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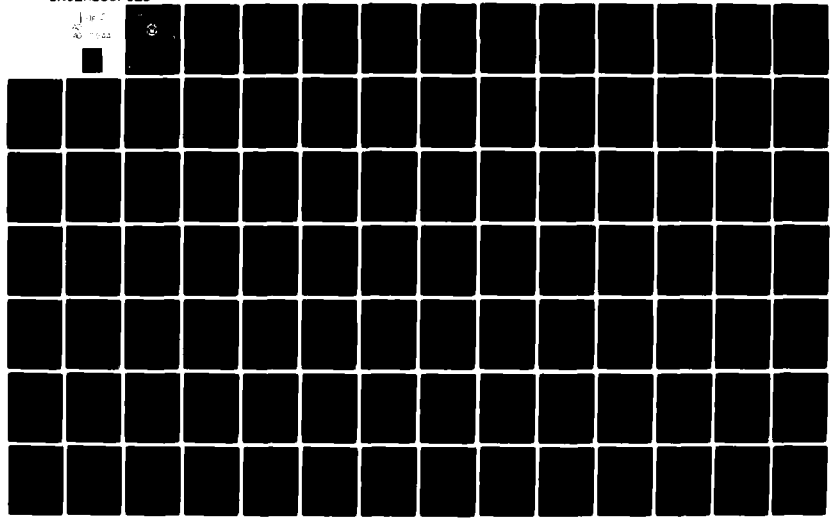
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SEXUAL HARASSMENT IN THE NAVY.

by

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Patricia Joanne Reilly

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Dec 1980

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Thesis Advisor:

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significant problem in the Navy which could potentially impact upon mission effectiveness.



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Sexual Harassment in the Navy

by

Patricia Joanne Reily
Lieutenant, United States Navy
B.A., University of Minnesota, 1974

Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

NAVAL POSTGRADUATE SCHOOL
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ABSTRACT

An investigation was made into the subject of sexual harassment, its effect upon Navy personnel and its potential impact upon mission accomplishment.

The study includes: a general historical review; a general discussion of the subject; a discussion of Navy policy to date; a summary of the findings of a survey and interviews of approximately 100 Navy women conducted by the author; and, future projections. The author concludes that sexual harassment is a significant problem in the Navy which could potentially impact upon mission effectiveness.

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I. INTRODUCTION

The subject of sexual harassment in the military has recently received a great deal of attention. A series of newspaper articles in the Baltimore Sun, in late 1979, concerning the complaints of women at Fort Meade coincided with Congressional inquiries into the matter. Admiral Fran McKee, as well as the senior women in the other services were asked in February 1980 to testify before a subcommittee of the House Armed Services Committee concerning the sexual harassment issue.

Prior to 1979, and the Congressional inquiries, the issue of sexual harassment didn't get much attention at all. In fact most people probably couldn't even describe what sexual harassment is. So why is there concern now?

In this paper the author discusses: what sexual harassment is, where it has come from, why it is an issue today and most importantly whether it is a problem which could cripple the Navy's effectiveness. The author conducted a survey, and interviews, of Navy personnel in an attempt to quantify the magnitude of the problem. The research findings are included in this paper. Finally the author looks at the future and explores some possible solutions to this problem.

II. DEFINITION OF SEXUAL HARASSMENT

What is sexual harassment? It is a form of sexism?

Stories about the infamous "casting couches" of Hollywood abound. The scene goes something like this: after the audition the innocent, young starlet is taken aside by the producer. He announces in low tones, "Baby, I think you may have what it takes for this part, why don't you come by my place about ten and we'll see how well you can perform."

Men's magazines are replete with "secretary jokes" but they all have the same theme. The scene goes something like this: Miss Secretary, portrayed in the comic strips as wide eyed and busty, with legs four times as long as the rest of her body, is called into the boss's office to take dictation. In the next frame we see Mr Boss, pants around his knees, chasing Miss Secretary around his desk.

Waitresses get pinched on the derriere and construction workers hoot at female passers by routinely. A standard plot in old films and melodramas concerns the young widow, or dutiful daughter who is coerced into having "relations" with the villain so that he will not foreclose the mortgage.

Some of us chuckle at such scenes. All of us know that such scenes have a basis in fact. Many regard such incidents as part of their normal, daily existence. Are they examples of sexual harassment?

A senior female Army officer with a respected position at Fort Meade, recently said, "I have been in the Army for over 15 years and I can't tell you how many men I have had to fight off who were in a position to ruin my career." The following two pages contain the Secretary of the Navy's instruction concerning Department of the Navy policy on sexual harassment.

The Army and Air Force have recently released similar policy statements on sexual harassment. The Department of Defense (DOD) has not yet outlined its policy but is expected to do so, soon.

The definitions of sexual harassment differ slightly but they all are similar in that they describe behavior which is personally demeaning, personally coercive, or both in a sexual sense. Sexual harassment is an attempt by one person, or group of people of similar gender to put down, or keep down another person or group of a different gender. In summary sexual harassment is usually either an act of hostility or a power play. The hostile and demeaning aspects of sexual harassment will be discussed in the next chapter.



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20350

SECNAVINST 5300.26
Op-14/Op-15

25 AUG 1980

SECNAV INSTRUCTION 5300.26

From: Secretary of the Navy
To: All Ships and Stations

Subj: Department of the Navy policy on sexual harassment

Ref: (a) OPM memo of 12 Dec 1979 to Heads of Departments
(b) ASD(MRA&L) memo of 31 Dec 1979
(c) EEOC interim amendment to guidelines on discrimination because of sex, 45 F.R. 25024-25025 (1980) (to be codified in 29 C.F.R. Part 1604)

Encl: (1) Department of the Navy Policy Statement on Sexual Harassment

1. Purpose. To issue the Department of the Navy policy on sexual harassment.
2. Discussion. References (a) through (c) highlight new areas of responsibility for Federal agencies in ensuring a work environment free from sexual harassment. Proscriptions on such behavior by military and civilian personnel are drawn from principles regarding equal opportunity and the guidelines on sex discrimination promulgated pursuant to Title VII of the Civil Rights Act of 1964, as amended.
3. Policy. The departmental policy on sexual harassment is outlined in enclosure (1).
4. Action. Chief of Naval Operations and Commandant of the Marine Corps will ensure wide distribution of enclosure (1) to military and civilian personnel under their cognizance. In addition, this policy is to be supplemented with appropriate training and guidance to employees and supervisors, military and civilian, on positive actions to create, with professionalism, mission accomplishment and individual efficiency, a workplace free from sexual harassment. Legal remedies and other corrective action for not complying with organizational policies in the area of sexual harassment are also to be communicated to all military and civilian personnel.

Edward Hidalgo

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DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20350

SECNAVINST 5300. *26*

DEPARTMENT OF THE NAVY POLICY STATEMENT ON SEXUAL HARASSMENT

All military and civilian personnel in the Department of the Navy have a responsibility for maintaining high standards of honesty, integrity, impartiality, and conduct to assure proper performance of business and maintenance of public trust. Sexual harassment violates those standards, especially with regard to principles of equal opportunity, and specific acts of such misconduct may be the subject of disciplinary action.

Sexual harassment is defined as: (1) influencing, offering to influence, or threatening the career, pay, or job of another person in exchange for sexual favors; or (2) deliberate or repeated offensive comments, gestures, or physical contact of a sexual nature in a work or work-related environment.

Specifically, any supervisor who uses implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of an employee is engaging in sexual harassment. Similarly, any military member or civilian employee who makes deliberate or repeated offensive verbal comments, gestures, or physical contact of a sexual nature in the work environment is also engaging in sexual harassment.

Individuals who are sexually harassed by supervisors, co-workers, or peers should make it clear that such behavior is offensive and report harassment to the appropriate supervisory level. The appropriate supervisor will examine the matter and take actions necessary to ensure a work environment free from sexual harassment. Sexual harassment is unacceptable conduct: it undermines the integrity of the employment relationship, debilitates morale, and interferes with the work productivity of an organization.

Finally, any military member or civilian employee of the Department of the Navy who engages in sexual harassment while conducting agency business with military or civilian personnel of the department, with employees of other Federal agencies, with persons employed in the private sector, or with other members of the public is violating standards of conduct and will be subject, as appropriate, to disciplinary action.

The chain of command shall be fully utilized. Further, it is the responsibility of every supervisor and manager — military and civilian — to ensure that any instance of sexual harassment is dealt with swiftly, fairly, and effectively. Complaints of sexual harassment may be filed through Equal Opportunity, Equal Employment Opportunity, or Request Mast procedures, or brought to the attention of the Inspector General. Substantiated complaints will result in appropriate action.

I know that all members of the Department of the Navy team fully support a continuing commitment to exhibiting the highest professional behavior and courtesy as we accomplish our mission.

III. ROOTS OF SEXUAL HARASSMENT

A. SEXUAL HARASSMENT AS A POWER PLAY

As a "power play" sexual harassment is akin to rape. Studies show that rape is not a sexual act, but is rather an act of hostility or aggression. In a rape situation the victim is overpowered with brute strength, or a weapon, and is threatened with loss of life. In the case of sexual harassment the victim is overpowered economically and is threatened with loss of position or livelihood.

Usually the harasser is someone who has power over the victim in an employment sense; i.e. someone who has the power to hire, fire, promote, demote, or transfer. As a result, the victim is usually in no position to refuse, and surrender becomes the price of survival.

Since women as a group represent the lowest strata of the work force, the group with the least amount of economic power, they are most often the victims of sexual harassment.

To adequately understand this issue it is helpful to look at some demographic data.

In 1976 women employed in full time year round jobs only earned 60 percent of what men earned. Education doesn't appear to elevate the status of women workers much, in 1974 women with four years of college had lower salaries than men who had completed the eighth grade. Black-women suffer the

disadvantages of both race and sex. They make even less than white women. But white women make on the average less than black men. [18;13]

Ninety percent of the work force in this country is female yet two out of three poor persons are female. Contrary to the argument that a woman's place is in the home and women have no business working; it is interesting to note that most women are working because they need the money. Twenty three percent of working women are single, 19 percent are widowed or separated, and 29 percent have husbands who are unemployed or earn less than \$3,000 a year. One out of seven families are headed by women and about one third of all families headed by women are poor, more than five times the rate for male headed households. [18;15]

B. SEXUAL HARASSMENT AS ECONOMIC COERCION

Recent studies show that the people most often victimized by sexual harassment are low wage women who have few job skills. Black women and divorced women with small children appear to be especially vulnerable. [28;120]

The low wage status of women is exacerbated by the tendency of women to be funneled into "women's jobs", those jobs which are sex stereotyped and sex segregated; or those jobs for which a sex precedence has been set.

Historically women have been required to exchange sexual services for material survival in one form or another. The

two oldest professions open to a woman are: house-wifery and prostitution. Today over 75 percent of working women are employed in "women's jobs." Often times these are jobs in which women are essentially servants to men: i.e. secretaries, receptionists, research assistants, waitresses and nurses. Often times women in these jobs perform traditionally wifely duties such as tidying up. A 1960 study by National Office Management Association showed that 30 percent of the firms surveyed openly admitted to giving serious consideration to sex appeal when hiring clerical help. Many secretarial schools advise their students to dress for the boss.

Most women's jobs are service oriented, customer related or involve children and keeping things clean. Furthermore, it has been commonly believed over the years that women are good at "detail work." The "detail work" that women are supposedly so well suited for could more accurately be described as "tedious work." Most women's jobs are dull, repetitive, dead end, low interest and have little potential for self direction.

The tendency for women to be funneled into such jobs probably started with the Industrial Revolution. As the industrialization movement mushroomed there was a need for a much larger work force. There simply were not enough middle and lower class males to work in the new and expanding factory network. As a result lower class women and children were drawn into the work force.

Until as recently as the early part of this century it was rare for middle, or upper, class women to work outside of the home. Housewifery and motherhood were considered a woman's primary duties. A woman only worked if: (1) she had to to survive; (2) her man could not adequately support the family; or (3) she didn't have a man. The lower class working woman faced double duty; when she came home from work she was faced with another full day of household chores. Many such women dreamed of escaping the dawn to dusk drudgery of the sweat shops; certainly the back breaking chores of a housewife were enough. Work, outside of the home, was seen as the yoke of the lower class woman. She was pitied and disdained by both men and women.

Other women viewed work as a temporary necessity. Single women who needed to support themselves planned to work until they found a husband who could support them.

In contrast, today the majority of middle class women are finding it necessary to work outside of the home. It has become increasingly difficult for the average American family to subsist on the income of one male head of household. And some women are choosing to pursue careers outside of the home for reasons other than physical survival. Many women desire to fulfill themselves by using their natural talents for the betterment of society and for their own mental and emotional well being.

Regardless of the reasons why women are choosing to work, it is reasonable to assume that most women do not view work as an unpleasant interlude between male supporters. Most women today are looking forward to a life time of work outside of the home.

Still most women continue to be funneled into "women's jobs." And the attitude that a working woman is surreptitiously looking for a man to provide for her persists. An executive of a large midwest corporation recently told the author, referring to the company's typists and key punch operators, "These girls aren't serious about what they are doing. As soon as they find a husband they will be pregnant and gone."

The owner of an advertising agency told the author he would not consider hiring a male receptionist because he argued, "A man would only last in that job for a month or two. He would only want it as a stepping stone. He would want to be moving onto bigger and better things. He simply wouldn't be satisfied, so in two months I would be hiring again."

Ironically, women in non-traditional fields are also often thought to be looking for a husband. Many women in the military have heard their male counterparts declare that a woman in the military either is looking for a husband or is gay.

Sex stereo-typed jobs are prevalent in 1980. A personnel manager for a medium sized firm recently admitted to evaluating

the sex appeal of the women who applied for the firm's clerical positions. The personnel manager rationalized his selection criteria by saying that most of the firm's clients were businessmen who would rather see a pretty female at the front desk and would rather hear a pleasant female voice on the phone. He even said that women "just looked better" as receptionists.

The airlines have done client surveys which show that sexy female stewardesses are preferred to their male counterparts. Financially powerful men run the airlines and are the major clients of airlines; such men have the financial clout to enforce their desires.

Women continue to be viewed, no matter what they do, in terms of their sexuality. Sexual harassment is seen as normal and acceptable to men and is taboo for women to confront, even to themselves. Many women see sexual harassment as part of their normal lot in life. Those women who are aware of their victimization are often afraid to complain because they fear retaliation and social repercussion. Since sexual harassment most often occurs in private, a complaint may result in a "your word against his" showdown in which the person with the most power or clout, usually the man, will win. Many companies will harbor the harasser at the expense of the victim to protect the company's name. Therefore many women choose to "put up and shut up."

Most women who are victims of sexual harassment do not know to whom to turn to or what to do. Traditionally the segments of industry in which women are employed are not formally organized, so that a woman cannot turn to her union representative for assistance. Only one out of every eight women belong to a union. Often times male workers oppose allowing women into their unions because they argue that: (1) women members will result in lower wages for everyone; (2) women belong at home; (3) women will take jobs away from men; and (4) women have no business competing with men. [11;53]

Men have a hard time understanding or empathizing with women who complain about sexual harassment because male and female attitudes toward sexuality are so entirely different. The average American male has never personally experienced anything similar to sexual harassment. Therefore, often times a male supervisor confronted with a sexual harassment complaint will write it off as a trivial situation in which a touchy woman could not take a joke. This lack of understanding also leads to peer pressure among men not to take the side of the harassed women. Often the man who does take the side of the woman is ridiculed by his fellow male workers and viewed with suspicion.

Many men in our society shrug off the problem by saying that it happens to them too and that women use their sexuality to get what they want. In fact, often times women do try

to use their sexuality to gain some advantage. Thirty percent of the women in a Redbook survey said that they had used sex at some time to gain some advantage. But when a women attempts to trade sex for favors it is an attempt to strike a bargain rather than a hostile act or power play. In most cases, such as the casting couch example described earlier, it is a case in which the female is attempting to use the inevitable to her advantage. It is usually a "no lose" situation for the man involved; like the Hollywood director, he incurs no penalties if he refuses the sexual overtures of an ambitious young woman.

Sally Quinn, a Washington Post Reporter, discussing the problem of sexual harassment and sexual manipulation in Washington, D.C., recently said, "Power in Washington is everything, for many people the only way to get a piece of that power is through compromise, for a woman that is often sexual compromise." [11;205]

But there appears to be little credence to the adage that many women have "slept their way to the top." The number of women at the top and their excellent credentials suggests that entry into the executive suite via the bedroom is rare. [34;8]

The mere fact that such an adage has developed suggests that both men and women view women in terms of sexuality and have a hard time separating a woman's sexuality from her professionalism.

If sexual harassment is an act of power born of hostility, the problems of sexual harassment may actually be exacerbated as more women enter the work force and compete with men at all levels.

IV. SEXUAL HARASSMENT AS A PROBLEM WHICH
COULD EFFECT MISSION ACCOMPLISHMENT

An editorial in the March 31, 1980 Navy Times, entitled "No Real Surprise," expressed the view that sexual harassment is inevitable and that not much can be done about it...The editorial said;

"Considering the biological behavior of the species, we do not envision success for the anti-harassment campaign. That is not to say that clearcut cases of sexual harassment such as offering promotions, assignments or other favoritism in return for sexual favors can be tolerated. Aside from the obvious kind of sexual harassment, however, it appears that policymakers and regulations writers may have a difficult time producing a definition of sexual harassment."

The editorial concluded with the following statement;

"Finally there is an element of naivete in the controversy. Is it a surprise that such incidents occur when thousands of women are placed in what has been -- and continues to be -- an overwhelmingly male bastion?"

The view expressed by the Navy Times is a common one. It is the "Boys will be boys attitude." It is true that sexual harassment has recently received a great deal of attention. It has received attention not because it has suddenly become a problem. Sexual harassment is a pandemic problem which has existed for centuries. But it has recently been suggested that sexual harassment could potentially adversely impact upon productivity and effectiveness. And anything that adversely impacts upon productivity and effectiveness is elevated to the plateau of problems worth addressing.

A. DIFFERENCE BETWEEN MALE AND FEMALE ATTITUDES TOWARDS SEXUAL HARASSMENT

To understand the roots and impact of the problem, it is necessary to attempt to understand the similarities and differences between male and female attitudes toward sexual harassment.

Women have been told over the years that: sexual harassment is not really serious; women should be good sports about it; women should be able to take a joke or women should relax and enjoy it.

But the truth is that most women don't enjoy being subjected to unwanted sexual advances. Most women feel uncomfortable in such situations and many women find unwanted sexual advances humiliating and degrading. But women have been cultured to feel guilty when they become angry about sexual harassment. Many women feel that there is something wrong with them because "they are too sensitive" or "they cannot take a joke." Therefore most women simply put up with the harassment. They accept it as part of the normal routine. They almost never talk to the supervisors about it and rarely even talk to their friends about it.

In the rare instances when a woman does rebuke a man for sexual harassment, the man will very often counter by ridiculing her for her sensitivity and for being touchy. The dialogue that follows the rebuke, will almost always make the woman look foolish. Rather than look foolish, most women either play along or ignore it.

But men are not solely to blame. It is important to note that men are victims of their culturalization also and many men simply cannot understand what all the fuss is about.

A stark example of this difference in culturalization was encountered while designing a work shop on sexual harassment for a group of male Naval Officers. One of the objectives of the work shop was to enable the group of men to understand sexual harassment from the female point of view. It was found that a simple role reversal would not work at all. Prior to the workshop the participants, male lieutenants through lieutenant commanders, made numerous joking comments such as "I've been waiting all my life to be sexually harassed, I'd love it."

The joking comments made by this group of intelligent, concerned, middle managers were an honest, albeit flippant, expression of their true feelings. The message which underlies such flippant comments is that men have a difficult time understanding sexual harassment from a female point of view.

In contrast, role reversal in a racial awareness workshop can be used quite effectively; it is possible to evoke some empathy in a group of white males by asking questions such as: "How would you feel if you were not allowed to dine in a good restaurant, or move into a particular neighborhood, because of your skin color?" But if one is to ask a group of average American males how they would feel if their female co-workers were constantly making comments about their

physiques, pinching them on the derriere or propositioning them; the response is usually an outburst of snickers and jokes. Men have a difficult time empathizing with women in this area because male sexuality is so entirely different from female sexuality.

Ordinarily, women find offensive sexual contact and proposals which most men find trivial or stimulating. Coming from a woman sexual comments serve to remind a man of his sexuality, and to remind a man of his sexuality is to build his sense of potency. The reverse is not true of women. Similarly, men seldom have to consider their sex appeal when applying for a job. For them to consider such a thing is probably a novelty and a fantasy.

Perhaps the most effective way to get a man to understand the problem at all is to ask "How would you feel if this happened to your wife, daughter or mother?" Or, "How would you feel if your male supervisor made such advances toward you?"

Since men most often initiate sex and are traditionally more sexually aggressive than women it is not surprising that a "boys will be boys" attitude has developed and is seen as normal. We are all victims of role conditioning. Men have been traditionally viewed as task oriented, rational, analytical and aggressive. Women are cultured to be empathetic, noncompetitive, nurturing and intuitive. Such behavior has

been positively reinforced in our society. Such conditioning makes it difficult for a person of one sex to understand the point of view of the other sex. [11,17]

Since women are usually viewed in terms of their sexuality, men working with women often have a difficult time getting used to viewing women, especially attractive women, as professional colleagues apart from their sexuality. A man working with an attractive woman may view every encounter, from a simple smile to a "Good Morning" as sexually charged.

The author recalls a group of Navy men discussing one of their female co-workers, an attractive woman, in just such terms. They were discussing the fact that whenever there was an inspection she would wear a skirt and they rationalized that that was why she always did so well at inspection. They appeared to be completely oblivious to the fact that the female dress blue uniform prescribes skirt and blouse. Their female co-worker would have been out of uniform had she not been wearing a skirt; yet her compliance with Navy regulations was seen as a sexual ploy.

The author recalls another situation in which one of her male colleagues wanted to talk to her about a woman in his division who he felt was disturbing good order and discipline by her mere presence. In his words, "No one is supposed to look so good in a Navy uniform; she must be wearing it wrong!" There was nothing wrong with the way she was wearing her

uniform. She was simply an attractive woman and initially the men who worked with her had a hard time relating to her in other than sexual terms.

B. SEXUAL HARASSMENT AS A MISSION RELATED PROBLEM IN THE MILITARY

The question of whether or not sexual harassment is a problem in the military has recently received a great deal of attention in the media and by Congress. A series of newspaper articles in the Baltimore Sun concerning the complaints of women at Fort Meade coincided with Congressional inquiries into the matter.

Admiral McKee as well as the senior women in the other services were asked to testify before the House Armed Services Committee concerning the sexual harassment issue.

In her testimony before the subcommittee Admiral McKee said, "I am aware that the Navy is a large, traditionally male organization with a predominately male management hierarchy--the type of organization in which sexism and sexual harassment could most easily occur in the absence of high quality leadership and discipline based on sound equal opportunity tenants."

"The Navy has learned from research and its few reported cases that sexual harassment appears to be a type of aggressive bullying behavior as well as sexual expression. Women involved are often young, low on the power ladder and inexperienced in dealing with large organizations. The men involved are often

older, experienced and in higher status positions. The first reaction of many women, both civilian and Navy, is to attempt to ignore the behavior. If it continues, some women doubtlessly cope with the situation themselves, while others avail themselves of the assistance provided by the grievance procedure. Undoubtedly some women acquiesce to the behavior and others continue to suffer because they are unable to deal with it in any other way." [19;4]

One of the Army's Pentagon officials said, "The Army is aware of the problem but it is a difficult problem to get a handle on. I can't say it's widespread because there are no statistics to back that up." [15;5F]

"Sexual Harassment is an issue we are very concerned about at the present time," said Kathleen Carpenter, Assistant Secretary of Defense for Equal Opportunity, "It is a problem we must address. We are in the process of developing guidelines for the services to follow." [8]

Major General Mary Clarke, Commander of Fort McClellan and the highest ranking woman in the Army said, "There's no doubt in my mind that there is a sexual harassment problem in some areas in the Army. I personally do not consider it a great problem but it's one that needs attention at all levels in the chain of command." [15;5F]

"It's been going on for many years," said Major General Jeanne Holm, who retired from the Air Force in 1975 to become President Gerald Ford's special assistant for women. "The

harassment itself can't compare with what went on during World War II, when women first entered the military. But the incidence of it has expanded as the number of women has increased in recent years and as they have moved into non-traditional roles."

Sally K. Richardson, Chairman of the Defense Advisory Committee on Women in the Services (DACOWITS) on which Major General Holm serves said that other members of that committee reported after informal discussions recently with women at a number of military posts that "sexual harassment was one of the primary problems they ran into." [65;5F]

"I have the feeling that the sexual harassment problem needs the same kind of recognition and attention by the military that racial problems have received" she added.

"It's not the kind of problem that produces statistics," said Major General Holm. "Women have assumed they just have to cope. And it has never been an issue of much interest or concern at the top levels of the service."

"Men often react to sexual harassment complaints the same way they do to rape" a woman officer at Fort Mead explained, "They believe that the woman brought it on herself, so she is the one who is blamed. In the military, more so than civilian life, even an unsubstantiated charge can ruin someone's career, so commanders are reluctant to put anything on the record. They try to work it out or hope it will go away."

But could the problem of sexual harassment have a detrimental impact on the Navy's ability to effectively accomplish its mission? It would appear to follow that if women in the Navy are distressed by sexual harassment to the point that it is affecting their work performance it is an issue worth addressing.

By 1983 there will be at least 40,000 women in the Navy. Therefore, roughly eight percent of Navy personnel will be female. This figure is in contrast to only four percent in 1977. Nearly all enlisted ratings are currently open to women, and it is likely that women will be integrated into the non-traditional aspects of the Navy in even greater numbers in the future due to the decrease in the population of 18 to 25 year old males. Women are a valuable resource. Enlisted women are of a higher quality than their male counterparts since recruiting standards for women are higher.

In summary, women are a valuable part of the Navy's work force. It seems logical that Navy managers would do what they can to ensure that the maximum potential of this valuable human resource is recognized.

The attitudes of any work group are important in determining how successfully that work group accomplishes its mission. In the Navy this factor is compounded by the length of time members of a work group spend together (often longer than the normal work day). One's co-workers take on added importance in such a situation, especially since often the service

member is geographically separated from family and friends who traditionally provide emotional support.

Today, the solutions to the Navy's personnel problems are often expressed in dollar terms. And certainly it will cost a lot of money to solve some of the Navy's problems and improve the lot of Navy personnel. In contrast, the solutions to the Navy's sexual harassment problem would cost the Navy little or nothing in dollar terms. The solutions require managerial attention and awareness at all levels in the chain of command.

The leaders of this country have expressed their desire that the United States Navy achieve the status of superior Naval Force in the world. The Navy will not be able to achieve that status and accomplish its assigned missions unless Navy personnel can work together as a team. In order to work together effectively members of the Navy team must learn to respect and trust each other as competent professionals regardless of sex.

For example, a male Navy pilot must respect the professional competence of the female air traffic controller who is guiding him to a safe landing on a stormy night. The male crew members of an aircraft carrier must respect the competence of the female crew members of the tug which is guiding his ship into berth. Male and female, mechanics, electricians, and data processors must learn to work together as a team in order to make the U.S. Navy the best in the world. Invidious attitudes such as racism and sexism cripple team effectiveness.

V. DISCUSSION OF NAVY SURVEY AND
COMPARISON WITH OTHER SURVEYS

A. SURVEY DESCRIPTION

1. Population Sampled

A survey of 90 enlisted women was conducted by the author to ascertain whether sexual harassment is a problem in the Navy and whether it could potentially impact upon mission accomplishment.

The women surveyed came from three different commands with different primary missions. One-third of the group was stationed at an operational air command, where most of them were working in non-traditional jobs. One-third of the group was stationed at a surface support command where many of them also were working in non-traditional ratings. And one-third of the group was stationed at a personnel support detachment where they worked in a wide range of traditionally female ratings.

In addition, approximately 14 women officers were interviewed concerning the subject. It is felt that the survey and interview participants encompassed almost the entire spectrum of Navy communities with the exception of the Medical Service Corps and women currently stationed on board ships. However, two female Navy dentists and one female Navy Nurse were interviewed and many of the enlisted women surveyed are currently stationed on board fleet tugs which directly support and service ships.

2. How The Survey Was Conducted

The survey was conducted by the author, on site, at each command with the cooperation of each of the commanding officers involved. The women surveyed assembled, in groups of five to 30, in class rooms or conference rooms. The author spoke briefly to each group to explain the purpose, uses and confidentiality of the survey. Each women completed the survey individually and upon completion returned the survey to the author. The total process took a maximum of 30 minutes. Several women at each site were asked to remain, upon completion of the survey, for a brief interview.

Once collected the surveys were compiled as a whole. There would be no way of breaking out the results by command or ratings since none of the surveys were identified by command or rating.

3. Survey Questions

The 17 survey questions were adapted from a list of questions developed by Patricia Thomas at the Navy Personnel Research Center in San Diego. A pilot survey was conducted at the Navy Postgraduate School, Monterey, so that question modifications could be made prior to general administration of the survey. The women were asked questions concerning verbal sexual harassment, physical sexual harassment, and rape, including how they handled such situations.

Some demographic data was requested such as: marital status, number of dependents and number of years in the Navy.

This data was requested so that it could be correlated with the levels of sexual harassment experienced.

In addition, the women were asked about their reenlistment intentions and how, if at all, sexual harassment had influenced their plans to reenlist.

For survey purposes, "sexual harassment," was defined as, "deliberate or repeated oral comments, gestures, or physical contact of a sexual nature that are unsolicited and unwelcome."

4. Survey Findings

The survey and interview data appears to indicate that sexual harassment does exist and is considered to be a problem by most women in the Navy. Almost all of the women surveyed and interviewed have experienced sexual harassment at some time in their Navy careers; however, there appears to be a tendency to not report such incidents. It appears that most women choose not to report incidents of sexual harassment because they feel they can handle the incidents themselves and that reporting the incident won't accomplish much anyway.

The data collected appears to indicate that lower grade enlisted women are harassed, as a group, the most.

Most importantly, the data indicates that sexual harassment negatively affects the attitude of the female service member in general, and negatively affects her desire, and intention, to reenlist. This finding is particularly

significant when one considers the potential loss of valuable human resources which is incurred as a result of sexual harassment and the concomittant potential negative impact upon mission accomplishment.

A more detailed categorical description of the survey responses follows. Each category is verbally summarized and followed by a table of the exact response. The question stem appears horizontally at the top of the table. The response choices are listed vertically on the left side of the table. The tables display the relative frequency of the response by percentage, the absolute frequency by percentage, the adjusted frequency by percentage and the cumulative frequency by percentage.

B. SURVEY DATA SUMMARY

1. Verbal Harassment

a. Verbal Harassment From Peers

When asked the question: "Have you experienced verbal sexual harassment from male peers or below while in the Navy?", 89.7 percent of the women surveyed said they had experienced at least some such verbal harassment. (See Exhibit 1) (Examples of verbal sexual harassment include: being propositioned, or being the brunt of crude remarks, obscene comments, or wise cracks regarding your sex.)

Action Taken With Peers

Most of the women surveyed, 57.3 percent said that they did not report the verbal harassment but rather handled the situation themselves. 20.3 percent of the women said they

EXHIBIT 1

VERBAL SEXUAL HARASSMENT FROM PEERS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	33	37.5	37.9	37.9
Yes, Some	45	51.1	51.7	89.7
No	9	10.2	10.3	100.0
Missing	1	1.1	Missing	100.0
Total	88	100.0	100.0	

didn't report the incidents of verbal harassment because they didn't feel they were that serious. 10.7 percent of the women said they reported the situation but nothing happened to the person who had harassed them. 2.7 percent said that they reported the incident but do not know what happened to the harasser. 1.3 percent said they were afraid to report the incident. 1.3 percent said they were too embarrassed to report the incident, 1.3 percent said they didn't know who to report the incident to, or how to report the incident and 1.3 percent said they reported the incident but nothing happened to the harasser. (See Exhibit 2) (Note: a peer was defined as someone of the same pay grade.)

b. Verbal Harassment From Supervisors

When asked the question: "Have you experienced verbal sexual harassment from male supervisors, or superiors, while in the Navy?", 56.3 percent of the women surveyed said that they had experienced verbal sexual harassment from supervisors or superiors. (See Exhibit 3)

EXHIBIT 2

VERBAL SEXUAL HARASSMENT REPORTED

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, it was not that serious	15	17.0	20.0	20.0
No, I was afraid to report it	1	1.1	1.3	21.3
No, I was too embarrassed to report it	1	1.1	1.3	22.7
No, I handled the situation myself	43	48.9	57.3	80.0
No, I did not know how to report it	1	1.1	1.3	81.3
Yes, and the person was reprimanded	1	1.1	1.3	82.7
Yes, but nothing happened to the individual	8	9.1	10.7	93.3
Yes, and I do not know what happened to the individual	2	2.3	2.7	96.0
Other	3	3.4	4.0	100.0
Missing	<u>13</u>	<u>14.8</u>	Missing	<u>100.0</u>
Total	88	100.0	100.0	

EXHIBIT 3

VERBAL SEXUAL HARASSMENT FROM SUPERVISORS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	11	12.5	12.6	12.6
Yes, Some	38	43.2	43.7	56.3
No	38	43.2	43.7	100.0
Missing	<u>1</u>	<u>1.1</u>	Missing	<u>100.0</u>
Total	88	100.0	100.0	

Action Taken With Verbal Harassment Reported

Most of the women surveyed, 39.6 percent said that they handled the situation themselves. 20.8 percent said that the verbal harassment was not serious enough to report. 12.5 percent said that they reported the incident but nothing happened to the harasser. 6.3 percent said they were too embarrassed to report the incident. 6.3 percent said they didn't know how to report the incident or who to report it to. It is interesting to note that a higher percentage of the women surveyed said that they were too embarrassed to report the incident or didn't know who to report the incident to when the harasser was a supervisor or superior. (See Exhibit 4)

2. Date Refusal

a. Date Refusal -- Peers

When asked the question: "Have you been bothered by men at your paygrade or below asking you for a date, who refused to take 'no' for an answer?", 60.9 percent said they had. (See Exhibit 5 & 6)

EXHIBIT 4

VERBAL SEXUAL HARASSMENT FROM SUPERVISORS REPORTED

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, it was not that serious	10	11.4	20.8	20.8
No, I was afraid to report it	5	5.7	10.4	31.3
No, I was too embarrassed to report it	3	3.4	6.3	37.5
No, I handled the situation myself	19	21.6	39.6	77.1
No, I did not know how to report it	3	3.4	6.3	83.3
Yes, and the person was reprimanded	1	1.1	2.1	85.4
Yes, but nothing happened to the individual	6	6.8	12.5	97.9
Yes, and I do not know what happened to the individual	1	1.1	2.1	100.0
Other	40	45.5	Missing	100.0
Total	88	100.0	100.0	

EXHIBIT 5

BOTHERED BY PEERS WHO ASKED FOR A DATE AND REFUSED TO TAKE "NO" FOR AN ANSWER

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	21	23.9	24.1	24.1
Yes, Some	32	36.4	36.8	60.9

EXHIBIT 5 (CON'T)

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No	34	38.6	39.1	100.0
Missing	<u>1</u>	<u>1.1</u>	Missing	<u>100.0</u>
Total	88	100.0	100.0	

EXHIBIT 6

BOTHERED BY PEERS WHO ASKED FOR A DATE AND REFUSED
TO TAKE "NO" FOR AN ANSWER - REPORTED

<u>Category Lable</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, it was not that serious	8	9.1	15.7	15.7
No, I was afraid to report it	1	1.1	2.0	17.6
No, I was too embarassed to report it	1	1.1	2.0	19.6
No, I handled the situation myself	39	44.3	76.5	96.1
Yes, but nothing happened to the individual	2	2.3	3.9	100.0
Missing	<u>37</u>	<u>42.0</u>	Missing	100.0
Total	88	100.0	100.0	

b. Date Refusal -- Supervisor

When asked the question: "Have you been bothered by male supervisors, or superiors, asking you for a date who refused to take 'no' for an answer?", 35.7 percent said that they had. In most cases the women responded that they chose

to handle the situations themselves and therefore did not formally report such incidents. (See Exhibits 7 & 8)

EXHIBIT 7

BOTHERED BY SUPERIORS WHO ASKED FOR A DATE AND REFUSED TO TAKE "NO" FOR AN ANSWER

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	4	4.5	4.8	4.8
Yes, Some	26	29.5	31.0	35.7
No	54	61.4	64.3	100.0
Missing	4	4.5	Missing	100.0
Total	88	100.0	100.0	

EXHIBIT 8

BOTHERED BY SUPERIORS WHO ASKED FOR A DATE AND REFUSED TO TAKE "NO" FOR AN ANSWER - REPORTED

<u>Category Lable</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, it was not that serious	9	10.2	29.0	29.0
No, I was too embarassed to report it	2	2.3	6.5	35.5
No, I handled the situation myself	17	19.3	54.8	90.3
Yes, and I do not know what happened to the individual	1	1.1	3.2	93.5
Other	2	2.3	6.5	100.0
Missing	57	64.8	Missing	100.0
Total	88	100.0	100.0	

3. Physical Harassment

a. Physical Harassment From Peers

When asked the question: "Have you experienced physical sexual harassment from male peers or below while in the Navy?", (Examples included: pats on the backside, grabbing, pinching etc. Attempted, or actual rape was not included in this category.) 60.9 percent said that they had experienced at least some physical sexual harassment from peers while in the Navy. (See Exhibit 9)

EXHIBIT 9

PHYSICAL HARASSMENT FROM PEERS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	15	17.0	17.2	17.2
Yes, Some	38	43.2	43.7	60.9
No	34	38.6	39.1	100.0
Missing	1	1.1	Missing	100.0
Total	88	100.0	100.0	

Action Taken

49 percent said that they did not report the incident but rather handled the situation themselves. 20.4 percent said that they did not report the incident because they did not feel that it was that serious. 10.2 percent said that they reported the incident but nothing happened to the individual. 2 percent said that they were afraid to report the incident and 6.1 percent said that they did

report the incident and the person was disciplined. (See Exhibit 10)

EXHIBIT 10

PHYSICAL HARASSMENT FROM PEERS - REPORTED

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, it was not that serious	10	11.4	20.4	20.4
No, I was afraid to report it	1	1.1	2.0	22.4
No, I was too embarassed to report it	3	3.4	6.1	28.6
No, I handled the situation myself	24	27.3	49.0	77.6
No, I did not know how to report it	1	1.1	2.0	79.6
Yes, and the person was reprimanded	3	3.4	6.1	85.7
Yes, but nothing happened to the individual	5	5.7	10.2	95.9
Yes, and I do not know what happened to the individual	1	1.1	2.0	98.0
Other	1	1.1	2.0	100.0
Missing	39	44.3	Missing	100.0
Total	88	100.0	100.0	

b. Physical Harassment From Supervisors or Superiors

When asked the question: "Have you experienced physical sexual harassment from male supervisors or superiors

while in the Navy?", 28.2 percent said that they had experienced at least some physical harassment from supervisors. Therefore as compared to the level of sexual harassment from male peers, the women surveyed said they experienced less sexual harassment from supervisors or superiors (28.2 percent for superiors in comparison to 60.9 percent from peers -- See Exhibit 11).

EXHIBIT 11

PHYSICAL HARASSMENT FROM SUPERVISORS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	5	5.7	5.9	5.9
Yes, Some	19	21.6	22.4	28.2
No	61	69.3	71.8	100.0
Missing	3	3.4	Missing	100.0
Total	<u>88</u>	<u>100.0</u>	<u>100.0</u>	

Action Taken In Relation To Physical Harassment From Supervisors

Most of the women surveyed, who had experienced physical harassment from supervisors, 44.4 said that they did not report such incidents but rather handled the incidents themselves. 25.9 percent said that they were afraid to report the incident so they did not report it; this figure is higher than the same figure related to physical harassment from male peers. It appears that fear and embarrassment have a greater impact upon whether a woman will report the incident when the

harasser is a superior or supervisor. 11.1 percent said that they did not report the incident because it was not that serious and 7.4 percent said that they reported the incident and the person was disciplined. (See Exhibit 12)

EXHIBIT 12

PHYSICAL HARASSMENT FROM SUPERVISORS - REPORTED

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, it was not that serious	3	3.4	11.1	11.1
No, I was afraid to report it	7	8.0	25.9	37.0
No, I was too embarrassed to report it	2	2.3	7.4	44.4
No, I handled the situation myself	12	13.6	44.4	88.9
Yes, and the person was reprimanded	2	2.3	7.4	96.3
Yes, but nothing happened to the individual	1	1.1	3.7	100.0
Missing	<u>61</u>	<u>69.3</u>	<u>Missing</u>	100.0
Total	88	100.0	100.0	

4. Rape

a. Rape -- Peers

When asked the question: "Have you ever experienced an attempted or actual rape from a male peer or below while in the Navy?", (Rape was defined as any situation in which a woman is subjected to sexual relations against

her will). Five of the women surveyed said that they had been raped. Of the five who said they had been raped by a peer or subordinate; one woman said she didn't report the incident because she was afraid to; two said they did not report the incident but rather handled the situation themselves; one said she reported the incident and the person was disciplined and one said she reported the incident and nothing happened to the individual. (See Exhibits 13 & 14)

EXHIBIT 13

ACTUAL OR ATTEMPTED RAPE BY PEERS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	4	4.5	4.6	4.6
Yes, Some	1	1.1	1.1	5.7
No	82	93.2	94.3	100.0
Missing	1	1.1	Missing	100.0
Total	88	100.0	100.0	

EXHIBIT 14

ACTUAL OR ATTEMPTED RAPE BY PEERS - REPORTED

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, I was afraid to report it	1	1.1	20.0	20.0
No, I handled the situation myself	2	2.3	40.0	60.0
Yes, and the person was reprimanded	1	1.1	20.0	80.0

EXHIBIT 14 (CON'T)

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes, but nothing happened to the individual	1	1.1	20.0	100.0
Missing	83	94.3	Missing	100.0
Total	88	100.0	100.0	

b. Rape -- Supervisor

When asked the question: "Have you experienced an attempted or actual rape from a male supervisor, or superior while in the Navy?", three of the women surveyed said they had. One of these women said she did not report the incident because she was afraid to; one woman said she handled the situation herself; one woman said she didn't know how to report the incident. (See Exhibits 15 & 16)

EXHIBIT 15

ACTUAL OR ATTEMPTED RAPE BY SUPERVISORS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	2	2.3	2.3	2.3
Yes, Some	1	1.1	1.1	3.4
No	84	95.5	96.6	100.0
Missing	1	1.1	Missing	100.0
Total	88	100.0	100.0	

EXHIBIT 16

ACTUAL OR ATTEMPTED RAPE BY SUPERVISORS - REPORTED

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, I was afraid to report it	1	1.1	25.0	25.0
No, I handled the situation myself	1	1.1	25.0	50.0
No, I did not know how to report it	2	2.3	50.0	100.0
Missing	84	95.5	Missing	
Total	88	100.0	100.0	

5. Sexual Harassment From Other Females

a. Sexual Harassment From Female Peers

When asked the question: "Have you experienced verbal and/or physical sexual harassment from female peers or subordinates while in the Navy?", 23.3 percent of the women surveyed said they had at least once. 52.6 percent of the 23.3 percent said that they had handled such situations themselves; 31.6 percent said that it wasn't serious enough to report. 10.5 percent or two people, said that they were afraid to report it and 5.3 percent, or one person, said that she reported it but nothing happened.

b. Sexual Harassment From Female Supervisors

When asked the question: "Have you experienced verbal and/or physical sexual harassment from female supervisors or superiors while in the Navy?", 6.9 percent of the women surveyed said that they had. One of the women said

she didn't report it because she didn't consider it that serious, three of the women said they handled the situation themselves; two of the women said they were afraid to report the situation and one said she reported the situation and the person was discharged. (See Exhibits 17, 18, 19 & 20)

EXHIBIT 17

SEXUAL HARASSMENT FROM FEMALE PEERS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	2	2.3	2.3	2.3
Yes, Some	18	20.5	20.9	23.3
No	66	75.0	76.7	100.0
Missing	2	2.3	Missing	100.0
Total	<u>88</u>	<u>100.0</u>	<u>100.0</u>	

EXHIBIT 18

SEXUAL HARASSMENT FROM FEMALE PEERS - REPORTED

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, it was not that serious	6	6.8	31.6	31.6
No, I was afraid to report it	2	2.3	10.5	42.1
No, I handled the situation myself	10	11.4	52.6	94.7
Yes, but nothing happened to the individual	1	1.1	5.3	100.0
Missing	69	78.4	Missing	100.0
Total	<u>88</u>	<u>100.0</u>	<u>100.0</u>	

EXHIBIT 19

SEXUAL HARASSMENT FROM FEMALE SUPERIORS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	1	1.1	1.1	1.1
Yes, Some	5	5.7	5.7	6.9
No	81	92.0	93.1	100.0
Missing	1	1.1	Missing	100.0
Total	88	100.0	100.0	

EXHIBIT 20

SEXUAL HARASSMENT FROM FEMALE SUPERIORS - REPORTED

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
No, it was not that serious	1	1.1	14.3	14.3
No, I was afraid to report it	2	2.3	28.6	42.9
No, I handled the situation myself	3	3.4	42.9	85.7
Yes, and the person was reprimanded	1	1.1	14.3	100.0
Missing	81	92.0	Missing	100.0
Total	88	100.0	100.0	

PERCENTAGE OF WOMEN REPORTING ANY HARASSMENT

<u>Type of Harassment</u>	<u>Percentage by Perpetrator</u>	
	<u>Peer</u>	<u>Superior</u>
Verbal	89.7	56.3
Unable to Accept "No"	60.9	35.7
Physical	60.9	28.2
Rape	5.7	3.4

6. Extent Affected By Sexual Harassment

After being asked the questions listed thus far, the following question was asked: "To what extent are you disturbed, distressed, or affected in any negative way by sexual harassment in your work environment in the Navy?" This was perhaps the most important question in the survey since it addresses the question of whether sexual harassment in the Navy is a problem which could potentially impact upon mission accomplishment.

7.1 percent of the women surveyed said that they were disturbed by sexual harassment to the extent that they could not cope with it. 27.4 percent of the women surveyed said that they were negatively affected by sexual harassment but they could cope with it, 19 percent said that they were somewhat negatively affected. 27.4 percent said that sexual harassment had very little effect upon them and 19 percent said that they were not at all negatively affected by sexual harassment.

It is noteworthy that by far the majority, 81.5 percent, said that they were negatively affected by sexual harassment in some way. This statistic becomes particularly relevant when one considers that the number of enlisted women in the Navy has quintupled since early 1970. It is projected that by 1983 roughly 8 percent of Navy personnel will be female. These young women are of a higher quality than their male counterparts. Female recruits must be high

school graduates and must earn higher entrance test scores to join the Navy. (The entrance requirements are stricter because fewer women than men are needed. Since smaller number of women are needed the Navy can afford to choose the best of those who apply.)

It would appear that if 81 percent of 8 percent, or 6.48 percent of all military personnel are negatively affected by sexual harassment that it is a problem worth addressing. (See Exhibit 21)

EXHIBIT 21

REENLISTMENT INTENTIONS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	18	20.5	20.9	20.9
Maybe	35	39.8	40.7	61.6
No	33	37.5	38.4	100.0
Missing	2	2.3	Missing	100.0
Total	88	100.0	100.0	

7. Impact Of Sexual Harassment Upon Reenlistment Intentions

Of the group surveyed, 20.9 percent said that they definitely planned to reenlist, in the Navy, 40.7 percent said they might reenlist but were currently undecided and 38.4 percent said that they definitely would not reenlist.

When asked how sexual harassment affected their reenlistement plans; 37.2 percent said that sexual harassment has entered into their decision to reenlist, 62.8 percent said

that sexual harassment had not impacted upon their reenlistment decision.

It is interesting to note that of those who said they definitely would reenlist 94.4 percent said that sexual harassment had not impacted upon that decision. Of those who said that they definitely would not reenlist, 66.7 percent said that sexual harassment had influenced that decision.

These figures appear to indicate that when a woman is the brunt of sexual harassment and is negatively affected by that harassment, she will tend to have a negative attitude toward the Navy and will not want to reenlist. This figure is especially disconcerting when one considers the quality of the 66.7 percent who say they are definitely getting out and the money that has been expended to train this group of highly intelligent, capable people. (See Exhibits 22 & 23)

EXHIBIT 22

EXTENT AFFECTED BY SEXUAL HARASSMENT

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
So much I cannot cope	6	6.8	7.1	7.1
A lot, but I can cope	23	26.1	27.4	34.5
Somewhat	16	18.2	19.0	53.6
Very little	23	26.1	27.4	81.0
Not at all	16	18.2	19.0	100.0
Missing	4	4.5	Missing	100.0
Total	88	100.0	100.0	

EXHIBIT 23

EFFECT OF SEXUAL HARASSMENT ON REENLISTMENT

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	16	18.2	18.6	18.6
Somewhat	16	18.2	18.6	37.2
No	54	61.4	62.8	100.0
Missing	2	2.3	Missing	100.0
Total	<u>88</u>	<u>100.0</u>	<u>100.0</u>	

8. Demographic Data

Some demographic data was requested from the women who were surveyed. 44 percent had one year or less in the Navy, 23 percent had two years, 10.7 percent had three years, 14.3 percent had four years, 3.6 percent had five years and 1.2 percent had six years and 2.4 percent had seven years. By far the majority of those surveyed had three years or less (78.6 percent). Therefore the majority of the women were probably on their first enlistment. 21.5 percent had four years or more but none of the women surveyed had more than seven years.

62.2 percent of the women surveyed were single. 22 percent were married and 15.9 percent were divorced.

15.5 percent of those surveyed said that they had one or more dependents.

So in general, the bulk of the population surveyed was young, single, without dependents and on a first enlistment. (See Exhibits 24, 25 & 26)

EXHIBIT 24

YEARS IN NAVY

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
One	37	42.0	44.0	44.0
Two	20	22.7	23.8	67.9
Three	9	10.2	10.7	78.6
Four	12	13.6	14.3	92.9
Five	3	3.4	3.6	96.4
Six	1	1.1	1.2	97.6
Seven	2	2.3	2.4	100.0
Missing	4	4.5	Missing	100.0
Total	<u>88</u>	<u>100.0</u>	<u>100.0</u>	

EXHIBIT 25

MARITAL STATUS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Single	51	58.0	62.0	62.2
Married	18	20.5	22.0	84.1
Divorced	13	14.8	15.9	100.0
Missing	6	6.8	Missing	100.0
Total	<u>88</u>	<u>100.0</u>	<u>100.0</u>	

EXHIBIT 26

DEPENDENT STATUS

<u>Category Label</u>	<u>Absolute Freq</u>	<u>Relative Freq (Pct)</u>	<u>Adjusted Freq (Pct)</u>	<u>Cum. Freq (Pct)</u>
Yes	13	14.8	15.5	15.5
No	71	80.7	84.5	100.0
Missing	4	4.5	Missing	100.0
Total	<u>88</u>	<u>100.0</u>	<u>100.0</u>	

9. Correlations

All of the women with four years or more in the Navy said that they had been verbally harassed at least somewhat by male peers and supervisors or superiors.

The single women as a group were verbally harassed the most when relative percentages were compared. 90.2 percent of all the single women surveyed said that they had been verbally harassed by peers; as compared to 88.9 percent of the married women and 84.7 percent of the divorced women.

However, a higher relative percentage of divorced women said they had been verbally harassed by supervisors or superiors. 61.6 percent of the divorced women said that they had been harassed verbally by supervisors or superiors as compared to 56.8 percent of the single women and 55.5 percent of the married women.

Also, divorced women as a group responded that they are physically harassed slightly more than single or married women. 69.2 percent of the divorced women reported that they

had been harassed physically by peers as compared to 44.5 percent of the married women and 64.7 percent of the single women. 38.5 percent of the divorced women said that they had been physically harassed by supervisors, or superiors, as compared to 38.2 percent of the married women and 24.1 percent of the single women.

None of the divorced women reported being raped. Three of the women who said that they had been raped were married and two of the single women surveyed said that they had been raped.

C. INTERVIEW DATA

All of the women officers interviewed reported having been verbally harassed at some time during their Navy careers. Most of the verbal harassment came from men below their pay grade and the women officers reported that they were often verbally harassed while on watch. One woman officer reported being harassed at least somewhat every time she would make her rounds as Officer of The Day. Most of the women officers said they considered such harassment typical and had developed standard ways of dealing with it. Most of the women officers said that although such harassment made them angry, it didn't affect the performance of their duties.

One women officer related that her boss subtly suggested that she would get a good fitness report if she went to bed with him and another woman officer said that she

was bluntly propositioned by one of her superiors. She added that their work relationship was strained henceforth. All of the women in the Medical Service Corps, who were interviewed, reported being physically harassed -- mostly by patients.

In general it appears that women officers are not harassed nearly to the extent that women enlisted personnel are harassed. In most cases the women officers said that such harassment made them angry but it didn't affect their performance.

Many of the enlisted women interviewed said that sexual harassment is most serious when a woman first joins the Navy. Several of the enlisted women said that sexual harassment is rampant in "A" school. One young woman said; "It's the girls fresh out of boot camp, in "A" school, who really get it. A lot of the instructors suggest that the way to get through, and do well, is to put out. Since the instructors are all petty officers, a girl right out of boot camp is often afraid to say no. She thinks that she will get in trouble if she torks the guy off, because he is senior."

Another enlisted woman said; "I think some sort of program should be introduced for the new, less experienced girls when they first join the Navy. They need to learn to speak up when someone is harassing them. I don't think girls in their second term are in need of it so much, because we have already learned the hard way."

Several of the women reported that the men in their work groups stick up for them when they are harassed. One woman said; "Whenever anybody from outside my division tries to give me a hard time, my chief and the other guys really let them have it. My chief told me to let him know whenever someone is giving me a hard time."

Another enlisted woman said; "There aren't many of us (women) around, so we are sort of protected and appreciated."

Another young enlisted woman said; "There is no one that a woman can go to to report harassment. So you develop your own ways of coping. I curse like the men and talk rough to keep them away from me. That way they think of me as a woman with a dirty mouth -- undesirable company."

Several women expressed the opinion that the women who were harassed had asked for it. One woman said; "The women I know who get harassed deserve it because they go around teasing men and asking for trouble."

Another young woman said; "There was a guy at my first duty station who made it clear that he didn't believe women had any place in the military. I learned a lot fast about harassment. He wouldn't let up and sometimes he would drive me to tears. Finally I told my first class about this guy and the three of us had it out. He didn't bother me after that."

Several women expressed the opinion that no harm was meant by most of the harassment. One said; "They are just teasing most of the time and I can handle a little teasing."

One of the women who reported being harassed by a supervisor, said; "My chief kept asking me out and even insisted I go out with him. I refused to go out with him over and over again, finally he became angry and started showing his dissatisfaction by giving me a hard time at work."

One woman reported being approached by another female, she said; "When I first moved into the barracks, my roommate was a dyke. She asked me if I was bisexual. It was an embarrassing situation. I told her that I was not and she said she understood. She had her friends, I had mine, and she never mentioned anything about it after that. I didn't feel harassed, just embarrassed at first."

Another young woman said; "There was one girl at boot camp who was openly propositioning everyone else but she was trying to make everybody think she was gay so she could get out of the Navy. I don't think she really was, I think it was an excuse."

Several of the women reported being ridiculed when they did report incidents, or complain about incidents, of sexual harassment. One of them said; "When I complained, everyone said I was making a big deal out of nothing. So now I just keep my mouth shut."

One woman said that she is not harassed at work, but she is constantly harassed in the enlisted dining facility.

All of the women interviewed expressed a willingness and desire to talk more about sexual harassment. The author

noticed that a sort of catharsis took place with each group. Many of the women said that they had been distressed by sexual harassment for a long time, but had never talked to anyone about it.

The interview data seemed to support the theory that sexual harassment is pandemic. Many of the women, when asked why they did not report incidents of sexual harassment said they did not know why. One young woman shrugged her shoulders and said; "I guess I didn't know if it was a legitimate complaint, it's a part of the normal routine." Almost all of the women expressed a desire for more information on the subject.

The data collected in the survey and interviews is similar to data collected in the civilian sector. However, few studies have been done on this subject. In the following section, some studies of civilian working women are discussed and compared with the Navy data.

D. NAVY SURVEY COMPARED WITH SURVEYS OF CIVILIAN WORKING WOMEN

Few studies have been done to date which document the extent of sexual harassment and its ramifications in the civilian sector. The two studies which have received the most attention are: a Working Women United Institute (WWUI) survey of 155 working women in Binghamton and Ithaca, New York , conducted in 1975; and a Redbook survey of 9000 women, also conducted in 1975. The women surveyed by Redbook were a

self selected group, in that they chose to personally answer a survey questionnaire which was published in the magazine. A discussion of the results of those surveys as compared to the Navy survey follows.

70 percent of the women sampled in the WWUI survey reported experiencing sexual harassment at least once, as compared to 88 percent in the Redbook survey, and 89.7 percent in the Navy survey. The WWUI survey reported that women of all ages, marital status, job categories and pay grades experience sexual harassment on the job. Similarly, the Navy survey showed that women from E-1 to O-4 experience sexual harassment regardless of marital status and seniority. (Note: Navy women beyond O-4 were not surveyed or interviewed.)

The WWUI survey disclosed that 91 percent of the sexual harassment is verbal and 56 percent of the cases also included various forms of physical harassment. In comparison, 60.9 percent of the Navy women surveyed had experienced some form of physical harassment. The WWUI survey reported that women with lower salaries are more likely to experience physical sexual harassment. Similarly, the Navy survey and interviews showed that women at lower pay grades are more likely to experience sexual harassment.

Most of the women in the WWUI survey said that they did not make formal complaints about the harassment. Only 18 percent in the WWUI survey said that they complained through established channels. Similarly, most of the women in the

Navy survey said that they did not report the incidents of sexual harassment through established channels; only 14.7 percent said they complained through channels; 57.3 percent said that they handled the situation themselves. The most common reasons the women in the WWUI survey gave for not using established channels to complain, were that they believed: a) nothing would be done (52 percent); b) it would be treated lightly, or they would be ridiculed (43 percent); or c) they would be blamed or there would be repercussions (30 percent). Of those cases where the victims complained through established channels no action was taken in over half of the cases. In one-third of the cases where the victim complained through channels negative repercussions resulted, e.g. the women reported: increased workloads, complaints about the quality of their work, unwarranted reprimands and poor personnel reports. [31] Similar feelings were reported in the interviews done with Navy women but the Navy survey did not produce data which could be directly compared with the WWUI data in this area.

The study also reported that sexual harassment had an emotional effect on those who experienced it. 81 percent reported feeling "angry," 50 percent reported being "upset," 24 percent reported feeling "frightened," and 23 percent reported feeling "guilty." Specific effects women reported included: becoming more self conscious about their appearance; feeling trapped or powerless; feeling defeated and less

ambitious; decreased job satisfaction; and impairment of job performance. Physical symptoms included nervous stomachs, migraine headaches and loss of appetite. [31]

92 percent of the women in the WWUI survey said that they consider sexual harassment a serious problem. [31] In comparison, 81 percent of the women in the Navy survey said that they have been negatively effected in some way by sexual harassment.

Those surveyed who had experienced sexual harassment said that 40 percent of the harassment came from supervisors, 22 percent from co-workers and 29 percent from clients. In comparison, 89.7 percent of the Navy women surveyed said that they had been harassed at least somewhat by co-workers, or peers; and 56.3 percent said that they had been verbally harassed at least somewhat by superiors or supervisors.

Most of the women in the WWUI survey were in their 20's and 30's and married. Most of the women in the Navy survey were also in their 20's and 30's, but single rather than married.

As evidenced by the comparisons made above, the questions asked in the surveys were slightly different, but there were enough similarities to compare the civilian and Navy data in some areas. In general the surveys appear to yield similar results; both civilian and military working women view sexual harassment as a significant problem.

VI. LEGAL ISSUES (SEXUAL HARASSMENT AS SEXUAL DISCRIMINATION)

This chapter discusses the legal implications of sexual harassment, including a brief summary of the civil and military cases involving sexual harassment.

A. CIVIL LAW

In the civil cases involving accusations of sexual harassment to date no strong precedence has been set. Title VII of the 1964 Civil Rights Act, and many State Fair Employment Practice Laws, protect women workers from sexual discrimination, but that protection is not uniformly enforced to prohibit unwanted sexual advances. Recently, however, several Federal Courts have found sexual harassment to be a form of sex discrimination in violation of Title VII. Some State Departments of Labor recognize sexual harassment as an intolerable job condition, and therefore will grant unemployment to women who leave their jobs for this reason. However, sexual harassment is often difficult to prove, and if a woman has not carefully documented her case the agencies tend to question her credibility.

Title VII of the Civil Rights Act has been recognized since its enactment as potentially one of the most important existing legal tools with which to attack employment practices which discriminate on the basis of sex, religion or national

origin. It has been stated that Congress intended the Act to remove "artificial, arbitrary and unnecessary barriers to employment when they operate individually to discriminate on the basis of racial or other impermissible classification, and that it intended discrimination to be defined as broadly as possible. For the most part, the courts have taken up the challenge and given the statute a liberal and sympathetic interpretation. [36;125] However, the courts have been approximately equally divided in their opinion of whether sexual harassment is indeed sexual discrimination and therefore in violation of Title VII.

The three major themes raised by the recent decisions concerning sexual harassment are (1) whether sexual harassment is or can be gender-based; (2) whether or not the supervisor must be treated as the representative of the employer; and (3) whether recognition of a Title VII cause of action will inundate the courts with unfounded claims of harassment.

The precedence that has been clearly set in cases of sexual discrimination is that if it can be shown that the alleged discrimination is based on biological differences then it is truly a case of sex discrimination, and is therefore in violation of Title VII. Pregnancy is a good example of a biological difference in this sense. If it can be shown that an employer discriminates against pregnant people he is definitely in violation of Title VII because only women can be pregnant. It has been held that sexual harassment is not so clear cut because it cannot be isolated to females, it is

possible for men to also be sexually harassed, therefore it cannot be described as the discrimination solely based on sex.

B. MILITARY LAW

It is difficult to get an exact count of Navy disciplinary cases involving sexual harassment probably because most often the charges are handled at the local level. Therefore, a complete, inclusive history of sexual harassment cases is not available.

Admiral McKee, in her testimony to the Congressional Subcommittee on Military Personnel, addressed this subject, she said, "Very few cases of sexual discrimination, or sexism, have been reported at the Headquarters level. I know of only four harassment cases that have surfaced in the last year and these are currently under investigation."

"Other instances of sexual harassment have probably occurred and have either been dealt with adequately by the individuals concerned, gone unreported or have been handled at the command level." [19;3]

Admiral McKee went on to address the disciplinary ramifications of sexual harassment, "Clearly sexual harassment violates the Uniform Code of Military Justice which forbids conduct prejudicial to good order and discipline. It also violates Navy policy which is based on standards of professionalism, personal dignity and the worth of the individual. We are continuing to work to give heightened visibility to

the unacceptability of this and related kinds of sexist behavior. We have in existence a good grievance system. Naval Personnel have been instructed in its use, and we are continuing to emphasize its utilization. We will continue to stress in our officers and enlisted training institutions, including our specialized leadership management education courses, the total unacceptability of sexist behaviors within the Navy." [19;4]

Most cases are probably prosecuted under articles 134 or 117 of the UCMJ. One of the most recent cases involved a petty officer assigned to the guided missile ship Norton Sound. He was found guilty of sexually harassing several women aboard the ship. He was accused of exposing himself, making lewd remarks and sexually assaulting the female sailors. The petty officer was found guilty of nine counts of sexual harassment, reduced to the lowest enlisted rank and sentenced to a bad conduct discharge by a special court-martial jury made up of one male and two female officers from the ship.

Some courts have argued that cases of sexual harassment involved a moral injury and could therefore be best described as extreme cases of bad manners rather than discrimination. But the fact is that sexual harassment is almost exclusively visited upon women by men who have the power to get away with it.

If one is going to argue that sexual harassment is merely extremely rude behavior and bad manners one could also logically argue that racism is a "case of bad manners" as well.

If a black employee complains because he is called a "nigger" by his co-workers and is constantly the brunt of crude jokes about blacks, would it be logical for his employer to brush off such a complaint as a trivial case of bad manners? Most wise employers would attempt to rectify such a complaint immediately because it is more reasonable to describe such action as racist.

Blacks and whites are obviously physically different; but they are not so different as to not be compared, and injustices rectified. In fact the EEOC has found that conduct as seemingly personal as telling Polish jokes or using the term "nigger" could be employment related and create an atmosphere of intimidation.

Sally K. Richardson, Chairman of the Defense Advisory Committee on Women in the Service has said;

"I have the feeling that the sexual harassment problem needs the same kind of recognition by the military that racial problems have received."

VII. RECOMMENDATIONS AND CONCLUSIONS

Based on this study and interviews with Navy women, it is felt that sexual harassment is a significant problem in the Navy. Admittedly it is not the only personnel problem, or the greatest problem.

Each personnel problem handicaps, to a certain extent, the Navy's ability to function most effectively. Collectively, personnel problems can have a crippling effect which could mean the difference between win and lose.

On the positive side--sexual harassment is a problem which can be economically and effectively dealt with. The Navy's leaders have recognized women as a valuable resource and have instituted programs to ensure that the potential of women as a resource will be realized. The integration of women into a traditionally male community is not an easy task to accomplish and was not expected to be. Programs have been designed to facilitate the integration process, e.g. women in the Navy workshops and Leadership and Management Training. But traditional, cultural behavior and attitudes cannot be changed overnight.

It is difficult to effect a change in traditional behavior patterns and sometimes it seems that it is almost impossible to change entrenched cultural attitudes. The

snail's pace of change is at times exasperating. But facilitators of change must not acquiesce to the "boys will be boys attitude" and give up in despair. Boys grow into men. Nothing in this world is static. It is possible to change sexist behavior and attitudes over time. To shrug off the problem as inevitable is to lose the battle.

In order to have a winning team an atmosphere of professional respect and trust must exist in which both sexes share equally in task accomplishment and authority.

It is the responsibility of supervisors at all levels to ensure that performance appraisals are specific, based on professional competency; and that tasks are apportioned on the basis of competency, regardless of gender. Personnel problems should be recognized and dealt with rather than shrugged off, or covered up. Personnel problems which are covered up will most likely fester, rather than dissolve, and could result in the weak link that snaps in a moment when the peak performance of all hands is crucial to the operation.

Finally, it is important to keep in mind that sex is not the problem. Sex is healthy and fun. A sexless environment would be dull. Rather, it is the misuse of sex that is a problem. It is naive to think that co-workers will not at times be sexually attracted to one another and even occasionally flirtatious with one another while in the work environment. Such playful interactions are acceptable if: most important they do not interfere with effective task accomplishment in

any way; each person is valued as a professional member of the team apart from the sexual quotient; and each person is free to accept or decline flirtatious overtures with no strings attached.

The seasoned Navy man might be appalled at the idea of flirting taking place in the work center. Initially, it might appear to fly in the face of good order and discipline. But, if one looks at any effective organization, or team, over time, it is evident that crew morale is very important. The most effective pro football teams engage in a good deal of playful behavior while on the field, between plays, such behavior is described as comraderie, or colloquially as "playful grab-ass." Their playfullness does not interfere with their effective execution of a play. They know the difference between the time for work and the time for play. The team member who doesn't know the difference is promptly reprimanded or removed from the team.

An outline of a sexual harassment workshop is included in Appendix A. The workshop is designed to heighten the awareness of Navy middle managers to the subject and possible detrimental effects of sexual harassment. It describes specific ways in which commands and Navy managers can combat the problem including an example of the contents of a command policy statement on sexual harassment; a suggested command action plan; and a list of suggestions for the victims of sexual harassment. These items are also included here in Exhibits 27, 28 & 29 which follow.

It is felt that the subject of sexual harassment in the Navy needs to be investigated further to evaluate the success of integration efforts and further explore the extent of the problem. The survey done for this paper was a preliminary study; it but scratched the surface. Future studies could be done to explore the economic impact, in dollars and cents terms, of sexual harassment; in this vein a study on the effect of sexual harassment on attrition rates would be invaluable. It would also be interesting to survey male service members so that the perceptions of men and women could be compared. There is a need to measure the actual effects of workshops, such as the Women in the Navy workshop and the Sexual Harassment Workshop (Appendix A), to determine whether such workshops actually result in a change in behavior and attitudes--Are these workshops worth the time and money spent? Studies, such as the one done for this paper, will be needed in the future to continue to monitor the level of the problem. Finally, policy and direction must be developed at the headquarters level and solutions to the problem explored at all levels of the chain of command.

Unfortunately the author cannot claim to have a guaranteed solution to the problem. The following solutions were suggested to the author in the course of research:

"This is a woman's problem. If women are going to get upset about it they shouldn't be in the Navy."

"The solution is to raise pay and benefits, then there would be plenty of men available to fill the ranks and women wouldn't be needed."

"The women who try to go through official channels with problems like this just get into trouble. My advice to women lately has been to call the guys wife and let her know what he is doing."

Such solutions are born of frustration, bitterness and struggle for survival. It is natural for human beings to crave simple solutions when faced with seemingly insolvable problems.

The author recalls a childhood ditty the girls would chant at the boys which went something like this, "Reuben, Reuben I've been thinking what a grand world this would be if the boys were all transported far beyond the Northern Sea." The boys would counter with a similar chant, one group would try to out shout the other, and a sort of sing song tug o' war ensued.

A sort of sociological tug o' war is taking place within the country, and in the Navy, today as evidenced by the comments cited above. Perhaps a simple solution would be to totally segregate men from women in the work place. Perhaps the Mississippi River could be made the dividing line. But such solutions are expensive, impractical and slightly absurd.

If the tug o' war continues both sides will emerge bruised, wounded and exhausted. It is sadly ironical that both sides are supposed to be on the same team. Perhaps in the immortal words of Pogo, "We have seen the enemy and they is us."

The alternative to tug o' war is to unite as a cohesive team behind the Navy's primary mission, that is to defend this country, and its constitution, against aggressors. The alternative is to bury hang-up and get down to the business of building a strong, winning team. Over half of the brains and potential talent in this country is female. To ignore, or stifle this invaluable, natural resource is sheer folly.

EXHIBIT 27

COMMAND POLICY EXAMPLE

- I. POST NOTICE OF POLICY
 - A. COMMAND EQUAL OPPORTUNITY INSTRUCTION
 - B. PLAN OF THE DAY
 - C. COMMAND NEWSPAPER
- II. OFFICIALLY INVESTIGATE COMPLAINTS
 - A. INTERVIEW PARTIES INVOLVED
 - 1. COMPLAINANT
 - 2. ACCUSED
 - 3. WITNESSES (IF POSSIBLE)
 - B. REVIEW PERSONNEL FILES OF PARTIES INVOLVED. LOOK FOR:
 - 1. EVIDENCE OF PRIOR FRICTION BETWEEN PARTIES
 - 2. PREVIOUS COMPLAINTS
 - 3. PERFORMANCE EVALUATIONS
 - 4. DISCIPLINARY RECORD
- III. ACTION TO BE TAKEN
 - A. IF THE COMPLAINT APPEARS TO BE UNWARRANTED NO ACTION NEEDS TO BE TAKEN EXCEPT PERHAPS TO REITERATE THE COMMAND'S POLICY OF SEXUAL HARASSMENT.
 - B. IF THERE APPEARS TO BE SOME FOUNDATION FOR THE COMPLAINT
 - 1. THE COMMANDING OFFICER COULD VERBALLY WARN THE ACCUSED
 - 2. FOR THE SECOND COMPLAINT A SERVICE RECORD ENTRY COULD BE MADE
 - 3. FOR THE THIRD COMPLAINT A CAPTAIN'S MAST OR OTHER DISCIPLINARY ACTION MAY BE WARRANTED
 - C. IF THERE IS SOLID FOUNDATION FOR A COMPLAINT OF SEXUAL HARASSMENT OR IF THE HARASSMENT WAS SEVERE (I.E. SEVERE PHYSICAL HARASSMENT SUCH AS RAPE) STRONG DISCIPLINARY ACTION MAY BE WARRANTED IMMEDIATELY

EXHIBIT 28

SUGGESTED COMMAND ACTION

- * POST NOTICE OF SECNAV INSTRUCTION 5300.26 AND COMMAND POLICY CONCERNING SEXUAL HARASSMENT
- * INCORPORATE GUIDELINES CONCERNING SEXUAL HARASSMENT IN COMMAND AFFIRMATIVE ACTION PLANS AND EQUAL OPPORTUNITY GUIDELINES
- * PROVIDE, AND PUBLICIZE, A WORKABLE MECHANISM FOR PROMPT REPORTING OF COMPLAINTS
- * INVESTIGATE CASES OF SEXUAL HARASSMENT
- * INCLUDE DISCUSSIONS OF SEXUAL HARASSMENT IN LEADERSHIP AND MANAGEMENT TRAINING SEMINARS FOR SUPERVISORS AND INTO EQUAL OPPORTUNITY BRIEFINGS FOR ALL HANDS

EXHIBIT 29

ADVICE FOR VICTIMS OF SEXUAL HARASSMENT

- * BE PROFESSIONAL
- * DON'T "ASK FOR IT." CLOTHES SHOULD BE ATTRACTIVE BUT APPROPRIATE FOR THE WORK ENVIRONMENT. IF YOU PREFER TO CHANGE INTO YOUR UNIFORM AT WORK, IT IS UNADVISABLE TO COME TO WORK IN PROVOCATIVE CLOTHES. WEARING OF THE UNIFORM SHOULD CONFORM TO NAVY UNIFORM REGULATIONS WHICH INCLUDES PROPER FIT.
- * TRY TO UNDERSTAND THE DIFFERENCE BETWEEN BEING FRIENDLY AND BEING TOO FRIENDLY OR "SUGGESTIVE"
- * BE AWARE OF SITUATIONS THAT MAY INVITE HARASSMENT AND DON'T GET INTO THEM IF YOU DON'T WANT TO RISK THE CHANCE OF BEING HARASSED. (I.E. GOING OUT WITH THE BOSS AFTER WORK FOR A DRINK TO DISCUSS THE FUTURE OF YOUR NAVY CAREER. IF SUCH A SITUATION ARISES ASK THE BOSS IF YOU CAN DISCUSS THE FUTURE OF YOUR NAVY CAREER AT WORK DURING WORKING HOURS).
- * DON'T ASK FOR SPECIAL TREATMENT. DON'T TURN A PROFESSIONAL SITUATION INTO A PERSONAL ONE.
- * MAKE SURE YOUR COMMAND HAS A POLICY CONCERNING SEXUAL HARASSMENT.
- * FIND OUT IF YOUR COMMAND HAS AN EQUAL OPPORTUNITY COUNCIL OR HUMAN RIGHTS COUNCIL. IF A COUNCIL DOES NOT EXIST, SUGGEST THAT ONE BE FORMED.
- * LEARN TO READ THE SIGNS OF SEXUAL HARASSMENT, I.E. A CONSTANT STREAM OF PERSONAL REMARKS OR ACCIDENTIAL TOUCHING.
- * DON'T FEEL GUILTY IF IT HAPPENS TO YOU AND DON'T IGNORE IT.
- * MAKE YOUR FEELINGS KNOWN FIRST TO THE PERSON WHO IS HARASSING YOU. BE STRAIGHT FORWARD.
- * IF A FRIENDLY REBUFF DOESN'T WORK TAKE YOUR COMPLAINT UP THE CHAIN OF COMMAND.
- * IF COMPLAINING THROUGH THE CHAIN OF COMMAND DOESN'T WORK GO TO THE HUMAN RIGHTS OR EQUAL OPPORTUNITY COUNCIL. IF YOUR COMMAND DOESN'T HAVE AN ACTIVE HUMAN RIGHTS OR EQUAL OPPORTUNITY COUNCIL TALK TO YOUR COMMAND LEGAL OFFICER, OR CHAPLAIN.

EXHIBIT 29 (CON'T)

- * IF ALL ELSE FAILS CONTACT YOUR LOCAL BRANCH OF NOW, ACLU OR YWCA. (IF YOU ARE OVERSEAS WRITE TO SUCH AN AGENCY IN THE STATES).
- * DON'T ACT ALONE IF YOU CAN HELP IT. CHECK YOUR PERCEPTIONS WITH OTHERS IN YOUR WORK CENTER.
- * KEEP A NOTEBOOK AND RECORD EACH INCIDENT, TIME, PLACE, WORDS, ACTIONS, ETC. (GOOD DOCUMENTATION IS INVALUABLE IF THE INCIDENTS ARE EVENTUALLY INVESTIGATED).

APPENDIX A

SEXUAL HARASSMENT OF NAVY WOMEN:

A Workshop

Prepared by: P.J. Reily, LT, USN

TABLE OF CONTENTS

- * Letter to Commanding Officer
- * Statement of Purpose
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- * Design Element #2 Case Study
- * Design Element #3 Lecture
- * Design Element #4 Evaluation
- * Visuals and Discussion aids
 - * Case: "There is Nothing Like a Dame"
 - * Definition (SLIDE)
 - * Cartoon examples (SLIDE)
 - * When sexual harassment legally becomes sexual discrimination (SLIDE)
 - * Economic Power (SLIDE)
 - * Female force strength projection (SLIDE)
 - * Lost time comparison (SLIDE)
 - * Suggested command action (SLIDE)
 - * Command policy example (SLIDE)
 - * Advice for victims (SLIDE)
 - * Supervisor Attitude (SLIDE)
 - * Get to know the person behind that gorgeous smile (SLIDE)
 - * Copy of SECNAV INSTRUCTION 5300.26
 - * Participant evaluation

Date

From:

To:

Subj: Sexual Harassment of women in the Navy: workshop

Encl: (1) Workshop Package

1. The tentative workshop package for the anticipated two hour workshop is enclosed. I have attempted to produce a package that will meet your requirements as I understand them. I would appreciate a review by you to ensure that the package meets your essential expectations.

2. Included in the package is a list of required resources, (see Enclosure (1), page 5).

(NOTE: include here: a list of required resources, arrival date, date and time of workshop, phone number and any other logistical arrangements).

3. I am looking forward to visiting a command which is held in such high esteem throughout the fleet. It will be an honor to serve such a fine organization.

Very Respectfully,

STATEMENT OF PURPOSE

- I. THEME: Sexual Harassment of Women in the U.S. Navy
- II. GOAL: The goal of this workshop is to heighten the awareness of middle managers (ensigns through commanders) to the subject of sexual harassment of working women and how sexual harassment could detrimentally impact upon effective mission accomplishment. Also included are suggested ways through which Navy managers could possibly avoid or offset potential problems arising from sexual harassment.
- III. IS THIS GOAL WORTH PURSUING?
 - A. By 1983 there will be 40,000 women in the Navy. Therefore, roughly eight percent of Navy personnel will be female. This figure is in contrast to only four percent of Navy personnel in 1977. Nearly all enlisted ratings are now open to women; therefore, it is highly likely that every Navy manager will at some point in time be managing female personnel.
 - B. The population of 18 to 25 year old males will decrease by 15 percent between FY75 and FY88. Therefore, it will be increasingly difficult to recruit 18 to 25 year old males.
 - C. Women are valuable resource. Enlisted women are of a higher quality than their male counterparts. Female recruits must be high school graduates and must have a GCT/ARI of at least 100.
 - D. Women tend to have only half the lost time of men and that includes lost time for pregnancy.
 - E. The attitudes of any work group are important in determining how successfully the work group accomplishes its mission. In the military this factor is compounded by the length of time members of a work group spend together (often longer than the normal work day) One's co-workers take on added significance since the service member is often geographically separated from family and friends who traditionally provided emotional support.
 - F. It seems logical that as Navy managers we should do what we can to ensure that the maximum potential of this valuable human resource is recognized.

WORKSHOP OBJECTIVES

1. Participants will have formed a working definition of sexual harassment as distinct from sexism or sexual discrimination. Participants will be able to recognize through examples the difference between sexism and sexual harassment and playful flirting.
2. Participants will be able to cite at least two concrete problem solving techniques which could be used to combat problems of sexual harassment.
3. Participants will agree that incidents of sexual harassment are potential problems that could detrimentally impact upon effective mission accomplishment.
4. Participants will be motivated to address the subject of sexual harassment when they are in policy making positions, in an attempt to prevent the problems before they have a chance to detrimentally impact upon the work environment.

WORKSHOP SCHEDULE

- 1300 - Workshop introduction, overview and ground rules
- 1305 - Introduction of group members
- 1315 - Read Case Study "There is Nothing Like a Dame"
- 1325 - Discuss Case
- 1400 - Break
- 1410 - Lecture
- 1440 - Questions and further discussion
- 1450 - Workshop evaluation
- 1500 - Termination of workshop

ASSUMPTIONS AND CONSTRAINTS

- I. Who should facilitate this workshop?
It is suggested that a Navy middle manager, male or female, facilitate this workshop.
- II. This workshop is designed to be relatively self contained; however, it is suggested that the facilitator read one of the following books prior to facilitating the workshop:

The Sexual Shakedown, by Lin Farley, McGraw Hill, New York copyright 1978

Sexual Harassment of Working Women, by Catharine A. MacKinnon, Yale University Press, New Haven and London, copyright 1979

REQUIRED RESOURCES

1. One overhead transparency projector
2. One chalk board with chalk, or a newsprint pad with magic marker
3. One classroom, or conference room, appropriate to the size of the group and reasonably free from outside distractions
4. Access to a coffee maker or machine
5. Name plates and magic marker, if the participants do not know each other
6. Pencils
7. Copies of SECNAV INSTRUCTION 5300.26

DESIGN ELEMENT #1: Introduction and Overview

Time: 15 Min.

1. Initially the facilitator would introduce herself/himself and very briefly introduce the workshop theme. (SLIDE of workshop schedule and activities)
2. Following the brief introduction the facilitator would list the workshop ground rules on the chalk board or on newsprint, soliciting inputs from the group. (i.e. smoking rules, breaks, discussion courtesies, or any other pertinent items)
3. Next group members should write their names on their name cards and introduce themselves to the group. (If all of the participants are from the same command, or if they all known each other for some other reason this step may be unnecessary; but it should be included if the facilitator does not know the group members)

Time: 5 Min.

Time: 5 Min.

Time: 5 Min.

DESIGN ELEMENT #2: Case discussion

Time: 45 Min.

1. Read the case: "There is Nothing like a Dame"

Time: 10 Min.

2. Case discussion.

Assign two advocates, or alter egos, one for TMC McQueen and one for TMSN Castle. The role of the advocate is to view the case from the position of the character they are acting as advocate for. For discussion purposes they can be called upon by the group to voice the position of the character.

3. Suggested discussion questions:

Is this a case of sexual discrimination? If so, why? If not, why not?
What action should the command take?
What should the board recommend to the Commanding Officer?
What factors led to this problem?
What can the command do to prevent problems like this in the future?

Time: 30 Min.

4. Facilitator summary

Time: 5 Min.

LECTURE OUTLINE

1. DEFINITION

- A. In SECNAV INSTRUCTION 5300.26 sexual harassment is defined as: "(1) influencing, offering to influence, or threatening the career, pay, or job of another person in exchange for sexual favors; or (2) deliberate or repeated offensive comments, gestures, or physical contact of a sexual nature in a work or work-related environment." (SLIDE)
- B. EXAMPLES (SLIDES)
 - 1. Physical harassment (pinching, grabbing, bumping, rape etc.)
 - 2. Verbal harassment (calling women "broad," "chicks"; or making other derogatory or sexually suggestive remarks)
- C. When does sexual harassment legally become sexual discrimination?
 - 1. Recent court decisions have recognized that sexual harassment becomes sexual discrimination when the harasser is in a position to retaliate through his/her power over the individual who is being harassed (EXAMPLE)
 - 2. Title VII of the Equal Rights Act makes it an unlawful employment practice for an employer to discriminate against any individual with respect to conditions or privileges of employment on the basis of sex. (SLIDE)
 - 3. Navy Application:
Sexual harassment is in violation of the UCMJ and EEO guidelines of the U.S. NAVY. (See SECNAV INSTRUCTION)
- D. The Power position:
 - 1. Sexual harassment is a form of economic coercion in the work place practiced by people who have the power to influence the economic position of the person who is being harassed.
 - 2. For example, a supervisor who is in a position to assign work, write performance evaluations or make recommendations which will impact upon the position of others.
 - 3. Historically man has had economic power over women (CITE EXAMPLES)
 - 4. In a strict legal sense, sexually harassing peers is O.K.

5. Recent studies show that the sexual harassment of a vulnerable person is not a sexual act but is rather born of hostility or insecurity. Sexual harassment is similar to rape in this respect. Rape is a situation in which the victim is overpowered with brute strength or with a weapon; loss of life is threatened. Sexual harassment is a situation in which the victim is overpowered economically and loss of livelihood is threatened. Men who like women do not sexually harass them.
- E. The difference between sexual harassment and playful flirting or teasing:
Sex is not the problem. The misuse of sex is the problem. Sexuality is O.K., even healthy and fun if the individuals involved value each other apart from the sexual quotient. Sex is O.K. if we are free to accept or reject with no hard feelings or strings attached.

II. WHO ARE THE VICTIMS?

- A. Mostly working women in lower income brackets. Women in economically vulnerable positions; often times female heads of households.
- B. All ages appear to be vulnerable. (As young as 15 as old as 65)
- C. Very few reported male victims.

III. WHY SHOULD NAVY MANAGERS BE CONCERNED? DOES THE PROBLEM EXIST IN THE NAVY?

- A. A study of Navy women conducted in June, 1980 yielded data which appears to indicate that sexual harassment does exist and is considered to be a problem by most women in the Navy. Almost all of the women in the study said that they had experienced sexual harassment at some time in their Navy careers. (Over 100 women were surveyed or interviewed for the study). The data collected appears to indicate that lower grade enlisted women are harassed, as a group, the most. Most importantly, the data indicates that sexual harassment negatively affects the attitude of the female service member in general, and negatively affects her desire, and intention, to reenlist. This finding is particularly significant when one considers the potential loss of valuable human resources which is incurred as a result of sexual harassment and the concomittant potential negative impact upon mission accomplishemnt.

- D. A female officer at FT Meade recently said: "I know exactly what these young girls are talking about. I've been in the Army for 15 years and I can't tell you how many men I've had to fight off who were in a position to ruin my career. If you had asked me six years ago if I was sexually harassed, I'd have said no. That sort of thing was accepted as part of the routine and women felt they just had to cope. It's just been in the past few years as mores of society are changing that women are beginning to speak up."
- E. A study conducted by Working Women's Institute has found that incidents of sexual harassment arise as more women enter the work force.
- F. Women are a valuable resource:
 - 1. By 1983 there will be 40,000 women in the Navy. Therefore, roughly 8% of Navy Personnel will be female. This figure is in contrast to only 4% in 1977. (This situation would change if 6015 is amended or repealed). Almost all enlisted ratings are now open to women. Therefore, it is highly probable that every Navy manager will at some point in time be managing female personnel.
 - 2. The population of young males, age 15 to 25, will decrease by 15% between FY75 and FY88 therefore it will be increasingly difficult to meet currently established recruiting goals for young males.
 - 3. Enlisted women are of a higher quality than their male counterparts. Female recruits must be high school graduates and must have a combination GCT/ARI of at least 100.
 - 4. Women to have only half the lost time of men and that includes lost time for pregnancy (SLIDE)
 - 5. The attitudes of any work group are important in determining how successful the work group is in accomplishing its mission. In the military this factor is compounded by the length of time the members of the group spend together (often longer than the usual work day). One's co-workers take on added significance as a result of geographical distance from family and non-military friends who traditionally are a source of support.
 - 6. Interestingly, psychiatric discharges are more common among women.
 - 7. It seems logical that Navy managers should do what they can to ensure that the maximum potential of this valuable human resource is recognized.

IV. WHAT CAN A NAVY MANAGER DO?

What can a Navy manager do to prevent problems of sexual harassment or minimize the impact of such problems if they do arise?

- A. Command action: (SLIDES)
- B. Advice to victims: (SLIDE)

V. CONCLUSION

VI. QUESTIONS AND FURTHER DISCUSSION

Time: 10 Min.

- A. Write name, work address and work phone on the board or on newsprint and invite participants to contact you if they have any further questions, or would like to discuss the subject further.
- B. Invite those participants who still have questions to remain following the completion of the workshop if they have time.

DESIGN ELEMENT #4: Evaluation

Time: 10 Min.

Ask participants to complete the evaluation form.
Explain that the completion of the evaluation is optional.

In the immortal words of Rogers and Hammerstein.....

"THERE IS NOTHING LIKE A DAME"

(A case study)

You as a member of the Naval Air Station Chester Field Equal Opportunity Board have been assigned to investigate a complaint of alleged sexual harassment. The Commanding Officer has asked the board to review the case and make a recommendation to him as to what further action should be taken.

The primary persons involved have been asked to appear before the board. The testimony of the complainant, and the accused follows.

The complainant, TMSN Castle, is the first to testify. Upon reviewing her service record you find that she has been at the command for seven months. She came to Chester Field directly from A school. She graduated number one in her A school class of 15. She has had no prior disciplinary problems. She is currently assigned to the station's weapons department. SN Castle is neatly dressed in a summer dress blue uniform. She is soft spoken and appears slightly embarrassed as she relates her complaint to the board.

"I have made this complaint because I feel that ever since I was assigned to the weapons department, seven months ago, I have been harassed and discriminated against because I am female.

It started the day I arrived. Although I am a TM, Chief McQueen assigned me to the office to do all the clerical duties of the department. At first I put up with it because I didn't want to make waves. But after a while I asked Chief McQueen if I would ever be allowed to work in my rate. The Chief told me he would give me other duties when he was good and ready, and when I was ready. The day I arrived the Chief started making comments about women. He would make cracks about "dumb broads" and make other derogatory comments about women. He kept wanting to get into arguments about "women's lib" and just seemed to like to irritate me. Then the other guys started getting into it too; it was as if I was fair game and the Chief had given his approval. I didn't mind the Playboy and Penthouse fold outs that were pinned up around the shop until one day a couple of the guys started comparing me with the fold outs and started making crude remarks -- it was humiliating. One day when I asked the Chief if I could do something besides typing and filing he laughed and said 'You know damn well what you could do besides typing and filing, be a nice girl and maybe we can work something out.'

Finally I decided to try to talk to LT Bishop, my division officer. When I told him I didn't like the cracks the guys and the Chief were making he just laughed and said that a woman in a man's world has to get used to such things. He said that the guys were just teasing and that I shouldn't let it bother me. He told me to keep my sense of humor and

give it right back to them. LT Bishop did say that he would talk to the Chief about giving me some TM experience. Shortly after that the Chief said 'I hear you want TM experience, well stick with me baby and I'll give you the torpedo experience of your life' -- all the guys thought that was real funny. The taunting kept on and I stayed in the position of the weapons department "unofficial yeoman."

The final straw came last week when I had the duty. The Chief came in. He still had his uniform on and he smelled like a brewery. He told me that he would wait around and give me a ride to the barracks since I would be getting off duty rather late. I told him that I didn't need a ride home because I had my bicycle. He just bounced off the wall when I told him that. He started shouting about "damned uppity broads" and told me that "it was just a matter of time and I would get it." He stormed out. I was scared. About an hour after he left, the station OOD, ENS Knight, came in on his routine rounds of the base. I was still pretty shook. ENS Knight offered to give me a lift to the barracks when I got off duty since he had nothing else to do. I took him up on it. The next day I asked to see the XO. I've had it. I want out. I'm sick of being the brunt of crude jokes and ridicule. Perhaps they are right, a woman doesn't have any business being a TM.

TMC McQueen was next to give his testimony to the board. He appeared to be a bit gloomy and nervous but he was well

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SEXUAL HARASSMENT IN THE NAVY.(U)
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groomed in a clean and pressed kaiki uniform. His service record showed that his overall performance throughout his Naval career was excellent. He had received several commendations for outstanding service during his career. His only disciplinary infractions had occurred very early in his career; both were for drunk and disorderly conduct while on liberty. He testified as follows:

"SN Castle is the only person who can type and she types real good," the Chief replied when asked about Castle's assignment to clerical duties. "Last year our yeoman billet was cut. Someone in the department has to do the clerical stuff and since we don't have a YN it has to be an AO or a TM. Lately the TMs I've been getting can barely read, much less type! Besides she is junior. I was going to get her some rate training as soon as I got the paper work squared away, or as soon as I got someone who could type; but it seems like we get more and more friggin' paper work all the time.

The Chief was then asked about the duty incident. When asked, he turned red, stared at his feet and replied, "I admit I had been drinking a bit. I had stopped by the club on the way home and had a few beers with the guys. I knew Castle had the duty so I figured since I was still around I would wait a while longer and give her a lift to the barracks. To tell you the truth I worry every time she has the duty. You know the weapons compound is pretty isolated

out there in the boonies; and she insists on riding that damn bicycle. It's two miles between the compound and the main part of the base. It's a dark and deserted ride. Anything could happen to a kid on a bike out there at that hour. It's just not safe. And then she changes into her uniform at the compound so she rides around on that bike in shorts, and a T-shirt, and most of the time no bra. She's a cute kid, she's just asking for trouble riding around alone, at night, on a bicycle, dressed like that. Damn broads are nothin' but trouble; they can't take a joke and when you try to be nice to them they act as if you're tryin' to rape them. Besides, I don't think she is all that serious about being a TM. She's got the hots for ENS Knight. I think what she probably really wants is to snag herself an officer husband. Women! They're nothin' but trouble. If you ask me, I think this 'New Navy' is for birds."

####

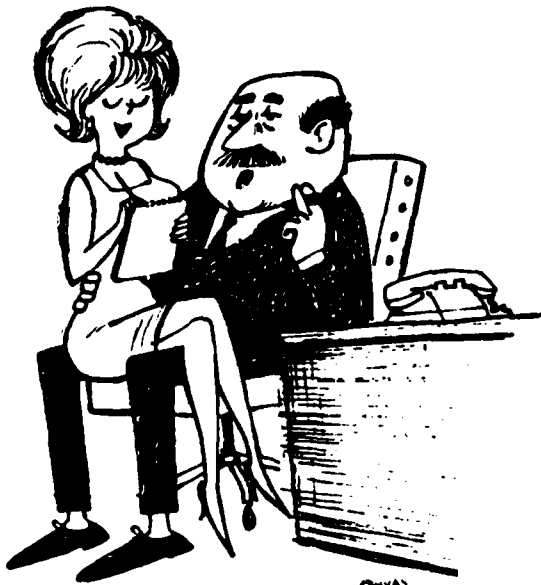
No there is nothing like a dame
Nothing in the world
No, there is nothing you can name
that is anything like a dame

From the Broadway play South Pacific
by Rogers and Hammerstein

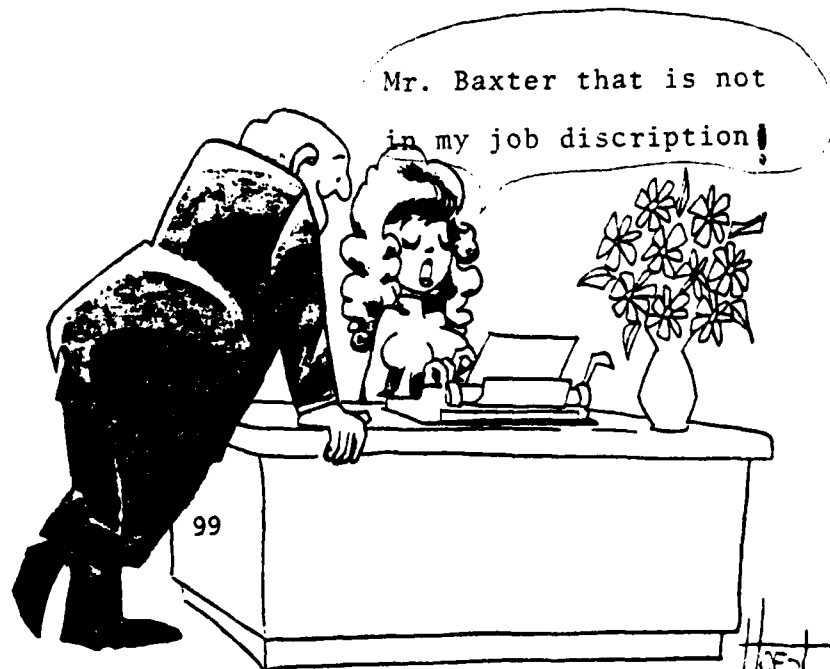
DEFINITION

IN SECNAV INSTRUCTION 5300.26, SEXUAL HARASSMENT IS DEFINED AS, "(1) INFLUENCING, OFFERING TO INFLUENCE, OR THREATENING THE CAREER, PAY OR JOB OF ANOTHER PERSON IN EXCHANGE FOR SEXUAL FAVORS; OR (2) DELIBERATE OR REPEATED OFFENSIVE COMMENTS, GESTURES, OR PHYSICAL CONTACT OF A SEXUAL NATURE IN A WORK OR WORK-RELATED ENVIRONMENT."

women are
not CHICKS



Miss Smith I think you are ready for increased duties and responsibilities , why don't you make dinner reservations for two at someplace romantic tonight and we can discuss it.



Mr. Baxter that is not in my job discription!

WHEN DOES SEXUAL HARASSMENT LEGALLY BECOME SEXUAL
DISCRIMINATION?

RECENT COURT DECISIONS HAVE RECOGNIZED THAT SEXUAL HARASSMENT
LEGALLY BECOMES SEXUAL DISCRIMINATION WHEN THE HARASSER IS
IN A POSITION TO RETALIATE THROUGH HIS/HER POWER OVER THE
INDIVIDUAL WHO IS BEING HARASSED.

TITLE VII OF THE EQUAL RIGHTS ACT

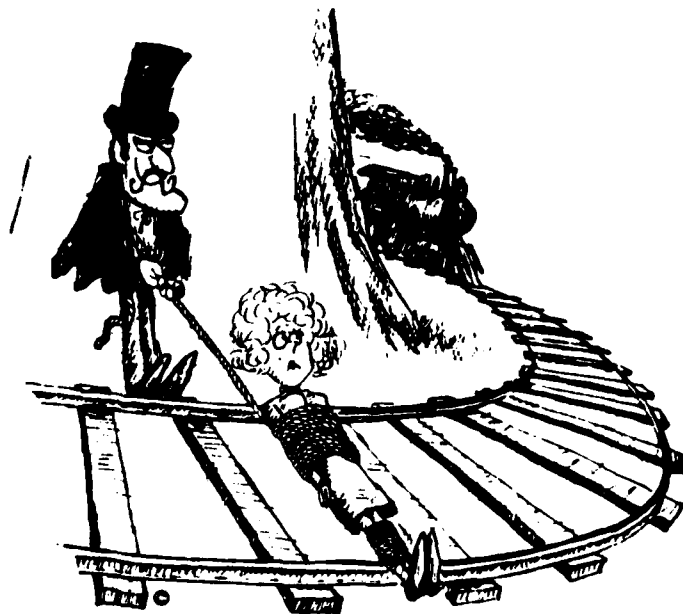
TITLE VII OF THE EQUAL RIGHTS ACT MAKES IT AN UNLAWFUL
EMPLOYMENT PRACTICE FOR AN EMPLOYER TO DISCRIMINATE AGAINST
ANY INDIVIDUAL WITH RESPECT TO CONDITIONS OR PRIVILEGES OF
EMPLOYMENT ON THE BASIS OF SEX.

EQUAL OPPORTUNITY GUIDELINES OF THE U.S. NAVY

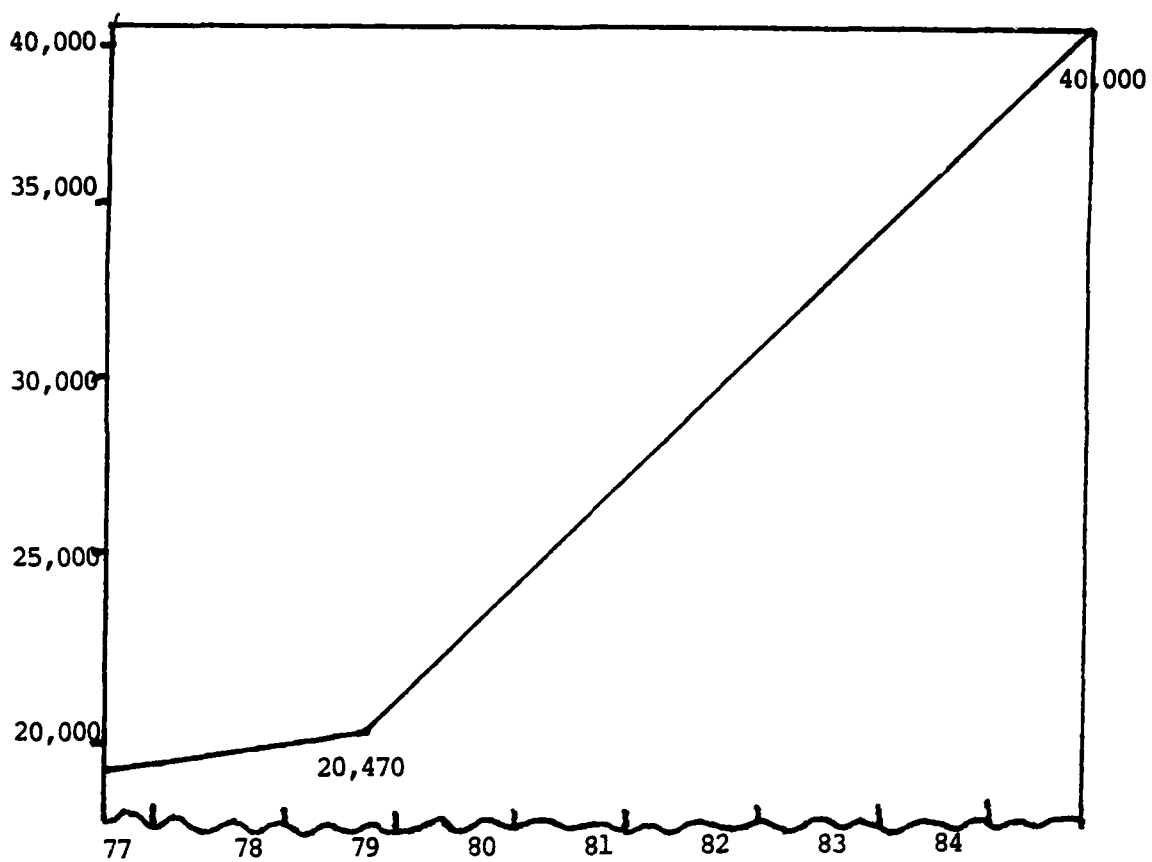
DISCRIMINATION BASED ON SEX IS DIRECTLY IN VIOLATION OF
THE EQUAL OPPORTUNITY GUIDELINES OF THE U.S. NAVY EXCEPT IN
SITUATIONS WHERE CONGRESS HAS LEGISLATED OTHERWISE (U.S.
CODE 10, SECTION 6015).



ECONOMIC POWER



FEMALE FORCE STRENGTH



LOST TIME COMPARISON

LOST TIME CATEGORY	MANDAYS			
	WOMEN		MEN	
	<u>LOST DAYS</u>	<u>% OF DAYS AVAIL</u>	<u>LOST DAYS</u>	<u>% OF DAYS AVAIL</u>
ALCOHOL	6,095	.09	190,164	.12
DRUG	1,474	.02	188,940	.12
UNAUTHORIZED ABSENTEE	3,381	.05	381,714	.24
RETURNED DESERTER	4,520	.07	1,006,368	.62
ABORTION	1,880	.03	0	0
PREGNANCY	<u>25,440</u>	<u>.37</u>	<u>0</u>	<u>0</u>
TOTAL	42,790	.63	1,767,186	1.1

SUGGESTED COMMAND ACTION

- * POST NOTICE OF SECNAV POLICY AND COMMAND POLICY CONCERNING SEXUAL HARASSMENT
- * INCORPORATE GUIDELINES CONCERNING SEXUAL HARASSMENT IN COMMAND AFFIRMATIVE ACTION PLANS AND EQUAL OPPORTUNITY GUIDELINES
- * PROVIDE, AND PUBLICIZE, A WORKABLE MECHANISM FOR PROMPT REPORTING OF COMPLAINTS
- * INVESTIGATE CASES OF SEXUAL HARASSMENT
- * INCLUDE DISCUSSIONS OF SEXUAL HARASSMENT IN LEADERSHIP AND MANAGEMENT TRAINING SEMINARS FOR SUPERVISORS AND INTO EQUAL OPPORTUNITY BRIEFINGS FOR ALL HANDS

COMMAND POLICY EXAMPLE

- I. POST NOTICE OF POLICY
 - A. COMMAND EQUAL OPPORTUNITY INSTRUCTION
 - B. PLAN OF THE DAY
 - C. COMMAND NEWSPAPER
- II. OFFICIALLY INVESTIGATE COMPLAINTS
 - A. INTERVIEW PARTIES INVOLVED
 - 1. COMPLAINANT
 - 2. ACCUSED
 - 3. WITNESSES (IF POSSIBLE)
 - B. REVIEW PERSONNEL FILES OF PARTIES INVOLVED. LOOK FOR:
 - 1. EVIDENCE OF PRIOR FRICTION BETWEEN PARTIES
 - 2. PREVIOUS COMPLAINTS
 - 3. PERFORMANCE EVALUATIONS
 - 4. DISCIPLINARY RECORD
- III. ACTION TO BE TAKEN
 - A. IF THE COMPLAINT APPEARS TO BE UNWARRANTED NO ACTION NEEDS TO BE TAKEN EXCEPT PERHAPS TO REITERATE THE COMMAND'S POLICY ON SEXUAL HARASSMENT
 - B. IF THERE APPEARS TO BE SOME FOUNDATION FOR THE COMPLAINT
 - 1. THE COMMANDING OFFICER COULD VERBALLY WARN THE ACCUSED
 - 2. FOR THE SECOND COMPLAINT A SERVICE RECORD ENTRY COULD BE MADE
 - 3. FOR THE THIRD COMPLAINT A CAPTAIN'S MAST OR OTHER DISCIPLINARY ACTION MAY BE WARRANTED

- C. IF THERE IS SOLID FOUNDATION FOR A COMPLAINT OF
SEXUAL HARASSMENT OR IF THE HARASSMENT WAS SEVERE
(I.E. SEVER PHYSICAL HARASSMENT SUCH AS RAPE)
STRONG DISCIPLINARY ACTION MAY BE WARRANTED
IMMEDIATELY

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- * IF A FRIENDLY REBUFF DOESN'T WORK TAKE YOUR COMPLAINT UP THE CHAIN OF COMMAND.
- * IF COMPLAINING THROUGH THE CHAIN OF COMMAND DOESN'T WORK GO TO THE HUMAN RIGHTS OR EQUAL OPPORTUNITY COUNCIL. IF YOUR COMMAND DOESN'T HAVE AN ACTIVE HUMAN RIGHTS OR EQUAL OPPORTUNITY COUNCIL TALK TO YOUR COMMAND LEGAL OFFICER, OR CHAPLAIN.
- * IF ALL ELSE FAILS CONTACT YOUR LOCAL BRANCH OF NOW, ACLU OR YWCA. (IF YOU ARE OVERSEAS WRITE TO SUCH AN AGENCY IN THE STATES.)

- * DON'T ACT ALONE IF YOU CAN HELP IT. CHECK YOUR PERCEPTIONS WITH OTHERS IN YOUR WORK CENTER.
- * KEEP A NOTEBOOK AND RECORD EACH INCIDENT, TIME, PLACE, WORDS, ACTIONS, ETC. (GOOD DOCUMENTATION IS INVALUABLE IF THE INCIDENTS ARE EVENTUALLY INVESTIGATED.)

SOME MALE SUPERVISORS/COMMANDERS DO NOT VIEW WOMEN AS SAILORS,
BUT AS WOMEN

SOME FEMALE SAILORS WISH TO BE TREATED AS "WOMEN" AND NOT
AS SAILORS



GET TO KNOW THE PERSON BEHIND THAT GORGEOUS SMILE



GET TO KNOW THE PERSON BEHIND THAT GORGEOUS SMILE.

PARTICIPANT EVALUATION

Sexual Harassment Workshop

1. Do you feel that this workshop has given you a better understanding of the subject of sexual harassment?
2. Do you feel that the two hours you spent on this workshop was time well spent?
3. What did you find most useful about this workshop?
4. What did you find least useful about this workshop?
5. Would you recommend this workshop to other managers in the Navy?
6. Would you feel better prepared to deal with a problem of sexual harassment if one arose at your command now, having attended this workshop?
7. On a one to ten scale (one being very bad, ten being very good) how would you rate the material presented in this workshop?
8. On a one to ten scale (one being very bad, ten being very good) how would you rate the facilitator's presentation skills?
9. In what ways do you feel this workshop could be improved? (How could the needs of Navy managers be more effectively met?)
10. Please include any other comments or suggestions you may have.

CRITERIA FOR EVALUATION OF WORKSHOP

The following suggested evaluation is designed to be used as a guideline by the individuals evaluating the workshop which the presenter has designed. The evaluation would be presented verbally to the presenter within one week of the completion of the workshop; but it could be presented in written form. (A verbal discussion of the evaluation is preferred by the presenter.) The suggested evaluation is designed to be a guideline and is not designed to be all inclusive. The evaluator should not feel bound by the criteria listed here and in fact may choose to totally disregard this form.

1. In general, evaluate the accomplishment of the workshop objectives on a 1 to 10 scale:

1	2	3	4	5	6	7	8	9	10
lousy								super	

Try to address the following questions in an open ended manner

- a. Which of the objectives of this workshop do you feel were accomplished?
 - b. Which objectives were not accomplished?
 - c. Do you feel the objectives of this workshop could be accomplished more effectively? If so, how?
 - d. What were the most effective aspects of this workshop? (Try to name at least three.)
 - e. What were the least effective aspects of this workshop? (Try to name at least three.)
 - f. Do you feel the subject matter is relevant to personnel in the U.S. military?
2. In general, evaluate the use of media in this workshop on a 1 to 10 scale:

1	2	3	4	5	6	7	8	9	10
wretched								most effective	

Try to address the following items in an open ended manner

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