

Love and Lust at the Workplace

September 23, 2018

Cross the Line

Imagine that you heard these comments in your workplace. Do any of these comments cross the line from appropriate to inappropriate?

	OK	Not OK
My goodness. You look nice today.		
Be careful. There are people who lost their jobs trying to harm me.		
Hey, Hon. So what will you have this morning?		
You better not wear that downtown, Sister. You are asking for trouble.		
Do you need a hug?		
Let's take those new consultants out for dinner tonight. Why don't you join us? We'll have a really fun time.		
We are working tomorrow night on the staff talent show for the holiday party. We're meeting at the Highway 10 Motel. I think you should come.		
You know what you need to do to get ahead here.		
What can I do to make you change your mind?		
Let me slip behind you, and show you just where to put your hands on that new machine.		
I overheard that conversation. Are you OK?		
Are you sure you can work overtime? You've got kids at home.		
Hey – lighten up. It's only a joke.		

Love and Lust in the Workplace

September 23, 2018

Hard Won Lessons, Learned Well

1. Workplaces are fertile ground for love and lust. Policies on sexual harassment can have unintended consequences. Be careful how you draft workplace policies.
2. Zero Tolerance is not the same as Zero Risk. You cannot eliminate all risks of sexual harassment, but you can work hard to make and keep promises of Zero Tolerance.
3. Culture reflects shared beliefs and actions. Culture always trumps compliance.
4. The key to reducing risk of sexual harassment is culture. Your employees must believe that sexual harassment is simply wrong. That unflinching commitment is the best way to reduce risk of sexual harassment.
5. Zero tolerance describes what happens after you become aware of sexual harassment—how the organization, top leadership, management, and each individual responds.
6. Internal investigations should be fair, prompt, thorough and effective. Don't let your fact-finding become fake finding.
7. Compliance programs create systems to reinforce desired behaviors. These systems support the better angels of good governance. File cabinet compliance is ineffective—if not damaging.
8. Whistleblowing need not be a “dirty word.” If you don't know about a problem you cannot fix it. That's the real reason why we support hotlines and helplines.
9. We all see ourselves through a glass darkly. You will need an independent, objective review of your policies, practices, systems, beliefs and culture, if your city or county wants to guarantee that its promises of Zero Tolerance are credible, convincing, and resilient.
10. What's next? Safeguarding of vulnerable populations whom your cities and counties serve. It's not just employees to whom these promises extend.

An aerial photograph of Baltimore, Maryland, showing the harbor, city buildings, and a large modern building with a glass facade in the foreground. The image is partially obscured by a dark blue diagonal overlay on the left side.

ICMA
conference

BALTIMORE
104th Annual Conference
SEPTEMBER 23-26 **2018**

Luncheon for Women in the Local Government Profession

#ICMA2018



Love and Lust at the Workplace

Joan Elise Dubinsky

Adjunct Lecturer, University of Maryland
School of Public Policy

Independent Ethics Advisor, The Global
Fund to Fight HIV

September 23, 2018



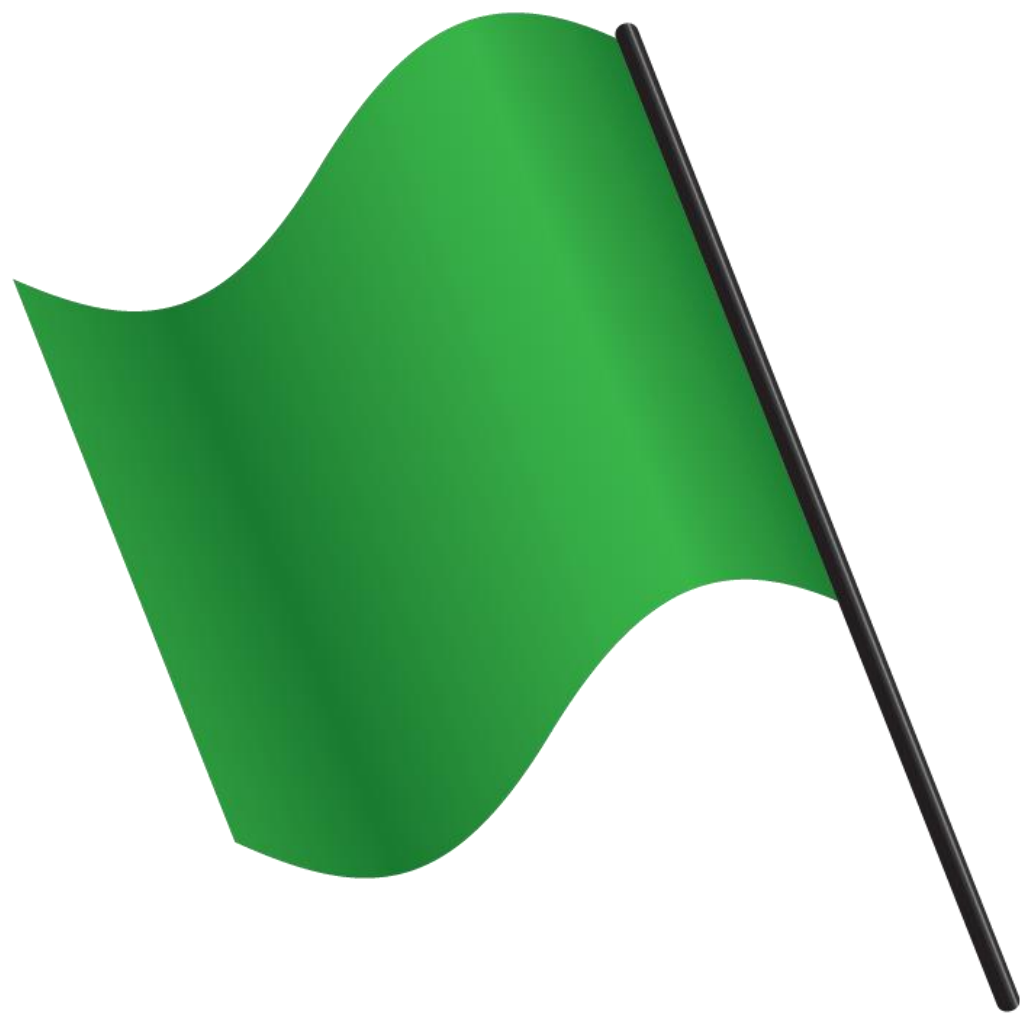
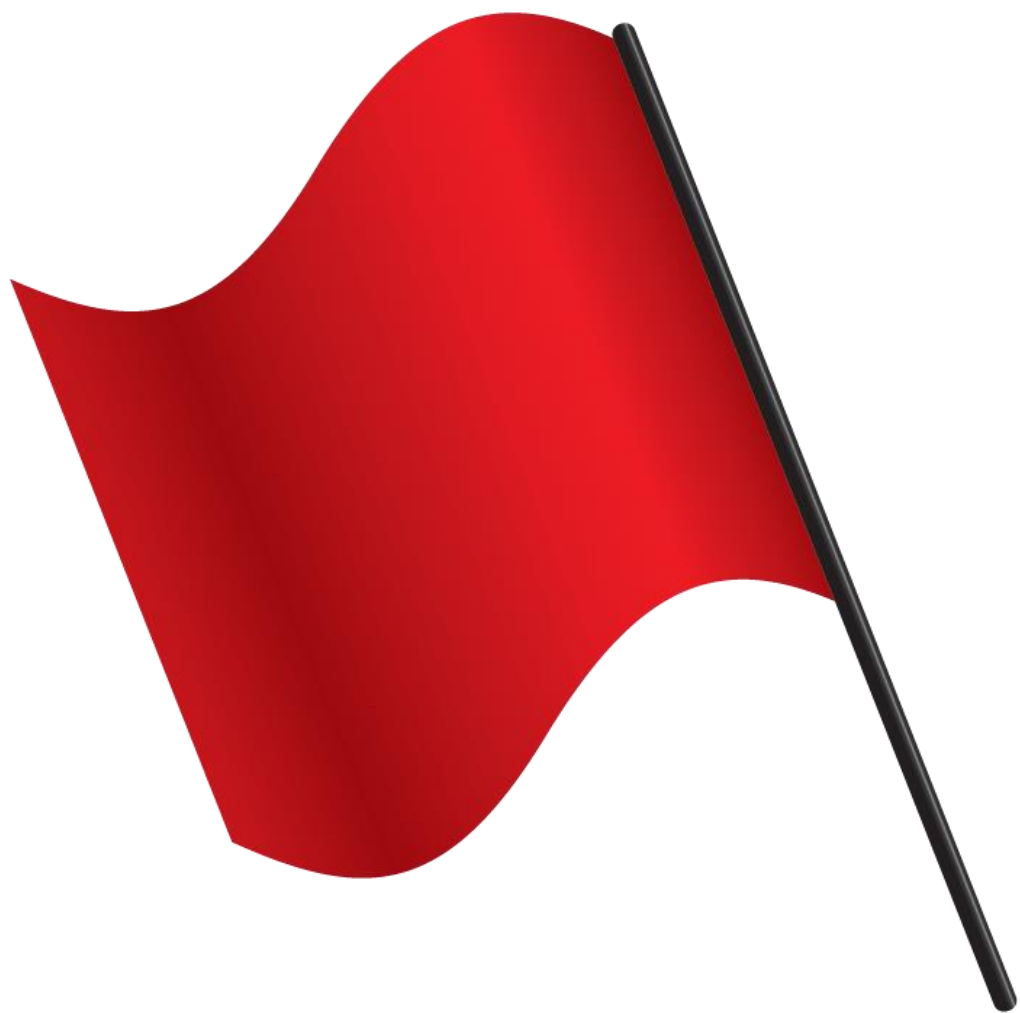


Code of Hammurabi
(1792 to 1749 BCE);
Carved stone copy
at the Louvre

Amphorae designed for marine transport, taken from shipwrecks of the [Bronze Age](#), on display in the Museum of Underwater Archaeology at [Bodrum Castle, Turkey](#). (13th-16th century, BCE)







THIS IS
WHERE
I DRAW
THE LINE

IAN STEVENSON


ICMA

ICMA Code of Ethics - June 2018

- **Tenet 3:** Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.
- **Relationships in the Workplace:** Members should not engage in an intimate or romantic relationship with any elected official or board appointee, employee they report to, one they appoint and/or supervise, either directly or indirectly, within the organization.

Ledger on Workplace Romance

Positives



Everyone loves a love story
(Positive vibes)

Romance is in the air (Morale boost)

Opposites attract (Softens personality conflicts)

Proximity and opportunity



Negatives

- Threatens career advancement
- Complicates workplace relationships
- Creates confusion
- Potential for bias and favoritism
- What happens when it's over?



Zero Risk? Really?

Workplace risk factors for harassment

- Homogeneous workforce
- Rough and tumble/single sex dominated workplaces
- Cultural and language differences between legacy and newly arriving employees
- Coarsened social discourse outside of workplace
- Young workforce
- Workplaces with “high value” employees
- Workplaces with significant power disparities
- Workplaces that rely on customer service or client satisfaction
- Work is monotonous or tasks are low-intensity
- Isolated workplaces

Select Task Force on the Study of Harassment in the Workplace, EEOC June 2016, by Chai Feldblum and Victoria Lipnic



“That’s an excellent suggestion, Miss Triggs. Perhaps one of men here would like to make it.”

?

FACTS

FAKE

!

POST
TRUTH

LIES

FACTS

FAKE

LIES

Overheard

Your team is in the midst of hiring a few more engineers. Several candidates have been interviewed and your boss is close to making some decisions. You just happen to overhear some of your colleagues discuss in graphic detail the physical appearance of one of the female candidates. You did not interview her so you don't know anything about her other than her name. Their comments make you uncomfortable.

What will you really do?





UNITED NATIONS ETHICS OFFICE
BUREAU DE LA DÉONTOLOGIE DE L'ONU



**SPEAK OUT
AGAINST
MISCONDUCT!**
**YOU WILL BE
PROTECTED.**

**SIFFLEZ
LA FAUTE !**
**NOUS SOMMES
LÀ POUR VOUS
PROTÉGER.**

If you are concerned about retaliation at work, contact us!
Peur de représailles, faites-nous signe !

+1-917-367-9858
ETHICSOFFICE@UN.ORG
WWW.UN.ORG/EN/ETHICS

ICMA

**UPDATE ON THE INDEPENDENT EXPERT
PANEL ON PREVENTION OF AND RESPONSE
TO HARASSMENT, INCLUDING SEXUAL
HARASSMENT, BULLYING AND ABUSE OF
POWER AT UNAIDS SECRETARIAT**

**DOCUMENT PREPARED BY THE PROGRAMME
COORDINATING BOARD BUREAU**

SEXUAL HARASSMENT

“IT’S ~~JUST A JOKE.~~”

NYC Commission on
Human Rights

Bill de Blasio, Mayor

Carmelyn P. Malalis, Commissioner/Chair

What's next?



Thank you very much!

Please contact us if we can help you.

Joan Dubinsky

dubinsky@erols.com

rosentretergroup@yahoo.com

Alan Richter

alanrichter@qedconsulting.com