

A woman with vibrant red, wavy hair is looking directly at the camera. She is wearing a bright orange jacket and has her hands clasped together in front of her chest. The background is a dark, out-of-focus greenery with some white flowers. A white rectangular box is positioned in the lower right, containing the text for the campaign.

#TimesUp

FOR SEXUAL HARASSMENT IN FUNDRAISING



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Introduction

We need fundraisers in today's world more than ever before. They serve as ambassadors for crucial causes and experts in making and maintaining the meaningful relationships that fund impactful change.

In 2017, The Association of Fundraising Professionals Women's Impact Initiative sent a comprehensive survey on sexual harassment to over 1,000 development professionals across the United States and Canada. What they uncovered was troubling and may trigger some difficult memories for readers.

While conversations about sexual harassment are challenging, reporting the facts, exploring solutions, and creating safe spaces for fundraisers to do their important work is vitally important to the growth of the nonprofit sector.

This guidebook is designed to equip nonprofit organizations and development professionals with data, best practices, and policy templates that can help them:

- Understand the pervasiveness of sexual harassment in fundraising
- Support a culture that advocates for safety, respect, and open dialogue
- Create and publish a sexual harassment policy that fully protects their staff

As you read, please know that this guide was created with the knowledge that there are many different ways to address sexual harassment. Not all of its recommendations will suit every organization or every situation. Because you are a crucial contributor to the success of this initiative, you're invited to share your ideas, suggestions, challenges, and successes in a forum hosted by AFP's Women's Impact Initiative. See details on page 14.

BY THE NUMBERS

SEXUAL HARASSMENT IN THE NONPROFIT SECTOR

48%



of respondents have been sexually harassed, witnessed harassment, or have been told about it occurring



25%

of women have experienced sexual harassment in the field

7%

of men have experienced sexual harassment in the field



55%

unwanted physical contact



80%

inappropriate comments

65%



of cases, the perpetrator is a donor

How Your Organization Can Combat Sexual Harassment

START MEANINGFUL CONVERSATIONS WITH STAFF

Consider your initiative to address sexual harassment in fundraising to be a community affair by inviting every member of your staff to contribute their thoughts, ideas, and feedback as to how you should move forward.

Hold a meeting reserved for honest, open discussions about sexual harassment. Be sure to include the meeting topic on the invitation so staff members can decide if they are comfortable attending. Rather than asking attendees to share their personal experiences, speak in general terms as it affects the nonprofit sector as a whole.

Consider sharing the research from AFP's Women's Impact Initiative with your team and pose questions to the group. Here are some questions you could ask to elicit responses that will shape the way your organization handles sexual harassment:

- What are your thoughts on the findings of the Women's Impact Initiative?
- How can we as development professionals support one another in this matter?
- How can our organization best protect fundraisers in the field?
- How can we create an environment that encourages fundraisers to report incidents of sexual harassment?
- What steps should be taken by the organization when an incident involving a donor is reported?
- Is there anything anyone would like to share, ask, or suggest?

Because not everyone feels comfortable speaking up about sexual harassment in public, follow up your meeting with an email to all staff members - whether they attended the meeting or not - and invite them to submit their feedback via email or an anonymous survey.

FORMALIZE YOUR SEXUAL HARASSMENT POLICY

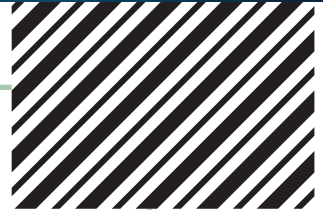
Having a publicly documented sexual harassment policy benefits both fundraisers and the organization as a whole. For fundraisers, it serves as a declaration of their right to do their important work in a safe environment and lets them know that their organization values them not just as professionals, but as people who are deserving of respect. As an organization, a written sexual harassment policy empowers your leadership to be prepared to handle reports of sexual harassment swiftly, consistently, and objectively, especially when it comes to how to handle donors who may have sexually harassed a member of your staff.



Due to the data that shows sexual harassment is often committed by donors, your organization may want to consider going beyond the basic sexual harassment policy by including a Donor Code of Conduct.

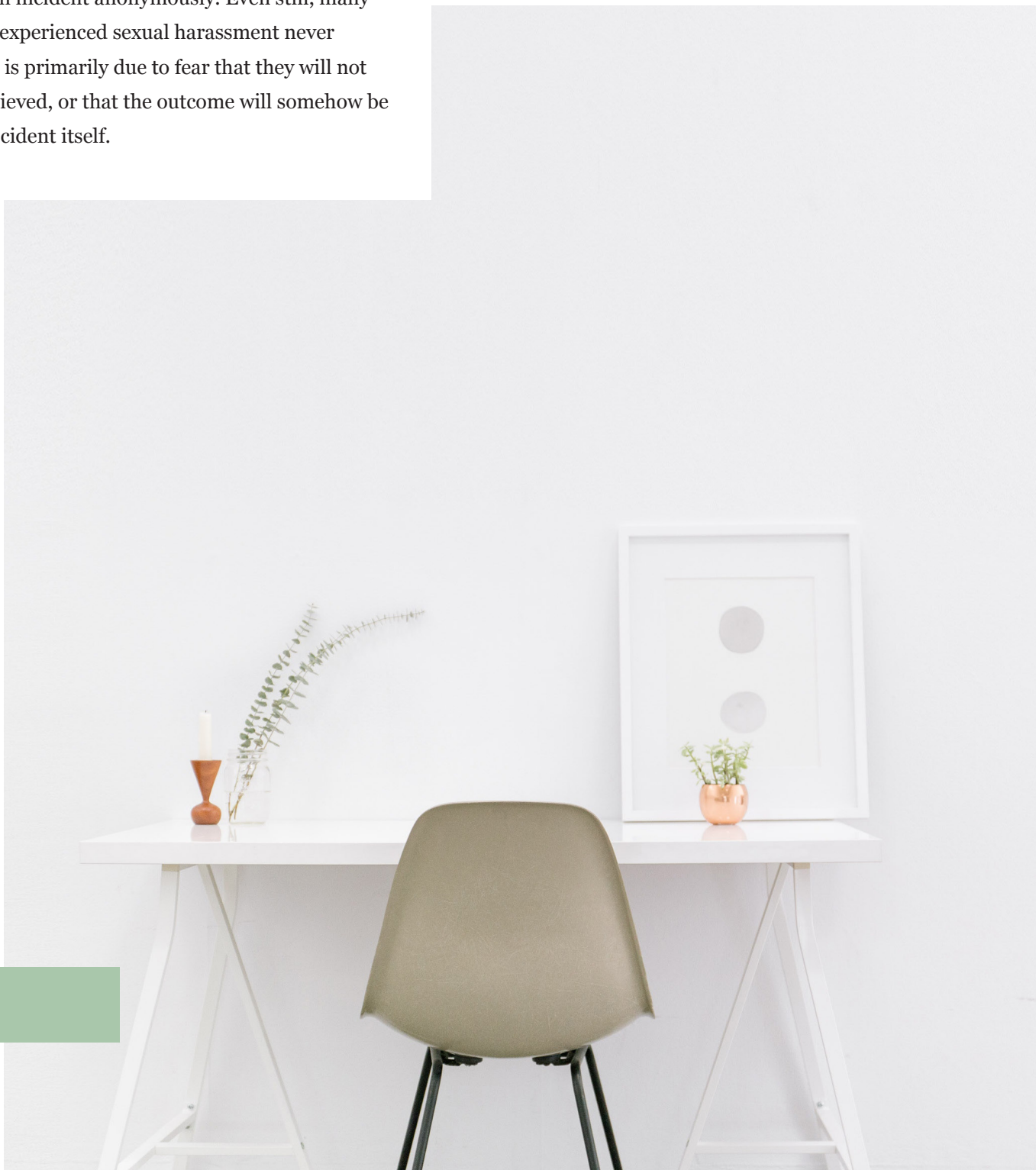
A Donor Code of Conduct is designed to specifically outline your organization's expectations for appropriate, professional donor-fundraiser relationships. It also details how an organization will address a report of sexual harassment from a donor. That way, fundraisers can report incidents with confidence knowing that the organization will have their back and take the actions they decide will best serve the organization and the staff that upholds its values.

If you don't currently have a sexual harassment policy in place, particularly one that includes a Donor Code of Conduct, use the template on page 12 as a guide.



CREATE A SAFE SPACE FOR FUNDRAISERS TO REPORT MISCONDUCT

Every person has their own preference as to how to report an incident. While some development professionals feel comfortable telling members of leadership about questionable behavior in a face-to-face meeting, others may prefer to report an incident anonymously. Even still, many people who have experienced sexual harassment never report at all. This is primarily due to fear that they will not be supported, believed, or that the outcome will somehow be worse than the incident itself.





Your organization can help change the culture of fear around reporting sexual harassment by openly telling and showing your staff that your organization is always and emphatically on their side. Actions can include:

- Distributing, displaying, and referring to your sexual harassment policy
- Providing reporting options that are totally anonymous and easily accessible
- Dedicating time in board meetings to review policy effectiveness
- Encouraging open, two-way communication between staff and leadership
- Updating all staff on reported incidents when appropriate to disclose

Every effort your organization takes to ease the fear of reporting will contribute to a no-tolerance culture that puts the safety and dignity of the people who serve your mission first. In addition to the actions listed above, consult with your staff to see if there are measures you can take that best accommodate development professionals in the communities they serve.



CONDUCT TRAINING SO YOUR STAFF KNOWS THEIR OPTIONS

It's easy for someone to breeze through your organization's handbook without gaining a full understanding of your organization's position and policy on sexual harassment. Holding sexual harassment training for all staff members is the only way to know that everyone is informed on your organization's policies and their rights as professionals who champion your mission day in and day out.

Your sexual harassment training should include:

- A review of your sexual harassment policy
- A review of your donor code of conduct
- Recommendations on handling sexual harassment
- Reporting options for victims of sexual harassment
- Your organization's process for handling reports

At the conclusion of the training, open up the meeting for questions and feedback so staff members have the opportunity to clarify any of the information you've shared and contribute suggestions and ideas that aid your efforts in progressing and publicizing your policies.



CALL OUT BAD BEHAVIOR AND KEEP THE REPORTER INFORMED

When a report of sexual harassment arises, validate it immediately by personally addressing the individual who came forward. Hold a private meeting to discuss the incident, talk about your organization's protocol for handling these situations, and ask them how they feel most comfortable proceeding.

One of the most disheartening experiences for a person who reports sexual harassment is a lack of follow up from leadership. Your organization's leadership is responsible for acknowledging the trust a victim has placed in them to appropriately address this issue, correct the behavior, and take actions to prevent similar incidents from happening in the future. The individual who shared their experience will not know how the organization is moving forward unless they are updated or involved. Consider this line of communication a top priority.

CELEBRATE DIVERSITY IN YOUR LEADERSHIP

Although the nonprofit sector is comprised of 73% women, only 45% of women hold CEO titles within their organizations. Women of color account for less than 14% of board members. This imbalance of power and lack of varying perspectives can stifle your organization's ability to best serve your staff and your mission as a whole. Does your leadership team reflect the diverse group of people who dedicate their time and talents to championing your mission?



Are You Experiencing Sexual Harassment?

TELL THE PERSON TO STOP AND REMOVE YOURSELF

If you are able, tell the harasser at that moment, “No, don’t do that,” “I don’t want you to touch me,” “That makes me feel uncomfortable,” and/or “I don’t feel that I can be here right now.” These phrases can be difficult to conjure up in the moment, but you don’t need to explain yourself other than that.

If there are additional power and privilege issues at play (for instance, many mentioned being touched, grabbed or propositioned by a donor or board member), it can feel difficult to say something. If you cannot say something in the moment, say something afterward or ask to be removed from the interaction.





CONNECT WITH A TRUSTED COLLEAGUE OR FRIEND

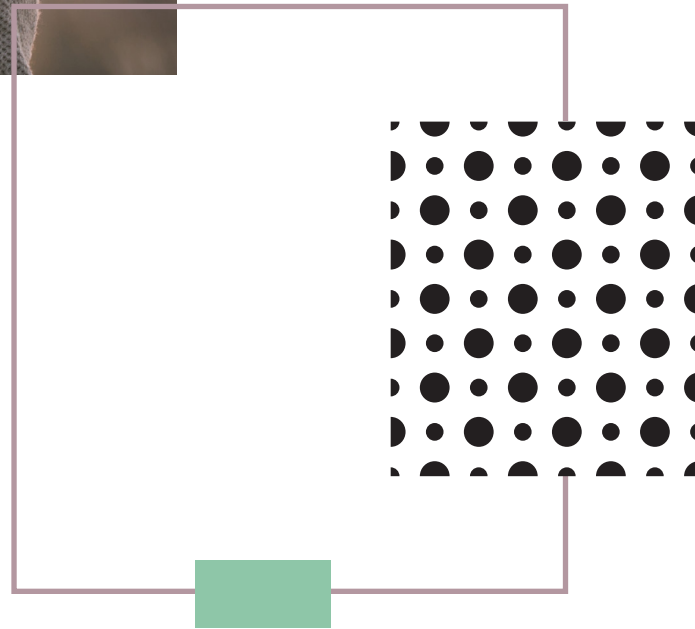
You have people who care about you. Connect with a friend or a trusted colleague to talk about the experience. It can also be helpful to speak with someone who can corroborate your experience.

DOCUMENT WHAT IS HAPPENING FROM THE FIRST MOMENT

Not having solid documentation can cause the individuals responsible for reviewing a report of sexual harassment to assume an incident is “not that bad.” Document all instances, even if you decide to wait to report them. If it turns out that nothing else ever happens, you can toss that documentation. Don’t document on a work computer. Use something only you have access to.

DON'T BLAME YOURSELF

It is easy to wonder, “Did I do something to encourage that?” Harassers will look for opportunities and often have already abused others you don’t know about. You should not be subjected to unwanted conduct, and if you have a challenge setting boundaries with a particular person, enlist help.



Tips for Managers, Co-Workers, and Friends

IF YOU SEE OR HEAR SOMETHING, SAY SOMETHING

Discrimination, sexual harassment, and bullying thrive when they are hidden and grow because of fear and shame. Inappropriate touching or comments often happen when others are out of range, so inquire about how you can help if you see something you don't think is right.

USE YOUR PRIVILEGE TO STOP THE ABUSE

Speak up and say, "Stop." Be aware, and use your privilege (your title, your level of responsibility, your dominant culture) to stop unwanted advances on younger, less experienced and less privileged colleagues. Become "that person" who will intervene and report. Help them record the incident by documenting what they tell you and what you have seen or experienced yourself.

RECOGNIZE THAT TALENT IS BEING WASTED AS ABUSE CONTINUES

People being harassed are unable to work at their optimal performance levels. The fear, disgust, or lack of trust may have already spread to others you don't know about.

UNDERSTAND THE POWER OF FEAR

Your colleague may be afraid of losing his or her job or may not have resources (financial, emotional) to fight this on their own. Even for jurisdictions with strong whistleblower laws, organizations can and may retaliate.





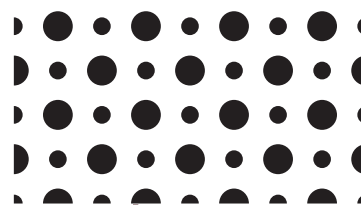
DON'T GIVE ABUSERS A PASS

Sometimes, those who are high-performers have been with a nonprofit a long time. Their institutional knowledge or friendships with higher-ups can sometimes be used as leverage to convince leadership to turn a blind eye and allow them to continue their behavior so as not to “upset the apple cart.”

Create Your Comprehensive Sexual Harassment Policy with This Template

Having a sexual harassment policy tailored to fundraising can help your organization actively build a culture that values, creates, and promotes a safe, welcoming, and productive space for you to do your incredibly important work.

Use this sample template as a guideline to help you create a sexual harassment policy that encompasses the different challenges fundraisers face in the office as well as in the field. As with any recommendations mentioned in this guide, you can and should modify them to suit the specific needs of your organization as a whole, including the staff and the people you serve.



[ORGANIZATION NAME]'S SEXUAL HARASSMENT POLICY

[Organization Name]'s Commitment to Staff

[Organization Name] is fully committed to providing every member of our staff with a work environment that is safe and respectful. We honor this commitment by promoting and upholding a zero-tolerance stance on both sexual harassment, intimidation, and assault both in and outside of the office.

Scope

This policy applies to all of [Organization Name]'s staff members, contractors, volunteers, donors, or any other third parties involved with [Organization Name] or [Organization Name]'s event, regardless of role, status, sex/gender, sexual orientation, or other protected characteristic.

This policy applies to all locations where work is being done for [Organization Name]. This includes out-of-office meetings, donor visits, fundraising and volunteer events, and social gatherings.

Definition and Examples

The Equal Employment Opportunity Commission defines sexual harassment as:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim, as well as the harasser, may be any sex/gender.
- The victim does not have to be a different sex/gender than the harasser.
- The harasser can be the victim's supervisor, a donor, a supervisor in another area, a contractor, a co-worker, or a non-employee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.

[Organization Name]'s Donor Code of Conduct

The staff at [Organization Name] always comes first. We are committed to making [Organization Name] a safe space for everyone. Individuals working for [Organization Name] are entitled to the same protection in the field as they are in the office.

If a donor sexually harasses, intimidates, or assaults a fundraiser or another member of our organization, that individual is encouraged to:

- Tell the donor to stop
- Immediately remove themselves from the situation
- Ask a friend or colleague nearby for help
- Report the incident to [Organization Name]

Any donor who is found to have harassed a staff member within our organization will indefinitely forfeit their right to:

- Provide financial support to [Organization Name]
- Attend [Organization Name]'s events
- Serve as a board member, volunteer, contractor, or any role that would constitute a continued relationship with [Organization Name]

Donors are subject to the same disciplinary actions as other members of the [Organization Name] community. Please see the Report Review Process and Disciplinary Actions section of this policy for details.

Reporting Harassment

We offer multiple ways to report sexual harassment, including:

- An anonymous online form sent to a designated recipient within our organization
- An online form in which the victim discloses their identity sent to a designated recipient within our organization
- A face-to-face meeting with a person of the victim's choosing

Report Review Process and Disciplinary Actions

[Organization Name] is committed to honoring the trust an individual has placed in our leadership when filing a sexual harassment report. We will treat every report with the same objectivity and urgency, no matter what role the victim or harasser holds.

Specifically, we will:

- Meet with the victim to discuss the incident and next steps
- Document the incident and determine which additional interviews are needed
- Conduct interviews with the harasser and other related parties if applicable
- Document additional interviews and any physical or digital evidence
- Keep an open line of communication with the victim throughout the investigation
- Reach a conclusion about the allegations
- Take the appropriate actions to acknowledge credible allegations
- Hold the harasser responsible for their actions, which can range from a verbal warning to a criminal complaint
- Meet with the victim to inform them of the outcome to ensure their satisfaction

Your Rights as a Member of the [Organization Name] Community

As a part of the team at [Organization Name], you have the right to work and engage with our staff and donor community in an environment that is free of harassment and inappropriate conduct.

You have the right to report harassment, whether you experienced it firsthand or witnessed it occurring.

You have the right to report an incident without fear of repercussions or retaliation.

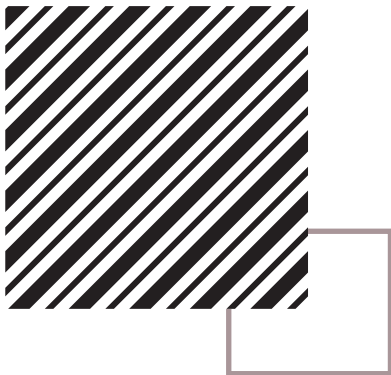
You have the right to determine the amount of confidentiality you prefer in the investigation that will follow your report.

You have the right to be fully informed of the steps involved in the investigation related to your report, as well as the outcome of each of the steps taken to come to a conclusion.

You have the right to use benefits to help you cope with your experience, including paid time off, benefits and insurance that aid with counseling costs.

You have the right to contribute to the evolution of [Organization Name]'s sexual harassment policy. Please contact [Name] at [Email Address] to discuss your thoughts and suggestions as to how we can ensure that this policy can best serve our community as we grow.





Contribute to Progress Beyond Your Organization

We are in this together, and that's why we'll succeed. We encourage you to tell us about your work so that we, along with other members of the nonprofit community, can learn from you and replicate your progress within our own organizations.

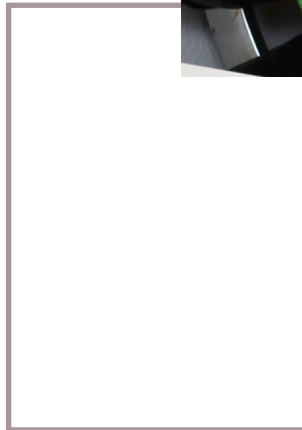
Join a larger conversation by visiting AFP's Women's Impact Initiative. WII offers an online discussion forum where anyone – not just women – can discuss their experiences and thoughts about sexual harassment, gender equity, and more. Explore all that AFP's Women's Impact Initiative has to offer visit www.afpidea.org.

Contributors

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Emily Rose Patz is the lead author of #TimesUp for Sexual Harassment in Fundraising and [The Nonprofit Leadership Workbook for Women](#). As the brand storyteller for DonorPerfect, she often writes about fundraising and donor engagement best practices, inspiring growth stories, and trending topics in the nonprofit community. When she's not writing, Emily enjoys volunteering at local nonprofits, collecting mid-century furniture and fashion, and listening to records with her life partner and adorable pup.

[Learn more about DonorPerfect fundraising software.](#)



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Chris Griffin is the Product Development Coordinator at AFP and manages AFP's online education offerings. Away from AFP he's an aspiring aerialist, taking classes in static trapeze, aerial straps, lyra and silks. He is working locally with a social worker friend to help create a circus therapy program for inpatient addiction recovery patients. He lives in Washington D.C. with his Chihuahua Ramon. The chapters, *Are You Experiencing Sexual Harassment?* and *Tips for Managers, Co-Workers, and Friends* are adapted from an article titled *Talking About Sexual Harassment in the Profession* by Chris Griffin and Beth Ann Lock that originally appeared in AFP's Advancing Philanthropy's Fall 2017 issue.

TYCELY WILLIAMS

Tycely Williams, a self-proclaimed matchmaker, has inspired individuals and institutions to invest more than \$84 million dollars in charitable causes. Currently, she serves as Vice President of Development for YWCA USA and is a Certified Fund Raising Executive. She chairs the Association of Fundraising Professionals Women's Impact Initiative. In her spare time, she chairs the Board of Trustees for Monument Academy Public Charter School and volunteers as President for the Junior League of Washington. She is a past president of the Association of Fundraising Professionals (AFP) Washington Metro Chapter, the largest chapter of charitable fundraisers in the United States. A joyful divorcée, Tycely enjoys traveling, crashing charitable fundraising galas, taste-testing fried green tomatoes and conversing with values-driven leaders in preparation for her first book.

[Learn about YWCA USA.](#)



BETH ANN LOCKE

For more than 25 years [Beth Ann Locke](#) has connected donors with their dreams of a better world through philanthropy. She is currently at Simon Fraser University, serving as Director of Advancement in the Faculty of Arts and Social Sciences. Beth lives in Vancouver, BC, is a member of the Association of Fundraising Professionals (AFP) and serves on the board of the AFP Canada Foundation for Philanthropy. She also co-hosts “Ms.Rupt,” where women fundraisers gather to discuss pressing issues in the non-profit sector. Beth has a B.A. in Political Science from the University of Washington. She enjoys travel, hosting dinner parties, and connecting with fundraising peers around the world.



ABOUT DONORPERFECT

DonorPerfect gives you all the tools you need to engage, inspire, and retain your donors. Its core CRM (Customer Relationship Management) system expands to incorporate growth tracks that support initiatives like online fundraising, donor engagement, fundraising events, and donor retention. From online giving solutions with integrated payment processing to email and mobile marketing tools to highly customizable reporting, DonorPerfect empowers your team to work better together on a single platform, learn what makes your donors move, and most importantly, cultivate the relationships that will make your mission a reality.

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