

**Newspaper Guild of  
Pittsburgh  
2021 Listening Tour**

*Interviews Conducted by Feaster and Associates*

# Newspaper Guild of Pittsburgh

## 2021 Listening Tour

**2021 Listening Tour Overview:** The NewsGuild-CWA (TNG-CWA) contracted with a consulting group, Feaster and Associates, to engage with Newspaper Guild of Pittsburgh, Post-Gazette unit members and other stakeholders in a Listening Tour designed to delve into the culture of the Pittsburgh Guild. This Listening Tour was conducted to help newly elected Pittsburgh Guild leadership understand the organization's culture and develop a way forward for the organization. The Listening Tour came after an investigation by the Communications Workers of America that was prompted by allegations provided to International NewsGuild leadership in September 2020. The day after those credible allegations were shared, Pittsburgh Guild leadership was briefed on the nature and gravity of the allegations. The former president resigned from the Guild that evening and later retired from the Post-Gazette. The CWA investigation was closed in December 2020.

An email soliciting Listening Tour participants was sent to Pittsburgh Guild members by a Guild Task Force that worked with the consultant. Listening Tour interviews were voluntary, to be conducted via telephone at the interviewee's convenience. Listening Tour questions were designed by a Pittsburgh Guild Task Force group, and each respondent was asked the same series of questions intended to give Pittsburgh Guild members and stakeholders the opportunity to speak about the Guild in an anonymous environment.

Current and former Pittsburgh Guild members and stakeholders participated in Listening Tour interviews during a three-month period. Some quotes are included in this report. And the report generalizes the comments of interviewees, and includes broad findings of the consultant, gleaned through interviews and follow-up calls.

### **Interview Process/Methodology:**

- All interviews took place between April 1 and June 21, 2021, and ranged in length from 35 minutes to 3 hours and 20 minutes, with some interviews being spread over two days.
  - Conversations were wide-ranging, and an overview of the prevailing sentiments are included in this report.
  - Most interviewees appeared to be thoughtful, forthcoming, and concerned.
  - This Listening Tour was **not** conducted as an investigation of, or inquiry into, the behavior of past or current Pittsburgh Guild membership; rather, it

provided an opportunity for Pittsburgh Guild leadership to learn of member concerns and provide a path to move forward.

- A total of 78 people were contacted.
  - The Guild Task Force provided an initial 50 points of contact, and then an additional 16 points of contact, based on requests by the interviewing consultant during the interview process.
  - 84% of interviewees suggested names of additional people to interview, but many were on the original list or had already been provided by an earlier interviewee. A total of 12 additional points of contact were provided by interviewees.
  - 20+ interviewees volunteered to contact additional potential interviewees, in many cases doubling or tripling contact efforts for the same individuals.
  - Following the initial email from the Pittsburgh Guild, the consultant emailed all points of contact at least twice about the opportunity to participate.
  - Of the 78 people contacted, 55 elected to conduct interviews; 12 of these agreed to follow-up interviews.
  - 4 individuals specifically opted to not be interviewed.
  - 19 individuals were unresponsive.
  - Additional information was gleaned through more than 20 follow-up interviews.

## **Listening Tour Overview of Questions and Responses:**

The Guild Task Force developed questions; the responses were wide-ranging, and covered numerous incidents, issues, and concerns.

The Guild Task Force members were:

- Loretta Wimbley, Newspaper Guild of Pittsburgh President
- Lauren Rosenblatt, Newspaper Guild of Pittsburgh Third Vice President, Co-chair, Human Rights Committee
- Alyssa Brown, Newspaper Guild of Pittsburgh Secretary, Co-chair, Human Rights Committee, until departing from the Post-Gazette in June 2021
- Grace Catania, Chicago NewsGuild Vice President, former Chairperson, National Women's Committee
- Jon Schleuss, President, NewsGuild-CWA
- Marian Needham, NewsGuild-CWA Executive Vice President

The questions asked:

- 1. How would you describe the organizational climate/culture in the Pittsburgh Guild currently and in the past?**
- 2. Have you experienced, witnessed, or heard about harassment, inappropriate behavior, or misconduct involving Pittsburgh Guild members?**
  - a. 2A. If so, did you take any action?**
  - b. 2B. If so, what did you do, and what response did you receive?**
  - c. 2C. If not, what prevented you from doing so?**
- 3. What improvements or internal processes would you like to see instituted that would make members feel more comfortable to report harassment, and/or act in response to improper behavior?**
- 4. Is there anyone else you suggest I talk with?**
- 5. Is there anything else you would like to talk about?**

Multiple interviewees became emotional during the interview process. Readers should note that this is an aggregate of issues that former or current Pittsburgh Newspaper Guild member respondents experienced at various points during the past 20 years. It should not be considered simply a snapshot of what is happening right now within the Local. The lack of a specific timeline for the concerns reported means it is impossible to know whether certain kinds of concerns were especially prevalent during any particular time period, whether problems improved or worsened over time and whether changes in leadership made a difference in the internal culture of the Pittsburgh Local. Several interviews were lengthy and had to be completed in more than one call. Every respondent was thanked for participating, was told that interviews were NOT being recorded, but rather the consultant would take written notes, and reporting would be based on those notes.

## Overview of Respondents Comments

As a reminder, generalizations appearing in this report are based on observations and events that may have occurred over 20 years of Pittsburgh Guild activities.

### 1. How would you describe the organizational climate/culture in the Pittsburgh Guild currently and in the past?

In answering this question, respondents sometimes conflated the culture of the newsroom (which was described by many interviewees as a “dysfunctional family” that accomplished good work) with Pittsburgh Guild activities/functions. Most interviewees responded to this question in the context of the organizational culture of the Pittsburgh Guild prior to and shortly after the most recent election.

- 38% of respondents began their response to this question with a positive response, mentioning enjoyable times/events that were shared by members of the Pittsburgh Guild, and how the Pittsburgh Guild had assisted with work-life balance or had helped them address a specific issue with management. There was a sense expressed by some that the Pittsburgh Guild was a collegial environment.
- Several respondents mentioned that new members did not know what a union did, and there were inconsistencies in the new member orientation, plus new members frequently did not have a personal or family connection to unions.
- The lack of a contract was mentioned by nearly half of the respondents in a variety of ways; some talked about what it was like in the past to have a contract with great benefits, while others stated they didn’t know how they were going to survive financially without one. Several respondents also stated they believed there was a lack of transparency on bargaining issues.
- The release of the *New York Times* story caused substantial consternation among respondents. There were a wide variety of responses, including:
  - o Self-reflection on behaviors/interactions that individuals might have missed, or what actions respondents might have taken, had they been aware.
  - o Questions of why impacted members didn’t confide in senior members with their issues.
  - o Questions about whether enough facts had been uncovered to warrant such criticism.
  - o Questions on whether more egregious behavior was being covered up.

- And anger, disbelief, and a feeling that the article painted the Post-Gazette and the Pittsburgh Guild members in a negative light.
- 33% of respondents made reference to an “Old Boy’s network” that protected the “Old Guard,” to the disadvantage of younger employees. Some of these respondents also highlighted that leadership had not changed in years, and that Pittsburgh Guild leadership had managed workplace issues too aggressively and with a reactionary approach. Younger members expressed the desire for a more collaborative approach to working with management, while older employees opined those younger members didn’t have the historical reference to complain and hadn’t stepped up to take over leadership positions.
- 27% of respondents mentioned not being able to ask questions at Pittsburgh Guild meetings, many of whom stated that if they did ask questions, they were met with derision and eye rolling, which immediately shut down a lot of younger membership participation. Respondents cited a climate of intimidation at Pittsburgh Guild meetings where questions/comments/suggestions were not welcome.
- 74% of respondents mentioned alcohol use at functions, both positively and negatively. Multiple respondents cited the news business being a hard-driven environment where reporters gather to drink after work, and that the Pittsburgh Guild played into that culture with events focused on drinking, particularly with happy hours or extended drinking late into the evening.
- Some respondents reacted positively to the election of the current Pittsburgh Guild President, stating the election was as a breath of fresh air; several respondents indicated they worried the current Pittsburgh Guild President did not have the experience to manage a difficult situation with management, and could be manipulated by management.

**2. Have you experienced, witnessed, or heard about any harassment, inappropriate behavior or misconduct involving Guild members? 2A. If so, did you take any action? 2B. If so, what did you do, and what response did you get? 2C. If not, what prevented you from doing so?**

This proved to be the most difficult and uncomfortable question for most interviewees to answer. Slightly more than 50% of those interviewed initially stated they had not seen or heard about inappropriate behavior, but then in discussions, some of those same individuals told stories of inappropriate behavior, comments, or culture. The content of the interviews was based on observations and events that may have occurred over 20 years of Pittsburgh Guild activities. This question also elicited numerous personal contact/interaction stories, some of which were painful for individuals to discuss.

Question two had multiple parts, which were often answered through the telling of interviewee stories, therefore the sub-questions were not necessarily answered separately or individually. Because responses to questions 2, 2A, 2B, and 2C resulted in multiple individual stories, not all issues discussed are reflected here; rather this report captures the essence of discussions. Additionally, many interviewees did not distinguish between behaviors that may have happened in the newsroom/office environment, versus behavior at Pittsburgh Guild events. For the purpose of this report, commentary on inappropriate behavior in any setting has been included, as it directly relates to the general workplace environment reported by respondents.

- Multiple respondents reported personal stories of alcohol-fueled inappropriate behavior at Pittsburgh Guild events, and incidents that occurred in conjunction with alcohol use:
  - o Individuals who “flirted” too much.
  - o 18% reported incidents of inappropriate kissing and unwanted advances.
  - o “Informal warnings” about members who drank too much, and members who women should not be alone with; one woman indicated she was warned about certain members before she accepted a job at the Post-Gazette.
  - o A variety of comments about uncomfortable sexual discussions at social events.
  - o Reports of women repeatedly ‘checking’ on women who appeared to be under duress at social events.
  - o A number of respondents cited pressure to drink more at functions.
  - o Observations (or rumors) that drinking was more aggressive later in the evening.
  - o And an observation of alleged underage drinking.
  
- There were 23 stories cited detailing uncomfortable engagements at social events. Several respondents reported incidents during which impaired

individuals were distracted by other Pittsburgh Guild members who intervened to keep them from making unwanted advances toward women.

- There were multiple stories cited of inappropriate actions related to interns and/or two-year associates, many of which occurred in a newsroom versus social setting. At the Pittsburgh Post-Gazette, the two year-associate program is a training program for early career journalists. The new hires are offered a temporary position at a lower salary than other full-time colleagues. At the end of the two years, the company evaluates the worker's performance and may offer them a full-time role. Multiple individuals discussed the power imbalance with interns and two-year associates, remarking this imbalance lent itself to abuse. Comments included the perception of certain male Pittsburgh Guild members "grooming" female interns and two-year associates; at least two mentions of Pittsburgh Guild member concerns about interns/two-year associates traveling with other Pittsburgh Guild members; a mention of Pittsburgh Guild members being inappropriately "excited" about the intern season; and complaints about how leaders managed the interns and intern program. There were multiple comments about how different age groups viewed what they viewed as inappropriate behavior, with younger members more attuned to what they regarded as inappropriate. Still other respondents stated that younger members needed to "stop complaining and step up and do the work."

One respondent said, "None of the women under 35 were surprised. I always felt there was an old boys club, and many felt uncomfortable with the older men there who were in positions of power. I felt there was a lot of grooming going on. We had a 'whisper network': You don't want to be alone with this or that person. There were tons of commentary from men on how women looked and what we were wearing."

Another respondent said, "Come-ons were a regular thing, and sadly, bystanders didn't say anything."

- Other individual stories cited incidents of unwelcome comments about female employees' looks, clothing, and inappropriate staring in both the newsroom and social settings; microaggressions in the newsroom and at social events; a widely-held belief that an "old boys" network would "circle the wagons" and protect members accused of impropriety; and questions about what reporting mechanisms actually existed to address harassing behavior (indicating a lack of understanding of avenues available for reporting). Some respondents expressed a fear of retaliation if they were to complain; respondents also stated they did not report uncomfortable or harassing incidents to HR because they believed they would not be acted upon.



One respondent said, "I am just glad I wasn't a pretty girl at the PG. What a pain it would be."

Another respondent said, "This is an issue that is larger than what happened in Pittsburgh."

Another respondent said, "Women had to be super tough, because the older women had taken it, sexism was a part of the job...The rumors were that when harassment happened and a woman reported it, she left, and he got promoted."

- There were also individuals who stated that they saw little or no harassment or inappropriate behavior at Pittsburgh Guild activities or in the newsroom. Some respondents expressed an opinion that issues were overblown, while others opined that not all incidents were fully investigated. Some respondents were not certain what actions constituted harassment, and others opined they should have known more about what was happening around them. Some expressed regret for not acting when they saw or experienced inappropriate behavior; and some indicated they did not know how to respond when witnessing inappropriate behavior. Several respondents questioned why women in the newsroom did not feel they could go to others for support.

One respondent said, "Colleagues were sympathetic, but HR was a non-existent presence in our lives. I was disappointed that people didn't see and didn't stand up for me. I think the [Pittsburgh] Guild protected that behavior."

Another respondent said, "Was I not capable of being that friend that someone came to because I couldn't see what was going on?"

**3. What improvements or internal processes would you like to see instituted that would make members feel more comfortable to report harassment, and/or take action in response to improper behavior?**

Respondents were very open and forthcoming on ideas to improve the function of the Pittsburgh Guild, which appears to be a positive indicator of the high level of personal investment that respondents have in the organization.

- Training was the number one recommendation, and although respondents admitted that sexual harassment training was often met with derision, respondents stated that having the discussion is still important, and the quality of the training must be high so that attendees will not feel they are wasting their time. Many respondents spoke about defining a standard of acceptable behavior in the workplace, as a reminder to all employees, and particularly for new members experiencing the workplace for the first time.
- There was an overall positive response to the concept of a more robust Human Rights Committee, but most did not know exactly what that might mean. More than 50% of respondents spoke about creating a system that could allow immediate reporting of issues, such as a hotline, but none offered suggestions on how that might be administered/managed. There was great concern expressed for anonymity for those who might come forward with a complaint. Some questioned how local members could circumvent the Pittsburgh Guild and go directly to the International NewsGuild with issues and complaints, particularly if they felt uncomfortable with reporting to the Executive Committee or Pittsburgh Guild leadership.
- A change in leadership was the solution posed by several respondents. Many felt that the power in the Pittsburgh Guild had remained in the hands of the same few people for years. Several members stated they believed a strong steward program was necessary.
- Multiple respondents cited that too many of the activities were fueled by alcohol, and several recommended that the Pittsburgh Guild have events with a more wholesome/daytime/non-alcoholic focus, so that night-shift members could be included in events. There was also a desire expressed for more creativity in Pittsburgh Guild events.
- The Listening Tour was cited by multiple respondents as a good first step headed towards an improved organizational culture; respondents indicated they liked being able to discuss their complaints, issues, feelings, sadness, and anger. The fact that respondents had unlimited time and access to the consultant made participants feel their concerns were heard.

#### 4. Is there anyone else you suggest I talk with?

As stated earlier in the report, multiple respondents offered suggestions here.

84% of interviewees suggested names of additional people to interview; many of these names were on the original list or were contacted as a result of follow-ups.

20+ interviewees volunteered to contact additional potential interviewees, in many cases doubling contact efforts for the same individuals.

#### 5. Is there anything else you would like to talk about?

There were several issues that were brought up in 40% or more of the interviews. These issues are prevalent in the minds of members interviewed and may be negatively impacting issues of trust between the International NewsGuild, Pittsburgh Guild Leadership, and Pittsburgh Guild members.

- **Pittsburgh Guild Election Irregularities:** There was great concern voiced about the election from current and past Pittsburgh Guild members, with some stating their belief that the handling of the election was indicative of a poorly managed organization.

**Consultant's Observation:** After speaking with many of the parties involved with the election, it is the consultant's opinion that there was no ill intent on the part of the Election Committee; rather, the Election Committee did not review election procedures, and ultimately did not conduct the election according to prescribed guidelines. The International NewsGuild had provided training and online assets to help prepare for the election, but many members expressed thoughts they should have done more to ensure a fair and uncontested election, particularly in a local that was highly visible and had not elected a new President in nearly 20 years. Additionally, a few respondents stated they believed the International NewsGuild intervened following the election because they were not happy with the results; based on interviews conducted, there appears to have been no intent to intervene.

- **Culture of Alcohol:** As seen within this Listening Tour report, multiple respondents stated that a culture of alcohol use contributed to what some members deemed inappropriate behavior during Pittsburgh Guild events.

**Consultant's Observation:** The culture of alcohol use at Pittsburgh Guild events by some parties may have contributed to inappropriate behavior, and/or made some Guild members uncomfortable. The Pittsburgh Guild should consider being more creative with social events and decrease happy hour-based activities to help avoid alcohol-related behavior.

# Consultant Recommendations

These recommendations are provided after speaking with Pittsburgh Guild members and stakeholders over a period of three months. Overall, Pittsburgh Guild members expressed support for the Guild, and they want to see the Guild organizational culture improve. Some respondents characterized the Listening Tour, which was developed to hear and capture members' stories and create a list of recommendations, as a step in the healing process of the Pittsburgh Guild.

While being forthcoming in interviews with the consultant about their concerns, multiple Pittsburgh Guild members expressed a desire for change and a properly functioning Guild. Actions taken in the aftermath of the Listening Tour will illustrate leadership's intent and appetite for change moving forward. People want to be a part of a successful entity - whether it is a winning sports team, a respected business, or a robust Pittsburgh Guild; members want to be a part of something that works. Because feelings about the Pittsburgh Guild may be fractured, leadership might consider leading change that illustrates that members' comments have been heard and are being acted upon.

Lack of trust in the Pittsburgh Guild is an issue according to multiple respondents. The rebuilding of trust will take time and consistent actions on the part of leadership is needed for members to feel safe. Future Pittsburgh Guild members also need to understand the value of being in the Guild – an organization that has been tainted by bad press and the perception of inappropriate behavior of some members.

Current Pittsburgh Guild leadership has an opportunity to reset and rebuild the brand as a winning team, and then will need to protect the brand. The current reputational issues faced by the Pittsburgh Guild, as well as the return to the workplace, provide an opportunity for change. Additionally, all members of the Pittsburgh Guild set, and should be responsible for, the standard of behavior.

Following is a list of recommendations that, if implemented, might be helpful in restoring trust in the Pittsburgh Guild as an organization and establishing a new organizational culture going forward. This list is comprised of suggestions, some emerging from the Listening Tour, and it is understood that the International NewsGuild, current Pittsburgh Guild President and Executive Committee will need to weigh the cost-benefit of each recommendation to determine the right mix of recommendations and measures with which to move forward.

## **International NewsGuild:**

- **Town Hall:** Conduct an all-hands town hall-style meeting with the Pittsburgh Guild members to discuss long-term planning for the Guild's future and investments that the International NewsGuild has *already* made in the Pittsburgh Guild in the past 12 months. This discussion might include an overview of election procedures for future elections (a mini-election training).

- **Code of Conduct:** Create a working group (which should include representation from the Pittsburgh Guild) to develop an overarching code of conduct, which covers issues of harassment in the workplace, to guide behavior of Pittsburgh Guild members. The final product should delineate who is covered by the code, ramifications for breaking the code, and a distribution plan. The International NewsGuild could distribute the code, and conduct training sessions with locals to reinforce it, ideally in conjunction with sexual harassment training.
- **Executive Coaching:** Every leader, regardless of their level of seniority, can enhance business acumen and decision-making skills through personalized executive coaching. The new Pittsburgh Guild President will face a substantial task in restoring trust among membership, and executive coaching can provide developmental support to help a new leader in such an endeavor. This would illustrate International NewsGuild's support for, and investment in, the success of the new President.
- **Streamlined Informal Complaint Process:** Assemble a working group of members/staff to create a complaint process for harassment and discrimination that will be used globally. This should include a streamlined informal resolution process policy and procedure to document and adjudicate complaints arising from locals where local Guild members do not trust their own local leadership to address their complaint. This informal resolution process would be conducted in advance of a formalized complaint being submitted through the existing Constitutional complaint process channels. The informal resolution process must be collaboratively facilitated using staff and members to ensure it best meets the needs of the organization.

Once the process and procedures are developed, staff must be trained at both the national and local level in managing complaint documentation and confidentiality, the inquiry process, problem-solving, mediation, and working with HR departments.

- **Hotline:** Note: Several respondents suggested establishing a 'hotline' process for members to report perceived harassment; hotlines are normally used in large government agencies that can dedicate resources and full-time staff to investigating and resolving complaints. This idea is resource-intensive and likely not feasible for several reasons:
  - o It would require resources -- dedicated FTE manpower, budget and infrastructure to capture and investigate complaints.
  - o It would require developing authorities, policies, and procedures for adjudication that extend to and assume governance/jurisdiction over all locals.

- It would require a process to capture and store complaints, including personal information, which might be sensitive.
- It would require creation of a formalized enforcement mechanism that extends to and assumes authorities/jurisdiction over all locals.
- It would likely require an oversight board and audit process.
- It would create the unrealistic expectation of immediate action.

### **Pittsburgh Guild President:**

- **Mentorship:** Develop a natural support group of mentors outside Guild channels to advise the President on executive leadership issues. The executive coach may be able to assist with this process.
- **All Hands Leadership Circle:** The new President needs to hold a meeting for the general Guild membership where she discusses her vision for the organization, leadership style, and what she will strive to accomplish. The new President must be willing to take questions. This will also be a forum to discuss forthcoming changes and the way ahead for the organization.

### **Pittsburgh Guild Executive Committee:**

- **Strategic Planning Offsite:** Conduct a future-focused strategic planning offsite as soon as possible for Guild members; invite members to be a part of a facilitated event where they can voice *new* concerns, brainstorm ideas, discuss the code of conduct, collaboratively develop an agreed-upon definition of harassment, and encourage members to become involved with the local. This would be the beginning of the Call to Action for the Guild, which should be a yearlong campaign to get members off the sidelines and involved. (Note: After the International NewsGuild develops a Code of Conduct and an informal resolution process, those processes must be shared across the membership, and training on the resolution process should occur.)
- **Term Limits:** Working in conjunction with the Pittsburgh Guild President, establish Guild leadership term limits and provide a statement to Guild members on how Executive Committee leadership succession planning will be conducted. This changeover might be established as a staggered approach spread over a three-year period, with the longest serving members leaving first, while ensuring overlap with newly elected members.
- **Member Orientation:** Review the process for new member orientation to ensure consistency and alignment with newly created policies and processes. Respondents often complained that there was not an established and consistent

orientation program. Publish a schedule for conducting periodic new member orientations.

- **Exit Interviews:** Create an exit interview process for departing Pittsburgh Guild members. This may provide insight as to how they view the Guild, and whether Guild events played a role in their departure. These exit interviews will also enable leadership to make course corrections in the future. Exit interviews may lead to greater organizational cultural insight, and members will depart with a more positive view of the Guild. According to the feedback from interviewees who had left the Guild, none indicated they had the opportunity for an exit interview, and some indicated the Listening Tour was their first opportunity to express their feelings about the organization.
- **Alcohol Policy:** Since numerous members tied inappropriate behavior to access to alcohol at Pittsburgh Guild events, it is recommended the Pittsburgh Executive Committee establish guidelines for use of Pittsburgh Guild funds for social events, including the purchase of alcohol.

#### **Pittsburgh Guild Human Rights Committee:**

- **Member Communications:** Explain why the Pittsburgh Guild established the Human Rights Committee and the role it will play with members, and solicit input from members regarding their expectations of the Human Rights Committee. Several respondents indicated they were pleased to learn of the idea of a Human Rights Committee but were unclear as to what the Committee's role might be in the Guild – this needs to be communicated to members.
- **Develop a Definition of Harassment:** Creating a forum to enable the Guild membership to define the word harassment might be a helpful tool in discussing it as a group. The Society for Human Resource Management defines harassment as: “verbal, written or physical conduct that denigrates or shows hostility or aversion toward an individual because of his or her race, color, religion, sex, sexual orientation, gender identity or expression, national origin, age, disability, marital status, citizenship, genetic information, or any other characteristic protected by law, or that of his or her relatives, friends or associates, and that: a) has the purpose or effect of creating an intimidating, hostile or offensive work environment, b) has the purpose or effect of unreasonably interfering with an individual's work performance, or c) otherwise adversely affects an individual's employment opportunities.

“Harassing conduct includes epithets, slurs or negative stereotyping; threatening, intimidating or hostile acts; denigrating jokes; and written or graphic material that

denigrates or shows hostility or aversion toward an individual or group that is placed on walls or elsewhere on the employer's premises or circulated in the workplace, on company time or using company equipment by e-mail, phone (including voice messages), text messages, social networking sites or other means."

- **Ombudsman:** Several respondents mentioned their desire to be able to tell someone what happened to them without attribution or confrontation. An Ombudsman might be part of the HR Committee or on retainer as a professional that members can approach to discuss issues. If an informal resolution process is developed at the International level, an Ombudsman-type role may not be necessary.
- **Sexual Harassment Training:** After developing a Pittsburgh Guild definition of harassment, conduct sexual harassment training for all members. Numerous Pittsburgh Guild members indicated they want quality training that recognizes the shared stories of those who have endured harassment; this training should be consistent, recurring, and mandatory in order to embed an anti-harassment mindset in the Pittsburgh Guild culture. The Pittsburgh Guild Human Rights Committee should work with Post-Gazette management to ensure training is aligned with existing HR/EEO training and policies within the workplace. To be successful in cultural change, consistency of harassment training will be necessary.
- **Bystander Training:** Conduct bystander training, which goes hand-in-hand with sexual harassment training. Several respondents who faced harassment or microaggressions expressed disappointment that colleagues did not speak up on their behalf. Bystander training is designed to help create a workplace where co-workers feel they can reasonably intervene when they witness inappropriate behavior. This training often empowers co-workers/members to intervene and be proactive in reinforcing standards of behavior for the workplace.
- **Generational Training:** One of the reoccurring observations of respondents was the generational divide and how different generations interact both socially and in the newsroom. We live in an environment where the workplace may have workers aged 17 to 70 in one office, and generational training will add understanding of one another, as different generations communicate differently and to some extent have differing workplace attitudes.