# Supplementary Materials: Monitoring Harassment in Organizations

Laura Boudreau
Columbia University

Sylvain Chassang
Princeton University

Ada González-Torres
Ben Gurion University

Rachel Heath
University of Washington

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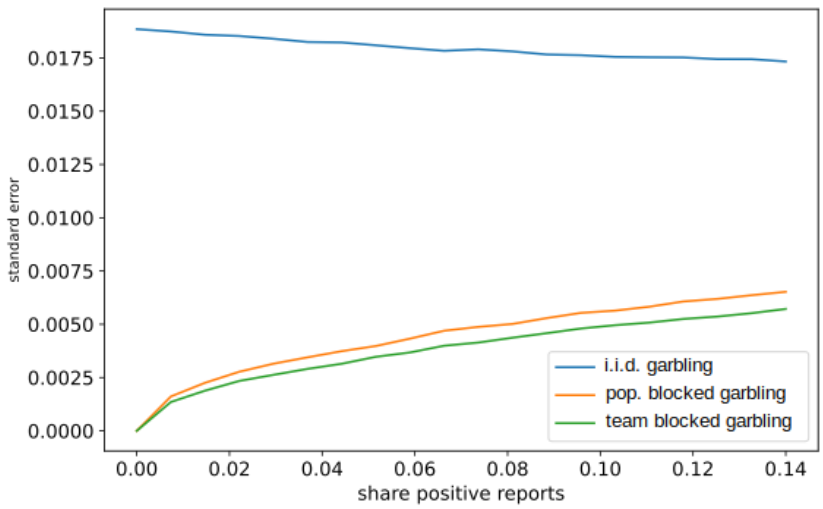
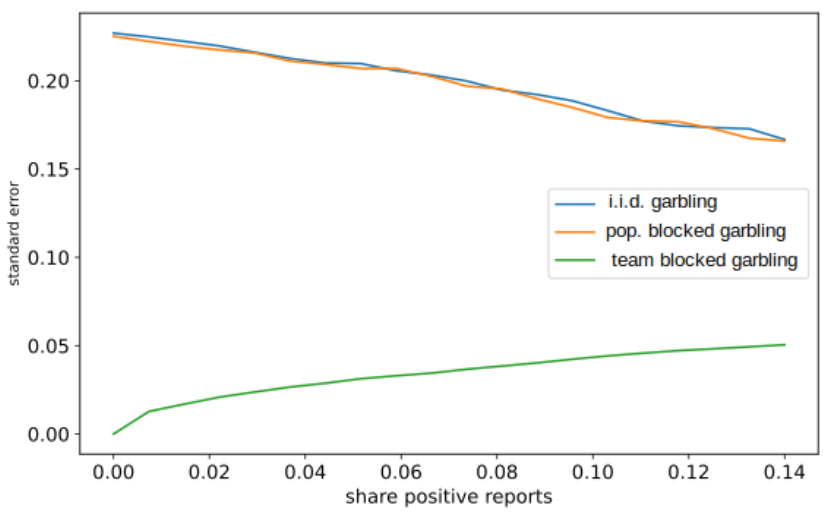
# 1 Simulations of reduction in standard error with blocked garbling

Figure 1: Estimated statistic & standard error

(a) Share of positive reports




(b) Share of teams with 2 or more victims




*Notes:* This figure plots the results of simulations of the standard error for a range of values of the estimated static. In our simulations, the sample size is 112 teams of size 7, which approximately corresponds to the sample size in our survey experiment's HG condition.

# 2 Scripts

## 2.1 Direct-Elicitation (DE) Script

**Under DE, survey enumerator announces the next section, just before the set of sensitive questions is asked [Section 7]:**

We are now going to ask you several questions about the way your manager treats you and other employees.

For instance: "Has your manager shouted at you in the last month? Yes or No?"

Each of the questions has a Yes or No answer. Your answers will be recorded as you go, but we can chat about them before we record them for good.

## 2.2 Hard-Garbling (HG) Script

**Under HG, in addition to announcing the next section, HG is explained by survey enumerator just before the set of sensitive questions is asked [Section 7]:**

We are now going to ask you several questions about the way your manager treats you and other employees. For instance: "Has your manager shouted at you in the last month? Yes or No?"

Each of the questions has a Yes or No answer.

Our system is setup so that it's safe to report an issue.

If you choose to respond YES (there is an issue), our system will record it as a YES for sure.

Importantly, if someone responds NO, the system will sometimes record the response as YES.

This means that if you respond YES, we can guarantee that you won't be the only person saying YES. For every 5 responses from workers, at least 1 will be recorded as YES.

The researchers are only interested in the total number of yes/no responses from all surveys. If you respond YES, aside from me, no one will ever be able to know that this was your answer, not even the researchers. Your answers are fully protected with us.

**Further, survey enumerator asks comprehension questions on HG:**

Before we begin the survey questions, we would like to check whether we have explained our survey system clearly. Can you please tell me whether the following statements are TRUE or FALSE.

a. If I respond "Yes," no one can ever know this for sure.

   *[Respondent can answer Yes or No; survey enumerator writes down their answer.]*

b. The system will record at least one out of every five workers' responses as "Yes."

   *[Respondent can answer Yes or No; survey enumerator writes down their answer.]*

*Instructions to survey enumerator: Survey enumerator reports correct answers to respondent after asking both questions:*

"It is true that if you respond "Yes," the system is designed so that no one can ever know this for sure. And it is also true that the system will record at least one out of every five workers' responses as yes, so we can guarantee that anyone who says yes will not be the only person saying yes."

Note that we can chat about your answers before we record them for good, but I don't know whether the system would record a NO as a YES.

## 2.3 Rapport-Building (RB) Scripts

### 2.3.1 Baseline Rapport-Building [No-Rapport treatment arm]

*(Parenthesis with Italic letters* denote instructions, not the actual script.)
*(Here throughout the script, we will use R to represent Respondent and E to represent Enumerator.)*
[Brackets indicate a word/sentence that needs to be inserted, depending on the context]
CAPITAL LETTERS DENOTE TRANSITION TO ANOTHER DOCUMENT

**Call 2a Script: Baseline Survey Call**

E: Greetings! Am I speaking to [Insert R name]? *(Instructions: Confirm that the identity of the speaker is the person whose name is included with the phone number on your list. (If you are not speaking with the person on your list, ask if the person on your list is available now or if there is a convenient time when you can call back that evening to speak with him/her.)*

R: Yes.

E: How are you [Insert R name] apa (bhai)?

R: I am good.

E: I am [Insert E name]. I am calling you from BRAC University. Do you recognize me?

R: Yes. How are you doing? (No.)

*(If no):*
E: I am [Insert E name], apa, who called you from BRAC about a week ago. We picked this time for you to take our survey, remember?

- *(In the unlikely case that the respondent does not remember, confirm again that you are speaking to the correct person. If so, repeat the informed consent process.)*

E: I am fine, thank you!

We agreed to talk now for you to take our survey, so I am following up with you. Is it still a good time for you?

R: Yes. (No.)
*(If no: Survey enumerator reschedules for another day and time.)*

E: Do you have any questions before we start?

R: -------

E: Great, let's start the survey.

BEGIN SURVEY DOCUMENT.

### 2.3.2 Short Rapport-Building Script [Short- and Long-RB treatment arms]

*(Parenthesis and Italic letters* denote instructions, not the actual script.)

*(Here throughout the script, we will use R to represent Respondent and E to represent Enumerator.)*

[Brackets indicate a word/sentence that needs to be inserted, depending on the context]

CAPITAL LETTERS DENOTE TRANSITION TO ANOTHER DOCUMENT.

**Call 2b Script: Rapport Treatment:**

**BLOCK I - BEFORE SURVEY SECTION 5**

E: (**RB1**) There are some more questions left. You are doing great. How do you feel so far, are you ok?

R: ---

E: Okay apa/bhai, that's great!

> *(If the respondent says that she is not okay: Enumerator will ask a follow up question and want to know the reason, express sorrow, and tell the respondent that they can stop the survey if the respondent prefers. The enumerator will indicate that there is no problem at all if the respondent wants to stop the survey, it is totally fine. If the respondent does not feel okay for a reason unrelated to the survey, the enumerator can also share a small undesirable incident that happened with her or with any of her family members; ideally an incident related to sickness.)*

E: Before we start the next sections, how is your family doing?

- ***RB2*** *(If Q8=Married&Q9=Yes):* You mentioned earlier that you are married and have children. How many children do you have?
- ***RB3*** *(If Q8=Married&Q9=No):* You mentioned earlier that you are married. Do you and your husband [wife] have a large family? Who else are there in your family?
- ***RB4*** *(If Q8= Single/Widowed/Separated/Divorced):* Do you have a large family? Who else are there in your family?

  *(Note: Enumerators need to recall information from survey questions 8-9. They should note this information down on a notepad when administering the survey (without any information about the survey respondent). This expresses attention towards details and signals that the enumerator is listening to the respondent carefully.)*

R: Parents, husband, wife, children, brother, sister, etc.

E: Sweet!

- ***RB5*** *(If married with children):* How old are your kids?
- ***RB6*** *(If single):* Do you live with your parents?

*(Here, the conversation will branch into different scripts depending on the respondents' family structure/marital status:*

1. *If the respondent is married and has children*
2. *If the respondent is married and does not have children*
3. *If the respondent is single and staying with parents*
4. *If the respondent is Single/Widowed/Separated/Divorced and not staying with parents.)*

***(1: If the respondent is married and has children):***

E: Sweet! (*If survey enumerator has children and feels comfortable, survey enumerator shares how many children they have and their ages. If survey enumerator does not have children and feels comfortable, survey enumerator shares how many children they would like to have (if any).*)

- **RB7.** What are their names?

R: ---

E: Oh, that's a beautiful name! (*If survey enumerator has children and feels comfortable, survey enumerator shares their children's names. If survey enumerator does not have children and feels comfortable, survey enumerator shares one or two names that they like for children.*)

- **RB8.** Who picked the name?

R: ---

E: (**RB9)** Do you have time to do fun activities with your kid(s)? What is your favorite pass-time with her/him/them?

R: ---

E: *(Ask follow up questions and share a personal anecdote related to spending time with the kids.)*

R: ---

E: (**RB10**) Does [your son/daughter or [insert child's name]] already talk about what they would like to do in future?

R: ---------

E: (**RB11**) Do you have any plan about [your son/daughter or [insert child's name]] for future?

R: --------- *(Answers that we may hear: Will do whatever they want to do; I want them to be educated and well established; I don't know; etc.)*

*(At the end of the conversation, the enumerator will say any of the affirming sentences from the following list depending on the initial reply and wait for a few seconds to hear back from the respondent.)*

E:

- Yes, kids shouldn't be forced to do something, particularly when it comes to their profession.
- Yes, that always should be someone's primary goal. You are right!
- That's okay. It's their life. They will definitely do something good!

***(If 2, 3, and 4):***

**RB12** E: You must be having some free time after your work. What do you do in your free time? Do you have any hobby?

R: Likely to mention some favorite pastime.

E: [Affirming sentence.]

> *(The Enumerator shares something about her favorite pastime too.*
>
> *Depending on the type of activities the respondent mentions, enumerator asks one follow up question on whether the respondent enjoys the activity or how this particular activity is beneficial for the respondent. If the respondent shares that they have children, the enumerator follows prompt #1 above.)*

E: The next questions are about difficult experiences that happen at the factories. [You often hear/I have heard of someone/I have family/close friends] who worked in a garment factory and have been mistreated by a manager or co-worker or someone else at the factory. I heard about situations in which workers were hurt in some way by bad behavior of managers, co-workers or other people. This can be either verbally, physically, or sometimes also in a sexual manner. Unfortunately, anybody can go through these experiences.

> *(If the enumerator is aware of an example, they share it, without mentioning any names or identifiable information. Otherwise, they keep general. We will train the enumerators on identifying a couple of true stories that they feel comfortable sharing with the respondents. This will possibly be done at team level.)*

E: Let's continue now with the survey and we can keep chatting later.

R: ---

RETURN TO SURVEY.

### 2.3.3 Long Rapport-Building Script [Long-RB treatment arm]

E: Okay apa, we talked about you, but I have shared less about myself. Do you have any question for me?

R: --------

> *(Here, the enumerator will wait to hear from the respondent. If the respondent does not come up with a question, then the enumerator can give a prompt like saying where the enumerator is from and asking where the survey respondent is from.)*

E: I suddenly remembered something about my past workplace/family where I had hard time with my manager/family member. Now that we are talking about this, let me share this with you.

> *(If the enumerator feels comfortable, she can share a personal story with the respondent at this point of the conversation. Ideally, the story is related to workplace harassment, or an incident when the enumerator felt humiliated, and how she overcame the situation. We will train the enumerators on identifying a couple of true stories that they feel comfortable sharing with the respondents. This will possibly be done at team level.)*

R: -------- *(Enumerator will wait to hear respondents' opinion.)*

**RB13** E: I think it's okay. We all go through hard times, but we can get through it with help. It is very hard to bear (to carry) these things alone, without sharing them with anyone or not seeking help when we are in trouble. What do you think apa?

R: ------- *(Here again, enumerator will wait for few seconds to hear from the respondent.)*

**RB14** E: Great, let's proceed with the last sections of the survey. If you have any other question for me, please feel free to ask.

R: -------

*(IF NOT):*

E: Let's continue then with the survey.

RETURN TO SURVEY.

# 3 Rapport Building Guidelines

These guidelines give a succinct explanation of how we developed the "rapport-building" treatment. It is based on the research team's experience conducting surveys, aided by literature on surveys and interviews on sensitive issues, on domestic and gender-based violence, as well as protocols used in crime investigations and related literature.

## 3.1 What is rapport: building trust between enumerator and surveyed individual

One of the treatment arms in the survey experiment to elicit sensitive behaviors entails enumerators building rapport with surveyed individuals. By "rapport" we mean building trust in a somewhat informal but structured conversation between the enumerator and the surveyed individual throughout the survey.

## 3.2 No-rapport building control group: warmth through small talk

The control group with no rapport-building is exposed to a minimum (standard) level of warmth through small talk. This includes questions like "how are you doing today" or questions related to the weather, like "do you have the necessary items for the winter?", or "are you dealing okay with the heat?".

## 3.3 When to build rapport: before the sensitive questions

Rapport-building can occur at any stage of the survey experiment. We build it gradually throughout the survey, with two main components preceding the two sections of the experiment that ask the sensitive questions. On the other hand, the no-rapport component (warmth through small talk) already starts in the recruitment call and is the same for the treatment and control groups.

## 3.4 Survey enumerators: appropriate background and sensitivity training

Survey enumerators need to have a background and training that allows for surveyed individuals to feel comfortable to share their experiences with them. In our context where threats, physical and sexual harassment are the main sensitive behaviors to report on, and in which most surveyed individuals are women, we decided to only recruit female enumerators (both in treatment and control groups). We also make sure that each enumerator surveys individuals both in the treatment and control groups, to be able to distinguish rapport from enumerator-fixed effects.

In addition, survey enumerators require a sensitivity training. Sensitivity refers to interviewers' ability to pose very delicate questions respectfully, to use non-judgmental language and attitude, to accurately assess the feelings or reactions of respondents in a variety of situations and to respond to the emotional distress on the part of the respondents appropriately (United Nations Statistical Office, 2014). Specialized training should be provided to the enumerators enlightening them about the nature and dynamics of the topic. For instance, in an issue like violence against women, enumerators should have a general awareness about the causes of violence against women, its impact on victims, societal myths about it, etc. In our research project we ask survey enumerators to come up during the training with the actual instances and experiences that they will later share during in the rapport-building treatment. We also ask them to do the role-play in the training, before conducting the actual experiment.

## 3.5 Main elements of rapport-building: signaling you care and being personable

### 3.5.1 Signaling you care

**a) Get to know the respondent:** Rapport, a relationship of trust between the respondent and interviewer, can be built by starting an interview with general questions (Goodrum and Keys, 2007, Vallano and Compo, 2011).

For instance, the following generic opening questions can be used:

i. What was a fun thing that happened this month/week?

ii. What was a difficult thing that happened this month/week at work?

iii. Other specific questions like: What are your hobbies? Do you have a big family?

If the respondent displays nonverbal cues of avoidance or resistance, address them right away by talking more about neutral topics (NICHD, 2014, Hershkowitz et al., 2014).

**b) Emotional mirroring:** Empathizing with someone's emotional state by being on 'their side'. You must apply the skill of being a good listener in this situation so as you can listen for keywords and problems that arise when speaking with the person. This is so you can talk about these issues and question them to better your understanding of what they are saying and show your empathy towards them (Vallano and Compo, 2011, Arnold and Boggs, 2019). One should be ready to deal with the moments of complete emotional breakdowns during the interviews (Goodrum and Keys, 2007) and acknowledging their emotions makes the respondent perceive the behavior of the enumerator as caring (Greeson et al., 2014).

**c) Acknowledge them:**

**i. Accomodate to their time:** It is essential to ensure that participants do not feel rushed and are allowed time to steady themselves emotionally (Cowles, 1988, Greeson et al.,

2014). Rapport is built continuously throughout the interview and participants should feel comfortable to take a break or move between the topics as the need arises. Cowles (1988) also warns that scheduling interviews late in the day may leave researchers and participants alike vulnerable to insomnia and nightmares.

We for instance keep the survey to less than 45 minutes and ask them what is a good time to talk to them. We also ask them, before scheduling the call, if they can find a place where they can talk privately.

**ii. Acknowledge their effort:** Hershkowitz (2009) suggests providing support to the respondents for richer information in the responses. In her study, support was defined as non-suggestive encouragement of the respondent's efforts but not the contents (topics) of their statements and addressing the respondent by name. Consideration can be shown to the difficulty that respondent faces in sharing the sensitive information by saying words like "I know how hard this is to talk about. I myself know of someone who has experienced abuse" (United Nations Statistical Office, 2014), "You told me a lot about yourself, thank you for letting me know. When you talk to me today please go on and tell me about other things that have happened to you" (NICHD, 2014, Hershkowitz et al., 2014), etc. to the respondent.

We apply this by stating that "The next questions are about difficult experiences that happen at the factories"; or "Unfortunately, anybody can go through these experiences"; and after the enumerator shared a story close to themselves, "We all go through hard times, but we can get through it with help. It is very hard to bear (to carry) these things alone, without sharing them with anyone or not seeking help when we are in trouble."

**d) Remember the personal information that was shared:** such as the name of the family members or any other person they mention, and include questions related to them in the follow-up to show they care (Vallano and Compo, 2011).

### 3.5.2 Being personable

Sharing personal information with the respondent makes them more comfortable (Vallano and Compo, 2011, Greeson et al., 2014). This can be done by:

**a) Sharing something about yourself:** such as your own stories, about your own family, or how outraged you would be if someone hurt your family.

We apply this in two instances. First, we ask enumerators to come up with a few instances in which they heard of workers that were "hurt in some way by bad behavior of managers, co-workers or other people." We state that "this can be either verbally, physically, or sometimes also in a sexual manner." It is important not to mention incriminating words like "harassment" (see below). The enumerator should never mention the name or identifiable information nor of the victim, nor of the presumed perpetrator. We ask the enumerators to come up with these instances in the training, so that the stories shared are somewhat constant and chosen beforehand.

Second, we ask the enumerators to come up with more personal stories, from their own workplace or family, if they feel comfortable to share it. Again, without sharing any identifiable information.

**b) Offering to answer the questions that are useful to the respondent.** For instance, allowing them to answer any question, "We talked about you, but I have shared less about myself. Do you have any question for me?".

## 3.6 Other principles followed to build rapport and elicit sensitive issues in surveys

**a) Avoid incriminating/stigmatizing langauge:** Interviewers refrain from mentioning certain words that are/sound incriminating or are stigmatized like "rape" (United Nations Statistical Office, 2014).

We also avoid mentioning the word "harassment", following this principle. Instead, we go around it by describing the actual behavior (next point).

For instance, in our rapport building the enumerator describes a situation in which a worker was "hurt in some way by bad behavior of managers, co-workers or other people. This can be either verbally, physically, or sometimes also in a sexual manner." In the actual survey we ask about concrete behaviors (e.g. slapped, made remarks about you in a sexual manner, etc.).

**c) Usage of open-ended questions to discuss specific life events:** This is advocated to produce significantly more responses than close-ended questions (Hershkowitz, 2009, Lamb et al., 1998) and enables in the creation of a safe environment (Muraglia et al., 2020). Tell, Explain, and Describe (TED) system can be used to develop the open-ended questions (United Nations Human Rights Office, 2011), such as:

i. Could you tell me what happened?

ii. Could you explain how you were able to see the incident from your position?

iii. Could you describe where the police took you after your arrest?

At this stage we have not used this open-ended question method.

**d) Avoid making respondent feel bad:** During rapport-building, we make sure to avoid asking questions that can make the person feel bad unnecessarily (e.g., we avoid asking "do your kids go to school?", in case in this setting there were very poor workers who are not able to send them to school).

**e) Rapport needs to be adapted to the current context:** e.g., current weather, whether the respondent has kids/no kids, their gender, age group, etc.

**f) Share relatable stories, protecting anonymity:** When coming up with personal stories to share by the enumerators (e.g., on sexual harassment), make it concrete, true, but do not mention peoples' names. Train the enumerators to choose a few examples of anecdotes that happened to them and that will be mentioned in the rapport-building. Of course, only if they are comfortable with sharing these stories themselves.

**g) Gradual build-up:** The survey should move from non-controversial and non-sensitive questions to more sensitive questions (United Nations Human Rights Office, 2011).

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