



Strategies to Eliminate a Sexual Harassment Retaliation Climate

Upon completion of your Organizational Assessment, you may identify areas requiring your attention. This paper will assist you with strategies to eliminate a Sexual Harassment Retaliation Climate.

How Sexual Harassment Retaliation Climate is measured on the DEOCS:

1. In my workgroup, military members/employees who file a sexual harassment complaint would be:
 - a. Excluded from the social interactions or conversations.
 - b. Subjected to insulting or disrespectful remarks or jokes
 - c. Blamed for causing problems
 - d. Denied career opportunities (e.g., denied training, awards, or promotions)
 - e. Disciplined or given other corrective action
 - f. Discouraged from moving forward with the complaint

Strategies

Create a command climate environment that promotes zero-tolerance for retaliation against a person who submits a complaint of sexual harassment.

- Provide clear written policies and procedures including what actions leadership will take if retaliatory behavior is reported; and display it in a highly visible area.
 - Explain reporting procedures and consequences for retaliation.
 - Discuss and demonstrate (in a small group setting) intervention strategies to employ if retaliation occurs:
 - Writing a letter to the offender to let them know what they are doing is inappropriate and it needs to stop
 - Requesting assistance from a third party
 - Requesting your supervisor address the individual
 - Filing a complaint with the appropriate agencies according to agency policy
 - Encourage Service Members to address and report retaliation without fear of retribution
 - Talk to all members frequently, and encourage reporting retaliation to their leadership
 - Consult with peers/senior leadership on:
 - strategies to encourage victims to report retaliation
 - consequences of retaliation (The severity of the corrective measures [counseling/negative evaluations/UCMJ] is key to setting the tone and promotes a zero-tolerance policy)
- Schedule and conduct follow-up assessments to prevent and/or detect retaliation or other prohibited unlawful actions. In the events retaliation or other unlawful actions are detected, ensure a thorough investigation is conducted; take appropriate corrective actions for substantiated complaints.
- Demonstrate your commitment by taking all reports of retaliation seriously, responding quickly, and ensuring your actions (performance ratings/disciplinary actions or other administrative actions) are transparent to all Service Members.
- Encourage service members to report retaliation complaints immediately to their leadership.
 - Have frequent conversations with all members to ensure subtle retaliation is not occurring
- Educate members on various types of retaliation committed (e.g., working excessive hours/denied training, promotion, or advancement opportunities).



- Select members for leadership positions who have the personal qualities that embrace the ideals for model behaviors that are free of sexual harassment or retaliatory behaviors.
- Demonstrate proactive behaviors to prevent sexual harassment and retaliatory climates.
 - Talk about retaliation in small group settings
 - Provide interactive training on what retaliation may look like
 - Have participants discuss real-world examples of retaliation
 - Have participants develop and practice a plan they will implement in case they witness or experience retaliatory behaviors

Additional Resources

Department of Defense:

- DoD Instruction 1350.2; DoD MEO Program
- DoD Instruction 1020.03; DoD Retaliation Prevention and Response Strategy, *Regarding Sexual Assault and Harassment Reports*, April 2016;
- DoD Instruction 6495.02; 32 CFR 105.14

Army: AR 600-20

Marine Corps: MCO 1752.5B

Navy: SECNAVINST 5300.26D, DoN Policy on Sexual Harassment; OPNAVINST 1752.1C; Sexual Assault Prevention and Response Commander Guide

Air Force: AFI 90-6001

Coast Guard: COMDTINST M1754.10E

