

We Commit

Community Leader Covenant

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Two Stories: Bad Behavior and Institutional Failure



DELAYED REPORTING OR NO
REPORTING



COMPLICITY AND LOOKING
THE OTHER WAY



FAILURE TO KNOW WHAT
THE ORGANIZATION KNOWS



“THAT’S JUST...”

Reframe The Problem

Discriminatory Misconduct

Reporting and Reprisal

Reframing

51 Percent of
EEOC complaints
are complaints of
retaliation/reprisal

California DFEH
Complaints

- 19 % age discrimination
- 16 % disability discrimination
- 11% retaliation
- 11% sex/gender discrimination
- 10% race discrimination
- 7% sexual harassment

COMPETENT CULTURE

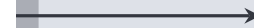
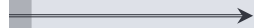
———— Three Core Qualities ————

CULTURAL COMPETENCE FOR PREVENTION AND RESPONSE: PERCEPTIONS OF...

Safety

Respect

Fairness



SAFETY



Psychological, Physical,
Emotional Safety



Fear, Avoidance, Unhealthy
Coping, Leaving

Manifestations of Psychological Safety

Can identify discomfort and be taken seriously

Trust that one will be heard

Trust that one will be understood

Trust will be believed (or at least not disbelieved.)

THE THREE QUESTIONS THAT TELL THE TRUTH

Do I feel respected when I am working for or with this organization?

Do my contributions matter?

Does this organization value me?

Manifestations of Respect



Rewarded for organizational citizenship

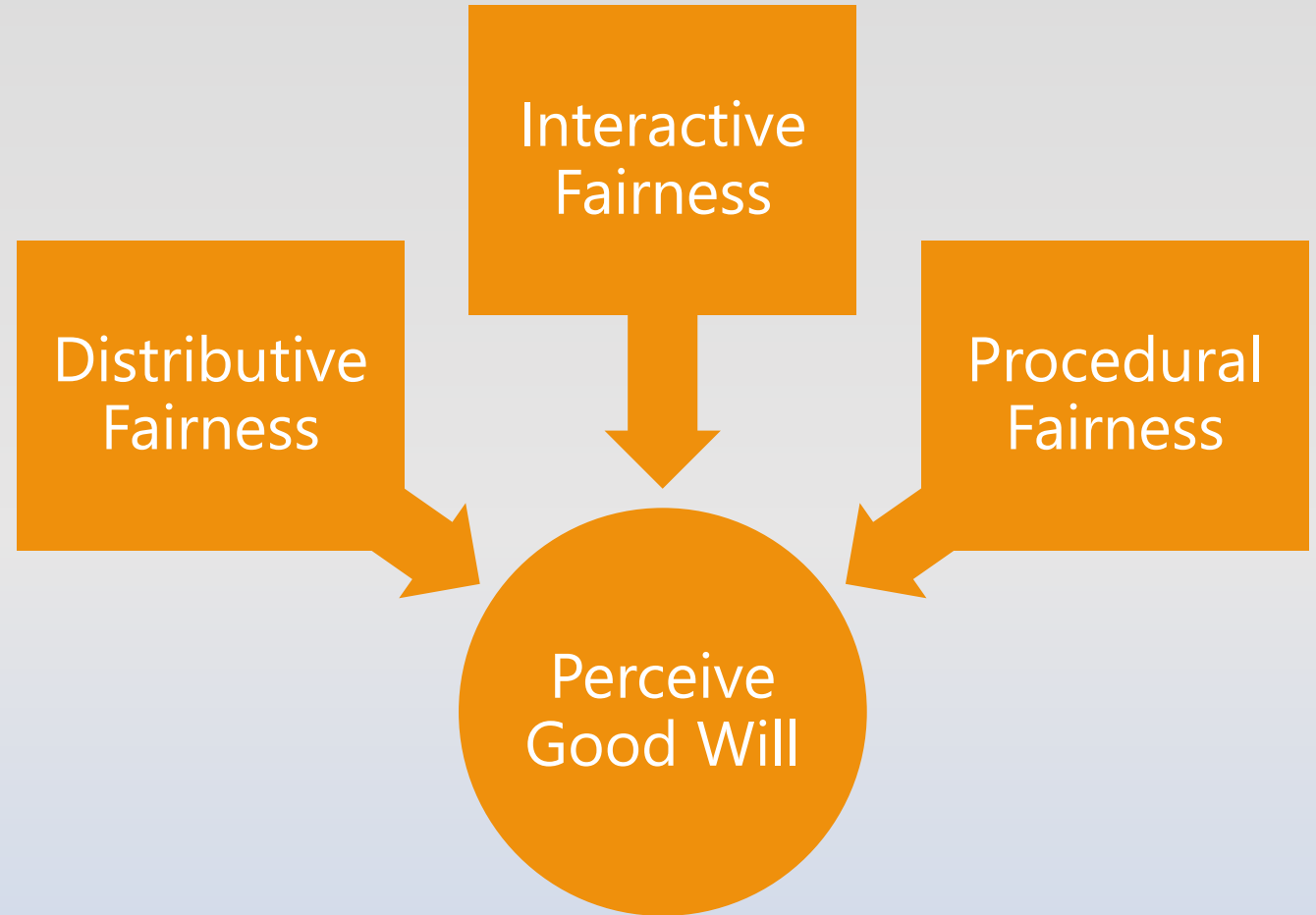


Accountability demonstrated transparently



Belief organization needs and wants an environment where people feel valued and that they matter

EVEN IF
OUTCOMES
ARE POOR



Manifestations of Fairness

Transparency and Explanations

Attention to Equity and Unearned Privilege

Apologies

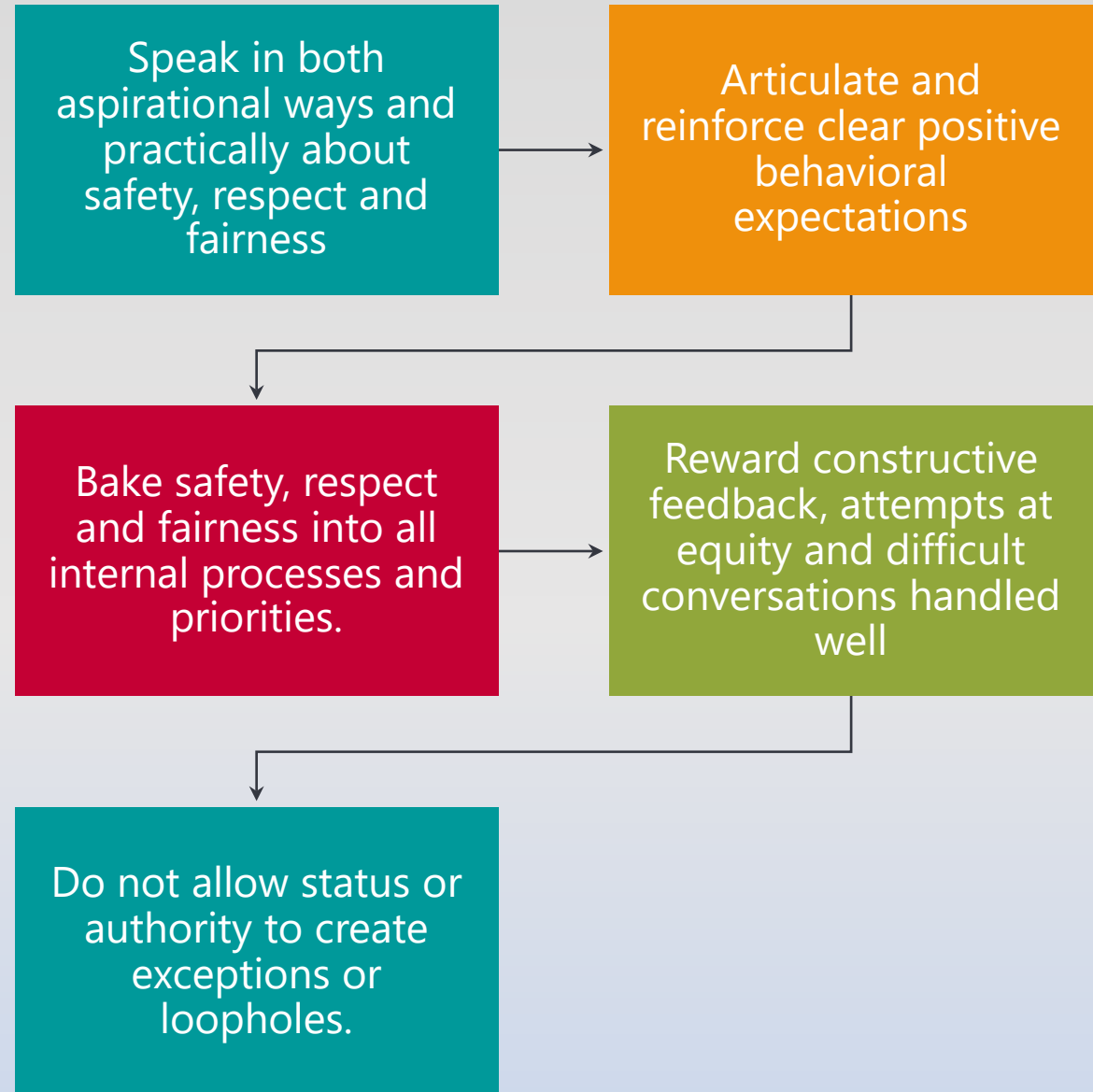
THESE
CULTURAL
VARIABLES
MEAN

Fewer problems happen.

When they do, there is confidence the organization will handle them well.

People will feel freer to speak up and know they will be supported.

IMPLICATIONS FOR LEADERSHIP



FEEDBACK RICH CULTURE

Speak critically and unafraid

Feedback welcomed and listened to

Baked into daily life, not just performance and crisis.

RESPECTFUL CULTURE

Trust organization to act
on "3 Questions"
orientation

Have seen accountability
at all levels

Organizational values:
match of lip language
and body language

Transparency at it's core,
so when confidentiality is
necessary it does not
"break" trust.

How Organizations Shape Behavior

Values (easy to say, hard to live)

Policies (must be realistic and enforceable)

Norms (Collectively developed and self-enforcing)

Covenants or Shared Expectations

Continuum: Gateway Drug

Respectful
Behavior

Disrespectful,
Uncivil or
Rude Behavior

Abusive
Behavior

Harassing
Behavior

Assaultive
Behavior

Focus Group Quotations

“I do not believe my safety is more important than a major gift.”

“The expectation is that you are tough enough to not care about daily incivility and abuse.”

“The constant put downs, gender based comments and stereotypes are either excused as “cute,” when they come from an older person, or mere “nuisances” when they come from a younger one.

“I am a rabbi in my tenth year with this congregation. I am touched in an unwelcome way at least ten times a week.”

The Challenge: Institutional Courage



How do we demonstrate institutional courage?



How do we hold our community accountable?



What commitments can we make to our employees, volunteers, lay leaders, congregants, clergy, members and others about their experiences in our communal institutions?

To What Do We Commit?

- How do we become consistent across our community in articulating and demonstrating accordance with community standards?
- Can we make a shared commitment to safety, respect and fairness?
- Can we attain transparency, fair process and protection of individual privacy while responding to concerns and complaints