

SPEAKING TRUTH TO POWER IN FUNDRAISING: A TOOLKIT



By Dr. Megan LePere-Schloop
and Dr. Erynn Beaton



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Trigger Warning: This report includes statistics and quotes from fundraisers about experiences with sexual harassment, bullying, and discrimination on the basis of gender, sexuality, and race/ethnicity. The contents may be triggering for some individuals.

A glowing lightbulb is centered within a circular frame. The background is a solid yellow color. The lightbulb is slightly out of focus, with a soft glow emanating from it. The circular frame is composed of two concentric lines, one white and one blue. The word "FORWARDS" is written in a bold, black, sans-serif font across the middle of the lightbulb.

FORWARDS

Foreword by Mike Geiger

In 2018, the Association of Fundraising Professionals (AFP) Foundation for Philanthropy, in conjunction with The Chronicle of Philanthropy, conducted the first comprehensive study of sexual harassment in the fundraising profession, which launched our Women's Impact Initiative. The study was long overdue, and while the findings were eye-opening, sobering and heartbreaking, they also confirmed what many fundraisers already knew: harassment is all too common in the fundraising profession.

We also learned two other things: That the findings were just the tip of the iceberg (something that this study makes clear), and now having illuminated the problems, we needed to take action.

Research and data are critical in identifying and clarifying the nature of challenges that must be addressed. We can't be certain we're addressing the problems in the most effective way if we don't have the necessary data and don't understand the issues and all their nuances. We knew that our members and the entire profession were looking for answers—steps, guidance, best practices and other tools to begin to address these issues. That's one of the reasons we launched the Women's Impact Initiative—to begin the process of developing resources and raising awareness.

That's also why we partnered with Drs. Megan LePere-Schloop and Erynn Beaton, professors at the John Glenn College of Public Affairs at The Ohio State University, to continue our work in this area. Both possess a wealth of knowledge, experience and perspective from their previous work in different aspects of the nonprofit world, including nonprofit management, sexual harassment and structural inequalities in our sector. The two took our original study, dove deeper into the data, and ultimately created a new, even bigger study, *Speaking Truth to Power in Fundraising: A Toolkit*, that expands our understanding not just of harassment in the fundraising profession, but also of bias, bullying and discrimination.

The most critical part of this new study is in the last word in the title: toolkit. This document is a call to action, and it provides the steps that individuals and organizations need to take to protect and empower fundraisers in the field. This is no excuse anymore for an organization not to protect its most precious asset: its staff, and especially those staff—fundraisers—who are often placed in situations of extreme power imbalances when interacting with donors, volunteers and other supporters.

One of my goals is to ensure that every fundraiser—regardless of any particular background, demographic or characteristic—has the same opportunities to achieve their version of success in the profession. This study is one the most important ways we work towards achieving that goal. And it is a study for everyone—from the CEO to new staff on their first day on the job, from front-line fundraisers meeting with donors to prospect researchers examining data online.

I'm grateful to Drs. LePere-Schloop and Beaton for this extraordinary partnership and all that they've done to support AFP and the fundraising community.

I also want to extend my thanks to all our members who participated in the study and subsequent interviews. You are why we do this. You are why AFP exists. And we are committed to ensuring your safety and success in helping you advance effective, ethical and equitable fundraising.

Sincerely,

A handwritten signature in blue ink that reads "Mike Geiger". The signature is written in a cursive, flowing style.

Mike Geiger, MBA, CPA, President and CEO, AFP

Foreword by the Authors

To the AFP Membership and Readers:

The research contained in this report grew out of an interest in better recognizing and confronting sexual harassment in the nonprofit sector. In the pages that follow, myriad data attest to discrimination, bullying, and harassment in fundraising with a particular attention to experiences of sexual harassment. However, from our point of view, this report is about more than that – it is about power.

A considerable proportion of development work involves managing power dynamics. Most proximately, fundraisers deal with powerful funders. While funders – in their multitude of forms – vary in their financial capacity and influence, many put a strong grip on the recipients of their gifts. It is the fundraiser’s role to moderate this influence, maximizing the financial gift while minimizing adverse demands – whatever those demands may be. At the same time, fundraisers operate in the same politics of the workplace as their non-fundraising colleagues with the added pressure to secure sufficient funding to cover payroll. In this organizational space, fundraisers advocate for changes that will improve funding opportunities, appealing to those with authority in the organization – the CEO, executive director, and/or board. Functioning at this boundary between the organization and funders is challenging enough on its own, but it becomes even more complex considering powerful social structures that surround a fundraiser’s personal identity – gender, race, ethnicity, and/or sexuality. When a female, south-Asian fundraiser attempts to solidify a large gift from a wealthy, white, male philanthropist – a gift that will help the organization make budget this year – power abounds. When that power is used unethically, and organizational authorities do not put it in check, it could mean wasted time, mission drift, bullying, and even sexual harassment. As this brief analysis concludes, large power differentials are the root cause of several seemingly unrelated problems in nonprofits.

When misuse of power is common in and around the organization, it can incentivize managers to exploit their power as well. Misuse of power begets greater misuse of power. This is what we found in a recent study we published titled: *“Whatever it Takes”: Sexual Harassment in the Context of Resource Dependence*. In this study we point out that not only are fundraisers subjected to sexual harassment by donors, but sometimes their employers sexually exploit them by (un)intentionally putting them in vulnerable situations or encouraging them to sexualize themselves for the sake of a gift. Here fundraisers find themselves in double jeopardy.

Because we believe the core of this report is about power, and we hope it can be employed to address power dynamics in the field, we titled the report *Speaking Truth to Power in Fundraising: A Toolkit*. In doing so, we draw on the mighty words of Bayard Rustin a civil rights, gay rights, and human rights activist that knew just how hard, but also how important, such an act is. We hope you will use this report to speak truth to power: to show fundraising and nonprofit leaders what is happening in the field and implore them to put protective measures in place. Fundraisers’ voices have power too, and the data and words in this report reflect those voices. We have also endeavored to provide specific tools that will assist in centering power, and we hope that they will be utilized frequently and widely.

In closing, we would like to wholeheartedly thank AFP for partnering with us and every fundraiser who participated in this research. Without all of you who completed the survey and took the time and emotional energy to share your stories, this resource would not have been possible. We hope seeing the numbers and quotes in this report give you gratification that you are not alone and, more importantly, embolden you with the evidence to do something meaningful about it.

Sincerely,



Megan LePere-Schloop



Erynn E. Beaton



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EXECUTIVE SUMMARY

Speaking Truth to Power in Fundraising: A Toolkit is simultaneously a report of findings from a mixed-methods study of the fundraising workplace, a call to action in addressing sexual harassment in the profession, and a set of resources for taking action. As has been found elsewhere, the report points out consequential disparities in the experience of fundraisers across social identity groups – race, gender, and sexuality. There are mixed feelings about the success of fundraisers’ workplaces in achieving diversity and equality. Black, Indigenous, and people of color (BIPOC) fundraisers are more likely to perceive barriers to promotion for minorities, and Lesbian, Gay, and Bisexual (LGB) fundraisers are more likely to perceive inequality and a lack of diversity. The report speaks to the ability of fundraising employers to make members of different social identities feel safe. Results show that most fundraisers have confidence that their employer would address a complaint of discrimination or harassment, though there is room for improvement. Fundraisers may be less certain in the case that the harasser was an external stakeholder. And, while 80% or more of fundraisers’ workplaces have policies prohibiting harassment based on race, sexual harassment, and workplace violence, fewer have policies prohibiting bullying. Exclusionary and harmful behaviors like these are due to a misuse of (financial, supervisory, and/or social) power.

Among the greatest misuses of power in the fundraising profession is sexual harassment. This report finds that the incidence of sexual harassment among fundraisers is higher than previously thought: 42% of fundraisers have experienced sexual harassment in the past two years, and 76% have experienced it ever in their career. Breaking this down by harasser, in the past two years, 32% of fundraisers have experienced sexual harassment by a coworker and 24% by an external stakeholder such as a donor. The study also shows that fundraisers are being pressured by their employers to put themselves in a position where they may be at a higher risk of sexual harassment in order to secure gifts. Often sexual harassment is framed as a women’s issue, but these results suggest otherwise. LGB fundraisers experience higher rates of sexual harassment than women, and both BIPOC and LGB fundraisers experience higher rates of the most egregious forms of sexual harassment. While fundraisers generally feel supported with a sexual harassment policy and training, employers can do more. Very few sexual harassment policies address sexual harassment by external stakeholders like donors. Fundraisers’ workplaces also need to better encourage reporting. Only 15% of fundraisers experiencing sexual harassment by a colleague, and 27% of those harassed by a stakeholder, tend to report that experience to someone in the organization.

The report concludes with a series of actions that can be taken to address sexual harassment specifically, and related power disparities broadly. We call on fundraisers to use the data in this report to raise awareness of sexual harassment in the profession among leaders and donors. Beyond the data in this report, additional tools are needed to conduct workshops and organizational planning in relation to sexual harassment. The report contains a Sexual Harassment Toolkit, which includes materials for two role play exercises, a prevention assessment, and an action planning template. AFP is also doing its part by putting policies, mentorship, and a Fundraiser Bill of Rights in place for its members. We believe the data, stories, tools, and recommendations contained in this report have the power to significantly reduce the presence of sexual harassment in the profession.

SEXUAL HARASSMENT IN FUNDRAISING



42%

fundraisers have experienced sexual harassment in the past 2 years



51%

LGB fundraisers have experienced sexual harassment in the past two years



23%

fundraisers have experienced sexual exploitation in their career

SEXUAL HARASSMENT POLICIES

Percent of policies that include:

board of directors

61%

volunteers

57%

groups like donors or clients

34%

88%
fundraisers' employers have a sexual harassment policy



76%

fundraisers experienced sexual harassment at some point in their career

15%

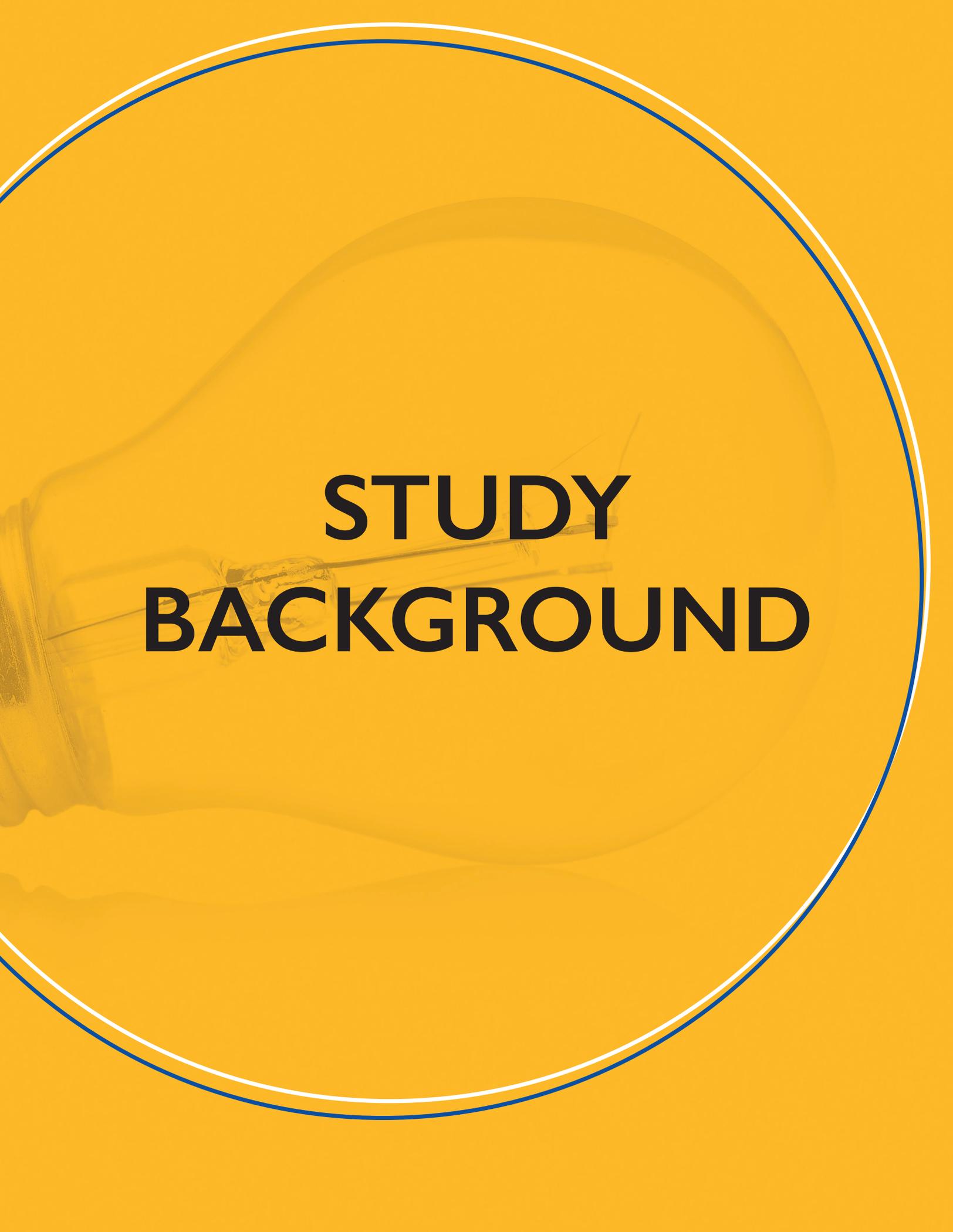
fundraisers experiencing sexual harassment by a colleague have chosen to report it

67%

fundraisers strongly agree their organization would take appropriate action in case of discrimination or harassment by an employee

27%

fundraisers experiencing sexual harassment by a stakeholder have chosen to report it

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STUDY BACKGROUND

In late 2017, the #MeToo movement drew renewed attention to the issue of sexual harassment and violence. The message that time is up for these appalling behaviors spread through multiple industries, including the nonprofit sector and fundraising (Battaglio et al., 2018). In 2018, AFP and the Chronicle of Philanthropy released findings from a survey of AFP members that asked about their experiences with sexual harassment (Harris Insights & Analytics, 2018). While this report was an important step in raising awareness about the issue of sexual harassment in the fundraising profession, it had several limitations. Specifically, the survey design prevented detailed analysis about what organizational characteristics (e.g. anti-harassment policies, capacity, etc.) might be associated with higher rates of sexual harassment, and likely both under-represented the experiences of male fundraisers and under-estimated the scale of sexual harassment in the profession (see Appendix A for a deeper discussion of these limitations and why another survey was ideal).

The authors of this report, researchers at The Ohio State University (OSU), approached the AFP to conduct a follow-up survey that would remedy these limitations and provide an update on the status of sexual harassment in fundraising two years following the initial movement and corresponding report. With the AFP's partnership, the researchers developed and conducted an online survey in July and August of 2020. The survey was sent to 17,041 AFP members working in the U.S. or Canada. A total of 1,783 respondents completed the survey for a response rate of 10.46%. The survey sample frame was selected among those who are members of the AFP that have agreed to participate in online surveys. People who identify as male responded at a lower rate to the 2018 survey so this study over-sampled males. Weights were then calculated (Valliant et al., 2018) to adjust for the over-sampling of males and non-response bias across males and females working in the U.S. and Canada (see Appendix B for a more detailed description of the research methods).

The survey asked questions about respondents' experiences (if any) with discrimination, harassment, and racial equity while working in fundraising. Sexual harassment was a focus of the survey and can be defined in a number of ways (Fitzgerald et al., 1997). Following past research (Fitzgerald et al., 1995), this survey asked respondents if they had experienced any of the following behaviors that constitute sexual harassment:

Gender Hostility - Unwelcome behaviors that disparage or objectify others based on their sex or gender.

- Unwelcome sexual teasing, jokes, comments or questions
- The presence of sexually oriented material in any format (e.g., photos, videos)
- People having sexually oriented conversations in front of others
- Different treatment based on sex/gender (e.g., quality or nature of assignments)
- Use of derogatory or unprofessional terms related to a person's sex/gender

Unwanted Sexual Attention - Unwelcome behaviors of a sexual nature that are directed toward a person.

- Unwelcome communications (e.g., emails, phone calls, notes, text messages, social media contacts) of a sexual nature
- Unwelcome invasion of personal space (e.g., touching, crowding, leaning over)
- Unwelcome sexually suggestive looks or gestures

Sexual Coercion - Pressure or force to engage in sexual behavior.

- Pressure for sexual favors
- Pressure for dates
- Someone offering preferential treatment in the workplace in exchange for sexual favors

- Stalking (e.g., unwanted intrusion (physically or electronically) into one’s personal life)
- Rape or sexual assault or attempted rape or sexual assault

To share the results of this survey as quickly as possible, the researchers and the AFP released preliminary reports of the results in 2021 (LePere-Schloop & Beaton 2021a; 2021b; 2021c). Knowing that statistics can convey the scale of the problem but do not always convey the gravity of the experience, the researchers supplemented the survey data with interviews of 38 survey respondents who indicated a willingness to elaborate on their experiences. The following report is a comprehensive discussion of the survey findings and qualitative data from the interviews, all intended to move the profession toward action. To that end several tools are included to assist in taking these new steps forward.

“ Usually, I’m at events, or at bars, or like a cocktail thing or whatever. I’m dressed up. I have makeup on. I’m looking my best... I’m trying to make a good impression. Obviously, I am a woman of color. I’m Venezuelan. I feel I have this natural feeling that I don’t belong in certain spheres of people. I’m even more trying to be like everybody else. I’m dressed up. I’m at my best. I’m very warm and trying to create a sense of welcoming and openness because that’s part of the job. ”

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THE RESULTS



Results: The Truth About Diversity & Equality

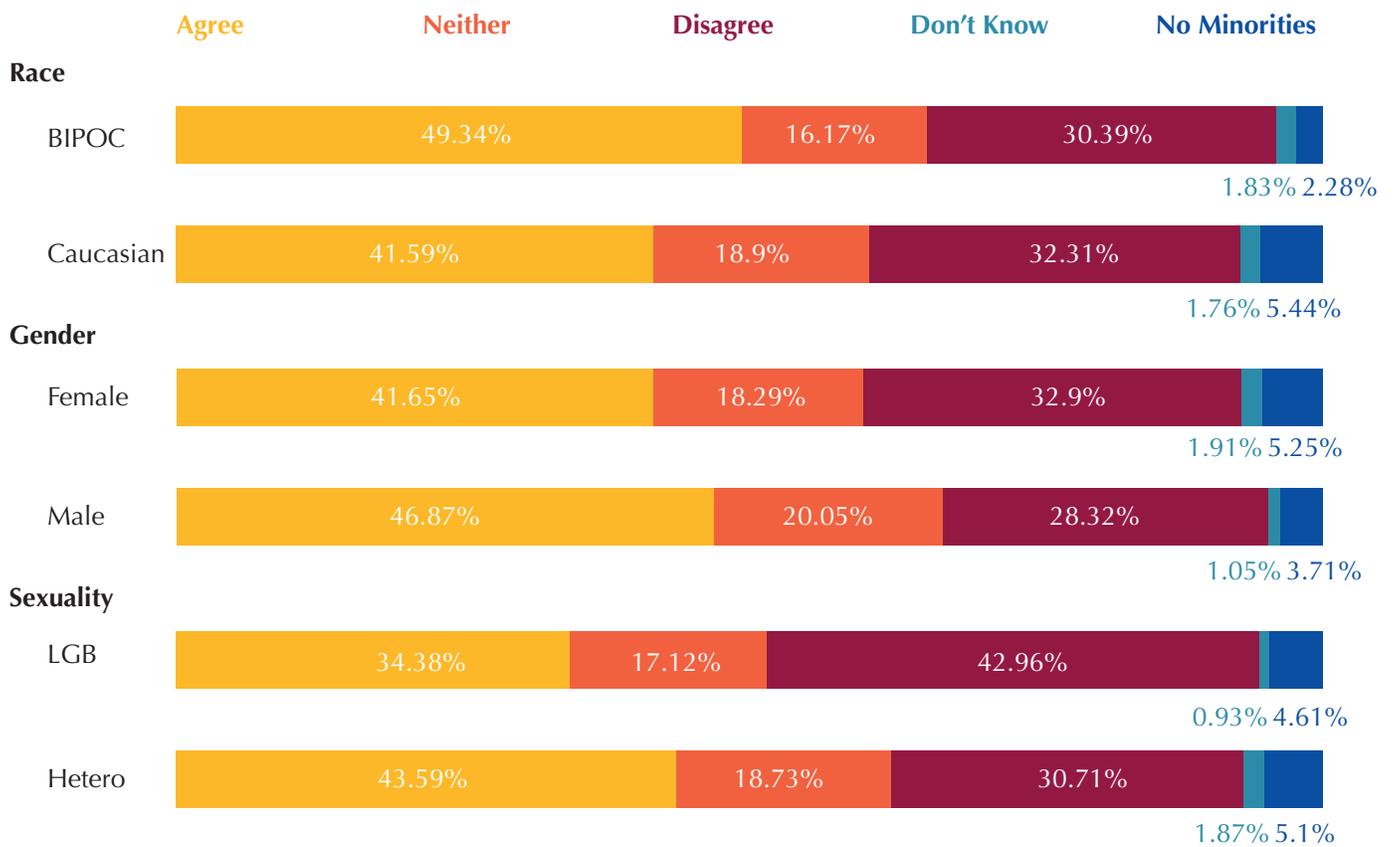
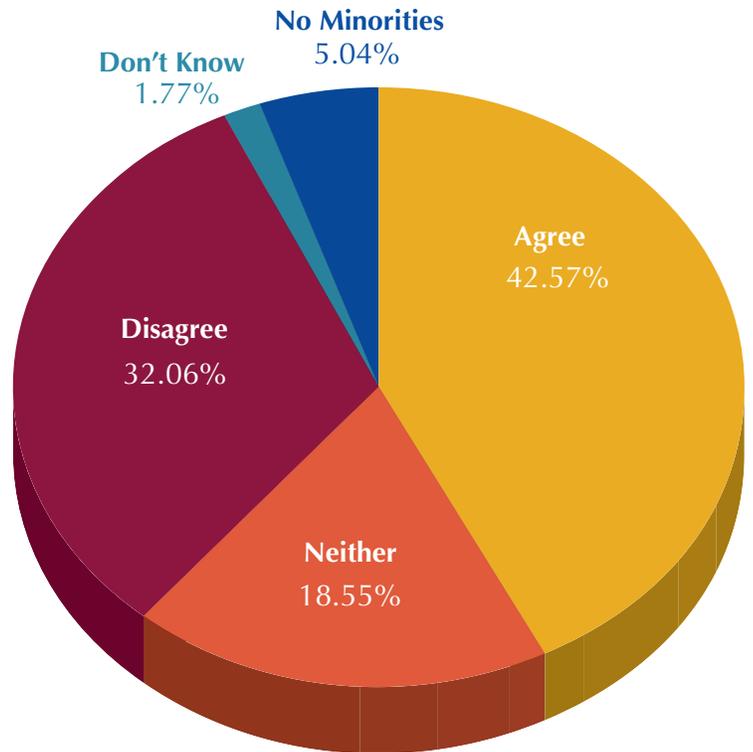
The composition of an organization's workforce based on the number of employees from different social identity groups is important for a variety of reasons. Workforce diversity can be an indicator of an organization's commitment to advancing equity because it reflects the extent to which the organization has been able to attract and retain employees from different backgrounds. It can also be important for realizing broader equity outcomes because all employees bring insights about their life experiences and communities into the workplace. Without diversity, organizations may not have access to important insights and may make decisions that are blind to the needs and norms of the communities they serve (Thomas & Ely, 1996). Diversity is therefore an important first step on the path to realizing equity in the workplace and society.

Recruiting a Diverse Workforce

We asked respondents to indicate the degree to which their organization was *'successful in recruiting a diverse workforce.'* Overall, 43% of fundraisers agreed, 32% disagreed, 5% had no minorities working in the organization, and the remainder did not know or neither agreed nor disagreed. However, responses to this question also varied by the social identity of the fundraiser. Black, Indigenous, and people of color (BIPOC)¹ fundraisers were more likely (49%) than Caucasian fundraisers (42%) to agree that their organization was successful in recruiting a diverse workforce. Female² fundraisers (42%) were less likely than their male counterparts (47%) to agree. Perhaps most strikingly, only 34% of Lesbian, Gay, and Bisexual (LGB)³-identifying fundraisers agreed that their organization has been successful at recruiting a diverse workforce.

Social identify groups have different views on success of diversification

Agreement that organization 'was successful in recruiting a diverse workforce'



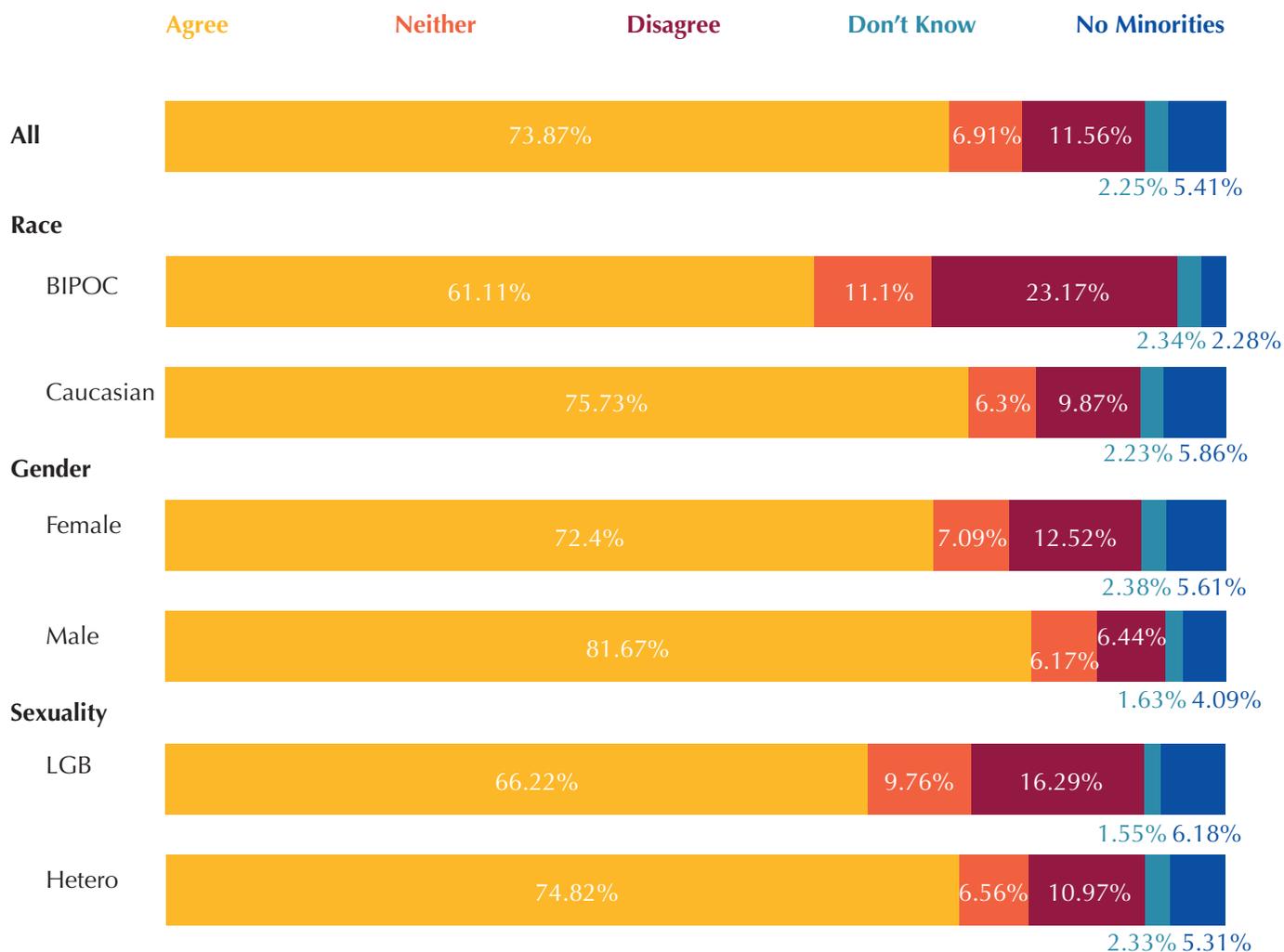
Minority Equality & Respect

While recruiting a diverse workforce is important, it is only a first step. Unless people from different backgrounds feel comfortable sharing insights based on their lived experiences, then the organization may not be able to advance equity in decisions and outcomes. Organizations therefore need to be concerned with inclusion in the workplace, or the degree to which employees from different social identity groups feel that they belong and are valued (Sabharwal, 2014).

We asked respondents the degree to which *'minorities and non-minorities are respected equally'* in their organization. Overall, 74% of fundraisers agree and 12% disagree with this statement. Again, responses differ across social identity groups. Fewer BIPOC fundraisers (61%) than Caucasian (76%) fundraisers agree that minorities and non-minorities are respected equally. Only 66% of LGB fundraisers agree that minorities and non-minorities are respected equally in their organization.

Minority fundraisers experience disparities

Agreement that in the organization *'minorities and non-minorities are respected equally'*

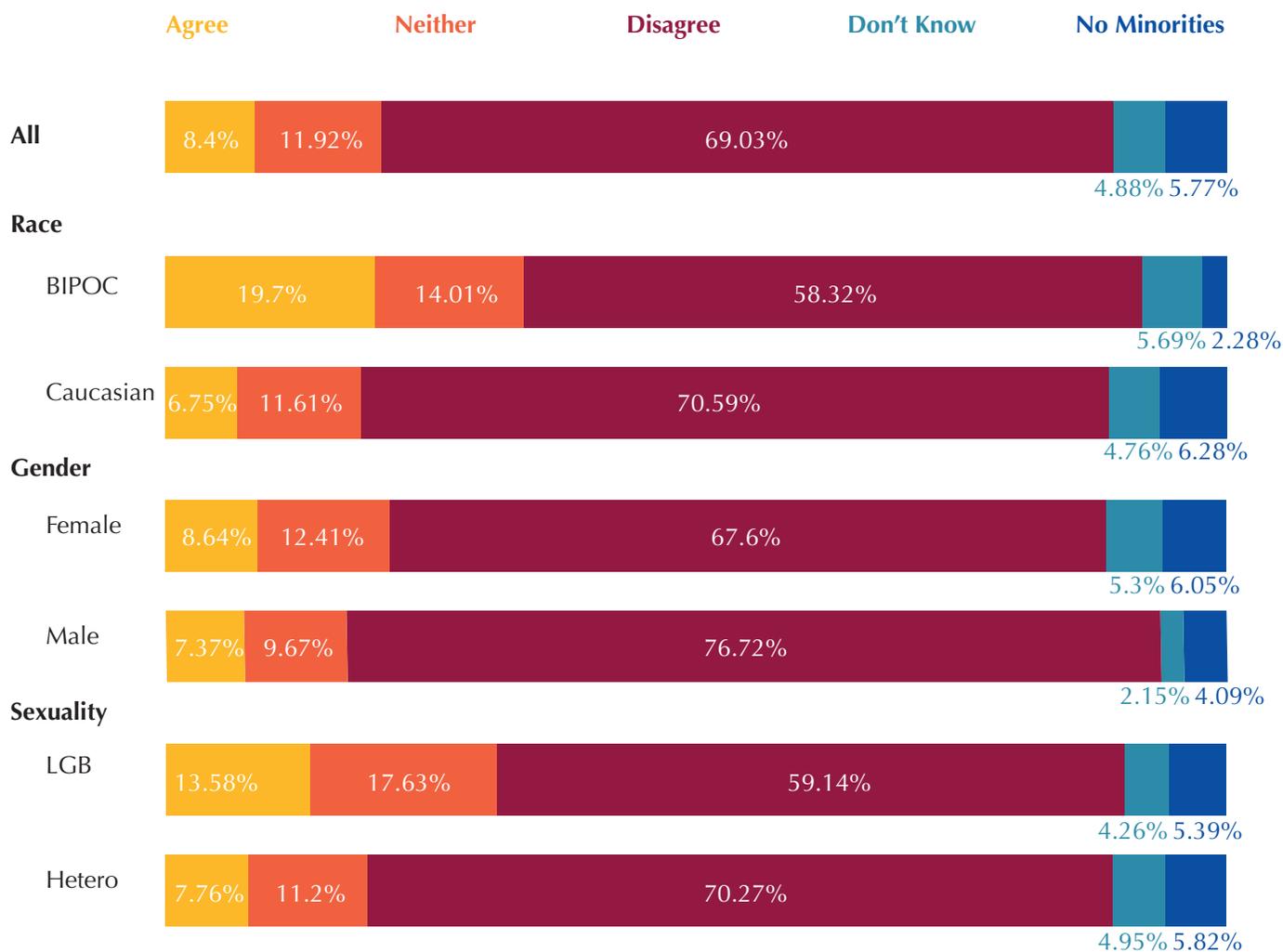


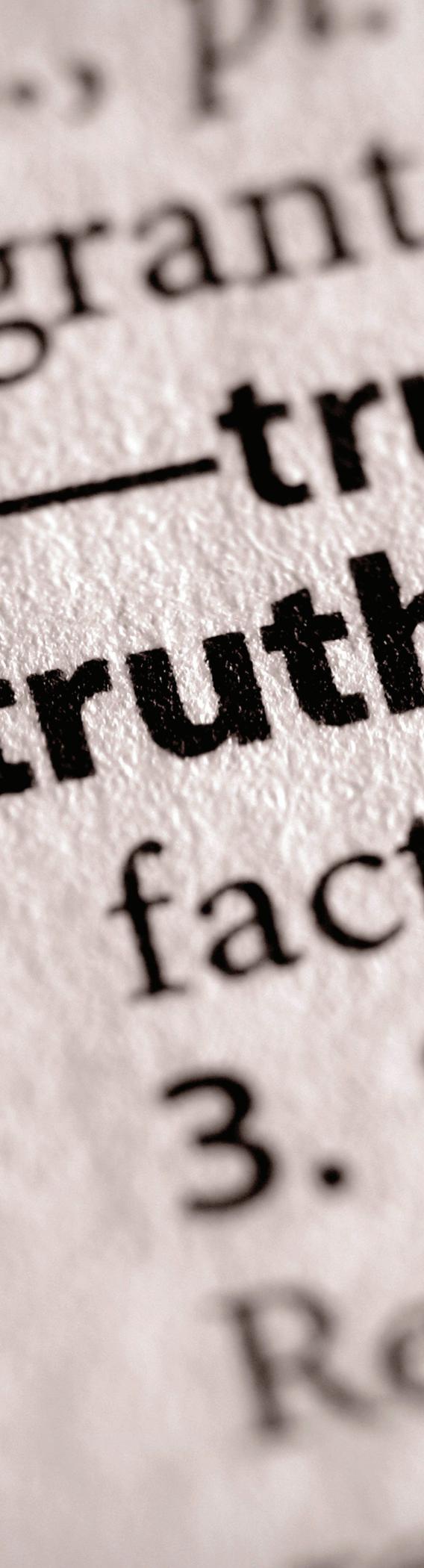
Minority Equality & Promotion

Organizations may be successful in recruiting a diverse workforce and in fostering an inclusive environment, but the degree to which diverse perspectives can inform decisions and outcomes may still be limited if minorities are not promoted to leadership (Thomas & Ely, 1996). We asked the degree to which respondents agreed that their organization is *'reluctant to promote minorities to supervisory or managerial positions'*. Overall, 8% agree and 69% disagree with this statement. When we consider the social identities of respondents, however, important differences emerge. BIPOC fundraisers (20%) were much more likely than Caucasian fundraisers (7%) to agree that their organization is reluctant to promote minorities. LGB fundraisers (14%) also tended to agree more with the statement than the overall membership.

Minority fundraisers experience barriers to promotion

Agreement that organization *'reluctant to promote minorities to supervisory or managerial positions'*





Results: The Truth About Harassment, Bullying, and Violence Prevention

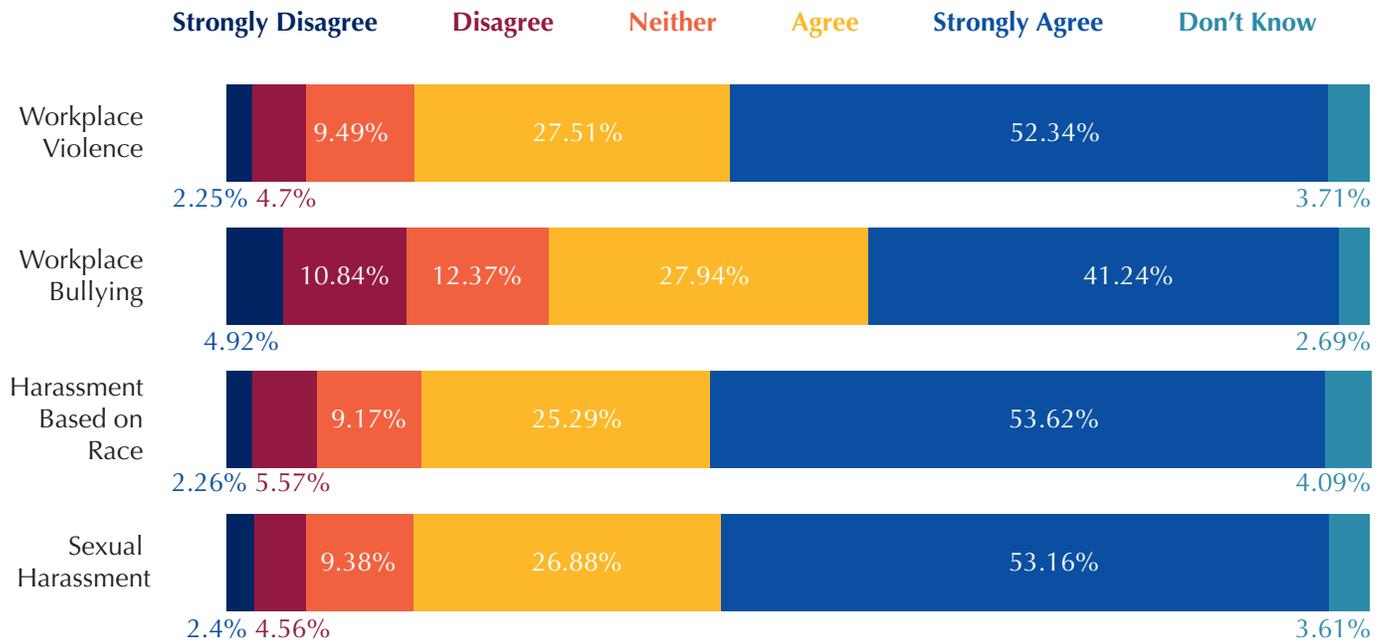
Organizations that want to foster an inclusive environment need to ensure that employees feel secure at work. While organizations should take steps that are specifically designed to prevent harassment based on race, sex, and other social identities, they should also be broadly concerned with workplace bullying and violence. Organizational tolerance of bullying, harassment, and violence creates a work environment that can be physically and psychologically toxic for everyone, negatively affecting employee recruitment and retention, and even leaving the organization vulnerable to litigation (Nair & Bhatnagar, 2011).

Steps to Prevent Harassment, Bullying, and Violence

We asked respondents the degree to which they agreed that their organization had taken *'sufficient steps to prevent'* workplace violence, workplace bullying, harassment based on race, and sexual harassment. Close to 80% of respondents agree that their organization took sufficient steps to prevent workplace violence, harassment based on race, and sexual harassment. Agreement drops to 69% when respondents are asked if their organization took sufficient steps to prevent workplace bullying. While workplace bullying may seem less egregious than workplace violence and harassment, it should be taken seriously. It negatively affects individuals targeted by bullying and, in the long-term, can create an environment more conducive to violence and harassment.

Fundraisers positive about organizational efforts but bullying prevention lags

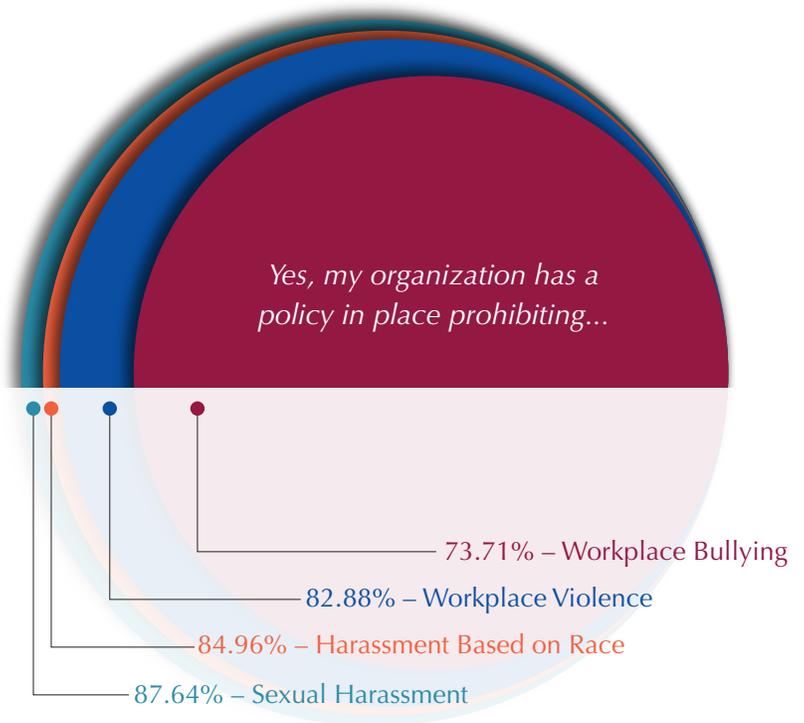
Agreement that the organization *'took sufficient steps to prevent...'*



Policies to Prevent Harassment, Bullying, and Violence

One of the most fundamental actions that organizations can take to prevent workplace violence, bullying, and harassment is to create a policy prohibiting these behaviors. We asked respondents what policies their organization had in place, and over 80% of them indicated that their organization has a policy prohibiting workplace violence, harassment based on race, and sexual harassment. However, only 74% indicated that their organization has a policy prohibiting workplace bullying. Policies provide important signals about the kind of behavior an organization expects from its employees and can also help clarify what behavior constitutes workplace bullying.

Most organizations have policies in place but anti-bullying policies lag

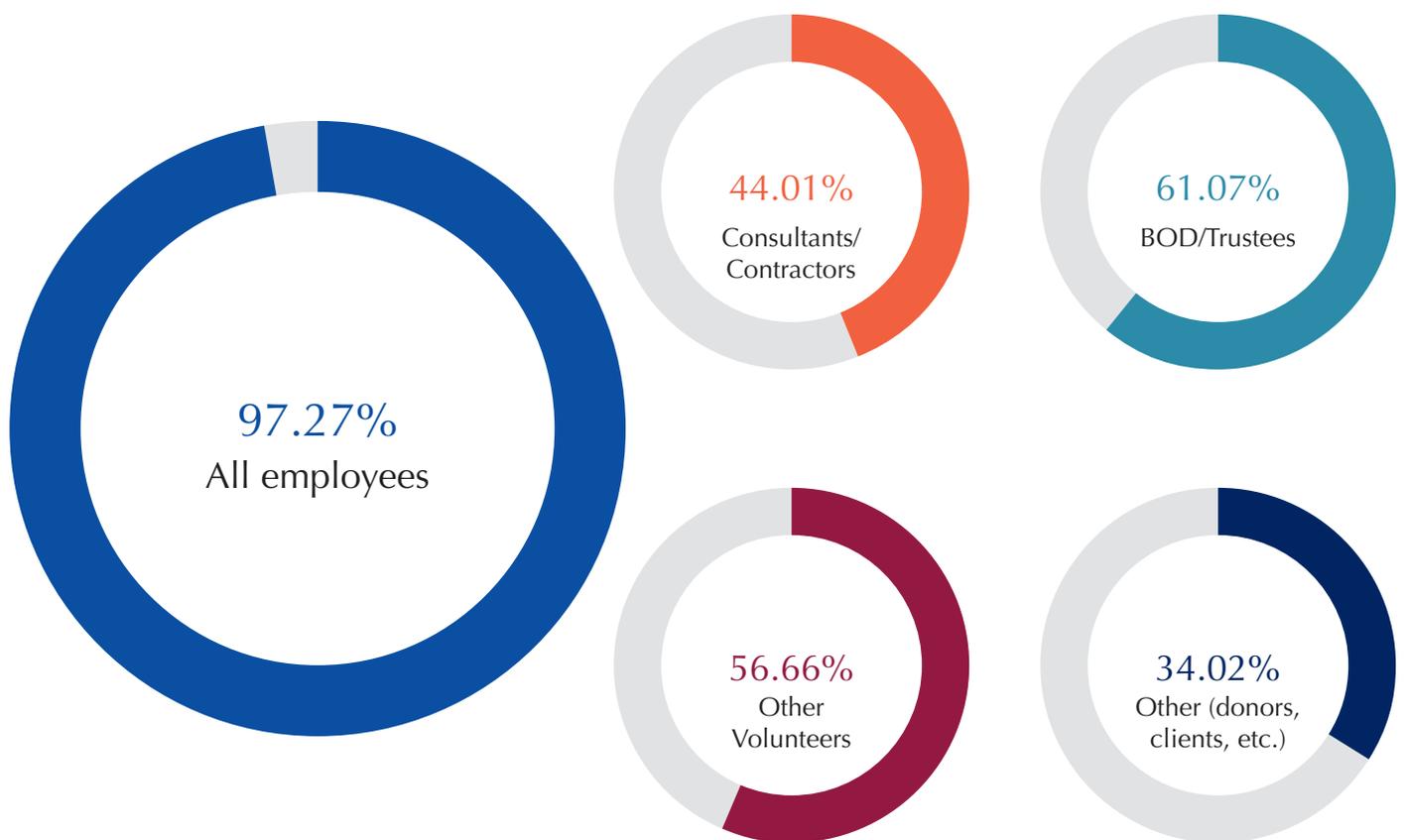


Stakeholder Groups Included in Prevention Measures

As previously mentioned, policies send important signals about organizational expectations and shape understandings of acceptable behavior (Canary et al., 2015). Therefore, the specific wording or content of organizational policy can be consequential. For example, an organization may have a sexual harassment policy in place, but the policy may only refer to employees, not other organizational stakeholders. By not including other organizational stakeholders (e.g., volunteers, board members, donors, etc.) in its sexual harassment policy, an organization can inadvertently signal that harassment perpetrated by or targeted toward a stakeholder who is not an employee is not worthy of addressing. This can leave targets feeling vulnerable and unclear about what their next steps could or should be in such a situation.

Of the respondents who said their organization had a sexual harassment policy, we asked respondents to tell us which stakeholder groups are included in the policy. Most fundraisers indicated that their policy covers employees (97%) while fewer indicated their policy covers board members (61%) and volunteers (57%). Fewer fundraisers indicated that their policy covers consultants (44%) or donors (34%).

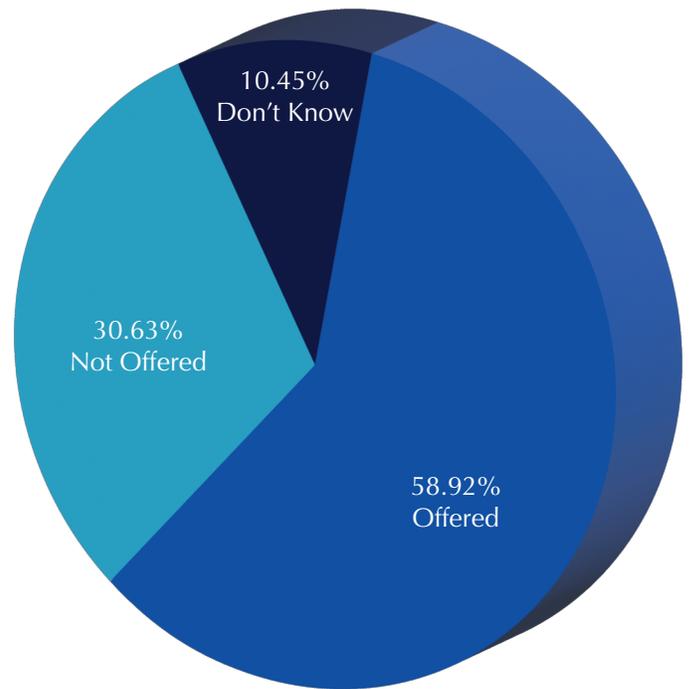
Sexual harassment policies cover employees but not important stakeholders



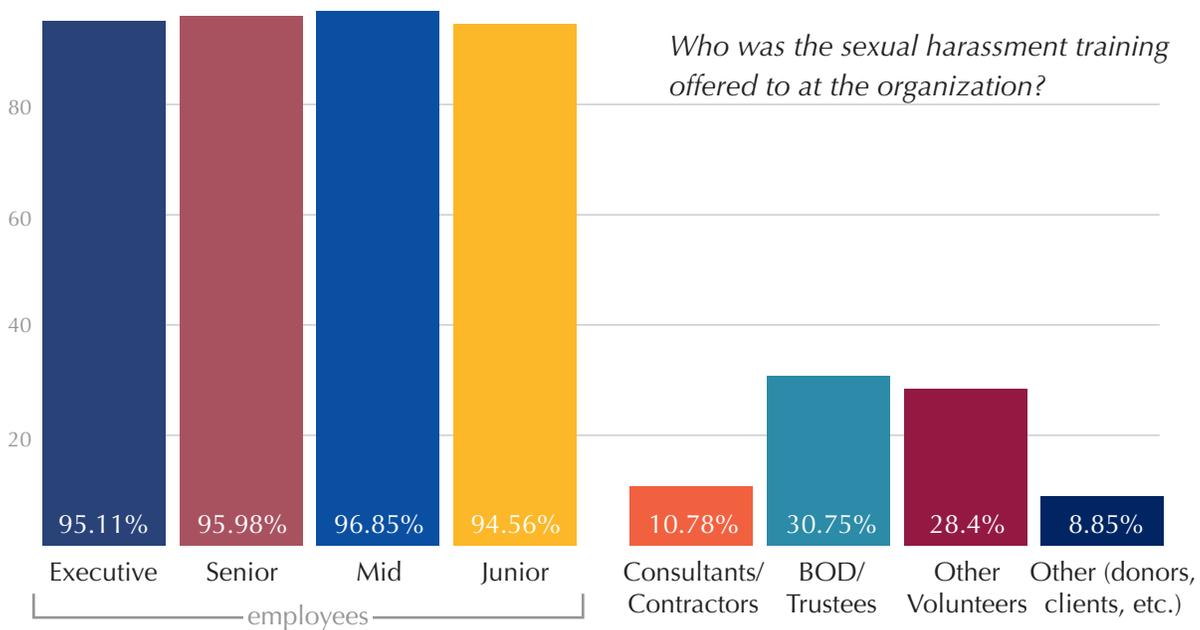
Policies are most effective when they are joined by training. Organizations can inform key stakeholders on the policy, raise awareness about the issue, educate stakeholders about acceptable behavior, and/or equip them to take action when they experience or observe unacceptable behavior. Respondents were asked if their organization offered either in-person or online training to prevent sexual harassment. Close to 59% of fundraisers confirmed that their organization offers some form of training to prevent sexual harassment, 31% work at organizations that do not offer training and 10% did not know.

Like policies, organizational training is often geared toward employees to the exclusion of other stakeholders. We asked respondents who worked at organizations that offer training to prevent sexual harassment to tell us who is included in these trainings. Again, we find that, of the organizations that provide training to prevent sexual harassment, 95% include employees in trainings, but fewer include board members (31%) or other volunteers (28%).

Percent of organizations that offer anti-sexual harassment training



Sexual harassment training offered to employees but not important stakeholders



Employee Confidence in Organization

Employees understand that the behavior of leaders does not always align with the official position presented in policies and trainings. Employees assess the behavior of leaders to determine if they believe that they will follow through with the policy when a complaint is made. Such perceptions can be important because they shape the decision of whether to report an instance of harassment or discrimination. We asked respondents the degree to which they agree their organization would take appropriate action in response to discrimination or harassment when the harasser was an employee or a stakeholder. Over 66% of fundraisers agree or strongly agree that the organization would take appropriate action if the harasser was an employee compared to 50% if it was a stakeholder. This suggests there is a foundation of trust, but there is also room for improvement across fundraising workplaces and especially when it comes to discrimination or harassment by external stakeholders.

Level of agreement with the following statements:

Strongly Disagree **Disagree** **Neither** **Agree** **Strongly Agree** **Don't Know**

Organization would take Appropriate Action in case of Discrimination or Harassment by an Employee



Organization would take Appropriate Action in case of Discrimination or Harassment by an External Stakeholder



“ There was definitely a view among ... staff about reporting; that it's not going to go anywhere. There isn't going to be any support. You can say it to make sure it goes in your file in case you get fired and you've got that protection, but there's not going to be a resolution.

”

Results: The Truth About Sexual Harassment

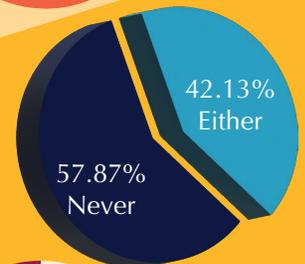
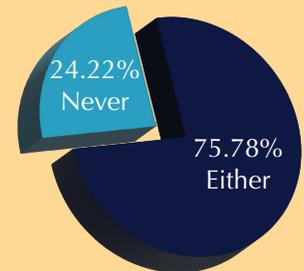
As described in the Study Background, a focus of the Fundraising Workplace Climate Survey was sexual harassment. (For more on the need for another survey following the 2018 survey conducted by the AFP and Chronicle of Philanthropy, see Appendix A on page X.) Sexual harassment is an expression of power by the perpetrator over the target. Sometimes sexual harassment is perpetrated because the harasser has power over the target, other times it is perpetrated because the harasser wants greater power over the target. In professional fields like fundraising where there are wide power disparities, we expect to see sexual harassment.

Incidence Rates

We asked fundraisers if they had experienced a list of sexually harassing behaviors by either a coworker or a stakeholder. (For more information on the importance of asking about sexually harassing behaviors, see the Study Background on page X, and Appendix A on page X). About 76% of fundraisers reported that they had experienced at least one sexually harassing behavior by either a coworker or stakeholder (board member, volunteer, donor, etc.) during their career. In the past two years, 42% of fundraisers reported experiencing at least one sexually harassing behavior by a coworker or stakeholder. Also in the past two years, more people reported experiencing sexually harassing behavior from a coworker (32%) than from a stakeholder (24%). As a point of reference, a recent survey of U.S. Federal employees found that only 14% had experienced the same sexually harassing behaviors in a two-year period (U.S. MSPB, 2018).

Incidence of sexual harassment over their career higher than previously thought

Experiences of sexual harassment ever in career



Experiences of sexual harassment in past two years

Sexual Harassment Scenario #1

It Left a Mark

Morgan is on the development team at a large arts organization that employs about 700 staff members. The organization holds an annual outdoor festival in early Fall as a fundraiser. The event entails live music and drinks, so a volunteer committee is involved in planning, coordinating, and setting up for the event. Morgan explains experiencing sexual harassment by Luke, a member of the volunteer committee, while setting up for the event:

“This was just a single incident... It was related to a volunteer with our organization. We were doing an outdoor event. The day before we were setting up and we (being the development staff of my organization), plus this volunteer committee of organizers that were helping with the event. The group dynamic with that group tends to be very [masculine]. How do I say this? Like, maybe just a little bit of a more of a [macho] mindset, where some of like that casual guy type of humor is a lot more accepted. There was probably some beer being drunk while folks were working as well.”

Morgan goes on to explain:

“What happened to me was, I was on a ladder, climbing up and hanging up banners for the organization. [Luke], one of the [volunteers] on the committee, who hadn’t really interacted with me ever before, but came over and said something about like, ‘Well look at you, sweetheart.’ I was uncomfortable with that, ...the thing that I am most upset about is he had a piece of wood laying around from our work that he was doing. He smacked me on the behind with the piece of wood, while I was on the ladder. It wasn’t extremely painful, [but] when I stop and think about it, I maybe even had a little bit of a mark afterward.”

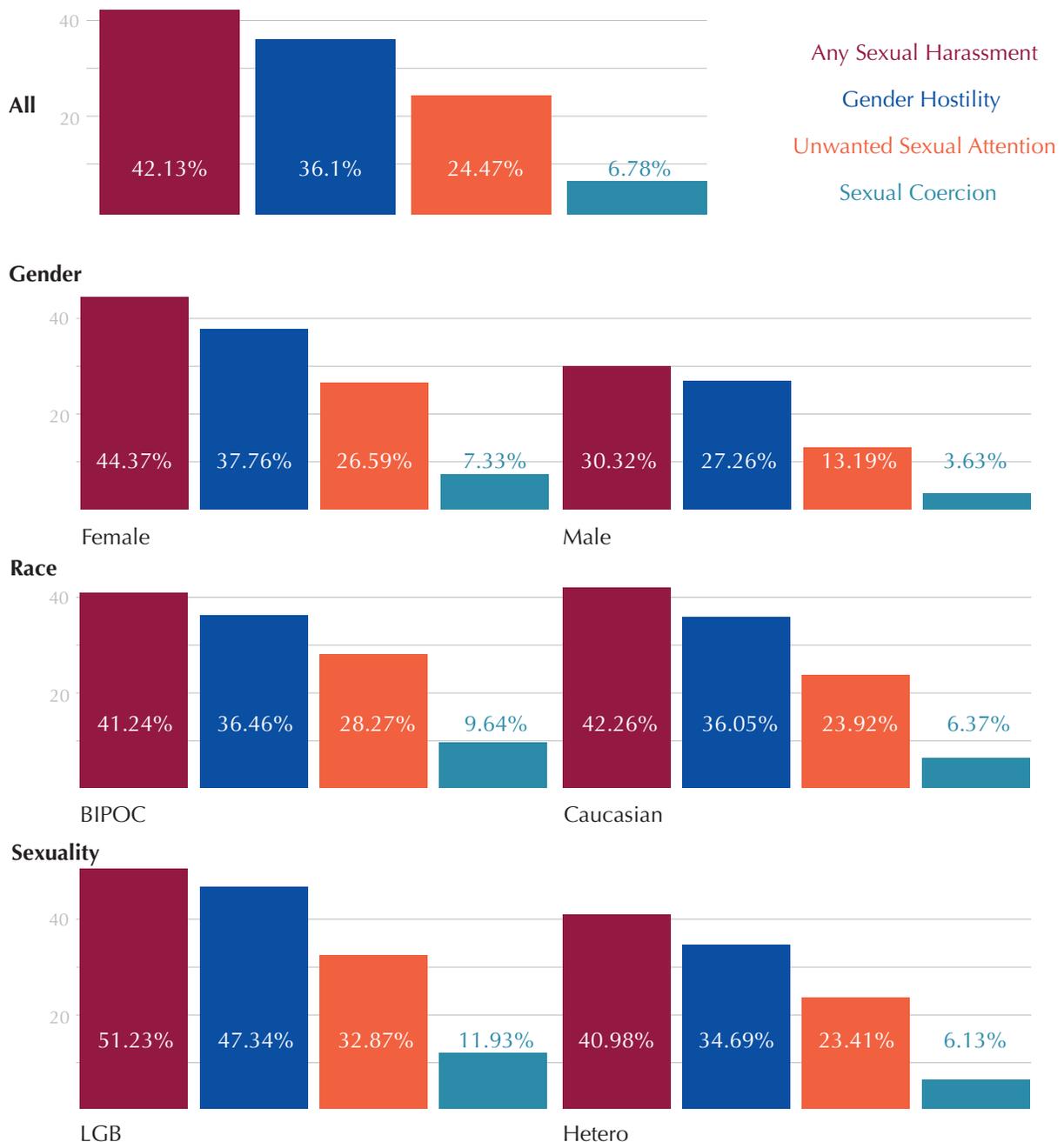
While there were other employees and volunteers setting up nearby, Morgan explained that no one saw what happened.

The scenario is based on an interview with a real AFP member and conveys actual events, but details have been removed or slightly altered to protect the person’s identity.

Social Identities and Sexual Harassment

As described in the Study Background, researchers have identified several different types of sexual harassment: gender hostility, unwanted sexual attention, and sexual coercion (Fitzgerald et al., 1995). We find that the incidence of each form of sexual harassment differs across fundraisers with different social identities. For example, female fundraisers are more than twice as likely to have experienced unwanted sexual attention than their male counterparts in the past two years by either a coworker or a stakeholder. BIPOC fundraisers are more likely to experience unwanted sexual attention and sexual coercion than Caucasian fundraisers. LGB fundraisers are more vulnerable to all forms of sexual harassment than their heterosexual counterparts. These social identities are intersectional, and we find that when a fundraiser identifies with multiple marginalized social identities, these disparities are exacerbated.

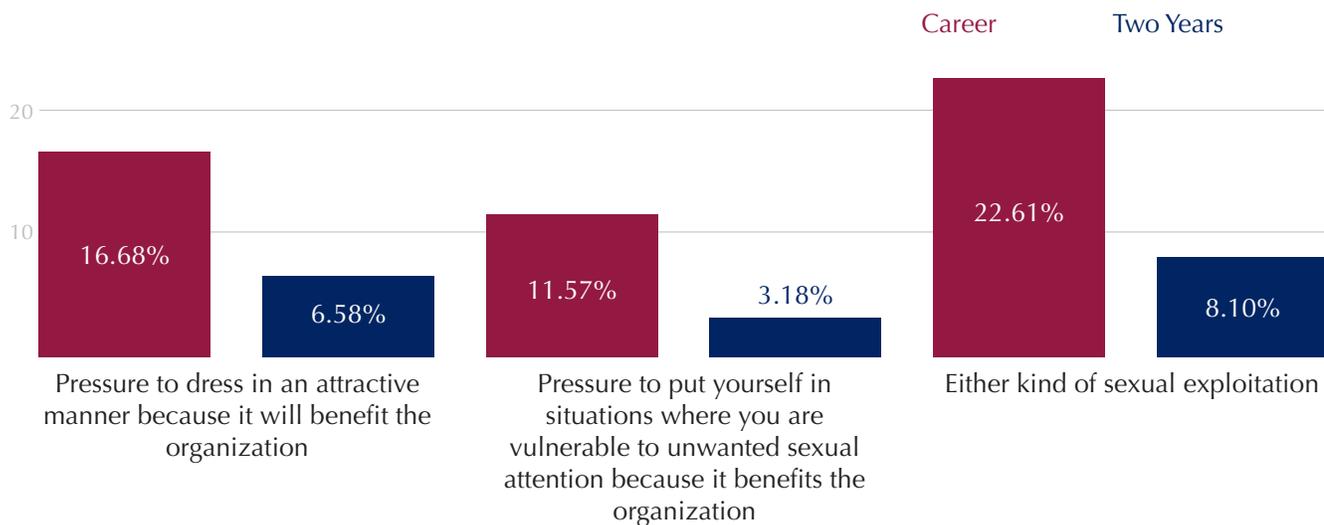
Incidence of different types of sexual harassment varies across identity groups within the past two years



Sexual Exploitation

Previous research by the authors (Beaton et al., 2021b), suggests that fundraisers are sometimes asked by their employers to put themselves in a position where they would be vulnerable to sexual harassment in order to secure gifts. By definition, this constitutes sexual exploitation. In the survey, we asked two questions to measure the level of sexual exploitation in the profession. We found that 3% of fundraisers had been pressured to put themselves in vulnerable positions and 7% had been pressured to dress attractively in the past two years. These figures rise even higher when fundraisers are asked about these experience throughout their entire careers. About 23% of fundraisers had experienced one of these forms of sexual exploitation at some point in their career. When fundraisers are sexually exploited, they are put at double jeopardy of experiencing sexual harassment – both by their supervisor and by donors.

Fundraisers experience sexual exploitation



Coping with Sexual Harassment

Fundraisers cope with experiences of sexual harassment in a variety of ways, including reporting the situation to someone in the organization, confronting the harasser, or simply avoiding the harasser. We asked fundraisers who had experienced sexual harassment in the past two years to think about the situation that stood out most in their mind. We then asked about more than a dozen coping behaviors that the person may have used to cope with the situation. Respondents were asked to select all of the coping behaviors they chose to use. The identity of the harasser seemed to be a factor in shaping coping behavior. When the harasser was a coworker, fundraisers were almost equally likely to confront (26%) and avoid (25%). In contrast, fundraisers were more likely to avoid (45%) than confront (35%) when the harasser was a stakeholder.

Regardless of whether the harasser was a coworker or stakeholder, fundraisers were more likely to confront or avoid than to report the experience to the organization. Sexual harassment is notoriously underreported, which is the case here at only 15-27%, which is consistent with reporting rates in other professions (McDonald, 2012). It should always be the goal of an employer to encourage reporting by making it safe, simple, and easy because they cannot address issues they do not know about.

“There’s days where I was like “Yeah, I’m quitting. I’m done fighting.” But then you realize that change has happened... so I fight the fight.”

Fundraisers more likely to confront and report harassment by stakeholders than coworkers



Sexual Harassment Scenario #2

The Very Handsy Donor

Lucy and Ella work in development together with Ella reporting to Lucy. Bob is a major donor who had previously been the organization's board chair but no longer serves on the board. Lucy shares:

"[Bob] was very well known in the community. He just was one of those donors that everyone was like, 'He is very important.' Right from the get-go, he would come in – he was very handsy – always wanted a hug, like an uncomfortable hug. Always would comment on not just my appearance but other colleagues' appearance... My radar was up about him, but this guy was super friendly, super nice, funny, charming... At first, I never really was like, 'Oh, warning, warning, don't be alone with him.' He would just come into the office during the day to visit. He'd stay and chat. He always told off-color jokes, but it was in my office sitting down. It was usually just him and I or myself and my colleague, my equal colleague in terms of the structure of the organization. She was on the leadership team as well. She experienced the same thing from him. It was accepted and whatever."

Lucy explains a turning point, when Bob sexually harassed Ella, the development coordinator who Lucy describes as being *"in her early 20s, very green, very put together."*

"I was in my office, and I heard him outside... Long story short, I hear him talking. I'm doing work. I don't think anything about it. About an hour goes by and Ella comes into my office, and she's literally sobbing. I'm like, 'What's going on?' She relays to me an incredibly inappropriate conversation that he had with her. That she felt trapped. She was sitting at her desk, she couldn't leave. He basically was like, 'You're so beautiful. I would treat you so good.' Just laid it on to her in a way that was incredibly inappropriate, and crossed a bunch of boundaries like about... what he would do to her if they were together. This is all happening as I'm sitting in my office having no idea that this is going on... She was very scared, because she had shut it down. She was very scared she had just offended one of our biggest donors."

The scenario is based on an interview with a real AFP member and conveys actual events, but details have been removed or slightly altered to protect the person's identity.

A glowing lightbulb is centered in the background, emitting a soft, warm light. It is enclosed within a circular frame composed of two concentric lines, one white and one blue. The entire scene is set against a solid, vibrant yellow background.

CONCLUSIONS AND ACTIONS

Many of the results of this research are dismaying. While the majority of fundraisers believe their employers treat minorities equally, LGB and BIPOC fundraisers see more problems and the perceived success in recruiting a diverse workforce is mixed. While organizations attend less to bullying, most fundraisers believe their organizations are taking the right steps to prevent harassment and violence, and have confidence that their employers would address a complaint. Indeed, most employers seem to have corresponding policies. However, when we look at sexual harassment specifically, most organizations do not name donors in their sexual harassment policies and do not require board members to have sexual harassment training. And, importantly, we still see alarming rates of sexual harassment in the profession – far higher than previously thought – and much of it goes unreported.

Given the results of the study, we set our sights on actions we can take toward improvement. Within the remainder of this report, we have included several tools to assist nonprofit leaders, consultants, and fundraisers to pursue change in and around their organizations:

Statistics, Quotes, and Infographic: We hope the data conveyed in this report will assist in demonstrating the urgency of this issue within the fundraising profession and within individual organizations. Specifically, we have designed the Sexual Harassment in Fundraising one-page infographic (see page X) as a simple tearout that you can share with leaders in your organization. We hope sharing information will open up a conversation about the prevalence of sexual harassment and what can be done to protect fundraisers. We encourage fundraisers to point out that within a culture of philanthropy, anyone interacting with donors is at risk, as are other professionals in the organization like volunteer coordinators.

Scenario Exercises: We have developed two scenarios with corresponding exercises and moderator guides. These scenarios are true stories from interviews with fundraisers who have experienced sexual harassment. The scenarios can be used by fundraisers and consultants as part of a workshop on sexual harassment in fundraising. The objective of these exercises is to think more deeply about the implications of sexual harassment and how to deal with it both in the moment and later at the organizational level. Use the scenarios on pages 26 and 30 along with the exercise handouts on page 44. The moderator guides on pages 45-49 can assist with organizing and facilitating the session.



Sexual Harassment Prevention Assessment: This is an assessment tool that details the best practices for sexual harassment prevention in nonprofits (see page 50). This list was developed as part of academic research, and we encourage organizations to use it to assess the sufficiency of the steps they are taking to protect their employees from sexual harassment.

Action Planning Template: This template (see page 58) can be used alongside the Organizational Assessment. Once an initial assessment has been completed, use this template to agree on action items that will help the organization further protect its employees. We hope that fundraising consulting groups will make use of these tools and make discussions of sexual harassment a core element of their services.

The above resources are just a start, and they primarily address solutions at the organizational level. Far more will need to be done to reduce the presence of sexual harassment in fundraising, especially at the field level. The following are additional steps that the study's findings point to and AFP has embarked upon:

AFP Membership and Chapters: Sexual harassment happens everywhere, even in membership associations. The AFP Board approved in 2005 an AFP Member Fair Behavior Policy covering harassment, bullying and discrimination and it has urged all chapters to adopt the policy as written.

Mentoring and Moral Support: One of the most important mechanisms to increase reporting is having support. If a fundraiser has experienced sexual harassment, that person should have someone available to talk with them, even if they choose not to make a report to their employer. At the field level there are many ways to provide this support. One way is through mentorship programming. When senior and junior fundraisers are matched, the mentor should make it clear that the mentee can come to them if they experience sexual harassment.

Fundraiser Bill of Rights: Fundraisers deserve the right to set their own personal and physical boundaries that make them feel comfortable and safe. Donors have a Bill of Rights developed by a group of fundraising organizations, including AFP and so should fundraisers. AFP is in the process of developing a Fundraiser Bill of Rights with input from multiple stakeholders including the membership. Look for more information from AFP on this soon.

“ [I realized] that in my professional career and in my personal life... men were just taking things that they wanted, irrespective of how I felt or what I was wearing or not wearing... or whatever, and I was just done.

”

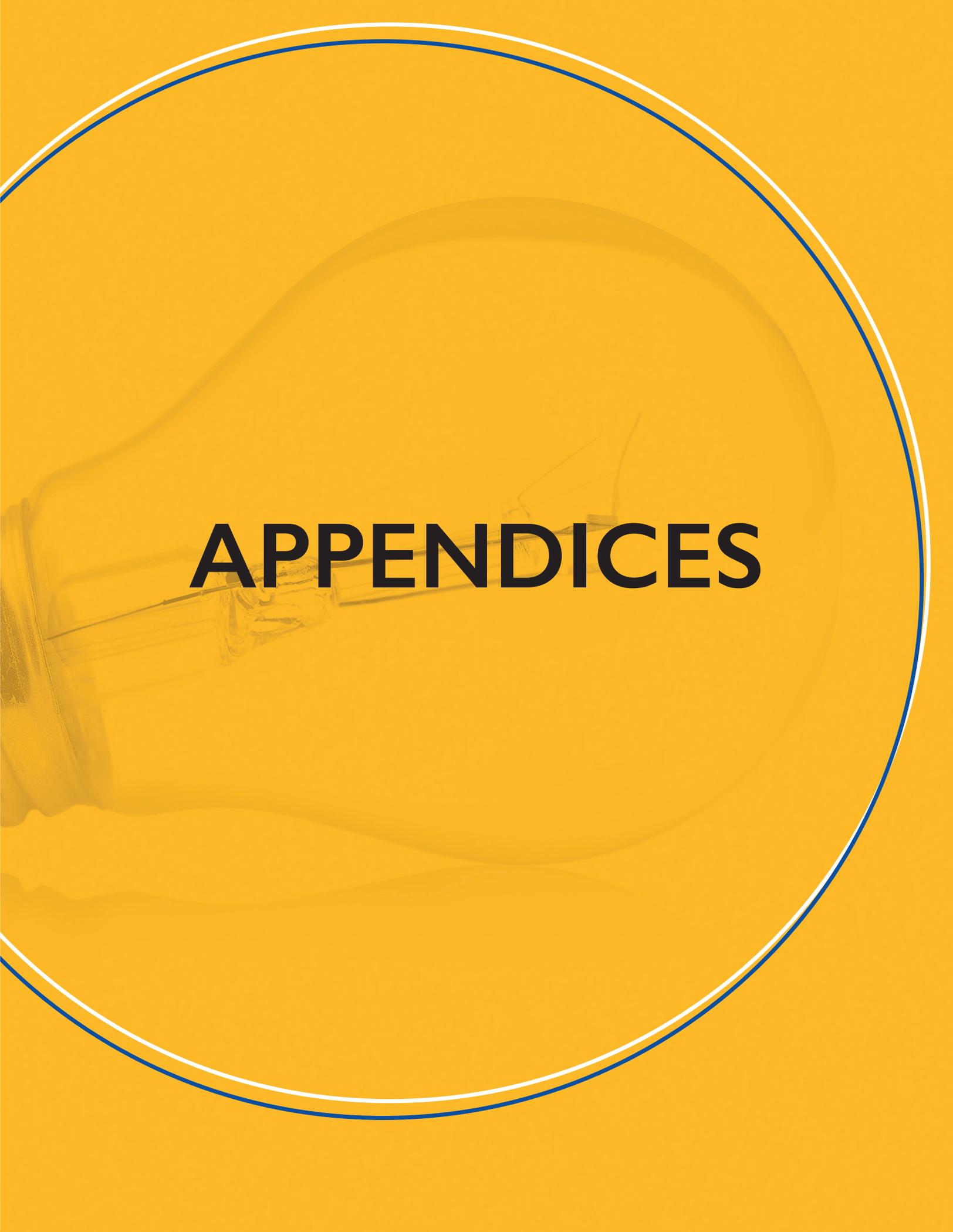
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Notes

1. Respondents were provided a list of racial and ethnic social identities and asked, “Of the following , which do you consider yourself to be? (Please mark ALL that apply).” Many respondents selected several options indicating that they belong to multiple racial identity groups. Few respondents selected certain options (e.g. American Indian or Alaska Native, and Native Hawaiian or Other Pacific Islander) making weighted estimates for AFP members belonging to these groups unreliable. For this report, we therefore chose to consolidate responses into two broad racial and ethnic identity groups: Black, Indigenous, and people of color (BIPOC) and Caucasian. We use the term “BIPOC” to reflect the diversity of racial and ethnic identities encompassed in this group.
2. The survey asked respondents which option best describes their gender identity: Man or Male or Masculine; Woman or Female or Feminine; or Prefer to self-describe. Throughout the report we refer to female/women and male/men as short hand.
3. The survey asked respondents if they identified as: Heterosexual or Straight; Lesbian or Gay; Bisexual; or Prefer to self-describe. We use the LGB acronym because the analyses combine the responses of Lesbian, Gay, and Bisexual.

A glowing lightbulb is centered within a circular frame. The background is a solid yellow color. The lightbulb is illuminated, with a bright glow emanating from it. The circular frame is composed of two concentric lines, one white and one blue. The word "APPENDICES" is written in a bold, black, sans-serif font across the middle of the lightbulb.

APPENDICES



Appendix A: Why another survey on sexual harassment?

The 2018 AFP/Chronicle of Philanthropy survey provided an important baseline for understanding the steps organizations have taken to prevent sexual harassment of fundraisers. However, it did not locate harassment experiences in a particular organization, preventing us from understanding how organizational characteristics and policies are associated with sexual harassment. The 2018 survey began with a series of questions about the organization where the AFP member was currently working. For example, it asked questions about characteristics, like whether the organization was a nonprofit, and prevention measures, like whether the organization had an anti-harassment policy. The survey then went on to ask whether the AFP member had experienced sexual harassment ever in their career and about the harassment experienced most recently. Unfortunately, based on this series of questions, we do not know if the organization where the AFP member was currently working was the same where they experienced sexual harassment. The fundraising profession is known for its high turn-over rate (Iarrobino, 2006; Linde & Uran-Linde, 2020), making it likely that many survey respondents changed jobs, possibly even because of their sexual harassment experiences. The 2020 OSU survey was designed to locate sexual harassment experiences in a specific organization, allowing us to better understand the connection between organizational characteristics and sexual harassment. This is important because we want to identify fundraisers that might be particularly vulnerable (e.g. because their organization lacks capacity to support employees) and whether or not harassment prevention measures are having the intended effect.

In the 2018 survey, female AFP members were much more likely to respond to the survey than their male counterparts (Harris Insights & Analytics, 2018). This makes it likely that the 2018 findings over-represent the experiences of female fundraisers and that the findings for male respondents are heavily influenced by the male fundraisers that were most motivated to respond to the 2018 survey.

Academic research has similarly identified low male response rates as an issue with sexual harassment surveys. This is important because it might lead us to misestimate the scale of fundraiser sexual harassment experiences overall and prevent us from fully understanding the sexual harassment experiences of male fundraisers. To address this limitation, the 2020 OSU survey intentionally over-sampled male fundraisers and then used weights to correct for this over-sampling. This strategy is a common and accepted practice in social science research when one group (men, Caucasians, etc.) are more common in a survey sample or tend to respond to surveys at higher rates. Because of these steps, we can be more confident that findings from the 2020 survey accurately reflect the scale of sexual harassment experiences of AFP members overall and male fundraisers specifically.

Finally, academic research suggests that people have different understandings of what behavior constitutes sexual harassment (Rotundo et al., 2001). Asking survey respondents if they have experienced specific behaviors as opposed to simply asking, “Have you experienced sexual harassment?” therefore often provides clearer insight into people’s experiences (Ilies et al., 2003). The 2018 survey asked AFP members directly if they had experienced sexual harassment, while the 2020 OSU survey asked about specific behaviors (see the report’s Study Background section for a list of these behaviors). We see the impact of this change in the sexual harassment incidence rate among fundraisers, which this report suggests is 76% whereas the previous study estimated that only 21% of fundraisers had experienced it ever in their career.

As a result of the design choices described above, the OSU researchers consider the 2020 survey findings to be more accurate than the 2018 findings. Also, while the 2018 survey was sent to all 25,000+ AFP members and yielded 1,040 responses, the 2020 survey was sent to 17,041 AFP members and yielded 1,782. This suggests that findings from the 2020 survey represent the experiences of a broader sample of AFP members.

Appendix B: Research Methods

Survey Methods

The survey instrument was modeled after a workplace climate survey developed and implemented by the Merit Systems Protection Board (U.S. MSPB, 2018) of the U.S. Federal Government. Measures used in the MSPB survey are well-validated and reliable. After adapting the survey to the research objectives, OSU researchers conducted five cognitive interviews with fundraisers. Based on feedback from the cognitive interviews, the survey was adjusted to ensure respondents comprehended the survey questions.

The survey was fielded through Qualtrics between July 30, 2020 and August 30, 2020. It was sent to 17,041 AFP members (aged 18+ working in the U.S. or Canada), who comprised a stratified random sample of AFP members that had agreed to receive surveys from the organization. The sample was stratified (Valliant et al., 2018) by country and gender. Gender was not included in the AFP membership database, so the authors used an R package that infers gender based on first name using historical census data (Blevins & Mullen, 2015). The sampling and response rates are as follows. A more detailed breakdown of response rates by intersectional identity groups is available in LePere-Schloop & Beaton (2021b).

	Member Count	Member Percent	Frame Count	Frame Percent	Respond Count	Respond Percent
U.S. Female	17596	66.79	9917	58.19	1137	63.80
U.S. Male	5491	20.84	5111	29.99	456	25.59
U.S. Self-Describe	NA	NA	NA	NA	5	0.28
CA Female	2531	9.61	1324	7.77	133	7.46
CA Male	726	2.76	689	4.04	48	2.69
CA Self-Describe	NA	NA	NA	NA	3	0.17
Total	26344	100.00	17041	100.00	1782	100.00

AFP members in the sample frame received an email invitation to participate in the survey titled the “Association of Fundraising Professionals (AFP) Workplace Climate Survey 2020.” The term “sexual harassment” was intentionally avoided to prevent it from biasing responses. Respondents first gave consent to participate and then responded to a series of questions that covered: personal demographics, characteristics of the organization at which the respondent worked the most in the past two years, experiences of discrimination, harassment, and racial equity. If the respondent reported experiencing any of the behaviors defined as sexual harassment (see list in the Study Background), they were asked additional questions about the nature and context of the harassment. At the end of the survey, respondents were asked if they were interested in: A) entering their name in a drawing to win an annual AFP membership, and B) if they would be interested in being contacted for a longer interview.

The figures presented in this report are descriptive estimates calculated using weights (Valliant et al., 2018) that correct for over-sampling of male fundraisers and over-representation of U.S. residents in completed surveys. Analysis was conducted using the pollster package (Johnson, 2020) in the R computer language (R Core Team, 2020).

Interview Methods

Of those that indicated interest in being interviewed, we were able to schedule interviews with 38 individuals. The interviews were conducted with 28 women and 10 men, 29 that identified as White or Caucasian and 9 that identified with another racial or ethnic category. The average age of the interviewees was 50.2. The interviews were conducted virtually. The interview guide asked questions about experiences directly with sexual harassment, observing sexual harassment, managing a sexual harassment complaint, and developing sexual harassment policies and procedures in the fundraising profession (Beaton et al., 2021b). On average, the interviews lasted 52.4 minutes. They were recorded, transcribed, and anonymized before being read and analyzed by the researchers (Weiss, 2008).

SPEAKING THE POWER OF TRUTH SEXUAL HARASSMENT TOOLKIT



Sexual Harassment Training Materials

These tools are intended to provide materials for training sessions, or more informal discussions about sexual harassment in the fundraising profession.

Sexual Harassment Scenario Questions Handout: Print these questions along with the relevant scenario(s) contained in the report in the report to hand to all participants in the session. Participants will read the scenario and then discuss the questions and/or participate in a role play.

Sexual Harassment Scenario Instructions and Moderator Notes: Use these notes and instructions to moderate the session. The notes provide suggestions about how to conduct the session and how to facilitate conversation around this complex and sensitive topic.

Organizational Improvement

These tools are intended to assist organizations and their leaders to become more prepared and effective at preventing sexual harassment in and around the organization.

Sexual Harassment Prevention Assessment: Use this assessment tool as a way to evaluate the organization's preparation to prevent sexual harassment.

Action Planning Template: Use this template to identify dimensions in the Sexual Harassment Prevention Assessment that the organization would like to improve upon and to develop a process for making those changes.

Scenario #1 Exercise: It Left a Mark

Discussion Questions:

1. What do you notice about how Morgan tells this story of sexual assault?
2. As you read the story, what gender did you imagine Morgan identified with?
3. Has anything like this happened to you or a colleague?
4. If you were Morgan, how would you respond to Luke in the moment?
5. If you were Morgan, how would you cope with this experience afterward?

Role Play:

1. Bystander: Imagine that Morgan hadn't noticed but another staff member was nearby and did see what happened. One person take the role of Morgan, one person take the role of Luke, and one person take the role of the bystander. What should the bystander do? Take 5 minutes for everyone to make some notes about how they plan to enact their role and then begin the role play with the bystander's intervention.
2. Mentor: Imagine that Morgan is a young, up-and-coming fundraiser that has been assigned a mentor. One person take the role of Morgan and one person take the role of mentor. Take 5 minutes for everyone to make some notes about how they plan to enact their role and then begin with Morgan making a disclosure to the mentor. How can a mentor effectively coach Morgan on handling this situation?

Scenario #2 Exercise: The Very Handsy Donor

Imagine Lucy and Ella work at your organization. Have your organization's sexual harassment policy available for reference.

Discussion Questions:

1. Have you ever come across a "Bob" in your work?
2. If you were Lucy or Ella, how would you respond to Bob in the moment?
3. How would your sexual harassment policy apply to Lucy and Ella's experiences?
4. How might this scenario have played out differently?
5. If Lucy and/or Ella report this to human resources, what can or should be done?

Role Play:

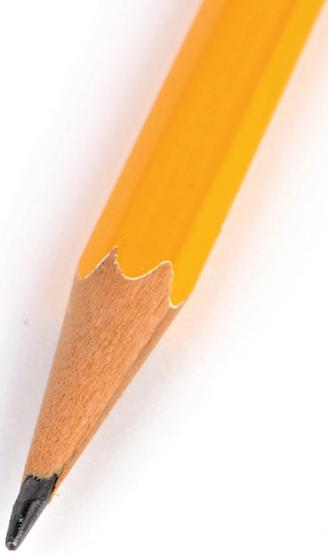
1. Manager: One person take the role of Ella and one person take the role of Lucy. How might Lucy respond? Take 5 minutes for everyone to make some notes about how they plan to enact their role and then begin the role play with Ella's disclosure to Lucy.
2. Executive Director: Imagine that Lucy and Ella go to HR and the Executive Director to report the harassment. The decision is made to speak with Bob. One person take the role of the Executive Director and one person take the role of Bob. What should the Executive Director say? Take 5 minutes for everyone to make some notes about how they plan to enact their role and then begin the role play with the Executive Director and Bob sitting down to meet.

Scenario #1 Instructions: It Left a Mark

Print out the scenario described on page 26 and the exercise questions on page 44. Provide these handouts to each of the participants. Ask them to read the scenario and then begin discussing.

Discussion Moderator Notes

1. What do you notice about how Morgan tells this story of sexual assault?
 - Morgan begins by saying “this was just a single incident,” which minimizes the experience as if it is unimportant. Similarly, toward the end of her story she says, “it wasn’t extremely painful.” Sexual harassment of all forms is important.
 - She goes on to describe the culture of the event and community as if she is trying to explain the behavior, but there is no good explanation for sexual harassment.
2. As you read the story, what gender did you imagine Morgan identified with?
 - Most will assume Morgan is a woman, but as this report indicates male fundraisers experience harassment, and same-sex harassment occurs too. Look at the statistics together.
 - We had male interviewees that described assaults similar to this one. So, while Morgan could just as easily be a man, in this particular case Morgan identified as a woman.
3. Has anything like this happened to you or a colleague?
 - Sharing the experiences of anonymous people can be helpful but hearing about the experiences of people you know and respect is even more impactful.
 - It may be hard to share personal experiences about sexual harassment, so no one should feel forced to share. If the moderator has an experience, they may choose to go first. The moderator should show sympathy and support if stories are told (“I’m sorry that happened to you”) and should not question the story or direct blame.
 - If no one wants to share an experience, you might consider a raising of hands (“raise your hand if you’ve experienced sexual harassment”) or giving participants a moment of personal reflection to jot down notes about any experiences they’ve had. Many of our interviewees didn’t remember an experience they had until halfway into the interview. Lastly, you might try having participants write down their experiences on paper and submit them anonymously, then collect and redistribute them so that they are read out loud by a colleague.
4. If you were Morgan, how would you respond to Luke in the moment?
 - Most targets of sexual harassment describe freezing in the moment and then later wishing that they had said something more forward than they did.
 - More forward comments can range from being playful (“I’m watching you!”), to verging on serious (“I wonder what HR would say about that”), to matter of fact (“you can’t be doing that”), to assertive (“please don’t do anything like that again”). What do participants think is best?
5. If you were Morgan, how would you cope with this experience afterward?
 - A key question is whether Morgan should tell anyone formally or informally. Participants may want more information, but ask the group: in what ways are these important considerations? Isn’t all sexual harassment bad?
 - Morgan works under the Director of Development, a woman.
 - The organization has a sexual harassment policy, training, and HR department, but the policy covers employee harassment only, not volunteer/donor harassment.
 - This was Luke’s first volunteer role with the organization, and he has only made minor financial contributions to the organization.
 - If there are other questions, you can make up an answer and discuss.
 - Discuss the importance of Morgan sharing the experience with someone she trusts, whether it’s a colleague, friend, mentor. Use this discussion group as a support option if anyone needs to talk.



DYES
NO

- The decision of whether or not to tell a boss or make a formal report is a tricky one. Ultimately, it should always be up to the target of harassment to decide what is best for them.
 - In this case, Morgan chose to tell her boss in a private setting. Unfortunately, her boss told her: “Oh, that’s just how he is. You just got to brush that off.” Which was very disappointing. Morgan didn’t take it further.

Role Play Moderator Notes

1. Bystander: Imagine that Morgan hadn’t noticed but another staff member was nearby and did see what happened. One person take the role of Morgan, one person take the role of Luke, and one person take the role of the bystander. What should the bystander do? Take 5 minutes for everyone to make some notes about how they plan to enact their role and then begin the role play with the bystander’s intervention.
 - After the role play, have each group share what their bystander’s intervention was. Discuss the efficacy of these different choices of intervention. You may want to use a white board (or similar) to take notes about various approaches.
 - Discuss what it means to be an active bystander. Consider bringing resources about strategies for active bystanders such as the 3 “D”s of bystander intervention. There are great resources online, including via the [National Sexual Violence Resource Center \(NSVRC\)](#). These resources could be shared before or after the role play.
 - Discuss the importance of also following up with the person after the immediate danger has passed. What can a bystander say to Morgan to provide the most support?
 - The person may want to follow up at multiple increments – immediately, later in the day, or the next day.
 - Useful phrases might be: “Are you alright?,” “That was not okay,” “Do you want to leave?,” “Do you want to talk about it?,” “What can I do to support you?”
 - Discuss whether it is appropriate for the bystander to talk to Luke once Morgan is somewhere safe and/or report the behavior to an organizational authority. Consider the importance of having Morgan’s permission to take action (assuming reporting is not mandated). Is there any scenario when it would be appropriate to report without Morgan’s permission?

2. Mentor: Imagine that Morgan is a young, up-and-coming fundraiser that has been assigned a mentor. One person take the role of Morgan and one person take the role of mentor. Begin with Morgan making a disclosure to the mentor. How can a mentor effectively coach Morgan on handling this situation?
 - After the role play, have each group share how their mentor approached the situation. Discuss the efficacy of these choices. You may want to use a white board (or similar) to take notes about various approaches.
 - Discuss responding to such a disclosure using trauma-informed methods. Consider bringing resources about trauma-informed care and disclosures that convey the importance of restoring safety and choice. There are great resources online, including via [breakthesilenceNC](http://breakthesilenceNC.org). These resources could be shared before or after the role play.
 - Touch on the role of the mentor in showing the mentee what constitutes sexual harassment and reinforcing that anything unwanted is unacceptable.
 - Touch on the role of the mentor in helping the mentee set boundaries and ensuring their safety going forward. What might a “safety plan” look like?
 - Touch on the role of the mentor in helping the mentee decide whether to take further action.
 - Discuss the issue of confidentiality and whether it is appropriate for the mentor to reach out to the mentee’s boss. Consider the importance of having the mentee’s permission to take action. Is there a scenario when it would be appropriate for the mentor to join the mentee in making a formal report?
 - Discuss what a mentor can do to make themselves a trustworthy person with which a mentee might share this type of experience. What type of relationship or upfront conversations would that require?
 - A mentor/mentee relationship can serve as a safe space in which to discuss this tough issue. It may feel safer to the mentee since the mentor is not in their organization and has no authority over them. One of the interviewees for this study had this experience of a mentee disclosing a sexual assault by a donor.

Scenario #2 Instructions: The Very Handsy Donor

Print out the scenario described on page 30 and the exercise questions on page 44. Provide these handouts to each of the participants. Ask them to read the scenario and then begin discussing.

Discussion Moderator Notes

1. Have you ever come across a “Bob” in your work?
 - Sharing the experiences of anonymous people can be helpful but hearing about the experiences of people you know and respect is even more impactful.
 - It may be hard to share personal experiences about sexual harassment, so no one should feel forced to share. If the moderator has an experience, they may choose to go first. The moderator should show sympathy and support if stories are told (“I’m sorry that happened to you) and should not question the story or direct blame.
 - If no one wants to share an experience, you might consider a raising of hands (“raise your hand if you’ve experienced sexual harassment”) or giving participants a moment of personal reflection to jot down notes about any experiences they’ve had. Many of our interviewees didn’t remember an experience they had until halfway into the interview. Lastly, you might try having participants write down their experiences on paper and submit them anonymously, then collect and redistribute them so that they are read out loud by a colleague.
2. If you were Lucy or Ella, how would you respond to Bob in the moment?
 - Most targets of sexual harassment describe freezing in the moment and then later wishing that they had said something more forward than they did.
 - More forward comments can range from evasive (“I have a boyfriend”), to verging on serious (“What would your wife think of this?”), to matter of fact (“that’s sexual harassment”), to assertive (“this makes

me uncomfortable, please stop"). What do participants think is best?

3. How would your sexual harassment policy apply to Lucy and Ella's experiences?

- Review the sexual harassment policy together and see how it applies:
 - Look at the definition of sexual harassment and any examples given. Which of Bob's behaviors fall explicitly within the definition? Could the definition be clearer?
 - Look at which parties are named in the policy. Often employee-to-employee harassment is stated or implied without mention of volunteers, board members, or donors. If you were Lucy or Ella, would you assume your experiences qualified within the policy?
 - Look at what targets of sexual harassment are encouraged to do. If Lucy and/or Ella wanted to make a formal report of the harassment, who should they speak with?
- Discuss any changes to the policy, the organization's training, or other procedures that you might advocate as a result of this discussion.

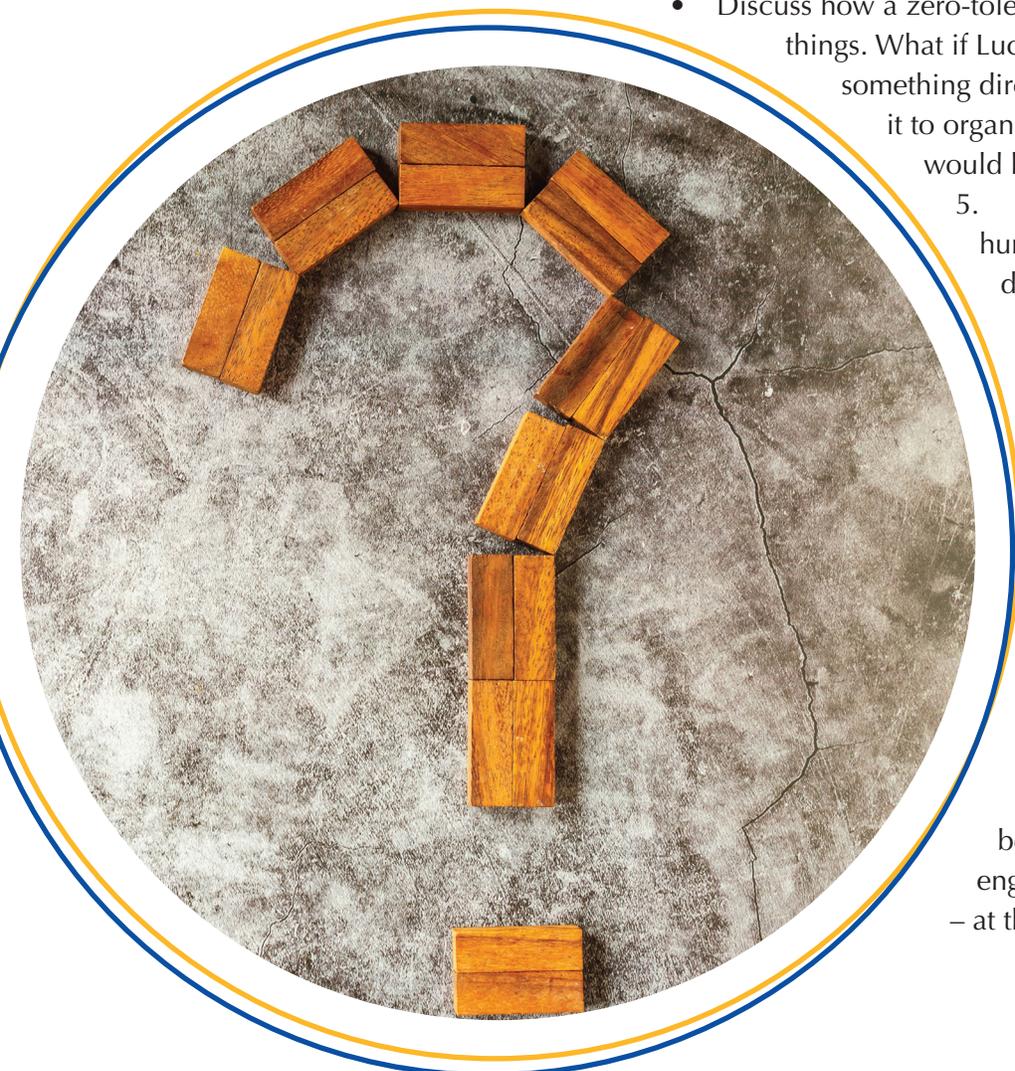
4. How might this scenario have played out differently?

- It seems that Bob's behavior has been going on for some time and been directed at many different women. There is a clear pattern of both sexual harassment and of tolerance. Why didn't Lucy or her colleague do anything about Bob's behavior?
 - There are many reasons targets don't confront or report their harassers. Here, Lucy mentions that they were always sitting in her office, so she seemed to feel physically safe. Discuss role and implications of this choice. Bob is also a major donor. Discuss the role of donation dependence on this choice. What are other reasons targets don't report?

- Discuss how a zero-tolerance approach might have changed things. What if Lucy and/or her colleague had said something directly to Bob? What if they had reported it to organizational leadership? Do you think that would have changed things for Ella?

5. If Lucy and/or Ella report this to human resources what can or should be done?

- It's hard to take action when a major donor is engaging in poor behavior. Too many fundraisers describe having their reports dismissed by organizational leaders, which tells fundraisers their organization doesn't care about them and isn't a safe place. Discuss the organization's options:
 - Should someone confront Bob? Bob could likely be up for a lifetime contribution award; should he be considered? Should Bob's donation be returned? Should Bob be allowed to engage with the organization going forward – at the office, events, receive mailings?



Role Play Moderator Notes

1. Manager: One person take the role of Ella and one person take the role of Lucy. How might Lucy respond? Take 5 minutes for everyone to make some notes about how they plan to enact their role and then begin the role play with Ella's disclosure to Lucy.
 - After the role play, have each group share how their Lucy approached the situation. Discuss the efficacy of these choices and how well they align with what is outlined in the organization's sexual harassment policy. You may want to use a white board (or similar) to take notes about various approaches.
 - Discuss responding to such a disclosure using trauma-informed methods. Consider bringing resources about trauma-informed care and disclosures that convey the importance of restoring safety and choice. There are great resources online, including via [breakthesilenceNC](#). These resources could be shared before or after the role play.
 - Useful phrases might be: "Are you alright?," "That was not okay," "Do you want to leave?," "Do you want to talk about it?," "What can I do to support you?"
 - In this case, Lucy was quite supportive. She assured Ella that whatever the outcome, it was not her fault and encouraged her, with Lucy by her side, to report the incident to HR.
 - Discuss the importance of also following up with Ella once her sense of safety is restored. What should Lucy convey to Ella?
 - The person may want to follow up at multiple increments – later in the day and the next day.
 - Touch on Lucy's role in ensuring Ella's safety and support going forward. What might a "safety plan" look like? What resources does your organization offer so that Ella might be able to talk to a professional about her experience?
 - Touch on Lucy's role in helping Ella decide (assuming the absence of mandatory reporting) whether to take further action. A manager should help the target understand what the reporting options are and what the procedures would look like following a formal report – based on the sexual harassment policy.
2. Executive Director: Imagine that Lucy and Ella go to HR and the Executive Director to report the harassment. The decision is made to speak with Bob. One person take the role of the Executive Director and one person take the role of Bob. What should the Executive Director say? Begin the role play with the Executive Director and Bob sitting down to meet.
 - After the role play, have each group share how their Executive Director approached the situation. Discuss the efficacy of these choices. You may want to use a white board (or similar) to take notes about various approaches.
 - Discuss the best strategies for difficult conversations. Consider bringing resources about difficult or crucial conversations. There are great resources online, including via [PsychologyToday](#). These resources could be shared before or after the role play.
 - Discuss the right person to convey this message. Was the Executive Director the right person? Who else could be a good spokesperson or intermediary? Lucy? The current Board Chair? What makes someone the right person for the job?
 - Discuss the best mode of delivery for this conversation. Can it occur via email or a phone call? Does it need to be in person? Should it be in the office or on neutral ground?
 - Discuss what the "ask" of Bob should be. Should he be asked to apologize? Should he be asked not to contact Ella? Should he be asked to step away from the organization?
 - Consider what the organization might do if Bob does not abide by the ask. For example, he refuses to apologize or contacts Ella to admonish her for telling her boss.
 - In this case, the donor was asked to step away from the organization and all future donations were denied. The organization entirely cut ties with the donor – a relatively uncommon outcome based on our interviews.

Instructions:

This assessment is adapted from peer reviewed research on sexual harassment prevention in nonprofit organizations (Beaton et al., 2021a). Use it to evaluate your organization on its prevention of, and preparation to address, sexual harassment in the workplace.

Demonstrated commitment to equality and inclusion

The organization takes preventative action, including creating a positive culture, in order to decrease likelihood of sexual harassment (SXH).

- A. Assess presence of SXH
 - 3 - Organization gathers information about whether SXH and other types of misconduct are happening through an annual survey.
 - 2 - Organization gathers information about whether SXH and other types of misconduct are happening through employee exit interviews or other ad hoc or inconsistent intervals.
 - 1 - Organization gathers no information about whether SXH and other types of misconduct are happening.
- B. Have diverse leadership and board
 - 3 - Organization has diverse leadership, board, and staff on a variety of characteristics (race, ethnicity, gender, sexuality, etc.).
 - 2 - Organization has diverse leadership, board, and staff on one or a couple of characteristics (race, ethnicity, gender, sexuality, etc.).
 - 1 - Organization does not have diverse leadership, board, or staff.
- C. Leadership engagement
 - 3 - Organizational leaders demonstrate the seriousness of sexual harassment, conveying a no tolerance policy and personally attending trainings.
 - 2 - Organizational leaders set a good example by taking SXH harassment seriously, conveying a no tolerance policy but do not get involved in the day-to-day implementation.
 - 1 - Organizational leaders set a poor example by not taking SXH harassment seriously.
- D. Set and promote clear values
 - 3 - Organization has a clear set of values that are counter to SXH and the values are promoted heavily within the organization.
 - 2 - Organization has a clear set of values that are counter to SXH, but they mostly just appear on the website.
 - 1 - Organization does not have a clear set of values that are counter to SXH.

- E. Conduct reference checks on new hires
 - 3 - Organization conducts background and reference checks on new hires and asks about previous harassment, bullying, and other negative work behaviors.
 - 2 - Organization conducts background and reference checks on new hires but does not explicitly ask about harassment and bullying.
 - 1 - Organization does not conduct background or reference checks on new hires.
- F. Standardize human resource practices
 - 3 - Organization has a standardized hiring procedure for potential employees and uses consistent metrics for assessing employee performance.
 - 2 - Organization has a hiring procedure for potential employees and uses metrics for assessing employee performance, but they are not consistent or standardized.
 - 1 - There is no hiring procedure and/or no employee performance assessment at the organization.
- G. Devote appropriate resources to SXH
 - 3 - The organization has a budget line item to cover sexual harassment prevention efforts.
 - 2 - The organization has a budget line item for human resources, but nothing specific to sexual harassment prevention.
 - 1 - The organization has no resources set aside for sexual harassment prevention or adjudication.

Follows or exceeds federal and state laws

The organization should comply with SXH-relevant federal and state laws.

- A. Know the laws
 - 3 - Organizational leaders are familiar with the SXH-relevant federal and state laws.
 - 2 - Human resources, but not all organizational leaders, are familiar with the SXH-relevant federal and state laws.
 - 1 - No organizational leaders are familiar with the SXH-relevant federal and state laws.
- B. Ensure policy is consistent with laws
 - SXH policy is consistent with both state and federal laws.
 - SXH policy is consistent with federal, but not state laws.
 - SXH policy is not consistent with federal or state laws.
- C. Train employees according to law
 - 3 - SXH training is in accordance with federal and state laws.
 - 2 - SXH training is in accordance with federal, but not state laws.
 - 1 - SXH training is not in accordance with federal or state laws.

Write a clear anti-harassment policy

The organization should have an anti-harassment policy that sets clear expectations.

- A. Define SXH in the policy
 - 3 - The SXH policy includes a clear definition of SXH as well as examples so it is clear what constitutes SXH.
 - 2 - The SXH policy includes a definition of SXH, but it is unclear or there are no examples.
 - 1 - The SXH policy does not have a definition of SXH or it is inconsistent with laws.

- B. Identify the reporting/investigation process in the policy
- 3 - The SXH policy clearly identifies the process through which someone may report a complaint and how that complaint will be investigated.
 - 2 - The SXH policy identifies the process through which someone may report a complaint and how that complaint will be investigated, but it is unclear.
 - 1 - The SXH policy does not identify the process through which someone may report a complaint or how that complaint will be investigated.
- C. Identify all stakeholders in policy
- 3 - The SXH policy names all stakeholders so that it is clear that the policy applies widely to everyone involved with the organization (e.g., leaders, board, donors, etc.).
 - 2 - The SXH policy names some, but not all stakeholders (e.g., leaders, board, volunteers, etc.).
 - 1 - The SXH policy is only written to include employees only.
- D. Include consequences in policy
- 3 - The SXH policy clearly identifies the possible consequences or disciplinary actions for violations of the policy.
 - 2 - The SXH policy identifies some possible consequences or disciplinary actions for violations of the policy, but they are unclear or incomplete.
 - 1 - The SXH policy does not identify any possible consequences or disciplinary actions for violations of the policy.
- E. Involve stakeholders in drafting policy
- 3 - A variety of stakeholders were involved in the development (or a review) of the SXH policy.
 - 2 - Some stakeholders were involved in the development (or a review) of the SXH policy, but key stakeholders were missing.
 - 1 - No stakeholders beyond HR or leadership were involved in the development (or a review) of the SXH policy.
- F. Prohibit retaliation within policy
- 3 - The SXH policy clearly prohibits retaliation (by the accused and the organization) to protect complainants.
 - 2 - The SXH policy prohibits retaliation by the organization, but not by the accused.
 - 1 - The SXH policy does not mention retaliation at all.
- G. Review the policy regularly
- 3 - The organization reviews the SXH policy annually to ensure it is up-to-date with best practices and the law.
 - 2 - The organization reviews the SXH policy irregularly to ensure it is up-to-date with best practices and the law.
 - 1 - The organization does not review the SXH policy to ensure it is up-to-date with best practices and the law.
- H. Translate the policy
- 3 - The SXH policy is translated into additional languages if a significant number of stakeholders that speak that language.
 - 2 - The SXH policy is not translated into additional languages, but translation resources are referenced.
 - 1 - The SXH policy is not translated into additional languages and is inaccessible to anyone who does not speak the primary language.

- I. Enforce the policy
 - 3 - The organization enforces the SXH policy in the way in which it is written.
 - 2 - The organization enforces the SXH policy, but sometimes deviates from how it is written.
 - 1 - The organization does not enforce the SXH policy.

Educate stakeholders on SXH

The organization should communicate information about SXH broadly throughout the organization.

- A. Document SXH awareness
 - 3 - The organization requires employees and board members to sign the organization's SXH policy on an annual basis and tracks when employees and board members receive training.
 - 2 - The organization requires employees to sign the organization's SXH policy upon hiring and tracks when employees receive training.
 - 1 - The organization does not require employees to sign the organization's SXH policy and/or does not track when employees receive training.
- B. Include all stakeholders in training sessions
 - 3 - The organization requires that board members, volunteers, and other stakeholders take SXH training.
 - 2 - The organization requires that employees take SXH training.
 - 1 - The organization does not require SXH training.
- C. Include SXH in new hire orientation
 - 3 - The organization includes information about SXH and the organization's SXH policy in new hire orientation and training.
 - 2 - The organization includes the organization's SXH policy in new hire orientation materials, but does not discuss it.
 - 1 - The organization does not include information about SXH in new hire orientation or training.
- D. Hold training on diversity, inclusion, and bias
 - 3 - The organization trains employees not only about SXH, but broadly about diversity, inclusion, civility, and biases.
 - 2 - The organization emphasizes diversity, inclusion, and civility, but does not offer training.
 - 1 - The organization does not embrace employees about diversity, inclusion, civility, and biases.
- E. Hold training sessions on SXH
 - 3 - The organization regularly trains employees about SXH so that they know their rights, are familiar with the policy, understand process for reporting/investigation, understand unwanted behaviors, and know how to react as a bystander.
 - 2 - The organization trains employees about SXH, but it is narrowly focused (e.g., just a review of the policy).
 - 1 - The organization does not train employees about SXH.
- F. Hold separate SXH training sessions for managers
 - 3 - The organization conducts special training for supervisors/managers so they know how to handle SXH.
 - 2 - The organization requires that supervisors/managers train along with all other employees.
 - 1 - The organization does not require that supervisors/managers have SXH training.

G. Make training interactive

- 3 - The organization makes SXH training interactive and participatory, by including dialogue, discussion, Q&A, simulations, and role play.
- 2 - The organization makes SXH training interactive by giving intermediate quizzes.
- 1 - The organization does not make SXH training interactive.

H. Regularly share information on SXH

- 3 - The organization regularly disseminates information on SXH (by posting policies in the office, sending emails, bringing it up at meetings, etc.) to ensure awareness.
- 2 - The organization sometimes disseminates information on SXH (by posting policies in the office, sending emails, bringing it up at meetings, etc.) to ensure awareness.
- 1 - The organization never disseminates information on SXH.

Encourage employees to report SXH

The organization should encourage employees to report incidents of SXH.

A. Make reporting simple

- 3 - The reporting process is simple so that there are as few barriers as possible to reporting SXH.
- 2 - It is clear how to make a report of SXH, but the reporting process has barriers.
- 1 - It is unclear how to make a report of SXH.

B. Make reporting safe

- 3 - Complainants may report to multiple individuals at multiple areas and levels in the organization (e.g., boss, HR, other).
- 2 - Complainants may report to multiple individuals, but they are concentrated at a single area or level (e.g., HR only).
- 1 - Complainants may report to only one individual in the organization (e.g., their manager).

C. Make reporting anonymous

- 3 - Reports can be made anonymously, and anonymous complainants are informed of the procedure when there is no identifiable complainant.
- 2 - Reports can be made anonymously, but complainants are still afraid that they could be identified somehow.
- 1 - Reports cannot be made anonymously.

D. Don't allow retaliation

- 3 - The organization gets any agreed-upon modifications in writing from the complainant and protects the complainant from retaliation by the accused or other employees and stakeholders.
- 2 - The organization gets any agreed-upon modifications in writing from the complainant but does not protect the complainant from retaliation by the accused or other employees and stakeholders.
- 1 - The organization has engaged (intentionally or unintentionally) in retaliation against complainants or allowed the accused or other employees or stakeholders to retaliate.

E. Respect all complainants

- 3 - The organization respects all complainants by recognizing their vulnerability, avoiding "victim blaming," and giving the complainant a voice/choice in how the matter is handled.
- 2 - The organization respects complainants by avoiding "victim blaming" and using trauma-informed practices.
- 1 - The organization does not show respect to complainants by "victim blaming" and/or dismissing them until someone else comes forward.

Properly investigate complaints

The organization should properly and thoroughly investigate all SXH complaints made.

- A. Don't wait for a formal complaint
 - 3 - The organization takes action on any evidence that SXH may be occurring in the organization, even if there is no formal complaint.
 - 2 - The organization takes note of any evidence that SXH may be occurring, but takes no action until a formal complaint is made.
 - 1 - The organization takes no action unless there is a formal complaint.
- B. Document all complaints and investigations
 - 3 - The organization keeps detailed documentation of complaints lodged and the specific steps taken as a part of an investigation.
 - 2 - The organization keeps documentation of complaints lodged, but the documentation is insecure or easily lost.
 - 1 - The organization keeps no documentation of complaints lodged or the steps taken as a part of an investigation.
- C. Follow an investigative plan
 - 3 - Once a complaint is made, the organizational leaders (e.g., HR) immediately create and follow an investigative plan.
 - 2 - Once a complaint is made, the organizational leaders (e.g., HR) create an investigative plan, but it takes too much time or it is not followed.
 - 1 - Once a complaint is made, no investigative plan is created.
- D. Investigate every complaint consistently
 - 3 - The organization takes every complaint seriously and investigates each one according to the standards and protocols set in the SXH policy.
 - 2 - The organization takes every complaint seriously, but investigations do not always follow the standards and protocols set in the SXH policy.
 - 1 - The organization does not take complaints seriously or investigations are inconsistently applied.
- E. Notify board and insurance of allegations
 - 3 - The organization notifies both the board and insurance provider when a complaint is made.
 - 2 - The organization notifies the board, but not the insurance provider when a complaint is made.
 - 1 - The organization does not notify anyone else when a complaint is made.
- F. Respond immediately to complaints
 - 3 - The organization promptly follows up on all SXH complaints.
 - 2 - The organization follows up on all SXH complaints, but it may take more time than necessary.
 - 1 - It takes the organization a long time to follow up on SXH complaints.
- G. Gather information from all parties
 - 3 - The organization's investigator meets with all parties involved in an incident, including the complainant, accused, and witnesses, to get all sides of the story.
 - 2 - The organization's investigator meets with some parties involved in an incident, such as the complainant and accused, but not any witnesses.
 - 1 - The organization's investigator only meets with the complainant.

- H. Draw on SXH experts and resources
 - 3 - The organization has well-trained HR professionals or draws on external third-party consultant or lawyers when complaints arise.
 - 2 - The organization draws on its internal HR professionals when complaints arise.
 - 1 - The organization does not draw on any expertise when complaints arise.
- I. Maintain confidentiality when possible
 - 3 - The organization keeps the identities of those involved in the investigation confidential to the extent possible.
 - 2 - The organization tries to keep the identities of those involved in the investigation confidential, but people end up finding out anyway.
 - 1 - The organization does not keep the identities of those being investigated confidential.
- J. Update complainant and accused
 - 3 - Once a complaint has been made, the organization communicates regularly with both the complainant and the accused on the investigation and its progress.
 - 2 - Once a complaint has been made, the organization communicates with the complainant, but not the accused.
 - 1 - Once a complaint has been made, the organization does not keep the complainant or the accused apprised of progress.
- K. Make a determination
 - 3 - The organization makes a clear decision following SXH investigations that aligns with the law and organizational policy.
 - 2 - The organization makes a decision following SXH investigations, but the decision does not always align with the law or organizational policy.
 - 1 - The organization does not make a clear decision following SXH investigations.

Take appropriate action on SXH complaints

The organization should take action or follow through on SXH complaints (separate from, or beyond, lodging an investigation).

- A. Prepare for external exposure
 - 3 - The organization prepares itself in case the incident cannot be handled internally (e.g., goes to court), including advance preparation of a public relations plan.
 - 2 - The organization is somewhat prepared in case the incident cannot be handled internally.
 - 1 - The organization would be unprepared if an incident became public.
- B. Take remedial action
 - 3 - The organization corrects SXH when it occurs, including disciplinary action or punitive measures that are commensurate with the infraction and aligns with organizational policy.
 - 2 - The organization addresses SXH when it occurs, including disciplinary action or punitive measures but they may be incommensurate with the infraction or not in alignment with organizational policy.
 - 1 - The organization does not take remedial action in SXH cases.

- C. Communicate the determination
- 3 - The organization communicates the results of each investigation to the board, employees, accused, and complainant.
 - 2 - The organization communicates the results of each investigation to some stakeholders (e.g., the accused and complainant), but not broadly.
 - 1 - The organization does not communicate the results of every investigation.
- D. Don't provide positive references for harassers
- 3 - The organization never provides a positive reference for someone with multiple allegations or who has been disciplined for SXH.
 - 2 - The organization provides references for all employees and just doesn't bring up SXH behaviors.
 - 1 - The organization provides positive references for employees that have engaged in SXH.
- E. Conduct an audit of practices
- 3 - The organization takes time to review the effectiveness of their investigations upon completion to determine if changes to policies and procedures are needed. The organization runs tests and drills to ensure the SXH policy and practices are effective.
 - 2 - The organization makes changes to policies and procedures after investigations as needed, but in the absence of complaints does not run any tests or drills to assess effectiveness.
 - 1 - The organization does not review the effectiveness of their investigations upon completion or, in the absence of complaints, run tests or drills to assess effectiveness.

Score:

Total the numbers next to each of your responses to calculate your score.

Insert total score here: (_____ / 144) * 100 = _____ %

For example: (100 / 144) * 100 = 69.4%

ACTION PLANNING TEMPLATE

Instructions:

After the Sexual Harassment Prevention Assessment has been completed, identify three (or more) dimensions on which the organization would like to improve. Use this template to set a feasible goal for improvement those dimensions and to identify specific actions that will be necessary to achieve those goals.

Dimension	Goal	Actions
<p>Write a clear anti-harassment policy</p> <p>Identify all stakeholders in the policy</p>	<p><input type="checkbox"/> Advance from Low to Moderate Support</p> <p><input checked="" type="checkbox"/> Advance from Moderate to High Support</p> <p><input type="checkbox"/> Advance from Low to High Support</p>	<p>Process: <i>Revise policy, seek agreement on revisions from leadership team, then put to a board vote.</i></p> <p>Responsible Party: <i>Director of Human Resources</i></p> <p>Target Completion Date: <i>March Board Meeting</i></p>
	<p><input type="checkbox"/> Advance from Low to Moderate Support</p> <p><input type="checkbox"/> Advance from Moderate to High Support</p> <p><input type="checkbox"/> Advance from Low to High Support</p>	<p>Process:</p> <p>Responsible Party:</p> <p>Target Completion Date:</p>
	<p><input type="checkbox"/> Advance from Low to Moderate Support</p> <p><input type="checkbox"/> Advance from Moderate to High Support</p> <p><input type="checkbox"/> Advance from Low to High Support</p>	<p>Process:</p> <p>Responsible Party:</p> <p>Target Completion Date:</p>
	<p><input type="checkbox"/> Advance from Low to Moderate Support</p> <p><input type="checkbox"/> Advance from Moderate to High Support</p> <p><input type="checkbox"/> Advance from Low to High Support</p>	<p>Process:</p> <p>Responsible Party:</p> <p>Target Completion Date:</p>

plan

action





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