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## Extending AB-1825 Training at Santa Clara Valley Water District

Heather Reiss  
*San Jose State University*

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**Extending AB-1825 Training at  
Santa Clara Valley Water District**

by  
Heather Reiss

A Thesis Quality Research Paper  
Submitted in Partial Fulfillment  
of the Requirements for the  
Master's Degree  
in

PUBLIC ADMINISTRATION

Prof. Frances Edwards. Ph.D.  
Adviser

The Graduate School  
San Jose State University  
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## INTRODUCTION

In 2004 the California legislature passed AB-1825, Sexual Harassment Training and Education, Government Code 12950, which mandates that employers train all supervisors in the identification of sexual harassment, and ways to ensure that it does not occur in the workplace (Legislative Counsel, 2004). The Santa Clara Valley Water District (SCVWD) is a mission driven organization that is committed to providing excellent water services to the community. According to the Valley Water website (2018) “The mission of the District is to provide Silicon Valley with safe, clean water for a healthy life, environment, and economy” (Valley Water, 2018, web). As a California employer, the SCVWD is mandated to provide AB-1825 training to all of its supervisory personnel. However, there might be an opportunity to improve workplace relationships by training all employees on how to avoid, identify and report all types of harassment behaviors.

The impact of the SCVWD’s AB-1825 harassment prevention training program on workplace behavior is important for measuring training course outcomes and for determining whether it would be worth the investment for SCVWD to extend the AB-1825 training requirements to all employees. This study uses a process intervention methodology to measure the value of including all SCVWD employees in the training program.

This study provides answers to the following questions:

- Is the AB-1825 training program improving supervisors’ ability to recognize and respond to harassment behaviors in the SCVWD workplace?
- Would it be worth the investment for the SCVWD to require non-supervisory employees to take the AB-1825 training program?

California's state law, Assembly Bill 1825, mandates at least two hours of interactive harassment prevention training every two years for all public employees who are supervisors, managers and in leadership positions. The law requires that California employers take reasonable steps to prevent and correct sexual harassment and other harassment/ discrimination issues in the workplace (Legislative Counsel, 2004). According to the SCVWD's program administrator of the Ethics and Equal Opportunity Program (EEOP), the EEOP staff administers the AB-1825 policy by identifying employees who fall within the supervisory, managerial and leadership description, and by offering the harassment training through either an online module or an in-person training class.

The goal of the SCVWD's EEOP is to support the whole working environment so that employees can have equal opportunities and feel valued for their individual contributions. In order to provide excellent service as a public organization, the SCVWD must support the working environment by following a standard code of ethics and administering legal processes (American Society for Public Administration, 2013). The Water District's AB-1825 harassment prevention training program does this by upholding the law and supporting the organization's core values.

## **BACKGROUND**

Sexual harassment is a widespread problem in American workplaces. Sexual harassment is condemned as a violation of human rights and is a serious concern for employers. “Almost 30 years after it was ‘discovered,’ sexual harassment remains a controversial topic in US political debate” (Marshall, 2016 p.167). According to a 2,000-person, nationally representative survey by a nonprofit called Stop Street Harassment, 65 percent of women and 25 percent of men had experienced some form of sexual harassment during their lifetime. It also found that 86 percent of women who reported sexual harassment said they experienced it more than once (Kearl, 2014).

In 2017, there was a wave of many high-profile sexual harassment cases that spread over multiple industries. The cascade of sexual harassment complaints started with the entertainment industry, then spread across industries such as technology, business, politics, and news media. Many women, and some men, came forward with their experiences of being sexually harassed by colleagues and bosses. High-profile men were accused of sexual harassment that ranged from unwanted behaviors to groping to assault to rape. A widely publicized example of sexual harassment involved Harvey Weinstein, a Hollywood producer, who was fired after multiple women came forward to accuse him of rape and sexual assault (Twohey, 2017). Since then, more high-profile men were accused of sexual harassment in the workplace, leading to either a forced resignation or an abrupt termination. Larry Nassar, who was the USA Gymnastics national team doctor, was convicted and sentenced to 40 to 125 years in prison after more than 150 women and girls came forward with sexual assault testimonies (Levenson, 2018).

There seems to be a recent shift in the way sexual harassment is tolerated in the workplace. “In the wake of the Harvey Weinstein Hollywood sexual abuse scandal, Facebook

and Twitter feeds have been lighting up for days with women's #MeToo horror stories, forcing the country to confront the pervasiveness of powerful men weaponizing sex and controlling the fates of countless women" (Sulek, J. Murohy, K. & Ross, M. 2017, p.13). The "MeToo" movement or the hashtag (#MeToo) spread virtually on social media. The viral hashtag was used to help demonstrate the widespread issue of sexual harassment, especially in the workplace. The "MeToo" movement spurred a national and global discussion on the issue (Sulek, J. et al. 2017).

Recent sexual harassment cases also generated exposure to the party culture of the political arena where inappropriate behaviors occurred. For example, Assemblyman Raul Bocanegra, a Los Angeles Democrat, was accused of stalking and sexually harassing a staff member at a work related social event where drinks were served. "While lawmakers can't require their office staff to go to after-hour political and campaign events, many see attendance as critical to their jobs" (Ronayne, 2017, p.21). This party culture puts pressure on lawmakers, lobbyists, and staff members to attend these events because it is essential for networking and strengthening relationships. Women staff members have expressed concerns about sexual harassment at political social events. For example, Democrat Tony Mendoza was accused of behaving inappropriately towards female colleagues during one-on-one meetings over drinks or dinner (Ronayne, 2017, p.21). "Leading lawmakers are calling for mandated training and other steps to prevent sexual harassment in Congress as the national spotlight on gender hostility in the workplaces falls on Capitol Hill" (Werner, E. & Linderman, J. 2017, p.7). These revelations of sexual harassment cases demonstrate the value of harassment prevention training in the workplace and shed light on the importance of this public policy topic.

There are two categories of sexual harassment that are prohibited under Title VII of the Civil Rights Act of 1964: sexual harassment that involves a tangible employment action and

sexual harassment that involves a hostile working environment. According to the guidelines by the U.S. Equal Employment Opportunity Commission (EEOC) and the U.S. Supreme Court, sexual harassment is a tangible employment action if a supervisor requires sexual favors as a basis for significant employment decisions, such as promotion or compensation. Harassment creates a hostile working environment if employees display behaviors such as obscene jokes, sexual suggestions or demeaning comments (The U.S. Equal Employment Opportunity Commission, 2010).

### ***History***

In the early 19th century, a growing number of women started to enter the labor force. The term sexual harassment was not initially used until 1975 when a women's rights activist group at Cornell University voiced their experiences with unwanted sexual treatment in the workplace (Mantel, 2012,p.386). "Under federal law, sexual harassment is any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature that explicitly or implicitly affects an individual's employment, unreasonably interferes with his or her work performance or creates an intimidating, hostile or offensive work environment" (Mantel, 2012, p. 381). Throughout the 1990s, sexual harassment cases evolved through a series of Federal and Supreme Court decisions that ruled that sexual harassment violates Title VII of the Civil Rights Act of 1964 (Kelly, et al. 2005, p.33).

In 1986, in the U.S. Supreme Court first ruled that sexual harassment was illegal in the case Meritor Savings Bank v. Vinson. The Court redefined sexual harassment in the workplace and ruled that sexual harassment is illegal if it is sufficiently severe or pervasive to alter the conditions of the victim's employment and create an abusive working environment (Mantel,



2012, p. 385). The number of harassment charges filed with the EEOC and state Fair Employment Practices Agencies (FEPA) increased from 6,883 in 1991 to 15,618 in 1998 (The U.S. Equal Employment Opportunity Commission, 2017). Table 1 shows the timeline of EEOC and FEPA’s combined sexual harassment charges. Since FY 1997, sexual harassment charges have decreased by 28% from 15,889 to 11,364 in FY 2011.

**Table 1: Timeline of Sexual Harassment Charges**

Sexual Harassment Charges (EEOC & FEPAs Combined)														
FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
15,889	15,618	15,222	15,836	15,475	14,396	13,566	13,136	12,679	12,025	12,510	13,867	12,696	11,717	11,364

Source: The U.S. Equal Employment Opportunity Commission (2017)

Although there has been a small decrease in the number of sexual harassment charges filed with EEOC and FEPA, it does not necessarily mean fewer workplace incidences of sexual harassment occurred. There are disagreements regarding the cause for this decline in charges filed. “Some observers emphasize improvement in workplace environments, and some stress other factors, such as employees’ sense that reporting discrimination may be futile, fears of retaliation for reporting discrimination, job insecurity in a weak economy and pressure from companies to keep complaints in-house” (Mantel, 2012, p.379). Recent developments of harassment policies were derived from federal cases that addressed sexual harassment in the workplace.

In two landmark 1998 cases, *Burlington Industries, Inc. v. Ellerth* and *Faragher v. City of Boca Raton*, the U.S. Supreme Court made a significant decision that addressed sexual harassment in the workplace and set a new standard of liability for employers. These cases

created a standard that holds employers responsible for the acts of their supervisors and encourages employers to take steps in preventing harassment by implementing a harassment policy and procedure. “These Supreme Court cases establish that actionable harassment occurs when there has been unwelcome conduct based on gender that alters conditions of work, where the employer has been responsible for the conduct” (Kelly, et al. 2005, P.33). The Court in these cases ruled that an employer is always liable for a supervisor’s harassment if it develops into a tangible employment action that causes significant change (Kelly, et al. 2005).

“Although there has not been a set of federal laws making sexual-harassment training a requirement for U.S. employers, the Supreme Court’s decisions have reemphasized the principles of the EEOC guidelines to make sexual harassment training essential for employers” (Martucci and Zheng, 2005, p.88). An employer can raise an affirmative defense to liability or damages if the following employment changes occur: hiring, firing, promotion, failure to promote, demotion; undesirable reassignment, and change in benefits, compensation, and work assignments (The U.S. Equal Employment Opportunity Commission, 2010). An employer can avoid this liability if employees are provided with multiple avenues to report harassment, and if the organization professionally investigated the complaints. “Employment discrimination statutes effectively require employers to take affirmative steps to prevent and correct harassment on the basis of a protected status. These steps include an effective written policy, education and training, prompt investigation of all facts indicating the potential for harassment, and adequate follow-up to any investigation to ensure that there is no retaliation and that any harassment that has occurred is addressed adequately” (Kelly, et al. 2005, p.65).

The employer liability standard implements a clear legal policy and complements the government’s Title VII enforcement efforts. “Although sexual harassment training is widespread,

there have been few studies of the effectiveness of any kind of sexual harassment training” (Blakely, et al. 1998, p.73). However, EEOC guidelines have made sexual-harassment prevention training essential to employers. EEOC guidelines require employers to take all necessary steps, such as implementing anti-harassment policies and complaint procedures, to prevent discrimination and harassment from occurring. (The U.S. Equal Employment Opportunity Commission, 2010). Coyle and Sumida (2005) note that, many states around the country recognize the benefits of sexual harassment prevention training and are enacting proactive laws that require state agencies and/or private employers to provide such training to their employees. Harassment prevention training is seen as a valuable investment to employers in many states.

As stated in this study, harassment in the workplace imposes large costs on both employers and their employees. For example, D.C. Mayor Muriel E. Bowser mandated sexual harassment training for 30,000 city employees in response to the many harassment allegations against the government employees and the list of settlements that cost D.C taxpayers more than \$735,000, (Nirappil, 2018). “The list did not include one of the most high-profile sexual harassment cases against the city, a 27-year complaint that the city settled last year for \$90,000. It also did not include several cases disclosed by city agencies to the D.C. Council, including a \$350,000 settlement in October involving the D.C. police department” (Nirappil, 2018). Going forward, D.C. administrators plan to set up a new system to track sexual harassment complaints and settlements. By mandating harassment prevention training for Washington D.C employees the employers can avoid future lawsuits if they arise.

### ***California's AB-1825 Training Policy***

California's sexual harassment training requirements are enforced by the Department of Fair Employment and Housing (DFEH) under the California Fair Employment and Housing Act (FEHA). California's sexual harassment training law AB-1825 was signed in 2004 and was made effective in 2005. In 2015, an amendment - AB-2053 - went into effect that requires the AB-1825 training to include a component on preventing abusive conduct. In 2016 the FEHA regulations on sexual harassment protections, employer actions and training requirements were revised and expanded. In January 2018, SB395 included gender identity, gender expression and sexual orientation in the required training for supervisors (The Society for Human Resource Management, 2018). AB-1825 mandates that employers with 50 or more employees must provide sexual harassment prevention training to supervisors, management and leadership employees once every two years, and new supervisory, management and leadership employees within six months of their assumption of a covered position. The law permits less extensive training for nonsupervisory employees.

FEHA states, Employers must help ensure a workplace free from sexual harassment by distributing information on sexual harassment to employees (The U.S. Equal Employment Opportunity Commission, 2010). The FEHA guidelines describe that an employer can distribute the FEHA's official brochure or develop an equivalent document that meets the following requirements. The information distributed must illustrate the illegality and definition of sexual harassment, a description of sexual harassment with examples, details for filing a complaint, or the process for participating in an investigation. The brochure must also list the protection against retaliation for opposing the practices, and how to contact the FEHA Commission.

The objective of the AB-1825 training is to change or modify employees' behaviors in the workplace that create or contribute to sexual harassment. "The primary goal of sexual harassment legislation, as well as other civil rights legislation, is to eliminate discrimination from the workplace" (Szostek, et al. 2012, p.12). The AB-1825 training educates employees on the criteria for hostile work environments and how to prevent or deal with those type of behaviors. These harassment behaviors alter the victim's employment, create an abusive working environment and interfere with the job performance (The U.S. Equal Employment Opportunity Commission, 2010). The definition of a hostile or abusive working environment was clarified in the U.S supreme court case Harris v. Forklift Systems Inc. A hostile work environment is a situation that has conduct based on protected characteristics and includes unwelcomed behaviors that are sufficiently severe or pervasive (Meritor Savings Bank v. Vinson 1986, P.67; Harris v. Forklift Systems Inc. 1993)

## LITERATURE REVIEW

### *Workplace Harassment*

Research shows that harassment remains a problem in the US, even in workplaces that have well-designed policies and procedures that comply with formal legal requirements (Marshall, 2016, P.168). “Although courts have given various formulations of what constitutes actionable harassment in employment, the essential elements are (1) unwelcome conduct (2) on the basis of an individual's protected status (3) that affects the individual's employment (4) where the employer is responsible for perpetrating the conduct or is responsible for failing to prevent or remedy the conduct” (Kelly, et al. 2005, P.36).

Psychological forms of harassment include sexual harassment, physical assault/violence, and non-physical mistreatment such as bullying/mobbing and social undermining (Nielsen, et al. 2017, P.196). In order to build comprehensive theoretical models of the nature, causes, and consequences of harassment, the role of personality traits as it correlates to the exposure of harassment must be understood and always be considered when investigating harassment in the workplace (Nielsen, et al. 2017.). According to Nielsen et al. (2017) workplace harassment is treatment that persistently provokes, pressures, frightens, intimidates, or otherwise discomforts employees. “Hence, workplace harassment is not about isolated and one-off instances of aggression, but do rather refer to ongoing and repeated exposure to mistreatment” (Nielsen, et al. 2017, p.196).

The meta-analysis study by Nielsen et al. (2017) suggests that exposure to harassment is related to specific personality traits of targets and is associated with a range of work factors including counterproductive behavior. “Although the findings of the present study suggest that extraversion, agreeableness, conscientiousness, and neuroticism are related to harassment, it

should be emphasized that the actual nature of the relationships may vary across situations and groups of individuals” (Nielsen, et al. 2017, p.203). The findings of the study by Nielsen et al. (2017) should not in any way be used to blame the victims personality types for being harassed, but it should be used for understanding how some employees have a targeted personality trait. “Ultimately, the perpetrators are always responsible for how they act in the workplace and how they treat other employees, as managers are responsible for the prevention and fair treatment of the parties when handling a given case” (Nielsen, et al. 2017, p. 204).

### ***Cost of Workplace Harassment***

An employer's failure to correct actionable harassment in the workplace can be a liability for the employer because harassment settlements can cost a large amount of money. The empirical analysis by Szostek et al. (2012) identifies the size of sexual harassment settlements through EEOC during a ten-year period. The study found that settlements ranged from \$35,000 to \$10 million and the average settlement cost was \$732,976.56 (Szostek et al. 2012). “Only 12 out of 64 cases (19 percent) that reported the settlement amount involved an amount under \$100,000. That means that in 81 percent of the cases (52 of 64) the settlement amount exceeded \$100,000” (Szostek et al. 2012, p.5). “Studies indicate that for a large U.S. company, the average cost per sexual harassment case, win or lose, is \$500,000” (Kelly, et al. 2005, p. 30). “About 90,000 individuals file claims of employment discrimination annually. About 14,000 of these claims include allegations of sexual harassment” (Hersh, 2011, p.631). “In 2015, sexual harassment charges filed with the U.S. Equal Employment Opportunity Commission (2015) cost organizations and harassers \$46 million, excluding monetary damages awarded through litigation” (McLaughlin, et al. 2017, p. 335).

The study by Szostek et al. notes that sexual harassment settlements are not the only cost that arises because there is a legal cost, a negative publicity cost, a harmed reputation cost, and a cost from the toxic workplace climate (Szostek et al. 2012). “Research has shown that a work environment tainted by sexual harassment leads to problems with employee morale, performance, health, retention, and recruitment” (Szostek et al. 2012, p.5). Sexual harassment in the workplace decreases job satisfaction and impacts culture development. “Meta-analytic findings show that SH (sexual harassment) is associated with decreased job satisfaction, lower organizational commitment, withdrawal from work, physical and mental ill health and symptoms of post-traumatic stress disorder” (Nielsen and Einarsen, 2012, p. 227). “Harassment and discrimination are not issues employers can afford to ignore, with more than \$138 million in damages awarded in 2012 by the EEOC for just the sex-based discrimination claims” (Yost, 2013, p. 36).

“Most sexual harassment complaints (almost 90 percent) are by women against men” (Kelly, et al. 2005, p. 32), For example, “In California, a harassed female secretary sued the world's largest firm for sexual harassment. The jury awarded her more money than she had requested (over \$7 million), largely because the employer had taken no action against the offending lawyer” (Kelly, et al. 2005, p. 30). The qualitative data by McLaughlin, et al. (2017) suggest that some women quit work to avoid harassers while others quit because of dissatisfaction with their employer’s response. “In both cases, harassment targets often reported that leaving their positions felt like the only way to escape the toxic workplace climate” (McLaughlin, et al. 2017, p. 351).

Research by McLaughlin, et al. (2017) suggests that the total costs to employers are dramatically understated because most sexual harassment behaviors go unreported. Allegations



of sexual harassment in the workplace can subject employers to lawsuits for their failure to take all reasonable steps to prevent such harassments from happening. An employer can avoid liability cost if organizational processes prove that reasonable steps were taken to prevent or correct harassment and that the employee unreasonably failed to use the employer's anti-harassment procedures (Kelly, et al. 2005, p. 1).

### ***AB-1825 Training Objectives***

The goal of AB-1825 is to provide employees with information about the negative effects of abusive conduct in the workplace. The training aims to encourage a set of values for supervisors that will in turn assist them with preventing and effectively responding to sexual harassment incidents. The training provides mechanisms to promptly address and correct wrongful behavior (The Society for Human Resource Management, 2018). Many researchers have recognized the benefits of harassment prevention training. “Workplace training is fundamental to maintaining what antidiscrimination laws require: employers must provide a workplace free of harassment or other unlawful interference, and the employers have the legal duty to prevent the misconduct and remedy its consequences if the harassment occurs” (Martucci and Zheng, 2005, p. 94).

The AB-1825 training objective is to prevent harassment by reminding employers that they are responsible for exercising reasonable care to prevent or correct such behaviors. For example, it is common for people to stay silent in the face of a problem, and the law does not require a person to specifically object to a co-worker or manager regarding his or her conduct before making an internal complaint. The training recommends that employees should pay attention to someone's perspective, tone of voice, actions, and their nonverbal communication (Preventing Workplace Harassment Webinar, 2017). Harassment prevention training expands the

definition of the behaviors that constitute harassment. The study by Antecol and Cobb-Clark (2003) concludes that such trainings are useful for making employees more sensitive to the problem of harassment in the workplace. “Furthermore, widespread training appears to contribute to a more enlightened organizational culture” (Antecol and Cobb-Clark, 2003, p. 826).

Research by Marshall (2016) illustrates that the relationship between harassment laws and social change does not originate with the Supreme Court but actually springs from culture and everyday life. For example, the 2017 sexual harassment cases in the entertainment industry expose the culture of men who abuse their position of power to sexually harass women. “Many production companies aren’t aware that they’re required by law to conduct workplace investigations into sexual harassment accusations. Some companies don’t even have human resources divisions, and others who do often fail to investigate” (Williams, 2018). With Hollywood being in the spotlight, there is more pressure for production companies to change culture in a way that prevents harassment and recognize standards of decency. The importance of changing or reinforcing cultural values to prevent harassment in the workplace has been recognized across industries.

### ***AB-1825 Training and Supporting Cultural Values***

The culture of an organization is defined by its acceptable behaviors and promoted values, mission and standards. A workplace culture that discourages harassment reports is at risk for fostering more harassment. Research by Reese and Lindenberg (2002), suggested that employees are more likely to report harassment if they are aware of their protected rights. “If local policies more closely match model policies, there is a greater likelihood that the policies will ultimately lead to more reporting of existing sexual harassment, because employees should be more aware

of harassment and more comfortable with policy processes” (Reese and Lindenberg, 2002, p. 308). Making employees more aware of policy processes is important for accomplishing the goal of harassment prevention. For example, if a manager acts inappropriately in the workplace, that person's actions have a direct and negative impact on the workplace culture and can cause automatic liability to the employer for the manager's actions.

According to the ASPA Code of Ethics, public organizations are expected to promote high standards of ethical practices by serving the public first, upholding the law, promoting public participation, strengthening social equity, fully informing the public, demonstrating integrity, and encouraging professional development (American Society for Public Administration, 2013). The SCVWD’s AB-1825 training program discusses the legal concepts to prevent workplace harassment and strategies to promote a workplace culture that values employee rights.

Research by King, et al. (2011), examined the nature and litigation outcomes of employment discrimination claims. The research method looked for linkage between discrimination and litigation outcomes by conducting a review of federal court opinions from 2000 to 2008. Of the 219 cases in the study, 49% of cases alleged hostile work environment. King, et al. (2011) concluded that judges hold higher standards in their evaluations of discrimination, and side with employees when severe forms of interpersonal discrimination are described. The research suggests that organizations should work with internal Ethics and Equal Opportunity offices to modify and enforce policies that account for subtle forms of harassment. The study highlights that there is a disconnect in the perceptions of discrimination, and the legal system is not fully aligned with scientific consensus regarding the ways in which discrimination is emerging today (King et al. 2011, P.72). “It is clear that organizational efforts to reduce

perceived discrimination must address not only formal policies and practices, but also subtler, interpersonal, behavioral forms of bias” (King, et al., 2011, p. 71). The study recommends that organizations should make efforts to educate employees on subtle forms of discrimination and clearly communicate the policies and practices to impact cultural change that leads to prevention of harassment in all its forms.

## METHODOLOGY

The objective of this study is to identify the value of offering the AB-1825 training program to all employees at the SCVWD. To evaluate this training program, this study used a research method called process intervention. There are four phases of process intervention: problem identification, solution development, implementation, and feedback evaluation (Sylvia & Sylvia, 2004). This study only used the first three phases of the process intervention methodology to support the recommendation for extending the SCVWD's AB-1825 training requirements. An interactive managerial audit is also implemented in the analysis section of this study. This analysis contains valuable information for the SCVWD's EEOP because the findings suggest that the benefits for enhancing the training program outweigh the potential cost.

**Figure 1: Process Intervention Methodology**



## FINDINGS

### *Problem Identification, Phase I:*

This study identified the problem of harassment in the workplace and used a survey approach to collect responses from SCVWD supervisors and employees in leadership positions who completed the AB-1825 training in 2017. Although the SCVWD is in compliance with the AB-1825 policy, there are potential liability risks due to the lack of training for non-supervisory employees. The problem with mandatory training for only supervisors and a few leadership positions is that all other employees are held liable under the Fair Employment and Housing Act (FEHA). An employee can be held accountable under FEHA if he or she fails to take reasonable steps to prevent harassment from occurring (Coyle & Sumida, 2005, p.7). Taking immediate action to correct and prevent harassment is a critical step for preventing harassment charges if litigation commences, and for promoting a workplace culture that values employee rights.

The survey in this study collected the opinions of SCVWD's supervisors and employees in leadership positions by asking specific questions about the value of the training program to them. The survey used the same questions and construct. The survey aimed to reveal whether the employees improved their harassment prevention knowledge since completing the training, and it sought to find the value of teaching the course to all employees at the SCVWD. The survey provided useful responses from SCVWD employees by asking if the AB-1825 training program affected the way they would address harassment in the workplace. Although it is not certain that the training program prevents harassment, the responses clearly highlighted the value of the training. The inputs from the survey respondents demonstrated that awareness and knowledge were gained from the AB-1825 training program. Since the survey only used perceptions held by

SCVWD employees, it does not tell the entire story for analyzing organizational operating procedures.

***Solution Development, Phase II:***

This study uses the Solution Development Phase to solve the issues associated with harassment training courses being exclusively required for supervisors and leaders instead of all employees. The course of action in this study highlights workable and affordable approaches to enhance the SCVWD's internal AB-1825 training processes. There is strong administrative support in the EEOP office for making the proposed changes to the AB-1825 training requirements. The proposed change in program implementation will require quality training content for all employees at the SCVWD in FY 2019-2020.

Emtrain is the current AB-1825 online training provider for SCVWD. The EEOP plans to keep Emtrain as its provider after evaluating other providers. In 2017 the Management Analyst of the EEOP for the SCVWD provided a memorandum with an AB-1825 Online Training Recommendation. One section described how the EEOP Management Analyst used a weighted scoring methodology to evaluate five different AB-1825 online training course providers. The EEOP Management Analyst determined that although Emtrain is the more expensive option, it provides concise definitions, thought-provoking questions, and high quality videos to educate users about harassment. The weighted scoring methodology evaluated the following factors: quality of content, length of time, interactive tests, comprehensiveness, components on sexual harassment, bullying, retaliation, user friendly features, and start/stop features. Emtrain integrates a variety of training strategies including text, visuals, audio, graphics, animation, and simulations for facilitating a continuous learning process. The SCVWD's evaluation also looked

for technical support, legal assistance, and customization options for PDF certificates of course completion (SCVWD EEOP, personal communication, September 12, 2017).

The proposed solution in this study recommends that all employees at the SCVWD should be included in the AB-1825 training process. All new staff will be required to be trained within six months of filling their position, and every two years thereafter. This aligns with the existing guidelines for supervisory employees. The training will primarily be offered online through Emtrain but there are in-person trainings available upon multiple requests. The possible strengths, weaknesses, opportunities and threats in this process change will be discussed in the analysis section of this study.

### ***Implementation, Phase III:***

The implementation phase in this study generates program adaptations that include two components: an agenda that clearly outlines the path to change and an approach for managing the training programs' implementation. The solutions are put into place with specific direction for offering the training program to all SCVWD employees that ensures completion of the improved internal process. To better understand the agenda and timeline for the training programs' implementation, it is important to understand the SCVWD's organizational map and to see who is in positions of power, and where changes in the training process can be approved.

Organizational structures are the hierarchical arrangement and levels within an organization. The SCVWD organizational structure determines roles, responsibilities, and how communication is conveyed throughout the organization. At the top of the organizational chart is the Board of Directors. The Board of Directors oversees the Office of District Council, the Office of Clerk of the Board, and the Office of the CEO. From here the power and authority



flows down. The CEO oversees multiple units that appointed chief officers are tasked to manage and support. There are about seventy different units that work under four divisions that are subordinate to the CEO. The four divisions include the Office of the CEO, Administration, Water Utility, and Watersheds. The EEOP is under the Administration Division. This is a complex map of a big organization. According to a staff member from the Employee Recruitment and Benefits Unit, it is estimated that there are about 740 regular full time employees, and of these employees, 315 are supervisors or in a leadership role. AB-1825 mandates that organizations with 50 or more employees must provide harassment prevention training to supervisors, management and employees in leadership roles once every two years. New supervisory, management and leadership employees are required to take the training within six months of starting their position.

If the SCVWD EEOP administrator wants to get budget approval for buying more online training seats for the estimated 425 non-supervisory employees, the administrator will need to fill out a justification form and then submit it to the Chief Officer of the Administration Section for approval. Then the Chief Officer reviews it, and if the request is approved, the form will be directed to the budget office for further review. After the chief and budget office approves the justification form request, it is directed to the CEO and then the Board of Directors for final approval. Often times the approval process ends with the Chief Officer or CEO. If this implementation of the AB-1825 training process is to change by FY 2019-2020, the EEOP administrator must finish the approval process before March 2019.

To help address the objective of this study, “another technique that might be used in conjunction with a process analysis or evaluation is the logic model, a series of logical “if-then” statements about the interdependence of program processes and desired outcomes” (Haas and

Springer, 1998). The SCVWD process implies that a variety of inputs is needed in order to conduct a successful training program. The desired end results of the training program are to have an informed workforce that can recognize, prevent, or respond to harassment behaviors. The logic model in Figure B represents the relationships between the invested resources, such as the training program, and the outcome of the harassment prevention.

The logic model illustrates the connection between the planned work (resources and activities) and the intended results (outputs, outcomes and impact) of the program. If the training program has access to the resources, such as a facility, appropriate staff and funding, then they can provide the activities. If the activities, such as managing the training online program and tracking systems, are implemented, then the EEOP staff can deliver the intended amount of service. If the activities are delivered to the extent that the programs intended, then supervisor and non-supervisory employees will benefit from being exposed to more harassment prevention information. If all the employees achieve the benefits of the training, they will be more likely to participate in harassment prevention activities. Completing the training will lead to a reduction of liability risks, an enhancement in employee relationships, and an increase in the promotion of the SCVWD value statement while achieving the goals laid out within the AB-1825. Each step for changing the SCVWD's EEOP training processes is highlighted in the Logic Model below.

**Figure B: Harassment Training Enhancement Logic Model**

1. INPUTS	2. ACTIVITIES	3. OUTPUTS	4. OUTCOMES		5. IMPACT
EEOP & SCVWD staff	Facilitate in-person or online training	Trainings for Supervisors & Non-Supervisors every two years	<b>short term</b> Increase awareness of sexual & other harassment behaviors	<b>long term</b> Decrease harassment cases/ behaviors	Harassment training requirement changes in the organization
SCVWD Equipment & Facilities	Develop a system for tracking completion of trainings	Convenient & cost-effective training program (Emtrain)	Increase harassment prevention knowledge & emotional intelligence skills	Environment, social & political conditions improve and reduce liability risks	SCVWD sets a higher standard for harassment training
Time / Money/ Technology	Develop justification form, an agenda, and a plan for communication processes	Clarify employee rights & processes for all employees	Influence attitudes toward harassment and behaviors	Cultural value on harassment prevention	Harassment charges may increase or decrease
Training program (Emtrain)	Assess impact of training outcomes	Reinforce SCVWD’s Value Statement			

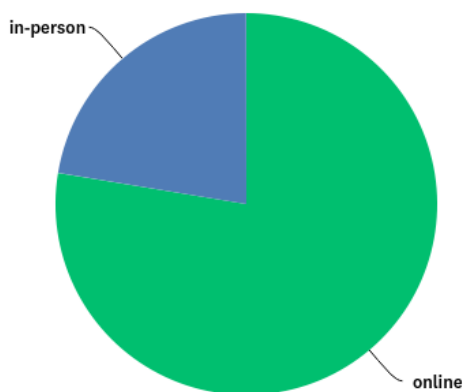
***Survey Results***

The survey (Appendix I) was delivered to 315 employees who took the harassment training in 2017. A total of 143 employees returned the survey, which is 45.4% of the sample. The survey reveals that 77.62% of respondents took the training online and 53.68% of respondents worked in their role for 5 years or less. The survey reveals that 50.35% of respondents described the training as somewhat effective and 44.76% of respondents describe the training as very effective. The majority of respondents agree that the training increased their knowledge of how to identify harassment behaviors, harassment causes, and harassment prevention strategies or responses. The majority of respondents agree that the training aligns with the SCVWD’s value statements. Exactly 77.62% of respondents agree that the training aligns with treating all individuals with fairness, dignity, and respect. A total of 55.94% of respondents agree that the training helps

create an inclusive work environment which reflects the diversity of the community and enriches their perspectives. The survey revealed that 46.85% of respondents agree that the training keeps employees accountable for carrying out responsibilities safely with honesty and integrity. It was also shown that 41.96% of respondents agree that the training encourages open communication, cooperation, and teamwork. The survey highlights that 77.62% of respondents agree that the training affects the way they would address harassment in the workplace by being able to identify unintentional and intentional harassment behaviors. About 67.83% of respondents know the negative effects of harassment behaviors in the workplace, and 67.83% of respondents know the EEOC process to intervene, prevent, and effectively respond to harassment behaviors. The survey also found that 65.73% of respondents know who to contact if harassment occurs. The survey concludes that 49.28% of respondents prefer to receive additional harassment prevention information throughout the year and 43.03% of respondents prefer to take the training in winter.

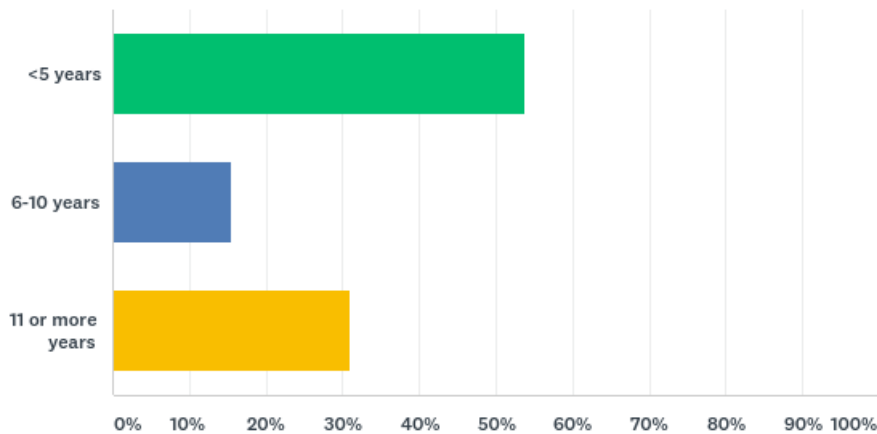
**Question 1** (What type of training did you receive?) reveals that 111 employees took the training online and 32 employees attended an in-person training class.

**Figure C: Question 1**



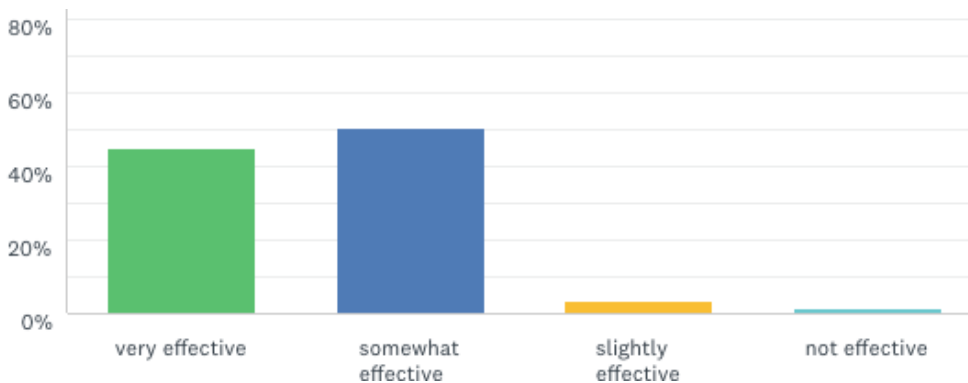
**Question 2** (How long have you been a supervisor?) reveals that 73 employees were in a their role for 5 years or less, 42 employees were in a their role between 6 to 10 years, and 21 employees were in a their role for 11 or more years. There may have been confusion about the way the question was phrased because 7 employees skipped this question. The question should have included supervisors and leadership roles to include all employees who took the training.

**Figure D: Question 2**



**Question 3** (How would you describe this training?) reveals that 54 employees agreed that the training was effective and 72 employees agreed the training was somewhat effective while only 5 employees found the training slightly effective and 2 employees found it not effective.

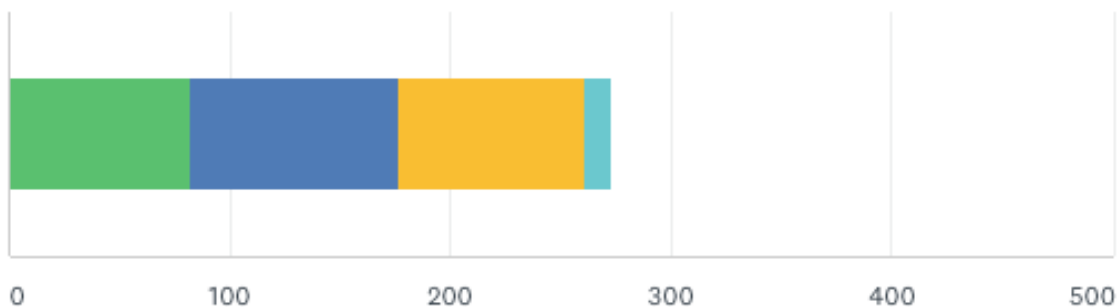
**Figure E: Question 3**



**Question 4** (Did this course increase your knowledge?) reveals that approximately 131 employees out of 143 employees have improved in their harassment prevention knowledge since completing the training program. However, 12 employees did not agree that the training increased their knowledge. Looking at the additional feedback, some employees may have disagreed that they gained knowledge because of repetition from previously taking the training.

<b>Table 2: Question 4 Choices</b>		
<b>Answer Choices</b>	<b>Percent</b>	<b>Response</b>
Yes, the training increased my knowledge of the causes of harassment	57.34%	82
Yes, the training increased my knowledge of how to identify harassment behaviors	66.43%	95
Yes, the training increased my knowledge of how to prevent or respond to workplace harassment	58.74%	84
No, the training did not increase my knowledge	8.39%	12

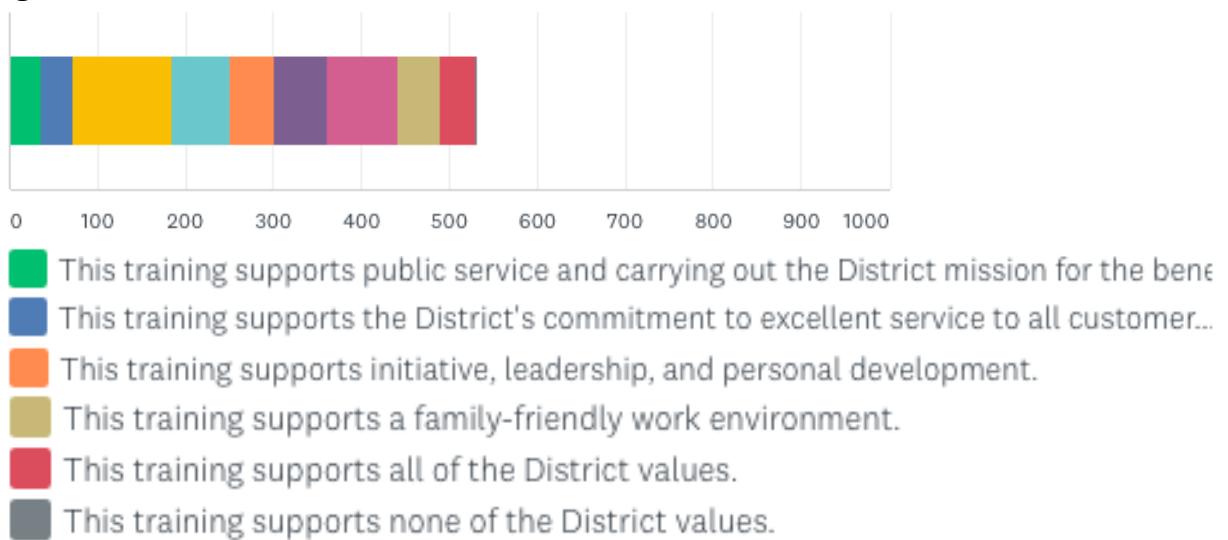
**Figure F: Question 4**



**Question 5** (In your opinion, which District’s values does this training support?) reveals that majority of the employees who completed the training agree that it aligns with at least one District value. These findings strengthen the recommendation for extending the program to all employees because there is a clear connection between the District’s value statement and the training content. Below are the top 4 answer choices that had the highest responses. Only 2 employees responded that the training supports none of the District values.

<b>Table 3: Question 5 Choices</b>		
<b>Answer Choices.</b>	<b>Percent</b>	<b>Responses</b>
The behavior of treating all individuals with fairness, dignity, and respect.	77.62%	111
Keeping District employees accountable for carrying out responsibilities safely with honesty and integrity.	46.85%	67
The District's commitment to creating an inclusive work environment which reflects the diversity of our community and enriches our perspectives.	55.94%	80
Open communication, cooperation, and teamwork.	41.96%	60

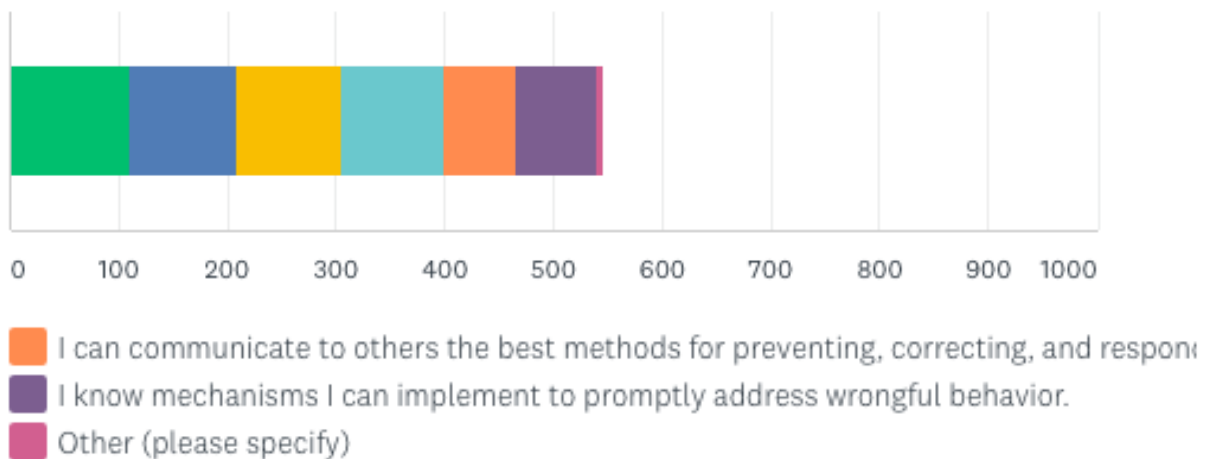
**Figure G: Question 5**



**Question 6** (How did the training affect the way you would address harassment in the workplace?) reveals that the training was successful in affecting the way employees would address harassment because majority of employees agreed with the answer choices. Some employees did not agree that the training affected them because they claimed to be already aware of the issue. The 4 answer choices below had the highest responses.

<b>Table 4: Question 6 Choices</b>		
<b>Answer Choices</b>	<b>Percent</b>	<b>Responses</b>
I can identify unintentional and intentional harassment behaviors.	77.62%	111
I know the negative effects of harassment behaviors in the workplace.	67.83%	97
I know the process I can take if I need to intervene, prevent, and effectively respond to harassment behaviors.	67.83%	97
I know who to contact if harassment occurs.	65.73%	94

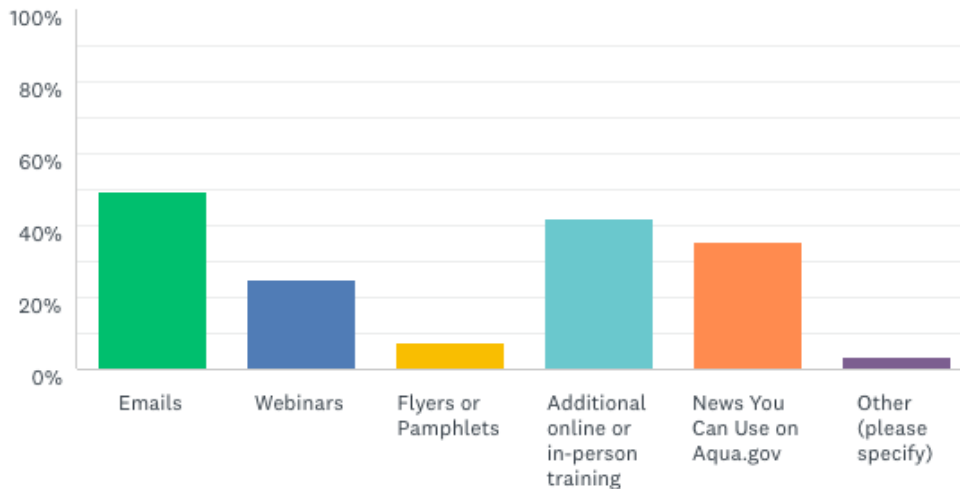
**Figure H: Question 6**





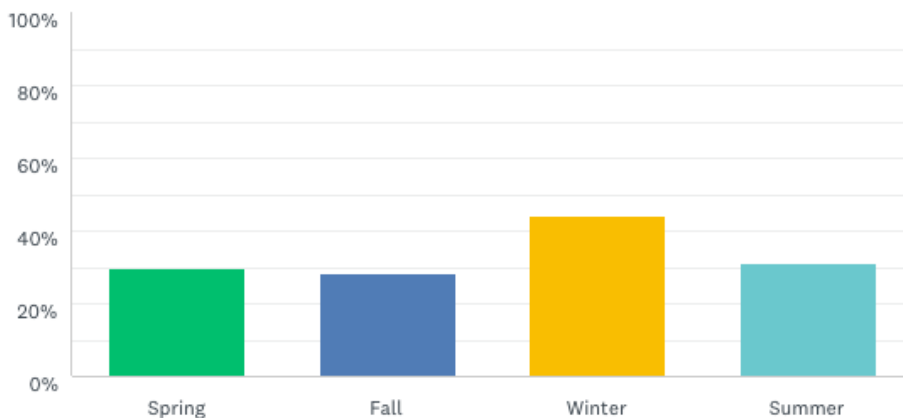
**Question 7** (How would you prefer to receive additional harassment prevention information throughout the year?) reveals that 68 employees prefer emails, 52 employees prefer additional online or in-person training, and 50 employees prefer additional information to be available on aqua.gov (the District’s intranet system). This is useful information for future EEOP planning.

**Figure I: Question 7**



**Question 8** (What is the best time of year for you to take this training?) reveals that 44% of employees prefer to take the training in Winter. However, the other responses are close in comparison. This is also useful information for future EEOP planning.

**Figure J: Question 8**



**Question 9** asked employees to provide any additional feedback and there are 7 meaningful comments that highlight the importance of this training for all employees.

“All employees should be required to take harassment training. If everyone is responsible for understanding the law and intricacies of unintentional and intentional behaviors, then why would you only train supervisors? Most of the workforce is not supervisors.”

“Would be great to address the current environment: #MeToo So many real and tangible examples - how does the District respond? How would the District like its managers to respond, and how would the District like the public to view us in these amazing, dynamic times? Relatedly - how has the District responded in the past? Would be very helpful to see anonymous examples of disciplinary actions taken HERE over the years. What was successful? Were the complainants satisfied with the results of investigations and disciplinary actions?”

“My opinion is this training needs to be given not only to supervisors, but anyone in lead roles, whether on a temporary or permanent basis. There are people in certain positions that are egregious violators who are not being dealt with. I sincerely believe it is a lack of training and awareness.”

“I think all employees need to receive some type of harassment prevention training on a regular basis, not just supervisors. Most employees are not supervisors and are not informed on a regular basis about what is harassment, reporting, etc. and could either not realize they should report certain things or that they are engaging in behavior that could be considered harassment and be disciplined. Many people probably don't realize the actions don't need to be blatant, in our workplace it is probably more often to encounter something more subtle.”

“This was a very well done course, covered everything clearly and concisely, easy to follow and understand.”

“I like examples. Harassment could be difficult to judge sometimes. Example will help me better understand the law definition.”

“The training showed the range of responses past students had to each incident. Often there was a wide range of responses (albeit not always reasonable ones). I think this shows that these matters are not always black-and-white, which makes it difficult for me to be confident I would know what to do in real life. I know I would consult with HR, for sure.”

## ANALYSIS

Making all SCVWD employees aware of harassment policies and procedures is important for achieving the goals of harassment prevention training, enhancing employee relationships, promoting SCVWD values, and for reducing potential liability risks. The objectives of the AB-1825 trainings are to change or modify employees' behaviors in the workplace that create or contribute to harassment behaviors. As discussed in the Literature Review, harassment in the workplace leads to organizational problems with employee morale, performance, health, retention, and recruitment (Szostek et al. 2012). The survey results in this study show that the majority of respondents increased their knowledge of how to identify harassment behaviors, harassment causes, and harassment prevention responses. The survey also revealed that majority of the respondents agree that the training aligns with at multiple SCVWD values. Therefore, including all SCVWD employees in the training would improve workplace relationships and promote the SCVWD's value statement.

The SCVWD offers training that is consistent with the AB-1825 standards. However, as shown in the Findings, a number of employees supported the idea of extending the training to all employees. This reveals that there is a definite need for a holding the training requirements to a higher standard. In addition to this survey feedback, some employees expressed concerns for other non-supervisory employees who are not required to take the training. Ignoring the concerns from these employees is a problem because of the previously mentioned risk of lack of training on the appropriate harassment policies and procedures. Requiring training for only supervisors and leaders makes all other employees a liability risk. The cost of any harassment charge that could occur is not worth the risk. If all employees were required to take the training, then there would be greater liability protection for SCVWD employers and employees.

The SCVWD’s operation procedures, reveal that the EEOP administrators have the technology and personnel that are needed to implement training for all employees. This is a benefit because the EEOP staff not only has the means to implement this change but also endorses the idea of including all SCVWD employees in the training. “Good-faith implementation requires that the staff know when as well as what is to be done” (Sylvia & Sylvia, 2004, p.101). Figure 4 displays a Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT) that is used to analyze the impact of extending the training to all SCVWD employees.

**Figure K: SWOT Analysis of SCVWD Enhanced Harassment Training**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Greater liability protection</li> <li>• The EEOP supports the changes to include non-supervisors</li> <li>• Funding is available to buy more seats for the non-supervisory employees to complete online training</li> <li>• EEOP staff has processes in place for tracking completion of trainings</li> <li>• EEOP has the staff and technology to implement this change</li> <li>• eLearning online training program provides flexibility for employees in completing the training</li> </ul>	<ul style="list-style-type: none"> <li>• Liability risks for non-supervisory employees</li> <li>• Impact - increasing or decreasing harassment charges is unknown</li> <li>• Impact - increasing or decreasing harassment behaviors is unknown</li> <li>• No sense of urgency within SCVWD to complete the training</li> <li>• Lack of prioritization by management</li> <li>• Lack of interest by employees</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Positive impact on social, cultural, &amp; political conditions</li> <li>• SCVWD goes above AB-1825 requirements by setting a higher standard for harassment training and this standard could influence other organizations</li> <li>• Enhance relationships with employee by increasing harassment prevention knowledge &amp; emotional intelligence</li> </ul>	<ul style="list-style-type: none"> <li>• Unsupportive participants in the training</li> <li>• Changes in organizational management could lead to lack of resources: staff, time, or funding</li> <li>• The process to get the justification form request approved by the CEO of Administrative Divisions might be delayed because the CEO position is currently vacant and being held by an interim employee</li> </ul>

### ***Strengths***

Requiring all employees to take the AB-1825 training program at the SCVWD creates greater liability protection. To avoid potential litigation from commencing, it is crucial that SCVWD employers implement training for everyone. This would promote an environment that encourages civility, peer reporting and clear avenues for complaining about harassment behaviors. It is a strength that the EEOP staff supports these changes to include non-supervisors in the training. There are available funds for purchasing more Emtrain seats for the non-supervisory employees to complete online training. The training program allows employees to have flexibility and accessibility in terms of time management, to complete the training online. It is also a strength that the EEOP has processes, staff, and technology in place for tracking and coordinating completion of trainings. This would make the implementation of the inclusion of all employees in the training process an easy transition.

### ***Weaknesses***

All relationships between the value of the harassment prevention training program at the SCVWD and the individual survey responses from SCVWD employees are based on self-report data from internal administered questionnaires. This kind of data is prone to be influenced by common method bias and does not numerically measure the overall impact the training has in preventing harassment behaviors. Using data that measures whether harassment charges increase or decrease is also unreliable because harassment can still occur and not be reported. An increase or decrease in reporting is not directly correlated to an increase or decrease in harassment behaviors. However, the number of recent harassment reports and cases does shed light on the relevance of harassment in the workplace. It is also a weakness that the flexibility and autonomy

in the online training might create a lack of prioritization and employees that are new to the training may not possess sense of urgency to get it done.

### ***Opportunities***

By offering the training to all SCVWD employees, there is an opportunity to set a higher standard for harassment training, reinforce existing organizational values and enhance relationships with employees. Being proactive to the recent wave of harassment cases benefits the social, cultural, and political conditions at the SCVWD. This can enhance relationships with employees because the training helps employees identify unintentional and intentional harassment behaviors. The training helps employees know the negative effects of harassment behaviors in the workplace and the correct process to take if they need to intervene, prevent, and effectively respond to harassment behaviors. Harassment prevention training demonstrates the importance of respecting the rights of all employees. The training also recognizes the behavior of treating all individuals with fairness, dignity, and respect. The training aligns with the SCVWD value of creating an inclusive work environment, which reflects the diversity of the community and enriches employee perspectives. The training keeps employees accountable for carrying out responsibilities safely with honesty and integrity. Changing the harassment training requirement at the SCVWD could enhance harassment prevention knowledge for all employees and influence attitudes and behaviors.

### ***Threats***

Since there are no legal requirements for non-supervisory employees to complete the AB-1825 training, a possible threat could be found in unsupportive participants. Another potential threat

that could occur is changes in the SCVWD's organizational management structure that could lead to lack of resources: staff, time, funding. The process to get the justification form request approved by the CEO of Administrative Divisions might also be delayed because the CEO position is currently vacant and being held by an interim employee. There are a few executive positions currently vacant at the SCVWD so with new management could come new priorities and direction for the EEOP. The process to get this change approved and funded has to be completed in a timely matter so the training can be implemented in FY 2019-2020.

### ***Leading Cultural Development***

Leadership and culture are conceptually intertwined and leaders have the ability to create and strengthen culture (Shafritz 2005, p.361). Promoting harassment prevention as a SCVWD value is considered a strategy for leading cultural development. How harassment is handled in the workplace reflects organizational values and influences employee relationships. If culture is threatened because of maladapted behaviors, leadership is expected to recognize and do something about the situation. Leadership can do this by enhancing the training program, which would reinforce a workplace culture that holds harassment prevention training requirements to a higher standard. As Rainey (2014) suggested in the book *Understanding and Managing Public Organizations*, leading cultural development involves three communication components.

The first communication component for leading cultural development is the physical setting of an organization. This can have a symbolic effect on its employees. For example, the AB-1825 training addresses how inappropriate or offensive posters should not be displayed in the workplace. "It is important for employers to understand more subtle forms of discrimination because employees perceive these actions as evidence of discrimination, and may be more likely

to file a formal claim of discrimination in response” (King, et al. 2011, p.71). The SCVWD has goal driven posters displayed on the wall in each office, such as a brief summary of the SCVWD’s value statement. These communication symbols are effective in making the goals and values of the organization clear to all employees or visitors (Rainey, 2014). Since the AB-1825 training discusses what should be identified in the physical setting of the workplace environment, employees who take the training can clearly connect these communication symbols to the organization’s values.

The second communication component that contributes to culture is language. “Slangs, songs, slogans, jargons, and jokes can all carry the messages of a culture” (Rainey, 2014, P.360). Language can create a hostile work environment if it interferes with an employee’s ability to perform job functions (Preventing Workplace Harassment Webinar, 2017). The AB-1825 training course discusses how language can be offensive if it is used inappropriately towards any legally protected groups: sex, age, race, religion, disability, family and medical leave and marital or family status (Preventing Workplace Harassment Webinar, 2017). Organizational environments are important concepts to consider because as a public organization, activities are open to scrutiny. “Public organizations operate under pressure to perform competently” (Rainey. 2014, p.14).

The third communication component is the narrative, how stories about the organization are crafted and conveyed. This would tell the narrative that all employees at the SCVWD are required to take harassment prevention training. The promotion of harassment prevention on a higher standard aligns with the existing SCVWD value statements and it serves as an effective communication channel for people in the organization. “Every manager should know their organization's anti-harassment policy inside and out and should have the procedure for reporting



an incident committed to memory” (Yost, 2013, p.36). These three communication components are essential for enhancing relationships with employees.

## CONCLUSION

This study focused on the cost and benefits of extending the AB-1825 training program at the SCVWD. Overall, the AB-1825 training program is improving the ability of SCVWD's supervisors and leaders to recognize and respond to harassment behaviors in the workplace. It would be worth the investment for SCVWD to mandate harassment prevention training for all employees. The survey revealed that the majority of the employees who completed the training have improved in their harassment prevention knowledge and are able to recognize and respond to harassment behaviors with EEO processes and reporting procedures. A majority of survey respondents agree that the training aligns with the District's value statement. A number of survey respondents provided additional feedback stating that they desire more harassment prevention training. It makes sense, then, to extend the training program to enhance employee relationships. Training for all SCVWD employees could contribute to a more enlightened culture. "Being proactive in addressing potentially discriminatory behavior remains an employer's best approach" (Szostek et al. 2012, p.13). Although harassment prevention training does not guarantee prevention of sexual harassment behaviors from occurring, the provision of such training to both supervisors and non-supervisors can help the SCVWD defend against lawsuits (Coyle & Sumida, 2005, p.8). By not mandating harassment prevention training for all employees, there is a liability risk that could cost the SCVWD large amounts of money. Therefore, it is critical for management at SCVWD to consider a new training requirement that teach all employees how to correct and prevent harassment.

## APPENDIX I

### *Survey Questions:*

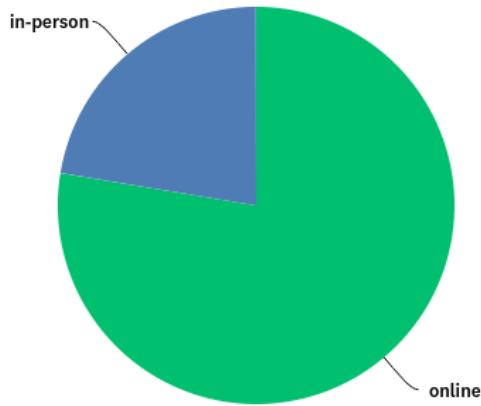
1. Did this course increase your knowledge? Please select all that apply.
  - a. Yes, it increased my knowledge of the causes of harassment
  - b. Yes, it increased my knowledge of how to anticipate harassment
  - c. Yes, it increased my knowledge of how to prevent workplace harassment
  - d. No, it did not increase my knowledge
  
2. How would you describe this Training?
  - a. Very useful
  - b. Somewhat useful
  - c. Slightly useful
  - d. Not useful
  
3. Has this course increased your awareness of the aspects of organizational culture that can contribute to harassment behaviors?
  - a. Greatly
  - b. Somewhat
  - c. Slightly
  - d. It did not increase my awareness
  
4. How did this training effect the way you would address harassment behaviors in the workplace? Please select all that apply.
  - a. I know who to contact if harassment occurs.
  - b. I know the process I can take if I need to intervene and prevent harassment.
  - c. I can identify unintentional and intentional harassment behaviors.
  - d. I can communicate to colleges the best methods for preventing, correcting, or responding to harassment behaviors.
  - e. This training was not useful.
  - f. Other (please specify) \_\_\_\_\_
  
5. How would you prefer to receive additional harassment prevention information throughout the year? Select all that apply.
  - a. Emails
  - b. Webinars
  - c. Flyers or Pamphlets
  - d. Additional online or in-person training
  - e. I prefer to receive no additional information
  - f. Other (please specify) \_\_\_\_\_
  
6. Do you prefer online or in person training?
  - a. Online
  - b. In Person

## APPENDIX II

### Survey Results:

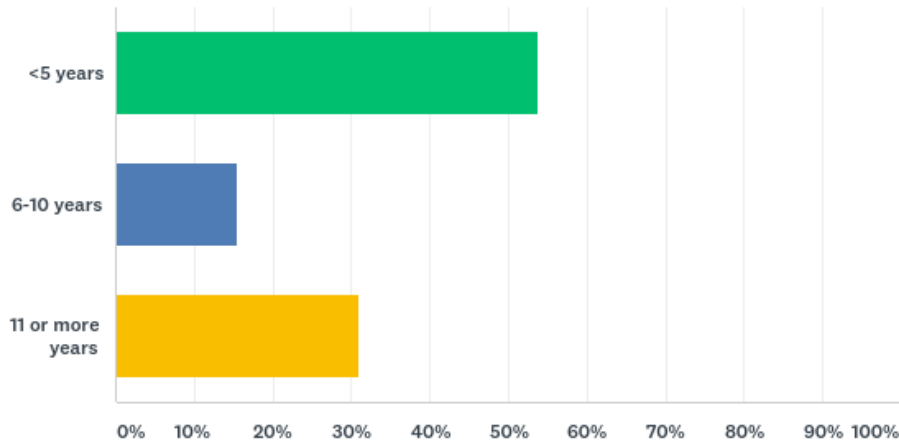
#### Q1. What type of training did you receive?

Answer Choices	Response Percent	Responses		
Online Training	77.62%	<b>111</b>	Answered	143
In-person Training	22.38%	<b>32</b>	Skipped	0



#### Q2. How long have you been a supervisor?

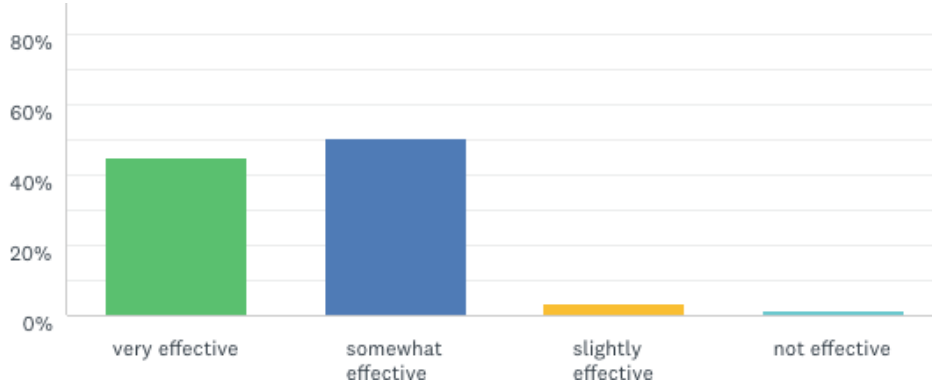
Answer Choices	Response Percent	Responses		
<5 years	53.68%	<b>73</b>	Answered	136
6-10 years	15.44%	<b>21</b>	Skipped	7
11 or more years	30.88%	<b>42</b>		



**Q3. How would you describe this training?**

Answer Choices	Response Percent	Responses
very effective	44.76%	54
somewhat effective	50.35%	72
slightly effective	3.50%	5
not effective	1.40%	2

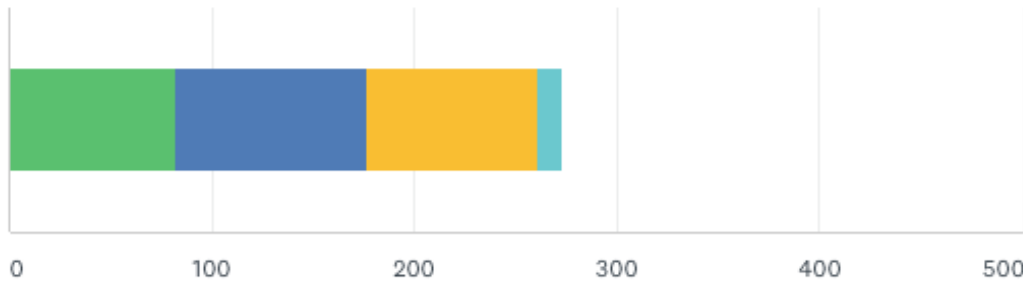
Answered 143  
Skipped 0



**Q4. Did this course increase your knowledge? Select all that apply.**

Answer Choices	Response Percentage	Responses
Yes, the training increased my knowledge of the causes of harassment	57.34%	82
Yes, the training increased my knowledge of how to identify harassment behaviors	66.43%	95
Yes, the training increased my knowledge of how to prevent or respond to workplace harassment	58.74%	84
No, the training did not increase my knowledge	8.39%	12

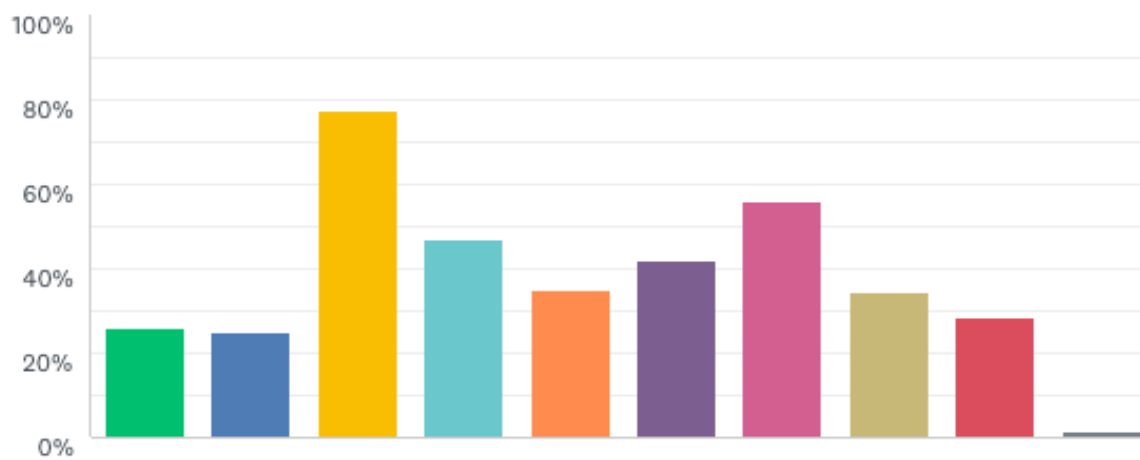
Answered 143  
Skipped 0



**Q5. In your opinion, which District values does this training support? Select all that apply.**

Answer Choices	Response Percent	Responses
Public service and carrying out the District mission for the benefit of the community.	25.87%	37
The District's commitment to excellent service to all customers.	25.17%	36
The behavior of treating all individuals with fairness, dignity, and respect.	77.62%	111
Keeping District employees accountable for carrying out responsibilities safely with honesty and integrity.	46.85%	67
Initiative, leadership, and personal development.	34.97%	50
Open communication, cooperation, and teamwork.	41.96%	60
The District's commitment to creating an inclusive work environment which reflects the diversity of our community and enriches our perspectives.	55.94%	80
A family-friendly work environment.	34.27%	49
This training supports all of the District values.	28.67%	41
This training supports none of the District values.	1.40%	2

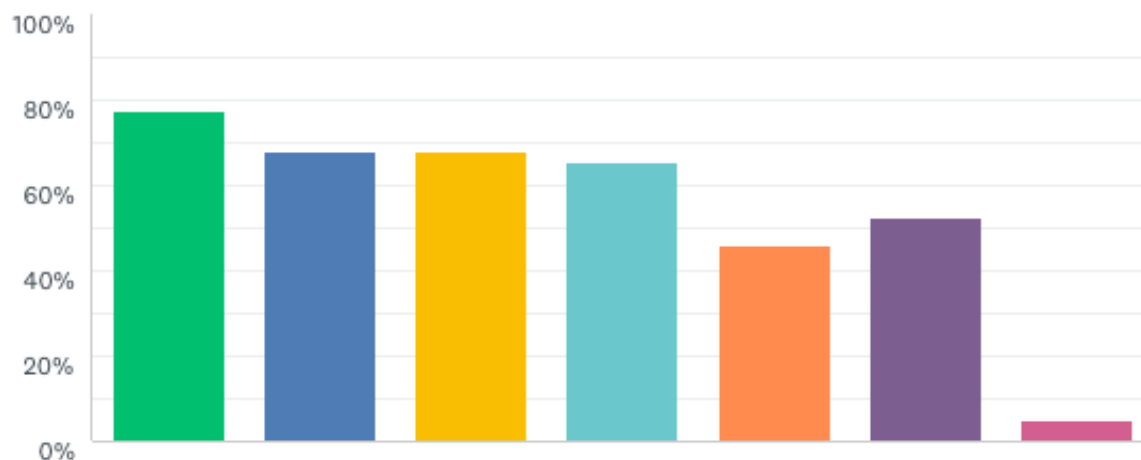
Answered 143  
Skipped 0



**Q6. How did the training affect the way you would address harassment in the workplace?  
Select all that apply.**

Answer Choices	Response Percent	Responses
I can identify unintentional and intentional harassment behaviors.	77.62%	111
I know the negative effects of harassment behaviors in the workplace.	67.83%	97
I know the process I can take if I need to intervene, prevent, and effectively respond to harassment behaviors.	67.83%	97
I know who to contact if harassment occurs.	65.73%	94
I can communicate to others the best methods for preventing, correcting, and responding to harassment behaviors.	46.15%	66
I know mechanisms I can implement to promptly address wrongful behavior.	52.45%	75
Other (please specify)	4.90%	7
1. Unit manger would retaliate if claims were brought against him.		
2. was already aware		
3. Since I have been a supervisor for over 20 years, I have taken this training at least 10 times. The training was good but it did not add to my knowledge.		
4. none		
5. none		
6. None		
7. This survey should be right after you take the training, don't wait so long, you forget.		

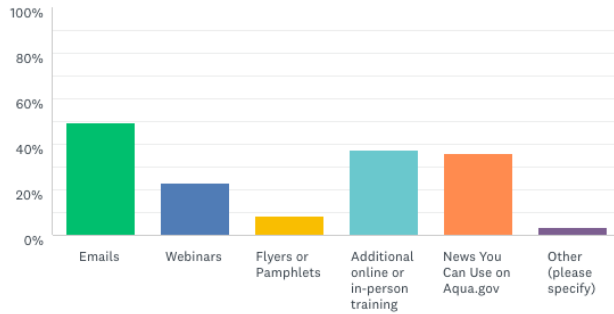
Answered 143  
Skipped 0



**Q7. How would you prefer to receive additional harassment prevention information throughout the year? Select all that apply.**

Answer Choices	Response Percent	Responses
Emails	49.28%	69
Webinars	23.19%	32
Flyers or Pamphlets	8.70%	12
Additional online or in-person training	37.68%	52
News You Can Use on Aqua.gov	36.23%	50
Other (please specify)	3.62%	5
1. None		
2. none		
3. Carrier pigeon		
4. I would prefer not to receive any additional harassment information		
5. posting them online, as reminders, not a full training, one forgets.		

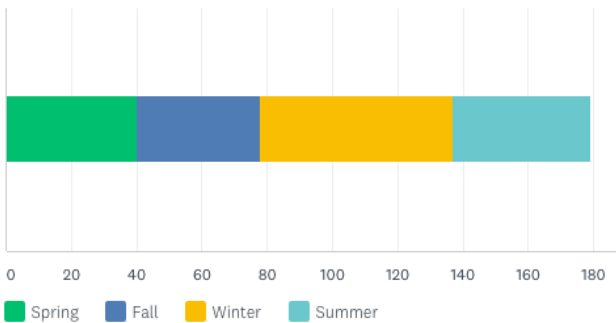
Answered 138  
Skipped 5



**Q8. What is the best time of year for you to take this training?**

Answer Choices	Response Percent	Responses
Spring	29.35%	40
Fall	28.36%	38
Winter	43.03%	59
Summer	31.34%	42

Answered 134  
Skipped 9





**Q9. Please provide any additional feedback here:**

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1. Why did I have to take this? I'm not a supervisor.
2. n/a
3. The instructor did a good job.
4. All employees should be required to take harassment training. If everyone is responsible for understanding the law and intricacies of unintentional and intentional behaviors, then why would you only train supervisors? Most of the workforce is not supervisors.
5. The best time to take this class is in January when things are slow coming back from the holidays.
6. Would be great to address the current environment: #MeToo So many real and tangible examples - how does the District respond? How would the District like its managers to respond, and how would the District like the public to view us in these amazing, dynamic times? Relatedly - how has the District responded in the past? Would be very helpful to see anonymous examples of disciplinary actions taken HERE over the years. What was successful? Were the complainants satisfied with the results of investigations and disciplinary actions?
7. My opinion is this training needs to be given not only to supervisors, but anyone in lead roles, whether on a temporary or permanent basis. There are people in certain positions that are egregious violators who are not being dealt with. I sincerely believe it is a lack of training and awareness.
8. I think all employees need to receive some type of harassment prevention training on a regular basis, not just supervisors. Most employees are not supervisors and are not informed on a regular basis about what is harassment, reporting, etc. and could either not realize they should report certain things or that they are engaging in behavior that could be considered harassment and be disciplined. Many people probably don't realize the actions don't need to be blatant, in our workplace it is probably more often to encounter something more subtle.
9. I am retiring and moving out of state to intentionally avoid the anti-American PC culture and identity politics of California.
10. This was a very well done course, covered everything clearly and concisely, easy to follow and understand.
11. I provided feedback and clicked on the "Done" box. Unfortunately, when I did this it cleared everything in the survey. Hopefully it was captured.
12. I like examples. Harassment could be difficult to judge sometimes. Example will help me better understand the law definition.
13. The training showed the range of responses past students had to each incident. Often there was a wide range of responses (albeit not always reasonable ones). I think this shows that these matters are not always black-and-white, which makes it difficult for me to be confident I would know what to do in real life. I know I would consult with HR, for sure.

Answered	13
Skipped	130

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