

California Legislature

Joint Committee on Rules

ROOM 3016 — STATE CAPITOL
P.O. BOX 942849
SACRAMENTO, CALIFORNIA 94249-0001
TELEPHONE: (916) 319-2804

AGENDA

June 25, 2018

11:00 a.m. – 12:30 p.m.

State Capitol ~ Room 4202

Subject: Recommendations of the Subcommittee on Sexual Harassment Prevention and Response

I. Introductory Remarks

Assemblymember Ken Cooley, Chair
Senator Anthony Cannella, Vice Chair

II. Presentation and Receipt of Subcommittee Recommendations and Climate Survey Results

Assemblymember Laura Friedman, Chair, Subcommittee on Sexual Harassment Prevention and Response

Senator Holly Mitchell, Vice Chair, Subcommittee on Sexual Harassment Prevention and Response

III. Establishing the Workplace Conduct Unit

Diane Boyer-Vine, Legislative Counsel of California

IV. Public Comment

V. Acceptance of Recommendations and Approval of Policy



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JOINT COMMITTEE ON RULES
SUBCOMMITTEE ON SEXUAL HARASSMENT
PREVENTION AND RESPONSE

*Recommendations to the
Joint Committee on Rules*

June 21, 2018

The Subcommittee on Sexual Harassment Prevention and Response (Subcommittee) convened its first hearing on January 24, 2018, to hear experts testify as to the importance of culture change to reducing sexual harassment in the Legislature. In essence, reducing sexual harassment in the Legislature requires more than simply a new policy. It requires a policy as well as the practices that support culture change.

The Subcommittee therefore has focused its recommendations to the Joint Committee on Rules on transforming the Legislature's workplace culture to promote respect, civility and diversity. Culture transformation is the first recommendation and the other recommendations support that transformation.

The Subcommittee makes the following recommendations in light of five informational hearings and a workplace climate survey. The hearings, available on the Legislature's websites, addressed the following topics:

- Best Practices for Changing Culture on Sexual Harassment
- Defining Sexual Harassment and Identifying Challenges
- Best Practices for Reporting Sexual Harassment and Protecting Victims
- Investigation and Response to Sexual Harassment Allegations
- Preventing Sexual Harassment through Training and Culture Change

After completing the informational hearings, the Legislature arranged for a workplace climate survey. The Subcommittee heard the climate survey results and considered draft recommendations from the Subcommittee's Chair and Vice-Chair on June 18. These recommendations reflect the Subcommittee's deliberations.

I. Transform the Legislature's Workplace Culture to Promote Respect, Civility and Diversity and Every Person's Responsibility to Build that Culture.

- A. Adopt "Policy on Appropriate Workplace Conduct" (Policy).** The accompanying Policy reflects an aspirational policy for moving the Legislature in the direction of a workplace that all members and staff wish to work. Actions will be judged on whether the action promotes respect, civility and diversity. "Inappropriate conduct toward others" is unacceptable and all reports of such conduct will be addressed, in order to improve the workplace culture. An independent workplace conduct unit will address those incidents of conduct affecting a protected class, while each house's human resources unit will address other reports. The Policy applies to members, employees, interns, volunteers, and applicants.

- B. Create engaging training program.** Implement a comprehensive training program that engages members and staff to understand how they can contribute to making the Capitol a workplace of respect, civility and diversity. Training programs may include in-person training and on-line programs, as well as implicit bias and bystander training. The training will give all staff and volunteers the tools they need to recognize and prevent inappropriate conduct toward others when they see it.
- C. Promote respect and civility in the legislative workplace.** Following the leadership of the Assembly Speaker and the Senate President Pro Tem, members and supervisors will promote respect and civility in the Capitol community. The legislative workplace extends beyond the Capitol, to the Legislative Office Building, district offices, and work-related social events. With training, members and supervisors will gain the understanding to recognize developing problems in their office and seek assistance with addressing the problem and promoting the values inherent to the Policy.
- D. Protect employees who suffer or report inappropriate conduct based on a protected class, harassment or discrimination.** While the law already bars retaliation against legislative employees for reporting sexual harassment, the Legislature should take action to protect and support victims, such as continuing the contract with WEAVE for confidential, voluntary pre-reporting counseling. Employees in offices where the member is the subject of an investigation will receive support from the relevant rules committee.
- E. Bolster anti-retaliation policies.** Retaliation for reporting sexual harassment is not only illegal, but an unacceptable contradiction to the Policy. The Legislature will not allow retaliation by its members or staff. Reports to the independent unit established under the Policy will be a “protected disclosure” under the Legislature’s anti-retaliation statute. Retaliation may include more than an adverse tangible employment action or material changes to the terms and conditions of employment. It could include harassment (*e.g.*, ostracism) or bad mouthing the complainant outside of the workplace. The training program will build understanding of the breadth of the retaliation that the law and the Policy prohibit. Members, supervisors and co-workers will be subject to corrective action for retaliation.

II. Address Problems Early.

- A. Establish legislative workplace conduct unit in the Legislative Counsel Bureau.** In order to create a bicameral, independent advisory, reporting and investigation operation that makes incident reporting accessible and straightforward, the Legislative Counsel will oversee the Legislature’s independent legislative workplace conduct unit (independent unit). The Legislative Counsel will have the responsibility, authority and budget to provide for reporting, assessment, investigation, and independent reports about inappropriate conduct toward others based on protected class. Investigators will have specialized workplace investigation training on sexual harassment and discrimination.

- B. Encourage reporting of all incidents that diminish respect and civility.** Witnesses testified that, generally, reports are submitted for only about 25% of incidents of sexual harassment. When it occurs, some may not recall how to report such incidents. Therefore, make **reporting as straightforward and accessible as possible**, including consideration of on-line apps for reporting. The independent unit will accept both named and anonymous reports, and respond to the extent it has sufficient information to proceed with an assessment and/or an investigation. The independent unit also will accept reports of inappropriate conduct by lobbyists and other third parties. The person who allegedly conducted themselves inappropriately shall be the “subject” of an assessment, investigation and determination, as necessary.
- C. Refer reports of conduct that may be criminal to law enforcement.** The assessment, investigation and panel process may proceed, depending on the circumstances.
- D. Require supervisors to report** complaints of inappropriate conduct immediately so the complaint can be resolved. Supervisors include members, chiefs of staff, and chief committee consultants. The independent unit will offer advice to supervisors to help them determine when reporting is appropriate.
- E. Offer complainants alternatives for addressing problems.** As part of intake, an internal investigator will explore with the person who submits the report whether there is any interest in addressing the alleged problem independent of the formal process, which continues in any case. This may include mediation between the person who allegedly suffered and the employer (not the subject of the investigation). These alternatives will be at the sole discretion of the person who suffered the alleged inappropriate conduct. Alternatives will not interfere with the assessment, investigation, and determination. The Legislature has a duty to investigate and prevent sexual harassment, which exists without regard to the preferences of those who are involved in an incident.
- F. Inform complainant as to the process.** The independent unit will provide appropriate updates to the complainant as to the status of the case.
- G. Expand the range of responses to inappropriate conduct toward others.** In order to address problems early, the responses to reports will include actions to address the problem, such as additional training. The responses may not necessarily be disciplinary, and may start with informal counseling, to help everyone understand how to help build a workplace culture of respect, civility and diversity.
- H. When appropriate, engage the entire office team.** When a report suggests that a legislative office is encountering actions that challenge the Policy, the office may be offered training formulated specifically for its needs.

III. Investigate Reports Promptly.

- A. Assess reports immediately, by subject-matter expert.** The independent unit would review the report and contact the one who the report suggests was impacted by the inappropriate conduct immediately. The intake assessment will allow for determination as to the need for immediate response.

B. Classify reports for further action. In order to determine the appropriate process for the report to be addressed, the subject-matter intake expert would examine whether the report relates to a protected class and whether an independent panel review is required. The categories and the responses would include:

- “A” (within Policy jurisdiction, requiring full investigation and panel briefing)
- “B” (within Policy jurisdiction but initial investigation is sufficient with recommendation targeted to be delivered to the employer within 30 days)
- “C” (not within Policy jurisdiction, referred back to house of origin’s human resources division)

C. Investigators collect evidence, including documents and interviews. While independent unit investigators would lead most investigations, external investigators may be authorized for investigations related to members, or to legislative staff who outrank the unit’s investigators. The staff members who outrank the unit include senior staff of leadership offices, rules committees and the Legislative Counsel Bureau. Productive investigations will require cooperation from all who are connected to the incident of inappropriate conduct. The subject of the investigation will have an opportunity for an interview with the investigator, who will collect evidence that addresses all perspectives on an incident. The evidence, from either internal or external investigators, will be submitted to the independent panel without the investigator making any factual findings.

IV. Create an Independent Panel of Subject-Matter Experts to Determine Facts and Recommend the House’s Response to Reports.

A. Appoint a 5-member panel of subject-matter experts. These experts will have decades of experience in addressing employment-related issues, particularly related to employment discrimination (including sexual harassment). This panel of experts will be responsible for making factual findings (substantiated or unsubstantiated) and recommendations to the relevant house as to how the house should respond. Request that the Chief Justice appoint a majority of panelists, while each house will appoint one panelist. The panelists will be under contract with the Legislative Counsel.

B. Provide each panel with the evidence developed by investigators. A panel of three of the five panel experts, in rotation, will have a period of time to review the evidence. This panel will then have an opportunity to discuss the evidence and develop preliminary findings and recommendations.

C. Provide briefing between supervisor/employer and review panel. After the panel has reviewed and discussed the evidence, an appropriate supervising person or persons would be invited to a briefing to discuss the panel’s preliminary findings. The appropriate person to participate as the supervising person or persons will depend on the circumstances. It may be the Secretary of the Senate or the Assembly Chief Administrative Officer. Or it may be a member or a chief of staff, or the Senate President Pro Tempore or the Assembly Speaker in the case where a legislator is the subject of the investigation.

D. Direct panel to make factual findings and recommend the response to substantiated facts. After the briefing, the panel will deliberate and determine the substantiated facts, make findings as to whether the conduct violated the Policy, and recommend how the relevant house should respond to those findings. Findings and recommendations would require unanimous support from the three panelists.

V. Retain House Authority to Determine Appropriate Response to Reports.

A. Allow each house to determine how it wishes to respond to panel recommendations.

Each house will determine who responds to the panel's reports and makes the final decisions as to how to respond pursuant to the Policy to an incident of inappropriate conduct toward others based on protected class. The chair of the relevant rules committee will receive a copy of each report.

B. The house's decision-maker documents decisions. The house's decision-maker may adopt the panel's recommendations or may take other action to respond to the panel's report of inappropriate conduct pursuant to the Policy. If the house's decision-maker differs with the panel's recommendations, the reasons for the differences will be documented and maintained by the Secretary of the Senate or the Chief Administrative Officer of the Assembly.

C. The house decision-maker will prepare a decision to present to the subject. The decision will summarize the findings and describe what corrective action will be taken to address the substantiated facts.

VI. Maintain Policy on Disclosure Related to Sexual Harassment.

A. Protect confidentiality of certain reports, investigations and determinations of inappropriate conduct toward others.

This entire process is an internal management process. Reports of inappropriate conduct, including sexual harassment, are more likely to be made if the reporter can be offered some level of confidentiality. As a public body, however, the Legislature cannot guarantee confidentiality, but it can make an effort to maintain the confidentiality where the law allows. This reflects a balance between the Legislature's duties to provide transparency and protect the privacy of its employees. Documents related to complaints of inappropriate conduct toward others will remain confidential.

B. Disclose certain documents as to members and senior legislative staff. The house will release certain documents in cases where the panel determines that facts related to sexual harassment claims have been substantiated against a member or a high-level legislative employee, and the house has imposed discipline or has determined that the allegations are well-founded. The documents to be released will be the claim filed and the letter provided to the subject of the investigation, which will include a summary of the panel's factual findings. All documents will redact the personally identifying information of the accuser and witnesses, for privacy reasons.

CHAIR
LAURA FRIEDMAN
ASSEMBLYMEMBERS
BRIAN DAHLE
ELOISE GÓMEZ REYES
MARIE WALDRON

California Legislature



JOINT COMMITTEE ON RULES SUBCOMMITTEE ON SEXUAL HARASSMENT PREVENTION AND RESPONSE

VICE CHAIR
HOLLY MITCHELL
SENATORS
PATRICIA C. BATES
JEAN FULLER
CONNIE M. LEYVA

California Legislature *DRAFT Policy on Appropriate Workplace Conduct:* *Creating a Culture of Respect, Civility and Diversity*

The Legislature is responsible for debating and enacting California law and policy, on behalf of all Californians. Members and staff engage the public, advocates, and each other in vigorous discussion of what is best for California. The Legislature’s success depends on creating a culture of respect, civility and diversity.

In creating that culture, the Legislature faces unique challenges. Members are elected by the people, not employed by the Legislature. Legislative staff includes some just entering the workforce and others with decades of experience. Legislation often addresses sensitive issues. The legislative calendar includes times of long hours, fast action, and stress, as well as times of more deliberate analysis and review. These challenges have led to incidents that counter efforts to promote respect, civility and diversity.

The California Legislature therefore adopts this Policy on Appropriate Workplace Conduct (Policy) to build a workplace culture based upon the values of respect, civility and diversity. All Members and legislative staff are required to conduct themselves in accordance with the Policy as well as all applicable local, state, and federal laws. They are encouraged to judge their own actions through the prism of these core values for a professional workplace. The Legislature seeks to build a workplace where all community members are respected, interaction and engagement is civil, and diversity is valued. Building that workplace will require time and the Legislature will need to invest the resources necessary to support that effort.

The purpose of this Policy is to preserve the dignity, respect, and professionalism of the legislative workplace as well as to protect the right of employees to be free from unlawful discrimination, sexual harassment and all other forms of unlawful harassment, retaliation and inappropriate conduct toward others based on a protected status. Retaliation, as well as discrimination, sexual harassment, other forms of harassment, and inappropriate conduct toward others based on a protected status, is contrary to the values of the Legislature. For the protections of individuals under this Policy, the term “employee” shall include unpaid interns, fellows, volunteers, applicants, and persons providing services pursuant to a contract. In addition, Members are both protected by this policy and required to abide by its terms.

As a preventive measure, the Legislature will not tolerate inappropriate conduct toward others, even if the conduct does not meet the legal definition of unlawful discrimination, harassment, or retaliation. The Legislative Counsel’s Legislative Workplace Conduct Unit (“Workplace Conduct Unit”) accepts all reports of inappropriate conduct, but will focus its investigations on conduct related to a protected class. Each house’s human resources unit will address other reports of inappropriate conduct. All legislative employees are responsible for conducting themselves in accordance with this Policy and its associated procedures. Violation of the Policy and/or procedures will lead to prompt and appropriate remedial action. Appropriate action includes a broad range of actions to promote a culture of respect, civility, and diversity, and may not always be disciplinary in nature.

Inappropriate conduct toward others is any physical, verbal, or visual conduct based on or because of sex, gender, gender identity or expression, race, color, ancestry, religious creed, national origin, age (40 and over), physical or mental disability, sexual orientation, marital status, military or veteran status, medical condition, genetic information or any other characteristic protected by state or federal employment law when such conduct reasonably would be considered inappropriate for the workplace. This Policy prohibits inappropriate conduct by coworkers and third parties, as well as supervisors and managers, with whom the employee comes into contact.

This provision is intended to prevent inappropriate conduct based on a protected status before it becomes unlawful discrimination or harassment. As such, the conduct need not meet legally actionable state and/or federal standards of severe or pervasive conduct to violate this Policy. An isolated derogatory comment, joke, racial slur, sexual innuendo, etc., may constitute conduct that violates this Policy and provide grounds for response. Similarly, the conduct need not be unwelcome to the party against whom it is directed; if the conduct reasonably would be considered inappropriate for the workplace, it may violate this Policy. Depending on the facts, the relevant house's response may include counseling, training or other corrective action up to and including termination of employment of staff or suspension or expulsion of a Member.

Conduct which violates this Policy may take many forms and includes, but is not limited to, slurs, jokes, statements, gestures, pictures, or cartoons that relate to a protected class, such as those that have a racial, sexual, disability-related, religious, age or national origin connotation, or derogatory comments about religious differences and practices. Specific examples of conduct which may be found to violate this Policy are:

- 1) Offering employment benefits in exchange for sexual favors.
- 2) Making or threatening reprisals after a negative response to sexual advances.
- 3) Verbal sexual advances or propositions; or pressuring or repeatedly asking an employee for dates.
- 4) Visual conduct: leering, sexual gestures, or a display of offensive images, objects, pictures, cartoons, calendars or posters that has a derogatory connotation to any protected class.
- 5) Verbal conduct: degrading or derogatory comments, epithets, slurs or jokes that have a derogatory connotation to any protected class; frequently questioning someone about his or her personal life or speculating about his or her sex life.
- 6) Written conduct: suggestive or obscene letters, notes, electronic mail messages, or invitations, or similar written conduct that has a derogatory connotation to any protected class.
- 7) Physical conduct: unwelcome touching, assault, or impeding or blocking normal movement.
- 8) Other unwelcome conduct based upon any protected class which is unbecoming of Members and staff and that creates an intimidating, hostile or offensive work environment.

The procedures associated with this Policy support the Legislature's movement toward a workplace culture of respect, civility and diversity. Each complaint will receive a timely response and will be investigated timely and impartially by qualified personnel. The Workplace Conduct Unit will receive, document, and investigate complaints, and track them for reasonable progress.

Employees do not have to complain to their direct supervisor, but may go directly to the Workplace Conduct Unit. Employees may also go to Human Resources or any supervisor in their house. Supervisors (including Members) must report any complaints of misconduct to the Workplace Conduct Unit immediately so that the complaint can be resolved. All employees are strongly encouraged to report any violation of this Policy to the Workplace Conduct Unit. All legislative employees and Members are responsible to fully and honestly cooperate in any investigation by either house's Human Resources Department or the Workplace Conduct Unit.

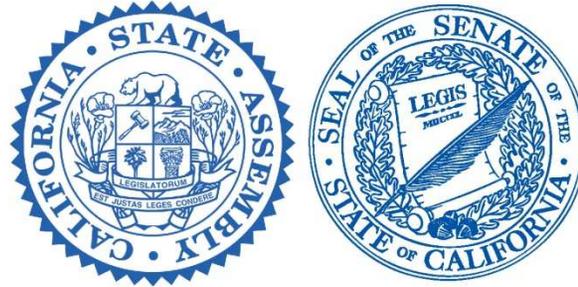
No one may retaliate against an employee for complaining about a violation of this Policy or for participating in an investigation.

The procedures for investigation by the Workplace Conduct Unit provide details for independent assessment and investigation of complaints, and an independent panel to make findings related to alleged violations of the Policy. The Workplace Conduct Unit and the independent panel will conduct a fair, timely, and thorough investigation that reaches reasonable conclusions based on the evidence collected. The Workplace Conduct Unit and the independent panel will close investigations in a timely manner. Each house will have responsibility for considering the panel's findings and recommendations, and determining whether the Policy has been violated and the appropriate response that will promote a workplace culture of respect, civility and diversity.

Confidentiality of the process encourages reporting, and the Legislature will work to maintain the confidentiality of the investigation and determination process to the extent possible and consistent with this Policy. The Legislature, however, is a public body. In balancing the interests in confidentiality and transparency, the Legislature will maintain the confidentiality of these personnel matters, except as follows: Certain documents will be released in cases where the panel determines that facts related to sexual harassment claims have been substantiated against a member or a high-level legislative employee, and the house has imposed discipline or has determined that the allegations are well-founded based on the independent panel's findings. The documents to be released will be the claim filed and the letter provided to the subject of the investigation, which will include a summary of the panel's factual findings. All documents will redact the personally identifying information of the accuser and witnesses, for privacy reasons.

Employees also may direct complaints to the California Department of Fair Employment and Housing (DFEH) at 1-800-884-1684 or <https://www.dfeh.ca.gov>.

California Legislature



Climate Survey Results

April 2018 Survey Administration



TALENTKEEPERS®



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Agenda

Purpose, Process & Outcomes

Employee Engagement and
Building a Fair & Inclusive Climate

Climate Survey Results

Recommendations

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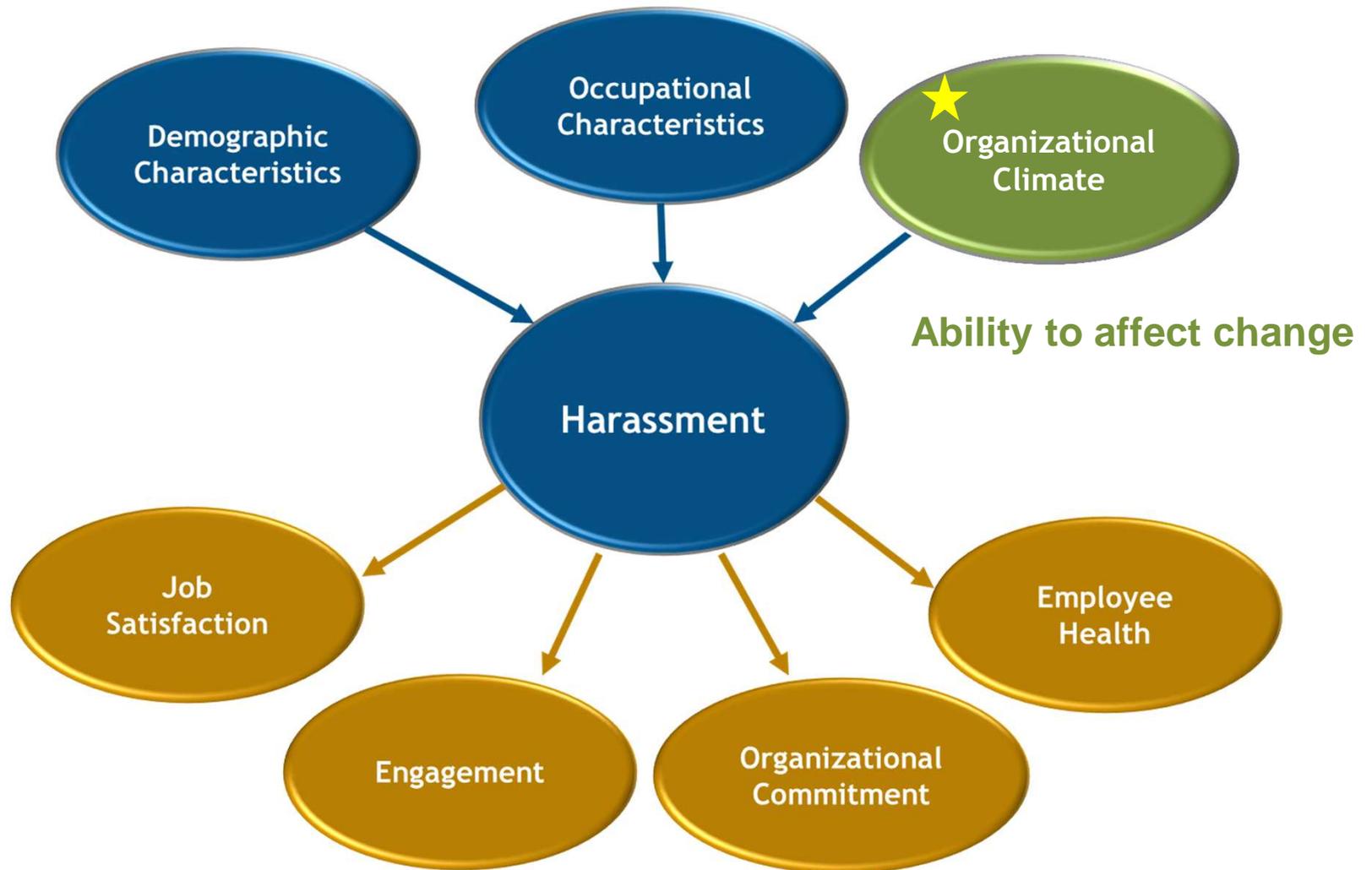


COMMIT | ENGAGE | EXCEL

Purpose

- Create a fair, accepting & open culture; free from discrimination and harassment
- Measure organizational climate, identify strengths and opportunities
- Recommend actions to improve climate and reduce instances of reported harassment

Building a Fair & Inclusive Climate



Employee Engagement

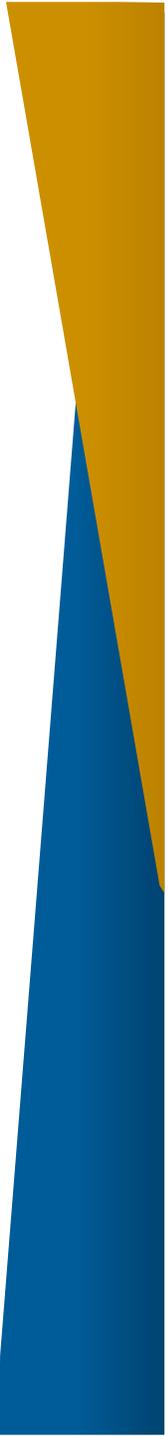
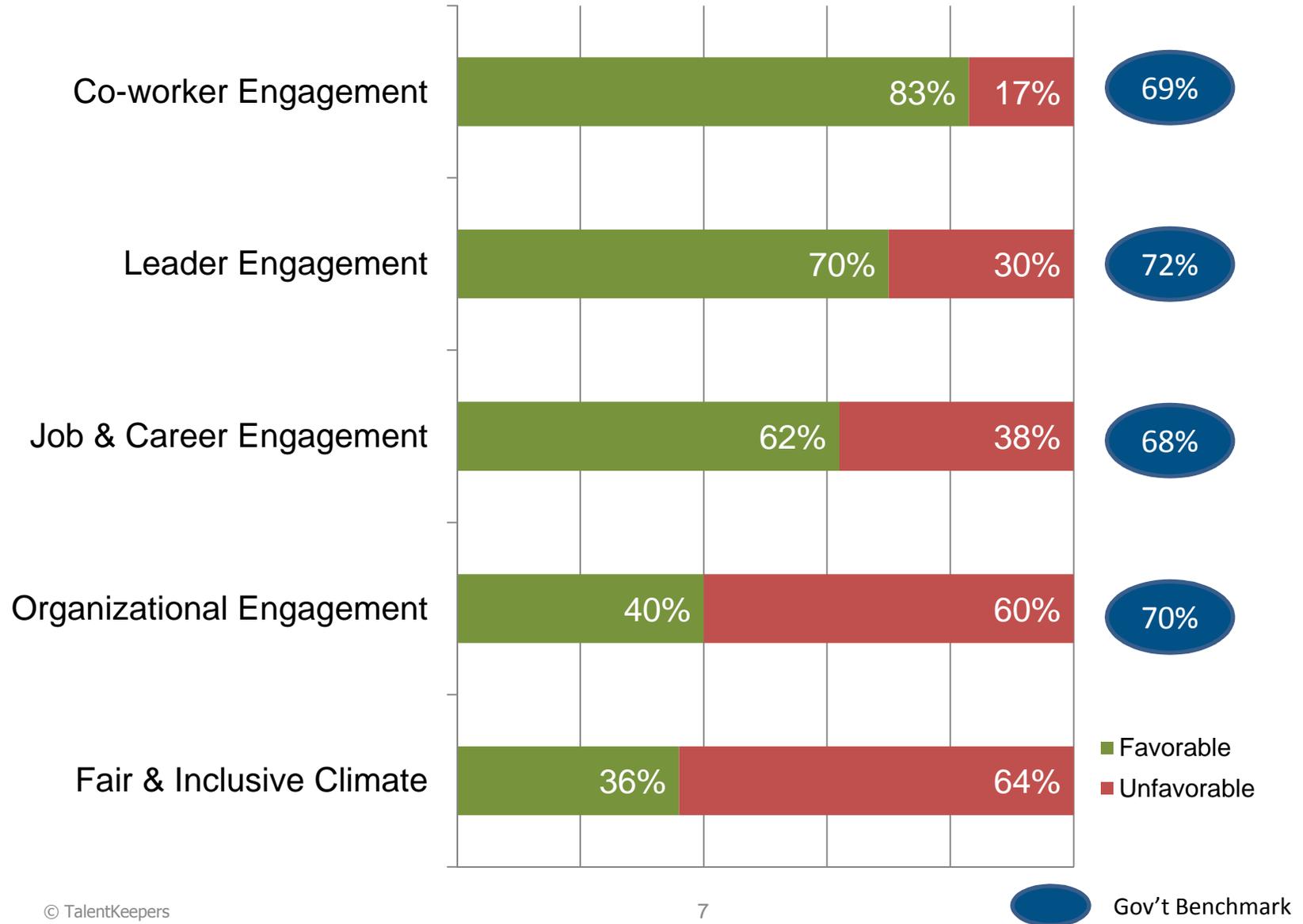


Climate Survey Participation

- **Survey Administration: 4/18/2018 - 5/11/2018**
- **Eligible Participants: 2,661**
 - Includes: All benefits eligible employees; legislators; volunteers

Group	Completion Percentage	Count
Legislature Overall	46%	1,220
Assembly	49%	751
Senate	42%	469

Engagement Dashboard





Organizational Strengths

1. Employees are satisfied with their work duties and are committed to their work in public service
 - A. 70% are satisfied at work
 - B. Job duties are cited as the number one reason employees are staying
 - C. 78% of employees indicate they intend to remain employed with the Legislature for 3 years or more
 - D. Employees are satisfied with their health plans and believe the Legislature is committed to delivering high quality service to the public



Organizational Strengths

2. Results indicate strong relationships with co-workers and leaders
 - A. 83% of employees are engaged by their co-workers
 - B. 70% of employees are engaged by their direct/immediate supervisor
 - C. Over 80% of employees believe their supervisor is trustworthy, caring, and listens to ideas



Organizational Opportunities

1. Employees do not feel secure in their jobs and do not feel respected by the Legislature
 - A. Only 55% of employees believe individuals in positions of power support a harassment-free work environment
 - B. 38% do not believe victims or reporters of harassment are free from retaliation
 - C. 33% do not believe appropriate action will be taken after a complaint is made

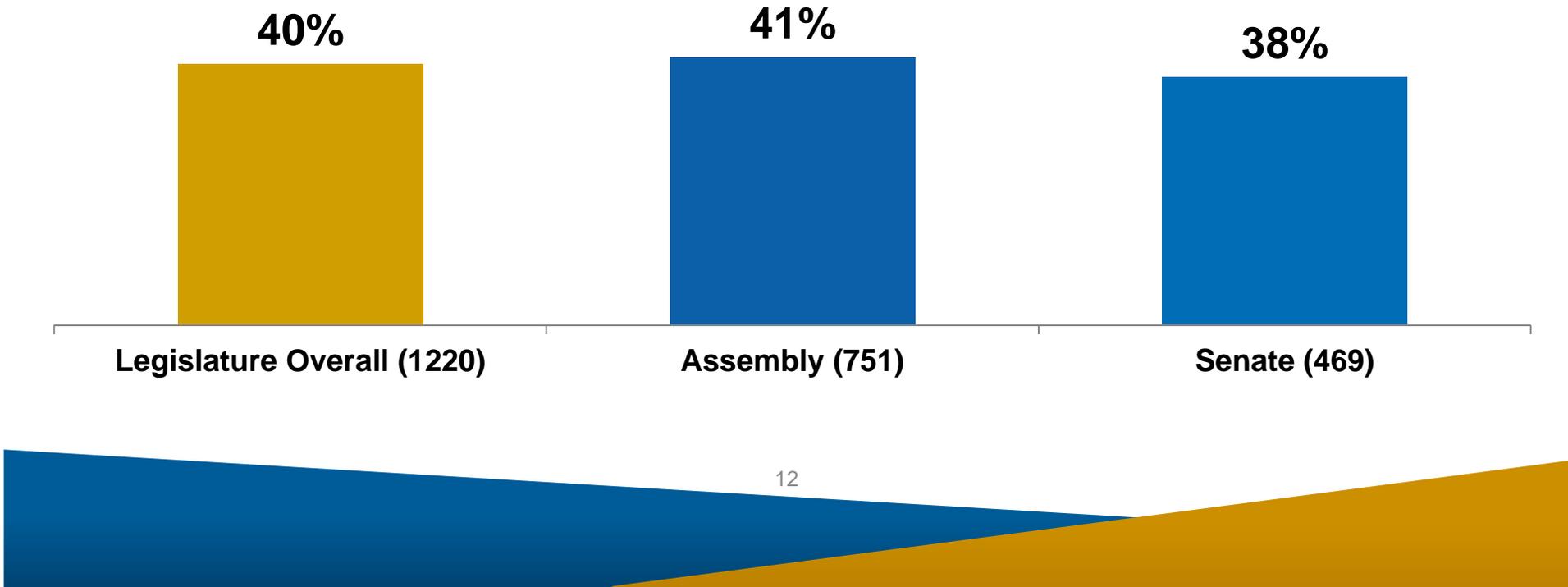


Organizational Opportunities

2. Of those who indicate they have experienced or witnessed harassment:
 - A. Females reported higher incidents of harassment than men
 - B. The percentage of Supervisors who report harassment is higher than that of non-supervisors, however, the number of non-supervisors reporting harassment is greater than that of supervisors
 - C. The most prevalent indication of harassment resulted from lobbyists/members of the public
 - D. Capitol employees reported higher incidents of harassment than those located in the districts

Organization Engagement Index

Percent Engaged



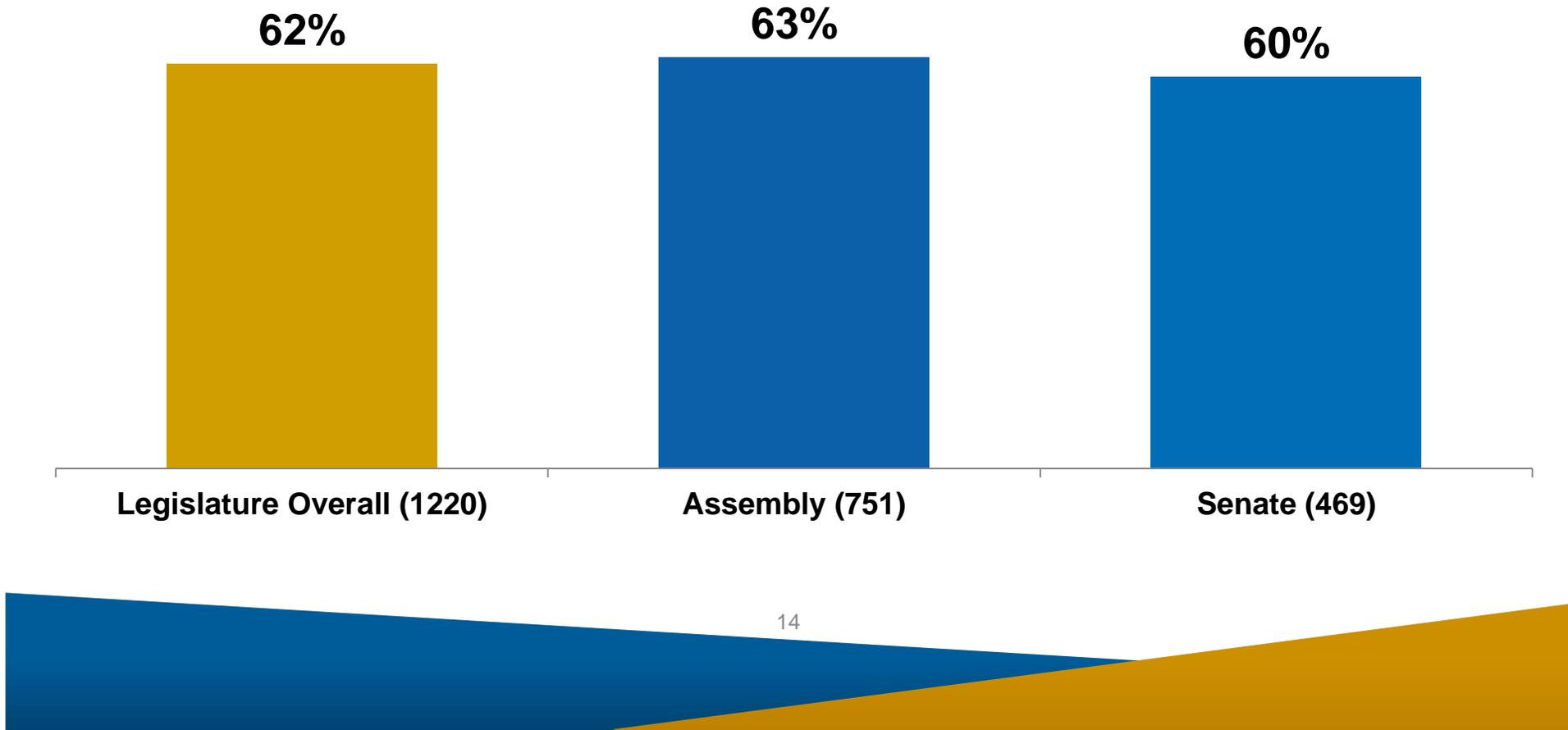
Organization Engagement Items	Legislature Overall	Assembly	Senate
OEI	40%	41%	38%
The Legislature consistently demonstrates that delivering high quality service to the public is a high priority.	69%	68%	69%
Managers are accessible and approachable when necessary.	64%	66%	62%
The Legislature shows respect for employees.	49%	50%	47%
I feel that I can question a policy or practice, without fear of being penalized.	45%	47%	42%
My employer's process and procedures to evaluate and promote employees is fair.	44%	46%	41%

Engagement Index Calculation:

$$\frac{\text{\# of employees averaging 3.65 + across all questions}}{\text{\# of total respondents}}$$

Job & Career Engagement Index

Percent Engaged



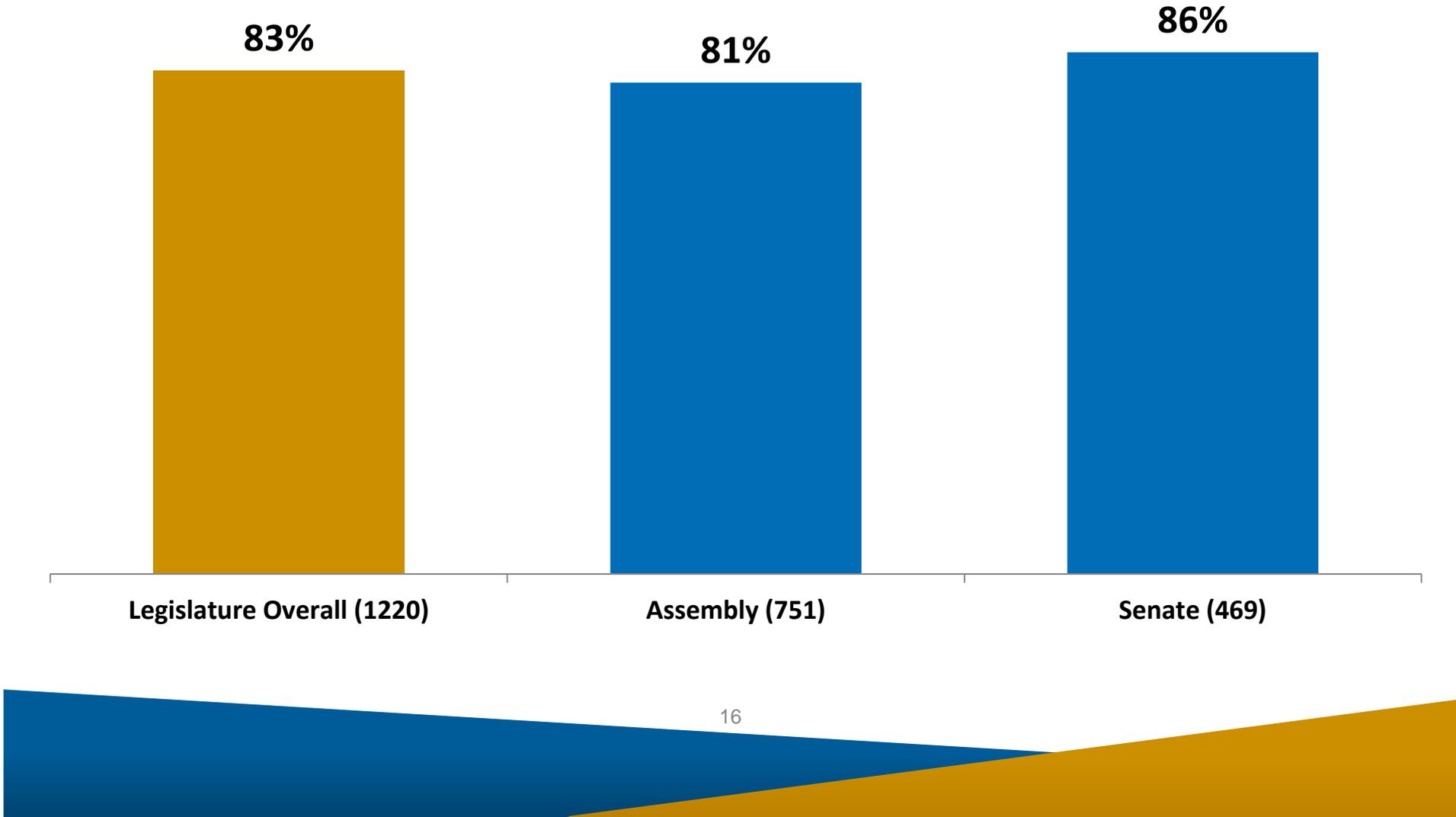
Job & Career Engagement Items	Legislature Overall	Assembly	Senate
JEI	62%	63%	60%
This is a career that I love and believe in.	82%	80%	86%
My decision-making authority is sufficient for me to perform my job effectively.	78%	76%	82%
I have the information and resources needed to effectively get my work done.	77%	78%	76%
I receive the training needed to perform my job effectively.	67%	68%	65%
At work, I have sufficient opportunities for professional growth.	54%	56%	51%

Engagement Index Calculation:

$$\frac{\text{\# of employees averaging 3.65 + across all questions}}{\text{\# of total respondents}}$$

Co-Worker Engagement Index

Percent Engaged

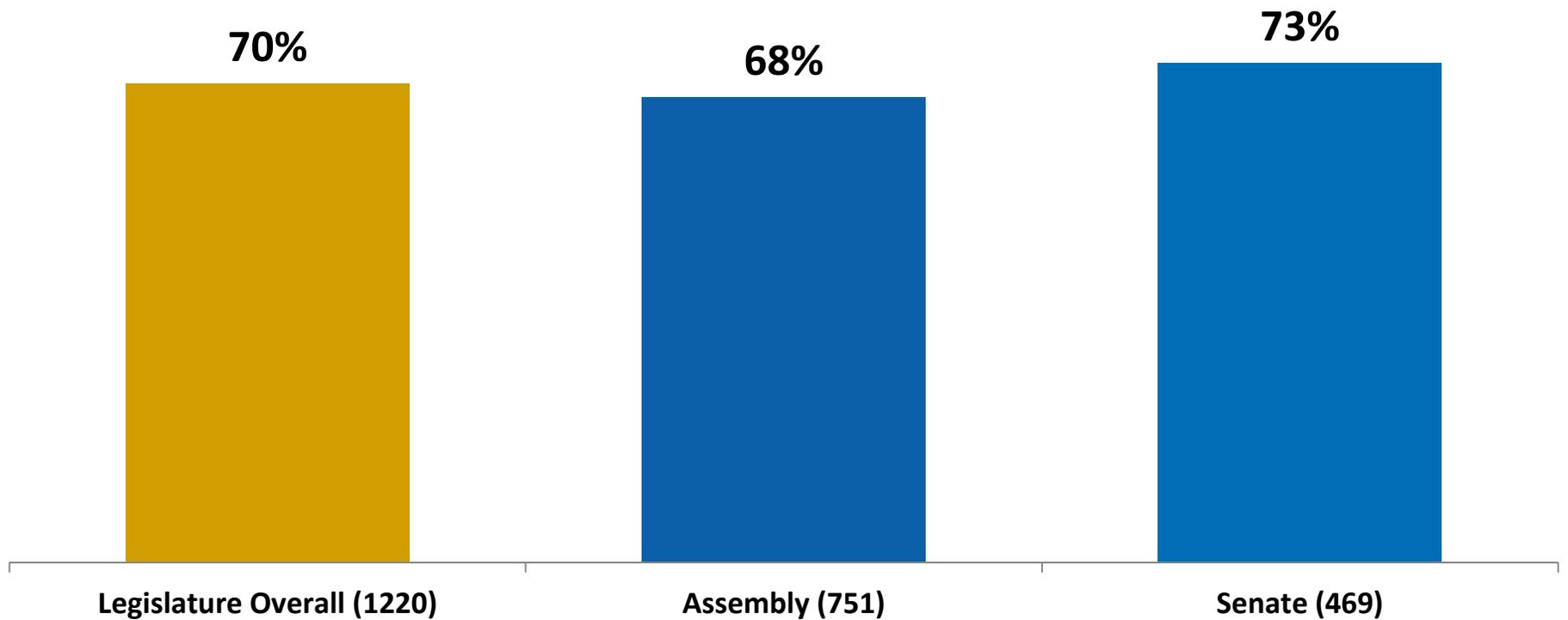


Co-Worker Engagement Items	Legislature Overall	Assembly	Senate
CEI	83%	81%	86%
Most of my co-workers communicate effectively with me.	84%	82%	88%
I receive the support I need to be able to succeed from most of my co-workers.	84%	82%	88%
Most of my co-workers demonstrate interest and concern for my personal well being.	84%	82%	86%

Engagement Index Calculation:

$$\frac{\text{\# of employees averaging 3.65 + across all questions}}{\text{\# of total respondents}}$$

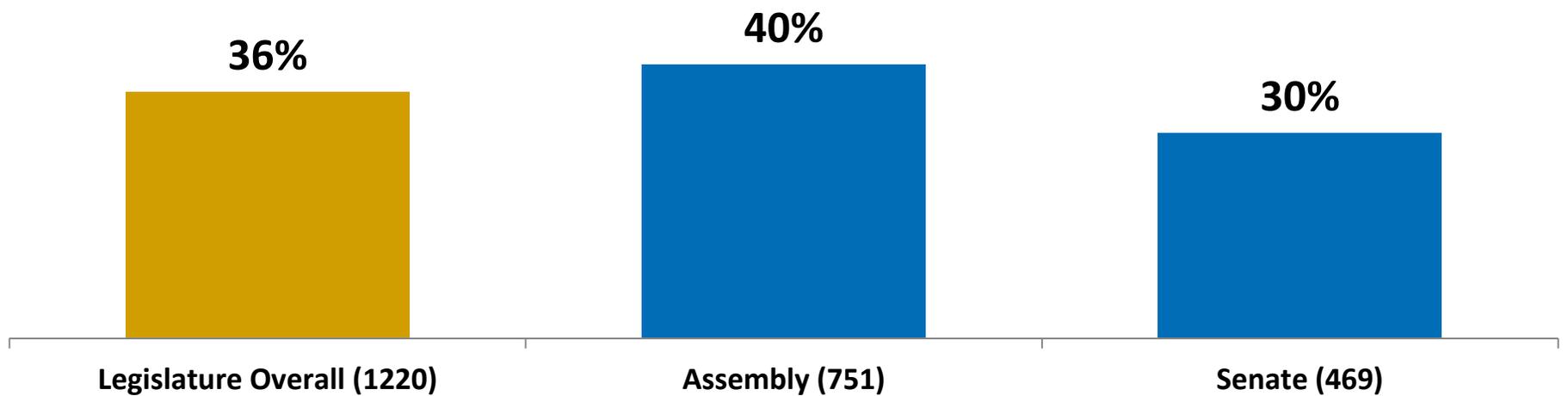
Leader Engagement Index Percent Engaged



18

Leader Engagement Items	Legislature Overall	Assembly	Senate
LEI	70%	68%	73%
My direct/immediate supervisor is someone I can trust.	82%	79%	87%
My direct/immediate supervisor listens when I have suggestions on how to do things better.	81%	80%	83%
My direct/immediate supervisor is concerned for me as an individual.	81%	80%	84%
My direct/immediate supervisor holds me and my co-workers appropriately accountable for performance.	77%	76%	78%
The feedback my direct/immediate supervisor provides me helps me improve my performance.	76%	74%	79%
My direct/immediate supervisor helps me feel empowered and creates an environment that encourages decision making.	75%	73%	78%
My direct/immediate supervisor clearly communicates expectations and the reasons behind changing priorities.	73%	72%	76%
My direct/immediate supervisor is aware of generational differences in the workplace and responds appropriately.	72%	71%	72%

Fair & Inclusive Climate Index Percent Engaged



20

Fair & Inclusive Climate Items 	Legislature Overall	Assembly	Senate
FIC	36%	40%	30%
I understand my employer's sexual harassment prevention policy.	86%	88%	82%
I am aware of my employer's complaint process.	72%	76%	66%
Individuals in positions of power support a harassment-free work environment.	55%	58%	51%
The Legislature has policies and practices that provide equal opportunity to staff regardless of membership in protected classes.	54%	56%	50%
I believe that if I report harassment (witnessed or experienced) by following the complaint process, appropriate action will be taken.	40%	42%	35%
I am confident that if I report harassment (witnessed or experienced) there is no risk for retaliation for myself or the victim.	39%	40%	36%
I have heard others make jokes at work about protected classes.	34%	36%	31%

Note: Lower agreement on this question is preferred. Percentages shown are percent agreement

Employee Net Promoter Score (ENPS)

- Measures employees' willingness to recommend the organization as a good place to work
- Scale: (negative) -100 to (positive) +100

ENPS Calculation = (Promoters – Detractors) ÷ Total # of Respondents

Detractors

1-6 Rating

- Negative referral & feedback
- Reduce motivation & pride
- Diminished loyalty

Passives

7-8 Rating

- Rarely recommend
- Passively satisfied
- Loyalty unstable & short-term

Promoters

9-10 Rating

- Proud to recommend
- Enthusiastic
- Loyal

Willingness to Recommend as a GOOD Place to Work

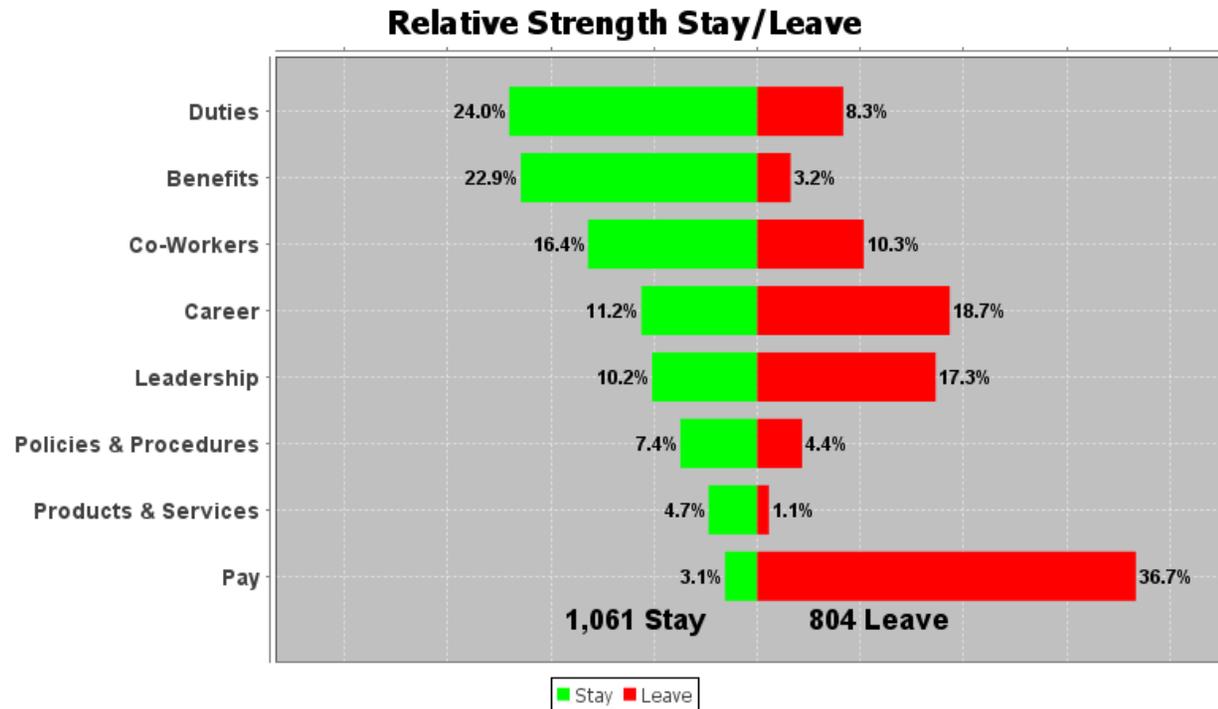
Goal: 30 or higher; Moderate: 1-30; Focus: 0 or below

<i>How likely are you to recommend the organization as a good place to work?</i>	ENPS (-100 to 100)	Detractor Count	Passive Count	Promoter Count
Legislature Overall	-3	356	540	324
Assembly	-3	215	340	196
Senate	-3	141	200	128

What would increase your willingness to recommend as a good place work?



Free Responses Themes



STAY		LEAVE	
Themes	Themes	Themes	Themes
Duties	Doing work that matters	Pay	Stagnant or low wages, inequity
Benefits	Good healthcare and pension	Career	Lack of growth and advancement
Co-workers	Great teamwork	Leadership	Hostile/unfair work environment

Recommendations Summary

Change Management for Policies, Procedures & Processes

1. Policies and procedures assessment
 - A. *Review*: Assess policies and procedures and their relevance to the current climate. Are they out of sync with the culture? Are they clearly defined?
 - B. *Reset*: Educate employees on appropriate avenues to log complaints; be transparent about what happens once the complaint is made.
 - C. *Evaluate*: Frequently evaluate the usage, understanding, and execution of the policy/procedure/process.
 - D. *Enforce*: Balance confidentiality of process with transparency in investigation and follow-up with person reporting.

Recommendations Summary

Leverage Co-Worker Engagement

2. Educate all stakeholders on how to create a fair & inclusive climate
 - A. *Understand*: More employees reported witnessing harassment than employees reported experiencing harassment.
 - B. *Educate*: Train employees on how to anonymously report incidents they have witnessed, and encourage employees to make reports.

Transparency & Accountability

3. *Transparency*: Be very clear about the steps involved in the processes, including who will be handling complaints in order to mitigate fear of retaliation.
4. *Model*: Hold leaders accountable for following appropriate procedures and creating a fair and inclusive climate a priority
5. *Evaluate*: We will reassess these metrics with a follow-up survey to gauge progress.

Appendix



Harassment Definitions & Protected Class List

Verbal Harassment

- e.g., epithets; derogatory jokes or comments; slurs; innuendos; questions about a person's sexual practices; and, propositions or requests for sexual favors

Written Harassment

- e.g., suggestive, obscene, or derogatory notes, letters, e-mails, text messages, or social media postings or messages.

Visual Harassment

- e.g., derogatory, offensive, obscene or sexually-oriented posters, photography, calendars, cards, cartoons, drawings, or gestures; and, display of offensive, sexually-suggestive, or lewd objects.

Physical Harassment

- e.g., assault; unwanted touching or physical contact; intentionally blocking normal movement or interfering with work or movement; and, leering or staring.

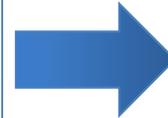
Protected Classes

- Race; Color; Religion (includes religious dress and grooming practices); Sex/gender (includes pregnancy, childbirth, breastfeeding and/ or related medical conditions); Gender identity, gender expression; Sexual orientation; Marital status; Medical Condition (genetic characteristics, cancer or a record or history of cancer); Military or veteran status; National origin (includes language use and possession of a driver's license issued to persons unable to provide their presence in the United State is authorized under federal law); Ancestry; Disability (mental and physical including HIV/AIDS, cancer, and genetic characteristics); Generic information; Request for family care leave; Request for leave for an employee's own serious health condition; Request for Pregnancy Disability Leave; Retaliation for reporting patient abuse in tax-supported institutions; Age (over 40)

Engagement Index Measures

Engagement Indices

1. **Organization (OEI)**
2. **Job/Career (JEI)**
3. **Co-Worker/Team (CEI)**
4. **Leader (LEI)**



Index Measurement

- **Each index is a composite of specific items**
- **Employees rated items on a 5-point scale (1=strongly disagree; 5=strongly agree)**
- **Employee deemed engaged if average rating of index items is 3.65 or above**
- **Index represents the % of employees engaged**
- **Index score can range from 0% to 100%**

Sample Calculation of Index

Index	Survey Item #1	Survey Item #2	Survey Item #3	Survey Item #4	Survey Item #5	Survey Item #6	Survey Item #7	Survey Item #8	Avg Rating	Team Member Favorable at 3.65+
Team Member 1	3	3	3	3	3	3	3	3	3.0	No
Team Member 2	4	4	4	4	4	3	3	3	3.6	No
Team Member 3	5	4	4	4	4	4	4	4	4.1	Yes
Team Member 4	5	5	5	5	5	4	4	5	4.6	Yes
Team Member 5	5	5	5	5	5	5	5	5	5.0	Yes
Total Team Members Responding Favorably to the Survey Item	80%	80%	80%	80%	80%	60%	60%	60%		Index Score 60%
Average Item Rating	4.4	4.2	4.2	4.2	4.2	3.8	3.8	4.0		

It is harder to have a group favorable on every item in an index than to attain positive ratings on each individual item.