Contents

A	Acknowledgments	
1.	The Challenge of Sexual Harassment Policy	
	Implementation	1
	Why Be Concerned About Sexual Harassment Policy	
	Implementation?	2
	The Importance of Policy Implementation	4
	The Challenges to Implementation	5
2.	Methodology and the Challenges	
	of Studying Sexual Harassment	9
	Methods of Studying Sexual Harassment	10
	Definitional Issues	10
	Past Strategies	11
	Shortcomings of Previous Approaches	14
	Current Methodology	15
	Rationale for the Case Study	15
	Sampling Issues	17
	Questionnaire Construction	18
	When Did You Last Beat Your Wife?	20
3.	The City and the University: The Contextual	
	Background	25
	The University	26

The City	29
Comparing the Two Policies	31
An Update on the Two Organizations	31
The University	31
The City	33
Summary	36
4. Policy Implementation and Definitions	
of Sexual Harassment	37
Definitional Dichotomies	38
Legal Versus Perceptual Definitions	38
What Is Sexual Harassment?	42
Is There Consensus on a Definition of Sexual Ha	rassment? 43
The Correlates of Harassment Definitions	44
Gender Differences	47
Levels of Sexual Harassment	48
Harassment Experience	52
The Correlates of Sexual Harassment Experience	54
The Dichotomy in Operation: Do Definitions of S	Sexual
Harassment Match Experience?	54
Policy Implications	56
Definitional Issues	56
Levels of Sexual Harassment	56
Experience of Sexually Harassing Behaviors	56
Policy Implementation Implications	57
5. Policy Implementation and Reporting	
Sexual Harassment	61
Recognition and the Victimization Factor	62
A Policy Conundrum	64
The Incidence/Reporting Gap	65
Incidence/Reporting Gap	66
Are Employees Aware of Policy and Procedures?	67
Do Victims Prefer Informal Solutions?	68
Do Victims Fear a Negative Reaction?	68
Do Victims Know of Negative Reactions?	69
Was the Incident Judged to Be Too Minor?	69
Are Victims in Denial?	70
Policy Implications	72
Policy Implementation Implications	73

Policy Implementation and Employee Perceptions of	
the Sexual Harassment Policy Process	83
Levels of Awareness and Understanding of Sexual	
Harassment Policy and Processes	85
Satisfaction/Dissatisfaction With Current Processes	85
Supervisor Reaction to Reports	85
Policy Evaluation	86
Policy Uncertainty: The Ambiguous Employee	88
The Determinants of Policy Process and Outcome Satisfaction	89
"Ideal" Policies	91
Dissatisfaction With the Sexual Harassment Policy	92
Improving the Sexual Harassment Policy	96
Employee Preferences on Handling Sexual Harassment	
Cases	98
The City	98
The University	100
Supervisory Preferences on Handling Sexual	
Harassment Cases	103
Policy Implications	106
Policy Implementation Implications	108
Policy Implementation and Gender Differences	115
	116
Findings	120
Attitudes About Sexual Relations in the Workplace	120
Gender and Attitudes About Personal Relationships	123
The Traditional Gender Views Index	125
Gender and Reactions to Sexual Harassment	126
Gender and Policy and Procedure Satisfaction	129
Policy Implications	134
Overarching Issues	135
Age Issues	135
Implementation and Men	135
Implementation and Women	135
Policy Implementation Implications	136
Putting It All Together: Policy Implementation Models	143
The Conceptual Model	144
Measurement Issues	144
Method	146
Path Analysis	150
	the Sexual Harassment Policy Process Levels of Awareness and Understanding of Sexual Harassment Policy and Processes Satisfaction/Dissatisfaction With Current Processes Supervisor Reaction to Reports Policy Evaluation Policy Uncertainty: The Ambiguous Employee The Determinants of Policy Process and Outcome Satisfaction "Ideal" Policies Dissatisfaction With the Sexual Harassment Policy Improving the Sexual Harassment Policy Employee Preferences on Handling Sexual Harassment Cases The City The University Supervisory Preferences on Handling Sexual Harassment Cases Policy Implications Policy Implementation Implications Policy Implementation and Gender Differences Theories Explaining Sexual Harassment Findings Attitudes About Sexual Relations in the Workplace Gender and Attitudes About Personal Relationships The Traditional Gender Views Index Gender and Reactions to Sexual Harassment Gender and Policy and Procedure Satisfaction Policy Implications Overarching Issues Age Issues Implementation and Men Implementation and Men Implementation and Women Policy Implementation Implications Putting It All Together: Policy Implementation Models The Conceptual Model Measurement Issues Method

The Initial Bivariate Model	150
The Best-Fitting Model	152
The "Best-Fitting" Versus the Bivariate Model	156
Gender Differences	156
The Male Story	156
The Female Story	165
Policy Implications	171
9. Recommendations for Sexual Harassment Policy	
Implementation	177
Policy Implications	178
Definitional Issues	178
Experience and Acknowledgment of Sexual Harassment	180
Underreporting	182
Perceptions of Current and Ideal Policy and Procedure	183
Policy Recommendations	185
Awareness Programs	186
Team Building	187
Training/Evaluation of Supervisors	188
General Publicity	188
Confidentiality Protections	189
Methods to Enhance Perceptions of	
Fairness and Increase Reporting	190
Questions for Future Research	190
Limitations of the Current Study	191
New Research Questions	192
Research Related to Policy Recommendations	194
References	197
Index	203
About the Authors	213