



ENHANCING OUR CULTURE: Anti-Harassment Working Group REPORT

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Cook County
Board President

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Executive Summary

Cook County Board President Toni Preckwinkle established the Cook County Anti-Harassment Working Group (Working Group) in October 2018 to assist the Offices Under the President (OUP) in reviewing and enhancing its policies and practices regarding the prevention and prohibition of unlawful discrimination, harassment, sexual harassment and retaliation. The Working Group was comprised of a diverse group of external experts in anti-harassment work and staffed by OUP employees from the Bureau of Human Resources (BHR) and the President's Office. This report provides an overview of OUP's current operations, initiatives and goals, summarizes the findings from OUP's Culture of Reporting Harassment survey and presents the Working Group's action steps and recommendations.

In their review, the Working Group focused on five broad categories: policies and standard operating procedures; reporting and investigation protocol and processes; training and awareness; workplace culture; and transparency.

The report contains a total of 17 action steps and 24 recommendations from the Working Group to ensure OUP's workplace is one in which all are treated with dignity and respect. Abbreviated versions of key recommendations are included below:

Policies and Standard Operating Procedures

- ▶ BHR should review Cook County's employment policies in comparison with other model policies to ensure they align with best practices.
- ▶ BHR should state the range of potential disciplinary responses that may be recommended during an investigation, including rehabilitative measures, in its standard operating procedures.

Reporting and Investigation Protocol & Processes

- ▶ The EEO Office should update its standard operating procedure to clearly define the range of rehabilitative measures that may be available during the investigation and resolution processes.
- ▶ The EEO Office should ensure responsiveness and follow up in all investigations and should strive to provide clear and truthful information to the person who made the complaint on a regular basis, including setting clear expectations regarding the timeframe for completing the investigation.

Executive Summary

Training and Awareness

- ▶ BHR should consider developing a training for employees on the role of active bystanders, which includes recognizing harassment and stepping in or supporting victims as necessary.
- ▶ BHR should provide separate annual Preventing Sexual Harassment trainings for managers/supervisors and other staff to ensure the training creates an environment where employees can comfortably ask questions or raise issues without inhibition.
- ▶ BHR should create supplemental training for managers/supervisors on the reporting processes, their responsibility to always report known or suspected harassment, and proactive ways to foster a supportive workplace.

Workplace Culture

- ▶ OUP should draft and adopt an OUP statement of principles to set a respectful, supportive and aspirational tone for the workplace.
- ▶ OUP and BHR should demonstrate the President's and executive management's leadership by regularly communicating with employees about the EEO Policy and workplace conduct expectations.
- ▶ OUP should maintain the internal Working Group infrastructure to provide a forum for executive management to review data and trends, continuously improve policies and procedures, and implement changes as necessary.
- ▶ OUP should conduct regular workplace climate surveys to assess employees' experience and the effectiveness of anti-harassment and employment policies.

Transparency

- ▶ OUP should develop a plan to implement the public release of aggregate EEO data, potentially by publishing an annual report.
- ▶ OUP should develop an internal communications plan to share important information with employees in a timely manner, including results from and decisions made based on employee feedback, the Culture of Reporting Harassment survey and this Working Group report.

Introduction

In October 2018, Cook County Board President Toni Preckwinkle established the Cook County Anti-Harassment Working Group (Working Group) to assist the Offices Under the President (OUP) in reviewing and enhancing its policies and practices regarding the prevention and prohibition of unlawful discrimination, harassment, sexual harassment and retaliation by other employees and third parties with whom employees have contact as a result of their employment (hereinafter, “harassment”) in the workplace. By establishing the Working Group, the President’s Office took leadership on this important issue and affirmed that creating a workplace that promotes respect, equity, and civility is a top priority for her administration. The Working Group was staffed by OUP employees and advised by external and diverse experts in anti-harassment work (see Appendix A for a list of Working Group members). The Working Group’s goal was to ensure OUP’s workplace is one in which all are treated with dignity and respect, and where employees can safely report known or witnessed allegations of harassment.

In addition to the laws set forth under Title VII of the Civil Rights Act of 1964, as amended in 1991, guidelines under

the U.S. Equal Employment Opportunity Commission (EEOC), state law and existing case law, Cook County has instituted the Cook County Equal Employment Opportunity Policy (EEO Policy). The Cook County Board President and OUP are committed to the five principles for preventing and addressing harassment identified by the EEOC:

- ▶ “Committed and engaged leadership;
- ▶ Consistent and demonstrated accountability;
- ▶ Strong and comprehensive harassment policies;
- ▶ Trusted and accessible complaint procedures; and
- ▶ Regular, interactive training tailored to the audience and the organization.”

This report summarizes the Working Group’s findings and recommendations to enhance OUP’s EEO Policy and practices regarding the prevention and prohibition of harassment. These recommendations are also applicable to harassment of all forms, which is central to continuing to foster a supportive workplace culture.

Process

The Cook County Anti-Harassment Working Group began meeting in November 2018 and met once a month through April 2019. Each meeting was scheduled for two hours and was facilitated by the Cook County Board President's Chief of Staff and supported by the Cook County Bureau of Human Resources (BHR). OUP staff were selected to serve on the Working Group based on their job functions and responsibilities regarding OUP's work to prevent all forms of harassment and cultivate a supportive workplace. External Working Group members were invited based on their expertise in anti-harassment work, with a specific focus on incorporating diverse professional backgrounds to speak to various aspects of this topic.

Prior to launching the Working Group, OUP administered an anonymous Culture of Reporting Harassment survey following the mandatory Preventing Sexual Harassment

training BHR administered to employees in 2018. The survey evaluated whether employees knew where and how to report allegations of harassment, and to gauge employees' comfort level with the processes detailed in BHR's Preventing Sexual Harassment training. The survey concluded in February 2019, with over 1,500 employees responding (see Appendix B for aggregate survey results).

The Working Group reviewed the results of the Culture of Reporting Harassment survey and OUP's EEO Policy, procedures, trainings, and communications to understand OUP's current operations and recommend improvements. The Working Group focused on five broad categories: policies and standard operating procedures; reporting and investigation protocol and processes; training and awareness; workplace culture; and transparency.

Action Steps and Recommendations

The following action steps and recommendations are the result of the Working Group's thorough review of OUP's existing policies, practices, and initiatives. Additionally, throughout the process, OUP researched and reviewed existing local and national best practices to garner supplemental recommendations for the Working Group to consider.

As a result of the Working Group's discussions and prioritizations, this report divides the Working Group's findings into action steps and recommendations

based on the expected time and resources required, the impact of implementation on OUP's existing workplace culture and alignment with best practices. Action steps are shorter term tasks or initiatives that the Working Group reached consensus on and OUP began implementing prior to the conclusion of the Working Group and publication of this report. Recommendations are long term suggestions that are a result of robust discussion during the Working Group's tenure. Many recommendations will require additional research, planning and resources for OUP to effectively implement.

Policies and Standard Operating Procedures

Cook County Government is an Equal Employment Opportunity employer. Cook County prohibits discrimination and harassment and affords equal employment opportunities to employees and applicants without regard to race, color, sex, age, religion, disability, national origin, ancestry, sexual orientation, marital status, parental status, military service, gender identity or genetic information. As an employer, Cook County conforms to the spirit and the letter of all applicable laws and regulations prohibiting discrimination and harassment. Cook County is committed to keeping its workplace free from discrimination and harassment and to maintaining an environment in which every person is treated with dignity and respect.

OUP's anti-harassment work is coordinated in large part through BHR, specifically through the Equal Employment Opportunity Office (EEO Office). The EEO Policy applies to all employees in departments under the jurisdiction of the County Board President, all employees in departments covered by the Cook County Employment Plan, volunteers, consultants, contract personnel and applicants for employment in OUP. The EEO Policy prohibits harassment and outlines the processes for filing and investigating complaints. According to OUP's Culture of Reporting Harassment survey, when asked if they thought there would be a fair investigation if they reported workplace harassment to the EEO Office, 73 percent of respondents responded "yes" or "probably," 11 percent responded "no" or "probably not," and 15 percent responded "I don't know."¹

The Working Group proposes the following action steps and recommendations regarding OUP's anti-harassment policies and standard operating procedures:

Action Steps

- ▶ To accurately reflect all steps taken when the EEO Office receives an EEO complaint, the EEO Office will revise its standard operating procedures to add "acknowledge receipt of complaint" and "send notice of interview".
- ▶ To inform employees of their rights and the EEO Office's current protocol, BHR will revise its standard operating procedures and communication materials, including the notice of interview and advisement, to explicitly state that employees can request reasonable accommodations during investigations and interviews and that employees can bring a support person to all interviews and meetings, in addition to or in lieu of their legal or union representative.
- ▶ To highlight the policy that retaliation in any form will not be tolerated, BHR will include a statement in its standard operating procedures and general communications and provide examples of prohibited retaliatory behavior in trainings.

¹ See Appendix B for aggregate results from OUP's Culture of Reporting Harassment survey.

Policies and Standard Operating Procedures

Recommendations

- ▶ BHR should review Cook County's employment policies in comparison with other model policies to ensure they align with best practices and the evolution of anti-harassment policies and procedures. This can be done as part of the continued convening of the internal working group, which will meet at least twice yearly.
- ▶ BHR should create a policy that clearly defines who constitutes a support person and outlines any legal ramifications for support persons who may be later viewed as witnesses.
- ▶ The EEO Office should create and distribute a flow chart/process map that outlines its standard operating procedure to make information about the reporting and investigation processes more accessible to all employees.
- ▶ BHR should expand the supplemental materials available to employees to ensure they understand the reporting process, their rights and the services available to them – these materials can include an employee bill of rights and the EEO Office's flow chart/process map.
- ▶ The EEO Office should include a hyperlink to the EEO Policy and supplemental materials outlining the investigation process with the notice of interview sent to employees to ensure employees can easily access these materials.
- ▶ BHR should state the range of potential disciplinary responses that may be recommended during an investigation, including rehabilitative measures, in its standard operating procedures to highlight that it takes complaints seriously and values accountability.

Key Recommendations

- ▶ **Make sure that employees and witnesses know that they can request reasonable accommodations and bring a support person to their interviews or meetings.**
- ▶ **Make information more accessible and understandable for employees.**
- ▶ **Conduct a yearly review of policies and procedures.**

Reporting and Investigation Protocol & Processes

The EEO Policy affords employees and applicants the right to report complaints in person, via phone or by email. The EEO Office provides multiple outlets for employees and applicants to report alleged harassment. According to OUP's Culture of Reporting Harassment survey:

- ▶ 91 percent of respondents know how and where to report harassing behavior;
- ▶ 71 percent of respondents were satisfied with the availability of information on how to report harassing behavior while 2 percent were dissatisfied with the availability.²

Complaints by members of the public against an employee in OUP are directed to Cook County's Office of the Independent Inspector General (OIIG). Complaints from OUP employees against third party contractors or other third parties may be handled by the EEO Office or referred to the OIIG. Cook County's EEO Policy expressly prohibits retaliation of any kind against anyone who makes a complaint or who participates in an EEO Office investigation.

Upon receipt of a complaint, the EEO Office first considers whether the allegation, if true, falls within its jurisdiction. If the allegation does not fall within its jurisdiction, the EEO Office refers the complaint back to the department where the person who made the complaint works or to another investigating agency, if applicable. If the allegation does fall within its jurisdiction, the EEO Office begins an investigation. Investigations typically consist of interviews of the person or people filing the complaint (Complainant), the person or people against whom the complaint is made (Respondent), any relevant witnesses and a review and consideration of other evidence, as appropriate. After the investigation, the EEO Office prepares a summary report of the evidence, an analysis of the investigation, and any findings and recommendations. The EEO Office sends the summary report to the department of head of the department where the Respondent works and the Bureau Chief of BHR. The EEO Office also sends determination letters to both the Complainant and the Respondent, informing them of whether the allegations were sustained or not.

The Working Group proposes the following action steps and recommendations regarding OUP's reporting and investigation protocols and processes:

² See Appendix B for aggregate results from OUP's Culture of Reporting Harassment survey.

Reporting and Investigation Protocol & Processes

Action Steps

- ▶ To allow time for participants to review the advisement and understand the investigation process prior to the interview, the EEO Office will provide a copy of the advisement with the notice of interview. The EEO Office will continue its practice of reading advisements aloud to employees at the beginning of each interview in a confidential setting.
- ▶ To ensure a clear reporting structure, BHR will clarify reporting responsibilities for supervisors and managers and clarify which managers or supervisors an employee should report to.
- ▶ To reinforce current procedures and ensure timeliness, BHR will reiterate that departments must respond to the EEO Office's recommendations in writing within 30 days of receiving an EEO Summary Report. In that response, the department must document its response to the summary report, including whether the department followed the EEO Office's recommendations and the basis for that decision.
- ▶ To maintain a clear procedure for handling various types of complaints and investigations, BHR will review the EEO Policy to ensure it clearly sets forth the reporting and investigation processes for complaints involving the public and third parties.

Recommendations

- ▶ The EEO Office should update its standard operating procedure to clearly define the range of rehabilitative measures that may be available during the investigation and resolution processes. While these measures will not be applicable in all cases, rehabilitative measures can contribute to creating a positive workplace for all. When incorporating rehabilitative measures into the investigation and resolution process, the measures must be communicated to all parties and promptly implemented to instill confidence in the process.³
- ▶ The EEO Office should ensure responsiveness and follow up in all investigations and should strive to provide clear and truthful information to the person who made the complaint on a regular basis, including setting clear expectations regarding the timeframe for completing the investigation.

³ Examples of rehabilitative measures that are currently available include training, mediation, brainstorming solutions with managers, and Employee Assistance Program services.

Training and Awareness

BHR currently provides Preventing Sexual Harassment training on a monthly basis at New Employee Orientation, and on a yearly basis as mandated by County ordinance. All active OUP employees must take the Preventing Sexual Harassment training yearly. The training aims to enable employees to identify conduct associated with sexual harassment, know where and how to report it, and recognize the effects of harassment on everyone involved, including coworkers. In 2018, BHR also conducted a Train-the-Trainer (T3) Preventing Sexual Harassment Workshop for HR and training representatives from several separately elected officials' offices and County agencies. The T3 training enabled the representatives to return to their respective offices with the tools and materials to implement training for their staff.

In addition to the Preventing Sexual Harassment training, BHR requires all active OUP employees to complete a Creating a Culture of Respect and Civility in the Workplace training as part of the County's commitment to promote a respectful workplace. BHR also provides several training courses to individual departments and separately elected officials' offices upon request, including Team Building, Anger Management, and Conflict Resolution Management.

The Working Group proposes the following action steps and recommendations regarding OUP's anti-harassment training and awareness:

Action Steps

- ▶ To better educate employees, BHR will incorporate a range of potential scenarios that involve bystanders' various roles, responsibilities and scenarios in the Preventing Sexual Harassment training. These scenarios will demonstrate different degrees of intervention.
- ▶ To make the Preventing Sexual Harassment training as understandable and relevant to employees as possible, BHR will periodically review the training to ensure all legal and technical terms are clearly defined.
- ▶ To ensure employees have access to the most updated EEO Policy, BHR will send a hyperlink to the EEO Policy and supplemental materials to all employees in advance of anti-harassment trainings. In addition, BHR will continue its practice of providing all employees with a hard copy of the EEO Policy at New Employee Orientation and providing paper copies during trainings when requested.
- ▶ To reiterate employees' existing rights, BHR will clarify that employees can request reasonable accommodations to complete the Preventing Sexual Harassment training.
- ▶ To ensure employees are aware of the entirety of anti-harassment prohibitions, BHR will include reference to other protected statuses; including age, race, disability, and religion; in addition to the protected status of sex in its training programs.

Training and Awareness

Recommendations

- ▶ BHR should consider developing a training for employees on the role of active bystanders, which includes recognizing harassment and stepping in or supporting victims as necessary.
- ▶ BHR should provide separate annual Preventing Sexual Harassment trainings for managers/supervisors and other staff to ensure the training creates an environment where employees can comfortably ask questions or raise issues without inhibition. While managers/supervisors will participate in different training sessions than their direct reports, managers/supervisors should show leadership and commitment to the anti-harassment work by highlighting the importance of the training to their staff and by being transparent about their attendance at the training for managers/supervisors. Senior leadership should also elevate the training by offering remarks prior to the beginning of the training session.
- ▶ BHR should create supplemental training for managers/supervisors on the reporting processes, their responsibility to always report known or suspected harassment, and proactive ways to foster a supportive workplace.
- ▶ BHR should increase the frequency of training and awareness activities through annual in-person training, online refresher courses, and New Employee Orientations that include the Preventing Sexual Harassment training curriculum to ensure timely anti-harassment training is consistently available.
- ▶ BHR should incorporate examples of possible rehabilitative measures in trainings and materials to begin integrating rehabilitative practices into the workplace culture.
- ▶ In addition to Preventing Sexual Harassment training, BHR should provide regular trainings on other workplace policies that are applicable to fostering a good workplace culture. These could include the Violence Free Workplace Policy and the Personnel Rules.

Key Recommendations

- ▶ Offer separate and **supplemental trainings for managers and supervisors** on reporting processes and their responsibilities.
- ▶ Offer **trainings on the role of active bystanders** in harassment.

Workplace Culture

As an employer, OUP values diversity and inclusion and sets high expectations for all employees. Cook County strives to cultivate a culture of support and respect. According to the Culture of Reporting Harassment survey, 80 percent of respondents said their coworkers and themselves treat each other with respect.⁴

All employees have a responsibility to maintain an appropriate level of professional conduct, foster a workplace free of harassment, and treat fellow employees, applicants, third party contractors and members of the public with respect and fairness. Appropriate conduct is expected in the workplace and in work-related situations at other locations, both during and outside normal duty hours. Employees must use their official time in an honest effort to perform official duties and may only use government property to perform official duties unless they are authorized to use government property for other purposes. Additionally, as representatives of Cook County, OUP's public-facing employees, including those who are Shakman Exempt, must be mindful of their official job duties and how their position comes with additional responsibilities and may result in additional scrutiny.⁵ Collectively, all of OUP's policies, including the EEO Policy, work towards the goal of fostering a workplace free of harassment and retaliation.

The Working Group proposes the following action steps and recommendations regarding OUP's workplace culture:

Action Steps

- ▶ To ensure employees receive regular anti-harassment reminders from leadership, OUP will send an electronic follow up reminder highlighting key lessons six months after each training.
- ▶ To ensure employees view BHR as a resource and know how to ask questions, even if their concerns do not rise to the level of filing a complaint, BHR will broadly communicate its "open door" policy and explain the process of making appointments with BHR staff.
- ▶ To provide clear and truthful information to the person who made the complaint on a regular basis, including setting clear expectations regarding the timeframe for completing the investigation, the EEO Office will ensure responsiveness and follow up in all investigations.

⁴ See Appendix B for aggregate results from OUP's Culture of Reporting Harassment survey.

⁵ "Shakman Exempt" refers to an identified Cook County at-will employment position that involves policymaking to an extent or is confidential in such a way that political affiliation is an appropriate consideration for the effective performance of the job.

Workplace Culture

Recommendations

- ▶ OUP should draft and adopt an OUP statement of principles to set a respectful, supportive and aspirational tone for the workplace. This could potentially be incorporated as an extension of the forthcoming diversity and inclusion statement.
- ▶ OUP and BHR should demonstrate the President's and executive management's leadership by regularly communicating with employees about the EEO Policy and workplace conduct expectations. Communication channels can include regular memoranda, trainings and presentations at various times throughout the year.
- ▶ OUP should maintain the internal Working Group infrastructure to provide a forum for executive management to review data and trends, continuously improve policies and procedures, and implement changes as necessary. The internal Working Group should meet at least twice a year and should subsequently brief the President on the status of its efforts. The internal Working Group should strive for transparency and share their findings with employees and the public when possible.
- ▶ OUP should conduct regular workplace climate surveys to assess employees' experience and the effectiveness of anti-harassment and employment policies, building on the Culture of Reporting Harassment survey administered by OUP in 2018-2019. The internal Working Group should use the findings and relevant data to inform decisions and processes.
- ▶ BHR should research other governments' workplace culture policies and expectations to evaluate their scope of jurisdiction and how they handle broad topics, including interactions on personal time and social media.

Key Recommendations

- ▶ **Conduct regular workplace climate surveys.**
- ▶ **Adopt an Offices Under the President Statement of Principles.**
- ▶ **Promote an "open door" policy.**

Transparency

Transparency and accountability are essential to fostering a supportive workplace culture for OUP employees, and for earning trust from the residents of Cook County. The OIIG requires all elected offices to provide a report on their EEO complaints and resolutions on an annual basis. In addition to this formal requirement, OUP is in the process of developing both internal and external communication strategies around anti-harassment work, based largely on the action steps and recommendations below.

As part of its aim to be transparent and accountable across all aspects of its work, OUP is striving to build a culture of continuous improvement that encourages all departments to use data to identify patterns and proactively address behaviors. OUP's Culture of Reporting Harassment survey marks an important milestone in this effort. The internal Working Group will continue analyzing results from the survey and use those to identify trends and guide future decisions and policy changes. Based on the Working Group's recommendations, OUP is also developing a communications plan to share results from the survey with OUP employees.

OUP will evaluate data on EEO complaints and resolutions. In general, harassment is frequently underreported, both inside and outside of the workplace. Efforts to increase transparency and accountability in anti-harassment work often result in increases in complaints as awareness increases. Thus, the Working Group expects that the proactive measures recommended throughout this report will result in an increase in EEO complaints. The EEO Office will consider such an increase as a sign that employees have a better understanding of OUP's anti-harassment policies and procedures, and that they have greater confidence in the reporting options. BHR will verify these assumptions in the next workplace climate survey.

Finally, the public release of this Working Group report is an essential component of OUP's efforts to increase transparency. Clearly communicating current procedures and the Working Group's findings enable employees and members of the public to better understand OUP's initiatives, challenges and next steps in its anti-harassment work.

The Working Group proposes the following action steps and recommendations regarding transparency:

Action Steps

- ▶ To promote transparency and accountability, OUP will publicly release this Cook County Anti-Harassment Working Group report and maintain it on BHR's website.
- ▶ To ensure employees' voices are heard and used to inform future policies and operations, BHR will conduct an in-depth review of the Culture of Reporting Harassment survey findings and create a plan of action regarding next steps.

Transparency

Recommendations

- ▶ OUP should develop a plan to implement the public release of aggregate EEO data, potentially by publishing an annual report. While not all EEO metrics may be appropriate for public release, OUP should make a concerted effort to increase transparency and foster accountability by regularly updating certain metrics, as determined by BHR and the EEO Office.
- ▶ BHR should keep and review records on all complaints and their outcomes, including evaluating individual supervisors' responses to complaints.
- ▶ OUP should develop an internal communications plan to share important information with employees in a timely manner, including results from and decisions made based on employee feedback, the Culture of Reporting Harassment survey and this Working Group report. The communication strategy should be proactive and should recognize the need for regular dialogue around this issue, including through small group conversations and Lunch and Learns.
- ▶ OUP should create a Bill of Rights for members of the public that informs them on how they can expect to be treated in OUP facilities and provides information on where to go if they have questions.
- ▶ OUP should consider incorporating supervisory responses to harassment as a key performance indicator for performance evaluations to align with best practices and create a sense of accountability and expectation of a high quality of responsiveness.

Key Recommendations

- ▶ **Publicly release** aggregate Equal Employment Opportunity Office data through an annual report.
- ▶ Create a **Bill of Rights** for members of the public.
- ▶ Foster **regular dialogue** through small group discussions and Lunch and Learns.

Conclusion

The Cook County Anti-Harassment Working Group has conducted a thorough review of the Cook County Offices Under the President's existing anti-harassment practices, trainings and initiatives. Based on this review and robust discussion amongst members, the Working Group proposes the preceding action steps and recommendations to ensure OUP employs best practices to combat harassment and foster a supportive workplace culture. OUP strives to foster a workplace where employees and members of the public are treated with dignity and respect, and this Working Group report provides a plan for OUP to continuously improve in its efforts.

Appendix

Appendix A:

Cook County Anti-Harassment Working Group Members

External Working Group Members (Alphabetically)

- ▶ **Rachel Arfa** | Staff Attorney, Civil Rights Team & Protection & Advocacy for Beneficiaries of Social Security Project & Illinois ADA Project Manager, Equip for Equality
- ▶ **Alison Hill** | Assistant Attorney General, Office of the Illinois Attorney General Civil Rights Bureau
- ▶ **Sharmili Majmudar** | Director of Strategic Partnerships, Women Employed
- ▶ **Mallory McClaire** | Chief of Staff, Theaster Gates
- ▶ **Mary Richardson-Lowry** | Executive Committee Vice-Chair, Chicago Community Trust
- ▶ **Jennifer Riley** | Partner, Seyfarth Shaw LLP
- ▶ **Caroline Swinney** | Assistant Vice Provost, University of Illinois – Chicago
- ▶ **Tina Tchen** | Partner, Buckley LLP (Working Group advisor)
- ▶ **Hubert Thompson** | Principal Attorney, Brothers & Thompson, P.C.
- ▶ **Linda Xóchitl Tortolero** | President & Chief Executive Officer, Mujeres Latinas en Accion
- ▶ **Sherrie Travis** | Attorney, Sherrie Travis & Associates LLC
- ▶ **Patricia Vance** | Former Executive Director, CEDA/Neighbors at Work
- ▶ **Erin Walton** | Executive Director, Resilience
- ▶ **Helena Wright** | Chief Legal Counsel, Office of the City Clerk

Internal Working Group Members (Alphabetically)

- ▶ **Laura Lechowicz Felicione** | Special Legal Counsel, Cook County Office of the President
- ▶ **Velisha Haddox** | Bureau Chief, Cook County Bureau of Human Resources (Working Group lead)
- ▶ **Piemengie Hamisu** | Special Assistant for Legal Affairs, Cook County Bureau of Human Resources
- ▶ **Lanetta Haynes Turner** | Chief of Staff, Cook County Office of the President (Working Group lead)
- ▶ **Mara Heneghan** | Aide to the Chief of Staff, Cook County Office of the President (Working Group staff support)
- ▶ **Ann Kalayil** | Bureau Chief, Cook County Bureau of Asset Management
- ▶ **Torrick Ward** | Deputy Director of Labor Relations, Cook County Bureau of Human Resources

Appendix B:

Culture of Reporting Harassment Survey Results

UP administered the Culture of Reporting Harassment survey electronically from November 2018 to February 2019. The survey was sent to 2,683 employees and 1,530 employees responded to some or all questions. The survey was administered anonymously, and none of the questions were required.

Q1: What is your gender? (14 skipped)		
	Number	%
Male	876	57.25%
Female	616	40.26%
Do not identify as either	5	0.33%
Do not wish to disclose	33	2.16%
Total	1530	

Q2: Are you a supervisor or manager? (16 skipped)		
	Number	%
Yes	372	24.35%
No	1,156	75.65%
Total	1,528	

Q3: Did you attend Preventing Sexual Harassment training? (7 skipped)		
	Number	%
Yes	1,471	95.71%
No	66	4.29%
Total	1,537	

Q4: If yes, the information you received in the training was _____. (Fill in the blank) (65 skipped)		
	Number	%
Extremely helpful	438	29.61%
Very helpful	606	40.97%
Somewhat helpful	254	17.17%
Neutral	144	9.74%
Not so helpful	19	1.28%
Not at all helpful	18	1.22%
Total	1,479	

Q5: If no, please explain in a few words why you did not attend the training.⁶

⁶ Written responses from the Culture of Reporting Harassment survey are not included in this analysis.

Appendix B:

Culture of Reporting Harassment Survey Results

Q6: Do you know how and where to report harassing behavior? (36 skipped)

	Number	%
Yes, I do	1,368	90.72%
No, I don't	18	1.19%
I am not sure	82	5.44%
I would if you told me	33	2.19%
No, because that information is not available to me	5	0.33%
No, because I need more training	2	0.13%
Total	1,508	

Q7: How satisfied are you with the availability of information on how to report harassing behavior? (18 skipped)

	Number	%
Satisfied	1,090	71.43%
Somewhat satisfied	239	15.66%
Neither satisfied nor dissatisfied	131	8.58%
Somewhat dissatisfied	25	1.64%
Dissatisfied	31	2.03%
I don't know where to get this information	10	0.66%
Total	1,526	

Q8: How would you describe your interactions with other Cook County employees? (Select all that apply) (20 skipped)

	Number	%
My coworkers and I treat each other with respect	1,217	79.86%
My supervisor cares about me as a person and/or my well-being	663	43.50%
Employees are encouraged to report violations of the EEO Policy	582	38.19%
My supervisors are only concerned about themselves	139	9.12%
Agreeing with management, even when they are wrong, is the best approach	108	7.09%
I feel comfortable at work	692	45.41%
If other, please specify. ⁷	100	6.56%
Total	1,524	

⁷ Written responses from the Culture of Reporting Harassment survey are not included in this analysis.

Appendix B:

Culture of Reporting Harassment Survey Results

Q9: Which of the following are available to you as an employee of Cook County? (Select all that apply)
(21 skipped)

	Number	%
A policy on Equal Employment Opportunity including prohibition of sexual harassment	1,319	86.61 %
Preventing Sexual Harassment training	1,265	83.06 %
A phone number or email address where you can report harassment	1,138	74.72 %
A no retaliation policy (within the EEO/Sexual Harassment policy)	1,017	66.78 %
New Employee Orientation that includes Preventing Sexual Harassment training	893	58.63 %
A Violence-free Workplace policy	1,045	68.61 %
I don't know what is available	105	6.89 %
None of the above	17	1.12 %
Total	1,523	

Q10: Have you reported an incident of work place harassment to the Bureau of Human Resources EEO Office within the last 5 years?
(19 skipped)

	Number	%
Yes (If no, skip to question 12)	117	7.67 %
No	1,408	92.33 %
Total	1,525	

Appendix B:

Culture of Reporting Harassment Survey Results

Q11: What was your reason for not doing so? (Select all that apply)
(313 skipped)

	Number	%
The behavior or inappropriate conduct stopped on its own	41	3.33 %
I personally confronted the person or asked the person to stop	48	3.90 %
I did not know how to file a complaint	32	2.60 %
I did not want anyone else to know what was happening	24	1.95 %
I was embarrassed	24	1.95 %
I wanted to forget about it and just move on	32	2.60 %
I did not think anyone would believe me	35	2.84 %
I did not trust the complaint and resolution process	98	7.96 %
I did not think anything would be done	110	8.94 %
I was concerned about how a complaint might impact my career	84	6.82 %
I was concerned for my physical safety	19	1.54 %
I was afraid I would lose my job	49	3.98 %
I was asked not to say anything by the victim	11	0.89 %
I heard rumors and didn't believe them	12	0.97 %
I was a witness and did not want to be interviewed	10	0.81 %
I did not want to be involved	31	2.52 %
I have not experienced harassment in the workplace	896	72.79 %
Other (please specify) ⁸	134	10.89 %
Total	1,231	

Q12: Has there ever been a time in the last 5 years where you chose not to report harassing behavior you experienced?
(45 skipped)

	Number	%
Yes	237	15.81 %
No (If no, skip to question 14)	1,262	84.19 %
Total	1,499	

⁸ Written responses from the Culture of Reporting Harassment survey are not included in this analysis.

Appendix B:

Culture of Reporting Harassment Survey Results

Q13: What was your reason for not doing so? (Select all that apply) (1,015 skipped)		
	Number	%
The behavior or inappropriate conduct stopped on its own	55	10.40 %
I personally confronted the person or asked the person to stop	47	8.88 %
I did not know how to file a complaint	29	5.48 %
I did not want anyone else to know what was happening	21	3.97 %
I was embarrassed	34	6.43 %
I wanted to forget about it and just move on	53	10.02 %
I did not think anyone would believe me	49	9.26 %
I did not trust the complaint and resolution process	126	23.82 %
I did not think anything would be done	127	24.01 %
I was concerned about how a complaint might impact my career	110	20.79 %
I was concerned for my physical safety	22	4.16 %
I was afraid I would lose my job	65	12.29 %
I was asked not to say anything by the victim	9	1.70 %
I heard rumors and didn't believe them	6	1.13 %
I was a witness and did not want to be interviewed	7	1.32 %
I did not want to be involved	41	7.75 %
Other (please specify) ⁹	267	50.47 %
Total	529	

Q14: In the last 5 years, have you chosen not to report harassing behavior experienced by someone else of which you were made aware (i.e. witness, word of mouth) (94 skipped)		
	Number	%
Yes	134	9.24 %
No (If no, skip to question 16)	1,316	90.76 %
Total	1,450	

⁹ Written responses from the Culture of Reporting Harassment survey are not included in this analysis.

Appendix B:

Culture of Reporting Harassment Survey Results

Q15: What was your reason for not doing so? (Select all that apply) (1,093 skipped)		
	Number	%
The behavior or inappropriate conduct stopped on its own	26	5.76 %
I personally confronted the person or asked the person to stop	21	4.66 %
I did not know how to file a complaint	20	4.43 %
I did not want anyone else to know what was happening	9	2.00 %
I was embarrassed	14	3.10 %
I wanted to forget about it and just move on	13	2.88 %
I did not think anyone would believe me	29	6.43 %
I did not trust the complaint and resolution process	66	14.63 %
I did not think anything would be done	91	20.18 %
I was concerned about how a complaint might impact my career	55	12.20 %
I was concerned for my physical safety	18	3.99 %
I was afraid I would lose my job	43	9.53 %
I was asked not to say anything by the victim	27	5.99 %
I heard rumors and didn't believe them	7	1.55 %
I was a witness and did not want to be interviewed	8	1.77 %
I did not want to be involved	50	11.09 %
Other (please specify) ¹⁰	258	57.21 %
Total	451	

¹⁰ Written responses from the Culture of Reporting Harassment survey are not included in this analysis.

Appendix B: Culture of Reporting Harassment Survey Results

**Q16: If you experience a situation at work that you think violates the EEO Policy, how comfortable are you reporting the situation to the following:
(Rank each position)
(63 skipped)**

	Very uncom- fortable	Not com- fortable	Neutral	Com- fortable	Very com- fortable	I don't care	Total
A non-supervisory coworker	245 (17.07%)	142 (9.90%)	328 (22.86%)	352 (24.53%)	345 (24.04%)	23 (1.60%)	1,435
A supervisor or manager	316 (21.63%)	125 (8.56%)	175 (11.98%)	413 (28.27%)	415 (28.41%)	17 (1.16%)	1,461
Human Resources EEO Office	263 (18.18%)	106 (7.33%)	212 (14.65%)	423 (29.23%)	428 (29.58%)	15 (1.04%)	1,447
Union	238 (17.37%)	80 (5.84%)	356 (25.99%)	327 (23.87%)	309 (22.55%)	60 (4.28%)	1,370
Cook County Office of the Independent Inspector General	250 (17.16%)	110 (7.55%)	285 (19.56%)	389 (26.70%)	400 (27.45%)	23 (1.58%)	1,457
Cook County Commission on Human Rights	252 (17.48%)	85 (5.89%)	319 (22.12%)	398 (27.60%)	370 (25.66%)	18 (1.25%)	1,442
Illinois Department of Human Rights	248 (17.27%)	83 (5.78%)	345 (24.03%)	384 (26.74%)	354 (24.65%)	22 (1.53%)	1,436
United States Equal Employment Opportunity Commission (EEOC)	247 (17.22%)	90 (6.28%)	330 (23.01%)	386 (26.92%)	359 (25.03%)	22 (1.53%)	1,434

Appendix B:

Culture of Reporting Harassment

Survey Results

Q17: Have you reported an incident of work place harassment to another office/agency within the last 5 years?
(48 skipped)

	Yes	No	Total
Cook County Office of the Independent Inspector General	56 (3.78%)	1,425 (96.22%)	1,481
Cook County Commission on Human Rights	26 (1.78%)	1,436 (98.22%)	1,462
Illinois Department of Human Rights	13 (0.89%)	1,441 (99.11%)	1,454
United States Equal Employment Opportunity Commission (EEOC)	27 (1.86%)	1,425 (98.14%)	1,452

Q18: If you were to report work place harassment to your supervisor, do you think there would be a fair investigation?
(30 skipped)

	Number	%
Yes	769	50.79 %
Probably	295	19.48 %
No	121	7.99 %
Probably not	151	9.97 %
I don't know	178	11.76 %
Total	1,514	

Q19: If you were to report work place harassment, do you think the person being accused, their friends and/or associates would retaliate against you?
(30 skipped)

	Number	%
Not at all	315	20.81 %
A little	107	7.07 %
Somewhat	181	11.96 %
Yes	181	11.96 %
Absolutely	105	6.94 %
I don't know	625	41.28 %
Total	1,514	

Appendix B:

Culture of Reporting Harassment Survey Results

Q20: If you were to report work place harassment to the Bureau of Human Resources EEO Office, do you think there would be a fair investigation?
(30 skipped)

	Number	%
Yes	749	49.47 %
Probably	362	23.91%
No	82	5.42 %
Probably not	89	5.88 %
I don't know	232	15.32 %
Total	1,514	

Q21: If you were to report work place harassment to your supervisor or the EEO Office, do you think action would be taken to address the person (or factors) who caused the harassing behavior?
(33 skipped)

	Number	%
Yes	755	49.97 %
Probably	329	21.77 %
No	92	6.09 %
Probably not	104	6.88 %
I don't know	231	15.29 %
Total	1,511	

Q22: Please provide any recommendations for the Bureau of Human Resources EEO Office.¹¹

¹¹ Written responses from the Culture of Reporting Harassment survey are not included in this analysis.

Appendix C:

Resource Library

References

- Cook County Bureau of Human Resources. Equal Employment Opportunity Office. *Equal Employment Opportunity Policy*. December 14, 2016. Accessed April 15, 2019. <https://www.cookcountyil.gov/service/equal-employment-opportunity-office>
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Additional Resources

- "Checklists and Chart of Risk Factors for Employers." U.S. Equal Employment Opportunity Commission. Accessed May 14, 2019. https://www.eeoc.gov/eeoc/task_force/harassment/checklists.cfm
- "Check Your Workplace." Check Your Workplace. 2019. Accessed May 17, 2019. <https://checkyourworkplace.com/>
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- Illinois House Task Force on Sexual Discrimination and Harassment. *House Sexual Discrimination and Harassment Task Force Report Created by HR 687 of the 100th General Assembly*. Accessed May 14, 2019. <http://www.ilga.gov/reports/ReportsSubmitted/251RSGAEmail562RSGAAttachHouse%20Sexual%20Discrimination%20and%20Harassment%20Task%20Force%20Report.pdf>

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- Illinois Senate Task Force on Sexual Discrimination and Harassment Awareness and prevention. *Task Force Assessment: Findings and Proposals for Addressing Sexual Harassment in Illinois*. 2018. Accessed May 14, 2019. <http://ilga.gov/reports/ReportsSubmitted/290RSGAEmail638RSGAAttachSenate%20Sexual%20Discrimination%20and%20Harassment%20Task%20Force%202018%20Final%20Report.pdf>
- “National Resource Center.” *Workplaces Respond to Domestic and Sexual Violence*. Accessed May 14, 2019. <https://www.workplacesrespond.org/>
- “Sexual Harassment: Know Your Rights.” *TIME’S UP Now*. 2019. Accessed May 17, 2019. https://www.timesupnow.com/sexual_harassment_know_your_rights
- “Sexual Harassment Resources.” *National Conference of State Legislators*. March 20, 2018. Accessed May 14, 2019. <http://www.ncsl.org/research/about-state-legislatures/sexual-harassment-in-the-legislature-resources.aspx>



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