PRINCIPLES OF PREVENTION

Sexual Harassment

Prevention

DISCRIMINATION · HARASSMENT

Strategic Components

Risk Domains

A specific area or level where the identification of key risk and protective factors can influence preventative measures or actions to reduce or eliminate problematic behaviors.
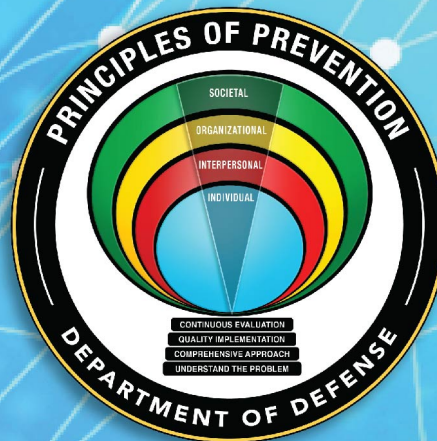
Risk Factors

Variables associated with higher probability of a negative situation or outcome.

Protective Factors

Conditions or attributes within the individuals, communities, and societies that migrate or eliminate risk of a negative situation or outcome.

Principles of Prevention = Combat Readiness

PRINCIPLES OF PREVENTION

SOCIETAL
ORGANIZATIONAL
INTERPERSONAL
INDIVIDUAL

CONTINUOUS EVALUATION
QUALITY IMPLEMENTATION
COMPREHENSIVE APPROACH
UNDERSTAND THE PROBLEM

DEPARTMENT OF DEFENSE

Harassment Prevention

DEOMI PRESS

PRINCIPLES OF PREVENTION

Sexual Harassment:
Risk and Protective Factors

Overview

The Principles of Prevention is a comprehensive strategy that supports DoD Instruction 1020.03, Harassment Prevention and Response in the Armed Forces. This document orients leaders to the components of prevention and their linkage to Sexual Harassment.

The Principles of Prevention (PoP) is a model which aids leaders in understanding, responding to, and preventing harassment across four interrelated risk domains (individual, interpersonal, organizational, and societal). Within each risk domain there are characteristics (risk and protective factors) which, if identified, can assist in developing prevention methods to reduce or eliminate potential problematic behaviors. Using relevant tools, leaders and unit members should attempt to identify these areas, and apply this knowledge to develop proactive preventative measures for their organizational teammates. The description of Risk/Protective Factor include:

1. Individual
   This domain considers biological and personal history, to include age, education, income, substance use, or history of abuse, etc. Prevention strategies would focus on providing access to resources such as education and life-skills training, would promote positive attitudes, beliefs, and behaviors.
2. Interpersonal
   This domain examines an individual's close relationships and social circles like partners, families, work colleagues, educational peers, etc. Prevention strategies would be designed to promote active group/bystander intervention, mentoring programs, or support networks or resources for at-risk individuals.
3. Organizational
   This domain focuses on larger settings like command climates, organizational traditions, exclusive groups, and unit environments. Prevention strategies would affect the social and physical environments. For example, there would be a focus on promoting inclusive environments through cross-cultural competence, reinforcing unit values and expectations and improving communication and accountability. It is also important to improving leader presence, involvement, and buy-in.
4. Societal
   This domain emphasizes broad cultural factors that affect climate like media influences, differences in norms and standards, large social movements, etc. Prevention strategies would be positive changes to high-level policies and laws. Within the DoD, it may be difficult for leadership to affect meaningful change at the societal-level, but leadership must remain aware of societal-level effects and their impact on their peers and subordinates.

Relevant Definitions

Risk Domain- A specific area or level where the identification of key risk and protective factors can influence preventative measures or actions to reduce or eliminate problematic behaviors.

Risk Factor- Variable associated with higher probability of a negative situation or outcome.

Protective Factor- Condition or attribute within the individuals, communities, and societies that mitigate or eliminate risk of a negative situation or outcome.

DoDI 1020.03 Definition:

Sexual harassment is:
(1) Conduct that:
  (a) Involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when:
    1. Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career;
    2. Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or
    3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive environment; and
  (b) Is so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the environment as hostile or offensive.
(2) Any use or condonation, by any person in a supervisory or command position, of any form of sexual behavior to control, influence, or affect the career, pay, or job of a member of the Armed Forces.
(3) Any deliberate or repeated unwelcome verbal comments or gestures of a sexual nature by any member of the Armed Forces or civilian employee of the Department of Defense.

There is no requirement for concrete psychological harm to the complainant for behavior to constitute sexual harassment. Behavior is sufficient to constitute sexual harassment if it is so severe or pervasive that a reasonable person would perceive, and the complainant does perceive, the environment as hostile or offensive.

Sexual harassment can occur through electronic communications, including social media, other forms of communication, and in person.

For Risk and Protective Factors on this topic, see Tabs A and B.

TAB A
Risk Factors – Sexual Harassment

SEXUAL HARASSMENT – RISK FACTORS		

RISK DOMAINS	INDIVIDUAL – TARGET[1]	INDIVIDUAL – OFFENDER
	• Demographic • Age–younger individuals are more susceptible to sexual harassment • Gender & Ethnicity Interaction[2] – minority women are more likely to be a target • Recent history • Traumatic event or life stress • Prior experience as a target of sexual harassment or other sexual stressors • Lack in stable mental & physical health	• Psychosocial factors o Delinquency/Conduct disorder • Gender-based recognition o Rape myth acceptance—offenders are likely to hold stereotypical and untrue beliefs about the nature of rape and sexual harassment or assault (i.e. victim blame.) o Traditional gender role—"old fashioned" ideas about how men and women are to behave o Hyper-masculinity o Authoritarianism o Sexist attitudes—beliefs that men are superior than women • Sexual Behaviors o Impersonal sex o Multiple sex partners o Sexual risk-taking o Past sexual harassment perpetration

	INTERPERSONAL	ORGANIZATIONAL	SOCIETAL
	• Gender role deviance[3] • Low Decision Latitude • Low social support • Job Strain • Family o Child Physical, Emotional, or Sexual Abuse o Exposure to Parental Violence or Conflict • Peers o Peer Approval for Forced Sex o Peer Pressure for Sexual Activity	• Organizational environment o High demand on output o Low recognition o Effort-reward imbalance o Negative communication atmosphere o Subject of conflict is taboo • Tradition • Unit culture of exclusion • Unbalanced proportion of men and women in units—higher likelihood of harassing behaviors • Size of unit overall • Demographic fault-lines theory[4]	• Taboo topic in media • Differences in cultural norms • Societal norms on gender roles and female inferiority or submissiveness • Improvement needed on target-focused protection in policies and laws

[1] Plimmer, G., Proctor-Thomson, S., Donnelly, N., & Sim, D. (2017). The mistreatment of public service workers: Identifying key risk and protective factors. *Public Money & Management*, *37*(5), 333-340.

[2] Berdahl, J. & Moore, C. (2006). Workplace harassment: Double jeopardy for minority women. *Journal of Applied Psychology, 91, 2,* 426-436.

[3] Berdahl, J. (2007). The sexual harassment of uppity women. *Journal of Applied Psychology, 92,* 2, 425-437.

[4] Lau, D. C., & Murnighan, J. K. (2005). Interactions within groups and subgroups: The effects of demographic faultlines. *Academy of Management Journal*, *48*(4), 645-659.

o Peer Sexual Aggression
o Hypermasculine Male Peers
o More Casual Intimate Relationships
	• Flagpole effect
	• General incivility[5]
	• Perceived organizational sanctions, sexualized workplace, sexist environment
	• Unit
	  o Deployment status[6] – women who were deployed reported experiencing more sexual stressors than women who are not deployed
	  o Installations on ships or deployed, or focused on training and combat[7]
	  o Fear of Retaliation
	• Sexist environmental context[8]	

[5] Lim, S. & Cortina, L. M. (2005). Interpersonal mistreatment in the workplace: The interface and impact of general incivility and sexual harassment. Journal of Applied Psychology, 90, 3, 483-496.

[6] Leardmann, C. A., Pietrucha, A., Magruder, K. M., Smith, B., Murdoch, M., Jacobson, I. G., Ryan, M. A., Gackstetter, G., & Smith, T. C. (2013). Combat deployment is associated with sexual harassment or sexual assault in a large female military cohort. *Women's Health Issues*, *23*(4), 215-223.

[7]Morral, A. R., Schell, T. L., Cefalu, M., Hwang, M., & Gelman, A. (2018). Sexual assault and sexual harassment in the U.S. military: Volume 5. Estimates for installation- and command-level risk of sexual assault and sexual harassment from the 2014 RAND military workplace study. Santa Monica, CA: RAND Corporation. https://www.rand.org/pubs/research_reports/RR870z7.html. Also available in print form.

[8] Harris, R., McDonald, D., & Sparks, C. (2017). Sexual harassment in the military: Individual experiences, demographics, and organizational contexts. Armed Forces & Society, 1-19.

TAB B
Protective Factors – Sexual Harassment

SEXUAL HARASSMENT – PROTECTIVE FACTORS		
RISK DOMAINS	**INDIVIDUAL – TARGET**[9]	**INDIVIDUAL – OFFENDER**
	• Inclusive behaviors • Cross-cultural competence • Willingness to seek help (without fear of retaliation) • Willing to admit wrong	• Inclusive behaviors • Cross-cultural competence • Willingness to seek help (without fear of retaliation) • Willing to admit wrong
	INTERPERSONAL / **ORGANIZATIONAL** / **SOCIETAL**	
	• Inclusive, NOT cohesion (exclusive groups can be very cohesive • Focus groups	• Social responsibility • Installations with more senior personnel or focused in support or medical missions	• Showcase effects of harassment within communities while protecting target

The above non-inclusive list of conditions or attributes are areas where prevention strategies could be potentially enhanced, reinforced, or developed, and then incorporated to positively address problematic indicators or behaviors in regards to sexual harassment.

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[9] Plimmer, G., Proctor-Thomson, S., Donnelly, N., & Sim, D. (2017). The mistreatment of public service workers: Identifying key risk and protective factors. *Public Money & Management*, *37*(5), 333-340.

IT'S ALL ABOUT CONDUCT

Let's Talk Strategy! After identifying and analyzing risk and protective factors in a given situation, leaders should consider what proactive measures they could develop to address concerns, or reinforce positive behaviors, in an attempt to reduce or prevent future occurrences. Prevention programs must be realistic and focus on attainable goals from assessments and consultations. Strategies include policies and programs divided into three categories: primary, secondary, and tertiary.

- Primary prevention strategies transpire prior to problematic behaviors
- Secondary prevention strategies respond immediately after the occurrence
- Tertiary prevention strategies are to mitigate the lasting effects of problematic behaviors and prevent future occurrences

Examples of Primary Prevention Strategies

- Conducting sexual harassment prevention training (tailored, and facilitated to the targeted audience). Training should focus on:
  - Clearly defining: what is and what is not sexual harassment (provide realistic examples), reporting procedures, policies and regulations
  - Evaluating the responsibilities of individuals (including leaders) to eliminate sexual harassment as the:
    - Potential victim(s)
      - Know being sexually harassed is NEVER the victim's fault
      - Responsible to KNOW how and whom to report sexual harassment complaints
    - Potential offender(s)
      - Know how to maintain professionalism, appropriate workplace behaviors
      - Listening to others when they inform you, your behavior is inappropriate
      - Practicing responsible behavior choices/decisions including alcohol consumption
    - Potential bystanders(s)
      - Know (and be proficient at) intervention techniques to remove someone from an uncomfortable situation
      - Know (and be proficient at) how to inform potential victims when they were sexually harassed
  - Identifying sexist and sexually harassing behaviors/activities and immediately correcting them
  - Understanding and testing all members on reporting procedure(s)
- Monitoring trends (e.g., monthly, quarterly), identify patterns and establish a plan of action to prevent sexist/sexual harassment behaviors
- Mandating leader presence in all workplace settings; educate leaders and hold them accountable; establish clear personal and professional boundaries
- Conducting unit activities that build group inclusion, cohesion, trust, and respect
- Conducting required climate assessments (per Service requirements); developing and implementing proactive measures

- Discussing effects of sexual harassment on the individual and the organization
- Displaying and frequently emphasize policies to prevent sexual harassment.
- Leaders discussing this issue at open forums; and outline their prevention philosophy
- Conducting unit activities that build group cohesion, trust, respect, and rapport
- Conducting required climate assessments per Service requirements; identifying weaknesses and developing proactive measures

Examples of Secondary Prevention Strategies
- Take all allegations/reports of sexual harassment seriously and take appropriate actions to resolve allegations
- Inform leadership of sexist complaints
- Remain neutral and professional; ensure all members are treated with dignity and respect throughout the investigative process
- Identify why sexual harassment occurred (e.g., lack of policy, education, enforcement of the rules)
- Resolve complaints expeditiously using unbiased processes
- Provide resources and support to all involved members (e.g., spiritual, medical, legal)
- Separate non-conforming members from military Service as needed/required

Examples of Tertiary Prevention Strategies
- Develop and reinforce strong Service Ethos and Values; reinforce at multiple opportunities
- Conduct follow-up assessments (on formal and informal complaints) within 45-60 days after complaint resolution to ensure the complaint is resolved, ensure no retaliation has occurred
- Using lessons learned, develop training to prevent any possible future harassment/sexual harassment events
- Review current policies and revise as needed
- Ensure required climate assessments are completed (based on Service requirements/or as directed
- Work with community members to leverage resources available for Service, Civilian and Family Members especially newcomers