

**Interview Protocol: Installation Commanders**

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**INTRODUCTION [5 minutes]**

Hello, my name is \_\_\_\_\_ and I am accompanied by [INTRODUCE OTHERS IN THE ROOM AND THEIR ROLES]. We are from RAND, a non-profit, nonpartisan research organization that does public policy research. Thank you for taking the time to talk today. As you know, we are here to understand the range of soldier and leader perspectives on gender discrimination and sexual harassment in the Army. Our discussion today will serve as an overview of the topics and types of questions we will be asking individuals who participate in this study, and we would also like to understand your perspectives on gender discrimination and sexual harassment. We are particularly interested in the climate and culture that either fosters or prevents gender discrimination and sexual harassment from occurring. This discussion is designed to last no longer than 30 minutes.

*[If not previously discussed as part of the introduction/orientation to the Installation] This discussion is part of a study funded by the Army G-1 to develop a greater understanding of the factors that contribute to gender discrimination and sexual harassment, leadership response to these incidents, use of (and barriers to use of) existing programs and services, gender integration, and the general climate and culture in Army units. The findings from this study are intended to help the Army develop more effective training, a key component of prevention efforts for gender discrimination and sexual harassment.*

**CONSENT**

We will be taking notes during all discussions as part of the study, including this one, but we will not record the name of anyone present or mentioned in our discussions. We will not use the names of individuals or units in any reports. There should be no discussion of open cases or investigations so as to respect the privacy of individuals involved.

Participating in this discussion is completely voluntary, and you may choose not to answer any (or even all) of the questions. You may refuse to participate or discontinue participation at any time without penalty or loss of benefits to which you are otherwise entitled. If you have questions about your rights as a participant or need to report a participation-related injury or concern, you can contact RAND's Human Subjects Protection

Committee using the contact information provided to you in the read ahead. [HAND THEM/REFER TO THE INFORMATION SHEET PROVIDED]

**Do you have any questions before we begin?**

**Do you agree to participate in this discussion?**

[SHOULD PARTICIPANTS ASK ABOUT SELECTION INTO THE STUDY: We used data from prior Workplace and Gender Relations Surveys (WGRA) and data from the Defense Equal Opportunity Climate Survey (DEOCS) to select installations and units (usually at the battalion level) to include in our study. These installations include those that fell above and below the overall Army average rate of sexual harassment and units that fell in the top and bottom quartiles in terms of various climate measures.]

**A. Understanding Gender Discrimination and Sexual Harassment [15-20 minutes]**

*[Objective for this section: The purpose of this section is to understand what factors may contribute to gender discrimination and sexual harassment and to understand expectations of leaders in the installation around preventing and responding to gender discrimination and sexual harassment.]*

We would like start by discussing gender discrimination and sexual harassment in the Army. We want to assure you that this is not in any way an evaluation of this installation and we are making this clear to all participants as well; rather, we would like to understand the general factors that may contribute to gender discrimination and sexual harassment in various kinds of Army units, as well as across the Army, more generally.

In each of the focus groups and interviews we conduct as part of this study, we will be providing all participants definitions of gender discrimination and sexual harassment to ensure we are all on the same page. We are using the AR 600-20 definition of **gender discrimination** as, “the act, policy, or procedure that arbitrarily denies EO or EEO because of sex, including gender identity...to an individual or group of individuals.”<sup>1</sup> *[Definition will also be included on a handout].*

We are also using the AR 600-20 definition of **sexual harassment** as, “conduct that involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments of a general nature”.<sup>2</sup> *[Definition will also be included on a handout]*

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<sup>1</sup> Army Command Policy AR 600-20, 24 July 2020, p. 202:  
[https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1020451](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1020451).

<sup>2</sup> Army Command Policy AR 600-20, 24 July 2020, p. 208:  
[https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1020451](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1020451)

1. What factors do you think contribute to **gender discrimination and sexual harassment**?
  - a. Are there any unique factors to this installation that may contribute to gender discrimination and sexual harassment?
  - b. Are there any unique factors at other installations you have been at that may have contributed to gender discrimination and sexual harassment?
2. *[If not already discussed]* What factors do you think prevent these behaviors from occurring?
3. What do you expect of leaders in your installation in terms of *preventing and responding to* gender discrimination and sexual harassment *[beyond regulatory compliance]*?
  - a. Probe: (how) do you communicate those expectations?
  - b. Are there efforts specific to your installation around preventing or responding to gender discrimination and sexual harassment?
  - c. Probe: clarify whether efforts are primarily prevention or response
4. *[If not already discussed]* What could the Army do to better support your installation's efforts to prevent and respond to gender discrimination and sexual harassment? (e.g., leadership messaging, SHARP staff, and/or training personnel, specific materials, 'knowledge checks')

## **B. Conclusion [5 minutes]**

*[Objective of this section: The goal of this section is to understand perceptions around why gender discrimination and sexual harassment are still occurring in the Army despite numerous prevention efforts.]*

5. Lastly, we know that gender discrimination and sexual harassment have been well-known problems in the Army for many years, and there have been many efforts to prevent these behaviors from occurring. Why do you think these behaviors are still happening (i.e., why do you think gender discrimination and sexual harassment are still a problem in the Army?)
6. Before we close today's discussion, is there anything else that we did not discuss that you would like to share?

Thank you for taking the time to speak with us today. We are very appreciative of your responses and your time.