Workplace Harassment is Evolving: Is Your Prevention Program Keeping Pace?

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NAVEXGLOBAL®
The Ethics and Compliance Experts

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Agenda

I. The Persistent (and Rapidly Evolving) Problem of Workplace Harassment

II. What *Really* Works: Keys to a Truly Effective Workplace Harassment Program

III. Video: Workplace Harassment Preview Trailer

IV. Workplace Harassment Program Resources from NAVEX Global

V. Q&A

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THE PERSISTENT (AND RAPIDLY EVOLVING) PROBLEM OF WORKPLACE HARASSMENT

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A Persistent & Evolving Workplace Problem

Harassment remains prevalent.

- 25% (or 1 in 4) women face harassment in the workplace.*

- About 30 percent of all charges filed with the EEOC contain allegations of harassment.

And in certain industries the harassment endured is unbelievable.

- Tech sector

- Restaurant and service

- Construction

*Source: EEOC Chair Jenny R. Yang, press release 1/14/15

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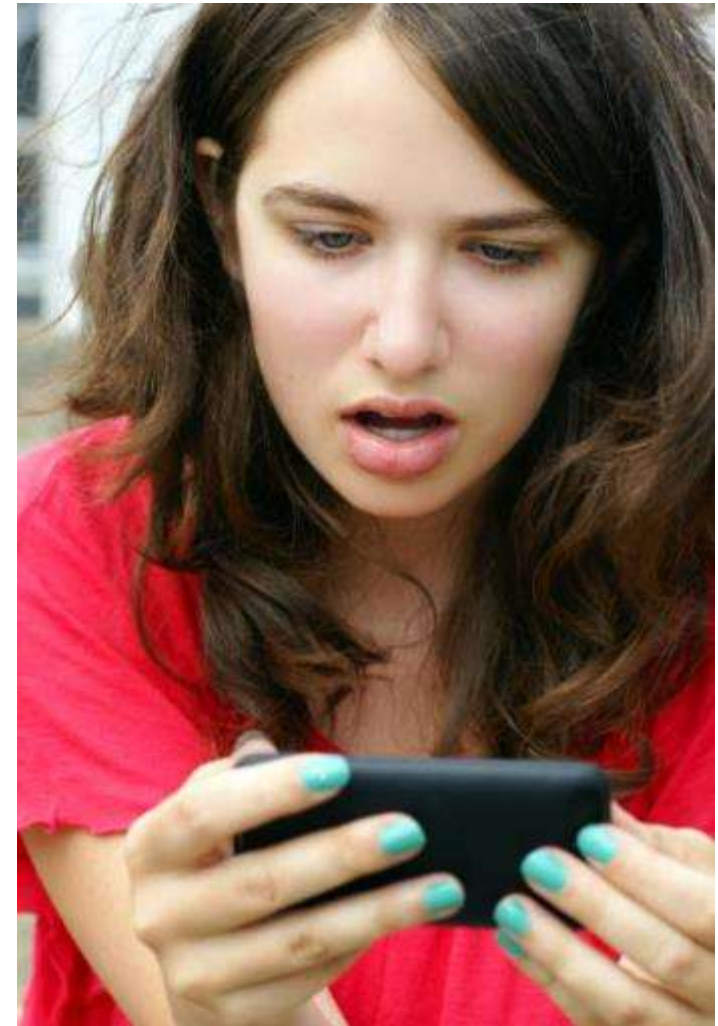
Harassment Remains A Vexing Problem

73% of all calls to company

hotlines are about HR, diversity and workplace respect.

79% of organizations plan to

train on harassment in the next 1-2 years.

Source: NAVEX Global's 2014 Training Benchmark Report
Source: NAVEX Global's 2014 Hotline Benchmark Report

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Live Attendee Poll:

When did you last update your workplace harassment training materials?

This past year	43.6%
2-3 years ago	20.9%
3-5 years ago	6.1%
It's been more than 5 years	7.1%
Not sure	22.4%

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Bottom Line

If you're doing the same thing you did last year and you're not taking a more holistic approach—you're not addressing harassment effectively.

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How Is Harassment Evolving?

It's more global.

- India
- Yemen
- Egypt
- Brazil
- Japan

Women are speaking out and their stories are being heard.

- 1/2015: Young woman posts a video she took when confronting a man who inappropriately touched her on flight; she caught his apology on video as well.
- Video receives 10,000,000+ views.

Old Man pays for molesting a girl on an Indigo flight. Respect to the Girl!!!

7,628,061

Yemeni women fight back against sexual harassment

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How Is Harassment Evolving?

Victims are finding a voice.

- 2012: "Not Your Baby" app gives a voice to harassment victims and provides real-time advice on how to respond.

- 2/2015: High profile discrimination trial (Pao v. Kleiner Perkins) may reveal tech sector dirty laundry.

- 7/2014: Cards against harassment campaign.

Public shaming via social media is swift, strong, destructive—and sometimes incorrect.

- 2/2015: New York Times story creates avalanche of responses about the impact of public shaming.

Trial in Ellen Pao suit could air Valley's dirty laundry

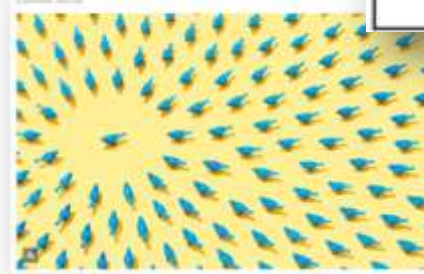How One Stupid Tweet Blew Up Justine Sacco's Life

Have you ever had one of those wonderful days, when everything seems to be going right and there's a little skip in your step for no particular reason?

Well, I was having one of those days until you felt the need to comment on my appearance.
It's not a compliment. It's harassment. Next time, keep it to yourself.

Learn more at CardsAgainstHarassment.com

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How Is Harassment Evolving?

It's wearable and will be undetectable.

- New technologies: Google Glass, Oculus Rift & Microsoft Hololens (hologram technology).

- Jupiter Research Prediction: the wearable technology market will grow to $80 billion by 2020—and gadgets will be less visible.

Technology changes the game for harassers and victims alike.

- Bad deeds are caught on video and shared globally.

- 10/2014: Hollaback video of street harassment endured by women.

Old Man pays for molesting a girl on an Indigo flight. Respect to the Girl !

Somebody's acknowledging you for being beautiful

10 Hours of Walking in NYC as a Woman

Google bans first Google Glass porn app literally only hours after it launches

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How Is Harassment Evolving?

High-profile terminations are public, and can no longer be swept under the rug.

- 12/2014: American Apparel CEO Dov Charney fired following multiple accusations of sexual harassment.

- 07/2014- 9/2014: Tinder Co-Founder Justin Mateen was suspended after he was accused of sexual harassment; the lawsuit was settled and Mateen is no longer with Tinder.

And offenders are scrutinized and held to a high public standard.

- Policies banning supervisor/subordinate relationships put in place at American Apparel.

- Intel was caught up in Gamergate in 2014, and in 2015 announced a $300 million investment for increasing diversity in the technology industry, including gaming.

American Apparel Institutes Sexual Harassment Policy After Firing Accused Harasser Dov Charney

BY **BRYCE COVERT** POSTED ON JANUARY 7, 2015 AT 9:02 AM UPDATED: JANUARY 8, 2015 AT 8:44 AM

Understanding the Generational Workforce

Generation	Nickname	Birth Date Range	Age Range	Stereotypes	Est. % in 2020 Workforce
Baby Boomers	The Post-War Generation	1945-1964	51-70	Optimism, innovation, achievement, individualism	22%
Generation X	Gen X	1961-1981	34-54	Autonomy, productivity, recognition, adaptability	20%
Generation Y	Millenials	1975-1995	20-40	Self-expression, comfort w/change, resilience, global awareness, connected	50%
Generation Z	Net Generation/Digital Natives	1995-2015	0-20	Technologically savvy, fast-paced, socially connected, creative, collaboration	7%

Source: http://info.hoganassessments.com/blog/bid/171186/The-Generational-Workforce-of-the-Future

Source: http://www.careerplanner.com/Career-Articles/Generations.cfm

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How Is Harassment Evolving?

Our kids are perpetrators and victims at alarming rates.

- 48% of middle and high school students reported that they experienced sexual harassment.[1]

Problems persist into the college years.

- 1 in 5 women are sexually assaulted while in college.

- 51% of male college students (51 percent) admit they have sexually harassed someone in college.[2]

- 67% of the students personally experienced harassment and 82 percent either experienced or witnessed harassment.[3]

And apps that allow for anonymous, localized, targeted communication fuel the fire.

- After School

- Ask.fm

- Instagram
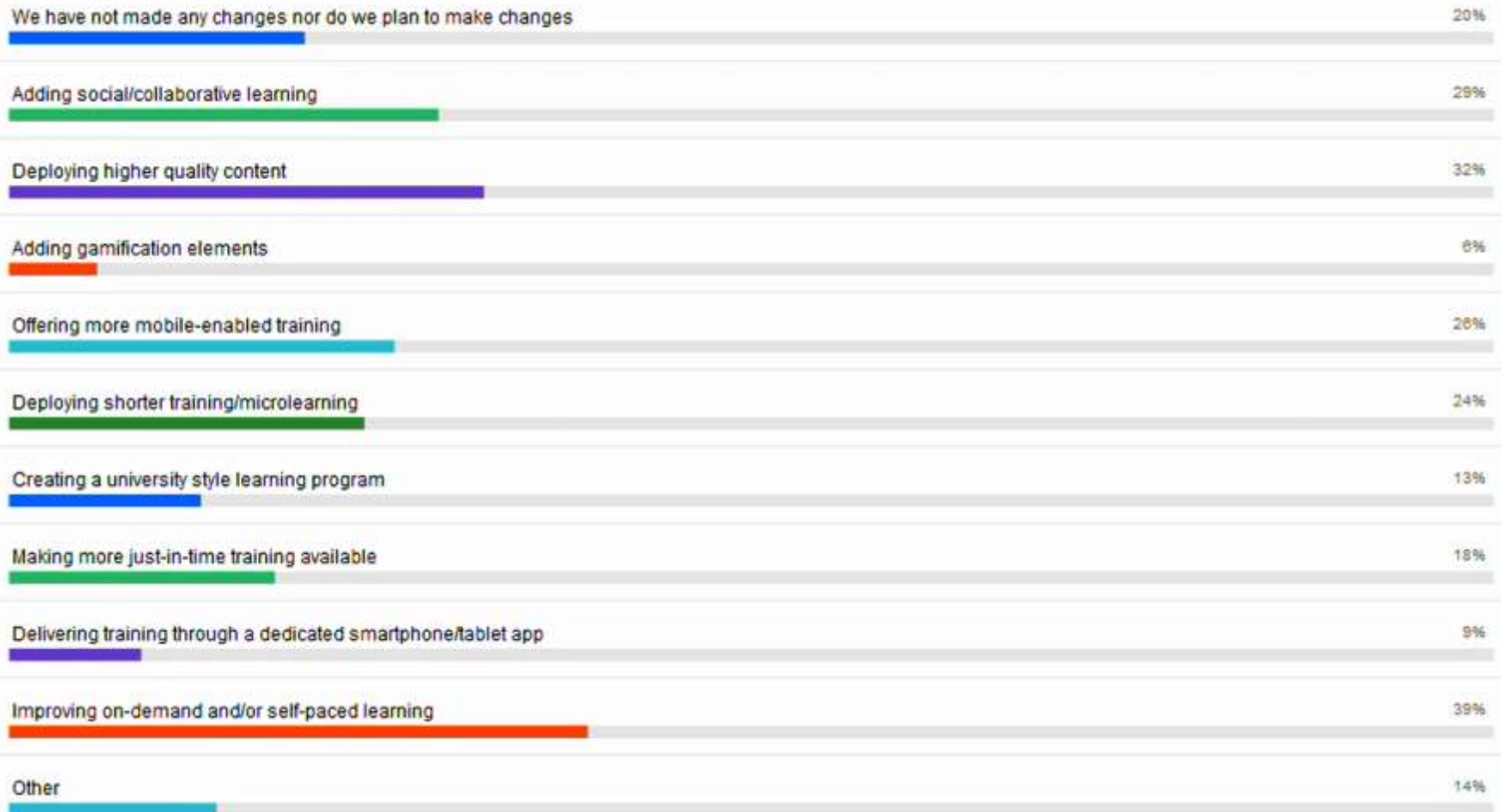
- Snapchat

- YikYak

These kids become your employees.

1. Source: Crossing the Line: Sexual Harassment at School (AAUW 2011)
2. Source: Drawing the Line: Sexual Harassment on Campus (AAUW 2005)
3. Source: Harassment on College Campuses (Hollaback! 2014)

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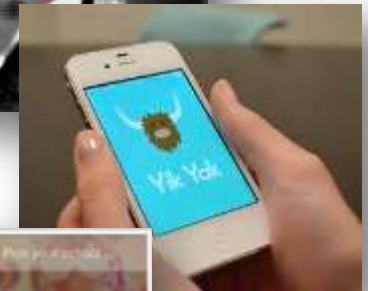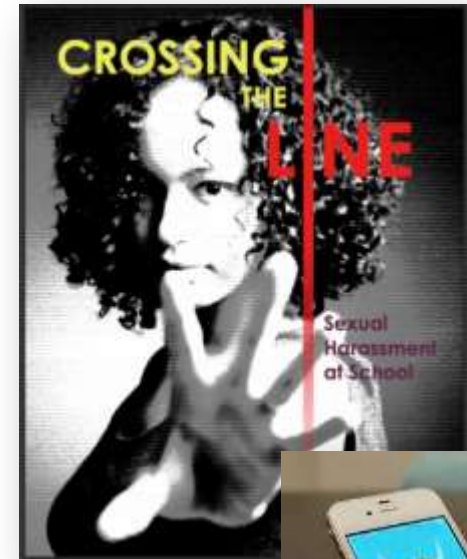
Live Attendee Poll

How are you modifying your compliance learning program to better accommodate the needs of millennials? (Check all that apply)

We have not made any changes nor do we plan to make changes	20%
Adding social/collaborative learning	29%
Deploying higher quality content	32%
Adding gamification elements	6%
Offering more mobile-enabled training	26%
Deploying shorter training/microlearning	24%
Creating a university style learning program	13%
Making more just-in-time training available	18%
Delivering training through a dedicated smartphone/tablet app	9%
Improving on-demand and/or self-paced learning	39%
Other	14%

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Ask Yourself… True or False?

Answer the following self-assessment statements with "true" or "false":

- I have deployed a new workplace harassment training course in the last two years.

- The content in the course I deploy is brand new.

- There is content in the course that is just for managers, and it will help them become better leaders.

- The scenarios in my course are current and realistic and will resonate with my employees.

- The course I deploy is so great, even I want to watch it.

- I am confident that my senior leaders will think the course is a good use of employee time.

- I am certain that my employees will find this training engaging, informative and thought-provoking.

If you answered "false" to even one of these questions, it's time to think hard about what you are doing—and whether you need to look for new options.

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WHAT *REALLY* WORKS:
KEYS TO A TRULY EFFECTIVE
WORKPLACE HARASSMENT PROGRAM

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Five Keys to a Corporate Culture that Repels Harassment

1) Real commitment from leaders at all levels of an organization.

2) A holistic approach—not just once-a-year training.

3) Program content that connects with learners.

4) Program helps break the cycle of silence and victim shaming.

5) Continuous improvement and monitoring.

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1. Real Commitment From Leaders at All Levels of an Organization

- Leaders at all levels (not just compliance and HR) must genuinely walk the talk.

- Leaders must invest in the program and education needs of employees.

- Leaders must understand the importance of innovation and change.

- Leaders must hold others accountable.

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2. Approach Must Be Holistic

A coordinated approach should include:

- **Memorable training** for all learners—including senior leaders and middle managers.

- **Global reach** and impact—not just U.S. domestic.

- Contemporary, easy to find, readable **policies**.

- Engaging employee **awareness materials** and programs.

- Nimble "tuck-in" communications and **microlearning** (burst learning) deployed as needed.

- **Management commitment** to having the conversation on a regular basis.

- A robust **anti-retaliation** program.

- **Real enforcement** and accountability for policy violations.

- Year-round **monitoring** for trouble spots through reports and hotline/case management stats.

Live Attendee Poll

Does your organization currently have a workplace harassment program (not just training, but a full, integrated program) in place?

Yes, we have at least one other program element besides training in place — 32.1%

Not today, but we plan to within the year — 30.1%

No, we don't have the time/budget/resources to invest in this — 37.8%

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3. Program Content Must Connect With Learners

Great, high-quality program elements make people feel like their company…

- "Gets it"—know what it's like to be in the workplace and care about their employees' workplace experience.

- Puts their money where their mouth is—content that looks great is perceived as more of an investment.

Trends in learning content that will help drive that connection with learners include:

- Contemporary, real-world story lines

- Gamification

- Hollywood-style production quality

- Microlearning or burst

- Responding to needs of millennials
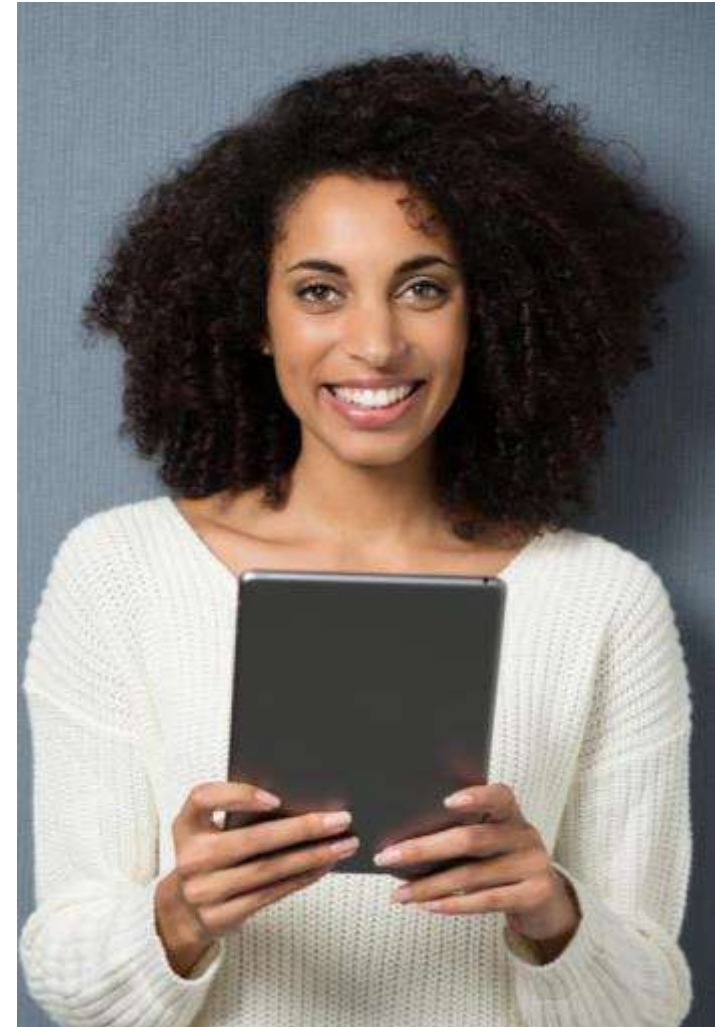
4. Program Must Help Break the Cycle of Silence and Victim Shaming

Unless reporting is encouraged, welcomed, and acted upon without retaliation your efforts will be unsuccessful.

Organizations need to...

- Offer multiple reporting channels.

- Treat reporters with respect.

- Train managers on how to handle complaints properly.

- Take complaints seriously.

- Hold harassers accountable.

- Monitor for retaliation.

- Act swiftly when retaliation is detected.

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5. Continuous Monitoring and Improvement

Programs must evolve to be effective.

Program leaders should:

- Determine the metrics they will use to measure program success.

- Seek regular program feedback.

- Assess learner knowledge and retention.

- Gather and analyze key data and trends.

- Make thoughtful and data driven improvements to your program.

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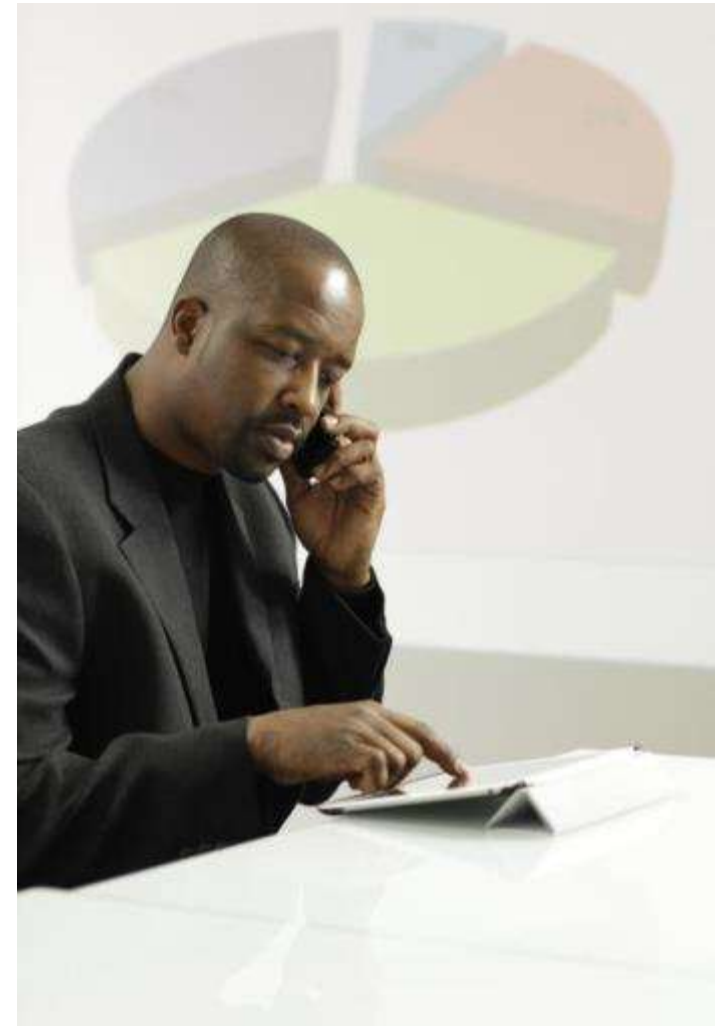
Training is the Cornerstone of Your Workplace Harassment Program

Training should be the crown jewel of your harassment prevention program.

- Content is deployed to all employees and managers—so the investment is already high.

- Training should be top-notch quality—and a good use of their time.

- Content should be refreshed regularly.

At NAVEX Global, this is the approach we take for our clients:

- We take our 18+ years of experience in the space.

- Apply our knowledge and expertise to each new course we release.

- Innovate to reflect contemporary trends and emerging topics.

- Build a new course every two years.

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NAVEX GLOBAL'S WORKPLACE HARASSMENT 6

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Introducing Workplace Harassment 6

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NAVEX Global's Workplace Harassment 6

- Engaging today's workforce with new content for 2015.

- Tackling important emerging trends.

- Addressing new requirements like California AB 2053.

- Fulfilling regulatory obligations and building legal defenses.

- Changing cultures around the globe.

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Workplace Harassment Program Resources

NAVEX Global's Workplace Harassment 6 Training Courseware Information Hub:

Get detailed descriptions of course formats and content, grab tech specs and watch additional preview videos here.

Ethics & Compliance Matters™ Blog Articles:

New Workplace Harassment Training Challenges (And How to Tackle Them)

Toxic Work Cultures are (Really, Really) Bad for Business: Tech Sector Missteps Serve as Reminders for Us All

California AB 2053 Training Regulation On Abusive Conduct at Work: What You Need to Know

Toolkit for Benchmarking your Ethics & Compliance Training Program:

2014 Ethics & Compliance Training Benchmark Toolkit

Sample Policy:

Global Anti-Harassment & Bullying Sample Policy

Consulting Services:

Learn about the training solutions our Advisory Services team provides, including in-person, curriculum mapping and more.

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