

**AN EMPLOYER, UNION &  
SERVICE PROVIDER'S GUIDE TO  
ENDING STREET HARASSMENT**

***hollaback!***



## ABOUT THE AUTHOR



**Debjani Roy** has been an advocate for women's rights in the US and UK for ten years. Before joining Hollaback! she was the Program Manager at South Asian women's rights organization, Manavi. She has managed projects on issues including domestic violence, sexual assault, forced marriage, widows' rights and immigrant rights. Her past publications include *South Asian Battered Women's Use of Force against Intimate Male Partners* in the Violence Against Women Sage Journal and *An Introduction to Forced Marriage in the South Asian Community in the United States*, published by Manavi under the U.S. Department of Justice, Office on Violence Against Women. Debjani has a BS degree in Marketing from the Stern School of Business at NYU and a MA degree in Cultural Studies with a focus on Gender Theory from Goldsmiths, University of London.

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## **TABLE OF CONTENTS**

Introduction: Purpose of this guide	4
About Hollaback!	6
What is Street Harassment?	8
How Street Harassment Can Affect Your Employees, Union Members and Clients	10
Formal and Informal Strategies: What Employers and Service Providers Can Do	12
Frequently Asked Questions	16
Bystander Intervention	19
Case Study	20
Resources List	21
Appendix I – Sample Reasonable Accommodation Form	

## INTRODUCTION: PURPOSE OF THIS GUIDE



The purpose of this guide is to provide information and resources to unions, members assistance programs (MAP), employers, including human resources departments, employee assistance programs (EAP) and service providers regarding support and assistance they can offer to their staff, union members and clients who have reported experiences of street harassment. The phenomena of street harassment, or public sexual harassment, is still under recognized and underreported. Its unique features limit protections provided by existing workplace and other laws. The information provided below is for educational purposes and not a substitute for legal advice<sup>1</sup> as each situation will have its own unique features. The need for such a guide was highlighted through the 2012 release of two studies on street harassment, conducted in partnership with Cornell University's School of Industrial and Labor Relations (ILR). One of the studies, which was a sample scan of 110 New York City based agencies showed the following results:

- 86% of organizations received reports of street harassment from clients; and
- 75% of organizations stated that street harassment was either "important," "very important," or "extremely important" for their clients, constituents, consumers and/or staff.<sup>2</sup>

The report also states "despite the prevalence of street harassment and the clear demand for support by constituents, there are strikingly few resources available for organizations."<sup>3</sup>

Participating organizations identified the use of informal strategies to address the issue of street harassment, including listening (98%) and providing emotional support (88%). Out of these organizations, 92% expressed a need for *more* resources on street harassment. Suggestions included web-site resources (75%), hard copy resources (69%) and in-person or online trainings (56%).

Although extremely prevalent in densely populated areas around the world, street harassment is only now being taken seriously as a form of sexual and gender based violence, not yet on the same scale as workplace harassment, domestic violence and other forms of sexual assault.

With regard to their 2010 National Intimate Partner and Sexual Violence Survey (NISVS), a 2011 report released by the Center for Disease Control states that "non-contact unwanted sexual

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<sup>1</sup> For information on the New York City Human Rights Law see <http://www.nyc.gov/html/cchr/>

<sup>2</sup> The Worker Institute at Cornell. (2012). *When Street Harassment Comes Indoors: A Sample of New York City Service Agency and Union Responses to Street Harassment.* New York, NY: Wagner, K.C., Livingston, B., Diaz, S.T. Cornell ILR School and Hollaback!.

<sup>3</sup> *ibid.*

experiences,” including street harassment is “the most common form of sexual violence experienced by both men and women” in the United States.<sup>4</sup>

Hollaback!’s method of collecting stories and mapping cases of street harassment internationally through a web-based blogging platform has highlighted the prevalence of street harassment as a problem in need of individual, community and institutional responses. The purpose of this guide is to highlight the ways in which street harassment ‘comes indoors’ and into the workplace. In other words, similar to domestic violence, stalking, and other forms of sexual assault, street harassment affects employees and clients.

With this in mind, this guide will provide employers, unions and service providers with the following:

- an understanding of what street harassment is and what it looks like;
- how it affects employees, union members and clients;
- what can be done to support an employee, union member or client who has experienced it; and
- where to refer an employee, union member or client who may need further assistance and support as a result of their experience.

Since street harassment has not yet been addressed by the U.S. Equal Employment Opportunity Commission (EEOC), employers, unions and service providers may want to model their approach after the laws governing domestic violence and workplace sexual harassment. The ultimate objective of the guide is to ensure that employers, unions and service providers provide a safe space for employees, union members and clients to report incidents of street harassment and to provide them with accommodations when appropriate.

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<sup>4</sup> National Center for Injury Prevention and Control, (2011). Centers for Disease Control and Prevention. *The National Intimate Partner and Sexual Violence Survey (NISVS): 2010 Summary Report*. Atlanta, GA: Black, M.C., Basile, K.C., Breiding, M.J., Smith, S.G., Walters, M.L., Merrick, M.T., Chen, J., & Stevens, M.R. (p. 20).

## ABOUT HOLLABACK!



Hollaback!, founded in 2005 by seven young adults in New York City, is a movement to end street harassment using on-line technology, mobile devices, on-the-ground activism and organizing. With our headquarters in Brooklyn, New York, we are a global network of activists and leaders in the movement to end street harassment, based in over 60 cities, in 25 countries and in 10 different languages. Through an online platform and Apps on the iPhone and Android platforms, Hollaback! has provided a space for people who experience street harassment to share their stories and their responses to it from anywhere in the world. Each story that is shared on the blog is marked by a pink dot on the map. Hollaback! New York City will also soon release the first ever Smartphone App where individuals facing street harassment can report their stories to their respective council districts and representatives in real time, while simultaneously accessing resources for counseling and other services. The App is called “Hollaback!” and can be downloaded for free to your Smartphone.<sup>5</sup>

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<sup>5</sup> <http://www.ihollaback.org/resources/iphone-and-droid-apps/>

Through Hollaback!'s original method of collecting stories through a blogging platform, we have gathered 4,500 (and growing) accounts of street harassment, not only showing the prevalence of this problem, but also creating a case that these acts fall within the spectrum of gender based violence and are a gateway crime that can escalate into other forms of sexual assault and violence. Street harassment is the final frontier in ending gender based violence and is to this decade what workplace sexual harassment was to the 1980's and what domestic violence was to the 1970's - all once considered part of a day in the life of being a woman and in some cases, although in different ways, a part of a day in the life of a LGBTQ identified person. In short, Hollaback! believes that everybody should have the right to feel safe on the streets and in all public and shared spaces, without the fear of being harassed, abused or violated. One of the ways to do this is by responding in any way that feels right to the person being harassed, whether it be by sharing/representing their story on our blog or even responding directly to a harasser, which according to our research can help reduce long term trauma.



## WHAT IS STREET HARASSMENT?

Street harassment is a form of gender-based violence where people are targeted for their gender identity and are sexually harassed on the streets and other public spaces, including public transportation. According to Carol Brooks Gardner in her book, “Passing By: Gender & Public Health”, street harassment is defined as “a group of abuses, and annoyances characteristic of public places, and uniquely facilitated by communication in public. Public harassment includes pinching, slapping, hitting, shouting remarks, vulgarity, insults, sly innuendo, ogling and stalking. Public harassment is on a continuum of possible events, beginning when customary civility among strangers is abrogated and ending with the transition to violent crime: assault, rape or murder.”<sup>6</sup>

Hollaback!’s perspective is if sexual harassment in the workplace is seen as unacceptable behavior and carries with it potential consequences for the perpetrator, then why should it be tolerated on the streets and in other public spaces? The spectrum of what constitutes street harassment is wide and can begin with overtures such as whistling or leering, but can quickly enter the realm of a criminal act under the Model Penal Code once it results in physical contact. This makes street harassment a gateway crime, easily escalating to other forms of violence including stalking, assault, or rape. The spectrum of street harassment includes the following:

<i>Wolf whistles</i>	<i>Sexually explicit gestures</i>
<i>Leering</i>	<i>Unwelcome touching and hugging</i>
<i>Sexual innuendo</i>	<i>Sexist and insulting graffiti</i>
<i>Comments about your body</i>	<i>Demanding “Hey baby, give me a smile”</i>
<i>Tales of sexual exploits</i>	<i>Exaggerated, mocking, “courtesy”</i>
<i>Graphic descriptions of pornography</i>	<i>Sexist jokes</i>
<i>Pressure for dates</i>	<i>Public humiliation</i>
<i>Hooting, sucking, lip-smacking, and animal noises</i>	<i>Invading a person’s space<sup>7</sup></i>

<sup>6</sup> Gardner, Carol Brooks. (1995). *Passing By: Gender and Public Harassment*. Berkeley, CA: University of California Press.

<sup>7</sup> Langelan, Martha. (1993). *Back Off, How to Confront and Stop Sexual Harassment and Harassers*. New York, NY: Fireside.

Overt physical acts include:

<i>“Accidentally” brushing sexual parts of the body</i>	<i>Sexual sneak attacks (grabbing breasts or buttocks on the run)</i>
<i>Pressing or rubbing against the person’s body</i>	<i>Groping</i>
<i>Indecent exposure</i>	<i>Soliciting sexual services</i>
<i>Demanding sexual services</i>	<i>Stalking</i>
<i>Sexual assault</i>	

Mapping incidents of street harassment shows that it is prevalent in high-density areas, such as Times Square in New York City. Wherever there are more people, it is more likely to occur, especially in a world where it is normalized. That said, street harassment disproportionately affects historically marginalized communities including women, LGBTQ identified individuals, people of color, and lower income individuals due to discrimination and unequal access to power. Such acts and gestures can make targets feel powerless, intimidated, violated and scared. Hollaback! feels that by treating street harassment as a normal and expected part of life, our collective thresholds and acceptance for other forms of violence including assault, stalking, rape and domestic violence grows, making the world, our streets and our homes a less safe place for all.



## **HOW STREET HARASSMENT CAN AFFECT YOUR EMPLOYEES, UNION MEMBERSHIP AND CLIENTS**

This guide addresses three types of potential targets of street harassment: 1) where the target is an employee of the employer; 2) where the target is a member of a union and 3) where the target is a program participant or client of the service offered by the organization. In each instance, the costs to the non-profit and or employer may be large.

### ***Emotional Impacts on the Individual***

The effects of street harassment on an individual are very similar to the effects of other forms of violence against women and LGBTQ persons, including domestic violence, sexual assault, stalking and workplace sexual harassment. One of the key differences with regard to street harassment is the fact that it is not considered as serious as other forms of violence, making targets feel that they are overreacting to their experiences, or that their overall discomfort and fears regarding harassment are unfounded. This can lead to a sense of self-doubt, low self-esteem/self worth, and over time feelings of despair. This can also reduce an individual's feeling of safety, impacting their mobility around public spaces including their use of public transportation. Street harassment may make them question what they wear; where they walk; at what time of the day they go out; and or if they should go out alone or if they should go out at all.

According to the National Women's Law Center, "[s]exual harassment often has a serious and negative impact on women's physical and emotional health, and the more severe the harassment, the more severe the reaction."<sup>8</sup> Short-term and long-term effects of street harassment frequently reported by women include:

- anxiety
- stress
- depression
- sleep disturbance
- weight loss or gain
- loss of appetite
- headaches

Street harassment is a form of violence and abuse that a person can face on a daily basis, particularly in high density areas. An on-line guide addressing the impact of domestic violence in the workplace, published by Futures Without Violence states, "In a study on the effects of violence, women who experienced any type of violence or abuse were significantly more likely to report being in "fair or poor" health, and were almost twice as likely to be coping with some form of depression."<sup>9</sup> Researchers have also found that there is a link between sexual harassment and Post-Traumatic Stress Disorder.<sup>10</sup> Within a sample of 223 stories of street harassment taken from the Hollaback! web-site, the Worker Institute at Cornell ILR found that those who reported their

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<sup>8</sup> National Women's Law Center. (2000, August 1). Sexual Harassment in the Workplace. Retrieved March 19, 2013 from <http://www.nwlc.org/resource/sexual-harassment-workplace>.

<sup>9</sup> Collins, K., Schoen, C., Joseph, S, Duchon, L. Simantov, E. & Yellowitz, M. (1999). Health Concerns Across A Woman's Lifespan: The Commonwealth Fund 1998 Survey of Women's Health. The Commonwealth Fund. Cited in Futures Without Violence. (2013). Seven Reasons Employers Should Address Domestic Violence. Retrieved March 19, 2013 from <http://www.futureswithoutviolence.org/content/features/detail/1013/>.

<sup>10</sup> Fitzgerald, L.F. (1993). Sexual Harassment: Violence Against Women in the Workplace. *American Psychologist*, 48, 1070-1072. Cited in Gutek, B.A. and Koss, M.P. (1993). Changed Women and Changed Organizations: Consequences of and Coping with Sexual Harassment, *Journal of Vocational Behavior*, 42(1), 28-33.

story had emotional responses to the harassment, including anger, fear, surprise and helplessness.<sup>11</sup>

Further, the report states, *“The anecdotes that we reviewed indicated that the severity of one’s emotional reaction to an experience of street harassment varied, but that any type of harassment (i.e. verbal, groping, assault) could produce extreme feelings of fear, anger, shame, etc. This indicates that it may be the violation of being harassed, rather than the specific behavior, that is one of the main drivers of a target’s emotional response. Thus an “outsider” might deem the situation “minor” or “not a threat” but the reaction of the target is likely to be just as severe because of the experience of vulnerability and the latent threat of escalation”*<sup>12</sup>

### ***The Economics of Street Harassment***

*“The CDC has estimated that domestic violence, sexual assault and stalking cost nearly \$8 billion a year in lost productivity, health care costs and earnings.”*<sup>13</sup>

*The non-profit, employer and/or union membership are definitely impacted by the occurrence of street harassment as well.* The emotional effects can lead to situations where an employee, union member or client’s overall well-being is affected, potentially impacting punctuality and attendance, productivity, health care costs, morale and sense of safety.<sup>14</sup> Not only can street harassment impact an individual’s mobility, making her/him feel less safe on public transport or in public spaces, severe and regular experiences of harassment can also lead people to change their jobs or even move to a different city or location. Less productive staff who feel unsafe around the workplace can have overall economic impacts on an organization and change the culture of an organization. Also, the possibility of losing a good employee due to regular experiences of harassment is an unfortunate potential outcome if issues of street harassment outside and around the physical workplace go unaddressed.

In situations where the employee, union member or client is facing the effects of street harassment and has reported it, the non-profit and or employer should be prepared to provide victims with reasonable accommodations (See page 12).

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<sup>11</sup> The Worker Institute at Cornell. (2012). *The Experience of Being Targets of Street Harassment in NYC: Preliminary Findings from a Qualitative Study of a Sample of 223 Voices who Hollaback!*. New York, NY: Wagner, K.C., Livingston, B., Diaz, S.T. Cornell ILR School and Hollaback!.

<sup>12</sup> Ibid.

<sup>13</sup> National Center for Injury Prevention and Control. (2003). *Costs of Intimate Partner Violence Against Women in the United States*. Atlanta, GA. Center for Disease Control and Prevention. Retrieved March 19, 2013 from [http://www.cdc.gov/ncipc/pub-res/ipv\\_cost/ipvbook-final-feb18.pdf](http://www.cdc.gov/ncipc/pub-res/ipv_cost/ipvbook-final-feb18.pdf).

<sup>14</sup> Workplaces Respond to Domestic & Sexual Violence. (2011). *Workplace Initiative on Domestic Violence* [Pamphlet]. Retrieved March 19, 2013 from [http://www.workplacesrespond.org/policy\\_tool/begin](http://www.workplacesrespond.org/policy_tool/begin).

## FORMAL AND INFORMAL STRATEGIES: WHAT EMPLOYERS, UNIONS, AND SERVICE PROVIDERS CAN DO

There are different types of formal and informal support that employers and service providers can provide, or the union can recommend to those who have experienced street harassment. Similar to the strategies used in cases where an employee, union member or client may be facing or has faced domestic violence, sexual assault, dating violence or stalking, the following are some tips for employers, unions and service providers when providing support to employees or clients who report street harassment.

### APPROACH

- 1) **Confidentiality** - create a work environment where employees, union members and clients can comfortably and confidentially share their experiences of street harassment. Also, make it clear that if the employee, union member or client wants certain actions to be taken, you may need to share confidential information on a “need to know” basis with a more knowledgeable resource as in the case of a referral.<sup>15</sup>
- 2) **Listen and validate** – employees, union members or clients may minimize their experiences of street harassment even if they are facing certain impacts including feelings of threat or danger. In situations like these, it is important to listen and to legitimize their concerns.
- 3) **Be an ally** – employees, union members and clients will be more willing to share their stories of harassment if you show yourself to be an ally versus an obstacle when it comes to addressing their experiences of harassment.<sup>16</sup>
- 4) **Work on a Safety Plan** - According to the Workplace Initiative on Domestic Violence, suggestions for safety planning can include working with the union, human resources, EAP services and security to come up with a workplace response, working with your local police precinct to develop a safety plan, or working with the building security to accommodate employees/clients.<sup>17</sup>
- 5) **Provide resources and referrals** to organizations with expertise in the area of sexual assault and violence so that employees, union members or clients can access services that they may need, including counseling, support groups, self defense training, bystander intervention training, etc.

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<sup>15</sup> Wagner, KC. (2013). "Promoting Mutual Respect and Preventing Workplace Harassment." New York, NY: Cornell ILR School.

<sup>16</sup> Futures Without Violence. CALCASA Webinar slide, March 14, 2013.

<sup>17</sup> Workplaces Respond to Domestic & Sexual Violence. (2011). *Workplace Initiative on Domestic Violence* [Pamphlet]. Retrieved March 19, 2013 from [http://www.workplacesrespond.org/policy\\_tool/begin](http://www.workplacesrespond.org/policy_tool/begin)

## **ENGAGING WITH COMMUNITY STAKEHOLDERS**

If the street harassment situation is not currently covered by the application of existing workplace related or collective bargaining protections for sexual harassment, safety health or workplace violence, then an option would be to engage community stakeholders in a joint strategy.

### **Case study:**

Alma works the late shift at a boutique, retail store. On a regular basis she has experienced catcalls, and recently she was followed by someone to the subway.

Alma confides to her supervisor that she is nervous about working the late shift but needs the job. Since she is a valuable employee, her supervisor was concerned that this was an issue the store should do something about.

The local community board was having a meeting about community safety. The supervisor attended the meeting and raised the issue about street harassment and its impact because she thought it was a community economic issue and would impact the economic viability of the area. Present at the meeting was the local police precinct community safety officer, members of the chamber of commerce and the local anti-violence activists. Together they brainstormed about a community public awareness campaign, stickers that would be placed in businesses, such as restaurants that would be safe havens for those experiencing street harassment and a resource information to the local service providers and a website for workers who worked the late shift to find others to walk to the subway together.

## **PROACTIVE GOOD PRACTICES**

### ***Providing Reasonable Accommodations to Employees and Clients<sup>18</sup>***

A proactive approach to street harassment is to treat it like other forms of discrimination and violence. Due to the nature of street harassment, employers, unions, or non-profits are only responsible for incidents of harassment that happen on site or in areas where there is a legal relationship.

In the latter instances, the New York City Human Rights Law apply. Non-profits, unions and or employers with 4 or more employees are required to provide reasonable accommodations (for information on other state laws, please see: <http://www.legalmomentum.org/assets/pdfs/employment-rights.pdf>. Since street harassment is like other forms of unwanted conduct (i.e. sexual harassment or domestic violence), employers, unions, and non-profits should address target's situation in a similar fashion.

Once a non-profit, union and or employer are put on notice, they should be prepared to provide a qualified employee or program participant with a reasonable accommodation upon request. Such accommodations may include but are not limited to: flexible job hours; options to work from home; an escort to and from public transportation; and time off from work to address any potential legal or medical issues related to the reported incident(s).

In the instance that an employee may request time off from work, the employer does have a right to request appropriate documentation. Suitable documentary evidence may include where appropriate: a police report; and or a letter from an attorney, medical provider, clergy or victims' services organization.

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<sup>18</sup> S.Hagan, Personal Conversation, April 26, 2013.

Both clients (program participants) and employees should know about the non-profit and or employer's reasonable accommodations policy and accompanying forms (*Please see Appendix I for sample forms*). Ideally the employee or client would receive both the policy and form upon commencement of their engagement with the non-profit or employer. An employee would receive copies of the reasonable accommodations policy and form in their orientation manual. It would also be at this juncture that they would be told who to contact if they needed to obtain an accommodation. A client would receive the policy and form with any materials they receive when they initially engage the non-profit or service provider.

For purposes of accessibility, the reasonable accommodations policy and form should be also posted on the employer/non-profit's website and should be available in hard copy on-site at their facilities. Additionally the policy and form should be available in alternative formats, e.g. in Braille, in foreign languages common to the metropolitan statistical area, and on tape. Staff on site should also be prepared to provide assistance in completing the form if necessary or requested.

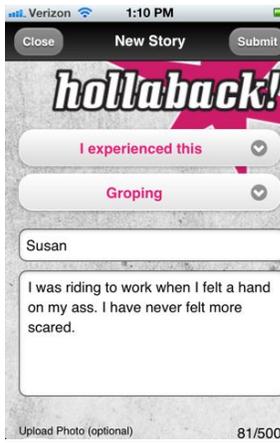
Here are some examples of possible reasonable accommodations an employer or service provider can make:

- a. if your employee, or union member is facing harassment to or from work, suggest a different route, alternative hours, options to work from home, or in the short-term a car service to get home.
- b. if your employee or union member is facing harassment on her/his lunch break, suggest another route, contact your local precinct to make a complaint, or suggest that she/he go out for lunch with a fellow staff member.

### **TIPS TO SHARE WITH YOUR EMPLOYEES, UNION MEMBERS AND CLIENTS FOR WHEN THEY FACE STREET HARASSMENT**

In the case that an employee, union member or client inquires about how they can respond to street harassment directly, there are a few strategies that Hollaback! suggests. There is no right or wrong way to respond and it is completely up to the individual to determine if they feel comfortable enough to respond at that particular moment. The following are some tips:

- Decide if you would like to respond
- Be firm
- Do not engage
- Keep moving
- Say No "what you just said to me is offensive."
- Use strong body language
- Seek help
- Talk to others
- Contact an authority such as the police, public transport authorities or workers,
- File a complaint to police
- Pretend you are calling the police
- Post your story on [ihollaback.org](http://ihollaback.org)



## FREQUENTLY ASKED QUESTIONS

The following are frequently asked questions when it comes to what employers or service providers can practically do to assist an employee or client who has reported street harassment. The answers provided below are for informational purposes and not a substitute for legal advice.<sup>19</sup>

**Q1:** What can we do as employers to support our employees who have been harassed on their way to and from work or to and from lunch?

**A1:** The location of where the harassment took place and the work relationship of the perpetrator to the target will provide context for what an employer can do.

- An employer should have a designated staff person to deal with these issues. Since non-profits can be small in terms of staff, this would be the person tasked with either HR or operational responsibilities. Employees should be able to obtain and complete the reasonable accommodations form and discuss the matter with the appropriate staff person.
- If it's on employer's property or part of someone's job responsibility (e.g. at a conference, retreat, travel) the following employer policies or collective bargaining agreement language would kick in (workplace violence, safety & health, sexual harassment).
  - Refer to Employee Assistance Program (EAP) or Member Assistance Program (MAP) if the employee is a member of a union.
- If the incident happened off the employer's property or was not work related then the employer should:
  - provide a referral to their Employee Assistance Program (EAP)
  - refer to local service providers on sexual violence
  - refer to local police to report harassment
  - find out who owns the space and speak to the person who is responsible for consumer and public safety

**Q2:** What do I do if an employee is harassed by a co-worker outside of the workplace?

**A2:** Follow the sexual harassment protocol of the employer and or union, refer to the collective bargaining agreement. If liability falls under employer responsibility. The employer would only be liable if the harassment took place in a work related activity. For example, an off-site holiday party or an employer organized off site outing. Liability may also take place if the harassment started off site and also took place on-site, the employee may file the incident(s) if they filed a complaint or put the employer on notice otherwise.

**Q3:** What do I do if an employee is regularly being harassed by the same individuals as she/he enters and exits the office building?

**A3:** Talk to building management about the individual(s). If the individual is a subcontractor, this can be considered third party harassment.<sup>20</sup> In this case, the concept of third party harassment and employer responsibility would apply. Refer to the employer policies. You can also contact the Human Resources Representative who could then talk to the subcontractor. If the harasser is a union member consult with the union steward for assistance.

**Q4:** What if a client or on-premise vendor is harassing an employee by taking pictures in the workplace or repeatedly calling her/him for matters unrelated to work?

**A4:** Refer to the third party harassment section of your workplace sexual harassment policy. If your organization does not have an existing policy, refer to U.S. Equal Employment Opportunity Commission (EEOC) guidelines or to [www.workplacesrespond.org](http://www.workplacesrespond.org) to develop one.

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<sup>19</sup> For information on the New York City Human Rights Law see <http://www.nyc.gov/html/cchr/>

<sup>20</sup> Third party harassment is when a party or parties who are not the direct targets of sexual harassment directly but indirectly suffer the consequences of harassment. (Special would like to discuss a more technical definition in this context with more examples).

**Q5:** What can I do if my staff faces harassment when walking to the parking lot/parking garage to and from work?

**A5:** If the parking lot is part of the company policy, work with security and Human Resources for an individual specific safety plan and address the overall safety issue for the entire workforce. If the parking lot is public property, contact your local precinct to report the harassment. If appropriate bring in union representative.

**Q6:** What do I do if an employee tells me about a traumatic experience of being harassed and/or groped on public transportation on her/his way to work?

**A6:** Refer to the company's Employee Assistance Program (EAP) for short-term counseling and other off-site resources for more extensive assistance if appropriate. If the employee is a union member, contact Member Assistance Programs (MAP). You can also contact the local crisis counseling hotlines (Please see Resources list below), call 311 for additional referrals or refer them to Hollaback!'s web-site ([www.ihollaback.org](http://www.ihollaback.org)).

**Q7:** What are reasonable accommodations should be made if an employee feels scared to walk home at night due to street harassment?

**A7:** As a short-term solution, the employer can do the following; (1) pay for a car-ride home; (2) offer alternative work hours/schedule; or (3) work with the company security team or Human Resource representative to develop a safety plan. In the long term, you can: (1) connect with your local precinct for a crime assessment audit; (2) secure a cellphone from a local women's/lgbtq rights organization with a direct line to 311; and/or (3) organize lunchtime safety trainings with local service providers.

**Q8:** What can I do if I witness a staff member street harassing someone on his or her lunch or break?

**A8:** Your employee handbook may include guidelines on conduct during work hours, or expectations of conduct outside of the workplace. If you are a supervisor, you can inform the Human Resource Representative that this issue of street harassment should be addressed more publically and proactively.

**Q9:** What can I do if one staff member witnesses another staff member harassing people on the street?

**A9:** You can encourage them to come forward to let someone in the organization or union know, so that it can be addressed in a proactive and informative/educational way. Depending on the specific issue relating to liability, ethics and union solidarity, each strategy will be different.

**Q10:** What can we do to support an employee who intervenes as a bystander to harassment outside of the workplace on staff time?

**A10:** Safety is the first priority and employees should know the appropriate organizational and union resources to inform in a case like this. Training on appropriate and inappropriate interventions should be addressed in a related training on sexual harassment and workplace violence.

**Q11:** What can I suggest to my employees who have been followed while driving to and from work or in a parking lot before coming to work?

**A11:** Report the incident to your local precinct. Access crime prevention tips from local police and anti-violence education organizations. Offer an escort to the employee or client who is walking to or from the parking lot.

**Q12:** What can I suggest if my employees have to travel at night for a late shift in a remote area using public transportation?

**A12:** Contract with anti-violence organizations to conduct safety trainings and work with local police precincts.

**Q13:** What can I do if a client is continuously late to our meetings and programs such as our job readiness classes, because she says she is facing harassment around our location? Attendance and punctuality are counted for certain programs.

**A13:** Provide flexibility in your programming for these types of instances and alter language in your program policies to accommodate lateness or absence due to a client's fears of travelling to and from your program.



## BYSTANDER INTERVENTION – HELPING SOMEONE IN A TIME NEED

**STAND UP TO STREET HARASSMENT**  
with **hollaback!**

**What is street harassment?**

**It could look like...**

- Comments about appearance
- Vulgar gestures
- Sexually explicit comments
- Leering
- Whistling
- Kissing noises
- Following someone
- Flashing someone
- Blocking someone's path
- Sexual touching or grabbing
- Public masturbation

Ultimately, it is defined by those who experience it.

**A recent NYC survey\* asked:**

Have you or a colleague been a target?

Yes (96.0%) No (4.0%)

How many times have you or a colleague been a target?

Frequency	Percentage of respondents who answered "Yes"
more than 10 times	~35%
11-15 times	~10%
6-10 times	~15%
1-5 times	~35%

**What can you do about it?**

**Say Something (or not)**

- Because every situation is different, there is no perfect response.
- Safety is key to deciding what to do. The best response might even be not engaging at all.

Options: Grays!, Knock it off!, Are you okay?!

**Share Your Story**

- Share and map your experience either on [hollaback.org](http://hollaback.org) or on your smartphone, using the Hollaback! app.

Options: Write about it, Share a pic (of the harasser or representing your experience)

**Get Involved**

- Visit [www.hollaback.org](http://www.hollaback.org)
- Twitter: @hollaback
- Join the movement in a city near you
- Share your skills
- Donate

\*New York Street Harassment Survey Results: A survey of New York City street harassment and bystander intervention in other metropolitan areas.

Sponsored by  
Simplicity Metrics **hollaback!**

When individuals face street harassment, they may not always feel comfortable enough to confront the harasser directly. Therefore, building a community of active bystanders is important to creating safer streets for everyone.

Our research with Cornell shows that when bystanders intervene, the harassment is more likely to stop.<sup>21</sup> Hollaback! has been working in partnership with Green Dot<sup>22</sup>, an organization working to end power based personal violence, on a campaign called “I’ve Got Your Back”, encouraging bystanders to share their stories of effectively intervening in situations of street harassment. Their stories are shared and mapped on our web-site. We track and build a network of bystander interveners by using green dots. For every pink dot representing a situation of street harassment, we hope to have a green dot showing someone who intervened and helped. The idea behind the green dots is that everyone can play an active and positive bystander role in responding to harassment and other forms of power based personal violence and the way to do this is by using one of Green Dot’s 3D strategies: direct action, delegation or distraction.

**Direct Action** – As a bystander, you can directly intervene when you see a situation of street harassment by directly confronting the situation. For example, you can directly ask the harasser to stop bothering the person she/he is targeting.

**Distraction** – A bystander can take an indirect approach to intervening. For example, if you notice someone being harassed, you can approach her/him to ask for directions or say ‘hello’ as if you know them, thus distracting the harasser in the particular situation.

**Delegation** – This is when you seek outside assistance to intervene in the situation. For example, a bystander can seek help or assistance from the police, a public transport worker, or another outside party on behalf of the victim/target.

<sup>21</sup> The Worker Institute at Cornell. (2012). *The Experience of Being Targets of Street Harassment in NYC: Preliminary Findings from a Qualitative Study of a Sample of 223 Voices who Hollaback!*. New York, NY: Wagner, K.C., Livingston, B., Diaz, S.T. Cornell ILR School and Hollaback!.

<sup>22</sup> Retrieved from [www.livethegreendot.com](http://www.livethegreendot.com) on April 1, 2013.

*The following is a case study demonstrating effective bystander interventions using the 3Ds:*

Sonia is taking her lunch break. As she's walking, she notices from the corner of her eye a man who she had just walked past, trying to catch up with her. As he reaches her, he starts commenting on her appearance and on what she's wearing. When she tells him to leave her alone, he asks her for her phone number. She tries to brush him off and walk away, but he follows her and starts addressing her as 'baby' and 'sweetheart', still insistent on getting her phone number. At a crosswalk she stops, turns to him and tells him to stop harassing her.

*The following are some examples of how to use the 3Ds to be an effective bystander:*

*Direct Approach* - A bystander could intervene and tell the man to stop bothering her/him and to leave her alone.

*Distract* - A bystander could use a less direct approach by going up to her/him and asking for the time or for directions, to actively intervene in hopes that the harasser will stop what he's doing.

*Delegate* - With the victim or target's consent, the bystander could call the police and let the harasser know that she/he is going to do so.

## **CASE STUDY**

Farrah works at an organization that helps empower individuals to start their own small businesses. She lives in Manhattan and travels to Brooklyn, New York on the subway every day. Her walk to work from the subway stop is about 5 blocks on a moderately busy street. On her walk she passes a couple of convenience stores, some restaurants, a liquor store and a gas station. Almost every other day as she walks, she is approached by at least one man, who whistles at her and comments on her clothes and overall appearance. This makes her feel extremely uncomfortable. One day she is walking to work and there are a group of men gathered in front of one of the shops. She is approached by a barrage of comments, leaving her visibly shaken. She takes a detour to a coffee shop to collect herself before going to work, causing her to be late to work. When she arrives at work, she asks to speak to you, her supervisor, about this ongoing experience of harassment.

How can you support her?

Recognize: Listen and be nonjudgmental

Respond: Indicate concern for her well being and safety

Refer: To workplace resources, such as EAP to assist her

## **EMPOWERMENT BEYOND THE LAW: RESOURCE LIST**

**Organization Name:** Ali Forney Center

**Mission:** Our mission is to protect LGBTQ youth from the harm of homelessness, and to support them in becoming safe and independent as they move from adolescence to adulthood.

**Address:** 321 W. 125th St., New York, NY, 10027

**Website:** [www.aliforneycenter.org/](http://www.aliforneycenter.org/)

**Phone Number:** 212-206-0574

**Services:** Housing, mental health, medical specialists, shelter, clothing, meals for people 24 years old and under.

**Organization Name:** Center for Anti-Violence Education (CAE)

**Mission:** CAE develops and implements comprehensive violence prevention programs for individuals and organizations. Through a combination of education, physical empowerment, and leadership development, CAE provides underserved communities throughout the New York metropolitan area with skills to break cycles of violence.

**Address:** 327 7th Street #2, Brooklyn, NY, 11215

**Website:** <http://caeny.org/>

**E-mail:** [info@caeny.org](mailto:info@caeny.org)

**Phone Number:** 718-788-1775

**Services:** Anti-violence prevention, self-defense, training, education, professional development

**Organization Name:** Legal Momentum

**Mission:** To ensure economic and personal security for women and girls

**Address:** 395 Hudson Street, New York, NY 10014

**Website:** [www.legalmomentum.org/](http://www.legalmomentum.org/)

**E-mail:** [news@legalmomentum.org](mailto:news@legalmomentum.org)

**Phone Number:** 212-925-6635

**Services:** Legal advocacy & resources, policy advocacy

**Organization Name:** Metropolitan Hospital Victims Assistance and Counseling Program

**Website:** [www.nyc.gov/hhc](http://www.nyc.gov/hhc)

**E-mail:** [nicole.tammelleo@nychhc.org](mailto:nicole.tammelleo@nychhc.org)

**Phone Number:** 212-423-8191

**Services:** Counseling services, crisis intervention, support groups, youth services, culturally specific services (African and Latino Community)

**Organization Name:** New York City Alliance Against Sexual Assault

**Mission:** Our mission is to build the capacity of communities, organizations, and institutions to advance the right to live free from sexual violence and reduce the harm it causes individuals, families, and society.

**Website:** [www.svfreenyc.org/](http://www.svfreenyc.org/)

**E-mail:** [contact-us@svfreenyc.org](mailto:contact-us@svfreenyc.org)

**Phone Number:** 212-229-0345

**Services:** Research, training, technical assistance, advocacy

**Organization Name:** Queerocracy

**Mission:** Queerocracy is a queer and sex positive HIV/AIDS advocacy organization operating through education, art, community engagement and direct action.

**Website:** [www.queerocracy.org](http://www.queerocracy.org)

**E-mail:** [contact@queerocracy.org](mailto:contact@queerocracy.org)

**Phone Number:** 603-381-0808

**Services:** overall anti-violence education, Culturally specific services, policy advocacy

**Organization Name:** Right Rides

**Mission:** RightRides for Women's Safety builds safer communities by ending gender-based harassment and sexual assault. We work towards this by community organizing and offering direct service, safety education and advocacy programs.

**Website:** <http://rightrides.org/>

**E-mail:** [info@rightrides.org](mailto:info@rightrides.org)

**Office Number:** 718-522-0822

**Ride requests:** 888-215-SAFE(7233)

**Services:** Advocacy, community organizing, education, anti-violence, women, LGBTQNC specific services, Fri & Sat nights only

**Organization Name:** Safe Horizons

**Mission:** Safe Horizon moves victims of violence from crisis to confidence.

**Address:** 33 Essex St. NY, NY 10002 and 209 W. 125th St. NY, NY 10027

**Website:** <http://www.safehorizon.org/>

**E-mail:** [info@safehorizon.org](mailto:info@safehorizon.org)

**Phone Number:** 646-603-6404 (LES) and 212-695-2220 (Harlem)

**Services:** Legal advocacy, support groups, LGBTQ services, youth services, workshops, shelters, hotline.

**Organization Name:** STEPS to end Family Violence

**Mission:** STEPS To End Family Violence is dedicated to empowering families and communities through innovative strength-based programs that promote healing and social change. We are a progressive community organization that values justice and diversity.

**Website:** <http://www.egscf.org/services/steps/>

**E-mail:** [jsantana@egscf.org](mailto:jsantana@egscf.org)

**Phone Number:** 646-315-7626

**Services:** anti-gender-based violence, education, community outreach, legal advocacy, support groups, counseling, Latina specific services

**Organization Name:** Turning Point for Women and Families

**Mission:** Addressing the needs of Muslim women and children through crisis intervention, individual and group counseling, advocacy, outreach, education and training

**Website:** [www.tpony.org](http://www.tpony.org)

**E-mail:** [info@nytp.org](mailto:info@nytp.org)

**Phone Number:** 718-883-9400

**Services:** Legal advocacy & resources, counseling services, crisis intervention, support groups, training and education, youth services, culturally specific (Muslim), and other (raising awareness about and addressing bullying and hate crimes targeting Muslim youth in public schools and other public arenas)

**Other Useful Resources:**

U.S. Economic Employment Opportunity Commission

<http://www.eeoc.gov/>

Workplaces Respond To Domestic and Sexual Violence: [www.workplacesrespond.org](http://www.workplacesrespond.org)



**KEEP  
CALM  
AND  
HOLLA  
BACK**

**REASONABLE ACCOMMODATIONS FORM (SAMPLE)**

**A. GENERAL INFORMATION**

**DATE OF REQUEST:**

**REQUESTOR'S NAME:**

**NAME OF PERSON COMPLETING FORM (if applicable):**

**HOME ADDRESS (please include your city, state and zip code):**

**PHONE:**

**EMAIL(this is optional):**

**NAME OF PERSON TO CONTACT IN CASE OF AN EMERGENCY  
(if you are not available);**

**EMERGENCY CONTACT'S PHONE NUMBER:**

**THEIR RELATIONSHIP:**

**B. QUESTIONS TO DOCUMENT THE REASON FOR THE ACCOMMODATION REQUEST**

Why are you requesting an accommodation(s) (i.e. Is it for a disability? Is it a request to accommodate your religious practice? Are you a victim or associated with a victim of domestic violence, stalking and or street harassment?)?

What accommodation(s) are you seeking?

If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore?

If yes, please explain:

Is your accommodation request time sensitive?

If yes, please explain:

### C. OTHER

Please provide any additional information that might be helpful in processing your accommodation:

If requested and appropriate, please provide documentation that explains the nature of your request. This documentation should also provide a detailed description of the situation and possible suggestions on how the request can be accommodated. Documentation can be from a physician, health care provider, lawyer, clergy or other appropriate party –however this documentation should be directly related to the accommodation sought.

**PROVIDER'S NAME:**

**PHONE NUMBER:**

**FAX NUMBER:**

**YOUR SIGNATURE:**

- This form should be submitted with documentation that describes the employee's or program participant's needs. In compliance with the Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973, and or the New York City Human Rights Law, any information you submit with this form will be used solely for this purpose and will be kept confidential to the extent possible.
- Please return this form to the **designated staff person in HR**. Every request for a reasonable accommodation will be evaluated on a case-by-case basis, and will be tailored to meet the need(s) of the employee/program participant. If you have any questions about the reasonable accommodations process, or if you need assistance completing this form, please contact X via email or phone.