Uncivil or Rude Behavior
- Abusive Behavior
- Harassing Behavior
- Assaultive Behavior
Bystander and Ally Skills

Significant value pointing out that everyone can be part of creating safe, respectful work environment

Offering help/support privately
Disrupting behavior publicly
Providing feedback to peer
Confronting bits of inappropriate behavior publicly

Focus on intervention that is “safe for the situation” and where the person has sufficient influence to make a difference

Can result in earlier reporting or extinguishing behavior rather than escalation
Conversations and Feedback

- Solutions to low-level problems are important in helping employees feel knowledgeable and empowered.
- Ask trainees: If you were engaging in behavior that annoyed or bugged your coworker, would you rather they report you, or tell you?
- Provides platform to note challenge of telling someone their behavior is problematic.
- Navigation tools helpful to normalize conversations.
Always preface self-help and feedback skill building with a reiteration of the information that if someone is uncomfortable with someone else’s behavior they are never REQUIRED to tell them, but can report it to management or HR for assistance.
Supervisory Skills

Know how to respond appropriately Psychologically AND legally to reports of alleged harassment or bullying

Determine type of response needed
Confirm employee is being taken seriously
Avoid diving into interrogation mode
Demonstrate emotional intelligence

Be aware of hazards of reflexively making statements that appear to disbelieve or blame

Distinction between intake and investigation
Supervisory Skills

Practice should create limits on unproductive intake behavior

- No closed ended questions
- No “Why?” questions
- No problem solving
- 90-10

What seemed very easy will now seem very challenging
Retaliation

Give broad examples that are not limited to firing, demoting, cutting pay or failing to promote

Emphasize “appearance of…”
Cement The Learning

With follow up articles, newsletters, communication from leaders

RESPECT IN THE WORKPLACE

WEEKLY DISCUSSION QUESTIONS

1. What norms can we institute as a team that will improve our work climate and increase safety?
2. How do we best give each other feedback? What are our individual and collective preferences about how we would best like to get feedback?
3. What are the conditions, if any, under which we should forgive, ignore or let slide behavior that is uncivil? Why?
4. What is your best strategy for bringing positivity to our workplace? What if anything gets in the way?
5. Talk about the most respectful interaction you had this week in pairs, and then report out what the situations had in common.
6. In pursuit of respect in all of our communication, is there a shorthand way we can remind each other about that value? A phrase that we all recognize can help us nudge each other if we are in a blind spot.
7. How would we like others to see us as a team? How can we promote that?
Charlene Seidle, Leichtag Foundation
Amy Martasin, Hillel International
Questions?