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| Outfitter/Organizational Work | Multiday raft outfitter | Multiday raft outfitter | Outfitter, primarily day trips; rafting, zip lining, canoe & kayak instruction, lodging, retail, food & beverage | "Supporting the health and strength of Idaho's guiding Community" |
| Staffing/Leadership Structure | Guides - 15 Staff 1 year round salary manager 1 summer manager | Guides & seasonal staff: 100 guides - 120 with drivers, orientation hostesses, etc. Office staff and warehouse: 10 office; 15 combined Managers: 7 Additional structures: Respect and Inclusion Task Force; partnering with Grand Canyon Youth on a Rising Guides initiative | Total Employees – 900, FTYR – 80, 9mo/12mo – 25, PTYR – 50, Variable – 745 (370 new hires, 370 re-hires) Guides - 350ish River Guides Office Staff - 50 Managers - 75 | One Director + One Contract Licensed Clinical Practical Counselor + 10 person Board of Directors + 12 Person Guide Liaison Team (Volunteers) |
| Gender Ratio Breakdown | 55/45 – Trip Leads 70/30 (female/male) | 65/35/? (male/female/non-binary) | 65/35 or 60/40 (male/female) | 50/50 in Redside, 20/80 in Idaho guiding (female/male) |
| Guests Served/Season | 800 | 1,800 | 250,000 | N/A |
| Org Beginning/Evolution | 2009 | Founded in 1965; 3rd generation of ownership | 1972 | Founded 2010, first full-time staff hired 2016 |
| Was there a "spark"/initiating event which brought this topic to the forefront for you? | Outside Magazine article came out; Jamie Moye articles; guide realities from other river users | "A bungled sexual harassment complaint... I'll explain." | "Mostly the readily apparent trend in the industry and industry publications. I had observed situations as a Guide and managed through a few situations as G.M. that brought it into the conversation with my Leadership Team. While it is not pervasive, we do deal with incidents every year." | "Spending a decade as a woman in Idaho's guiding industry, and supporting/mentoring women entering the industry. A spark was also interacting with men in the industry who wanted to make meaningful change in gender dynamics and support they offered but weren't sure where to start (or occasionally were doing more harm than good as they began the conversation)." |

Definitions

Sexism: Any act, gesture, visual representation, spoken or written words, practice, or behavior based upon the idea that a person or a group of persons is inferior because of their sex, which occurs in the public or private sphere, whether online or offline. (Global Citizen, Internationally agreed upon definition.)

Sexual Harassment: Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment. (<https://www.eeoc.gov/eeoc/publications/fs-sex.cfm>)

Core Concepts (Cullen, 2008)

- **Intent vs. Impact:** *The ways we hope things are communicated sometimes are not the way they were received. A negative impact can occur that was not intentional. Even so, acknowledging and owning the impact is important.*
- **Pile-on-Principle:** *Seemingly “small” aggressions can pile up over time when they occur over and over again. This can cause people to be frustrated, and someone who does not realize the cumulative impact may think they are over reacting.*
- **Allies:** *Acting as an ally to someone from a marginalized group is a continuous process of challenging common practices and beliefs and showing up for people.*

Four Approaches to Inclusive & Respectful Work Environments: Addressing Sexism & Sexual Harassment

Leadership

Managers, owners, supervisors, lead guides must be willing to communicate inclusion and respect as values and expectations – over and over again. This is done through messaging, marketing, encouraging staff to share when this isn't done, training, and hiring. Trust of leadership is a huge component of this work.

Assessment

It's difficult to understand how employees and customers are experiencing your organization without asking. Being willing to survey your people about how they think your company is doing will give you a starting point. It will also communicate to your people that this is a priority, and something you care about.

Training

Providing opportunities to learn about skills and practices of inclusion and respect. For many this will feel like a culture change and shift; people cannot be expected to do it without the understanding why this is important and how to go about fostering a safe, respectful, and inclusive environment. It must happen often and be seen as just as important as other training.

Policy & Procedure

Crafting statements in your employee handbooks, websites, orientation materials, etc. regarding the values of inclusion and respect will communicate the expectation and importance. A willingness to address when the expectations are not met – through accountability and consequence if necessary will encourage the sustainability of creating this environment.

Websites (and many others):

- [A #MeToo Guide for Outdoorsy Dudes](#) via Emerald Lens Media
- <https://www.workplacesrespond.org/> Workplaces Respond to Sexual Violence: A National Resource Center
- <https://iwpr.org/publications/sexual-harassment-work-cost/> Institute for Women's Policy Research



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