



Workplace Policies and your Organization: How Policies Support or Contradict Core Values

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Webinar Captioning Transcript

Presented by Futures Without Violence

Presenters:

Linda Seabrook, Futures Without Violence & Amy Sánchez, Break the Cycle

>> Hello everyone and thank you for joining us today. My name is Alicia Lord and I with National Council of Juvenile and Family Court Judges and we are helping facilitate today's event. Before we begin I will provide you with a brief overview of the webinar platform and let you know how you can interact with the presenters. Just to the right of the presentation you see a chat box. Enter any questions you have here. Below chat is a materials box with PDFs of supplementary materials. You can select all the documents at once and click download files and your browser window will open confirming you wish to download. Once you confirm, your download will begin. If you have any technical or audio issues during today's event, please click on the help button in the top right of your screen and select troubleshooting. This will test your Internet and system to make sure everything is compatible. Thank you for your attention and I now turn it over to the presenters.

>> Hello everyone. My name is Jennifer White and I'm the program director for program design at Futures Without Violence and welcome to the webinar today. "Workplace Policies and Your Organization: How Policies Support or Contradict Core Values" and I am here today with two wonderful presenters and colleagues, Linda Seabrook and Amy Sanchez.

>> This webinar is part of a project entitled the Supporting Organizational Sustainability Institute also known as the SOS Institute and it is funded by the U.S. Department of Justice office on violence against women. We thank them for their continued support in this General Counsel & Director, project.

>> Our presenters today, Linda Seabrook is Legal Programs, at Futures Without Violence. Linda leads a number of initiatives for Futures, including Workplaces Respond to Domestic and Sexual Violence: A National Resource Center (Workplaces Respond),

which provides employers, advocates, and other workplace stakeholders with best practices, tools, resources, and training to address, prevent, and respond to gender-based violence impacting workers and the workplace. Amy Sanchez, Chief Executive Officer of Break the Cycle, is a passionate, creative thinker and problem-solver, works closely with colleagues and partners to develop optimal solutions that produce results in the domestic violence field and for diverse organizations. With over 25+ years of experience in helping families, women, men and children stay safe from abuse. Amy is a nationally recognized expert in mission-based organizational development, she understands how to design and implement strategic plans and partnerships, facilitate complex communication and planning processes, connect philosophy, program development, and organizational culture, and lead national policy initiatives .

>> Amy is one of our Institute faculty at our SOS Institute that we provide two times a year. Thanks to both presenters today. I will review our learning objectives for our webinar today.

>> As a result of this webinar, you will be better able to identify workplace policies that help foster a positive, helpful, supportive environment. Assess the value, benefit of and the need for different work place policies based on your organization's culture, mission and function, and consider key components of a workplace policy on domestic and sexual violence. I want to add before we get started that we will be talking about workplace policies today which do have some legal considerations. We cannot provide any legal advice today. If you have specific questions about whether or not you should adopt certain policies and what types of policies you should change or assess based on your particular situation within your organization, we suggest you consult with an attorney on that since we are not able to provide that kind of direct legal representation.

>> Linda and Amy, before we get started, is there anything you would like to say to start?

>> This is Linda. I want to say thank you for everyone for joining us today. In my prior life I was a management employment lawyer for several years. I have a little bit of appreciation of what is necessary for an organization. We want to be very careful and clear that this webinar is not intended to be legal advice. We do want to give you what we think are best practices.

>> Hello everyone. This is Amy Sanchez. I'm excited to be with all of you and looking forward to a great conversation. As was mentioned at the beginning, feel free to put your questions into chat and we will try to answer all of them as best we possibly can. I am not an attorney so I cannot provide legal advice even if I wanted to. Like Linda I have had years of working in organizations and different parts of organizations as an advocate all the way to CEO. Having a different perspective will be helpful. We welcome your questions and comments and looking forward to spending the next hour and a half with you.

>> Thank you so much, Linda and Amy. We will start off today as we usually do by taking a quick poll to find out what your role is in your organization. We would like to have a feel for the folks who are on the phone and computer. It makes it feel more like we are in the room together. If you could just take a moment and fill that out. So it looks like we have some executive directors on the phone. The majority of folks on the phone our program staff. We do have one board member. And I see some people are typing in what their roles are and we have team leader, Project Coordinator, director of services. A Project Coordinator. A nice array of different roles that you all fill in your organizations.

>> We will do another poll question. This is helpful for us to think about different types of policies that might come up. The question is how many employees are in your organization? It looks like a big chunk have more than 40 employees, so on the larger side. We are spread out after that. Quite a few with about 6 to 10 employees. And it is dispersed throughout so that is great. I don't see any numbers changing. Our next poll question, we have white if you poll questions at the beginning of the webinar today.

>> The next poll question is do you have formalized workplace policies in place? Yes or no. After you finish voting on that question, feel free to use the chat box to your right and type in a few key policies if you would like to that are formal workplace policies you have within your organization.

>> Especially if they are ones you are particularly proud of or want to share with the group.

>> Folks are typing so we will hold on for that. It also seems like the majority of folks do have some formal workplace policies in place. 94%. Liz says there is a policy for paid time off for DV and SV related needs. There is a policy within her organization. Childcare plans for new parents. Lord is sharing they have a telework policy which is intended to enhance work/life flexibility which is great. Liz says paid time off specifically set aside for emergencies such as domestic violence or sexual assault that is separate from sick time. Thank you for clarifying, Liz. And Mona is sharing they have a policy for employees who are experiencing violence.

>> This is Amy, would you like me to continue on with some of our other questions that we have or do you want to continue to read a couple more?

>> I will read out one last one and then you can move ahead. Sharing there are mental health days not specifically in the policy but management is very open to these paid days off. Thank you for sharing.

>> That's excellent. I think all of these examples are a good basis for what we wanted to frame as far as the conversation. We really want to look at your organizational mission and core values are, and how they can be used as a guidepost for some of your decisions that you make when you develop policies and/or procedures. These polls are helpful for Linda and myself to understand who we have on the webinar. If you could

please answer our fourth poll question which is looking at your organization, if you have established core values and they could be written down, but maybe not. A core value that you use on a day in and day out basis.

>> I'm happy to see that it looks there are 37 of you that do have core values. Some of you hopefully have gone to the SOS Institute. There is my little commercial that I always plug in there. Core values, and looking into that, are the basis for lots of recommendations that we have. It's great to see so many of you have those. Sarah says you are in process of developing your core values. That's great.

>> The last poll question we have for a while our core values and your policies. Does your organization think about your core values when developing your policies? So an example I can give is some of you were talking about paid time off for illness for example. If you have a value of family but you don't offer paid time off if a child is sick, that would be a way that your core values are inconsistent with some of your policies. How many of you really think about and use your core values when you're implementing your policies? It looks like about 70%. That's excellent.

>> A quick review for most of you about core values. They are the beliefs you hold as a collective in your organization. So both individuals in your organization and the culture, the organizational culture you have created. They really dictate how people interact with each other and with participants as well as community stakeholders etc. In a best case scenario, what we encourages using core values as a guide to the way which you operate, make decisions, treat employees, etc.. If you do this with core values, it not only strengthens your organization but starts to address issues of longevity and sustainability within the organization. Sometimes people talk about how you are operationalizing your core values. The example I gave earlier with sick leave, there are lots of ways in which your core values can be instituted from the human resources perspective. I also want us to think about how we use core values to drive programming decisions, drive the kinds of individuals we have on our board of directors, etc. It's not just -- it's about the entirety of the organization and driving decisions that you make a not just an employment function or HR policy function. It's how you implement core values throughout the entirety of the organization, from top to bottom and bottom to top.

>> Core values in their role. I have already mentioned this but it provides purpose for being an it's a guidepost for your staff and your decision-making. It bolsters leadership which is an obvious one. It makes the purpose of the organization real to the staff. I love this point. It's a guidepost for decision-making and puts front and center why you do what you do on a daily basis. It makes it easier for staff to see, grasp, and hold onto. I noticed that the beginning of the poll questions, quite a few of you are program staff. When we have core values laid out and are agreed-upon throughout the organization, as program staff it is much easier to make decisions based on how we treat participants, what kind of outreach we do, what kind of materials we produce, who our key collaborators and partners are, core values really drive the operating principles within the program. It supports the vision and shapes the culture. They are timeless,

enduring and important. A couple things I encourage you to think about, especially for those of you who are executive directors on the call, is how do you put core values front and center? Not only for your staff, so maybe in staff meetings talking about them or at board meetings, driving some conversations, those are ways you keep core values important in the organization. There are easy strategies for you to do that.

>> So we started to talk about this already, how core values are tied to policies. A couple of examples that I can give you and then I would love for people to add examples that you have in the chat box on the right-hand side and we can share those with others. Some of the values I think are important -- when we operationalize core values they come to life. Let me give you some examples that are concrete. I saw many of you have written questions before hand. There were quite a few questions about trauma-informed policies and how you institute them in day to day work or program development. Some examples that I would give, I know there are some of you on the webinar who work at shelters. There has been quite a bit of work done around if you accept the woman and her children in your shelter at 11 PM and the kids have not eaten all day and it's pouring rain outside and two of the kids are crying and the mother is in crisis, so you sit down with your packet of 35 form she needs to fill out which happens sometimes. That is not being trauma-informed. How do we flip that on its head? How can your policy and your procedures of accepting participants into your shelter look different from a trauma-informed lens? The family is one of your core values, how do you embrace that when a woman comes to the shelter with her children late at night, these are the two things that we will do and then tomorrow we will sit down with her and fill out the paperwork, that's an easy example. I think it's about if you're core value is innovation, how do you institutionalize innovation into all that you do? May be part of the work planning process for your program staff is they take X amount of hours per week and are out talking to young people in the community. Or maybe they are doing research or looking at best practices or trying out new ideas. All of those are concrete examples of how core values drive the procedure or the policy. Any questions about that? I just want to glance at the chat box. Judith, I like what you said about having to work together, so doing the core value work together with the staff. That's an important piece. Buy in is important and consensus around core values. That's important when you think about how you operationalize that into your policies and procedures.

>> Policies and your mission. We don't have this as a poll question but I would love to hear your thoughts of things that have worked in your organizations. The value of all of us being on the line together as we can get ideas from all over the country. So what policies might you have in place to reflect your values and your mission? I gave a couple of examples earlier. And how did you develop that policy? One story that I can tell you, an organization I used to work at years ago, we had a shelter. One day I got a phone call from the lead advocate who was very upset. On the third floor of the shelter a little boy had been jumping on one of the beds and decided he wanted to be Buzz light year and fly out the window so he did. He jumped out the window and fell down and I laugh now and thank God he did not get hurt. He fell down between the fire escape and

the wall and fell down three stories. He did not get hurt. Obviously the staff was very upset. It came up quickly that we have to set up a policy that there is no jumping on the bed. So many times policies are created because something bad has happened. Even though he was not hurt, this could have been a terrible accident. The immediate reaction is always to create a policy on that. In the shelter we had a policy for a long time that participants had to be back to the shelter by 8 PM. These policies are created, but when you think about it, in the case of the little boy wanting to be Buzz light year, did we go back and say to this facility manager, all the screens on the windows need to have locks on them? So there were pieces we did to make sure we could have people be safer. The reality is if we set a policy of no jumping on the bed because of one bad thing, then our policy manual will get bigger and bigger, but we are really not moving forward our mission or core values which in that case was being family centric. That is listening to and caring about young people and children. That is how your core values and mission can help you in those times. Sometimes we have fear of bad things that could potentially be happening, so wanted to share that example with you. I will read up a couple of the participants on the webinar -- Molly said we decided on a best practice set of core values and we wrote our policies which included a rationale section that links the decision and procedure outlined into the policy back to our core operating values. That's wonderful. It's about writing out on paper the rationale and how it really works and why. How does it take our core values into consideration? Molly says transparency, so when you have core values front and center, when you make decisions and create new things, it does provide transparency for staff, participants that you serve, funders, and the board of directors. And there is another comment that we are community-based support services program and distribute intake based on trauma level at intake time, especially by phone, beginning with absolutely necessary information and complete the intake in follow-up sessions. It puts the client more at ease.

>> Definitely. I think that's fantastic. Thank you for those comments. That's great.

>> Go ahead, Amy.

>> Assessing workplace policies. I know this came up in questions you sent in beforehand, if there is a process to go through when looking at policies, and starting out with core values is always the place to start. So with core values, some of you referenced it in your comments and it's fantastic if you can develop your core values with staff, volunteers, interns, and the board. People doing it together, maybe not in the room at the same time together, but you create a process in which everyone has input and buy-in into the core values. I love the other comment about doing it on a regular basis, whether it be on six-month or yearly basis. At Break the Cycle once a year we bring forward unless there are emergency requirements like funding has shifted, but once a year at the annual meeting we bring forward new policies that we think forward our core values and mission. There is a concrete way you can send messages to staff that you take things seriously. An example I will give you at Break the Cycle is we have the traditional holidays off and then we had Christmas eve and Christmas day off as

part of our benefits package. But we have people on our staff and interns and volunteers from many different religious backgrounds and some people who are not religious. What we decided to do was shift so we don't have Christmas eve and Christmas day off but we have two floating religious holidays that people can take however and whenever they want to. That is something that happened for us as we went through our yearly assessment and bringing new ideas and new recommendations forward to the board for approval. It is about our value of diversity in the largest sense of the word and how our policies and procedures reflect that commitment. It can be huge changes or small changes organizationally that lead with the mission and core values and your policies and procedures follow along. So with that, Linda, I want to turn it over to you. I'm sure there are examples you'd like to give as well.

>> Sure, absolutely. There are some workplace policies that have to be in place in order to comply with our account for state and federal and local laws. I saw from the poll earlier that the bulk of the organizations that have joined us today have more than 10 employees. Usually the threshold is 15 employees for certain federal employment laws to apply like anti-discrimination and harassment laws, family and medical leave act and others. There are reasons you have policies in place that are institutionalized and that you have to. Other types of leave like vacation, sick, jury duty our policies required by grant. A lot of funders put requirements on organizations to enact policies that have certain requirements around travel and procurement were using your cell phone while you operate a motor vehicle and are working on the grant. What we want to hit home today is as Amy was saying, it's so important to have the policy be reflective of your mission and core values. Policies provide a floor and they don't have to provide the ceiling. We can always do more. For example, if you have a leave policy that allows for a certain number of days for vacation and a certain number of days for sick leave, but then you have an employee who comes to you because she is helping her only sister with a domestic violence situation that has become an emergency and she is completely exhausted her leave. There is no more leave to account for through the policy. Is it within the organization's budget? The organization could just provide additional paid leave to her. Just because it is not written in the policy doesn't mean it cannot be provided.

>> I know one of the questions we received earlier is how might organizational culture and procedures accommodate employees when a policy cannot, for example due to financial considerations? Some organizations, and Amy feel free to chime in, you have a leave bank that any employee can contribute to. If I have extra vacation leave I can put that leave into a bank and then other employees can take or contribute to that leave bank. That would allow the organization to provide leave to someone who has exhausted their leave while still maintaining and respecting financial limitations. Amy, do you have other ways that an organizational culture and procedure might accommodate employees when a policy just cannot?

>> One thing that comes to my mind, and in terms of question sent in earlier, when people are telecommuting, or flexibility in the workplace if you have multiple offices. If the organizational culture is around leadership or innovation, and one of your staff members would like to work from home for X reasons then having flexibility in that doesn't mean you have to say every single staff member can work Monday, Tuesday and Friday from his or her home from 8 AM until 12 PM. It doesn't have to be that specific. That flexibility can be more of an organizational practice based on your culture, your mission and core values. Oftentimes employees appreciate this. It doesn't have to be a formal policy that is written into your employment manual. That would be another concrete example that I would give.

>> Exactly. That's an excellent one. And not everything needs to be in a policy. Sometimes it's not a good idea to over legislate your workplace. Especially when it comes to tying the hands of your organization regarding things like employment decisions. That could have unintended consequences. I will give you an example. Let's say you are a sexual assault services agency in a midsize city. You have 20 employees and numerous volunteers. Two years ago you hired a former client to be in charge of the hotline. Let's call her Samantha. Samantha starts her position and is thriving. About eight months in, you start to notice that Samantha is having problems at work. Because of the constant exposure she has had two disclosures, she feels exceptionally triggered and her work is suffering. She misses shifts and is rude and dismissive and actually abusive to other employees. She lashes out on the phone hotline. Although you do the best you can to support her and let her know there is leave available and resources and referrals for her, she decides to leave on her own accord. Now suppose you are the executive director. You tried your best to accommodate her and offered her help and leave. She quit, and when she quit she did so in a very hurtful way to you and your staff. As the executive director, you start to think I can't have this kind of disruption again in my organization. She was abusive to other employees and she hurt the fee Emily -- the family feeling our staff had. You come to the senior management team and say I would like to write a policy that provides the following. No former clients of this agency shall be considered for any position, whether permanent, temporary, volunteer or otherwise. And you believe as Executive Director you are protecting your workplace from a potential employee that me -- that may not fit with the type of workplace that you would want to have. It's never a good idea to write down in a policy why someone would be automatically disqualified from a position. First, it looks discriminatory on its face because you are saying a group of people, which would be former clients, despite whatever individual characteristics, skills, and abilities they have are not able to perform the job solely because they belong to that group of people, and that being former clients. In addition, going back to what Amy has been discussing about aligning an organization mission and core values with policies, it is inconsistent with a sexual assault program core values and mission to help survivors on the path to healing and resilience if the policies don't trust that a survivor can actually get there. So it's better to keep such considerations out of any written policies, but instead probe the individual applicant about their capabilities and abilities to handle the responsibilities of the

position on an applicant by applicant basis. If there are any questions about that, I am happy to take them. Please know I did not make that up. That is a situation that was presented to us through SOS.

>> We are in this me too movement and moment. Through the workplace resource Center that my team leads we have seen a significant uptick in requests for technical assistance and crafting workplace sexual harassment policies these days. The issue at play in my we get such an increase in sac -- sexual harassment policies is most companies, businesses, organizations have sexual harassment policies in place in order to comply with state and federal antidiscrimination laws. They are generally overly legalistic and provide only that floor that I spoke about earlier. What we recommend is to have your policy aim for the ceiling, especially for organizations that are working on domestic violence, sexual assault and other gender-based violence. Something we recommend for workplace policies on domestic and sexual violence that acknowledges that sexual harassment and sexual violence, I know that's a core belief and value of many of us -- that it provides a framework for trauma and for -- trauma-informed investigation and safety planning. Most importantly it's impacting conduct in the workplace. So whether it occurs at home or at work, we bring our whole self to work and spend a majority of our waking hours performing work. I know all of you most certainly do. It's important to acknowledge that an employee experiencing IPV may need accommodations and assistance such as transfer to a new work site temporarily, someone escorting her to her car, or having changed contact information. The foundation of a sustained prevention and equity-oriented program of awareness, education, evaluation and support of workplace culture is what we recommend to have organization strive toward. This provides an opportunity, as many of you have indicated in the chat box, to involve your workforce. With all the expertise you have within your own workplaces on these issues, this is an excellent opportunity to amass all that expertise and bring together a program and workplace culture that reflects the core values of the organization.

>> Linda, if I can interrupt for second, there is a question for both of you which relates back to your example that you gave about hiring a survivor on the hotline. The question is would it be better for a former client to be recruited as employee/volunteer for nonclient related work at such an agency? I am imagining that means should there be a policy in that way or maybe it's just as a general matter would it be best?

>> I think it's important because the whole point of antidiscrimination laws is to have everyone be judged on a level playing field. We all come to work with all the pieces of us including what we may have experienced prior to coming to work. I think it's important we keep an open-minded with people. As we all know, people are incredibly resilient even when going through very traumatic experiences in their lives. There is nothing to say that the experience of the person with your organization would not benefit greatly for clients that you serve. It can be an enhancing thing. Amy, do you have anything to add to that? I know you have a very great experience with that.

>> It's more of a philosophical question that I would put out. We have talked about this a lot at Break the Cycle. As a field for many years we have done lots of training for corporations and other places like government entities around how to best treat survivors of domestic violence or dating violence or sexual assault and how they make accommodations. I would step back on us as a field and ask how are we as employers showing up for survivors of violence? For me it's a philosophical question. If people have the ability and skill to do the job then I think that's fantastic. I don't think it should be something that holds people back from working with us. That's what I would add.

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>> That's great, Amy. A very important perspective. Thank you. Our last poll question I believe is how many organizations have DV and SV policies X --? If you can answer yes or no. Where is that poll? Jennifer, can you help me with that?

>> There we go. Excellent. While we are waiting for the poll, I see there is a question from Judith which is can you implement a policy where a former employee can't have contact with clients and/or former clients?

>> Amy, I have not come across that. Have you ever come across that?

>> I have. I have come across that. Judith, what I would respond as it goes back again to your core values. The kind of organization that you are and want to be. It sounds to me that potentially in this is me guessing because I don't have you in front of me, but it is related to a specific employee case is one thing. But I think passing a policy that guides not only your current employees but future employees is in this case may be passed employees, I don't know if I would spend a lot of time with that considering. There might be good reasons if you are working within a community that is marginalized, so maybe a community of color or immigrant or LGBTQ are others that are traditionally marginalized, and might be very difficult. Where I live, the Latino community is very small. This kind of policy would not even work there frankly because everyone knows everyone. I think it's also about your core values and the reality of the community, the geographic community and also the kinds of people in your community. Those would be things I would consider before addressing a policy like that. I hope that answered your question.

>> That is super helpful, Amy. I will say if we are talking about affecting the conduct of a former employee, you don't really have control over a former employee unless you have implemented with them prior to joining the organization something like a noncompete, an agreement that says they work exclusively for you and they cannot work in that same field within a certain geographic radius or for a certain amount of time. Those are not really favored by courts and for the reasons that Amy just said, smaller communities and are completely unenforceable a may not meet the goal of prohibiting conduct with former clients because you are prohibited from working on a particular issue but doesn't mean you necessarily are prohibited from working with a former client.

>> Natalie gives an example of a policy. It's more of a confidentiality policy. Like pretending not to know a client and I have seen that as well. That goes back to core values. If safety within the community is one of your core values, many times advocates will say to their current participants, if I see you out in the community I will not say hello to you. If you want to say hello to me you are more than welcome to come up to me. So it's not that you as a staff member are potentially putting the persons living in violence in harm's way, but you are embracing potential cultural or community realities. You are open to her talking to you if she's in a safe place and wants to do that. That's another example how I have seen it done. So you live out your value of community and also of safety. You put the decision in the hands of the survivor as to whether or not she wants to speak with you out in the community. That's a great example.

>> That's great. Going back to the poll, this is quite surprising to me and I think a significant majority of you all have specific workplace policies related to domestic violence and sexual assault which is fantastic.

>> Other elements of a workplace policy on domestic and sexual violence that are important is to provide a clear statement supporting employees experiencing violence. That would be related to your core values and mission. And defined domestic violence and other types of violence and what is covered under the policy. Describe confidentiality and privacy for victims as well as any reporting requirements. This is part of those trauma-informed practices to put into your policies that some of your questions from earlier reflected. Be honest about what may have to be reported and who may have to be questioned. If you are investigating an allegation, who else may need to know about that or complaints? And provided the employee with options about how to proceed. Any written policy, you can deviate from a written policy and don't have to follow it, but if you deviate from the policy you do have to document why and how. Write down why you deviated from the policy. For example if the survivor requests she does not want to pursue a sexual harassment complaint and your policies as sexual harassment complaints have to go through XYZ process, you don't have to do Y and Z as long as you document what the wishes are of the survivor. I think it was Molly who said in chat that it's important that your workplace policies reflect your mission and that your mission and core values be incorporated and spelled out in your policy. For example, in the beginning of your employee handbook you say well, to Break the Cycle and these are our core values and this is our mission. Then a statement that says any deviation from these written policies or in alignment with our core mission will be documented, then that provides a lot of cover for any potential deviation from the policy. I would also recommend if you do deviate from a policy that you document all options that were offered to the survivor and all steps that were taken by you and others.

>> Other elements of a workplace policy on DV and SV are outline the procedure for reporting policy violations or seeking help, provide referrals and resources that are available to employees locally and not locally, what are other resources available that may not be in the community because sometimes we don't want to connect with

colleagues and other organizations and would rather have referrals to other organizations outside the geographic area. Also describe what the organization will do to accommodate an employee. You might want to give examples of what accommodation might look like. Leave your options open. Don't over legislate your policy. Let's say you have a written policy -- will go back to what Amy was talking about in regards to teleworking -- you have a written policy that limits teleworking to one day per week. An employee comes to you in a dangerous situation and asks you if she is able to telework from her brother's house in another state. Her job and responsibilities are such that she doesn't necessarily have to be on site. If you have a broad policy that are the floor and not the ceiling, you can accommodate her request to telework. I know there was a question in the prewebinar questionnaire about how to handle deviation from a policy when other employees might be bothered or it might be viewed as favoritism or inconsistent application because you are only allowed to telework once a week policy. That's why I think it's important to have your mission statement front and center, your core values front and center in your employee handbook and work place policy manual. It surely would align with the mission of the organization to support survivor safety. The manager should document the reason for any deviation in the policy and related to the mission and core values in any employees who complain of different treatment can be directed and referred to the mission statement.

>> Do we have any questions? I feel like I have been talking too much.

>> Something about your mission statement and your core values that can back you up. The other elements of a workplace policy that are important, how the investigation process will proceed, information on support and accommodations, and how the organization will respond to employees who commit violence and harassment. We have a model workplace policy on the workplaces respond website. The addresses there and I encourage you to look it over and download it. If you have questions or need technical assistance, that's why we are here. Please reach out and contact us. There is a way to do so through our website.

>> We have survivor-centered workplace policies. Some people mentioned that earlier in Amy talked about that. They prioritize the wishes of a victim as well as safety and well-being. It empowers survivors and provides them with options and information. It encourages collaboration with self defined interests of the victim and ensures accountability, transparency and support. We want all policies because of the work we do to be survivor-centered and trauma-informed. Those that empowers survivors and provide them with options and most of all provide support. We have to practice and live what we do and what we preach.

>> I will send it back to Amy to talk about some learning points and we are happy to take any questions.

>> That's great. Thank you. The final learning points, having written policies in place provides critical guidance for employees and managers, promoting fairness and

consistency. I also would add to that for statement. There is no one policy fits all four an organization, as it should be reflective of and responsive to the culture, function and mission of the organization. The way I think about this learning point is that's why these webinars are sometimes difficult. Each answer needs to be tailored to the organization and their culture. Their function and the mission of the organization. A decision that Linda might make and her organization may be the same as a decision I would make in mind or it might not be. That is how much I think we are encouraging all of you to consider core values as the driving force and as organizations have different core values because of the communities we serve in the work that we do, those core values are front and center in policy and procedure development. And finally collaboration among human resources office point people and staff can assist in creating stronger and more relevant policies. The more people you can have involved from an organizational perspective, the better the policies will be. We encourage you to think expansively about that. The last slide is a comprehensive and trauma-informed policy on DV and sexual violence can promote a safer and more supportive and healthful working environment. The Workplaces Respond website that Linda was talking about is fantastic. I highly encourage you all to go there and see what kind of information you can find.

>> As part of SOS, we have compiled many resources. What Futures has done is pull out resources specifically to what we have been talking about today. The second bullet down, the use of technology, I know that has been coming up the past five years or so substantially within the field. How we use technology from a staff perspective as well as from participant point of view. There is a toolkit there. There all these resources which are fantastic and I encourage you to use those. You can get those straight out of the PowerPoint that you can download.

>> Now we would like to open up for a few minutes for questions and answers and we will try to answer them as best as we possibly can. We will now open it up for questions.

>> While we are waiting for the questions to come up, I am just looking at the questions that were provided before hand, and I know there was a question about whether to put dress code policies in your workplace policy or employee handbook. I would caution on over legislating your workplace and workforce. Of course there are times, like if you are a court advocate, you can't show up at court in Daisy Dukes most likely. That would not be good for your client. For the most part, I think dress code policies generally are harmful for the workplace because they tend to reinforce cultural stereotypes and punish expression of culture. I would be interested to hear what you think, Amy.

>> I think that is right. If one of your core values is embracing diversity or embracing differences, I have seen that as a core value, to try to push organizations to be responsive to and embracing of all kinds of people from all walks of life, I think your point is well taken. One thing I hope that many of you have gotten out of this is one thing is policy and your daily operating procedure. So if I have a meeting with the family foundation that I am soliciting money to support Break the Cycle and what we do, can I

go there in shorts and a tank top? Probably. What I do that? No. One of my values is I am best representing Break the Cycle in the way that I can so I would go with appropriate dress. I think some of it is just what I would call common sense, depending upon job requirements. Having a formal policy can often be used to restrict the expression of people and you want to stay away from that.

>> Absolutely. I see that Molly asked is there a resource sharing that shows actual policies or practices Inc. by DV/essay organizations. It super useful to see and hear about other organization processes and innovations. I agree and that something that we have been working on and we would like to make a repository of best practices for workplace policies on DV and SA. Especially with respect to DV and SA policies. I think that is a really great question for us to ask of our funders at OVC and OVW, is that something we can start to collect as a resource? I think that would be something amazing that OVW could do for all of us.

>> This is Amy, the other thought I have is this resource has been around for quite a while. I still find it very valuable. If your organization is a shelter, I know the Washington state coalition, this might have been eight or 10 years ago, quite a while, did a fantastic process. I don't remember but you can find it on the website but it was basically how do we as shelters look at our policies and throw most of them out the window because they are counter to the mission. It shows the process and is written not only by the coalition but also member programs that went through the process of developing policies within their organization to better serve disciplines and also staff who were struggling with these types of things. That might be a resource that you could look into. It has been quite a while but philosophically and still like the fundamental principles that were in that resource from the Washington state coalition.

>> Sarah has a question. Is there any recommendation or best practice regarding if or when an agency has an HR position versus having the role shared among multiple staff members, for example the executive director and other supervisors?

>> I would say our recommendation would be there is one person that serves most HR functions. You could probably break it up from someone to handle benefits and another one to handle other types of HR functions. I would not recommend having an ED also serve as head of HR. There needs to be someone for HR to escalate to. Also someone who ultimately makes a decision. Get that all lies in one person that can be implemented. There is also a best practice around discrimination and harassment complaints. There are multiple people to report to. It might be the HR director is a person who is harassing or discriminating against you or your immediate supervisor. It is important for those purposes to have multiple people to whom you can report to. Generally for most HR functions, the recommendation would be that lie in one person with the ability to escalate and obtain decisions from the ED. Amy, I don't know if you have other thoughts?

>> I think that is great and the only thing I would add, Sarah, as I have seen in smaller programs, I have seen creative solutions. Part of it is day to day management of HR and problems and issues and questions. Rivers the other HR function which is looking for a new health plan. So making sure we are competitive in our dental insurance. So other kinds of HR functions as well. One creative thing I have seen for smaller organizations as they pulled together resources. It could be one or two organizations working together or three, four or five organizations working together and pulling money to hire a full-time professional to do the work on behalf of the other organizations. That is one creative way I have seen especially in smaller organizations that don't have the resources to have a full-time staff member. That would be in addition to what Linda was talking about.

>> You could also break it down into benefits versus other HR mainstream in day-to-day functions. I could envision even having a benefits team where people split -- what Amy was talking about, trying to figure out the best dental provider and a hat -- a preventative health plan with the best options. It doesn't all have to fall on one person. The more day today HR functions and management of employees is what really needs to lie within one or two --

>> I appreciate what you are saying, Linda, about having it be so that person can escalate if there is a problem to the executive director and if it's not to the executive director, if the executive director is implicated then to some other person in leadership. That was very helpful.

>> Is there anything else?

>> Some really rate questions, I just wanted to say that. I really appreciate it.

>> We have another few minutes so if anyone has some more questions they want to type in chat, please go ahead. We have one person typing.

>> I will look at the other questions. There was one question of the ones that were sent in before the webinar around unintended consequences to policies. One thing I would say about unintended consequences is they can be remedied at least for the future. What I mean by that is if you have a policy and the example I gave earlier about having Christmas Eve and Christmas Day off at Break the Cycle, that's a great idea to give people a religious holiday off. But the unintended consequences for the people who were not Christian were being penalized. So sometimes it's -- we try the policy out and we decided it doesn't really fit with our core values. So we can change it. That's one piece. The other piece I wanted to say about unintended consequences is if you create policies because of every problem that happens in your organization, you will cause more unintended consequences. Linda and I both recommend less is better for that reason. You can't always anticipate what will happen as a consequence of policy.

>> I know some organizations, to go back to what you were talking about earlier, Amy, how it might not be reflective of your organization, I know organizations also have

floating religious holidays so some people might take Christmas Eve and Christmas Day and others might take young to poor and on and on -- might take Yom Kippur and on and on.

>> Amy do you have any guidance on how to address core values when there is not a well-trained HR person? How can you create core values and advise threading these into policies and cultural practices? Excellent question.

>> That's a great question. The first thing I would do is around creating core values is having a conversation to facilitate dialogue with the staff. Core values are the things you value as an organization. If you are an SA organization and one of your core values -- trying to think what some core values might be -- it could be innovation or safety or community-based solutions. Were you giving examples, Linda?

>> Sorry I was saying promoting SV in programming.

>> Exactly. So you have a conversation with staff about what are our guide post's? So you come to consensus on that and I suggested I would also bring in your Board of Directors in the conversation about what we value as an organization. From that then you make your policies and procedures. We keep going back to this example but if your value is diversity, how do your policies and procedures reflect the diversity of the people you serve, your staff needs and board needs? So using them as a guidepost for all the policies you have. If you have an HR person that isn't a program person, or someone that really understands the mission, I would literally have that be part of her annual training that he or she does with your executive director. So they can spend time going to policies and are given concrete examples of your organization. Remember six months ago when Maria had this issue? This is how we work it out in our core values. So using very concrete example specific to your organization. That hands-on breaking down of it for someone in HR who might not understand all of the mission and philosophy of the core values, that might make it more helpful to get a better understanding.

>> Amy, that is so important to thank you for saying that. Sometimes organizations will just hire HR generalist people that are just more traditional HR people that really don't have any exposure to all of our core mission values and experiences. It's really important to make sure you give your HR person the tools he or she needs in order to meld the organizational policies and practices with the core values and missions of the organization. 2 exactly. --

>> Exactly.

>> I see that Molly asked a question and not sure Amy or Linda if you can answer it. The question is do most organizations split paid time off between sick time and vacation time?

>> I don't have any statistical data on that. I can say PTO I have seen it done both ways. One big pot of time that people can use or also in the traditional sick time and

vacation time. And Linda could probably speak better to this than me, but it could have to do with state laws as far as employment. Depending on where you are incorporated as a nonprofit, there may be laws saying you have to pay out 100% vacation time when an employee leaves or you have to pay out zero vacation time and that stuff does affect how organizations make decisions on PTO. Weathered sick time, vacation time, or a big pot of time. Linda, you probably have more concrete examples than I do.

>> I will relate it back to what you have been saying throughout the webinar. If you are in a state that is more flexible, meaning they do not require you to separate out sick time and vacation time, that might be an opportunity to engage your organization, management team or however you make sure your core values align with your workplace policies to ensure they are being reflected in your leave policy. Always in HR they go back and forth about what is better. Is it better to have a leave bank or give people flexibility and have just a paid time off bank so they don't have to indicate what is what? Has Amy correctly mentioned, that is mostly determined through state law. We would advise you to contact an employee made -- an employment attorney in your jurisdiction.

>> Thank you so much Amy and Linda. It looks like we are out of questions. Just a couple of final housekeeping issues. We do have a list of webinars on this slide. Many of these we have offered within the last year and they are up on the website. Please do check them out. This webinar will also be available to you in a few days on our website as well as the materials. If you want to take a moment to download them, you can. We will also send them to you. Before we put up the evaluation, I want to take a quick moment to say my deepest thanks to Linda and Amy for hosting us today and providing this very interactive and informative seminar for all of us. I got so much out of it and hope you all got a great deal out of it as well. And please do contact us if you have further questions about anything we talked about today. We appreciate you being here with us today, Linda and Amy. And also to NCJFCJ thanks for hosting us on the webinar and assisting us. It was wonderful. We have an evaluation for you to fill out and please do take a second to fill it out for us. We take your comments very seriously and they help us move forward and continue to do better to provide you with the type of technical assistance that you need and want. Please do take a moment to fill the evaluations out. Thank you all so much for being with us today. Hope to see you again soon in this virtual world.

>> Thank you.

>> Thank you and have a great day.

>> [Event concluded]