Deliverable 8: Management Plan
Harmful Algal Bloom Pod, WHOI

This is an initial plan to incorporate deliverables into our lab and WHOI-at-large as we continue to develop, assess, and finalize policies and resources.

- Indicate if this is a new policy/resource or modification to an existing policy/resource
- Assess the potential impact of implementing the policy
- Note where the policies and resources will be made publicly available (e.g., in policy booklets, on department/institution websites, etc)
- Provide individuals with policy information and/or relevant training at appropriate times
- Consider what approval steps, checks, and/or consequences (e.g., access to funds, assigned readings, training) should be put in place
    Recommend an appropriate interval for reviewing and updating policies and resources

Deliverable		Existing Policy or Resource?	Where It Is or Will Be Posted	Review/Update Interval	Training Recommended?	Approval, Check, and/or Consequence	Action needed
Complaints and Reporting Policy	Lab	No	internal lab code of conduct	No set interval, recommend annually	Should be in onboarding	Lab leaders need to take accountability for this. Code of conduct needs to be written	Yes
	WHOI	Yes	internal website	No set interval, recommend annually	Should be in onboarding	Need to delineate the pipeline of how a complaint is handled and tracking. Need consequences.	Yes
Demographic Data	Lab	No	Not applicable at this level, should be WHOI-wide	N/A	N/A	N/A	N/A
	WHOI	No	Should post external (summary) and internal (detailed)	No set interval, recommend annually	N/A	Need to start tracking demographic data to understand which groups WHOI is failing. Need to keep track of retention	Yes

Policies for Working with Communities of Color	Lab	No	Internal	No set interval, recommend annually	sensitivity training	Need to make a more conscious effort to include more indigenous groups in our research. Include Communities of Color in the initial planning.Need more extensive planning of relationship development, in-person outreach. Hosting guest students from these communities	Yes
	WHOI	No	Should post external (summary) and internal (detailed)	N/A	sensitivity training	WHOI needs to develop an educated policy on this	Yes
Admissions and Hiring Policies	Lab	No	Internal currently	No set interval, recommend annually	Maybe	Hiring/admissions could focus broader recruiting efforts; opportunities exist to recruit students through IN FISH and WH PEP programs.	Yes
	WHOI	Yes	External website	No set interval, recommend annually	Maybe	Challenges implementing hiring policies include those that would necessitate changes to WHOI-wide policies and approaches developed by HR, as well as the admissions policies for the joint program developed collaboratively by WHOI academic programs and MIT. Both of these would require involvement and approval of external entities; perhaps WHOI's DEI committee and officer could facilitate these changes.	Yes
Safety Plan	Lab	Yes	Internal currently	Annually, but also after any major reported incidents	Yes need special safety plans for each field sites	A lab safety plan and code of conduct can be implemented as soon as we agree on the contents of both- which only needs to be a discussion conducted with all members of the lab. If there is some worry about legality issues/clashes with official WHOI policy we could ask someone from HR for guidance on those points. We need in-person interactive annual, small group, sensitivity training (e.g., what is a microaggression?!). WHOI-wide. More involved safety plan for field sites (e.g., buddy system, fully charged phone, go on	Yes

						normal hours). Need onboarding for new people	
	WHOI	Yes	External	Annually, but also after any major reported incidents	Yes, and should include sensitivity training	WHOI needs to be more inclusive about their safety plan. Should include information about safety for people of color and LGBTQ+ folks and differently abled folks	Yes
Resource Map	Lab	No	Post on organization website	Additions on a rolling basis	N/A	Should be highlighted at onboarding. Within our lab, we can also encourage sharing resources/events/affinity group info in lab meetings or over email as we have with news articles, Covid info, and papers.	Yes
	WHOI	Yes	WHOI-wiki	Additions on a rolling basis	HR should be trained	Should be highlighted at onboarding. Many resources already exist, but need to be compiled to be useful to new people. This can be part of the ongoing effort to engage all the WHOI pods to leverage all our deliverables into useful resources.	Yes

Major action items for the Anderson/Brosnahan lab are (1) to develop a Code of Conduct, (2) to develop a Safety Plan, and (3) to discuss both of those with members of the lab.

There are many major action items for WHOI, which include (1) improving their sexual harassment training, (2) developing sensitivity and bystander intervention training, (3) tracking demographic data, and (4) developing a better complaints and reporting system which clearly delineates how complaints are handled and the consequences for violations.

From our discussions, we've identified some key problems with WHOI's online sexual harassment training. These include:
- It ignores structural problems such as power dynamics and discrimination
- It may be more symbolic than real
- It can lead to backlash
- It may give wrong ideas about sexual harassment and violence (e.g., By focusing on sexuality and not on power dynamics, the training could veer in unhelpful directions, such as targeting of racial minorities who have been and continue to be stereotyped as overly sexual)
- It reinforces gender stereotypes which is pretty frustrating.
- It fails to address the root problem, preventing sexual harassment from happening in the first place

To make it more effective, we recommend the following actions:
- Be in person or on zoom, and be more immersive and extensive. Involve interactive experiences and group exercises
- Recognize that discrimination and power dynamics play a role

- Receive leadership support
- Include clear goals, follow-up, and measurement
- Research shows that anti-sexual harassment training is more effective when there is a higher representation of women managers, and power is more equally distributed amongst men and women.

Other trainings that WHOI should consider adding are (1) sensitivity training which would include anti-racist training and anti-homophobic training, and (2) bystander intervention training. These trainings would also benefit from interactive experiences and group exercises.