HARASSMENT INTERVENTION EVALUATION: WHAT ARE WE MEASURING & WHY?

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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
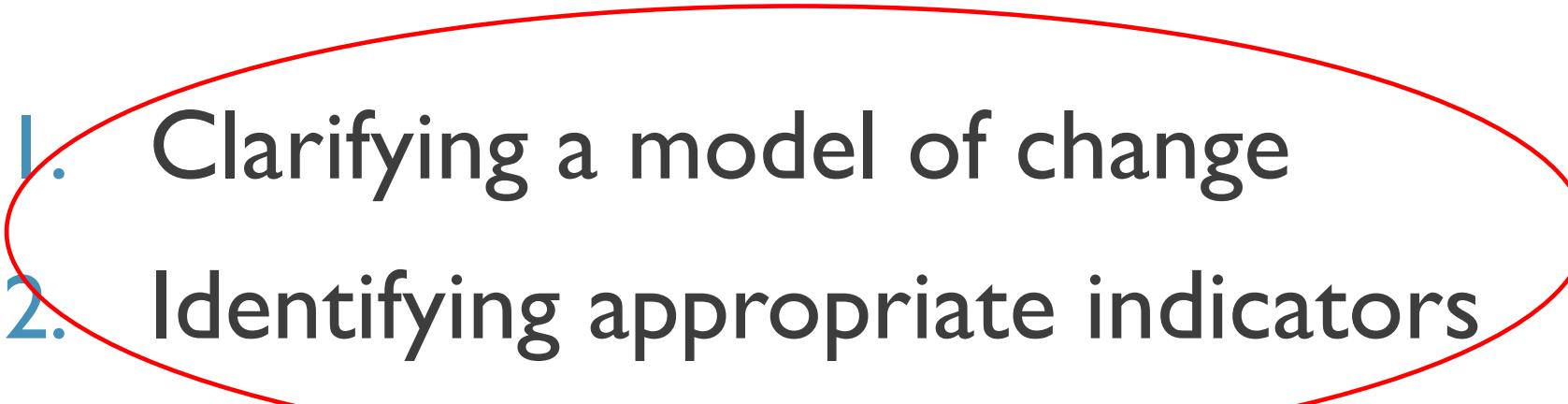
1. Clarifying a model of change
2. Identifying appropriate indicators
3. Establishing distinctive impact
4. Documenting long term and sustainable change

CHALLENGE #1: MODEL OF CHANGE – SETTING, FORM & POPULATION

Ultimate goal – reduce incidents of gender violence & harassment

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

- ❖ **What form of harassment/gender viol**
  - ▪ 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
> **

CHALLENGE #1:
MODEL OF CHANGE – CONCEPTUALIZATION OF THE PROBLEM

** Models of change vary with conceptualization of the problem **

❖ Nested levels
❖ Synergies among levels
❖ In constant motion

Workplace Norms & Climate

Social Group/ Colleagues

Sexual Harassment

CHALLENGE #1:
MODEL OF CHANGE – MECHANISMS

Norms and Workplace Climate

Social/Work Group

**Sexual Harassment**

Tipping point
-> change the culture
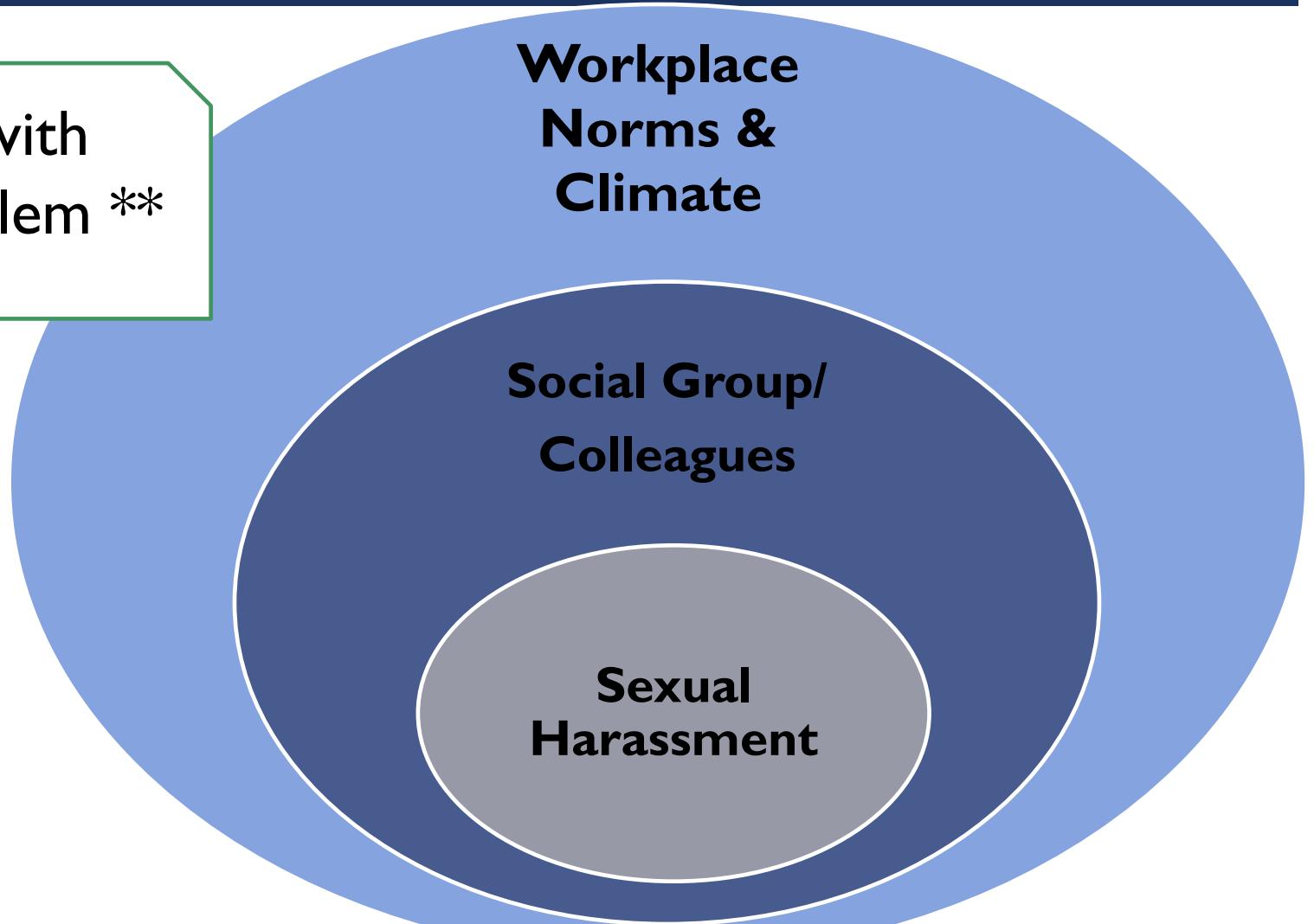
Stop harassing
Bystander action
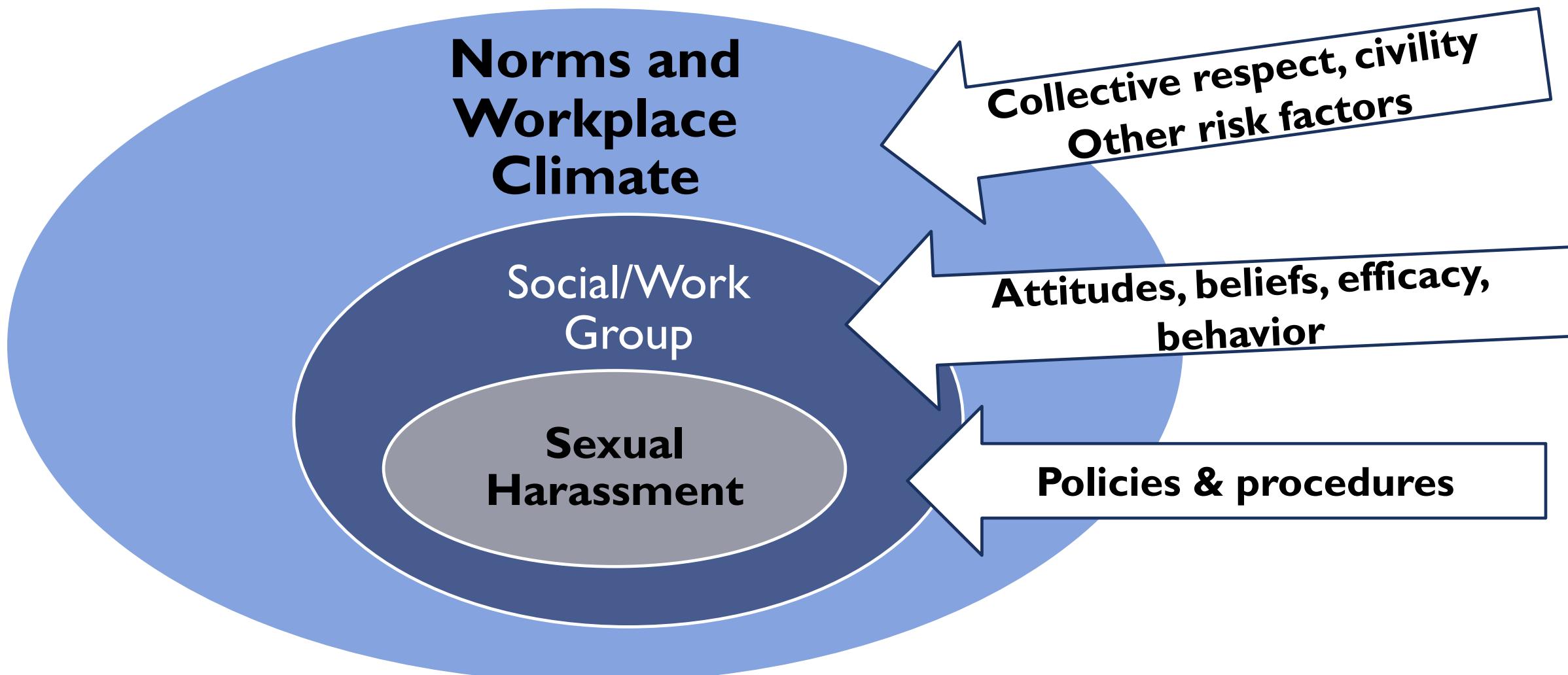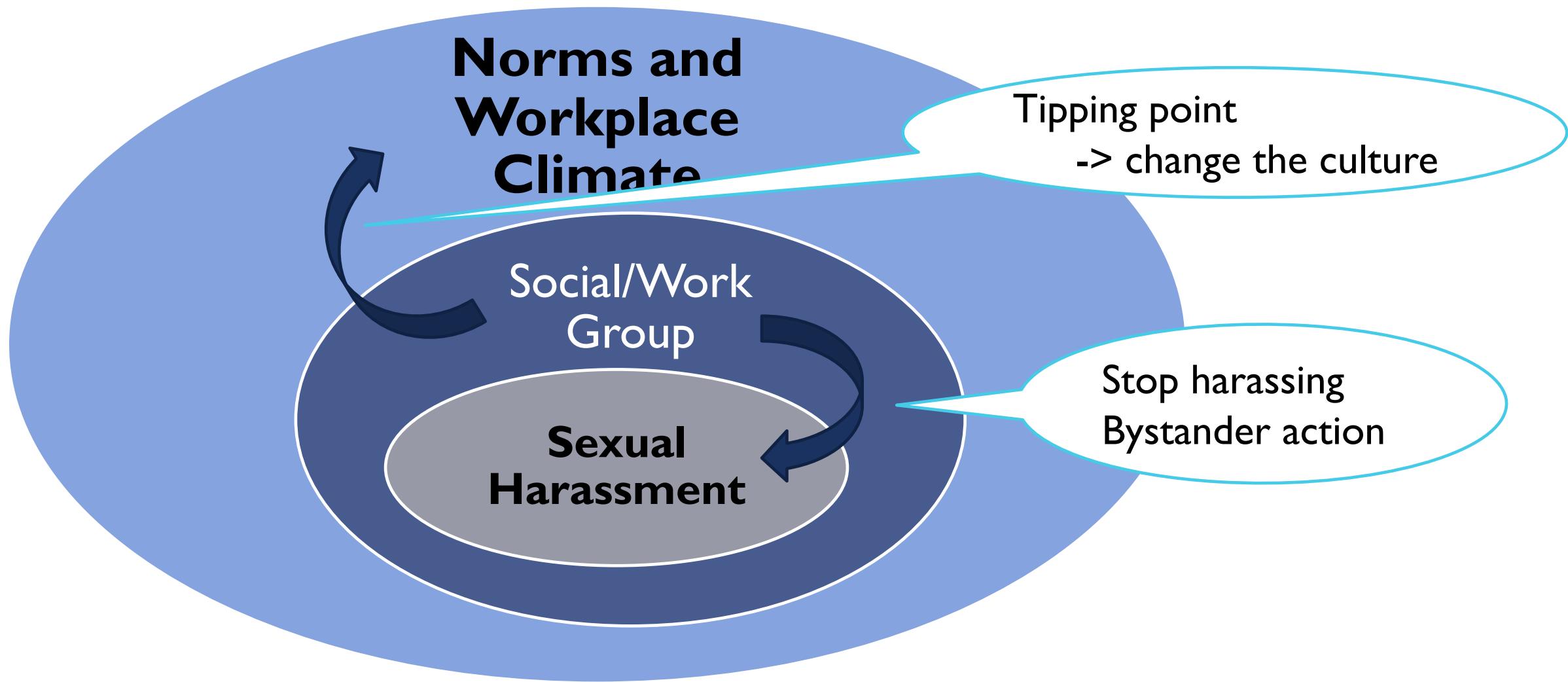
CHALLENGE #1: MODEL OF CHANGE – MECHANISMS
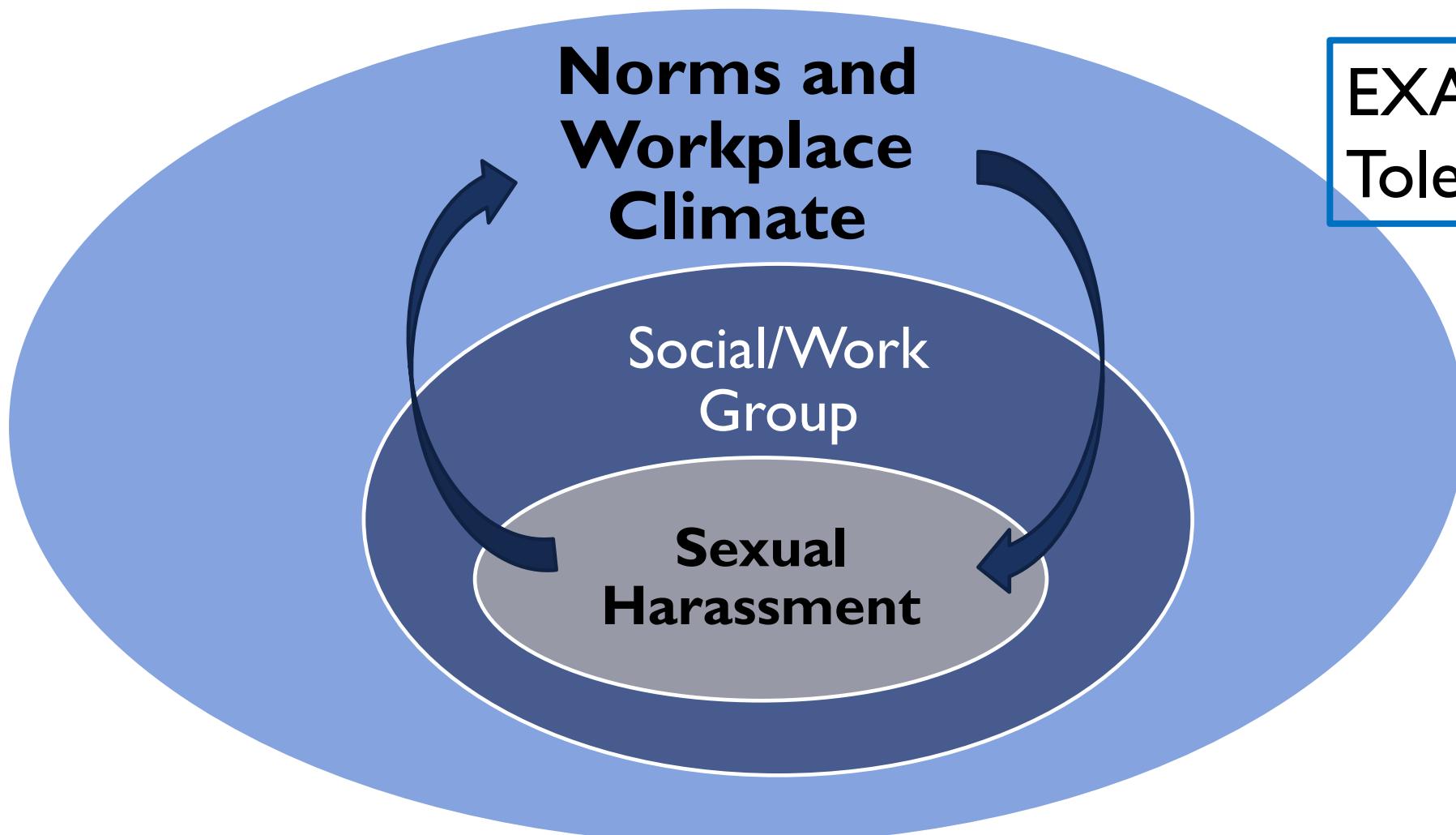
CHALLENGE #2: IDENTIFYING APPROPRIATE INDICATORS

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 f...

90% never report

"culture of reporting"??

May signal > awareness

WORKPLACE

PEERS

SH
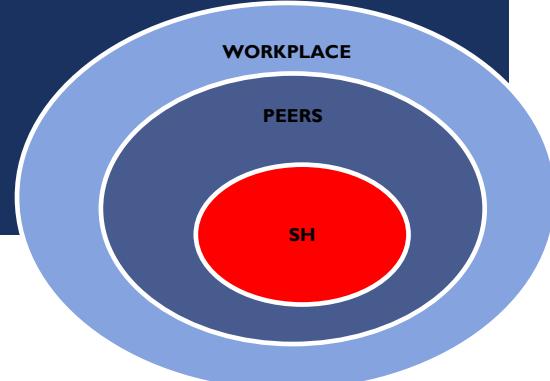
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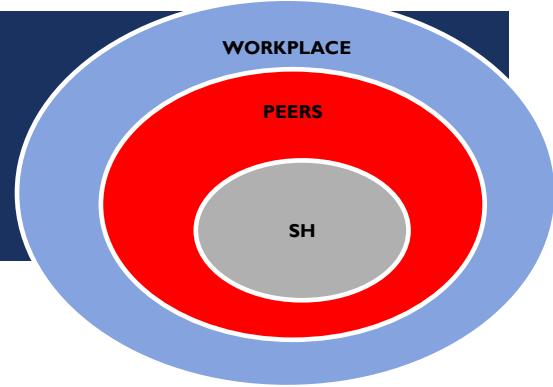
Measuring INDIVIDUAL CHANGE

❖ Who's change – targets, tr... bystanders? Why?

Unclear relationship btw cognitive/attitude/beliefs and behavior change

❖ Attitudes, beliefs, vs. behaviors?

❖ Self report vs. observations by others vs. ?

CHALLENGE #2: IDENTIFYING APPROPRIATE INDICATORS

Measuring ORGANIZATIONAL FACTORS

❖ What are the qualities of organizational settings relevant to harassment?

❖ What does "institutional transformation" look like?
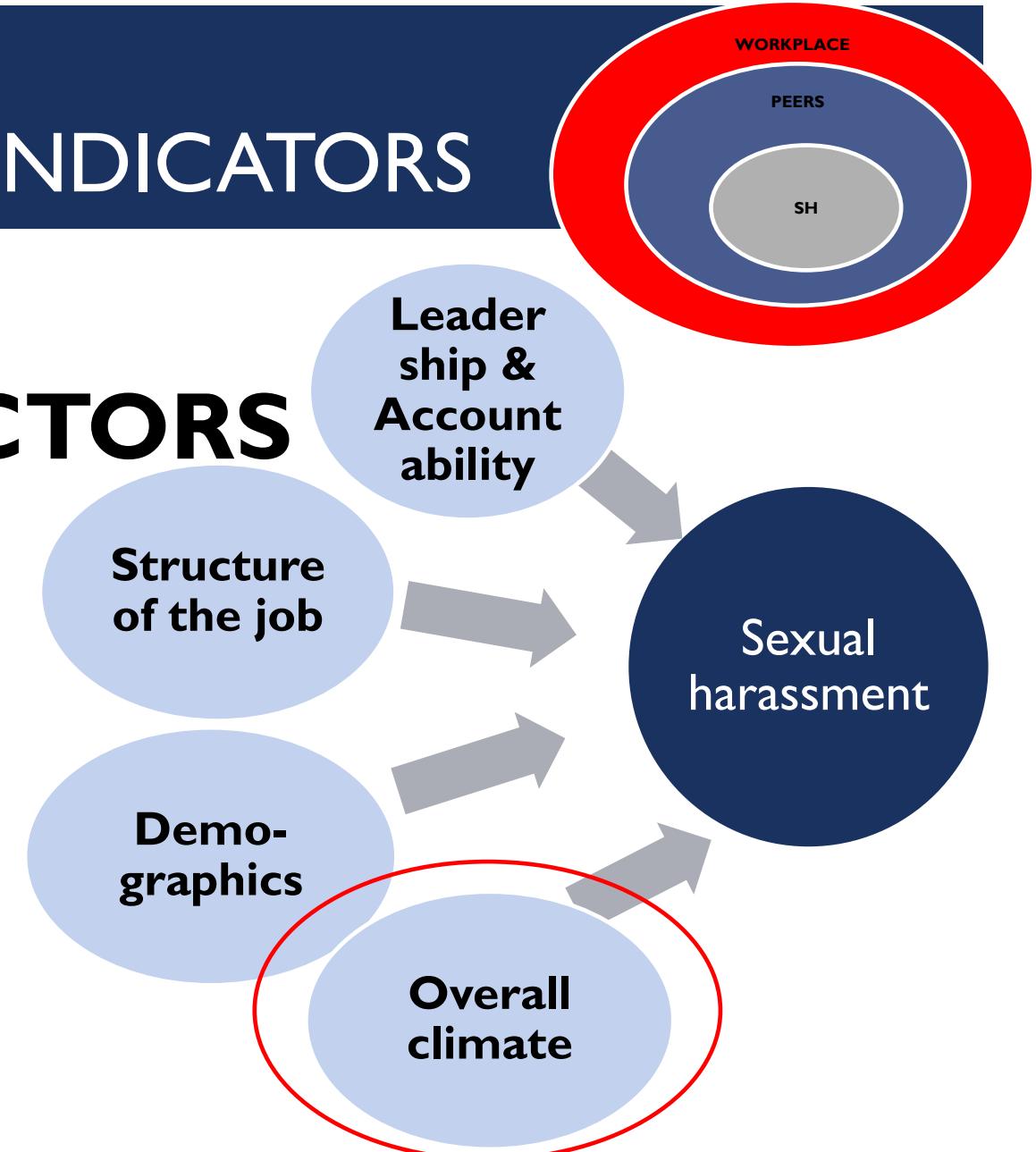
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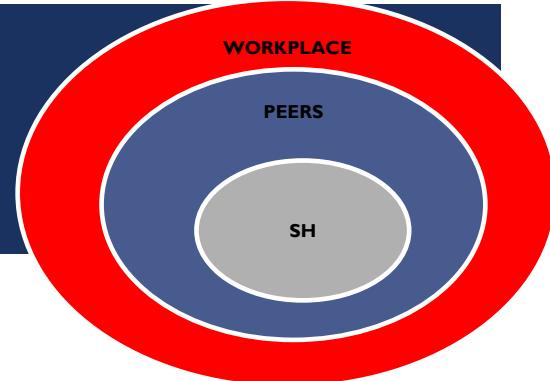
Measuring ORGANIZATIONAL CLIMATE

❖ 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

EXAMPLE

❖ UMass Lowell – NSF ADVANCE Institutional Transformation grant

❖ *Making WAVES* initiative (Women Academics Valued & Engaged in STEM

ORG CONTEXT
- Responsiveness
- Norms
- Climate
- DEI

DISRUPT MICRO-AGGRESSIONS

PROMOTE ALTERNATIVE SUPPORTS

OUTCOMES
Reduce
- MAs, bias
- SH

Increase
- Job Sat
- Success
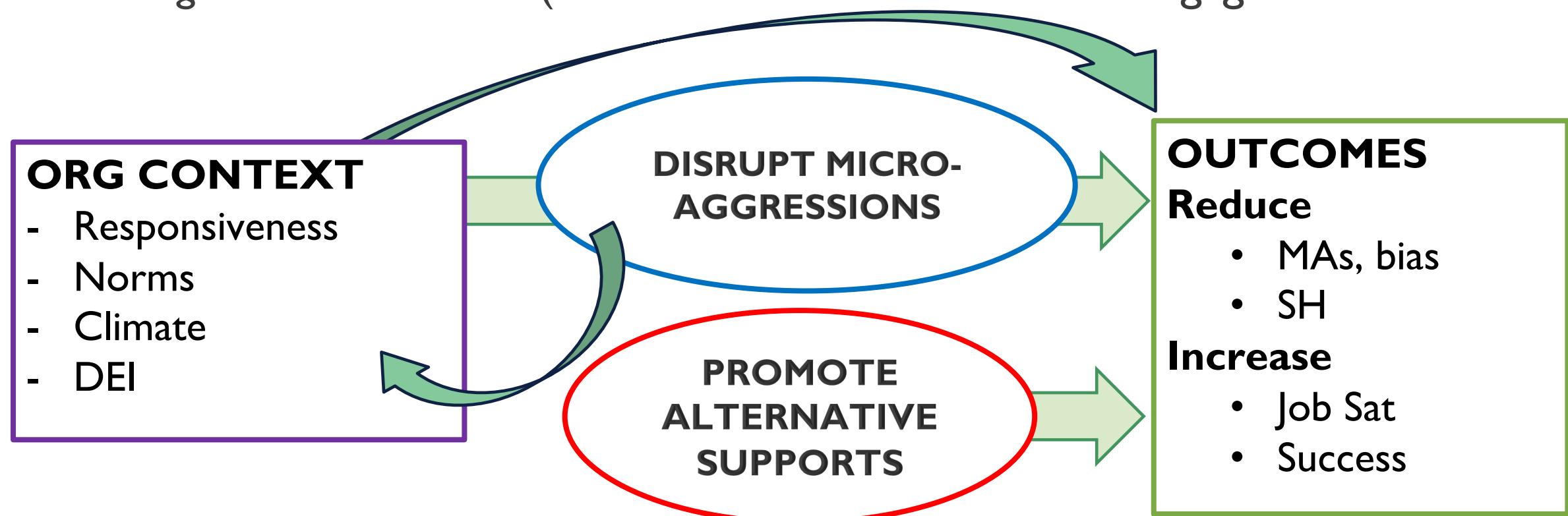
MAKING WAVES
(WOMEN ACADEMICS VALUED & ENGAGED IN STEM)

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

EXAMPLE

Norms; Climate
Accountability
Representation

Awar...
Self
Bystan...

Incidence

ORG CONTEXT
- Responsiveness
- Norms
- Climate
- DEI

DISRUPT MICRO-AGGRESSIONS

PROMOTE ALTERNATIVE SUPPORTS

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Reduce
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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!

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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