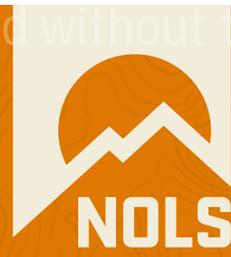


# REFLECTIONS ON A SEXUAL MISCONDUCT SYSTEMS REVIEW

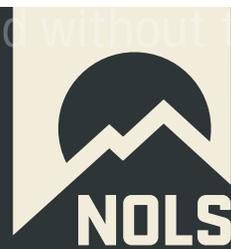
“Heifetz identifies two types of challenges in change: adaptive and technical. The technical is defined as those that can be solved by the knowledge of experts, whereas adaptive requires new learning. When the problem definition, solution, and implementation is clear, Heifetz calls this technical change. For the adaptive, change must come from the collective intelligence of the employees at all levels. So, together they learn their way toward solutions.”

—[changetheorists.com](http://changetheorists.com) re. Ron Heifetz



# GOALS



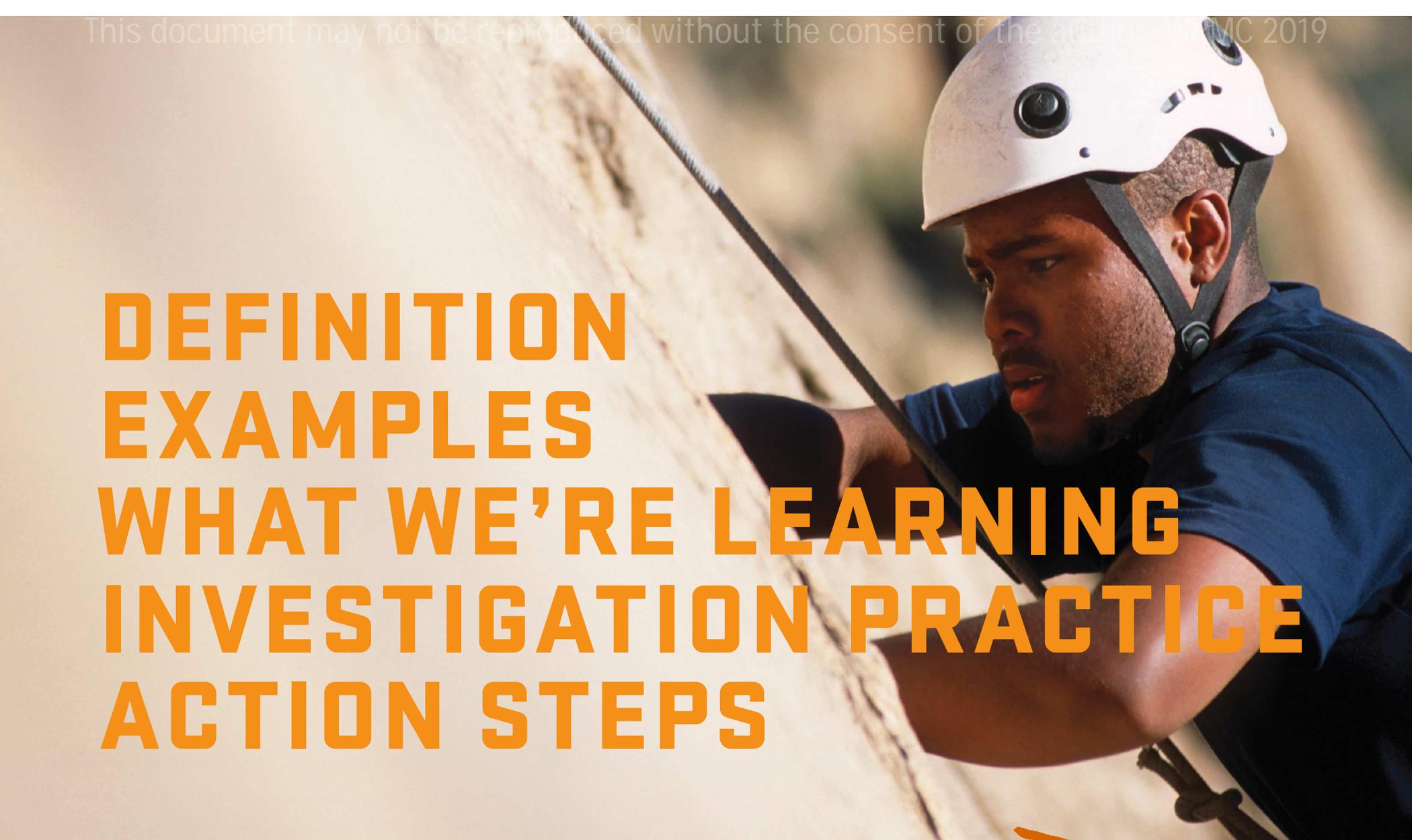


## **GOALS**

**Identify a range of behaviours that constitute sexual misconduct**

**Identify barriers, and potential approaches, to fostering a working and learning environment free from the distraction and harm of sexual misconduct**

**Connect concepts of power and inequity to sexual misconduct**



**DEFINITION**  
**EXAMPLES**  
**WHAT WE'RE LEARNING**  
**INVESTIGATION PRACTICE**  
**ACTION STEPS**

# **SEXUAL MISCONDUCT**

**UNWELCOME BEHAVIOR OF A  
SEXUAL NATURE THAT IS  
COMMITTED WITHOUT CONSENT**



# SCENARIOS



# WHY



# REVIEW COMPONENTS

**EDUCATION** + **HR** + **MARKETING  
& ADMISSIONS**

**STAFFING**      **RISK  
MANAGEMENT**      **LEGAL/INSURANCE/  
BOARD OF TRUSTEES**



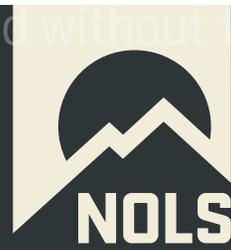
**THE LEADER SINCE 1965**

# WHY



# WHAT WE'RE LEARNING

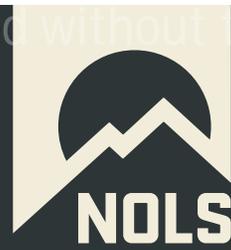




# OUR WORKPLACE IS UNIQUE, AND IT HAPPENS HERE

[NOLS.EDU](http://NOLS.EDU)

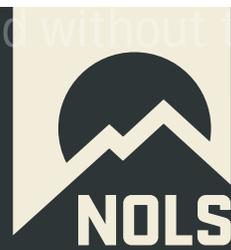
THE LEADER SINCE 1965



# CONSENT, POWER & EQUITY

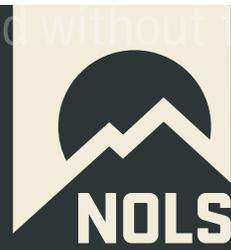
**NOLS.EDU**

**THE LEADER SINCE 1965**

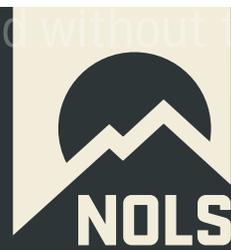


# **RECOGNIZE SUPERVISORY RESPONSIBILITY**

## **RECOGNIZE**



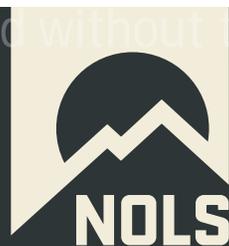
# REPORTING, TRUST AND ACCOUNTABILITY



# Prevention

## Target habit: orientation and policy talks

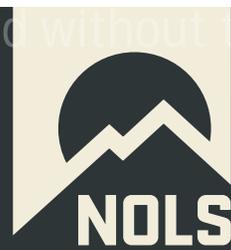
- **Visual, audio, hearts & minds, intent**
- **Who, what, where, when, how, and why**
- **Find other sources of info**
- **Big & small picture**
- **Rule out pertinent negatives**
- **Inform decision making**



## Monitoring tent and group space

### Target habits:

- Be curious, build rapport, understand group and social norms
- Brief and debrief tent groups
- 1-on-1 check in questions
- Deliberately choose activity groups
- Respond to sexist and sexualized behavior

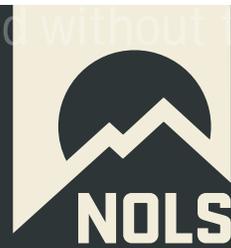


## **Response**

### **Target habit:**

**View sexual misconduct NOT as an interpersonal conflict but as:**

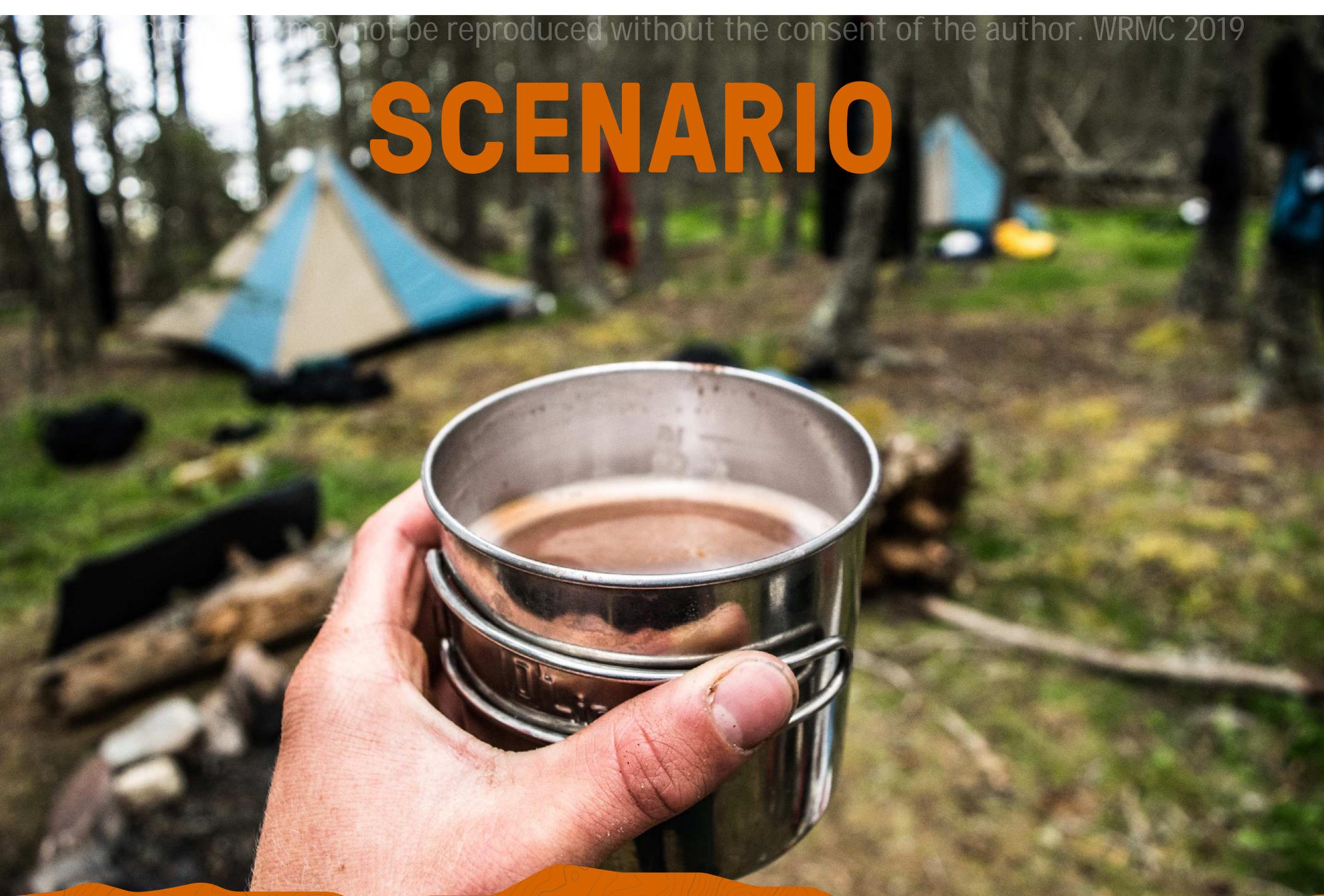
- a group dynamics issue that everyone is impacted by and takes part in; and**
- a threat to the learning environment in which the trip leaders need to intervene.**



## Interview Goals

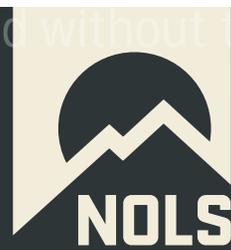
- **Who, what, where, when, how, and why**
- **Visual, audio, hearts & minds, intent**
- **Find other sources of info**
- **Rule out pertinent negatives**
- **Inform decision making**

# SCENARIO



Backpacking participant Andrew, age 24, reportedly masturbated in his tent twice without consent while his tentmate Alia, age 18, was present in their tent. Alia was encouraged by another student, Kendall, to report the incident to the trip leaders. When Alia initially tells you this, you ask a few questions and describes several instances of sexualized language by Andrew, including making speculative comments about Alia's sexual relationship with someone she was romantically interested in, and telling Alia that Kendall "looks like she'd be good in bed." He also announced to Alia that he slept naked and didn't change that behavior when she asked him to wear clothes.

The rest of the group has learned about the allegation by overhearing Alia and Kendall's conversation. When asked by another student, Andrew said he was not masturbating, but was doing exercises in his sleeping bag.



# Interview Tips

- **Intro—set the tone**
- **Consider a second interviewer/notetaker**
- **Open ended & specific questions**
- **Big & small picture**
- **Wrap-up question - “anything else” “who else” “where else”**

Thanks for all you do in wilderness programming.

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