

The Jewish Federation **MAKE**
IT YOURS

The Jewish Communal Response to #MeToo

Lori Weinstein, CEO
Meredith Jacobs, COO



**The work of JWI and
today's conversation.**

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How Do We Define Sexual Harassment?

**Legal
definitions**

**Hostile work
environment**

**Quid pro
quo**

Power and Control

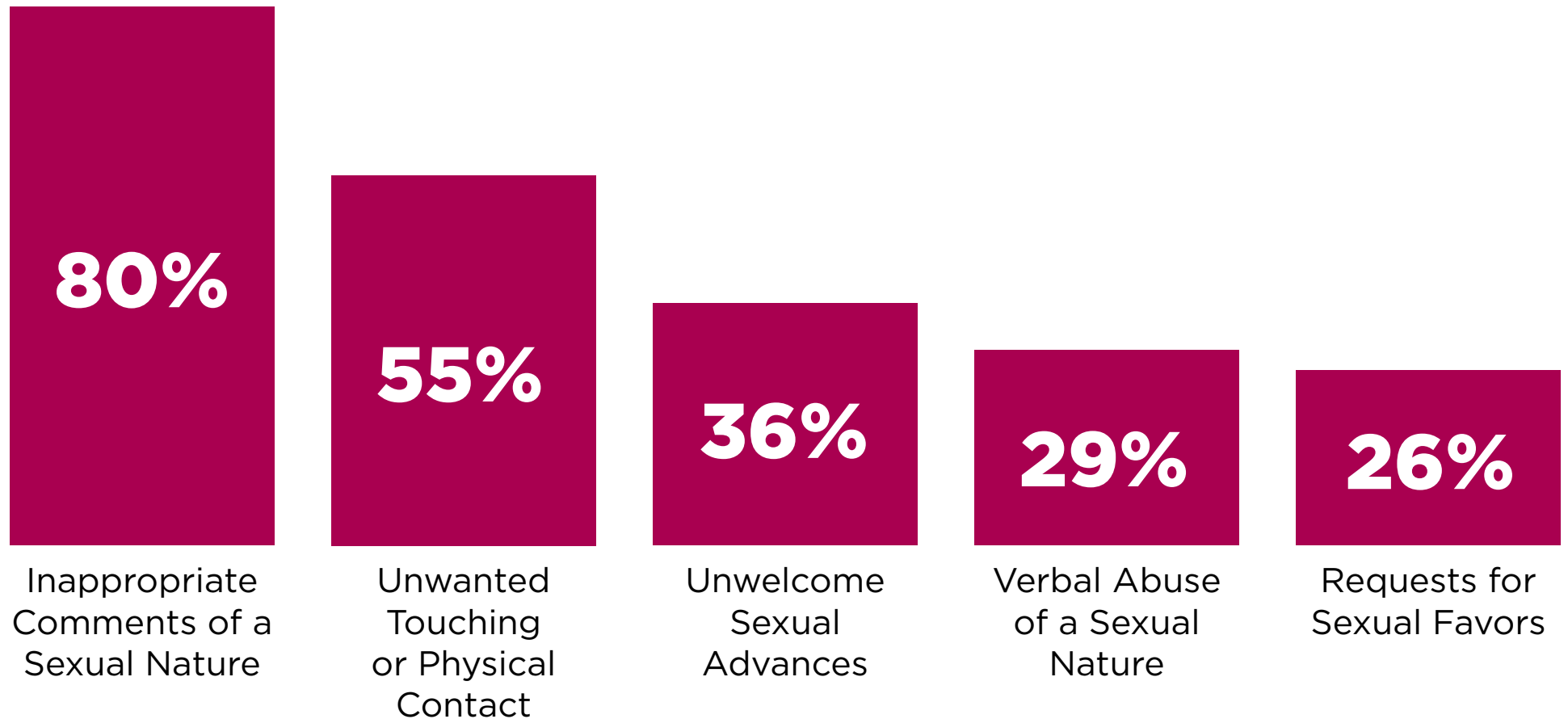
**Patriarchal
Relationships**

Sexism

**Male Dominated
Work Environments**

Money

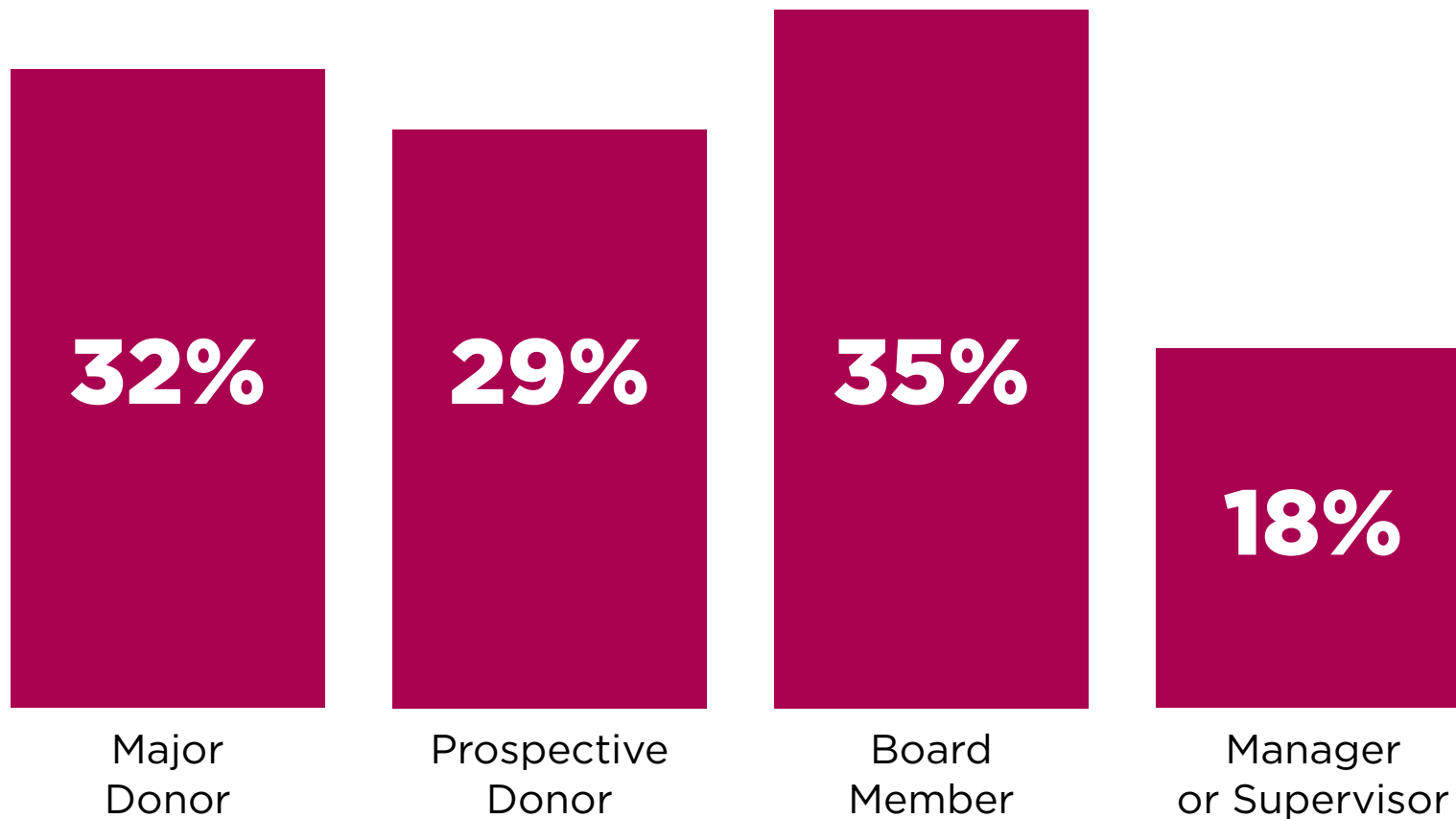
Most Common Forms of Sexual Harassment¹



¹Chronicle of Philanthropy, April 5, 2018

Who are the Offenders?¹

Fundraisers who have been harassed said at least one offender was a...



¹Chronicle of Philanthropy, April 5, 2018

#MeToo in the Jewish community



Challenges Within the Jewish Communal World

- Two-thirds of all Jewish communal staffers are women¹
- Less than 17% of Jewish communal organizations are led by women² (and those are more likely to be smaller, social justice organizations).
- Women CEOs of Jewish orgs earn 60% of their male counterparts
- Organizational culture is often inhospitable to women and families
- Formal vs. informal relationships

¹"Jewish Communal Professionals," Prof. Steven M. Cohen, Fall 2010

² The Gender Gap at Jewish Non-Profits is Bad and Getting Worse, The Forward, 12/11/2017



Who are Your Stakeholders?

- Managers/Senior staff
- Staff (full and part-time)
- Board of Trustees
- Donors/Prospective donors
- Volunteers
- Grant officials
- Supporters/Event attendees

**It's not about the law —
it's about your brand,
culture, and mission.**

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How Do We Take the Next Steps?

Recognize the unique brand
of your organization

Your People

Your Culture

Your Mission



5 Key Areas Essential to Change

1

Ensuring
accountability

2

Exhibiting
leadership

3

Refreshing
policies and
procedures

4

Training staff
and boards

5

Facilitating
and reporting

Ensuring Accountability

A collective pledge that ensures organizations walk their talk

- Backed by resources and action
- Commit to best practices for preventing and responding to sexual harassment

Policies (signed by all employees) that speak specifically to:

- What is and is not acceptable
- Procedure for registering complaint (how and to whom?)
- Clearly states the investigation process
- Ensures no consequences or retaliatory actions against complainant

Exhibiting Leadership

The cornerstone of sexual harassment prevention strategies depends on the consistent and demonstrated leadership of senior staff to create and maintain a culture in which harassment is not tolerated.

What can you do to:

- Set the tone that harassment is not tolerated
- Create an inclusive culture where everyone feels valued and their opinion respected
- Make regular training part of your organizational culture
- Demonstrate that a safe work environment is a priority and a core value
- Create parity and equity at your workplace
- Mentor and promote women to lead

Refreshing Policies And Procedures

- Ensuring healthy work environments have strong, comprehensive harassment policies
- Accessible complaint procedures
- Regular, interactive training tailored to the organization and its constituents
- Requiring partner organizations or grant-receiving organizations submit their policies around sexual harassment
- Create and share written policies for donors
- Reviewed annually by board, senior staff, and legal counsel

Training Staff And Boards

Robust training should:

- Include a commitment to multiple interactive, in-person trainings
- Be customized to the unique field and organization
- Have the buy-in of the senior staff and board
- Be facilitated by an outside trainer
- Begin with a statement of commitment from the CEO/Exec. Dir
- Include a by-stander education component
- Include separate trainings for:
 - » Board
 - » Senior staff
 - » Staff

Facilitating Reporting

- Offers clarity in the reporting structure
- Clearly states the investigation process and timeframe
- Is transparent about consequences for perpetrators
- May include an external reporting structure (i.e., AllVoices)
- Ensures no consequences or retaliatory actions against complainant

What would you do?

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Scenario #1

You've been searching for months and months for a new senior hire.

Finally, the perfect candidate emerges and you're very excited about his potential. He's enthusiastic about the job and excited to bring some of his most dedicated donors to your organization. All of his references check out, but one. In a final background check, you learn that he was asked to leave in the past for sexual harassment allegations against him. When asked about it, he says it was a misunderstanding and he left for professional reasons.

What do you do?



Scenario #2

It's the night of your big gala and the man of the evening is your biggest donor.

An older gentleman, he's been a dedicated supporter of your organization for decades and recently made a major multi-million dollar gift to name the lobby of your building after his late wife. One of the members of your board, a woman, presented him on stage with the award. Although she stuck out her hand to wish him mazel tov, he ignored the gesture and instead, put his hands around her waist and pulled her in for an awkward kiss saying, "I never turn down the chance to kiss a pretty woman." She later complained to you and threatened to leave the board and pull her support.

What do you do?



Scenario #3

Several of your development staffers reported having difficulties with your donors – primarily older, Jewish fatherly figures who felt a firm but casual sense of entitlement to make sexual innuendos and overtures. They tried shaking off weird comments and lewd sexual jokes while trying to discuss their annual contributions. Finally, they spoke to the managing director and while she listened and was empathetic, she explained that there really wasn't much that she could do. This wasn't really a legal issue but rather a behavior issue and we should just accept that older men are from a different generation. “Laugh it off,” she said.

What do you do?



Scenario #4

At staff meetings, one male staffer on your team consistently interrupts and shuts down female staffers as they speak. No one has complained to you, but you've noticed the women around the table giving each other looks when it happens. The male staffer is very talented and the board and donors love him, but one of your female staffers has recently quit, taking a lateral move to another local organization and explaining it was for "personal reasons."

What do you do?

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Next Steps

- Conversation with Board and senior leadership to garner commitment, write aspirational statement, determine next steps, and create timeline
- Update current policies, get legal advice as needed
- Enlist experts and consultants to implement new training for board, senior leadership, and staff
- Review leadership development/hiring practices
- Create a standard for what it means to be a safe, respectful, and equitable Jewish workplace

Sign the Safety Respect Equity Commitment



Safety
Respect
Equity

Commitment

Commitment to safe, respectful and equitable Jewish workplaces and communal spaces.

As adopters of this Commitment, we promise to implement comprehensive standards in our organizations and communal spaces to achieve the goals of safety, respect and equity.

RECOGNIZING that no community, including our own, is immune from sex- and gender-based bias and misconduct;

EMBRACING our ethical responsibility to honor the dignity of every individual who enters a Jewish communal space or workplace;

DESIRING to elevate these issues to a primary concern of the broader community and address them through urgent and immediate action;

ASSERTING the need for individuals of all backgrounds in Jewish organizations, whether professional, volunteer or participant, to help prevent and respond to discrimination and harassment;

ELEVATING the necessity for all targets of discrimination and abuse to have a safe, confidential and accessible method to lodge their claims;

AFFIRMING the need to respond swiftly and responsibly to reported incidents of discrimination or harassment;

ENSURING that all claims are properly investigated and handled in an impartial and non-retaliatory manner;

EMPHASIZING that witnesses to abuse and discrimination are encouraged to speak up rather than stand by idly;

PRIORITIZING the well-being of targets of abuse, including creating environments where they can safely and comfortably speak out and take steps to have their needs met;

STRIVING to foster organizational and communal cultures where all individuals have equal opportunities for hiring and advancement as professionals and volunteers;

BELIEVING that transparency and accountability are essential elements of healthy organizations and communities;

SEEKING to effect change at the leadership, organizational and community-wide levels to do everything possible to guarantee that all Jewish workplaces and communal spaces are safe, respectful and equitable for all; and

ENCOURAGING the adoption of comprehensive discrimination and harassment prevention and response frameworks by each Jewish organization that provides sufficient education, oversight and ongoing review to assure strong protections.

We commit to

Adhere to high ethical and legal standards for prevention and response to sexual harassment and gender discrimination and to adopt institution-wide policies and procedures; reporting and response; and education and training, as well as to provide the necessary leadership, resources and knowledge to assure these measures are implemented and effective.

The Safety, Respect, Equity Commitment is part of the coalition's mission to make all Jewish workplaces and communal spaces safe, respectful and equitable.



Post Commitment Statement On Website And Relevant Print Materials

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Adhere to high ethical and legal standards for prevention and response to sexual harassment and gender discrimination and to adopt institution-wide policies and procedures; reporting and response; and education and training, as well as to provide the necessary leadership, resources and knowledge to assure these measures are implemented and effective.



Holistic Commitment is the Game-Changing Strategy!

- Addressing sexual harassment both “aspirationally” and tactically
- Creating truly inclusive workplaces
- Commit to meaningful interactive training for all staff, board, and senior leadership.
- Ensure more women are in top leadership roles
 - » CEOs and senior leaders, Boards, hiring committees
 - » Changing the culture of our Jewish workplaces - valuing home and family life, flexible work, a welcoming culture.

What Does It Really Mean to be an Equitable Workplace?

- Insist on pay equity
- Ensure ample representation of women on hiring committees, boards of directors, and senior management
- Create family-friendly work cultures
- Make mentoring a priority
- Make sure all voices are heard
- Stand by core values of diversity and inclusivity

Questions and Conversation