

Creating a Safe and Inclusive Culture

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MOUNTAINEERS LEADERSHIP CONFERENCE

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SAFE OUTSIDE

Unite against Sexual Harassment and Assault

#SafeOutside – What is it?

- ▶ **#SafeOutside** is an independent grassroots initiative started in April 2018 to combat sexual harassment and sexual assault (SHSA). We worked with nonprofit, industry, governmental agencies, and media outlets to collect data, generate awareness, as well as to implement or refine policies, processes and legislation around SHSA.
- ▶ Learn more by visiting our landing page (generously hosted by the American Alpine Club) here --
<https://americanalpineclub.org/safeoutside>

Department of Justice: SHSA Definitions

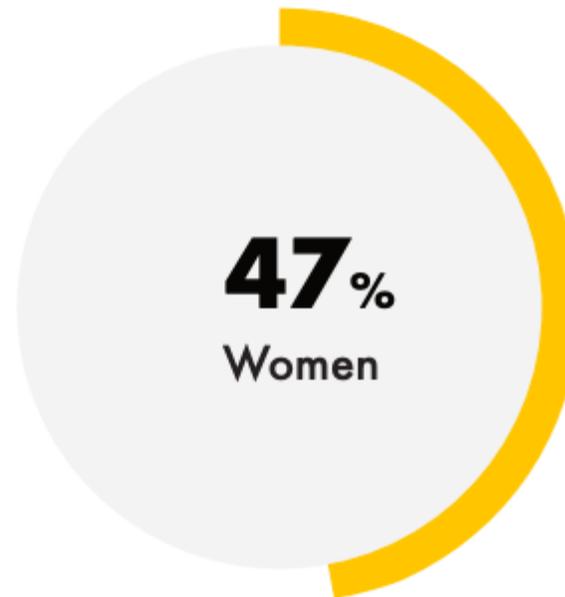
- ▶ **Sexual Harassment:** unwelcome sexual advances, and other verbal or physical harassment of a sexual nature (including catcalls).
- ▶ **Sexual Assault:** non-consensual physical contact of a sexual nature (ranging from fondling/groping to rape).

A Public Health Crisis: The SHSA Epidemic

- ▶ Sexual harassment and assault (SHSA) are so pervasive in our society that the National Institute of Health (NIH) and the Center for Disease Control (CDC) consider it a public health crisis.
- ▶ SHSA is a silent epidemic; few people talk about it, even in the current age of #MeToo.
- ▶ The CDC has been tracking SHSA since 1973.
- ▶ The CDC formalized an ongoing national survey in 2010.
- ▶ To date, the CDC found approximately 1 in 2 women and 1 in 5 men have been sexually victimized.

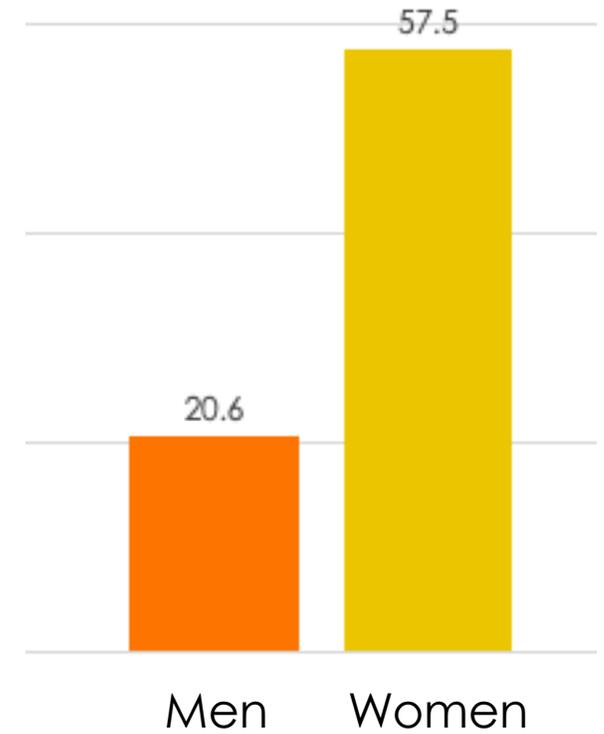
Our Community is a Slice of Society

- ▶ Similar to CDC data approximately 1 in 2 women and 1 in 6 men experienced SHSA interactions while climbing



SHSA Changes the Way People Engage

- ▶ More than half of the women, and one in five men who reported experiencing SHSA also reported changes in how they engaged with the climbing community after the experience.
- ▶ Many stopped climbing all together.





Addressing SHSA

SHSA Best Practices for Organizations

- **Prevent** it before it starts.
- **Acknowledge SHSA** as an issue, and integrate guiding principles or value statements that condemn these behaviors.
- **Create** a written **policy**.
 - Clearly communicate **code of conduct** of what's acceptable behavior
 - Have a **mechanism** where people can **report** allegations/incidences.
 - **Train** people what SHSA is, how to **prevent, intervene or report**.
 - **Promptly investigate** all complaints, and appropriately **discipline** offenders
 - Provide **support** for the victims. Prohibit retaliation or shunning.
- **Lead from the top** by selecting leaders that exemplify your values

Where to Start: Low Hanging Fruits

- **Verbalize or issue policy statement** affirming commitment to address this issue.
- **Establish code of conduct** around sexual harassment and assault (SHSA), that clearly outlines acceptable and unacceptable behavior. If code of conduct already exists, ensure there is clarity around SHSA.
- **Eliminate discriminatory and harassing materials** including jokes, posters, graffiti, e-mails and photos from the organization's environment

The Long Game: Shifting the Culture

- **Formalize leader advocates** who are empowered, capable and willing to respond to SHSA.
- **Create safe space** for victims with good policy communication, letting members know that it is safe to speak up, providing clear procedure for reporting, and ensuring cases are dealt with promptly, fairly, and with transparency for the victim.
- **Create a culture of respect** beyond policies and procedures
 - Most harassment and assault are about power
 - SHSA can deeply intersects with other dimensions like race, sexuality, etc
 - SHSA should be part of a bigger strategy on diversity, equity and inclusion

Translating Theory Into Practice



Mountaineers Core Values

CORE VALUES:

ADVENTURE

We are bold explorers—driven by imagination, outdoor challenge, and the spirit of discovery.



EDUCATION

We share knowledge—empowering others to safely and responsibly pursue outdoor activities.



VOLUNTEERISM

We foster connections—developing leaders who continue our legacy of outdoor education, integrity, and action.



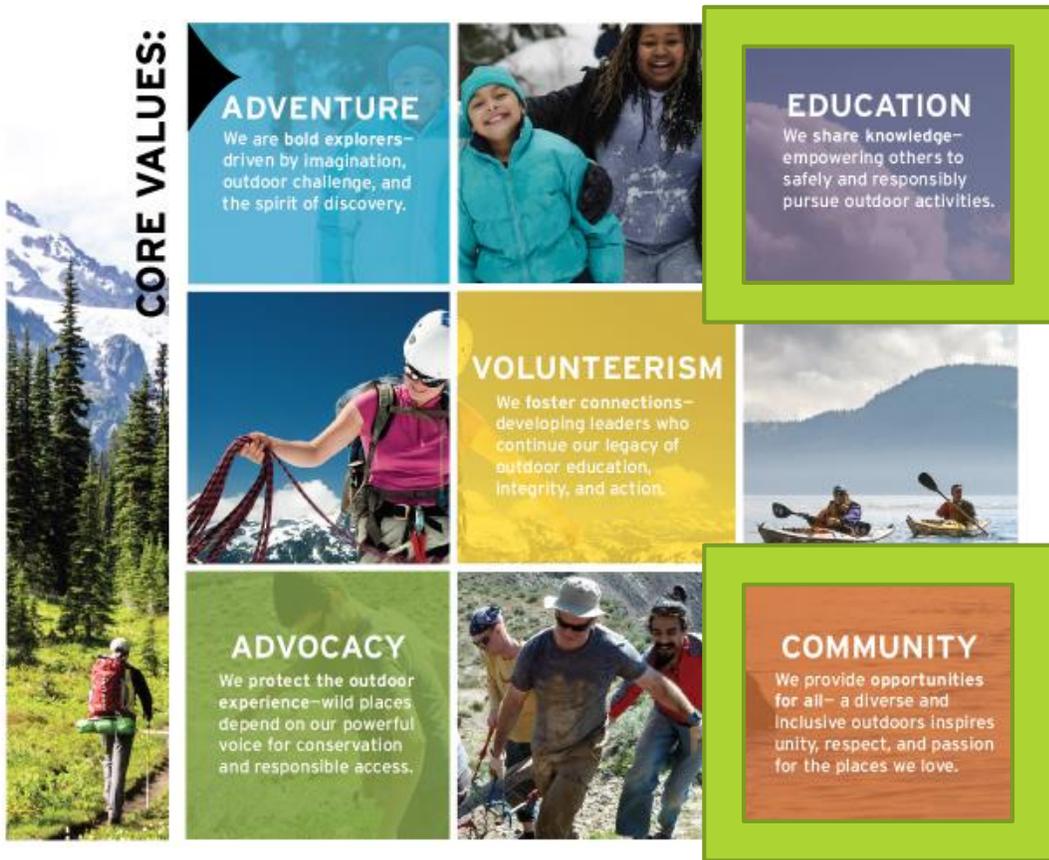
ADVOCACY

We protect the outdoor experience—wild places depend on our powerful voice for conservation and responsible access.



COMMUNITY

We provide opportunities for all— a diverse and inclusive outdoors inspires unity, respect, and passion for the places we love.



EDUCATION

We **share knowledge** – empowering others to safely and responsibly pursue outdoor activities.

COMMUNITY

We provide **opportunities for all** – a diverse and inclusive outdoors inspires unity, respect, and passion for the places we love.



**CREATING A SAFE CULTURE PROMOTES
INCLUSION...AND VICE VERSA**

SAFETY

PHYSICAL

AND

EMOTIONAL

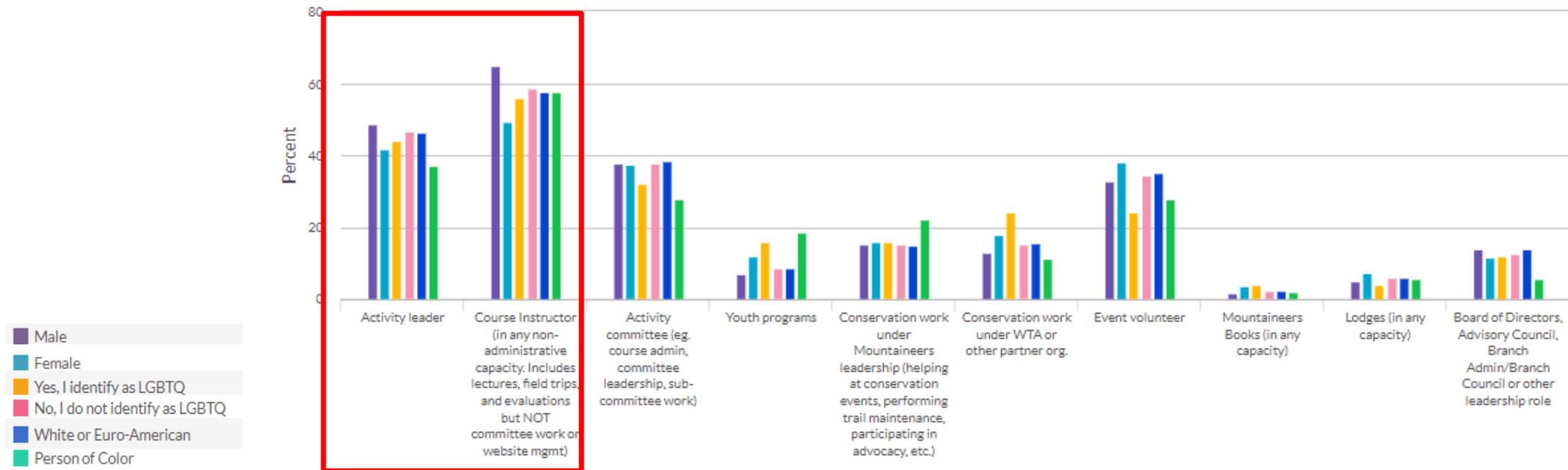
Where are we falling short?

- ▶ Cliquishness, “good ol’ boys” culture
- ▶ Unclear volunteer leader progression
- ▶ Lack of standardized leadership development
- ▶ Insular committee structures

Sources: 2018 Member & Volunteer Survey, 2018 Inclusion Committee Survey

Outcomes

20. In what role(s) did you volunteer for The Mountaineers in the past 12 months? (check all that apply)



Source: January 2018 Member & Volunteer Survey

Under-represented groups want...

- ▶ More clearly-defined:
 - ▶ Volunteer role descriptions
 - ▶ Leader progression paths
- ▶ Coaching & mentoring
- ▶ Leadership development
- ▶ Recognition
- ▶ Less bureaucracy
- ▶ Intentional focus on DE&I

Sources: 2018 Member & Volunteer Survey, 2018 Inclusion Committee Survey

Actions we're taking

- ▶ Leadership development
- ▶ Volunteer recognition
- ▶ Leader progression design, transparency
- ▶ Equivalency
- ▶ Programs such as Alpine Ambassadors
- ▶ Diversity Equity & Inclusion
- ▶ Board policy updates:
 - ▶ Member Code of Ethics
 - ▶ Prohibited Behavior

THE MOUNTAINEERS SEARCH

Search member code of ethics

Item Type

- Activity
- Activity Template
- Badge
- Blog Post
- Book
- Collection
- Comment
- Committee
- Contact

SEARCH search results

FIND BOOKS FIND EVENTS FIND COURSES FIND

current search [X] member code of ethics Remove all

1 2 3 4 5 6 7 ... 69 | Next 50 items »

Board Policy - Member Code of Ethics
Board Policy Member Code of Ethics.pdf — PDF document, 210 KB

Board of Directors Code of Ethics
Board of Directors Code of Ethics.docx — Microsoft Word Document, 40 KB

THE MOUNTAINEERS SEARCH

Search behavior complaint

Item Type

- Activity
- Activity Template
- Badge
- Blog Post
- Book
- Collection
- Comment
- Committee
- Contact
- Course
- Course Template
- Donation Page
- Event
- File

SEARCH search results

FIND BOOKS FIND EVENTS FIND COURSES FIND ACTIVITIES

current search [X] behavior complaint Remove all

1 2 3 4 | Next 50 items »

Behavioral Complaint Form

If you feel that a form of harassment has occurred OR have a concern about a member's behavior that could should not be dealt with by the Activity Chair or Branch Leader, please let us know by filling out this Problem Behavior form.

Board Policy - Prohibited Behavior
Board Policy Prohibited Behavior.pdf — PDF document, 218 KB

Board Policy - Prohibited Behavior Investigation
Board Policy - Prohibited Behavior Investigation.pdf — PDF document, 111 KB

Building A Safe and Respectful Culture

Tactics for Combating SHSA



What Each of You Can Do?

The only way for society to change is if we change the social contract, and hold each other accountable.

If it's safe to do so, ***INTERVENE!***

It may feel difficult at first, but like all skills, it gets easier with practice.

Why Don't People Intervene?

- ▶ I don't know what to do or what to say.
- ▶ I don't want to cause a scene.
- ▶ It's not my business.
- ▶ I don't want my friend to be mad at me.
- ▶ I'm sure someone else will step in.
- ▶ I'm scared: for my physical safety, or of retaliation, etc.

The Four D's

- ▶ **Direct**: Step in directly to intervene whether speaking out or give social cues (e.g. Hear a racist joke? Shoot a frustrated look at the joke teller is better than laughing along. An audible sigh can stop the next joke from coming sometimes).
- ▶ **Distract**: Distract the perpetrator and remove victim from area (then report).
- ▶ **Delegate**: See something sketchy? Talk to someone with more social or functional power than you to have them step in.
- ▶ **Delay**: Check in with the victim of the incident after it has occurred to see if you can do anything to help them. Such as “Hey, are you okay? Can I do anything?” (Then report).

Guiding Principles When Dealing with SHSA

- **Believe victims** by listening and not dismiss their experience as “overreaction” or by excusing the behavior of the accused.
- **Avoid victim blaming** by asking neutral clarifying question instead of what the victim did to “provoke” the aggressor. No one “deserves” harassment or assault.
- **Balance transparency with victim safety** by remembering victims are often retaliated against by aggressor and shunned by peers.
- **Make no exceptions** for celebrities, donors, longtime members, and/or leaders. They are not exempt; they must be exemplary. People can not “buy” their way out of consequences

How to Respond to a Disclosure of SHSA

START by **LISTENING** and **BELIEVING!**

Great things to say:

- ▶ Thank you for trusting me with this.
- ▶ Thank you for sharing this with me.
- ▶ I believe you, it took a lot of courage to share this.
- ▶ You didn't deserve for this to happen to you.
- ▶ Can I connect you with someone who help?

Things you should avoid saying:

- ▶ Why didn't you... ?
- ▶ You have to...
- ▶ He/she was just kidding
- ▶ I'm sure it was just a misunderstanding.
- ▶ I know they would never do that!
- ▶ You're _____ [pretty/young/single/well endowed], what did you expect?
- ▶ If you hadn't worn that outfit (or said this, or done that) this wouldn't have happened.



THANK YOU!

QUESTIONS??

APPENDIX



General SHSA Resources

- ▶ SafeOutside SHSA toolkit - <https://goo.gl/qotcH1>
- ▶ National Sexual Violence Resource Center - <https://www.nsvrc.org/>
- ▶ SHSA hotlines list - <http://www.feminist.org/911/harass.html>
- ▶ RAINN Information clearinghouse on sexual violence - <https://rainn.org/>
- ▶ Start By Believing - <http://www.startbybelieving.org/>
- ▶ It's On Us - <https://www.itsonus.org/tools/>

Direct Cost of SHSA is Measurable

SHSA has direct costs that are measurable:

- ▶ According to the Equal Employment Opportunity Commission, employers have paid a total of \$699 million in pre-litigation costs related to harassment since 2010, and additional \$356 million in court costs and settlements.
- ▶ High profile cases have settlements and awards in the tens to hundreds of millions of dollars.
 - ▶ \$20 million (Fox News to Gretchen Carlson)
 - ▶ \$96 million (Aaron Rents to Ashley Alford)
 - ▶ \$168 million (Catholic Healthcare West to Ani Chopourian)

Indirect Cost of SHSA Can Be Estimated

Beyond direct costs, SHSA burdens companies indirectly:

- ▶ A typical Fortune 500 company loses an estimated \$14 million a year from from absenteeism, health-care costs, poor morale, low productivity and staff turnover.
- ▶ Additionally, SHSA damage your brand and goodwill, which is hard to measure.
- ▶ Harvard Business Review has even postulated in a 2017 article that companies suffer innovation and other functional deficit from lack of diversity and loss of talent due to SHSA.