HARASSMENT INTERVENTION EVALUATION: WHAT ARE WE MEASURING & WHY?

MEG A. BOND, PH.D.
DEPARTMENT OF PSYCHOLOGY
UMASS LOWELL
PUNCHLINES

- Evaluation is complicated & filled with challenges
- Model of change as critical guidance
- “Best practice” varies by form of GV, population, & local setting
  Thus…
- No perfect approach that works in every situation
  - Panel sharing useful ideas today
  - Need to know potentials AND limitations
EVALUATION CHALLENGES

1. Clarifying a model of change
2. Identifying appropriate indicators
3. Establishing distinctive impact
4. Documenting long term and sustainable change
Ultimate goal – reduce incidents of gender violence & harassment

- **What setting?**
  - Social, classroom, workplace

- **What form of harassment/gender violence?**
  - Gender harassment
  - Sexualized behavior
  - Sexual assault/coercion

- **What population?**
  - Students, faculty, and/or staff

**Models of change & eval strategy will vary by setting, form, population AND local setting**
** Models of change vary with conceptualization of the problem **

- Nested levels
- Synergies among levels
- In constant motion
CHALLENGE #1: MODEL OF CHANGE – FOCUS OF INTERVENTION

Norms and Workplace Climate

Social/Work Group

Sexual Harassment

Collective respect, civility
Other risk factors

Attitudes, beliefs, efficacy, behavior

Policies & procedures
CHALLENGE #1: MODEL OF CHANGE – MECHANISMS

Norms and Workplace Climate

Social/Work Group

Sexual Harassment

Tipping point
-> change the culture

Stop harassing
Bystander action
CHALLENGE #1: MODEL OF CHANGE – MECHANISMS

- Norms and Workplace Climate
- Social/Work Group
- Sexual Harassment

EXAMPLE Tolerance for SH
CHALLENGE #2: IDENTIFYING APPROPRIATE INDICATORS

Measuring INCIDENCE

- Asking targets
  - Cannot ask re: “harassment”
  - Ask behavioral questions

- Documenting reports
  - Frequency of reporting – common but problematic indicator
  - What model of change is implied when primary indicator = reporting?
  - Is increased reporting good news or bad?

25% vs. higher number with other measures
SEQ for workplace
90% never report
“culture of reporting”??
May signal > awareness
Measuring INDIVIDUAL CHANGE

- Who’s change – targets, transgressors, bystanders? Why?
- Attitudes, beliefs, vs. behaviors?
- Self report vs. observations by others vs. ?

Challenges:

- Unclear relationship btw cognitive/attitude/beliefs and behavior change
CHALLENGE #2: IDENTIFYING APPROPRIATE INDICATORS

Measuring ORGANIZATIONAL FACTORS

- What are the qualities of organizational settings relevant to harassment?
- What does “institutional transformation” look like?
Measuring ORGANIZATIONAL CLIMATE

- Lack of consensus re: definition of “climate” (norms, culture)
- Challenges in measuring climate
  - X’s of individual observations; mean distance from the X
  - External behavioral observations
  - Artifacts
CHALLENGE #2: IDENTIFYING APPROPRIATE INDICATORS

SUM: INDICES & METHODS

- Fit with model of change
- Expand our methodologies
- Multiple methods

- Interviews
- Focus groups
- Ethnographic methods
- Network analyses
- Daily Diaries
OUTCOMES
- Reduce
  - MAs, bias
  - SH
- Increase
  - Job Sat
  - Success

EXAMPLE
- UMass Lowell – NSF ADVANCE Institutional Transformation grant
- *Making WAVES* initiative (Women Academics Valued & Engaged in STEM)
MAKING WAVES
(WOMEN ACADEMICS VALUED & ENGAGED IN STEM)

GOAL 1
Disrupt Microaggressions
- Awareness Campaign Re: Microaggressions
- Feedback Cycles on Climate Data
- Bystander Training for Faculty

GOAL 2
Provide Mentoring
- Leadership Development
- Networking Opportunities & 50/50 Lectures

GOAL 3
Promote Equity & Accountability
- Foggy Climate Initiative
  - Personnel Protocols
  - Service Equity
- Accountability Initiative
  - Department Goal Setting
  - Recognize Best Practices

Interpersonal  Individual  Structural
OUTCOMES

Reduce
- MAs, bias
- SH

Increase
- Job Sat
- Success

EXAMPLE

ORG CONTEXT
- Responsiveness
- Norms
- Climate
- DEI

DISRUPT MICRO-AGGRESSIONS

PROMOTE ALTERNATIVE SUPPORTS

Awareness
- Self
- Bystander

Incidence

Norms; Climate
- Accountability
- Representation
CHALLENGE #3: DISTINCTIVE IMPACT

- Often part of multi-faceted initiative, e.g., WAVES
  - Control groups … but doable?
- Work is in real time
  - Simultaneous efforts & events – in dept, org, society
  - E.g., #MeToo (facilitating both attention and backlash)
- Question: what related to substance vs. process?

Ripple effect analysis
Effect modification analysis
CHALLENGE #4: LONG TERM & SUSTAINABLE CHANGE

- Long term change = critical
- Importance of follow-up measures – 3 months, 6 months, 1-3 years
- Relevant indicators may change over time
IN SUM

SHIFT
- From: What works?
- To: What works in order to change what, for whom, for how long, and under what conditions?

NEED
- Conceptual clarity
- Methodological creativity
- Humility
THANK YOU!

MEG_BOND@UML.EDU
CHALLENGE #1: MODEL OF CHANGE – FOCUS OF INTERVENTION

- Individual level change
  - Attitudes & cognitive processes (beliefs, implicit biases, etc.)
  - Self efficacy to act
  - Behavioral change – less biased; more active bystander

- Organizational policies & procedures (reactive)

- Workplace factors (preventive)
  - Reduction of risk factors
  - Climate, cultural, norms