

Connections

A BIENNIAL PUBLICATION OF
WASHINGTON COALITION OF
SEXUAL ASSAULT PROGRAMS

VOLUME IX, NUMBER I

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Intertwining
Sexual Assault,
Advocacy
& Ethics

In This Issue:

Demystifying
Management Ethics

Practical Tips for
Management

Ethics & The Art of Advocacy

What Keeps Us True to
Our Own Values

Small Organizations Need
Our Help!

What To Do After Your Code
of Conduct is Written

Why Measure Ethical
Effectiveness?

plus:

- ☞ Sexual Assault Awareness Month
coming in April
- ☞ Online resources
- ☞ WCSAP welcomes new staff

Connections

VOLUME IX, NUMBER I



WASHINGTON COALITION OF
SEXUAL ASSAULT PROGRAMS

*The Mission of the
Washington Coalition
of Sexual Assault
Programs is to unite
agencies engaged in
the elimination of
sexual violence
through education,
advocacy, victim
services and
social change.*

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THIS ISSUE:
Intertwining
Sexual Assault,
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& Ethics

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from the
Director's Desk



Renée M. Sparks

RENÉE M. SPARKS

ADVOCACY EDUCATION DIRECTOR, WCSAP

The anti-rape community is erected on the historical frame of advocating and empowering victims and survivors. On behalf of this journey to eradicate sexual violence, we enter a new year, 2007, and our obligation and commitment to victims and survivors has not wavered. It is still the primary factor of our mission and the interwoven fabrication of our philosophical frame to bring about social change.

Building on our criteria to provide quality services to assist the anti-rape community meet the needs of victims and survivors, this issue of *Connections* is designed to underscore the relevance and impact that ethics can have on sexual assault programs. Laced within this issue is interrelated content that emphasizes the importance of developing and asserting a process of ethical decision-making, prior to those times when the law and ethical guidelines conflict, or when neither the law nor ethical guidelines are sufficient to cover the issues in question.

One prime example that comes to mind is the landmark case of Tarasoff v. Regents of the University of California, in which two students, named Prosenjit Poddar and Tatiana Tarasoff, attended a dance at the University of California at Berkeley. After one kiss, Poddar believed they had a serious relationship. Tarasoff did not agree and was not interested. Poddar became depressed; he eventually started therapy with Dr. Lawrence Moore. During his ninth session with Dr. Moore, he communicated that he was going to kill Tarasoff.

Dr. Moore alerted campus police that Poddar was a threat and should be involuntarily hospitalized. The campus police picked up Poddar and after questioning felt that he was not a threat and released him. Dr. Moore's supervisor, Dr. Harvey Powelson, instructed staff to end all attempts to hospitalize Poddar. Prosenjit Poddar then killed Tatiana Tarasoff. This landmark case led to the responsibility of a duty to warn, and for a counselor or therapist to breach confidence, if a client or other identifiable person is in imminent danger.

In a clinical context, “ethics is a practical discipline that provides a structured approach to assist those in the helping professions in identifying, analyzing, and resolving ethical problems and ethical dilemmas. Good clinical practice, whether in agencies, schools, private practice, or other settings, requires some working knowledge of ethical issues and approaches useful in resolving them.” (Freeman, 2000)

Practices of advocacy are streamlined through legal, medical, social and political systems. Therefore, advocates, therapists and management must consider the relationship between ethics, principles and practices of advocacy, enhancement objectives, improving functionality of services, operational procedures, channeling access and outreach, and other intermittent services provided by sexual assault crisis centers.

It is vital that members of the anti-sexual assault helping-care profession develop an infrastructure that supports and understands values that determine appropriate ethical actions in the work culture, services, and the business and administrative aspects of anti-rape communities.

As we trail blaze the new year, let us examine, unravel and approach this maze of ethics with clear thinking, organizational reflection and assessment that leads to strengthening our actions and choices in resolving ethical issues by incorporating ethics into every aspect of our decision-making process. Content that has been selected for this issue will assist us in beginning this process.



It is vital that members of the anti-sexual assault helping-care profession develop an infrastructure that supports and understands values that determine appropriate ethical actions in the work culture, services, and the business and administrative aspects of anti-rape communities.

Engaging in Important Work

BETTY L. BAILEY

EXECUTIVE DIRECTOR, WCSAP



Betty L. Bailey

*Several years ago I
attended a music
festival and, while
there, I saw a
button that read,
“the meek are
getting ready.”
It’s from a famous
quote that the
meek shall inherit
the earth.
Well, the meek
are ready!*

After my WCSAP Lobby Day address, a colleague asked if I would write down my remarks. I agreed and have adapted them here for you. I began with a quote from Eleanor Roosevelt:

“Where do universal human rights begin? In small places, close to home — so close and so small that they cannot be seen on any map of the world ... Unless these rights have meaning there they have little meaning anywhere. Without concerted citizen action to uphold them close to home, we shall look in vain for progress in the larger world.”

Congratulations for the important work that you do; I acknowledge you for being those *concerted citizens whose actions uphold human rights*, the important rights of safety, respect and dignity for women, children and others.

It occurs to me that we live in a world of “winners” and “losers” — a place where some seem to deserve the basic rights of safety, respect and dignity, while others do not. In that world, winners stay away from losers. Perhaps they stay away out of fear that they will become one, or fear that they are one. We, in this movement, do not live in that world. Every day we go to work we link up with the dignity and beauty of someone that that other world left as a victim, unworthy of basic human rights. Our work breaks through the façade of that other world and puts us where universal human rights begin. We are working *in those small places, close to home — so close and so small that they cannot be seen on any map of the world.*

While others continued important work back home, I celebrated that so many member agency representatives came to Lobby Day to link up with the dignity and beauty of your lawmakers and staffs! Our legislators need to see and hear you because of the world in which you work. Please do not underestimate the value of what you have to say, because the world in which you live and work needs to be talked about in public places and to those who can alter an aspect of that other world.

Several years ago I attended a music festival and, while there, I saw a button that read, “the meek are getting ready.” For those who are not familiar, it’s from a famous quote that the meek shall inherit the earth. Well, the meek are ready! And we’ve got some talking to do with our public servants, their staff and each other. I might add that it’s never too late to arrange to host your own “Lobby Day” and make that call or send an e-mail to your Congressional representatives!

Thank you for the inspiring work that you do and for taking the time to engage in the important work of talking to our legislators. I am honored to have joined you and look forward to getting to know you, your programs and advancing our work together through WCSAP.

ETHICS & the Art of Advocacy

BY CHRISTIANE HURT
ASSOCIATE DIRECTOR, WCSAP

Every time we pick up the phone or respond to a hospital call, our ethics inform our interactions with survivors and our community. Many organizations have codified their policies and procedures surrounding ethical issues — that's important, but it's even more important that we live our ethics in every aspect of our work.

When rape victims decide to call our crisis lines, the first thing they ask about isn't usually our code of ethics. They don't ask about our organizational principles or the last time we had a staff retreat. Often, they are looking for a supportive voice or someone to advocate for them. So, how does a survivor come into contact with our organization's values? What do our ethics have to do with them?

Certainly our ethics work in concrete ways to inform our policies that promote the safety of our clients and staff — absolutely. But they also inform the way we treat clients on the other end of a phone line or sitting in our offices. Our clients know when we believe them, when we want to help them, and when we want to make our community change on their behalf. And our clients know when we don't.

When someone comes to us seeking support, she's taking a risk. She (or he) doesn't always know what we're here to offer or what kind of help we're ready to give. She's reaching out to us in what may be a time of real vulnerability, and we all know how scary and intimidating that could be. And it's our responsibility to meet her needs with respect, care and grace, and to do so while maintaining her confidentiality and autonomy. To do so, we must have a clear understanding of our organizational ethics and be practiced in the art of implementing them in all we do.

Our work informs our ethics; we are trained to believe the victim, support her choices, listen to her concerns and support her in the decisions she wants to make. We are responsible for giving her the information we have about systems and services, being present for her and responding to her calls, 24 hours a day, seven days a week. We are also ethically bound to make referrals for her when her case requires support behind the scope of our abilities; we are duty-bound to transition clients to therapeutic services (instead of advocacy services, for example) if it becomes clear that she would be better served in another system.

Creating organizational ethics is important, and living them is critical to the survivors we see everyday. Our work, at its very foundation, is based on the ethical treatment of rape victims — that's why we're advocates in the first place. The key is building those premises into the core of our agency's structure, integrating what we believe with what we do and living those ethics every day.



Christiane Hurt

We must have a clear understanding of our organizational ethics and be practiced in the art of implementing them in all we do.



What Keeps Us *true* to Our Own Values



Mary Ellen Stone

MARY ELLEN STONE

EXECUTIVE DIRECTOR, KING COUNTY SEXUAL ASSAULT RESOURCE CENTER

As professionals, we have myriad standards and norms directing our work with clients and the community. From Community Sexual Assault Programs (CSAPs) accreditation to licensing and certification requirements, we rely on standards to give shape to what makes us professionals in this field.

While critical to high quality services, these standards are not always able to reflect our agency's values and they may not give definition to workplace behavior. They are usually not designed to inspire excellence in our workplace relationships. I believe that, as CSAPs, our organizations must be leaders in our communities and our internal workings are as important as the services we provide.

We can never take for granted the trust of our community; we must always work to secure and maintain this trust. If we cannot be a trusted resource for clients, their families, donors, elected officials and the broader communities, then we cannot meet our agency mission. In the same way, we must constantly strive to achieve the highest standards of behavior for ourselves.

Several years ago, King County Sexual Assault Resource Center (KCSARC) found itself in need of a set of principles to which staff would all agree. We were struggling with the lack of agreement on what our agency values were and how these values played themselves out in everyday life. Different interpretations of what was important and how values were demonstrated caused polarizing and needless conflict and lack of productivity.

Fortunately, with the help of an outside facilitator, we were able to identify and resolve the problems. A staff committee developed nine guiding principles that were unique to KCSARC and reflected our aspirations for the agency. As the committee members designed a formal process to adopt these new principles, they recognized that not all staff would truly commit to these principles and might prefer to leave the agency. This fact was taken into account, publicly discussed and supported. As a result, individuals who chose not to support the new principles were able to leave gracefully, while those who chose to stay had standards to which we would hold ourselves accountable.



We have had these principles now for eight years. At times they have been regularly discussed and promoted throughout the agency. At other times, they have played more in the background as staff discussed other issues.

Throughout this period, however, these principles have provided a foundation from which we operate. They form the basis for how we hold ourselves accountable. They create a vision for how we want to be. We believe that each staff person, regardless of position, has a responsibility to follow the Guiding Principles and hold that torch for how the agency can be transformed by the Guiding Principles.

KCSARC's nine Guiding Principles are: honesty, healthy conflict, accountability, teamwork, self-evaluation, ethic of hard work/competency, respect, humor and self-care.



Mary Ellen Stone is executive director of King County Sexual Assault Resource Center. Through her dedication, vision and fortitude, she has built one of the most respected sexual assault agencies in the state. Mary Ellen has spent 25 years fighting for the rights of victims, lobbying to ensure that their needs are met, and challenging the fear and denial that help perpetuate sexual violence.

We can never take for granted the trust of our community; we must always work to secure and maintain this trust. If we cannot be a trusted resource for clients, their families, donors, elected officials and the broader communities, then we cannot meet our agency mission.

Ethics:

Practical Tips for Management

BY EVELYN LARSEN

ORGANIZATIONAL SERVICES DIRECTOR, WCSAP



Evelyn Larsen

The best time to decide a course of action is not when it is needed but beforehand, when there is no emotional smokescreen to cloud a potentially emotional situation.

I was approached by the editor to write an article about ethics and I spent some time with her discussing this subject. The most obvious issue that came from this discussion was that it is difficult to write about a subject when the topic of ethics does not have a standard, well-known definition. We all know what ethics are, but if you try to apply the concept to daily work within an agency it becomes less clear. Looking up the word in reference books I came up with a number of ideas. One resource suggested that ethics is the study of moral standards and how those standards affect conduct or a system of moral principles governing the appropriate conduct for an individual or group. It is this definition that I will use in the rest of this article.

My primary responsibility at Washington Coalition of Sexual Assault Programs (WCSAP) is to provide assistance to rape crisis centers in Washington State and to other sexual assault coalitions around the country. This assistance is around capacity building, sustainability and management assistance. With that parameter set, I began to think about how ethical issues and choices affect and inform management decisions. Certainly the decisions made by management staff or the board of directors have implications that flow through the entire organization. Have you thought of these decisions and their consequences? What tools does your organization have in place for making decisions that may fall into an ethical category or that are not easily identified as being ethics-related? The rest of this article will address the management tools available to you — ones you may already have in place and ones you might want to consider developing — to address decisions that could fall into shadowy ethical territory.

One of the best-practice recommendations for an organization is to have a thoughtful statement that provides a framework around your underlying principles or standards. Many organizations have what they call their “Guiding Principles,” a “Philosophical Statement,” or “Ethical Standards.” These documents are in place to signal to your clients and stakeholders a frame of action for any undertaking by the agency. Such statements would be consistent with the vision and mission of the agency and support those organizational pieces.

All broad decisions by the agency and its board of directors would certainly meet the test of these varied “navigational” pieces that are in place for this very reason. I routinely encourage agencies to place their mission statement at the top of each board agenda so as to keep it within the line of vision of decision makers and to minimize “mission drift.” This is also true for philo-

sophical statements or guiding principles, too, although from a practical standpoint it should not be necessary to have them on the agenda. Rather, they should be readily available or prominently displayed so as to be a constant reminder of the commitment of the organization.

There are times when an agency, manager or board of directors is faced with a decision or issue in which it is easy to identify the ethical nature of a situation and to effortlessly make an appropriate decision that supports the correct line of action. There are, however, times when things are not so clear. These are times when you have what I call the “ick factor” — a time when something just doesn’t feel right. It is one of those situations where the path is not clear, but there is something inside, maybe that little inner voice, which indicates that something is just not right. So, how do you decide what to do?

The best time to decide a course of action is not when it is needed but *beforehand*, when there is no emotional smokescreen to cloud a potentially emotional situation. I suggest that you prepare a game plan now, as it will undoubtedly serve you well when you most need it. One way of laying the groundwork for this is to thoroughly explore the circumstances surrounding the ethical issues you face. Some people are quite comfortable doing this on their own while others find more success when the task is shared with another person. Some possible sources of thoughtful conversation include:

- 🌀 **Your mentor**
- 🌀 **Your trusted board chair**
- 🌀 **A peer with whom you have a relationship, such as another CSAP**
- 🌀 **Someone at WCSAP**

Any of these resources can explore with you what might be causing that bell to go off in your head, a bell that you should not ignore.

If a board member has a conflict of interest with regard to a potential board decision, good management practice states that the member should air this potential bias to the rest of the board as a whole and withdraw from the entirety of the issue, including the discussion. Thus, the potential bias is no longer hidden from sight but in plain view of the decision-making body and can be dealt with in a transparent manner, which will serve the organization in an equitable and beneficial way. If the “ick factor” hits you as discussed in the preceding paragraphs, it is akin to this scenario; it’s important to keep the process transparent by discussing it with an ally.

Another tool in your ethics toolkit is this: Ask yourself, “If any part of this ethical dilemma was discovered by the news media and it appeared on the front page of the local newspaper, how would I feel? And how would the community feel about this agency?” You need to be able to resolve that question and feel good about the answer. If a particular situation can’t stand up to the scrutiny of public attention, then you should probably rethink your solution and come up with a better plan of action.

In summary, agencies should have a variety of statements in place to help guide them in their decision-making processes. With that said, we also recognize that we work in a world that can be wildly unpredictable and acknowledge that we will sometimes be called upon to make decisions (sometimes very quickly) that do not have clear guiding principles in place. There are also occasions when we get a quick “gut” response to a suggestion that makes us uncomfortable, and we may need to get further input prior to making a decision. We serve our communities in a mutually beneficial relationship, and being accountable to that relationship is paramount to our organizational health and well being. When we take the necessary steps to build action plans based on strong ethical foundations, we ensure accountability to all those we serve.

de|mystifying Management Ethics



Kathleen Arledge

By KATHLEEN ARLEDGE

ORGANIZATIONAL SERVICES COORDINATOR, WCSAP

Once heard a story about a college student who wanted to volunteer at a shelter for the homeless. While the student was being interviewed for the position, a client approached the caseworker to ask for transportation. The caseworker was unable to assist the client, so the potential volunteer eagerly offered the client transportation in his personal vehicle. As you can imagine, the scenario turned haywire when the client leaped from the moving vehicle, ran to the nearest public phone, and called the police — accusing the young volunteer of abduction. Luckily, the volunteer was able to validate his story (and his innocence), but he never went back to the shelter and the agency lost a valuable volunteer.

One can only imagine what the repercussions could have been for that homeless shelter had the situation not been effectively resolved. It leaves one to wonder if perhaps the agency did not have a policy for the transportation of clients in personal vehicles, or perhaps that policy was never communicated to the caseworker who permitted the transportation arrangement to happen. This is, however, a stark example of the integral connection between the ethics of management and our work in non-profit crisis agencies.

The ethics of management is a topic suited for an advanced college-level course. Philosophers spend their lives examining the existential qualities of ethical practices; ethics can become an issue of morality, value, utilitarianism, or individual experiences. There are codes, theories and laws of ethics. Lawyers, social workers, psychologists and other professionals must adhere to ethical codes of conduct, and non-profit organizations are ethically obligated to adhere to codes set forth by state and federal governments.

There are aspects to ethical management that are unique to the construction of a sexual assault program. As the director of a rape crisis center, you understand that the human element of management is often unpredictable. As the director of an agency that deals with issues of crisis on a regular basis, ethics play a central part in your role as a leader.

Running an ethical organization involves more than choosing between right and wrong; it is about operating with clear values and principles. Our ethics often reflect our values. For example, we all have the ethical obligation to work towards ending sexual violence because that is what we value. In the larger context, the societal reaction to rape places value upon the work of rape crisis centers. We have an ethical obligation to society to offer these services and maintain ethical management principles.

I believe the story of the eager volunteer illustrates some key points about how to put ethical theories and practice into action in your sexual assault program. Consider the following guiding principles to ethical management practice:

A crisis is not the time to make an ethical decision.

We have all made a rash decision that we later regretted. It is true that we do not think clearly when the heat of the moment is upon us and a crisis is about to ensue. Furthermore, the sexual-assault movement has the ten-

dency to operate reactively rather than proactively. The instinctual nature of crisis work can force us into survival mode; decisions made when we are worried, stressed or confused are often the wrong decisions to make.

Consider, for example, the caseworker who watched as the naïve volunteer offered to transport the client in his personal vehicle. A lack of understanding about the situation (and motives of the client), and the stress of not being able to accommodate the client themselves, could have been the variables that led to the caseworker making a poor decision.

When applying ethics to a crisis-related situation:

- The agency should take proactive measures whenever possible. Consider possible scenarios of crisis management before the ethical dilemma occurs, and prepare a plan. These plans can be formalized through written policies and procedures.
- Part of being proactive entails an understanding of ethics as an organic process. One can never anticipate every crisis scenario, but one can have a plan that would outline action steps when a new crisis scenario emerges. Some managers may choose to call a colleague to obtain an impartial perspective of the ethical dilemma, or some agencies may choose to impart the ethical dilemma on to a higher governing board.

The underlying message is to take a step back, examine all elements of the situation and, if possible, avoid making an immediate decision.

Communication is the Golden Rule

In other words, how would you feel if someone were to apply these ethics or values to your work? In order to accurately assess this principle, talk to your employees about agency policies, procedures, laws and regulations — actively demystify the concept of ethics within the sexual assault agency by talking about it! Every manager has the ability to create an atmosphere of trust and open dialogue. By demonstrating ethical values in the work place, and openly discussing the reasons behind those values, employees are more confident in the decisions they make and will participate in an atmosphere of open communication about those decisions.

Consider, again, the scenario of the volunteer. Perhaps there was a procedure within that agency that described how an employee should transport clients, but that process was not clearly conveyed to the employee. Or perhaps that employee disagreed with the procedure for personal or cultural reasons. If the manager had talked to the employee about the agency rules on transportation, the situation could have been avoided entirely.

When creating a space for communicating about ethics:

- Try walking in the shoes of your employees. Are policies, standards or procedures clearly communicated? Are they too stringent or do they lack clear boundaries? Talk to your employees to determine if ethical guidelines are effective, and convey the importance of ethics through your work and actions as a leader.
- Ensure that the ethical values you demonstrate are sensitive to the needs of other cultures. Understand that an ethical perspective on an issue might work for the predominant culture but could be totally irrelevant in marginalized communities. Open communication can assess for cultural relevancy, and a process for addressing conflict between agency values and cultural values should be in place.

Embrace change

Remember that an ethical approach to management involves much more than determining right from wrong. To operate with clear values and principles, one must be willing to change those values and principles when they are no longer relevant. As the manager of a sexual assault program, you experience new ethical situations and dilemmas on a regular basis. The code of ethics in management is not written in stone; the values and principles

of your agency will grow accordingly. Support and nurture that growth; inspire and encourage your employees to expand their thinking on ethical and social issues; and do not fear the evolution of the sexual assault movement.

When contemplating change:

- Explore current policies and procedures on an annual basis. A strategic planning process can facilitate this approach and all members of the board and key staff members should be involved.
- Examine policies and procedures on micro, mezzo and macro levels:

MICRO Are the values and principles of this agency still relevant to the needs of our clients? Do our policies and procedures reflect the cultural, ethnic, and social needs of our clients?

MEZZO Are the values and principles of this agency still relevant to staff, volunteers, and members of the board? Are these ethics clearly communicated to all agency stakeholders, and do policies reflect the reality of our agency procedures?

MACRO Are the values and principles of this agency still relevant to the community we serve and the society in which we live? Do our policies address the evolving needs of victims within larger society, and do our services meet those changing needs?

The credo of ethics is infused throughout every aspect of our role as sexual assault advocates and managers. The culture of rape, sexual assault and oppression is perpetuated by a social environment that lacks ethical standards. For the victim, the sexual assault program offers a reprieve from unjust, unethical situations and life occurrences. We are bound by an obligation to create a safe, fair and ethical environment for survivors of sexual assault. The revolution and transformation of rape culture begins with the ethical management of sexual assault programs.

An Assessment Tool for Ethical Management Practices

The list below is intended to assess ways in which ethics could play a central role in management. Managers may use this list to facilitate conversations about ethics with staff, board members and community stakeholders. This list can provide the opportunity to reflect internally about how you apply and promote ethical management practices, and it can be used to evaluate how those practices are infused throughout your sexual assault program:

- Are ethical principles communicated throughout every level of your organization?
- Are the ethical principles of the agency relevant to your work, and do they reflect reality?
- Does the organization have policies in place that will guard against unintended consequences?
- Does the agency have a plan that outlines steps to take when a crisis ensues?
- Does the organization have policies in place that protect the personal safety of victims, employees and volunteers?
- Does the agency have a process in place that addresses and deals with new ethical situations and dilemmas?
- Does the agency conduct an annual strategic plan that examines and reviews policies and procedures for relevancy?
- Are the ethical values and principles of the agency relevant to marginalized communities?
- How is the agency accountable to ethical decision making?
- How are you accountable for ethical decision making?
- How would you feel if [insert the name of a stakeholder] found out about the choices you made?
- Do you demonstrate ethical behaviors to your employees?
- Do you encourage open communication about ethics within the agency?
- Do you create a safe space for constructive criticism, and are you receptive to change?

Kathleen Arledge is Organizational Services Coordinator for WCSAP. She provides technical assistance, resources and trainings to member programs and national sexual assault coalitions in the areas of nonprofit management, intimate partner sexual violence and stalking.

What to Do ^{After} Your Code of Conduct is Written

FROM THE *ETHICS RESOURCE CENTER'S*
"CREATING A WORKABLE COMPANY CODE OF CONDUCT"

Developing a code of ethics, while a significant task in and of itself, is really the start of the overall process for meeting the requirements for the effective communication of organizational ethics standards. A code cannot stand alone. Too often this is not understood and otherwise well-crafted codes end up having limited impact because of three failings:

1. The failure to ensure that the content of the code is effectively communicated to its intended audiences;
2. The failure to train employees on both the code's content and a process for working through ethical challenges not directly addressed by the code (including those situations where elements of the code appear to be mutually exclusive);
3. The failure to keep the code alive — to adapt its language and focus to meet the changing needs of the organization.

Before your code committee declares the project concluded, outline the beginning of subsequent phases to enculturate your new standards into the company.

Communication Strategy

Intentionally announce the presence of the code ... often! The communication strategy should have at least these four objectives:

- Ensure that every employee receives a copy of, or has ready access to, the code;
- Ensure that every employee understands his/her personal responsibility to abide by the provisions and standards laid out in the code;
- Ensure that the organization's commitment to the code is unambiguous and clear to every employee; and
- Ensure that employees are exposed to abundant examples of the code's utility, and how common questions about its intent and application have been resolved.

Training Strategy

Help employees understand the code and its usefulness. The training strategy should ensure that all employees have the opportunity to:

- Review the code's provisions with a focus on how those provisions apply to the individual's specific job responsibilities;
- Learn what specific behaviors and decision-making processes the organization wants him/her to apply when confronting ethics challenges;
- Raise questions about ambiguities or uncertainties resulting from the code's specific language and examples;
- Practice applying the standards communicated by the code to "typical" ethics challenges faced by employees; and

Before your code committee declares the project concluded, outline the beginning of subsequent phases to enculturate your new standards into the company.



A code that is not current is not relevant.



*We suggest
that you
establish
an ethics
committee
or a group or
representative
to tend to the
development
of a program
and infra-
structure that
will reinforce
your code.*

- Learn what the organization wants employees to do when:
 - Facing ethical uncertainties;
 - Observing ethical misconduct; or
 - Perceiving pressures being applied (to one's self or others) to commit ethical misconduct.

Ultimately, this training effort should do more than communicate a code's content. It should result in employees having an increased level of confidence and comfort when making business decisions that address ethical challenges. Specifically, an employee should feel:

- Confidence that the selected course of action is consistent with the organization's ethical standards and that it will be supported by the organization;
- Comfort that the selected course of action is consistent with the organization's core values as well as those of the decision maker, and that the decision will generally be recognized as ethical.

Updating Strategy

A code that is not current is not relevant. Every organization needs a process for ensuring that the code and its supporting communications and training strategies continue to reflect the organization's ethical priorities. Codes need to evolve because issues and the organization's standards for dealing with them evolve.

New issues emerge — the use of e-mail, Internet access and access to “adult” Web sites were not addressed in the typical code 10-12 years ago. Now, nearly every contemporary code addresses these issues.

Existing issues change in their priority; for example, sexual harassment has been addressed in codes for longer than the issue has been a central matter of corporate focus. But today's codes feature more information and description of what constitutes sexual harassment, the responsibilities of those witnessing it and references very detailed policies.

Today, organizations are addressing provisions of the Sarbanes-Oxley Act, SEC and NYSE requirements for their codes and making the changes needed to ensure code compliance with these new demands. Determine the next steps for your company. We suggest that you establish an ethics committee or a new group or representative to tend to the development of a program and infrastructure that will reinforce your code.

Why Measure Ethical Effectiveness

BY CHARLES RUTHFORD
THE BOEING COMPANY

Why measure the effectiveness of an ethics and compliance program? This author says two reasons jump to mind: it's good business practice and the Federal Sentencing Guidelines say you should.

First, and most importantly, it's good business practice. Successful companies become and stay successful because they check to see that the investments they make in themselves achieve the desired and/or predicted results.

Secondly, Section 8B2.1.(b)(5)(B) of the United States Sentencing Commission's Federal Sentencing Guidelines states, "The organization shall take reasonable steps — to evaluate periodically the effectiveness of the organization's compliance and ethics program." Should a company be involved in a criminal proceeding, the extent to which the company took steps to ensure that their compliance and ethics program was effective would be considered during the sentencing phase.

Not measuring the effectiveness of a program only increases the risk and exposure for the company. In dealing with an organization, its customers, suppliers, employees and communities would be wise to ask questions about the organization's intent and commitment to integrity and proper ethical conduct.

Measurement falls into two categories: process and outcome. Examples of process measures for an ethics and compliance program might include:

- Number of employees attending ethics and compliance training
- Percentage of employees who have signed the company code of conduct
- Number of calls or contacts to the ethics help-line
- Compliance escapes
- Number of cases requiring investigation
- Cycle time for answering caller's questions or closing an investigation on a case
- The quality or completeness of the information in the ethics and compliance case database

Process measures are straightforward and look at events and activities. They are necessary to ensure things happen as planned and provide feedback on the use of resources.

Say all the employees in your organization have attended your annual ethics refresher training. That's a fact. What conclusions could you draw? You can say that they have seen the material and, given the method of the training, estimate the percent-

*This author says
two reasons
jump to mind:
it's good business
practice and the
Federal Sentencing
Guidelines
say you should.*





*When it comes
to ethics and
compliance
programs
measuring
effectiveness,
let's be honest:
it is hard and
implementa-
tion in your
organization
will be unique.
The measures
need to fit your
needs and
requirements.*

age of the employees that likely understood and will remember the material. While this is interesting information, you can't say how the people will behave or act should they encounter a challenging issue.

That's where the outcome measures come into play. You're probably wondering if this is possible, and saying, "Measuring people's behavior is soft, squishy and subjective. Our senior leaders want to see hard and objective data. This is hard. Will our leadership accept it?"

When it comes to ethics and compliance programs measuring effectiveness, let's be honest: it is hard and implementation in your organization will be unique. The measures need to fit your needs and requirements.

Here are some possibilities that you could consider. The percentage of anonymous calls to your ethics helpline indicates, in part, how safe people feel about bringing issues forward. The percentage of investigated cases that are found to be substantiated could indicate, in part, how safe people feel about bringing issue forward. The percentage of investigated cases that are found to be substantiated could indicate how issues are being handled by the employees or line management and the level of knowledge in the organization. A dropping substantiation rate might infer that employees are unsure about issues or are reporting certain activities just to be safe. A rising substantiation rate might indicate that employees and line management are dealing with the issues in the workplace and that the cases that "should" be there. For your company, a change in the substantiation rate could indicate something entirely different.

In the 2005 National Business Ethics Survey, the *Ethics Resource Center* found these behaviors:

- Talking about or communicating ethics as a priority
- Setting good examples of ethical conduct
- Keeping commitments
- Supporting others who follow organizational standards
- Levels of observed misconduct
- Pressure to compromise ethical standards
- Reporting observed misconduct
- Satisfaction with response to reported misconduct

Think about ways that you could observe and measure the behaviors described above. They are predictors of leading indicators of the ethical culture in your organization and effectiveness of your ethics and compliance programs.

Closing Thoughts

Measuring the effectiveness of ethics and compliance programs is a developing discipline. There are no easy answers and it will be through experimentation and best-practices sharing that we will bring clarity to this murky area.

*Charles Ruthford is with the Ethics Program Development with The Boeing Company.
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REVIEW BY JANET ANDERSON

ADVOCACY EDUCATION DIRECTOR, WCSAP

The victim assistance movement has grown tremendously over the last 30 years and those working in the field have ensured that the needs and rights of victims were brought into the forefront and given greater heed. The victim assistance movement has also fought hard for new laws to be enacted and laid the groundwork for services that are victim-centered, empathetic and empowering. Yet one cannot provide these types of services to victims unless we hold ourselves accountable to ensuring that our services are ethical and of the highest standard. As Edwin Meese III points out in the forward of this book, "If victim assistance workers challenge themselves and their profession to meet such standards, they will honor the vision that victims take their rightful place ... and that their needs are met with comprehensive and professional care that is competent, compassionate, respectful, and, in every sense of the word, ethical."

In 1999, the Office of Victims of Crime created the National Victim Assistance Standards Consortium (NVASC) to develop model standards of conduct for victim assistance providers. Although the standards were outlined, two questions arose: "how does one apply these standards," and, "are they relevant to every facet of the victim assistance community?" Melissa Hook, in this groundbreaking book, seeks to answer these questions.

"Ethics in Victim Services" is a practical guide to ethical decision making and gives victim assistance service providers the tools and knowledge to help them think through ethical dilemmas. Hook stresses that support services take on many different forms and that not all victim assistance providers are subject to the same standards. For example, community-based sexual assault advocates and system-based advocates, although both provide support to victims, have very different, and often competing, priorities. With this in mind, the community-based advocate is faced with one set of ethical standards while the system-based advocate is faced with another. The issue of confidentiality is a good one to illustrate: within the community-based advocacy system, confidentiality is the cornerstone of the victim-advocate relationship, yet within the systems-based advocacy field, confidentiality is suspended. Thus, if the issue of confidentiality ever arises for a victim, both types of advocates will have to measure their responses against the backdrop of their ultimate role, profession and their priorities.

"Ethics in Victim Services" is a must read for anyone serving victims. What sets this book apart is that it recognizes that although ethics are a set of standards based on proven principles, they do not always fit nicely into a black-and-white package, and more often than not, cannot be universally applied to every situation. Through case scenarios, Hook helps the reader critically assess the issue by identifying those factors that need to be considered and assessed when making ethical decisions and when faced with ethical dilemmas.

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Small Organizations Need Our Help!

By **LESLIE ALTIZER**

RESEARCH ANALYST, ETHICS RESOURCE CENTER

Smaller organizations may feel they are not populated enough to warrant a formal ethics infrastructure.



Today, there exists a large gap in the presence of formal ethics programs between large and small organizations. The gap may be attributed to a higher level of public and media attention large organizations are receiving when it comes to ethical responsibility. Because of their public profile, large companies feel a greater pressure than small organizations to implement effective ethics programs. Conversely, the small organization is probably not feeling enough pressure to begin building formal ethics infrastructures because they have largely avoided the public eye. Moreover, smaller organizations have a lesser amount of resources available to them to build an effective ethics program.

Another potential cause for the lack of formal ethics programs within small organizations is that these organizations have cultures that are more informal. Thus, formal infrastructures are not as prevalent and this results in very strong informal standards. Employees tend to be more bound by these informal standards because they represent the culture of the organization.

A final reason for this gap is that smaller organizations may feel they are not populated enough to warrant a formal ethics infrastructure. Is it really worth having an Ethics Hotline or Ethics Office when a company only employs 20 people? This is probably the greatest argument for why small organizations don't need formal programs. It is not as feasible for smaller organizations to have the same level of formal infrastructures, but it is possible for this group to customize a formal structure that fits their culture. A small company can still have formal written standards for employees to make an anonymous report of misconduct. It can designate an individual or committee to respond to these reports in a confidential manner. It will just take more time and energy for this group to discover what will work.

The Federal Sentencing Guidelines identifies seven requirements that organizations must follow in order to establish effective ethics programs. The 2003 National Business Ethics Survey (NBES) focused on four of these elements and how prevalent they are in the American workplace. The results of the survey make visible the need for more attention to be shifted onto smaller organizations, especially in the for-profit sector. The four elements examined were written standards of ethical conduct, training on standards of conduct, an ethics office, and an ethics hotline or means to anonymously report misconduct.

A Code of Ethics is an organization's first step in building an ethics program. A good Code of Ethics is how an organization begins to build an effective ethics program.

An effective Code of Ethics will center on an organization's core values and provide appropriate guidance for employee decision-making. It will also communicate these values to employees and leaders, put an organization in compliance with regulations, reduce financial risks, reduce the chance of receiving high government fines and provide a benchmark with which performance can be measured.

Seventy-three percent of participants from the 2003 NBES responded that their organizations had written standards of business conduct. The presence of written ethics standards was much higher in larger (88%) versus smaller (58%) organizations. When examining the work sectors (government, non-profit and for-profit organizations) reported a very low presence of written standards. These findings begin to demonstrate the large gap that exists between large and small organizations.

The next piece of evidence that shows this difference is found in the presence of ethics training related to an organization's written standards. The Code is a means to make employees aware of an organization's values and principles. Training is a way for leadership to raise awareness of ethical issues, to respond to questions and concerns from employees and to reinforce the commitment to behave in accordance with the core values.

Though 73% of respondents said their organizations had written standards, only 54% of participants said their organizations provided ethics training. This question is more optimistic when only examining the organizations with written standards. Further analysis in the NBES showed that of those 73%, 67% actually said their organization provided ethics training. So, organizations that had written standards reported a higher percentage of training than did the sample as a whole. This is a continued step in the right direction for



the overall ethics field but we cannot overlook the negative trend with small organizations. The smaller, for-profit organizations had the lowest reported level of ethics training (35%).

To this point, the Code and training are means for an organization to raise employee awareness of how to behave in an ethical manner, but awareness is only half the battle. Leadership must provide a means to both enforce the ethics standards and give employees the ability to anonymously report ethics concerns. Establishing an ethics office or hotline, which provided employees with the capability of anonymous reporting, is an excellent way to address this requirement.

Only 43% of respondents from the NBES said their organizations had an ethics office or telephone advice line to which they could turn for advice about ethics issues or concerns. Once again, smaller organizations were much less likely to have an ethics office or advice line (26%) than the larger organizations (58%). When broken down by sector, the group that was least likely to have these elements was the small, for-profit organizations.

Overall, 63% of participants in the NBES claimed their organizations provided them with a means to report ethical misconduct anonymously. When analyzed based on organization size, the larger organizations were much more likely (77%) to have a mechanism for

The Federal Sentencing Guidelines identifies seven requirements that organizations must follow in order to establish effective ethics programs.

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anonymous reporting than the smaller organization (47%). To continue the earlier trend, the smaller, for-profit organizations were the least likely to possess a mechanism for anonymous reporting.

This article has examined ethical program elements as stand-alone elements. In order for an ethics program to be very effective, it should contain at least these four components. An organization must have employees who are aware and knowledgeable about ethical behavior, who are able to obtain advice and information about ethical behavior, and who have the ability to report misconduct anonymously. Unfortunately, only 27% of all respondents said their organizations had all four of the program elements, though 44% claimed they had at least two of the four. To complete the earlier pattern, 42% of larger organizations, as compared to a mere 12% of smaller organizations, had all four components in their ethics programs.

The statistics from NBES clearly show a large difference between small and large organizations. What NBES did not do is tell us why. Why is it that smaller organizations, specifically smaller, for-profits, are not as current as larger organizations when it comes to their ethics programs? As was mentioned earlier, this issue might be attributed to the greater amount of focus larger organizations receive and the lack of resources available to smaller organizations. The media is always focusing on the larger organizations such as Enron or WorldCom. Seeing Goliath fall is much more newsworthy than seeing David fall. To add to this problem, the larger organizations have more money to spend on building an ethics program. There is not a large enough market in the small business sector for consultants to work in. Finally, smaller organizations tend to be regulated by their informal standards because they do not employ enough people to warrant a formalized system.

Now is the time for the ethics community to focus on the needs of smaller businesses because they have been widely neglected in the field of ethics. NBES is only the first step in helping small organizations. The survey illustrated how much of a gap exists between large and small organizations. We must direct more of our research efforts towards this problem.



The Ethics Resource Center granted WCSAP permission to reprint this article. The Ethics Resource Center (ERC) is a nonprofit, nonpartisan organization whose vision is a world where individuals and organizations act with integrity. Established in 1922, the ERC works with businesses, nonprofit organizations, schools and governments to create ethical work environments through education, research, training and global partnership. ERC is located in Washington, D.C.

WCSAP Welcomes New Event Planner

My name is Tara Wolfe and I am the new event planner here at WCSAP. I just want to briefly introduce myself and say how excited I am to be a part of this organization!

I began working in the anti-violence against women movement while I was in college. As a volunteer and employee at the local battered women's shelter, I spent two years supporting survivors of abuse. After graduating from the University of Kansas, I moved with my partner to Seattle (insert Kansas jokes here!). I had left the Land of Oz and relocated to the Emerald City.

All in all, I have been in western Washington for over four years. I have worked at Eastside Domestic Violence Program and Domestic Violence and Sexual Assault Services of Whatcom County. For about seven years I have been an advocate for survivors of sexual and domestic violence. I have also done volunteer work in the HIV/AIDS field and am currently serving as secretary on the board of directors for The Northwest Network of Bisexual, Trans, Lesbian and Gay Survivors of Abuse in Seattle.

I am thrilled to be the event planner for WCSAP as I sincerely admire the leadership of the organization. My plans include exploring the Olympic Peninsula and attending The Evergreen State College for a master's degree in Public Administration.

I look forward to meeting all of you connected to Washington State sexual assault programs! Thank you for all your hard work. You can contact me at tara@wcsap.org.



Tara Wolfe: from Oz to Emerald City

Join us for WCSAP's 2007 Annual Conference!

May 22-24, 2007 at
Red Lion Hotel, Olympia

This year's theme is
"Strengthening Services & Ourselves."
Additional information is on our Web site:

www.wcsap.org

See you at the conference!



PUZZLE THIS! Forty words related to values and ethical concepts are concealed in the scrambled letters below. The words may appear vertically, horizontally or diagonally. The words may appear in their normal form or in reverse order. For example, thoughtfulness could appear as **THOUGHTFULNESS** or **SSENLUFTHGUOHT**.
Circle as many of the 40 words as you find.

Acceptance	Equality	Liberty	Sincerity
Allegiance	Ethics	Love	Stewardship
Authentic	Fairness	Loyalty	Tolerance
Citizenship	Faith	Mercy	Trust
Commitment	Forgiveness	Peace	Truth
Concern	Genuine	Perseverance	Understanding
Courage	Goodness	Prudence	Values
Dedication	Hope	Reason	Virtue
Duty	Joy	Resourcefulness	Wisdom
Empathy	Justice	Respect	Work

There is a 41st bonus word related to values and ethics that does not appear on the list above!

E J A Y E D V M J N O I T A C I D E D E A O M C D
 T U S Q P U Y T R E B I L B J E I P U X E V E N Y
 O S O I R R T O Q U I P N E U M C U T O N T A H W
 N M C G C A I R A S E E Q N S I O N Y W A R T T E
 I E T I H S R X I D C T L I T K S T A E I A K Y U
 S O L G H I U Y U V N E O C I E I O S R P I B S Z
 H E C N A T P E C C A O C A C R G E S M E N E M A
 W A N I M L E W A I R T I R E Z P L E T C L V I N
 F X O D C K P O U O E R S C V B A O N R S C O T I
 H A G N K A T I E C V B N A O A U R L O Y A L T Y
 E C N A I G E L L A E I H V N X E S U K Y U O E T
 E L N T O Z W S S I S C Y U W C S E F G O T E D I
 D R E S E C N E D U R P Q K N E H A E A S H U L L
 P U Y R U C O F A I E R T O N M I Y C T A E P S A
 E C A E P I N T A R P M C D U T N O R T H N I U U
 Q A R D I R T Y W I E Q O I H P R V U L A T G F Q
 Z I P N G C E S H R R O S D Y I K U O N E I C F E
 M A S U E E C S C S G N E O S G R R S A I C B P R
 E H T P A O N Y E E R T E F A I O U E T W Y O J I
 G O S U Y E Q U W Y A C R S T E W A R D S H I P R
 A E I O Z P L Y I E A O I H S D S W I E M S A R S
 R V E I B A O Y A N H R T N T A R P O N A B L R E
 U P T E V Y C Q D N E U R G O S U Y E Q U S D A Y
 O I O Y U P I N T A R E O S S E N E V I G R O F E
 C O M M I T M E N T M L N K B H V G C F X D Z N S

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Additional Resources

books

Ethics in Victim Services

Melinda Hook

Sidran Press, New York City (2005)

This book is mind-opening, validating and promotes the self awareness necessary for effective victim service. It is a “must read,” whether one has been in the field for one month or 30 years.

Standards for Victim Assistance Programs and Providers

National Victim Assistance Standards Consortium (2001)

This manual addresses standards and credentialing for victim assistance providers.

online tools

Please note that Web sites often change, and you may find additional online resources by inserting the name of an organization into a search engine (like Google or LiveSearch).

National Organization for Human Services

“Ethical Standards of Human Services Professionals”

<http://nationalhumanservices.org/ethics>

Ethics Resource Center

www.ethics.org

American Psychological Association

“Ethical Principles of Psychologists and Code of Conduct”

<http://www.apa.org/ethics/code2002.html>

National Association of Social Workers

“Code of Ethics”

www.socialworkers.org/pubs/code/code.asp

WCSAP & The Washington Association of Prosecuting Attorneys

“ETHICS: Sexual Assault Training”

www.wcsap.org/advocacy/connections.htm

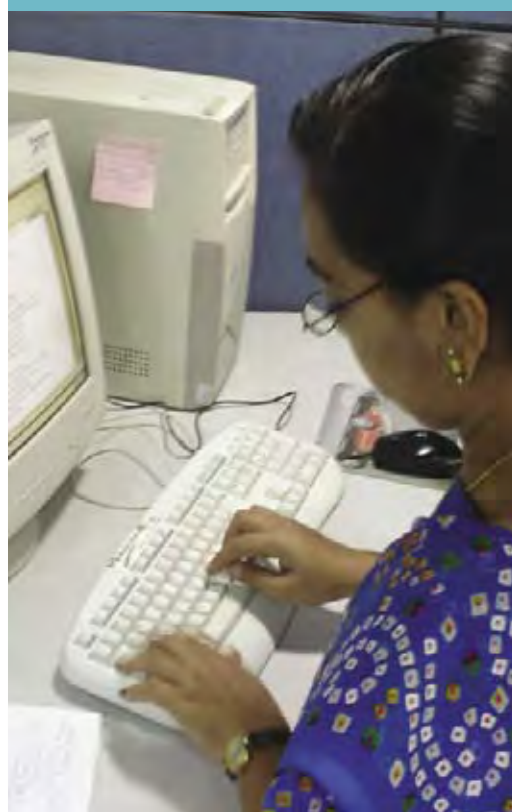


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Letters chosen for publication will be edited for length and clarity.

For advocacy technical assistance, e-mail janet@wcsap.org
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April is Sexual Assault Awareness Month

This year's Sexual Assault Awareness Month (SAAM) media campaign theme, *Don't Get It Twisted: Silence Doesn't Mean Consent*, promotes awareness around issues of consent. According to a 1997 American Medical Association survey conducted of young males:

- Eleven percent thought that if a girl said "no" to sex she really meant yes;
- Almost half felt that rape was sometimes the victim's fault;
- Forty percent agreed that girls who wear sexy clothes are asking to be raped;
- More than 1 in 3 thought they would not be arrested if they forced a date to have sex
- Thirty-six percent believe that if a girl went into the bedroom on a date, she wanted to have sex;
- More than 15% agreed that forcing your date to have sex is sometimes acceptable;
- More than 7% thought it was okay for a boy to force a girl to have sex if the girl got him sexually excited.



Continuing in the spirit of recognizing **Sexual Assault Awareness Month**, we are conveying the 2007 *Don't Get it Twisted* theme with the purpose of transcending misconceptions around consent and to provide knowledge that fosters and promotes social change.

2007 SAAM Planning Committee Members

Caroline Shelton *Children's Response Center, Bellevue*

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Chandra Lindeman *Evergreen State College*

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