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ABSTRACT

In 1980, the Equal Employment Opportunity Commission (EEOC) published the Guidelines on Sexual Harassment, specifying that sexual harassment is a kind of sex discrimination under Title VII and is an unlawful employment practice. While the determination of the behaviors that constitute sexual harassment would enable employees to write more effective policy statements, research has shown individual differences in the perception of sexual harassment. This study used policy capturing to examine sexual harassment judgments of 15 Equal Employment Opportunity Officers at midwestern colleges and universities and 79 university students. Subjects were given 80 incidents of possible sexual harassment and were asked to make judgments on each as to whether the incident represented a case of sexual harassment and whether EEOC charges should be filed. The results revealed that subjects were moderately consistent in their sexual harassment judgments and in their judgments as to whether or not formal charges should be filed, and they made similar decisions for both sets of judgments, attending most to three cues: Coercion, Victim's Reaction, and Job Consequences. These findings support the claim that experts and naive observers are very similar in what information they use and in how consistently they use that information to make judgments about sexual harassment. Tables and figures are provided. (NB)

SEXUAL HARASSMENT IN THE WORKPLACE:

A POLICY CAPTURING APPROACH

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SEXUAL HARASSMENT IN THE WORKPLACE:

A POLICY CAPTURING APPROACH

Fifteen Equal Employment Opportunity Officers at midwestern colleges and universities, and 79 university students were given 80 incidents of possible sexual harassment, and were asked to make two judgments on each: "Is this a case of Sexual Harassment?" and "Would you advise that EEOC charges be filed?". Subjects were moderately consistent in their judgments, and made similar decisions for both sets of judgments, attending most to three cues: Coercion, Victim's Reaction, and Job Consequences.

One rapidly growing area of employee civil rights litigation which has received little research attention is sexual harassment. The first case to grant relief for sexual harassment under Title VII of the Civil Rights Act of 1964 was Williams v. Saxbe (12 FEP Cases 1093, D.C. District, 1976), and by 1979 over one thousand charges of sexual harassment had been brought before the Equal Employment Opportunity Commission (Hubbart, 1980), and twice that number before state and local agencies (Bureau of National Affairs, 1981).

Defining sexual harassment

On 10 November 1980, the EEOC published the Guidelines on Sexual Harassment, which specify that sexual harassment is a kind of sex discrimination under Title VII and an unlawful employment practice. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment (EEOC, 1980).

Sexual harassment research

Most of the research on sexual harassment has been surveys attempting to assess the frequency of sexual harassment in the workplace (e.g., Collins & Blodgett, 1981). There have been few true experimental studies on sexual harassment. The most often cited study is the Merit Systems Protection Board (1981) survey of twenty thousand federal government workers. This survey found a reported rate of incidence (in the previous two years) of 42% for women and 15% for men. Other surveys (Backhouse & Cohen, 1978; Baldridge & McLean, 1980; Benson & Thomson, 1982; Bureau of National Affairs, 1981; Gutek, Nakamura, Gahart, Handschumacher, & Russell, 1980; Lott, Reilly, & Howard, 1982) have found reported rates of incidence of about 50% for the women who responded. Although these results must be interpreted with caution because of differences in the sampling procedures, operational definitions, and volunteer bias (Dragan, 1985; Cf. Martin & Fein, 1978), there is a high degree of agreement among these surveys.

Some researchers have focused on individual differences in the perception of sexual harassment, inspired by the key phrase in the guidelines which strongly implies that sexual harassment depends upon the perception of the victim: "sexual harassment is unwelcome sexual advances...". Rossi & Weber-Burdin (1983) used a factorial survey approach to examine how subjects perceived hypothetical incidents of

sexual harassment. They found that female respondents rated the incidents as more serious than male respondents, and people who reported that they had been victims of sexual harassment rated the incidents as more serious than other subjects. Their results showed large individual differences in the definitions people used to make their ratings. Clearly, what is unwelcome will vary from individual to individual, therefore, any definition of sexual harassment must take account of differences in perception--between victims, and between victim and harasser (Gutek, Morash, & Cohen, 1983; James, 1981; Wesman, 1983).

The determination of the behaviors that constitute sexual harassment would enable employees to write more effective policy statements. Such policy statements must fulfill the employer's affirmative action obligation to prevent sexual harassment from poisoning the work environment; define inappropriate workplace behaviors, and the possible organizational punishments that may result from such conduct; and provide a mechanism of prompt investigation and redress of sexual harassment complaints. When an individual describes an incident as being sexual harassment, it is essentially a decision making process, i.e., the individual decides whether the boss's joke was just office banter or offensive comments constituting sexual harassment. An examination of the differences in perception should both a) indicate the most important dimensions in

defining sexual harassment, and b) determine the extent of systematic response biases between subjects. To answer these research questions requires a method which measures both the importance of various kinds of information to subjects in making those decisions in many different situations, and their base-rate or mean judgment.

Policy capturing is a widely used application of social judgment theory, and was used in this study to examine sexual harassment judgments. Policy capturing is an idiographic-statistical method which allows examination of the decision making behavior of individuals, rather than the average behavior of people, in traditional between groups designs. Policy capturing has been used extensively to investigate many different kinds of decision making processes of individuals, including investments (Slovic, 1969; Slovic, Fleissner & Bauman, 1972), discrimination (Roose & Doherty, 1978; Maniscalco, Doherty & Ullman, 1980; Doherty, 1980), childrearing practices (Helenius, 1973), conflict (Hammond, 1973; Steinman, 1977), schizophrenic thinking (Gillis, 1980), ethology (Petrinovich, 1980), the quality of swine (Phelps & Shanteau, 1978), and hyperactivity (Ullman, Egan, Fiedler, Jurenec, Pliske, Thompson, & Doherty, 1981; Ullman & Doherty, 1984). In the typical policy capturing study, subjects are asked to make judgments about the criterion based on multiple sources of information, called cues. The values of the cues are varied

systematically to produce a large set of cue combinations, called profiles. Each subject makes judgments on enough profiles to allow a regression analysis of each subject, regressing judgments on the cues. This analysis produces a judgment policy for each individual subject. If the cues are uncorrelated, the beta weights indicate the relative importance of each of the cues to each of the subjects in making their judgments. The multiple correlation between the individual's judgments and the levels of the cues yields a measure of the consistency of individuals in making their judgments. The key to policy capturing studies is the focus on individual behavior. If subjects were given only a few profiles (or one profile) generalization from this very restricted sample of stimuli would be limited in the same way as if there were only a few (or one) subject. In the traditional between subjects design, a few stimuli are given to many people and responses are averaged across people--and it is assumed that the differences between people are error. In an idiographic design such as policy capturing, many stimuli are given to subjects, and differences between people are the object of interest—and it is assumed that changes within people across stimuli are error. The policy capturing model is illustrated in Figure 1.

Insert Figure 1 about here

METHOD

Subjects

The primary subjects were 15 (10 female and 5 male) Equal Employment Opportunity Officers from 15 midwestern colleges, technical colleges, and universities. These subjects were selected because their job requires them to make expert judgments in the area of equal employment opportunity, and in the area of sexual harassment under Title VII. In return for their participation, the EEO Officers were offered feedback on the results of the experiment in a short technical report, and if they desired, identification of which subject number they were in the report.

For comparison purposes, four additional samples were also used. Nineteen (16 female and 3 male) undergraduate volunteers from a midwestern university comprised the Freshman sample. They were included in the study because they were expected to be relatively naive about equal employment opportunity laws compared to the EEO Officers. This sample afforded an opportunity to compare expert and naive subjects' policies on sexual harassment. Thirty-four (23 female and 11 male) upper-level undergraduates from the same university, who participated as part of a class project comprised the Senior sample. They were included because they had some contact with equal employment opportunity issues during class (Prediction and Selection), although not

specifically with sexual harassment. Twelve (4 female, 7 male, and 1 unidentified) psychology graduate students at the same university, who volunteered to participate, comprised the Graduate sample. Fourteen (6 female, 6 male, and 2 unidentified), MBA students at another midwestern university, who participated as part of a class project comprised the MBA sample. The latter two samples were included because they were more likely than the other student samples to have had some job experience and contact with EEO issues. Seniors, Graduate students, and MBA students were also given feedback on the results of the experiment.

Materials

Profiles were created using the cues and cue levels listed below. These cues were chosen based on a content analysis of federal district and appellate decisions in cases (York, 1985) indexed as sexual harassment in Fair Employment Practices Cases.

Status--of actor

1. Mark was Alice's supervisor.
2. Mark was one of Alice's coworkers.

History--of the working relationship

1. Alice and Mark have worked together for a long time.
2. Alice and Mark have just started working together.

Privacy--where the incident took place

1. Mark asked Alice to come into the office and close the

door.

2. Mark came to the lunchroom to see Alice.

Form--of potentially harassing behavior

1. Then he told Alice how sexy she looked in her new dress.

2. Then he asked Alice to go get drinks with him after work.

3. Then he asked Alice to come to his place after work and have sex with him.

Reaction--of the employee to the actor's behavior

1. Alice seemed to encourage Mark's behavior.

2. Alice tried to discourage Mark's behavior.

Coercion--by the actor

1. Then Mark went back to work.

2. Then Mark demanded that she cooperate or he would make things hard for her.

Job Consequences--for the employee

1. Alice was fired the next day.

2. Alice still got raises and promotions at the same rate as her coworkers.

Prior Evidence--attribution of intent

1. You have seen similar situations involving Mark and Alice, and between Mark and other employees, but you have not seen any similar incidents with Alice and other employees.

2. You have seen similar situations involving Mark and Alice, and between Alice and other employees, but you have not seen any similar incidents between Mark and other

employees.

The profiles were created using a random sample of 80 of the complete factorial of 384 profiles (21% sample). The profiles were created to have near zero cue intercorrelations, and no cue intercorrelation was larger than .10. The cues were embedded in short vignettes, with the cues appearing in the order given above. At the bottom of each profile subjects were asked two questions:

1. Is this a case of Sexual Harassment?
2. Would you advise Alice to file an EEOC charge?

The instructions did not include a definition of sexual harassment nor of "EEOC charges" so that the subjects would use their own definitions and their own policy rather than simply apply a definition they had been given. Subjects responded by circling a number on a 9-point scale to indicate their judgment. A 9-point scale was chosen instead of a yes/no dichotomy because it allowed subjects to make a neutral judgment, and it gave enough points on either side of the neutral point to allow subjects to make relatively fine distinctions between profiles. Two sample profiles are shown in Figures 2 & 3.

Insert Figures 2 & 3 about here

EEO Officers were also asked to allocate 100 points among the eight cues to indicate how important each of the

cues were in making their judgments. Separate sets of these subjective weights were collected for the Harassment and Charge judgments. The last question in the profile books asked the EEO Officers how many years they had been an EEO Officer.

Procedure

The EEO Officers were randomly selected from a membership list provided by the American Association for Affirmative Action. The EEO Officers were recruited for the experiment by a letter explaining the purpose of the experiment and asking for their participation. Those EEO Officers responding affirmatively to the letter were mailed a profile book and a return envelope. Letters were sent to 60 of the 79 (76%) names on the list, 32 (53%) EEO Officers responded affirmatively, and 15 (25%) completed and returned the profile books.

The Senior students' data were collected in a single group administration with the author as sole experimenter. Subjects were given as much time to complete the profiles as they wanted, and most finished within 90 minutes. The Freshmen students' data were collected in small group administrations of 3 to 8 subjects per group, with the author as sole experimenter. All of the Freshmen finished the task in less than an hour. The graduate students and MBA students were given the profile books to complete at home on their own time, and all of them returned the profile

books within 7 days.

RESULTS

Regression Analyses

Regression analyses were calculated for each subject, regressing Charge and Harassment judgments on cues to obtain beta weights (which can be interpreted as cue importance), and the multiple correlation coefficient squared (the proportion of variance in a subject's judgments accounted for by a linear model, which can be interpreted as a measure of subject consistency). The mean judgment made on the Harassment and Charge judgments was also calculated for each subject. The composite policy is based on a regression analysis using the mean judgment on each profile for all EEO Officers as the dependent variable. A summary of the results of the regression analyses for the EEO Officers, and the composite policy, is presented in Table 1.

Insert Table 1 about here

Regression analyses were also calculated for the Senior, Freshman, Graduate, and MBA samples. The composite policies for these samples were also calculated using the mean judgment on each profile as the dependent variable. The composite Harassment and Charge policies for all subjects in the experiment were calculated using the mean judgment on each profile across subjects. The composite

policies for each sample, and for all subjects, are presented in Table 2.

Insert Table 2 about here

As with the EEO Officers, there were wide individual differences in RSQ, mean judgment, and beta weights for subjects in each of the samples. However, for the composite policies across all three samples for both judgments, RSQ was very similar, ranging from a low of .80 for EEO Officers' Harassment judgments to a high of .92 for Seniors' and Freshmen Charge judgments. The composite mean judgment was also similar across samples and judgments, ranging from a low of 4.97 for the Freshman Charge judgment, to a high of 6.49 for the Senior Harassment judgment. The composite beta weights also appear to be similar for each sample's Harassment and Charge judgments. Taken together, the three cues Reaction, Coercion, and Job Consequences accounted for 86%, 89%, 88%, and 86% of the variance in composite Harassment judgments for Seniors, Freshman, Graduates and MBAs respectively, compared to 78% for the EEO Officers; and 90%, 94%, 88%, and 93% of the variance in composite Charge judgments respectively, compared to 85% for the EEO Officers. Based on the composite policy across all five samples, these three cues accounted for 88% of the variance in Harassment judgments and 93% of the variance in Charge

judgments. A summary of the regression analyses for all five samples is presented in Table 3.

Insert Table 3 about here

To test for differences in consistency for subjects' Harassment and Charge judgments, a dependent sample t-test was calculated on RSQ across all five samples. (Separate t-tests for each sample would have had very low power because of the small sample sizes.) Subjects were significantly ($t(93)=3.26$, $p=.002$) more consistent in their Charge judgments than in their Harassment judgments, although the mean difference was not large (means: Charge = .56, Harassment = .60).

For both the Harassment and Charge judgments most EEO Officers used a three-cue policy. The most important cues were Reaction, Coercion, and Job Consequences. These three beta wights were significantly different from zero for 11 (73%) EEO Officers' Harassment judgments and 9 (60%) EEO Officers' Charge judgments. Nine EEO Officers (60%) used these three cues for both judgments. Across all five samples, the percentages were 60% for Harassment judgments, 56% for Charge judgments, and 50% for both judgments.

Judgment and Policy Similarity

To measure similarity in EEO Officers' Harassment and Charge judgments, two methods were used. A Pearson

correlation between each judge's Harassment and Charge judgments yields a measure of judgment similarity between the two judgments, and the Pearson correlation between each judge's predicted scores for the two judgments is a measure of policy similarity. For EEO Officers, the judgment similarity correlations were generally high, with a mean across EEO Officers of .92, indicating a high degree of similarity between the two judgments. Moreover, the policy similarity correlations were higher, with a mean across EEO Officers of .96. Although the EEO Officers gave highly similar responses to the two judgments, their policies for those two judgments (as represented by a linear model) were nearly identical. The judgment similarity and policy similarity correlations for the other three samples were similar to those of the EEO Officers. Across all five samples, the mean correlations were .91 and .96. A summary of the correlations between each EEO Officer's Harassment and Charge judgments is presented in Table 4.

Insert Table 4 about here

To measure the EEO Officers' insight into their own Harassment and Charge policies, two sets of predicted scores were generated, one using the EEO Officers' subjective weights, and the other using the absolute values of the beta weights for each subject. (Preserving the sign for the beta

weights would have been inappropriate for this analysis because the sign reflects only the coding of the levels of the cues. The magnitude of the beta weights indicates cue importance, as does the magnitude of the subjective weights.) The correlation between these sets of predicted scores yields a measure of how well the EEO Officers could describe the weighting they gave to the cues when they made their judgments. In policy capturing terms, these correlations are "error free" because they are based not on the actual judgments made, but on the linear model of the subjects' judgment policy. The correlations were generally high for both the Harassment and Charge judgments, with a mean correlation of .88 for the Harassment judgment and .83 for the Charge judgment, indicating that the EEO Officers had a good deal of insight into their own policies. The correlation between the predicted scores based on the subjective weights for the Harassment and Charge judgments yields a measure of subjective policy similarity, i.e., how similar the EEO Officers thought their own Harassment and Charge policies were. As with the policy similarity correlations, these subjective policy similarities were also high, with a mean correlation of .98, indicating that subjects had insight into the high degree of similarity in their Harassment and Charge policies.

Insert Table 5 about here

Configurality Analysis

To test for configurality in the EEO Officers' policies, a second series of regression analyses were run, adding the two-way interacations to the regression equation. The two-way interaction model did not significantly increase the variance accounted for, for any EEO Officer for either the Harassment or Charge judgment, as tested by an incremental F-test. A third regression analysis was calculated, adding only the two- and three-way interactions among Reaction, Coercion, and Job Consequences to the regression equation. For most EEO Officers, the proportion of variance accounted for increased only slightly, with the largest increases in RSQ occurring with EEO Officer 4 for the Harassment judgment (.54 to .66), and EEO Officer 3 for the Charge judgment (.54 to .69). Using a conservative test of incremental RSQ from the 8-variable linear model to the 12-variable interactive model (the .01 significance level), four EEO Officers had significantly more variance accounted for by the interactive model for the Harassment judgment, four for the Charge judgment, and three for both judgments. However, for most judges, and for the mean RSQ for each judgment, there was not a significant difference in variance accounted for between the two models. Because of the lack

of evidence of configurality in the EEO Officers' policies, this analysis was not run on the other three samples. A summary of the configurality analyses for EEO Officers is presented in Table 6.

Insert Table 6 about here

Consistency and Experience Analysis

To test whether consistency covaried with years of experience as an EEO Officer, RSQ for both the Harassment and Charge Judgment was correlated with the EEO Officers' reported years of experience. The mean years of experience was 5.3, with a standard deviation of 4.1. The Pearson correlations were not significant, for the Harassment judgment ($r(14)=.23$, $p=.99$) nor the Charge judgment ($r(14)=.54$, $p=.07$).

DISCUSSION

Despite wide individual differences in consistency, mean judgment, and beta weights, EEO officers were moderately consistent in their sexual harassment judgments and in their judgments as to whether or not formal charges should be filed. Most EEO officers used the same sources of information to make both judgments: Victim's Reaction, Coercion, and Job Consequences. About three-fourths of the variance in EEO Officer judgments, and nearly all of the total variance in EEO Officer judgments accounted for, is

from these three cues. EEO Officers showed moderate agreement in their actual judgments, cue use, and (with a few exceptions) moderately high consistency in applying their judgment policy.

A comparison of the simple linear model with an interactive model including the 2- and 3-way interactions among the cues Victim's Reaction, Coercion, and Job Consequences showed some EEO Officers' policies had configural components, but for most judges the addition of interaction terms to the regression equation did not significantly increase the variance accounted for. When all the two-way interactions were included in the model the increase in variance accounted for was not significant for any of the EEO Officers.

When the Freshman, Senior, Graduate, and MBA samples were compared to EEO Officers, there were some differences, but there was also a high degree of similarity among them in terms of beta weights, consistency, and mean judgment. Considering the beta weights based on the mean judgment for each of the five samples (i.e., the composite policies), EEO Officers and MBAs gave more weight to Status than the other samples; Freshman gave less weight to Form than the other samples; and Graduate students gave less weight to Prior Evidence than did the other samples.

For all five samples, most subjects primarily relied upon Victim's Reaction, Coercion, and Job Consequences to

make their judgments as indicated by the composite policy for each sample. These three cues accounted for most of the variance in their judgments, ranging from 78% of the variance in EEO Officers' composite Harassment judgments to 94% of the variance in Freshmen composite Charge judgments. Interestingly, these three elements are central to the EEOC Guidelines on Sexual Harassment (1980), which refer to the unwelcome nature of the conduct, implicit or explicit coercion, and adverse employment consequences. Conversely, Status was a much less important cue for most subjects, perhaps reflecting their awareness that coworkers can harass as well as supervisors. The threat of the loss of an employee's job is not a necessary condition of sexual harassment, but a coworker making the working environment hostile or offensive is a sufficient condition for sexual harassment, which is an idea also contained in the EEOC Guidelines.

EEO Officers, the expert judges in this study, generally agreed with Freshman, Seniors, Graduates, and MBAs in what information to look for to make their sexual harassment judgments. EEO Officers also seem to have some insight into their own sexual harassment policies, with high correlations between predicted scores derived from their subjective weights (i.e., how important they thought the cues were in making their judgments) and from their beta weights (i.e., how important the cues actually were). When

consistency (RSQ) was correlated with reported years of experience as an EEO Officer, the correlations were not significant for either judgment, indicating that experience was not related to EEO Officer consistency. This is consistent with the results of the regression analysis, which showed some but not large differences between policies of the EEO Officers and the policies of other samples. However, the variance in consistency accounted for by EEO Officer years of experience was only 5% for the Harassment judgment, but 29% for the Charge judgment. It should not be surprising to find a moderate correlation between experience and the kind of judgment EEO Officers have experience making, i.e., the kind of judgment that made the EEO Officers the relevant experts for this study.

Despite individual differences, EEO Officers' performance was fairly homogeneous in terms of the cues used to make their judgments, in consistency, and in mean judgment. This is not surprising given that the people in the sample were experienced in making these kinds of judgments, which are supposed to be based on commonly available public law rather than privately held personal opinions. What is surprising is the homogeneity also found in the comparison samples, which also tended to use the same cues to make their judgments about sexual harassment and whether formal charges should be filed, with similar mean judgments and with comparable levels of consistency. Either

the EEO Officers were not any more expert in making sexual harassment judgments than students were, or there was a common view of what information should be used to make sexual harassment judgments that was shared by the naive subjects and the experts.

Two common criticisms of policy capturing studies are: 1) that the many profiles subjects are asked to make judgments about causes them to "mechanically" go through the profiles just to complete the task, selecting a few key cues instead of considering all of the information as they might in non-experimental conditions, and 2) some of the cue combinations may produce unrealistic profiles. It is possible that making so many judgments at once distorts the judgment process; the policy capturing method is not unobtrusive. Although we can never fully understand what happened as people completed the task, there is some evidence that the task was taken seriously. Consistencies were moderately high, but much less than would be expected had responses been mechanical. Mechanically responding subjects would have had mostly 1- or 2-cue policies, but 12 EEO Officers had 4- (or more) cue policies, and 14 had 3- (or more) cue policies for the Harassment judgment, with similar results for the Charge judgment. Marginal comments by EEO Officers in the profile books indicate that some may have taken as long as six hours to complete the task, a tribute to their perseverence and an indicant of their

belief in the realism of the profiles. Finally, the mechanical subject criticism applies equally well to a between subjects design with only a few profiles (or one profile), except that it would be assumed that subjects were not acting mechanically in the absence of any evidence.

In terms of the realism of the vignettes, the profiles were created to include situations ranging from obviously sexual harassment to obviously not sexual harassment. Although some of the cue combinations may seem unrealistic or even outlandish (e.g., supervisor solicits subordinate for sex in the lunchroom, demands that she cooperate, and subordinate is fired the next day), reading actual sexual harassment cases will quickly disabuse one of this view. For example, in Meritor Savings Bank v. Vinson (1986), the first sexual harassment case heard by the Supreme Court, the victim was repeatedly forced to submit to her supervisor's sexual advances before and after business hours, threatened with loss of her job if she refused, and once raped. Given the reality of sexual harassment, it seems difficult indeed to create an unrealistic profile.

An important limitation of the study is the small sample size of college- and university-affiliated EEO Officers. This sample should not be assumed to be a representative sample of EEO Officers, and generalization from these results should be made with the caution given to all exploratory studies. For future studies with larger

sample sizes, gender comparisons might be a fruitful area of research, given the gender differences frequently found in the survey research. However, the present study's use of an idiographic design and multiple samples produced meaningful results for 94 individual subjects, and allowed comparisons between expert and naive judges, as well as comparisons between the composite policies of five different samples.

What is clear from the present study is that there is a great deal of similarity in EEO Officers' policies for sexual harassment judgments compared to other policy capturing studies using various expert judges (see, for example Ullman, Egan, Fiedler, Jurenec, Pliske, Thompson & Doherty, 1981; Phelps & Shantau, 1978). Moreover, there was also a great deal of similarity within and between each of the comparison samples. A fruitful area for future research might be to determine whether this similarity extends to people in an industrial setting. Such a study might measure the policies of workers, first line supervisors, and executives, as a way to relate sexual harassment policies to subjects' level in the organization.

Previous research on sexual harassment has been primarily limited to surveys assessing the perceived rate of incidence for selected groups of people, but this study provides clear evidence about the kinds of information people use to make decisions about possible incidents of sexual harassment. This study also provides some evidence

to support the claim that experts and naive observers are very similar in what information they use, and in how consistently they use that information to make judgments about sexual harassment.

TABLE 1

Summary of Regression Analyses for EEO Officers' Sexual Harassment and Charge Judgments[a]

			Harassment Judgments							
			Beta Weights							
Judge	Mean	RSQ	Status	History	Place	Form	React	Coerce	Conseq	Prior
1	7.69	.43	-.34	.00	-.11	.20	.27	.12	-.44	-.12
2	4.09	.83	-.02	-.05	-.06	.03	.05	.04	-.91	.02
3	5.61	.62	-.17	-.16	-.12	-.01	.18	.65	-.32	-.17
4	6.78	.54	-.06	-.05	-.13	-.08	.41	.46	-.43	.00
5	5.74	.64	.07	.02	-.01	.25	.42	.60	-.27	.02
6	5.09	.30	-.26	-.06	.13	.16	.32	.15	-.24	-.14
7	7.11	.58	-.01	.15	-.05	.16	.20	.54	-.47	-.03
8	6.29	.59	.06	.00	.01	.37	.29	.53	-.26	-.20
9	5.73	.50	-.25	-.03	-.11	.14	.20	.36	-.52	-.04
10	5.57	.59	-.18	-.02	-.11	.22	.33	.60	-.24	.03
11	5.87	.25	-.32	.04	.16	.04	.22	.10	-.24	-.13
12	4.91	.57	-.26	.03	-.09	.28	.17	.57	-.20	.15
13	5.21	.41	-.16	-.02	-.02	.18	.23	.49	-.28	-.04
14	5.71	.69	.02	-.08	-.06	-.02	.22	.75	-.32	.01
15	6.29	.52	-.01	-.08	.03	.03	.40	.36	-.41	-.29
Composite Policy[b]:										
-	5.85	.80	-.16	-.04	-.06	.19	.38	.63	-.49	-.12

TABLE 1 (continued)

Summary of Regression Analyses for EEO Officers' Sexual Harassment and Charge Judgments

			Charge Judgments							
			Beta Weights							
Judge	Mean	RSQ	Status	History	Place	Form	React	Coerce	Conseq	Prior
1	7.11	.61	-.25	-.05	-.08	.20	.24	.10	-.69	.05
2	4.51	.96	.01	.01	.03	.00	.04	.00	-.98	.00
3	6.48	.54	-.15	.06	.07	.02	.11	.13	-.57	.17
4	6.58	.54	-.06	-.02	-.15	.04	.34	.48	-.46	.02
5	5.30	.65	.07	.04	.02	.27	.38	.58	-.35	-.02
6	4.84	.44	-.35	-.05	.18	.19	.38	.14	-.25	-.22
7	7.07	.57	-.01	.17	-.05	.13	.19	.54	-.45	-.04
8	5.67	.63	.04	.03	-.04	.25	.26	.46	-.53	.17
9	5.64	.48	-.22	-.04	-.09	.15	.22	.34	-.52	.06
10	4.70	.56	-.15	-.05	-.11	.20	.20	.57	-.39	.01
11	5.80	.24	-.30	.11	.12	.03	.21	.11	-.25	-.10
12	4.18	.51	-.24	-.01	-.12	.21	.25	.54	-.24	-.09
13	2.29	.32	-.18	.00	.06	.14	.14	.44	-.25	-.06
14	3.78	.51	.00	.00	-.11	-.14	.17	.41	-.57	.02
15	5.25	.66	-.04	-.04	.06	.08	.30	.29	-.68	-.20
Composite Policy[b]:										
-	5.28	.85	-.15	.00	.04	.15	.32	.51	-.70	-.11

[a] Mean is mean judgment over all profiles, RSQ is the multiple correlation coefficient squared.

[b] Composite Policy is based on a regression analysis using the mean judgment across all the EEO Officers as the dependent measure.

TABLE 2

Summary of Regression Analyses of All Samples' Composite Sexual Harassment and Charge Judgments[a]

Harassment Judgments

Sample	Mean	RSQ	Beta Weights: Status	History	Place	Form	React	Coerce	Conseq	Prior
EEO	5.85	.80	-.16	-.04	-.06	.19	.38	.63	-.49	-.12
Senior	6.49	.86	.08	-.05	-.06	.19	.36	.62	-.59	-.13
Fresh	5.82	.87	-.01	-.04	-.04	.12	.59	.57	-.47	-.17
Grads	6.11	.86	-.02	.02	-.02	.19	.47	.75	-.31	-.02
MBA	6.17	.86	-.15	-.05	-.02	.20	.47	.52	-.59	-.13
Composite Policy[b]:										
-	6.16	.88	-.08	-.03	-.06	.17	.44	.63	-.54	-.12

Charge Judgments

Sample	Mean	RSQ	Beta Weights: Status	History	Place	Form	React	Coerce	Conseq	Prior
EEO	5.28	.85	-.15	.00	-.04	.15	.32	.51	-.70	-.11
Senior	5.75	.92	-.04	-.06	-.05	.19	.34	.53	-.71	.15
Fresh	4.97	.92	-.04	-.04	-.05	.08	.52	.37	-.73	-.20
Grads	5.45	.88	-.02	.02	-.02	.21	.43	.71	-.44	-.08
MBA	5.41	.91	-.14	-.05	-.02	.17	.36	.40	-.79	-.12
Composite Policy[b]:										
-	5.43	.93	-.07	-.03	-.04	.16	.40	.52	-.72	-.14

[a] Tabled values are based on a regression analysis using mean judgments across all subjects within each sample as the dependent measure.

[b] Composite policy is based on mean judgments across all samples for each judgment.

TABLE 3

Summary of Regression Analyses of EEO Officers, Seniors, Freshmen, Graduate Students, and MBAs Sexual Harassment and Charge Judgments[a]

		Harassment Judgments			Charge Judgments		
Variable	Sample	Mean	Minimum	Maximum	Mean	Minimum	Maximum
Mean Judgment							
	EEO	5.85	4.09	7.69	5.28	2.29	7.11
	Seniors	6.49	4.23	8.28	5.75	3.26	7.71
	Freshmen	5.82	3.94	7.77	5.43	2.47	6.77
	Grad	6.11	4.87	7.33	5.45	4.10	6.86
	MBA	6.17	3.80	8.01	5.41	3.80	6.84
RSQ							
	EEO	.54	.25	.83	.55	.24	.96
	Seniors	.53	.11	.77	.58	.07	.83
	Fresh	.54	.14	.94	.57	.29	.86
	Grad	.66	.40	.95	.67	.25	.94
	MBA	.59	.34	.85	.68	.41	.91
Status							
	EEO	-.13	-.34	.07	-.12	-.35	.07
	Seniors	-.04	-.30	.15	-.03	-.31	.17
	Fresh	.00	-.21	.13	-.02	-.50	.11
	Grad	-.03	-.42	.17	-.02	-.38	.18
	MBA	-.12	-.49	.07	-.10	-.48	.16
History							
	EEO	-.02	-.16	.15	.01	-.05	.17
	Seniors	-.01	-.14	.20	-.02	-.21	.15
	Fresh	-.03	-.22	.12	-.02	-.24	.13
	Grad	.02	-.04	.08	.01	-.03	.08
	MBA	-.03	-.17	.09	-.03	-.22	.10
Place							
	EEO	-.04	-.13	.16	-.01	-.15	.18
	Seniors	-.05	-.14	.08	-.03	-.16	.07
	Fresh	-.03	-.15	.09	-.03	-.18	.07
	Grads	-.02	-.07	.07	-.02	-.07	.03
	MBA	-.02	-.18	.11	-.02	-.09	.07

TABLE 3 (continued)

Summary of Regression Analyses of EEO Officers, Seniors, Freshmen, Graduate Students, and MBA Sexual Harassment and Charge Judgments

		Harassment Judgments			Charge Judgments		
Variable	Sample	Mean	Minimum	Maximum	Mean	Minimum	Maximum
Form							
	EEO	.13	-.08	.37	.12	-.14	.27
	Seniors	.14	-.04	.38	.13	-.05	.40
	Fresh	.08	-.09	.32	.06	-.14	.37
	Grads	.14	-.18	.43	.15	-.02	.51
	MBA	.14	-.03	.26	.17	-.02	.22
React							
	EEO	.26	.05	.42	.23	.04	.38
	Seniors	.27	-.05	.66	.25	-.05	.65
	Fresh	.38	.07	.94	.35	.00	.82
	Grads	.31	.03	.92	.29	.02	.85
	MBA	.32	.09	.64	.23	.02	.66
Coerce							
	EEO	.42	.04	.75	.36	.00	.58
	Seniors	.42	.10	.82	.37	-.05	.82
	Fresh	.31	.02	.95	.22	-.05	.72
	Grads	.51	.14	.97	.50	.07	.97
	MBA	.38	.11	.67	.30	.07	.55
Conseq							
	EEO	-.37	-.91	-.20	-.48	-.98	-.24
	Seniors	-.35	-.76	-.08	-.34	-.80	-.13
	Fresh	-.29	-.68	-.06	-.46	-.76	-.21
	Grads	-.24	-.72	.09	-.32	-.77	.04
	MBA	-.40	-.83	-.04	-.55	-.91	-.04
Prior							
	EEO	-.06	-.29	.15	-.02	-.22	.17
	Seniors	-.05	-.70	.35	.00	-.39	.44
	Fresh	-.11	-.41	.14	-.12	-.43	.42
	Grads	-.02	-.11	.06	-.07	-.36	.05
	MBA	-.11	-.37	.03	-.09	-.39	.06

[a] Tabled means are arithmetic means.

TABLE 4

Pearson Correlations between Harassment and Charge Judgments for EEO Officers' Actual Judgments and Predicted Scores

Judge	Actual Judgment[a]	Predicted Scores[b]
1	.87	.93
2	.86	.99
3	.81	.90
4	.97	.99
5	.93	.99
6	.92	.99
7	.99	.99
8	.85	.93
9	.98	.99
10	.92	.96
11	.96	.98
12	.94	.97
13	.82	.99
14	.62	.61
15	.84	.92
Means[c]:	.92	.97

[a] Actual Judgment is judgment similarity

[b] Predicted Scores is policy similarity

[c] Means of correlations were obtained by transforming to Fisher's z, averaging, and retransforming back to correlations.

TABLE 5

Correlations between Predicted Scores Based on Subjective Weights and Beta Weights

	SW's/Beta Weights[a]		
Judge	Harass	Charge	SW's/SW's
1	.91	.85	.99
2	.84	.79	1.00
3	.91	.82	.89
4	.83	.71	.97
5	.93	.88	.77
6	.94	.93	1.00
7	.74	.71	1.00
8	.90	.69	.98
9	.94	.97	.95
10	.96	.82	.87
11	.89	.74	.95
12	.89	.73	.94
13	.80	.78	.99
14	.63	.86	.99
15	.70	.80	.99
Means[b]:	.88	.83	.98

[a] SW = subjective weights.

[b] Means of correlations were obtained by transforming to Fisher's z, averaging, and retransforming back to correlations.

TABLE 6

Configurality Analysis of EEO Officers Comparing Main Effects Linear Model and Interactive Model on RSQ for Sexual Harassment and Charge Judgment[a]

	Harassment Judgment		Charge Judgment	
Judge	RSQ-Linear	RSQ-Interact	RSQ-Linear	RSQ-Interact
1	.43	.51	.61	.66
2	.83	.86	.96	.96
3	.62	.69*	.54	.69*
4	.54	.66*	.54	.63*
5	.64	.67	.65	.67
6	.30	.33	.44	.49
7	.58	.60	.57	.59
8	.59	.64	.63	.72*
9	.50	.55	.48	.53
10	.59	.68*	.56	.67*
11	.25	.31	.24	.32
12	.57	.64	.51	.61
13	.41	.46	.32	.35
14	.69	.75*	.51	.58
15	.52	.55	.66	.67
Means[b]:	.54	.59	.55	.61

[a] * = significant incremental RSQ from linear to interactive model at .01 level

[b] Means are an arithmetic mean.

FIGURE 1

The Policy Capturing Model.

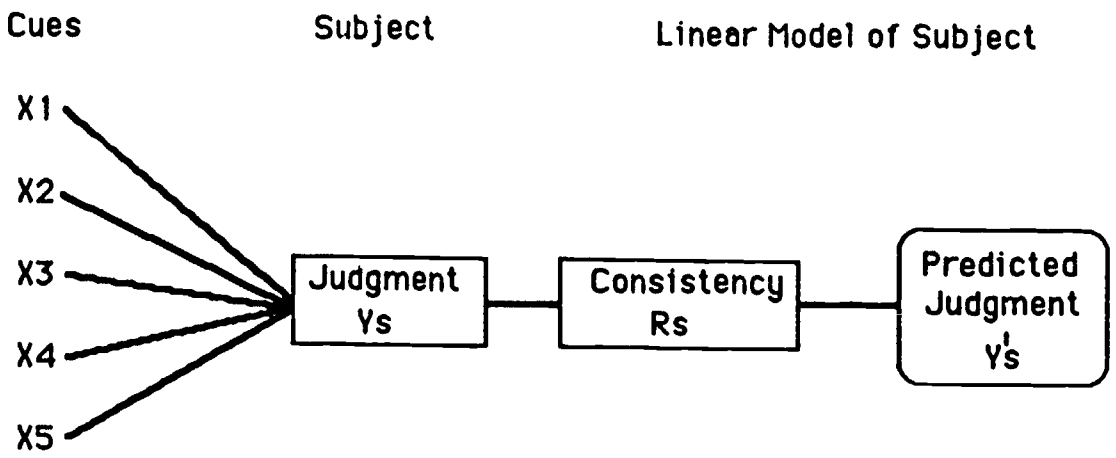

FIGURE 2

Sample Profile With Greatest Agreement Among EEO Officers.

--- Profile 2 ---

Mark was one of Alice's coworkers. Alice and Mark have worked together for a long time. Mark asked Alice to come into the office and close the door. Then he told Alice how sexy she looked in her new dress. Alice tried to discourage Mark's behavior. Then Mark demanded that she cooperate or he would make things hard for her. Alice still got raises and promotions at the same rate as her coworkers. You have seen similar situations involving Mark and Alice, and between Alice and other employees, but you have not seen any similar incidents between Mark and other employees.

Is this a case of Sexual Harassment?

1	2	3	4	5	6	7	8	9
clearly no								clearly yes

Would you advise Alice to file an EEOC charge?

1	2	3	4	5	6	7	8	9
definitely not								definitely yes

FIGURE 3

Sample Profile with Greatest Disagreement Among EEO Officers.

--- Profile 72 ---

Mark was one of Alice's coworkers. Alice and Mark have worked together for a long time. Mark came to the lunchroom to see Alice. Then he told Alice how sexy she looked in her new dress. Alice tried to discourage Mark's behavior. Then Mark went back to work. Alice was fired the next day. You have seen similar situations involving Mark and Alice, and between Alice and other employees, but you have not seen any similar incidents between Mark and other employees.

Is this a case of Sexual Harassment?

1	2	3	4	5	6	7	8	9
clearly no								clearly yes

Would you advise Alice to file an EEOC charge?

1	2	3	4	5	6	7	8	9
definitely not								definitely yes

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