

# Code of Conduct Incident Response Training

**Please change your Zoom name  
to include your pronouns  
(if you're comfortable sharing them)**

It's under Participants, hover over your name,  
click rename

CC NC-BY-SA  
Otter Tech LLC  
sharp@otter.technology

# Workshop Format

- Slide presentations
  - Please ask questions!
  - Use "raise hand" in Zoom
- Paired practice
  - You'll need audio
  - Scenarios sent via email
- Group discussion
- 5 min break at 1:30 in, 15 min break at 2:30 in



Public domain:  
U.S. Department of Agriculture

# Ground Rules



CC BY Steve Johnson

- This is a safe(r) space
- If you are asked to stop, you will stop
- You may leave at any time
- Be open to new knowledge
- Acknowledge different lived experiences

# Vocabulary

- Code of Conduct incident
- Reporter
- Reported person
- Third party witness
- Incident Responder



CC BY U.S. Army Africa

# Incident Responder Duties

- Take an incident report
- Protect reporter privacy
- Discuss with committee
- Behavioral modification plan?
- Consequences?
- Follow up with reported person
- Respond to impacted person
- Document the incident



CC BY Open Knowledge

# Common Reporter Needs

- + To be heard
- + To be respected
- + To feel safe
- ~ To create meaning
- To be "right"
- Justice or vengeance



CC BY painteverything

# Acknowledging Reporter Emotions

- "You felt (emotion) when (behavior)."
- Example: "**You felt** scared **when** they raised their voice."
- Softening the directness:
  - "So you felt..."
  - "It sounds like you felt..."
  - "I'm hearing that you felt..."

"Nonviolent communication"  
by Marshall B. Rosenberg, PhD



# Common Reporter Emotions

- Repeating themselves
- Becoming flustered
- Talking fast
- Judgment words
- Anger
- Mistrust



Emotion CC BY 2.0 Osamu Kaneko



# Handling Privacy Concerns

- Report will be confidential
- Take an anonymous report
- Tell reported person a witness overheard / saw
- Take an escrow report
  - Document report
  - Act after second report
  - Delay response to protect privacy of 2<sup>nd</sup> person
  - Don't mention multiple reports



Locked CC BY 2.0 montillon.a

# Report Template

- Most important:
  - Reported person's name and description
  - Reporter's contact info
  - Key points of the incident
- Tips section
- Optional information
- Don't ask how you should handle the situation
- [Link to download report template](#)

# Taking an Incident Report: **QUEST**

- **Quiet place** - offer a private room / private chat
- **Unsafe** - call another incident responder
- **Emotions** - "You felt (emotion) when (behavior)"
- **Security** - how to protect reporter privacy & safety?
- **Trust** - help the reporter feel more welcome

Thank the reporter. Get their contact info.

Instructor modeling  
taking a report

# Practice Receiving Reports

# Discussion

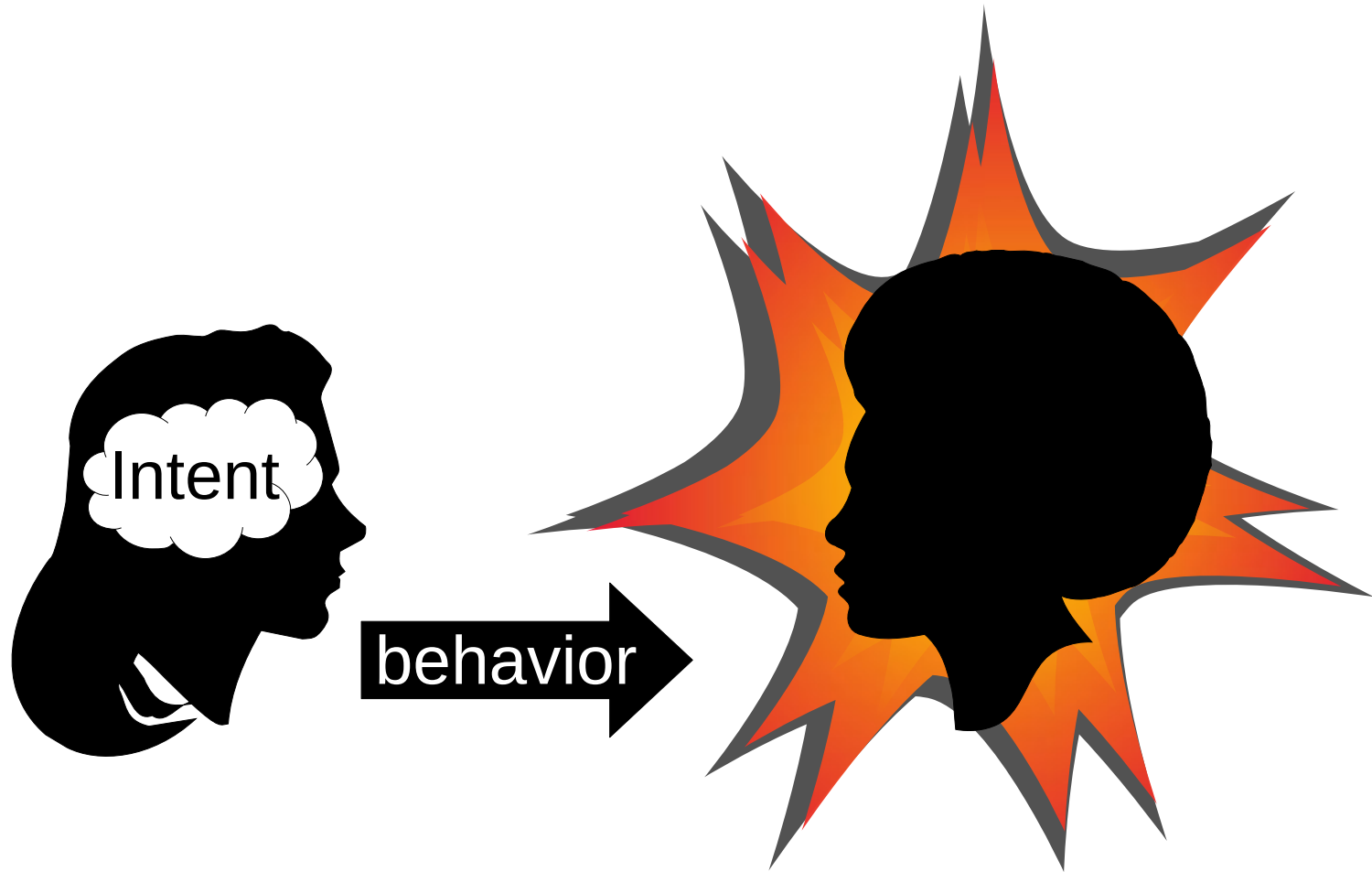
- For the incident responder:
  - What was hard, complex, or complicated?
- For the reporter:
  - What did the incident responder do well?
  - What techniques did they use?
  - Any effective phrases?

# Bias in Receiving Incident Reports

- Record the behavior & impact
- Don't use "judgment" words
- Watch yourself for defensiveness
- Be cautious about empathy for reported person



# Intent vs. Impact



# Intent is Not Magic

- Action or inaction has impact
- Good intent still causes harm
- **Goal: Stop the behavior**
- Do they understand why their behavior was inappropriate?
- Do they agree to change?
- Afterwards: Based on your conversation, does the reporter intend to continue the behavior?



CC BY Fabricio Zuardi  
(modified)

# Microaggressions: Constant Inequality

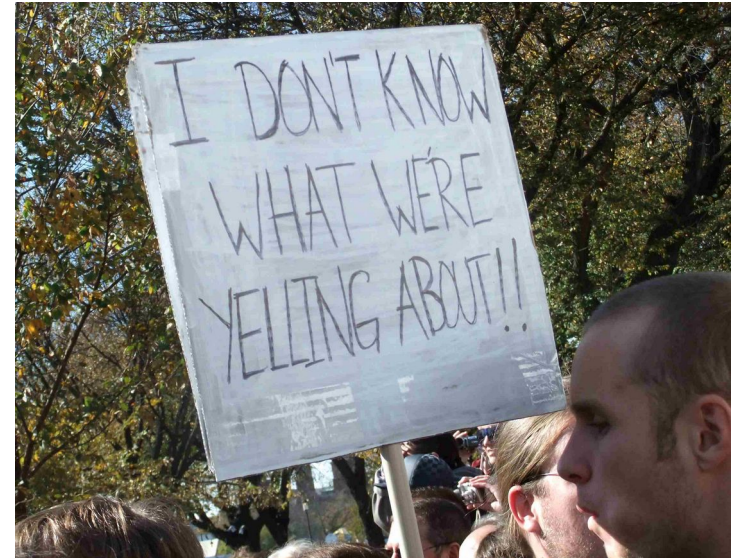
- Harm caused because your identity is not considered "the default"
  - e.g. disability, race, gender
- May happen daily
- Invisible to the "default" identity
- Death by 1,000 paper cuts



CC BY Andrew McGill

# Personal Conflicts

- Not all conflicts will be a Code of Conduct violation
- Communication breakdown
- Is this a pattern?
- Know emotional and verbal abuse behaviors:  
<http://outofthefog.website/traits/>



CC BY Martha Soukup

# What about False Reporting?

- What does a reporter have to lose?
  - Community
  - Career
  - Safety & mental health
- Society favors reported person
  - less likely to face consequences
- Microaggressions & sexual harassment are under reported
- Believe reporters by default



CC BY Adam Lehman

# Reversed Power Dynamics

- Be cautious of when the power dynamic is reversed:
  - "racism against white people"
  - "sexist discrimination of men"
  - other "reverse-isms"
- Reporting process can be used to harass minorities
- "Our CoC Committee determined this was not a Code of Conduct violation"



CC BY Jesper Sehested  
Pluslexia.com

(Break)

Following up on  
Incident Reports



# Evaluating Reports

## Risk vs. Impact

- Risk:
  - physically unsafe?
  - impacts mental health?
  - risk of behavior being repeated?
- Impact:
  - number of witnesses
  - authority / leadership of reported person
  - impact to people from marginalized groups

# Evaluating Risk: Examples

	Low Risk	High Risk
Low Impact	Inappropriate comment in private conversation	Repeated inappropriate comments after warning
High Impact	Racist "joke" during a presentation or in public channel	Stalking Sexual assault

# Potential Consequences

- Warning
- Final Warning
- Removal from leadership positions
- Do not interact with reporter
- Temporary Ban
- Permanent Ban

# Evaluating Risk: Examples

	Low Risk	High Risk
Low Impact	Inappropriate comment in private conversation	Repeated inappropriate comments after warning
High Impact	Racist "joke" during a presentation or in public channel	Stalking Sexual assault

# Deciding Response: Examples

Low Risk

High Risk

Low  
Impact

Issue warning

Monitor and document  
patterns of behavior,  
warn or temporary ban,  
remove from leadership

High  
Impact

Reprimand, removal  
of offensive material

Public response from  
staff or organization

Permanent Ban

# Before Speaking to a Reported Person

- Write down:
  - Their behavior and impact
  - A behavioral modification plan
  - Consequences for their behavior (?)
- What will happen if they don't agree to modify their behavior?
- Who can they appeal the decision to?

# Common Emotions for People who have been reported

Emotion	Action
Anger	Defensiveness
Fear	Denial
Humiliation	Blame shifting
Anxiety	Seek reassurance
Disgust	Self blame
Abandonment	Manipulation



# Successfully Encouraging Change in Reported People

- Goal is to change inappropriate behavior
- You will see defensiveness
- Reiterate behavior and impact
- Focus on shared community goals:
  - safe, inclusive, welcoming, collaboration, creativity, constructive communication
- Offer private ways to practice new skills

# Following up with the reported person: **BIRDS**

Go to a private place / private message or video chat

Have an exit plan. Bring another responder if a ban is likely.

- State what their **Behavior** was without judgment words
- State the **Impact** on the reporter or community
- Allow the reported person to **Respond**
- **Don't** reassure or allow the reporter to be contacted
- **Set** a behavioral modification plan

Offer to relay any apologies

Practice:  
Following up with  
the Reported Person

# Discussion

- For the incident responder:
  - What was hard, complex, or complicated?
- For the reported person:
  - What did the incident responder do well?
  - What techniques did they use?
  - Any effective phrases?

# Following up after an incident

- Try to talk to everyone impacted
- May need a public statement
- Transparency reports
- Whisper networks exist
- Document the incident
- May need to notify volunteers

Q&A

# Advanced Topics



# Systemic Inequality

- Collective lack of action
- Biased harmful policies or systems
- Negatively impacts marginalized groups
- Example: No 'religious symbols' policies
  - Must choose between a headscarf & education/jobs
  - 2x more Muslim girls don't go to secondary school in France
  - Source:  
<https://www.washingtonpost.com/politics/2019/06/03/how-will-austrias-new-headscarf-ban-affect-muslims/?noredirect=on>

# Dealing with Unwelcome Attendees

- “You aren’t permitted to attend the conference”
- Don’t provide details
- Ask them to leave
- “This is a private venue”
- Get onsite help
- Report for trespassing
- Know your local trespassing laws



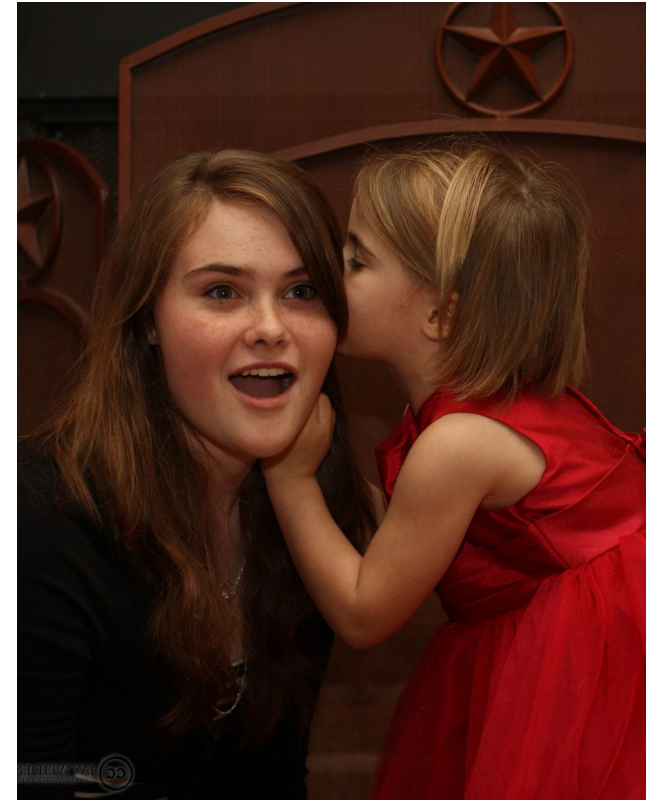
CC BY Mike Mozart

# Dealing with Weapons Policy Violations

- “Weapons are not allowed at our conference”
- Ask them to leave
- Come back without the weapon
- Do not argue, be firm
- Ask staff, response team, security to help
- If there is a safety risk, call 911

# Conflicts of Interest

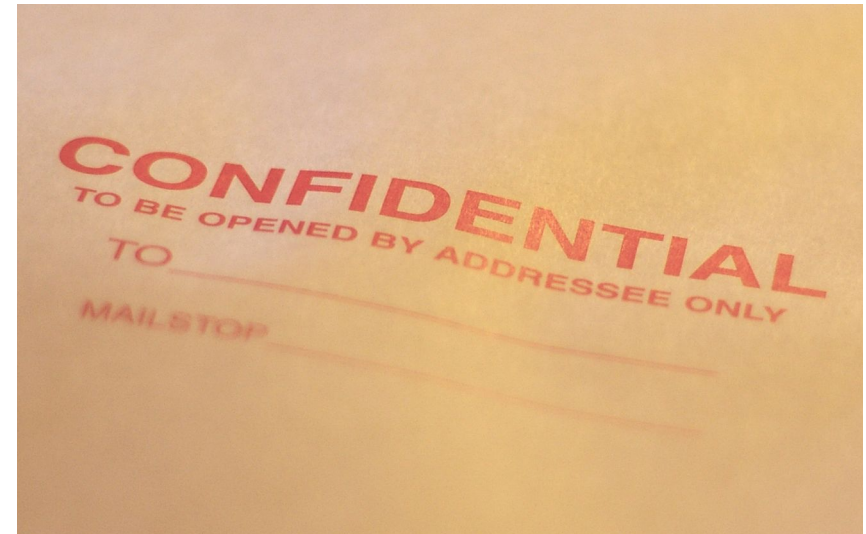
- Is anyone a friend or coworker?
  - conference staff or volunteers
  - incident response team
  - papers committee
  - sponsors
- Review leadership positions for potential leaks:
  - other incident responders
  - volunteers & staff
  - papers committee
  - board members



CC BY Jay Weldenbach

# Confidentiality Issues

- Reporter fears retaliation
- NDAs & severance
- Police Investigation
- Limit incident docs access
- Ask around (discretely)
- Often multiple incidents
- Other grounds to dismiss



CC BY Casey Marshall

# Known Harassers

- Not just internet trolls
- Stalkers do show up
- Power plays & disruption
- Have a mitigation plan
- Strict confidentiality plan
- Ensure attendee safety



CC BY Paul VanDerWerf